

HIGHWAY 3 CORRIDOR DESTINATION DEVELOPMENT STRATEGY



DESTINATION
BRITISH COLUMBIA

WHITEWATER SKI RESORT
Photo: Kari Medig

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FRONT COVER PHOTO: HIGHWAY 3 AND THE KOOTENAY RIVER, Kari Medig

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EXECUTIVE SUMMARY

A. DISTINCTIVE DESTINATION FOR THE HIGHWAY 3 CORRIDOR

The Highway 3 corridor (including Highway 3A, 3B, and 43)¹ stretches east-west from Hope along 838 km of mountainous roads to Alberta. Tourism and recreation opportunities, as well as lifestyle/amenity migration, have contributed to a transition along the corridor from a resource-based economy to a more diversified one that also includes agritourism, viticulture, heritage tourism, manufacturing, and tech start-ups.

Communities along the highway have taken great steps to improve the climate of the tourism industry and visitor economy. While there are few indicators available to measure performance of the Highway 3 corridor as an entire planning area, data that does exist shows increases in highway volume and room revenues, as well as visitation growth through visitor centres.

However, the visitation levels have not yet reached significant volumes to achieve year-round business viability. As a result, all communities and destinations along the corridor are not able to fully benefit from its tourism potential. Communities along Highway 3 are

primarily reliant on the BC market, the Alberta market and local residents. There are a significant number of lower generating same day trips. Improving the number of experiences that motivate overnight stays can ensure greater benefits from the visitor economy along the entire corridor.

There are currently multiple successful demand generators (such as Manning Park, ski resorts, summer destinations) and an abundance of additional experiences with potential to further increase the visitor interest for travelling along the Highway 3 Corridor. Both the predominantly summer season destinations (e.g., Osoyoos, Princeton, etc.) and strong winter product areas (e.g., Fernie, Rossland, Kimberly, Manning Park, etc.) have excess supply capacity in their respective off and shoulder seasons. While the corridor lacks a strong, iconic destination (e.g., Sea-to-Sky Gondola, Whistler, Banff), its appeal is the sum of experiences that, when combined, offer a much more inspirational journey compared to the faster, but less scenic Highway 5 (Coquihalla Highway).

¹The Highway 3 planning area includes Highways 3A, 3B and 43, in the report the term 'Highway 3' refers to all the highways in the planning area.

B. DISTINCTIVE DIRECTION FOR THE HIGHWAY 3 CORRIDOR

Highway 3 corridor's distinct selling proposition is its incredible scenic beauty, easy access outdoor adventures, quirky small towns, rejuvenating water, quality snowfall, sense of nostalgia (family vacation memories), and depth and quality of arts, culture, history, and heritage. Currently, the following interest groups are identified for Highway 3: touring/road trip, hiking, parks, lakes/boating, skiing and snowboarding, camping/resorts, cycling (road/mountains), agritourism and wineries, motorized sports, arts, and heritage.

As a planning area, Highway 3 benefits greatly from the existence of the Highway 3 Mayors' and Chairs' Coalition and their tourism subcommittee, who work collaboratively with the provincial government to improve the experience along the route, predominantly by providing a better driving experience through improved signage, additional passing lanes, and safer roads/pedestrian walkways. This established and collaborative group sets a great foundation for moving forward.

The vision for the Highway 3 corridor is not only aligned to existing planning frameworks, but also aspirations of the type of destination tourism partners along the Highway 3 corridor would like to be in 10 years:

Travellers with a sense of adventure are attracted to the Highway 3 corridor's abundance of parks, remarkable outdoor recreation, and the welcoming eccentricity of its many small communities, each offering their

interesting landscapes, stories to tell, and histories to share. Highway 3 is BC's best-known and best-loved west-east driving corridor, providing a safe, scenic route that travellers can explore at their own pace.

Four destination development goals support the vision for the Highway 3 corridor:

- Enhance local benefits (economic + social + environmental) through year-round growth of the visitor economy.
- Increase the volume of value-added remarkable experiences that motivate travel to and throughout the corridor, generating incremental spend and longer stays.
- Enhance the climate for tourism business success.
- Safeguard the sustainability of the natural environment.

These four goals will support the two common provincial goals:

1. Lead Canada in growth of overnight visitor expenditures.
2. Secure the highest Net Promoter Score in North America.

Four distinct motivating experiences will elevate the core strengths of the destination. As visitors travel along the corridor, they will select the experiences that meet their passions and preferences:

- OUTDOOR + RECREATION
- ARTS + FESTIVALS + EVENTS
- FOOD + DRINK + AGRITOURISM
- STORIES + LEGENDS

Six destination development themes will focus strategic efforts against strengthening the Highway 3 corridor as a destination for each of the motivating experiences. 82 objectives have been identified to support these themes.

THEME 1 Creating a memorable road trip story and experience

THEME 2 Showcasing community character and personality

THEME 3 Developing and enhancing infrastructure, products, and experiences

THEME 4 Building year-round business viability — policies, staffing, investment

THEME 5 Embracing cooperation and collaboration, building community support and understanding

THEME 6 Balancing and managing growth and environmental protection

ACRONYMS

AGRI Ministry of Agriculture

CBT Columbia Basin Trust

CDMO Community Destination Marketing Organization

DBC Destination British Columbia

DC Destination Canada

DDS Destination Development Strategy

DMO Destination Marketing Organization

EDUC Ministry of Education

ENV Ministry of Environment & Climate Change Strategy

FIN Ministry of Finance

FLNR Ministry of Forests, Lands, Natural Resource Operations & Rural Development

IRR Ministry of Indigenous Relations and Reconciliation

ITBC Indigenous Tourism Association of British Columbia

KRT Kootenay Rockies Tourism

LCCDTS Lower Columbia Community Development Team Society

MRDT Municipal Regional District Tax

OCF Official Community Plan

RDMO Regional Destination Marketing Organizations

RMI Resort Municipality Initiative

TAC Ministry of Tourism, Arts & Culture

TIABC Tourism Industry Association of British Columbia

TOTA Thompson Okanagan Tourism Association

TRAN Ministry of Transportation & Infrastructure

VCM Vancouver, Coast & Mountains tourism region

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FORWARD AND ACKNOWLEDGEMENTS

FORWARD The Highway 3 Corridor Destination Development Strategy was guided by input from over 100 tourism partners representing the diversity of communities, organizations, businesses, interests, and passions.

We thank the First Nations on whose traditional territories we gathered for our community meetings including: Hope — home of the Shxw'owhamel, Manning Park — home of the Upper Similkameen and the Sto:lo, Osoyoos — home of the Okanagan (Syilx), Cranbrook and Creston — home of the Sinixt and Ktunaxa.

THANK YOU TO OUR
TOURISM PARTNERS
WHO PARTICIPATED

IN THE PROCESS BY
ATTENDING PLANNING
WORKSHOPS,
CONDUCTING
INTERVIEWS, HOSTING
SITE VISITS, AND
RESPONDING
TO SURVEYS.

ACKNOWLEDGEMENTS

The Highway 3 Corridor Destination Development Working Group provided final recommendations for the destination's strategies and prioritizations:

- Andrea Ryman, Endless Adventures, Destination Castlegar
- Beverly MacNaughton, Sparwood Chamber of Commerce
- Cindy Alblas, Christina Lake Tourism Society
- Dianna Ducs, Nelson Kootenay Lake Tourism
- Gina Medhurst, Kootenay Lake Chamber of Commerce
- Greg Hopf, Indigenous Tourism British Columbia and Thompson Okanagan Tourism Association (ITBC/TOTA)
- Ingrid Jarrett, Watermark Beach Resort
- Jesse Ferguson, Tourism Kimberley
- Jikke Gyorki, Tourism Fernie
- Mayor Kathy Moore, City of Rossland
- Kelley Glazer, Destination Osoyoos
- Kim Maynard, Town of Princeton

- Kristi Calder, Tourism Rossland and LCCDT
- Larry Olson, Province of BC, FLNR Regional Economic Operations, South Okanagan-Boundary
- Mike Delich, Fernie Vacation Properties
- Rebeckah Hornung, Whitewater Ski Resort
- Robyn Barker, Manning Park Resort
- Mayor Ron Toyota, Town of Creston
- Sandy Elzinga, Community Futures Boundary
- Shawna Leung, Vancouver, Coast & Mountains representative
- Mayor Sue McKortoff, Town of Osoyoos

Special thanks are offered to the facilitators of the Highway 3 Corridor destination development process:

- Susan Rybar, Vardo Creative Inc.
- Suzanne Denbak, Cadence Strategies



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INTRODUCING THE STRATEGY

NK'MIP DESERT CULTURAL CENTRE
Photo: Andrew Strain

The Highway 3 Corridor Destination Development Strategy was developed to enhance the competitiveness of the Highway 3 tourism destination over the next 10 years and beyond. The strategy was developed as part of Destination BC's Destination Development program to support and guide the long-term growth of tourism along the Highway 3 corridor.

A. DESTINATION DEVELOPMENT DEFINITION

I. VISITOR ECONOMY

Destination development is the conscious and continuous process of coordinating and developing the tourism industry to strengthen the visitor economy. Tourism is a pillar of British Columbia's economy employing more than 127,500 people annually through 19,000 businesses that, together with the support of government, generate \$15.7B² in revenue annually and \$7.4B of value added to the BC economy as measured through GDP (in 2007 constant dollars).

Key principles supporting the strategic, sustainable growth of the visitor economy through this destination development strategy include:

- Protect the environment and maintain ecosystem health.
- Appreciate and respect community values and community distinctiveness.
- Respect, support, and engage First Nations and all residents and visitors.

²Government of British Columbia. (2017, March). Jobs plan tourism sector profile. pdf. A publication of the Ministry of Jobs, Tourism and Skills Training.

- Retain the ability to unplug and find peace.
- Seek benefits for all tourism partners/communities along the corridor.
- Contribute to economic sustainability.
- Seek to innovate and be creative.
- Seek to collaborate.

II. FOCUS ON SUPPLY

Tourism has two primary revenue drivers — supply and demand. Compelling marketing efforts strive to create short-term demand for a destination and create immediate urgency for people to want to visit. Destination development focuses solely on the supply side of tourism by providing compelling experiences, quality infrastructure, and remarkable services to entice repeat visitation.

As far as tourism theory goes, every destination has a natural life cycle. A destination's appeal will naturally decline when one or more of the following occurs.

- Physical deterioration (e.g., lack of investment, aging infrastructure/businesses),
 - Inability to adapt to changing consumer needs,
 - Lack of political will to adopt a favourable regulatory and business climate, or
 - Lack of competitiveness.
- Destination development is the mechanism where that natural life cycle is managed to ensure a destination evolves to remain “desirable” for the ever-changing consumer. Destination development happens when industry and government plan to enhance the quality of the visitor's experience by ensuring tourism services, amenities and practices meet and exceed visitor expectations.

THE VISITOR ECONOMY REFERS TO THE WIDESPREAD AND OFTEN UNSEEN BENEFITS FROM DOLLARS SPENT BY TRAVELLERS. IT ENCOMPASSES EVERYTHING THAT ATTRACTS VISITORS TO A DESTINATION; EVERYTHING THAT MAKES A PLACE SPECIAL, DISTINCTIVE, AND CAPABLE OF ENGENDERING PRICE AND INTEREST IN A PLACE WORTH EXPERIENCING.

TOURISM REVENUE DRIVERS



THE FULL IMPACT OF THE VISITOR ECONOMY IS FELT WHEN THE MULTIPLIER EFFECT OF TOURIST SPENDING RIPPLES THROUGHOUT THE ENTIRE ECONOMY, SUPPORTING JOB CREATION, INFRASTRUCTURE DEVELOPMENT, COMMUNITY BUILDING, STRENGTHENING THE BRAND, AND ENGAGING VISITORS IN MEMORABLE EXPERIENCES.

B. DESTINATION DEVELOPMENT PROGRAM VISION

The Program vision is:

BC is a world-class tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectations, and align with BC's brand.

C. DESTINATION DEVELOPMENT PROGRAM GOALS

The Program goals are:

- Make British Columbia the most highly recommended destination in North America.
- Create strategic 10-year plans for tourism development and improve return-on-investment for government and private sector investments in tourism assets.
- Elevate British Columbia's ability to compete as a premium destination while making the province more attractive for investment.

D. PURPOSE OF STRATEGY

Destination development is all about bringing together planning, policy and capacity building efforts to:

- Ensure that a destination is well positioned to make future strategic decisions.
- Address impediments to growth and capitalize on opportunities.
- Outline key assets of a destination including the main product themes/experiences available.
- Outline key priorities for new product, infrastructure and amenity development.
- Identify impediments to development and tourism growth (e.g., potential policy or capacity issues, available funding, access to funding etc.).

The Highway 3 Corridor Destination Development Strategy is a guide for tourism partners as they proceed with implementation. This document should be reviewed and updated to reflect changing tourism objectives, priorities, and market conditions. Results should be tracked to ensure learnings assist future implementation activities be even more effective in increasing economic, social, and cultural benefits to the entire Highway 3 corridor.

E. CREATING A FOUNDATION

Destination BC has completed extensive consultation to gather input into the program and the process. This includes input from across the provincial government and regional DMO's. The approach is led by consumer insights and behaviors and informed by the distinct needs of tourism regions. Using a standardized planning process used across destinations facilitates a roll up into regional strategies. The regional strategies will be used to inform a single provincial strategy.

These 20 destination development strategies are the foundation of knowledge on which the provincial strategy will be built. This provincial strategy will guide tourism development in the future.

AS THE HIGHWAY 3 CORRIDOR CROSSES OVER THREE TOURISM REGIONS (1. VANCOUVER, COAST & MOUNTAINS 2. THOMPSON OKANAGAN, 3. KOOTENAY ROCKIES), THIS STRATEGY WILL BE USED TO INFORM THE CREATION OF THREE REGIONAL STRATEGIES.

Each planning area represents a logical travel route for visitors in and around the province. As visitors do not make travel decisions based on artificial boundaries created by governments and organizations, planning areas cross-multiple jurisdictions. This reinforces the importance of an integrated approach with a shared vision and investment.

F. METHODOLOGY – PLANNING PROCESS

The process involved a combination of facilitated, in-person consultations, and planning workshops over a seven-month period beginning in December 2016.

The strategy was developed based on extensive, collaborative efforts that resulted in a Situation Analysis report and recommendations by a Working Committee. See Appendix 1 for the full process outline. A total of ten workshops were held in Manning Park (1), Hope (2), Osoyoos (3), Creston (1), Cranbrook (1), West Kootenays (2 webinars) with over 100 participants. Key informant interviews were conducted with 18 stakeholders, and two online surveys were completed by over 70 respondents – a destination assessment survey and a future direction survey.

A Working Group consisting of regional stakeholders was formed to assist, guide, and review the strategy development process and outputs.

G. KEY OUTPUTS

The three key outputs from this project include:

1. An asset inventory of accommodation, tourism businesses and attractions, tourism organizations, food and beverage establishments, parks and recreation sites, sports and arts facilities, meeting facilities, transportation, and visitor services.
2. A 124-page Situation Analysis that provides detailed insights of the industry and Highway 3 context, the planning area assessment, and considerations.
3. The Highway 3 Corridor Destination Development Strategy.

3

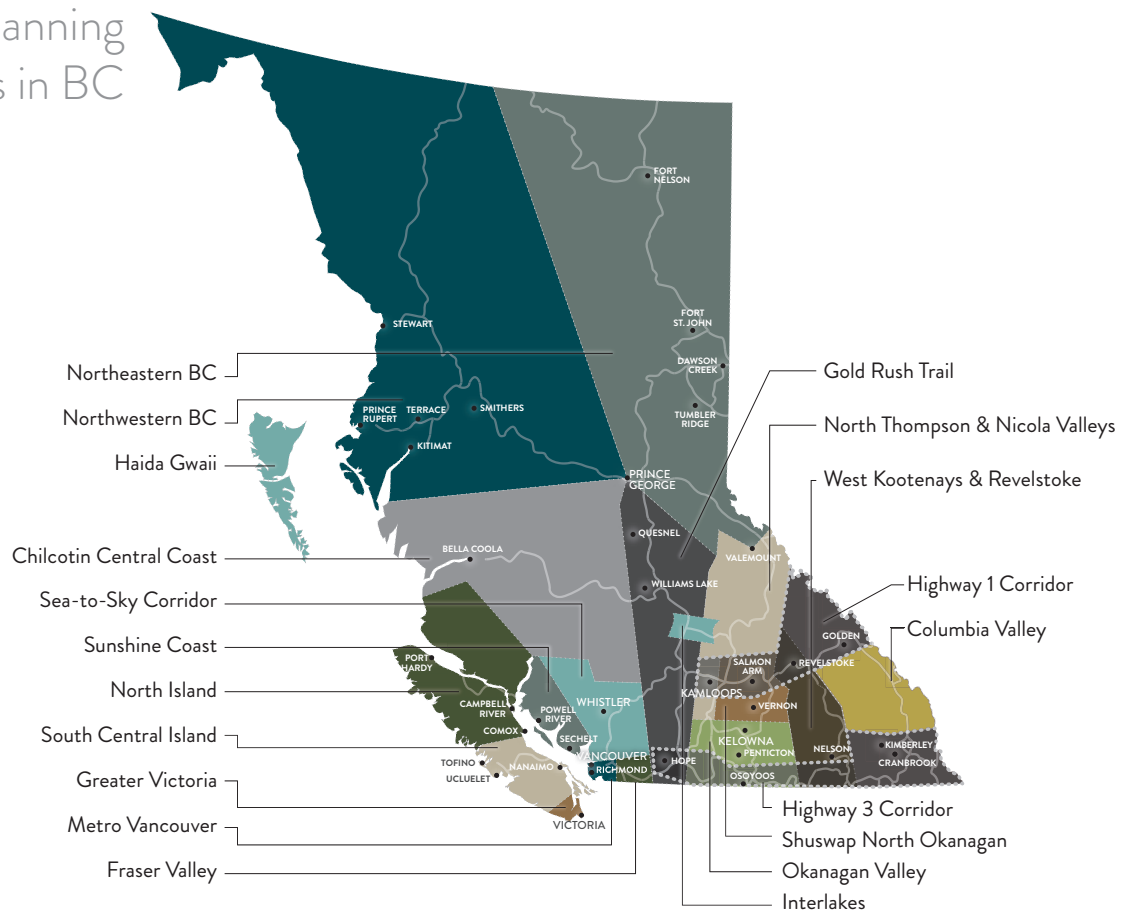
ALIGNMENT

BAILLIE-GROHMAN ESTATE WINERY
Photo: Dave Heath

The destination development strategy (DDS) for the Highway 3 corridor is one of five that will be prepared for the Vancouver, Coast & Mountains tourism region, one of seven for the Thompson Okanagan tourism region, one of four

for the Kootenay Rockies tourism region, and one of 20 for the province as a whole. Over the course of the program, each tourism region will integrate their sub-regional destination development strategies into a Regional

Planning Areas in BC



Destination Development Strategy which, in turn, will be used to inform a Provincial Destination Development Strategy, together with all 20 planning area strategies.

THE DESTINATION DEVELOPMENT STRATEGIES THEMSELVES WILL BE INFLUENCED BY, AND WHERE APPROPRIATE REFLECT, COMPLEMENT AND LEVERAGE, OTHER PLANNING INITIATIVES.

At senior government level, tourism strategies developed by the Government of Canada, Destination Canada and the Government of British Columbia provide high-level guidance on the changing tourism landscape and how domestic industry (and communities) can adapt and thrive.

Two other layers of planning are relevant to the destination development process. First, associations and agencies representing different tourism sub-sectors (e.g., adventure tourism, sport fishing, kayaking, boating) and services (e.g., advocacy, human resources, marketing) play an important role in many aspects of demand-side development, specifically in relation to the involvement and interests of the private sector. The promotional (and in some cases broader development) efforts of DMOs have a clear connection to the destination development process as each represents an essential element of market transactions we call tourism. And second, local community and regional plans, whether for tourism, economic development, community development, infrastructure, services or land use are foundational for destination development. Current, relevant plans and how they interact with destination development were identified in the Situation Analysis report.



4

SUCCESS NETWORK

OSOYOOS
Photo: Andrew Strain

SUCCESS NETWORKS REPRESENT THE CLUSTERS OF BUSINESSES AND ORGANIZATIONS (PRIVATE SECTOR, GOVERNMENT AND NOT-FOR-PROFIT) WHO WILL NEED TO COLLABORATE AND WORK IN HARMONY TO BRING THE OPPORTUNITY TO FRUITION.

Successful destination development implementation recognizes that “we all have a role to play”. The recommendations contained within this Destination Development Strategy form the foundation for additional focused and aligned discussions regarding implementation locally, regionally, and provincially. Organizations identified within each tactical success network will be in a position to review, locally, regionally, and provincially, the potential for growing tourism, by leading, or supporting implementation, and action. It does not imply the organizations have endorsed the tactic. This strategy is intended to inform conversations that may lead to future investments and actions, or that will contribute to growing this planning area’s and British Columbia’s visitor economy.

It is important to note that the development opportunities are not mutually exclusive.

The stakeholders demonstrated a desire to work together throughout the community consultations. The complexity of the tourism opportunity is understood along the Highway 3 Corridor.

TOURISM PARTNERS HAVE ARTICULATED THEIR DESIRE TO WORK COOPERATIVELY, AS A UNIFIED HIGHWAY 3 CORRIDOR, ON DESTINATION DEVELOPMENT INITIATIVES. IT IS ONLY BY WORKING COLLABORATIVELY THAT THE TRUE POTENTIAL OF THE HIGHWAY 3 CORRIDOR CAN BE REALIZED.

The following partners have informed the creation of this strategy, and play a role in executing on the strategy:

FEDERAL	FIRST NATIONS	PROVINCIAL	REGIONAL	LOCAL
<ul style="list-style-type: none"> • Destination Canada • Western Economic Diversification • Parks Canada • Department of Ocean and Fisheries • Indigenous Tourism Association of Canada • Canadian Heritage • Public Works and Government Services Canada 	<ul style="list-style-type: none"> • Stó:lō Nation • Syilx Nation • Ktunaxa Nation • Sinixt Nation 	<ul style="list-style-type: none"> • Destination BC • Indigenous Tourism BC • go2HR • Ministries/Agencies: <ul style="list-style-type: none"> - Tourism, Arts and Culture - Jobs, Trade and Technology - Transportation and Infrastructure - Forests, Lands, Natural Resource Operations and Rural Development - Indigenous Relations and Reconciliation - Environment and Climate Change Strategy - Agriculture - Municipal Affairs & Housing 	<ul style="list-style-type: none"> • Regional Airports • Regional Districts • Regional Chambers of Commerce • Economic Development Organizations • Funding Organizations and Trusts • RDMOs • Post-Secondary Education Institutions 	<ul style="list-style-type: none"> • Local Governments • Community DMOs • Chamber of Commerce • Business Improvement Associations • Visitor Centres • Tourism Operators • Arts, Culture, Heritage Organizations • Clubs/Volunteer Groups • Residents

This strategy is intended to inform actions for the future, which over time may be embedded in the local, regional, and provincial decision making. The result will be an integrated system of priorities that will achieve better development

decisions, drive greater tourism revenues, and realize benefits for businesses and communities on the Highway 3 corridor. All this will contribute to a thriving, vibrant, and growing economy.



Joint strategy ownership among all planning area tourism partners is a critical component of this program's success. The planning process identifies a suggested success network of tourism partners to champion and move actions within each objective forward. However, during implementation, leads and involved parties should be verified. In many instances, strategy execution is a shared responsibility and entities listed are responsible to lead their own areas.

THE REGIONAL REPRESENTATIVES (VANCOUVER, COAST & MOUNTAINS, THOMPSON OKANAGAN, AND KOOTENAY ROCKIES) HAVE IMPORTANT ROLES TO PLAY AS THE DESTINATION DEVELOPMENT CHAMPIONS. THIS WILL INCLUDE HELPING TO SHEPHERD IMPLEMENTATION OF STRATEGIES FOR THE ENTIRE HIGHWAY 3 CORRIDOR.

As this planning process is not intended to duplicate ongoing efforts or create new organizational or administrative structures, the implementation of this strategy should be executed through existing organizations.

5

A DISTINCTIVE DESTINATION

NANCY GREENE LAKE
Photo: Steve Ogle

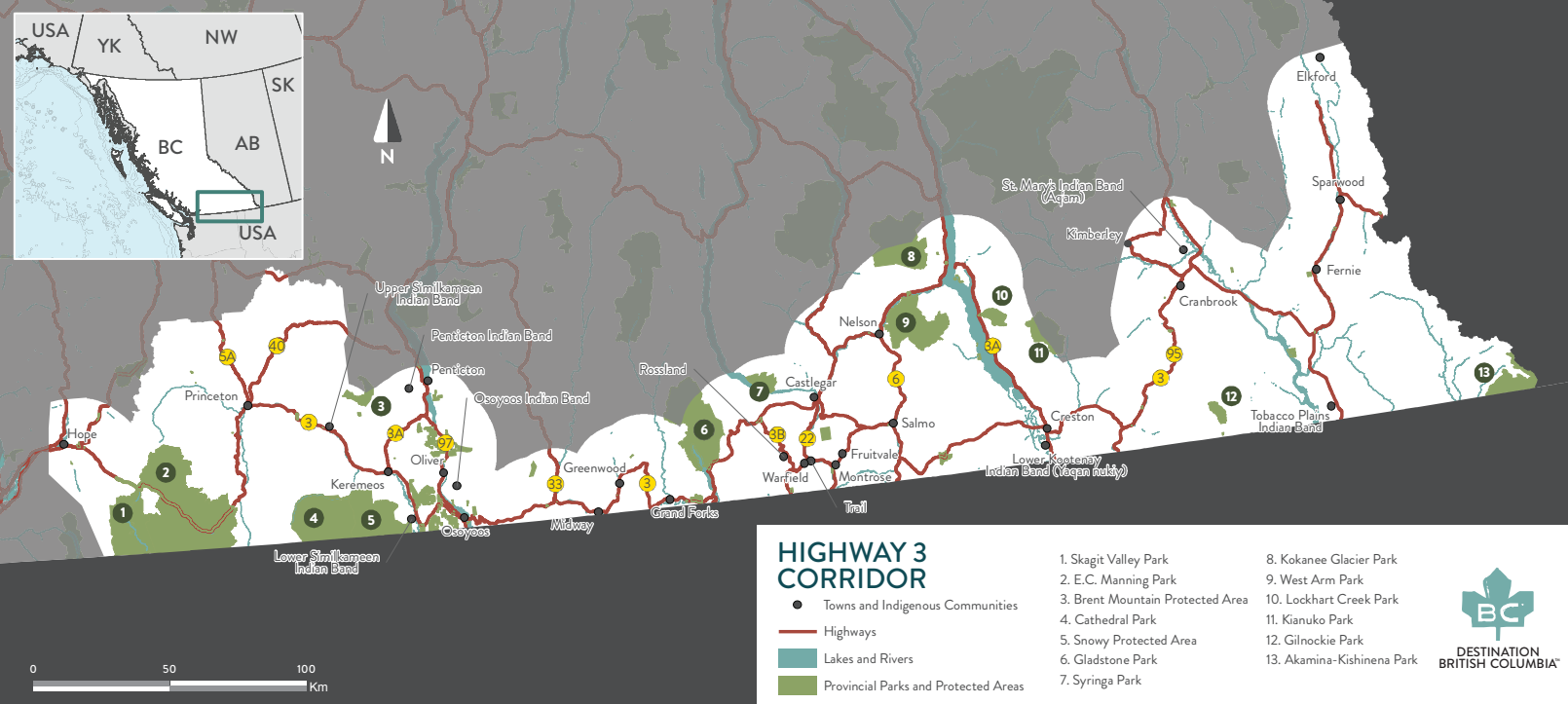
OVERVIEW OF THE HIGHWAY 3 CORRIDOR

A. GEOGRAPHIC DESCRIPTION OF THE AREA

The Highway 3 Corridor planning area (including Highway 3A, Highway 3B and Highway 43)³ stretches east-west from Hope along 838 km of mountainous, valley and riverside roads.



³The Highway 3 planning area includes Highways 3A, 3B and 43, in the report the term 'Highway 3' refers to all the highways in the planning area.



Highway 3 in its entirety is referred to as the Crowsnest Highway; it stretches from Hope, BC to Medicine Hat, Alberta over 1,161 km. Within BC, Highway 3 is also known as the Southern Trans-Provincial Highway and Highway 43 is known as the Elk Valley Highway. Highway 3A is in two segments, the first is the Castlegar-Nelson-Creston Highway, where a ferry takes Highway 3A across Kootenay Lake to Kootenay Bay and the second is the Keremeos-Kaleden Junction Highway, which many travelers use to access the Okanagan Valley near Penticton. Highway 3B is an alternate loop to the Crowsnest Highway between Nancy Greene Lake and Meadows.

These highways encompass the jurisdictions of the Fraser Valley Regional District, Regional District of Okanagan-Similkameen, the Regional District of Kootenay Boundary, the Regional District of Central Kootenay, and the Regional District of East Kootenay.

Communities along Highway 3 are accessible by motorized and non-motorized vehicles (bikes, car, motorcycle, motorcoach, etc.). The District Municipality of Hope is accessible by railway (VIA Rail Canada) and the Grand Forks Railway (which links to the Kettle Falls International Railway which goes to the United States).

Several communities along Highway 3 are accessible by air including Hope

Airport/Aerodrome, Midway Aerodrome, West Kootenay Regional Airport (Castlegar), Sparwood/Elk Valley Airport, Cranbrook/Canadian Rockies International Airport, Trail Regional Airport, Oliver Airport, Princeton Airport, Nelson Airport, Creston Valley Airport, and Grand Forks Airport.

There are visitor centres in Hope, E.C. Manning Provincial Park, Sparwood, Cranbrook, Castlegar, Creston, Rossland, Kimberley, Trail, Nelson, Elkford, Hedley, Princeton, Keremeos, Oliver, Okanagan Falls, Fernie, Christina Lake, Greenwood, Grand Forks, and Osoyoos that provide visitor information, assistance and advice.

B. DESCRIPTION OF THE POPULATION BASE, COMMUNITIES INCLUDED AND FIRST NATIONS

The Highway 3 corridor planning area includes a population base of approximately 144,730 in Manning Provincial Park, Princeton, Hedley, Keremeos, Olalla, Cawston, Okanagan Falls, Oliver, Osoyoos, Bridesville, Rock Creek, Midway, Greenwood, Grand Forks, Christina Lake, Nancy Greene Provincial Park, Rossland, Warfield, Trail, Montrose, Fruitvale, Castlegar, Nelson, Balfour-Procter, Crawford Bay, Boswell, Sanca, Kuskonook, Sirdar, Wynnadel, Salmo, Creston, Kitchener, Yahk, Moyie, Cranbrook, Kimberley, Ft. Steele, Wardner, Jaffray, Elko, Morrissey, Fernie, Hosmer, Elkford, Sparwood and reaching the boundary with Alberta at Crowsnest Pass.

Highway 3 travels through several First Nations (includes several Bands), that of the Stó:lō Nation, Sinixt Nation (Castlegar), Okanagan (Syilx) Nation, Yale First Nation (Independent) and the Ktunaxa Nation.

THERE ARE MANY PROVINCIAL PARKS WITH E.C. MANNING PROVINCIAL PARK BEING THE LARGEST (83,671 HECTARES).⁴

C. DESCRIPTION OF ECONOMY BASE — HISTORICAL AND CURRENT

Within the Highway 3 corridor, tourism and recreation opportunities as well as lifestyle/amenity migration have begun to shift the dependence from a resource-based economy to a more diversified one that also includes agritourism, viticulture, heritage tourism, manufacturing, and tech start-ups.

Of all the communities engaged in tourism economic development, eight communities are actively committed to growing their tourism economy through destination marketing and management initiatives delivered by dedicated DMOs and/or Economic Development agencies (Hope, Osoyoos, Oliver, Fernie, Kimberley, Nelson and Kootenay Lake (Balfour), Rossland and Castlegar). These are funded through a variety of sources, including in part through the collection of the Municipal and Regional District Tax (MRDT) program (Osoyoos, Fernie, Kimberley, Nelson and Kootenay Lake (Balfour), Rossland and Castlegar) and/or the Resort Municipality Initiative (RMI) program (Osoyoos, Fernie, Kimberley, Rossland) that provides incremental funding to local government for investment in tourism infrastructure and amenities.

The Highway 3 Mayors' and Chairs' Coalition is comprised of local government elected officials from the majority of communities and regional

⁴<http://www.env.gov.bc.ca/bcparks/explore/parkpgs/ecmanning/>

districts located on Highway 3. A subcommittee was struck to explore branding and marketing the Crowsnest Highway Corridor. The efforts by the Highway 3 Mayors' and Chairs' Coalition, and their tourism subcommittee, have set a solid foundation for working together more comprehensively on tourism development. As their efforts go forward, it is important to ensure continued representation from across the corridor and that the destination development strategies are broadly supported and prioritized.

D. PERFORMANCE INDICATORS OF TOURISM

THERE ARE FEW INDICATORS AVAILABLE TO MEASURE PERFORMANCE OF THE TOURISM INDUSTRY AT A LOCAL LEVEL ALONG THE HIGHWAY 3 CORRIDOR AS AN ENTIRE PLANNING AREA.

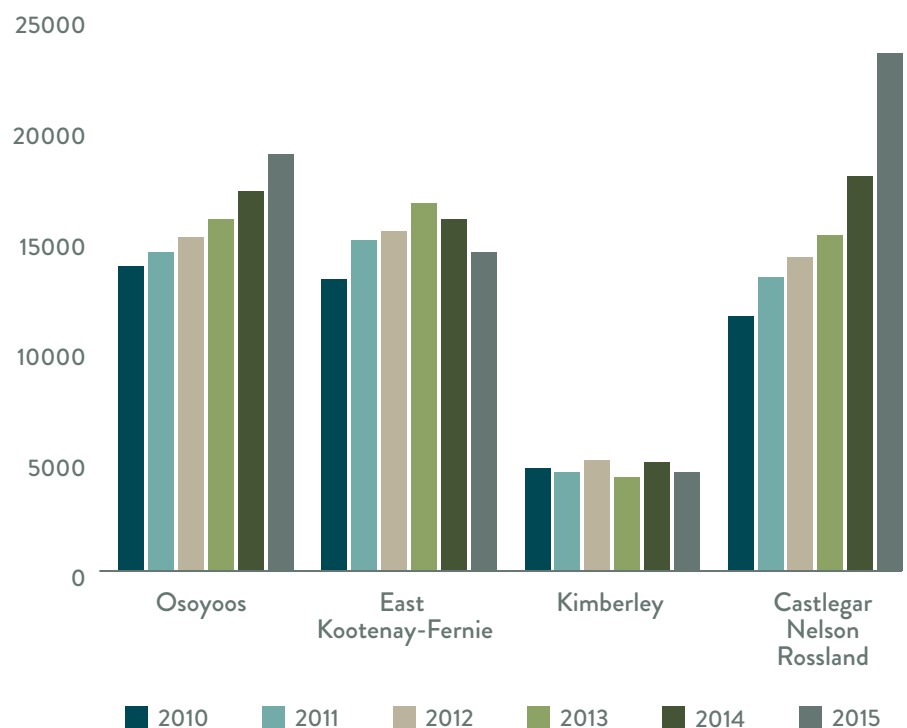
The data that exists includes: room revenue, highway volume, and visitor centre statistics.

ROOM REVENUE (in \$000) Annually 2010 -2015

ROOM REVENUES AND ACCOMMODATION SEASONALITY:

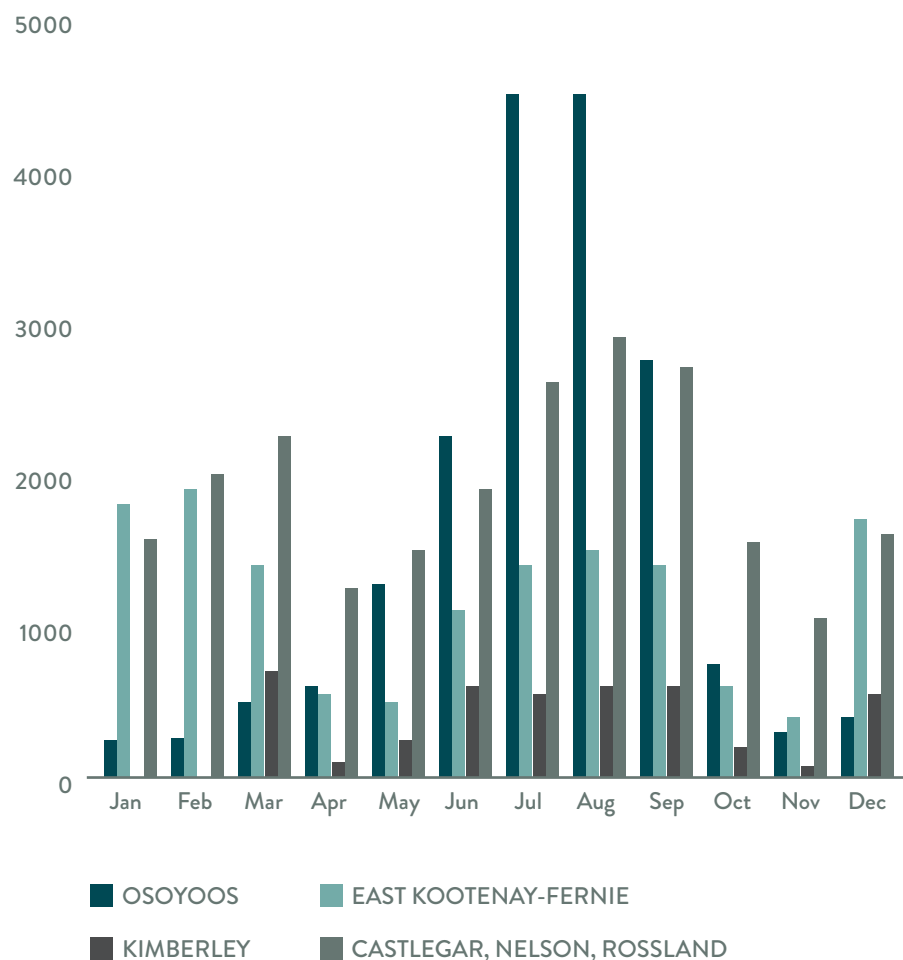
Year-over-year analysis of room revenue trends between 2010 and 2015 show strong growth in Castlegar/ Nelson/Rossland and Osoyoos, however, room revenue has been declining in the East Kootenays-Fernie and fluctuating in Kimberley. These are the only communities along Highway 3 that

collect MRDT. Month-over-month analysis of room revenue for 2015 shows the highest growth in revenue for the summer months in Osoyoos, where as East Kootenay-Fernie has the highest revenue over the winter months. Castlegar, Nelson, Rossland and Kimberley have higher revenue over summer and winter months and lower revenue in Spring and Fall.



Source: BC Stats and Ministry of Finance, September 23, 2016.

ROOM REVENUE (in \$000) Monthly 2015



Source: BC Stats and Ministry of Finance, September 23, 2016.

HIGHWAY VOLUME: The Ministry of Transportation collects vehicle volume data. Based on the Crowsnest Pass tracker, vehicle numbers have grown from 1.2 million in 2005 to 1.6 million in 2015, with the highest volumes occurring during the summer months of July and August. Other sites along Highway 3

track between 500,000 and 1,650,000 annually, depending on location.

VISITOR CENTRE STATISTICS: Total visitor parties were 165,664 in 2016, an increase of 22% over 2015. These figures have steadily increased since 2011.

E. WHO ARE THE VISITORS

There is limited consumer data to support market visitation, however, when examining provincial, regional and local visitor centre data:

- The visitor centre statistics from 2015 indicates that communities along Highway 3 are primarily reliant on the BC market (30%), the second key geographic market is Alberta (20%), and the third is local residents (17%). Visitors to visitor centres show significant same day trips (67%). 15% take one day trips and 8% two-day trips. Only 3% of visitors take a trip more than one week in duration.
- Visitors to communities along Highway 3 may differ in a number of ways, including their expectations, attitudes, motivations, interests, passions, and willingness to pay for a tourism experience. Currently, the following interest groups and passions are identified for Highway 3:

TOURING/
ROAD TRIP

HIKING

PARKS

LAKES/
BOATING

SKIING +
SNOWBOARDING

CAMPING/
RESORTS

CYCLING
(Road/Mountains)

AGRITOURISM
& WINERIES

MOTORIZED
SPORTS

ARTS &
HERITAGE

F. UNIQUE SELLING PROPOSITION

Highway 3 corridor is a beautiful, scenic area with a distinct combination of nature-based experiences, small communities, and eclectic arts and culture.

Based on input during the four Session 1 meetings (Manning Park, Hope, Cranbrook and a webinar) the Highway 3 core attractors and demand generators are considered to be:

- The appeal of a relaxed pace, scenic drive with multiple places to stop enroute at communities, attractions, and destinations from Vancouver to the Alberta border.
- The distinctiveness of each community along the corridor — the quirkiness, small town friendliness, and the sense of place that attracts the many characters that call these communities home, and serves as a backdrop for authentic stories, old, and new.
- A sense of place that embraces both an abiding zen-like calm and peacefulness, juxtaposed with a sense of discovery, innovation, and search for adventure.
- Incredible scenic beauty, healthy ecosystems (clean air, clean water, abundant wildlife, locally grown, organic foods) and relatively easy access to awesome outdoor adventure for every passion, and almost every skill level, supporting healthy living and personal growth/rejuvenation.
- Growing trail-based infrastructures attached to many of these authentic communities providing access for hiking, mountain biking, trail running, as well as a variety of mechanized activities.
- Fresh, pure, rejuvenating water — lakes, rivers, hot springs, and all the associated water-based activities (e.g., paddling, fishing, soaking, etc.).
- Deep, consistent, quality snowfall combined with ski resorts and uncrowded, small-town experiences, and easy access to backcountry via concentration of heli/cat skiing operators or self-propelled touring.
- Nostalgia from taking the route as a child during family vacations, and the appeal of reliving those positive memories while taking the open road now with family or friends.
- A depth and quality of culture, history and heritage, manifested in artisan works, live music, theatre performances, public art, history and heritage, festivals, and events.

G. SUMMARY OF KEY STRENGTHS, CHALLENGES, AND OPPORTUNITIES

From a tourism destination perspective, the Highway 3 corridor has a range of strengths. However, the corridor also faces a number of destination development challenges, some of which have the potential to impact the future growth and sustainability of the tourism sector.

To build on its strengths and address these challenges, key opportunities were identified. These key opportunities form the foundation of the Highway 3 Destination Development Strategy. Strengths, challenges and opportunities are summarized below in no particular order.

H. EXPERIENCE THEMES — THE POTENTIAL

Many communities within the planning area have high levels of same day visitation, or are seasonal in nature (e.g., peak summer season or peak winter season). As such, the implication for destination development is to encourage longer lengths of stay and year-round visitation.

Along the Highway 3 corridor, the potential exists to develop clusters of experiences that motivate travel. The participants in the planning process have identified four themes for development:

- Outdoor Recreation
- Arts, Culture, Festival and Events
- Food, Drink and Agritourism
- Stories and Legends (cultural and historical offerings that can be shared with visitors)

KEY STRENGTHS

- Diverse geography
- Nature-based tourism
- Four season playground
- Multiple Provincial Parks
- Agritourism
- First Nation culture
- History and heritage sites
- Artisan culture
- Trail collaboration and development
- Unique, rural communities
- Proximity to large drive markets

KEY CHALLENGES

- Transportation barriers to, from, and within corridor
- Road conditions and rest areas
- Lack of critical mass of product experiences
- Dependency on peak seasons/Lack of year-round business viability
- Staff constraints, including skillsets, housing
- Lack of cell/Internet connectivity
- Shared land use

KEY OPPORTUNITIES

- Enhance road trip experience
- Showcase community character
- New off-peak season experiences to motivate travel — outdoor recreation/trails, arts and culture, agritourism, storytelling
- Strengthen support for business viability
- Managed visitor growth and environmental sustainability



A DISTINCTIVE DESTINATION

KOOTENAY LAKE
Photo: Ryan Dury

THE DIRECTION FOR THE STRATEGY

A. A STRATEGIC VISION FOR TODAY AND TOMORROW

The following vision statement was created and aligned with existing community plans and other planning frameworks. The statement also takes into account the aspirations of the type of destination tourism partners envision the Highway 3 corridor to be in 10 years. The goals, objectives, and actions within this plan have been prioritized to achieve the elements identified within this vision. A full vision story is provided in Appendix 2.



TRAVELLERS WITH A SENSE OF ADVENTURE ARE ATTRACTED TO THE HIGHWAY 3 CORRIDOR'S ABUNDANCE OF PARKS, REMARKABLE OUTDOOR RECREATION, AND THE WELCOMING ECCENTRICITY OF ITS MANY SMALL COMMUNITIES, EACH OFFERING INTERESTING LANDSCAPES, STORIES, AND HISTORIES TO SHARE. HIGHWAY 3'S SAFE, SCENIC ROUTE CAN BE EXPLORED BY TRAVELLERS AT THEIR OWN PACE. IT IS BC'S BEST-KNOWN, BEST-LOVED, WEST-EAST DRIVING CORRIDOR.

B. GOALS

Four destination development goals support the Highway 3 corridor vision:

Enhance local benefits (economic + social + environmental) through year-round growth of the visitor economy.

Tourism can offer economic, social, and environmental benefits to communities and residents that host visitors, including direct and indirect employment, increased spending in the community, economic diversification, investment in infrastructure (such as cultural spaces and transportation), preservation of culture and heritage, and conservation of green spaces, among others.

In many ways, communities along the highway have taken great steps to improve the climate of the tourism industry and visitor economy. But the level of visitation hasn't reached the volumes necessary to achieve year-round business sustainability and enable all communities and destinations along the corridor to fully benefit.

Opportunity exists to fill capacity in the off-peak season and increase the utilization of existing and planned infrastructure and assets. Developing the destination in a manner that attracts visitation and business between October and May is a key priority for the summer destinations, and the spring and fall for the destinations with strong winter and summer products.

Increase the volume of value-added remarkable experiences that motivate travel to and throughout the corridor, generating incremental spend and longer stays.

There are currently multiple iconic demand generators (such as Manning Park, ski resorts, summer destinations) and an abundance of additional experiences with potential to further increase the visitor interest for travelling along the Highway 3 corridor. However, areas of predominantly summer season destinations have large gaps in their year-round offering to visitors (e.g., Osoyoos, Princeton, Christina Lake, etc.). Areas with strong winter products have capacity opportunities in the shoulder season (spring/fall) such as Fernie, Rossland, Kimberley, and Manning Park.

The corridor has opportunity to improve the critical mass of remarkable experiences by developing new experiential/interactive activities that give visitors a reason to come each season.

Enhance the climate for tourism business success.

Tourism is predominantly made up of small-to medium-sized businesses. This is even more evident within the rural communities and areas along the Highway 3 corridor, where independent owner-operated establishments provide the majority of travel experiences.

For tourism to truly thrive, and for the Highway 3 corridor to put forward compelling and truly unique experiences, tourism businesses must have a supportive climate that enables them to maximize their potential and be successful.

Safeguard the sustainability of the natural environment.

All participants of the Highway 3 corridor planning area determined the long-term health of its ecosystems and natural assets was critically important to providing experiences visitors wanted, maintaining the appeal of the destination, living up to the BC destination promise, and safeguarding the long-term health of the tourism sector overall.

As many of the experiences offered along the corridor are directly or indirectly tied to the environment — viewscapes, trails, campgrounds, backcountry access, water quality, and such — effective land management and stewardship of natural places and spaces is paramount.

These four goals support the two common provincial goals identified for Destination BC's Destination Development Program that all 20 planning areas around BC will support:

1. Lead Canada in growth of overnight visitor expenditures.
2. Secure the highest Net Promoter Score in North America.

C. MOTIVATING EXPERIENCES — ENSURING THERE ARE NO SUBSTITUTES FOR HIGHWAY 3

Differentiating a destination and making it distinct from other destinations, helps to improve its competitiveness. That means travellers wanting the experiences offered by the Highway 3 corridor must travel along that route to get it — there are no substitutes! This strategy strives to showcase and enhance the real and authentic experiences along the Highway 3 corridor. It also strives to better define the route and distinguish it from a trip along Highway 1 or Highway 5, or anywhere else for that matter.

Throughout strategy development, discussions kept the desired consumer in mind: predominantly travellers with a sense of adventure and a strong emphasis on connecting with locals and learning.

This focus aligns with the Explorer Quotient (EQ)TM segmentation⁵ already transpiring within tourism businesses, Regional DMOs, and Destination BC. Two traveller segments have been identified as high potential for the destination corridor, both that fall in the “learner” segments — Authentic Experiencers and Cultural Explorers. A third EQ type, Free Spirits, is considered a secondary segment.

⁵Destination Canada's [Explorer Quotient](#) (EQ) psychographic segmentation model allows us to more deeply understand and inspire the motivations, dreams and passions of our target consumers.

- **AUTHENTIC EXPERIENCERS:** Older and highly educated, they relish experiencing all their travel destination has to offer in an authentic, reserved, non-exorbitant way. They like the freedom of doing their own thing, connecting with the locals, and have a particular interest in history.
- **CULTURAL EXPLORERS:** Avid, open-minded, and socially engaged travelers, they embrace, discover, and immerse themselves in all aspects of the travel experiences. They seek spontaneous and authentic experiences on their own terms.
- **FREE SPIRITS:** Younger, adventurous thrill-seekers, they are highly social and open-minded. They are committed travelers who indulge in high-end experiences that are shared with others.

Four distinct motivating experiences were identified that elevate the core strengths of the destination. These motivating experiences align to the demand generators deemed most relevant to the two learner segments.

As visitors travel along the route, they will be able to select experience options that best meet their passions and preferences:

- OUTDOOR + RECREATION
- ARTS + FESTIVALS + EVENTS
- FOOD + DRINK + AGRITOURISM
- STORIES + LEGENDS

By ensuring a collective mass of motivating activities for each of the four experiences, Highway 3 will be able to generate demand for travel along the corridor. While there are currently clusters of tourism experiences that have succeeded in creating a critical mass of remarkable experiences that motivate travel to specific destinations within the corridor — for example, Nelson and Fernie — between these destinations are rural areas that are struggling to secure a level of visitation that can support business viability.

These four motivating experiences are opportunities for working together to create collections of experiences to offer a scope and scale necessary to motivate travel.



Each of the four motivating experiences is outlined below along with the rationale, context and opportunities for Highway 3:

OUTDOOR AND RECREATION

Outdoor recreation is a significant motivator for Highway 3 experiences. There are strong iconic products already in place. Community support, robust planning work, and actions are being implemented.⁶ It is recommended these efforts continue to be supported and enhanced.

Signature demand generator destinations:

- Hope/Manning Park — camping, hiking
- Osoyoos — summer water activities
- Christina Lake — summer water activities, hiking, mountain biking
- Fernie — skiing and mountain biking
- Rossland — skiing and mountain biking
- Powder Highway — skiing and winter activities
- Kootenay Dirt — trail running/ mountain biking

Signature demand generator experiences:

- Rail Trails
- Mountain Biking
- Hiking
- Fishing
- Motorized-vehicles such as ATV and sledding
- Powder Highway (with consideration for west to east connections via Manning Park, Apex Ski Resort, Mount Baldy, and Phoenix Mountain) and cat/heli/ backcountry and Nordic activities
- Road cycling (potential)
- Golf

ARTS, CULTURE, FESTIVALS, AND EVENTS

There are many existing, successful festivals, and events throughout the corridor, as well as a growing depth of arts and culture products and experiences. However, the roster across communities is not well coordinated, which creates conflicts around dates and lost opportunities for growing visitation motivated by these events. There is significant potential to enhance the year-round visitation from festivals and events, an industry best practice to boost shoulder-season visitation.

Signature demand generator destinations:

- Artisan communities/areas include Hope, Grand Forks, Castlegar, Creston, Nelson, and Crawford Bay.
- Additional work is required to complete an artisan, festival and events audit and determine, with community input and support, a few key signature events to attract visitation to the destination. See Objective 31.

Signature demand generator experiences:

- Signature events include Devour! Osoyoos, Summerfest (Christina Lake), Rossland Winter Carnival, Griz Days (Fernie), Starbelly Jam Festival (Crawford Bay), Wapiti (Fernie), and Shambhala (Salmo).
- Additional work is required to complete a festivals and events audit and determine, with community input and support, a series of events that when combined create a critical mass of motivating experiences along the Highway 3 corridor. See Objective 31.

FOOD, DRINK, AND AGRITOURISM

The Highway 3 corridor has a growing agriculture, agritourism, and culinary scene (craft breweries, locally sourced foods, organic menus, etc.). Individually these experiences are isolated and limited to truly contribute to destination growth. Collaboration and cooperation will be required to create a depth and density of experiences that will motivate travel.

Signature demand generator destinations:

- Osoyoos/Oliver (fruit, wineries)
- Keremeos/Cawston (fruit)
- Creston Valley (fruit, wineries)
- Kootenays (craft beer)
- Nelson (restaurants)

Signature demand generator experiences:

- Wine tasting
- BC Ale Trail (craft beer)
- Fruit stands
- Farm visits
- Farmers markets
- Food festivals

The history of the agriculture industry would also be included in the Stories + Legends experience through the Settlers Trail and Stories of Reinvention.

⁶See the Highway 3 Situation Analysis report for the full destination assessment and opportunity identification.

STORIES AND LEGENDS

There is a strong expression of the Highway 3 corridor cultural and historical offerings that can be shared with visitors. The area has its roots in a rich heritage that offers emotionally moving storytelling. By elevating these stories along the entire journey and creating pride of place for residents, Highway 3 will be able to develop authentic learning opportunities for its key visitor markets.

These stories include those of the Stó:lō, Syilx, Yale, Ktunaxa and Sinixt who wish to have a more visible presence in their traditional territory. Significant opportunity exists to enhance their cultural product and experience offerings. It is widely recognized that the Indigenous tourism development needs to originate from these communities. There is interest to support Indigenous experiences as part of a destination stay, with a strong focus on the human connections to the stories, legends, and living culture.

The Highway 3 planning area has some solid settler heritage product as well. These enhance the overall planning area and support longer stays. However, destination success requires that these experience providers collaborate to create a depth and density that will motivate travel. While traditionally cultural and heritage sites are not motivating destinations onto themselves, this corridor does have some signature products, such as:

- Othello Tunnels (Hope)
- Mascot Gold Mines (Hedley)
- Tashme Internment Camp (Princeton area)
- Grist Mill (Keremeos)
- NK'MIP Desert Cultural Centre (Osoyoos)
- Doukhobor Discovery Centre (Castlegar)
- Italian heritage/mining history (Trail)
- Historic downtown/mining history/ Gold Fever Follies (Rossland)
- Creston Wildlife Centre (Creston)
- Ktunaxa Interpretive Centre (St. Eugene)
- Fort Steele Heritage Town (Cranbrook)
- Underground Mining Railway (Kimberley)
- Historic downtown (Ferne)
- Elkview Mine (Sparwood)

Signature demand generator experience pathways can be developed along the entire route that will enhance understanding and appreciation for the history, hardship, spirit, and humanity of the Highway 3 corridor:

- Indigenous cultural/ancestral trade trails
- Settlers (ghost towns, Doukhobor village, etc.)
- Stories of Reinvention (industry/resource towns)
- Japanese internment camps and resettlement

D. DEVELOPMENT THEMES

Destination development planning themes define the priorities surfaced from tourism partners through the planning process in support of the vision and goals. Six destination development themes were identified to strengthen the Highway 3 corridor as a destination for each of the motivating experiences. Within the strategy, there are action items identified for each of these theme areas:

- THEME 1** Creating a memorable road trip story and experience
- THEME 2** Showcasing community character and personality
- THEME 3** Developing and enhancing infrastructure, products, and experiences
- THEME 4** Building year-round business viability — policies, staffing, investment
- THEME 5** Embracing cooperation and collaboration, building community support and understanding
- THEME 6** Balancing and managing growth and environmental protection

Each development theme is explained below, along with the recommended opportunities for destination development.

THEME 1: Creating a memorable road trip experience

The Highway 3 corridor is considered a driving route to get to a destination along the way or another destination outside the corridor (e.g., Rossland to ski or Whistler to visit family), as well as a vacation choice in itself (touring along the highway). The different development requirements associated with being either a route or the destination itself have been included in the destination development strategies.

Reliable access to the planning area is essential. Large urban population centres are a significant distance away. Road safety and road maintenance (particularly in winter) on all routes is fundamental to success. As travellers consider

alternate, green modes of travel, road shoulder widening for bicycles and electric vehicle charging stations must be considered. Air access must be convenient, reliable, and affordable.

CREATING A MEMORABLE ROAD TRIP EXPERIENCE ALSO IDENTIFIES THE NEEDS THAT BUILD ON THE SIGNIFICANT INVESTMENT MADE BY THE PROVINCIAL GOVERNMENT TO IMPROVE THE HIGHWAY 3 ROAD CONDITIONS THROUGH TRANSPORTATION INVESTMENTS.

It also focuses on improving the ease of movement and connectivity within the planning area. Shuttle services between airports and destinations, between towns and nearby attractions/activities, and between communities, will enhance the density of visitor experiences that can be readily accessed and thereby enhance the appeal of the destination.

Overall, the corridor lacks a strong, iconic destination or attraction (e.g., the Sea-to-Sky Gondola), however its appeal is the combined experiences all along the route, like a string of pearls, that offer a distinct experience over other options (such as the faster but less scenic Coquihalla Highway). Sharing a unified and compelling story of the corridor with visitors is seen as a requirement. The entire corridor



encompasses a variety of activities, attractions and amenities, yet there are gaps along the route (geographically/ time distance). This strategy identifies specific actions needed to develop the motivating experiences along the route providing travellers with options that appeal to their unique travel motivations and interests.

Future development should also incorporate the needs of travellers that are attracted to a more relaxed pace and a scenic driving route. This means that the experience needs to reflect their passions and interests, such as rest areas and reasons to stop along the way.

THEME 2: Showcasing community character and personality

The communities along Highway 3 corridor are a critical part of the draw for travellers. It is important the distinct experiences of each community are aligned to the common identified experiences that attract visitors to the area. Any experience development needs to recognize that while Highway 3 unity may bring visitors to the corridor, it is the distinctiveness of each community that intrigues them and motivates them to stay.

VIBRANT DOWNTOWN
AREAS, FRIENDLY,
HELPFUL FRONTLINE
STAFF, AND LOCAL
RESIDENTS HELP
CREATE MEMORABLE
EXPERIENCES. THESE
MEMORABLE
EXPERIENCES ALSO

INFLUENCE VISITORS TO
STAY LONGER AND
SPEND MORE. HELPFUL
SUGGESTIONS BY
KNOWLEDGEABLE
AMBASSADORS HELP
SEAMLESSLY GUIDE
VISITORS TO THEIR NEXT
DESTINATION ALONG
THE ROUTE.

Retaining the small-town charm and the local way of life must be balanced against the growth and development needed for new experiences and infrastructure. It is critical financial resources are available for communities to meet visitor needs without overburdening the tax base.

THEME 3: Developing and enhancing infrastructure, products, and experiences

New infrastructure, products, and experiences along the corridor are needed to improve the overall level and remarkability of the experiences offered to visitors.

Product development for the Highway 3 corridor needs to be developed in tune with the ideal visitor segments identified for this planning area (Authentic Experiencers and Cultural Explorers). These are independent travellers who enjoy getting off the beaten path, spontaneously experiencing a destination, and seeking out authentic connections with local people, places and cultures. They tend to be high yield travellers who enjoy learning and exploration as part of their vacation.

Experience development has also been identified as a priority for supporting and engaging First Nations more fully in the visitor economy. Growing the number of market-ready authentic Indigenous experiences is a key part of sharing the stories and legends of the corridor with visitors.

Physical limitations of people with mobility challenges and the aging population may require businesses and organizations to address accessibility concerns. It is important for Highway 3 to offer a range of product offerings to meet the broad interests, skill level, and physical limitations of all travellers.

THEME 4: Building year-round business viability — policies, staffing, investment

AN IMPORTANT GOAL OF THIS STRATEGY IS TO ENHANCE A SUPPORTIVE CLIMATE FOR TOURISM BUSINESS SUCCESS THAT ENABLES TOURISM BUSINESSES TO MAXIMIZE THEIR POTENTIAL, UNLEASH THEIR CREATIVITY, AND MOVE AHEAD WITH INNOVATIVE PROJECTS.

By increasing the number of businesses that are open and thriving year-round, the entire planning area will offer a more robust cluster of experiences to motivate visitors to travel. This strategy will apply a strong focus on shoulder season visitation to ensure year-round business viability. It will also seek to level

the peaks and valleys of year-round visitation, and encourage first time visitors to visit in autumn, which is more attractive than spring.

Business success is dependent on a strong focus on improving year-round visitation, supportive and streamlined policies, private capital attraction, and informed decision making at all levels, alongside an increase in overall support for the tourism sector from local governments and residents.

There are significant human resource challenges that need to be addressed. To enable business success there must be access to adequate skilled staff, affordable training programs to enhance skill levels, an inventory of affordable housing in which staff or fledgling entrepreneurs can live, and an adequate supply of affordable child care that offers flexible hours to accommodate tourism schedules. These factors are critical elements to business success and the ability to enhance the visitor experience.

THEME 5: Embracing cooperation, collaboration and building community support, and understanding

Working together in partnerships both within and outside of the tourism industry is fundamental to the industry's success. The efforts by the Highway 3 Mayors' and Chairs' Coalition, and their tourism subcommittee, have set a solid foundation for working more comprehensively on tourism development. As their efforts go forward, it is important to ensure continued representation from across the corridor. This ensures destination development strategies remain broadly supported and prioritized.



SPOTTED LAKE
Photo: Andrew Strain

Cooperation amongst all public and private tourism partners is critical to ensure efforts across industries are focused on highest and best use of resources. Working together also ensures that efforts within the tourism sector are focused on 'growing the tourism pie' for the benefit of all rather than competing internally.

THEME 6: Balancing and managing growth and environmental protection

It is everyone's role to ensure tourism is developed and managed in a sustainable way that meets the vision for the destination. Growing in a measured and careful manner also ensures capacity can be supported by residents, the visitor infrastructure, and the environment.

PROTECTING THE
NATURAL AND
CULTURAL RESOURCES
THAT ATTRACT VISITORS
TO THE PROVINCE AND
THE HIGHWAY 3
CORRIDOR WILL
BE CRITICAL.

This has been identified as one of the most important success factors by tourism partners on the corridor.

Putting a framework of sustainability in place will be imperative. This is due, in particular, to the diversity of outdoor adventure activities and the numerous potential issues that arise from shared land use.

STRATEGY AT A GLANCE

STEVE OGLE
Photo: Steve Ogle

HIGHWAY 3 CORRIDOR: A DISTINCTIVE DESTINATION

VISION	<p>Travellers with a sense of adventure are attracted to the Highway 3 corridor's abundance of parks, remarkable outdoor recreation, and the welcoming eccentricity of its many small communities, each offering interesting landscapes, stories, and histories to share. Highway 3's safe, scenic route can be explored by travellers at their own pace. It is BC's best-known, best-loved, west-east driving corridor.</p>			
GOALS	<ul style="list-style-type: none"> Enhance local benefits (social + environmental + economic) through year-round growth of the visitor economy 	<ul style="list-style-type: none"> Increase the volume of value-added remarkable experiences that motivate travel to and throughout the corridor, generating incremental spend + stays 	<ul style="list-style-type: none"> Enhance the climate for tourism business success 	<ul style="list-style-type: none"> Safeguard the sustainability of the natural environment
MOTIVATING EXPERIENCES	<ul style="list-style-type: none"> Outdoor and Recreation 	<ul style="list-style-type: none"> Arts, Festivals, and Events 	<ul style="list-style-type: none"> Food, Drink, and Agritourism 	<ul style="list-style-type: none"> Stories and Legends
DEVELOPMENT THEMES	<ol style="list-style-type: none"> Road Trip Experience Community Character and Personality 	<ol style="list-style-type: none"> Year-round Business Viability Infrastructure + Products + Experiences 	<ol style="list-style-type: none"> Collaboration + Cooperation Managed Growth + Environmental Protection 	



BC ALE TRAIL

8 STRATEGIC PRIORITIES

FRAMEWORK The Highway 3 Destination Development Working Committee utilized a framework to determine the prioritization of each objective and the relative timing for implementation:

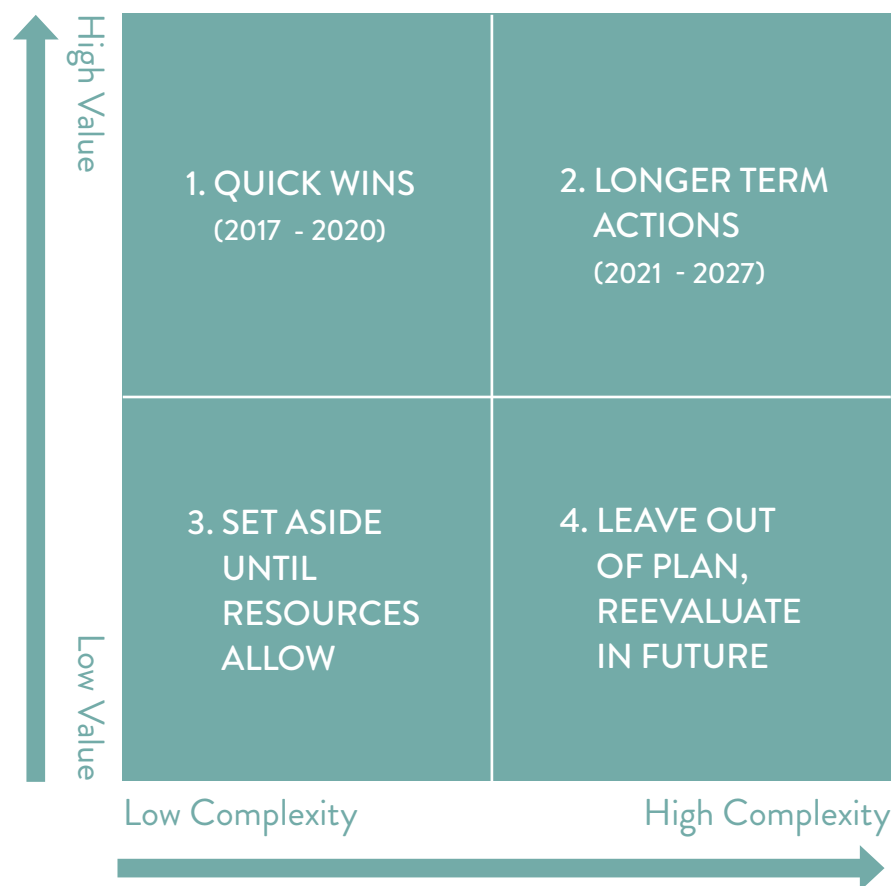
1. QUICK WINS high value tactics with low complexity and can be achieved within 3 years (2017-2020).

2. LONGER TERM ACTIONS high value, high complexity that require 4 to 10 years to achieve the result (2021-2027) albeit activities can begin immediately to achieve the outcome.

3. SET ASIDE UNTIL RESOURCES ALLOW low complexity and low value, address when time/resources exist.

4. LEAVE OUT OF PLAN, RE-EVALUATE IN FUTURE high complexity and low value, not realistically achieved in the 10-year time frame of this strategy.

Presenting the destination development objectives with a consistent framework will allow the province and the Highway 3 corridor to examine the various priorities across all planning areas to identify those which belong within a regional or provincial strategy. Where the proposed objective has provincial or regional scope beyond this planning area, it is noted. This list does not represent all the opportunities that emerged during the planning process, but those that emerged as a higher priority for tourism destination development.



A. OBJECTIVES AND ACTIONS

There are 82 objectives identified for the Highway 3 corridor as a tourism destination for the next 10 years.

This section outlines the objectives by each theme, the priority, and relative timing for implementation. It also identifies the priority actions within each objective. This is not an exhaustive list of all tactical implementation activities. It should be noted that some

of the objectives and actions may require their own detailed implementation plans.

See Appendix 4 for a list of the objectives sorted by priority and implementation timing.

THEME 1: Creating a memorable road trip story and experience

Theme 1 specific goals:

- Become the preferred east-west touring corridor in BC.
- Increase drive traffic along the Highway 3 corridor.
- Improve traveller perceptions of the ease of access and safety of Highway 3.
- Add new or enhance iconic paid attractions/experiences along the corridor — one every highway travel hour at minimum.
- Add one or more viable shuttle operators connecting airports, communities and experiences.
- Implement branded wayfinding throughout all apps, maps and signage.

THEME 1: OBJECTIVES	PRIORITY
1 Map out entire journey adopting a variety of travelling ‘personas’ and identify opportunities to improve the overall visitor touring experience through enhancements. ACTIONS <ul style="list-style-type: none"> • Map out the journey and the experiences along the way and identify public or private opportunities for new/enhanced stops along the corridor. <ul style="list-style-type: none"> - Target one iconic stop every highway travel hour at minimum, with ensuring a paid attraction/experience transaction opportunity (connect visitors to the next paying opportunity). • Identify gaps in visitor services (e.g., rest areas, washrooms, litter barrels, viewpoints, safety concerns, connectivity, etc.). • Develop a plan to enhance the journey through new infrastructure, products and experiences that support the four motivating experiences. (See Theme 3) SUCCESS NETWORK Highway 3 Tourism Alliance, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, Destination BC, RDMOs, CDMOs, Visitor Services Network, TRAN	1. QUICK WINS
	CATALYST
2 Develop touring storylines and itineraries/circle routes based on historic travel journeys and visitor types. ACTIONS <ul style="list-style-type: none"> • Develop itineraries based on four motivating experiences and learner segment visitor markets. (Immediate priority) • Improve wayfinding signage. <ul style="list-style-type: none"> - Review regional wayfinding systems and develop consistent visual identity for integration into maps, apps and signage. - Review current Provincial Circle Route signage. - Upgrade to tourism blue signage for tourism businesses. • Add interpretation/story telling signage in key locations to share memorable stories and legends in a respectful way. (See Objective 38.) SUCCESS NETWORK Highway 3 Tourism Alliance, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, Destination BC, RDMOs, CDMOs, Visitor Services Network	2. LONGER TERM ACTIONS

THEME 1: OBJECTIVES	PRIORITY
3 Enhance beautification of the entire corridor, with quality viewsapes and well-kept amenities. ACTIONS <ul style="list-style-type: none"> • Develop an assessment leading to a beautification plan/strategy with identified groups to lead specific efforts. • Create standards and best practices for all communities along the corridor. • Educate communities, businesses and residents to do their part to enhance the visual appeal of their local areas, which contributes to enhanced culture and pride of place (Immediate priority). • Explore ways to encourage locals to implement or expand usage of the Adopt a Highway program along the corridor. • Continue with FLNR visual quality standards policy for public lands for maintaining scenic quality of highway viewsapes. • Engage more proactively with licensees along the highway. • Explore development of community level policies for maintaining scenic quality of highway viewsapes. SUCCESS NETWORK Highway 3 Tourism Alliance, FLNR, TRAN	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
4 Work with Network BC to provide full, complimentary wi-fi/cell connectivity along the entire Highway 3 corridor. ACTIONS <ul style="list-style-type: none"> • Work with Network BC towards achieving full wifi/cell connectivity along all highways (roads and roadsides), rest areas and within communities. • Add high speed internet/wifi located strategically throughout the planning area off the main roads (e.g., where significant volume of visitors warrants it, for safety, etc.). • Inform visitors where there are gaps in coverage. SUCCESS NETWORK Network BC, TRAN, Mayors' and Chairs' Coalition	1. QUICK WINS
	PROVINCIAL SCOPE
5 Continue to improve highway safety, efficiency and reliability. ACTIONS <ul style="list-style-type: none"> • Mayors' and Chairs' Coalition to continue to identify and prioritize highway improvement asks as input into TRAN priorities. This includes (ongoing identification and prioritization, not in priority order): <ul style="list-style-type: none"> - Phase 2 work in Creston. - Replace Cambie Bridge. - West side entrance to Greenwood. - Saturday Creek near Sparwood. - Add more passing lanes. <ul style="list-style-type: none"> - Whipshaw curve (possible four lanes) - Wardner passing lane - Cranbrook to the Alberta border - Add more rest stops and pull-offs. <ul style="list-style-type: none"> - To be identified via a route assessment - Complete Lizard Creek bridge replacement. - Continue ongoing work to fix deep ruts and holes from Anarchist to Osoyoos. - Upgrade intersection at Highway 3 and 3A. - Upgrade intersection at Highway 3 and 43. - Continue with mowing and weed control alongside Highway 3. SUCCESS NETWORK TRAN, Mayors' and Chairs' Coalition	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE

THEME 1: OBJECTIVES	PRIORITY
<p>6 Ensure winter highway maintenance continues to be a high priority for TRAN and ensure the public is educated, informed and prepared for winter driving conditions.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Increase sanding and plowing in winter, and removal of sand in spring. • Continue to educate visitors on winter road conditions and showcase safety improvements, with a focus on the Shift into Winter promotional campaign. • Educate car rental companies to provide winter tires. <p>SUCCESS NETWORK TRAN, Mayors & Chairs Coalition</p>	1. QUICK WINS
	PROVINCIAL SCOPE
<p>7 Work with TRAN to improve the motorcycling experience on the road and at rest stops.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Improve cleaning of sand and gravel and maintain rest stops in a manner suitable for motorcycles. <p>SUCCESS NETWORK TRAN, Mayors' and Chairs' Coalition</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
<p>8 Work with the Province to encourage more electric vehicle charging stations and pool of EV rental vehicles.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Continue to build out based on demand. • Support private tourism operators to embrace and install charging stations. <p>SUCCESS NETWORK Community Energy Association, Mayors' and Chairs' Coalition</p>	2. LONGER TERM ACTIONS
<p>9 Develop a Highway 3 corridor road cycling strategy. (For rail trail cycling, see Theme 3.).</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with TRAN to improve highway shoulder for cycling, including shoulder widening, better maintenance (e.g., spring sand cleaning, and other cyclist friendly improvements). • Develop a road cycling strategy for the planning area, including identification of 1-2 iconic road cycling routes, and opportunities from key markets. • Explore future-connections to tie road cycling to the Kettle Valley Rail Trail. • Ensure visitor information is available to educate travellers on cycling amenities along corridor. • Add E-Bicycle infrastructure. <ul style="list-style-type: none"> - Explore e-bike rental companies as community initiatives. <p>SUCCESS NETWORK British Columbia Cycling Coalition, TRAN, Highway 3 Tourism Alliance</p>	1. QUICK WINS
<p>10 Develop an intermodal transportation plan to improve conditions for travellers without private vehicles.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Encourage private shuttle and ride-sharing enterprises. • Improve private bus/shuttle transportation options/schedules: scheduled bus service east-west along Highway 3 and from Revelstoke — Nakusp — Nelson. • Communicate transportation options to visitors through an online resource (high priority). Apply learnings from Kootenays portal - where people can see what rides are available and participate in the ride sharing economy. • Encourage businesses to improve information availability of 24-hour service facilities for travellers without private vehicles (e.g., food, taxis, accommodations, etc.). <p>SUCCESS NETWORK Highway 3 Tourism Alliance</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE

THEME 1: OBJECTIVES	PRIORITY
11 Review accuracy of Highway 3 representation on third-party GPS/maps. ACTIONS <ul style="list-style-type: none"> • Conduct an assessment of third-party GPS/maps, (e.g., Google Maps) and correct errors. • Encourage tourism businesses to add their business to Google My Business in correct locations. SUCCESS NETWORK Highway 3 Tourism Alliance, CDMOs, tourism businesses	2. LONGER TERM ACTIONS
12 Address negative perceptions of road safety through incremental information sharing within key markets and to potential visitors, leveraging the Shift into Winter Program. SUCCESS NETWORK Highway 3 Tourism Alliance, CDMOs, RDMOs	1. QUICK WINS
	REGIONAL SCOPE

THEME 2: Showcasing community character and personality

THEME 2: OBJECTIVES	PRIORITY
13 Identify and enhance 5-10 unique characteristics/assets of each community. ACTIONS <ul style="list-style-type: none"> Each community to develop an inventory and identify their own 5-10 unique assets in which to enhance, in alignment with the four motivating experiences: <ul style="list-style-type: none"> - Outdoor + Recreation - Arts+ Culture + Festivals + Events - Food+ Drink + Agritourism - Stories + Legends. Each community to prepare a tourism development plan to leverage development priorities. Each community to embed its tourism development priorities in Official Community Plans, Regional Growth Strategies and other over-arching community development plans. SUCCESS NETWORK Highway 3 Tourism Alliance, CDMOs, RDMOs	1. QUICK WINS
	CATALYST
	REGIONAL SCOPE
14 Improve vibrancy of downtown centres and spaces. ACTIONS <ul style="list-style-type: none"> Implement existing downtown beautification and revitalization plans and programs. Encourage communities without downtown beautification/vibrancy plans to create plans and programs. Encourage communities without design guidelines to provide a framework for authentic street-level design for outdoor façades, parks, streetscapes, and public gathering spaces. Encourage local governments to implement revitalization tax exemption policies and tools. <ul style="list-style-type: none"> - Explore incentives, such as access to government and organization funding for planning and heritage building revitalization. Encourage local businesses to beautify and improve their own locations. SUCCESS NETWORK Local communities, Mayors' and Chairs' Coalition, other levels of government, funding programs, Chamber of Commerce, BIAs	2. LONGER TERM ACTIONS
15 Make downtowns more pedestrian friendly. ACTIONS <ul style="list-style-type: none"> Work with TRAN to explore options to introduce further traffic-calming measures on highways that go through downtown areas. <ul style="list-style-type: none"> - Explore the need for additional stop lights in communities. - Review truck routes and detours away from high-volume pedestrian areas. - Review policies around speeds limits. Explore the creation of a new "community highway" designation with special community specific requirements. Explore considerations for those communities where a TRAN-owned highway goes through a municipal boundary and core area such as a downtown, such as Osoyoos. SUCCESS NETWORK Mayors' and Chairs' Coalition, TRAN, UBCM	1. QUICK WINS
	PROVINCIAL SCOPE

THEME 2: OBJECTIVES	PRIORITY
<p>16 Foster authentic ambassadors for each community, with strong frontline visitor engagement skills.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Implement World Host Training Services programs to ensure good customer service skills. • Encourage businesses to train staff. • Encourage people working in tourism to seek skills development and product familiarization across the Highway 3 corridor. • Foster local ambassadors — residents that will be true to the character of the community and share local knowledge with visitors as they travel through. • Encourage each community to develop specific local content for sharing product knowledge (e.g., familiarization tours for frontline staff, etc.). <p>SUCCESS NETWORK go2HR, Sunshine Coast Regional Economic Development, Powell River Economic Development (tourism Local communities, Visitor Service Network, Chambers of Commerce, CDMOs, go2HR, tourism businesses, residents, RDMOs)</p>	<p>1. QUICK WINS</p>
<p>17 Ensure all ambassadors understand what neighbouring communities offer to help connect visitors to the experiences and business further down the road and journey.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Ensure frontline staff and residents, including Visitor Centre, and museum staff from across the region, are cross-trained. • Create opportunities for staff, business owners, and residents to experience local and regional visitor offerings (and become ambassadors themselves). • Support with apps/technology information platforms. <p>SUCCESS NETWORK Local communities, Visitor Service Network, CDMOs, go2HR, tourism businesses, residents, RDMOs</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p>
<p>18 Advocate for continuation of RMI funding to support resort community's ability to deliver visitor services and community amenities despite small resident tax base.</p> <p>SUCCESS NETWORK Local communities — Osoyoos, Kimberley, Rossland, Fernie, TAC, FIN, resorts</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>

THEME 3: Developing and enhancing infrastructure, products, and experiences

Theme 3 specific goals:

- Improve the level of remarkable experiences offered to visitors throughout the Highway 3 corridor.
- Increase number of new experiential/interactive activities that are widely appealing, are accessible to all ages/levels of ability, and drive visitation — visitors have a reason to come each season.
- Improved accessibility of outdoor recreation.
- Sufficient resourcing secured for search and rescue services.
- Well maintained and accessible attractions.
- Appropriate and safe water-based activities.
- Minimum one iconic trail in each community with strategic interconnectivity.
- Strong global awareness and intention to travel amongst climbers, mountaineers, mountain bikers, and hikers.
- Improved water-based access and growing inventory of water-based experiences offering a range of day, multi-day, guided and self-guided excursions.
- Growing number of market-ready authentic Indigenous experiences.
- Art, culture and heritage that is valued and celebrated.
- 10-12 signature festivals/events that motivate travel, coordinated along the corridor.
- Growing number of successful agriculture and agritourism operators.

THEME 3: OBJECTIVES	PRIORITY
<p>19 Create a forum for regional trail planning to review and optimize local trail planning efforts and create appropriate strategic linkage for the development of destination trail-based journeys.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Create a trail asset inventory and analyze the community based trails to identify one or two iconic Highway 3 destination trails to motivate travel to Highway 3 corridor. <ul style="list-style-type: none"> - Identify gaps along corridor that need to be filled based on target travellers (e.g., families, experts). • Identify and invest in at least one iconic trail experience in each community in the planning area. <ul style="list-style-type: none"> - Explore incentives to adjust local trails to iconic tourism attraction. - Support trail development of communities where interested. • Share planning and resource tools. • Identify requirements for capacity building. <p>SUCCESS NETWORK Highway 3 Tourism Alliance, Columbia Basin Trust Initiative trail forum, FLNR Rec Sites and Trails, local trail societies, RDMOs</p>	1. QUICK WINS
	CATALYST
	REGIONAL SCOPE
<p>20 Ensure continued support for existing iconic biking trail routes, such as The Great Trail, rail trails.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Execute the existing rail trail strategies. • Support business development on the trail. • Enhance experiences on the trail. • Encourage communities to identify how they want their trails to be utilized (e.g., motorized and non-motorized). Request provincial government to provide leadership in assisting communities to clarify their intentions. <p>SUCCESS NETWORK Local communities, FLNR Rec Sites and Trails, RDMOs</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE

THEME 3: OBJECTIVES	PRIORITY
<p>21 Work with FLNR to improve motorized recreational trail facilities, where appropriate.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work together with the provincial government around policy development and enforcement to continue to reduce motorized vs. non-motorized land use conflicts. • Develop new trail infrastructure for motorized vehicles (ORV) so trails can be identified specifically, and not multi-use, non-motorized trails. <p>SUCCESS NETWORK FLNR, local trail user groups, local governments, local motorized sport groups</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>22 Identify sustainable funding to support volunteer efforts around trail building and maintenance.</p> <p>SUCCESS NETWORK FLNR Rec Sites and Trails, local trail organizations, Mayors' and Chairs' Coalition</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>23 Identify opportunities to improve winter and fall experiences, in particular west of Kootenays, to attract off-season/shoulder season visitation.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Implement winter-focused Remarkable Experiences program. • Improve angling opportunities and experience along the corridor. <p>SUCCESS NETWORK Highway 3 Tourism Alliance, CDMOs, RDMOs, tourism businesses</p>	<p>1. QUICK WINS</p>
<p>24 Improve access to swimming experiences along route</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify opportunities for improvement, including: Bromley Rock, wharfs for swimming lakes, lake front areas, and water-based infrastructure. <p>SUCCESS NETWORK Local governments, BC Parks, FLNR Rec Sites and Trails</p>	<p>2. LONGER TERM ACTIONS</p>
<p>25 Work with FLNR to safeguard (open and maintained) forest service resource roads to access recreation areas.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify network of forest service resource roads considered essential for access to trail heads/recreation areas. • Negotiate long-term certainty and funding commitments. <p>SUCCESS NETWORK FLNR, local user groups, RDMOs, CDMOs</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>

THEME 3: OBJECTIVES	PRIORITY
<p>26 Retain and expand capacity for camping.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify opportunities to add more campsites, RV sites and powered campsites; promote those opportunities to private and public investors. • Introduce flexible dates for opening and closing BC Parks campgrounds based on optimizing seasonality and fair weather. • Ensure Park Facility Operators have flexibility within their contracts to offer more flexible opening and closing seasons. • Encourage municipalities and BC Assessment to use recreational land tax policies, not commercial, for retention of existing and new campgrounds. <p>SUCCESS NETWORK BC Parks, private campgrounds, local governments, Park Facility Operators, BC Assessment</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p>27 Ensure adequate resources (operations and funding) to support backcountry Search & Rescue.</p> <p>SUCCESS NETWORK BC Search and Rescue Association, Minister of State for Emergency Preparedness, local communities, Adventure Smart</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p>28 Improve visitor education and communication related to backcountry safety.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Leverage existing Adventure Smart program. <p>SUCCESS NETWORK BC Search and Rescue Association, local communities, nature-based tourism operators, Visitor Services Network, Adventure Smart, FLNR, ENV</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p>29 Attract and support 2-3 soft adventure attractions that are widely appealing and accessible to all ages and levels of expertise.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify leading opportunities, such as gondola to alpine for sightseeing, intro to camping/ready to camp experiences, and guided tours. • Conduct initial business feasibility review of development options. • Provide information to inform private sector investment. <p>SUCCESS NETWORK Community Economic Development officers (municipal and FN), FLNR Regional Economic Operations, Columbia Basin Trust, Southern Interior Development Initiative Trust</p>	<p>2. LONGER TERM ACTIONS</p>
<p>30 Develop new outdoor recreation events that connect multiple areas along the corridor. (See Objective 31).</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify best opportunities and bid of turn-key events hosting, e.g., week-long Hope to Crowsnest cycling event, BC Enduro Series, trail running event. <p>SUCCESS NETWORK Highway 3 Tourism Alliance, RDMOs, CDMOs, local communities</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 3: OBJECTIVES	PRIORITY
ARTS, FESTIVALS, AND EVENTS	
<p>31 Develop a festival and events strategy to motivate travel and coordinate planning.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Determine the right mix of signature festivals and events to draw visitation, including a review of the dates, assessment of motivators, and filling gaps. (Immediate Priority) • Invest in new signature festivals and events to create a ‘trail’ of events along the corridor in the shoulder season. • Identify opportunities to grow existing festivals and events. • Coordinate an event calendar — many festivals and events on same dates creates capacity issues for accommodations, transportation. • Support festival and event organizers to enhance their programming, activities and services in a way that supports a unified trail of events along the corridor and showcases the diverse traditions that make their communities unique. • Provide training and learning opportunities to grow capacity in the local events planning groups. <p>SUCCESS NETWORK Highway 3 Tourism Alliance, RDMOs, CDMOs, local communities, CSCD</p>	<p>2. LONGER TERM ACTIONS</p>
<p>32 Support local groups seeking to make continued investments in performance space maintenance, capacity, and quality.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Support culture organizations to enhance their programming, activities and services. <p>SUCCESS NETWORK Local communities, Arts and culture organizations</p>	<p>2. LONGER TERM ACTIONS</p>
FOOD, DRINK, AND AGRITOURISM	
<p>33 Provide training and education to improve service and food quality of culinary options.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Offer as part of larger tourism training and visitor hosting strategy. (See Objective 58) • Support the attraction of new food/beverage options. • Encourage craft breweries, wineries, and cideries to offer a consistent high standard of experiential quality. • Encourage farm gate stands to offer a high standard of experiential quality. <p>SUCCESS NETWORK go2HR, BC Restaurant Association, RDMOs, CDMOs, chambers of commerce, WorldHost training services</p>	<p>2. LONGER TERM ACTIONS</p>
<p>34 Attract and encourage entrepreneurs/farmers to offer more farm gate and farm tour experiences.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Educate farmers on tourism benefits and gauge interest of participating in touring itineraries. • Create farm/culinary touring routes. • Encourage additional value-add experiences that feature local products, e.g. farm to plate type offerings, Fernie Brewing ‘trails to ales’ experience. <p>SUCCESS NETWORK Economic development organizations, farmers’ markets, food/farm associations, MAGR, local food coalitions, RDMOs, DMOs</p>	<p>1. QUICK WINS</p>

<p>35 Support the creation of a platform to connect local growers to local buyers (e.g., restaurants and chefs).</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Determine the right mix of signature festivals and events to draw visitation, including a review of the dates, • Create a pilot in Kootenay Boundary area using Kootenay Coop database. <p>SUCCESS NETWORK Eat Drink Local Program province-wide, AGRI, local food coalitions, restaurants</p>	<p>3. SET ASIDE UNTIL RESOURCES ALLOW</p>
<p>36 Develop a corridor wide “Food Festival on the Road”.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop concept and pitch the opportunity to event organizers. • Develop themed route of existing restaurants featuring local flavours, with a season long theme supported by a festival on either end of the season. • Explore the development of roadside food trucks at rest areas, viewpoints, etc. • Support the development of First Nation artisan and food traditions. <p>SUCCESS NETWORK Highway 3 Tourism Alliance, CDMOs, chambers of commerce</p>	<p>2. LONGER TERM ACTIONS</p>
<p>37 Coordinate farmers’ markets schedules and agritourism events as part of broader coordination of all events.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • See Objective 31. <p>SUCCESS NETWORK Highway 3 Tourism Alliance, local food coalitions, RDMOs, CDMOs, chambers of commerce, Destination BC</p>	<p>1. QUICK WINS</p>
<p>STORIES AND LEGENDS</p>	
<p>38 Develop a plan to enhance the Highway 3 corridor journey through storytelling that supports the Stories + Legends pathways in a compelling way that resonates with visitors: First Nation cultural/ancestral trade trails; Settlers; Stories of Reinvention; and Japanese internment camps and resettlement.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Coordinate various heritage stories being told like ‘chapters in a book’ and develop a ‘heritage tour’ throughout the entire planning area. • Use rest areas as a way to tell the story of the area. • Explore new historic markers for stops of interest. • Provide visitor information and interpretive signage at strategic stops and junctions. • Determine opportunities to engage local ambassadors and hosts along the route as passionate storytellers. • Explore the use of augmented reality to elevate storytelling and create an introduction to the next paying stop along the route, e.g., paid experience to capture economic value for communities. <p>SUCCESS NETWORK Highway 3 Tourism Alliance, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, RDMOs, CDMOs, Visitor Services Network, MoTI, chambers of commerce, Destination BC, heritage sites, industrial tour sites, cultural centres, memorial centres, storytellers, museums,</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>

39 Support and engage local First Nations communities to increase cultural tourism products. ACTIONS <ul style="list-style-type: none"> Facilitate meaningful engagement where First Nations are benefiting and have ownership of First Nation tourism development. Build relationships of trust, respect and understanding between First Nation communities and tourism partners. (See Objective 52 and 53 for Indigenous business success actions.) SUCCESS NETWORK TAC, First Nation community economic development officers, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, ITBC, Indigenous advisory councils, RDMOs, CDMOs, IRR	1. QUICK WINS
	CATALYST
	PROVINCIAL SCOPE
	REGIONAL SCOPE
40 Support the identification of iconic stops along the way for First Nation led sharing of stories and legends ACTIONS <ul style="list-style-type: none"> Identify venues for place-making, storytelling, truth and reconciliation (e.g., cultural education centres, interpretive centres, signage and tours). Explore augmented reality for storytelling and sharing of legends. SUCCESS NETWORK Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, ITBC, Indigenous advisory councils, TRAN, IRR	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE
41 Incorporate First Nation language into signage, regionalized for each area. ACTIONS <ul style="list-style-type: none"> Welcome visitors into territories and educate visitors on cultural protocols. SUCCESS NETWORK Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, TRAN, RDMOs, IRR	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
42 Implement cultural and storytelling training for visitors and frontline staff/locals. ACTIONS <ul style="list-style-type: none"> Training must support the Stories + Legends pathways: First Nation cultural/ancestral trade trails; Settlers; Stories of Reinvention; and Japanese internment camps and resettlement. SUCCESS NETWORK Highway 3 Tourism Alliance, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, RDMOs, CDMOs, Destination BC, Visitor Services Network, heritage sites, industrial tour sites, tourism businesses	1. QUICK WINS
	REGIONAL SCOPE
43 Support development of new or expanded cultural education centres as identified as priorities for First Nation communities. ACTIONS <ul style="list-style-type: none"> Support feasibility studies for pit houses, interpretive centres and other cultural education centres as identified. Work with RDMOs to avoid duplication of services, provide unique opportunities for visitors at each location, and link the sites into an itinerary for cultural travellers. SUCCESS NETWORK Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, ITBC, TAC, RDMOs, IRR	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE

<p>44 Continue investments in heritage and public attraction building maintenance, refurbishment and conservation.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Provide ongoing funding and work towards sustainable business models. <p>SUCCESS NETWORK FLNR, TAC, regional trusts, local communities, heritage organizations, CBT heritage grant</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>45 Ensure signature demand generator experiences that support the corridor stories and legends pathways are supported and open.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop action plans to ensure signature, iconic properties are open every year, and extended seasonality to support shoulder seasons (e.g., Mascot Gold Mines is open every year, Doukhobor Discovery Centre, etc.). <p>SUCCESS NETWORK Site operators, RDMOs, ITBC, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation</p>	<p>1. QUICK WINS</p>
<p>GENERAL INFRASTRUCTURE, PRODUCTS, AND EXPERIENCES</p>	
<p>46 Implement Destination BC Remarkable Experiences program across the corridor.</p> <p>SUCCESS NETWORK Destination BC, RDMOs, CDMOs, tourism businesses</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p>47 Identify the business opportunities and create the climate and investment opportunity to attract new all ages, all abilities attractions.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Focus efforts on experiences and attractions that are easily accessible. • Provide information and create a method to connect opportunities with potential investors. <p>SUCCESS NETWORK Community economic development officers, FLNR Regional Economic Operations, private sector investment</p>	<p>3. SET ASIDE UNTIL RESOURCES ALLOW</p> <p>PROVINCIAL SCOPE</p>
<p>48 Attract new guided tours that support the motivating experiences.</p> <p>SUCCESS NETWORK Community economic development officers, CDMOs, RDMOs, tourism businesses</p>	<p>2. LONGER TERM ACTIONS</p>
<p>49 Improve air access convenience and reliability at local regional airports.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Includes Castlegar, Osoyoos, Trail, and Grand Forks. <p>SUCCESS NETWORK Community airports and local authority, TRAN</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

<p>50 Improve accessibility to experiences.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify experiences with mobility barriers and develop plan to address. • Provide information to visitors. <p>SUCCESS NETWORK Municipalities, Regional Districts, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, Spinal Cord Injury BC, Visitor Services Networkheritage grant</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>51 Improve quality and diversity of accommodations.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Attract new accommodation properties. • Build awareness of the benefits of quality improvements to encourage operators to renovate/update existing hotels. • Explore incentives to encourage property upgrades (e.g., financing options, policies, investor tax credits). <p>SUCCESS NETWORK Private sector, FLNR Regional Economic Operations, local governments</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 4: Building year-round, long-term business viability and sustainability

Theme 4 specific goals:

Year-Round Business

- Increase the number of businesses who are open and thriving year-round.
- Increase the number of businesses that have succession plans for the long-term.
- Increase overnight stays in the shoulder season — achieve minimum nine months of steady visitation spread evenly throughout.
- Resilient businesses/experiences that can adapt to climate change.

Staffing

- Year round, skilled pool of labour available.
- Increase in the number of year-round tourism job opportunities.
- Improve staff retention rates.
- Adequate supply of affordable local housing for staff and new entrepreneurs.
- Adequate supply of affordable child care offering flexible hours to accommodate tourism schedule.

Private Capital Attraction

- Increase in private capital investment (e.g., business' investing in their own products and experiences).

Public Capital Investment

- Increased public sector investment to support experiential quality of destination for visitors.
- Sustainable funding model for local governments investing in visitor infrastructure.
- Tourism values embedded in local/regional planning processes (e.g., OCP's, Community Integrated Sustainability Plans).
- Streamlined and clear local government processes and policies for approval of tourism business startups and expansions, and provision of timely responses to inquiries throughout this process.
- Increased mentoring and seed capital available to tourism entrepreneurs.

THEME 4: OBJECTIVES	PRIORITY
52 Support strengthening a First Nation led indigenous tourism development role along Highway 3. ACTIONS <ul style="list-style-type: none"> • Extend First Nations tourism development work being conducted in Thompson-Okanagan, through the ITBC and TOTA partnership, into the other portions of the Highway 3 corridor. SUCCESS NETWORK ITBC, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, TOTA, KRT, Destination BC	2. LONGER TERM ACTIONS
53 Support local First Nation entrepreneurs developing tourism businesses by providing market intelligence and other business supports. ACTIONS <ul style="list-style-type: none"> • Facilitate connections to ITBC for First Nations capacity building, business planning support. • Leverage ITBC resources and planning assistance on corporate website. • Make potential Indigenous tourism developers aware of the extensive market and other research data available through Destination BC, and where possible, provide data specific to markets for Indigenous tourism products. SUCCESS NETWORK ITBC, Destination BC, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, FLNR Regional Economic Operations, BC Indigenous and Investment Council	1. QUICK WINS PROVINCIAL SCOPE

THEME 4: OBJECTIVES	PRIORITY
<p>54 Educate and encourage businesses and visitor amenities to adjust hours to meet visitor demand.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Identify and communicate demand drivers such as events and travel trends. Encourage businesses to adjust their hours of operation to meet visitor needs (e.g., seasonally, days of the week). <p>SUCCESS NETWORK RDMOs, DMOs, chambers of commerce, tourism businesses, Visitor Services Network</p>	<p>1. QUICK WINS</p>
<p>55 Facilitate businesses working together to package experiences together.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Agree on common growth periods/themes and include specifics in each experiential sub-theme section. <p>SUCCESS NETWORK Highway 3 Tourism Alliance, RDMOs, CDMOs, chambers of commerce, tourism businesses</p>	<p>1. QUICK WINS</p>
<p>56 Engage in provincial, regional and community dialogue with post-secondary institutions to ensure curriculum offered and industry needs align.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Use TIABC and tourism educators' groups to identify gaps and explore options to address. Create and implement programs to peak interest in tourism as a career (high school level — coop program). Create and communicate projects for post-secondary and secondary students. Communicate to potential employers all various platforms for job postings. Leverage the efforts through advisory committees in the Kootenay Rockies (i.e., College of the Rockies); if successful expand along the entire corridor. <p>SUCCESS NETWORK go2HR, Business and Tourism Educators of BC Association, TIABC, EDUC, Lower Columbia Community Development Team Society, Rural Development Institute, chambers of commerce, RDMOs</p>	<p>2. LONGER TERM ACTIONS</p>
<p>57 Identify and deliver training opportunities for staff and business owners that are relevant, affordable and can be delivered on the business premises.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Promote training opportunities to tourism businesses. Leverage Destination BC and go2HR training programs. <p>SUCCESS NETWORK go2HR, post-secondary education institutions, go2HR, Destination BC, CDMOs, RDMOs, chambers of commerce, ITBC, ITAC</p>	<p>1. QUICK WINS</p>
<p>58 Continue to investigate and pilot customized approaches to create a cross-season/cross-business job pool to support year-round staff retention within communities.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Continue efforts of go2HR and regional DMOs. Apply learnings from KR (Nelson, Whittewater) and TO (Kamloops, Kelowna) pilots and extend across the corridor. <p>SUCCESS NETWORK FLNR Regional Economic Operations, Community Futures, community economic development officers, DMOs, Chambers of Commerce, local government</p>	<p>2. LONGER TERM ACTIONS</p>
	<p>PROVINCIAL SCOPE</p>
	<p>REGIONAL SCOPE</p>

THEME 4: OBJECTIVES	PRIORITY
59 Communicate existing resources available for tourism businesses to assist with funding, mentoring and training. ACTIONS <ul style="list-style-type: none"> Communicate through specific section on various websites with list of resources/links (e.g., provincial government, Community Futures, etc.). SUCCESS NETWORK FLNR Regional Economic Operations, Community Futures, community economic development officers, DMOs, Chambers of Commerce, local government	1. QUICK WINS
	PROVINCIAL SCOPE
60 Develop an investment strategy and toolkits to help match Highway 3 corridor business opportunities with investors. ACTIONS <ul style="list-style-type: none"> Continuously identify product gaps and develop methods to connect private investors with potential opportunities. Educate and inform entrepreneurs on opportunities to fill identified shoulder-season gaps in the visitor experience. SUCCESS NETWORK Community economic development officers, FLNR Regional Economic Operations, local governments, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, ITBC, chambers of commerce	2. LONGER TERM ACTIONS
	AFTER INVENTORY AND GAP ANALYSIS COMPLETE
61 Develop a consistent tourism business survey for entire planning areas to measure vitality of businesses. ACTIONS <ul style="list-style-type: none"> Develop or adopt a business retention and expansion study model. SUCCESS NETWORK Destination BC, Rural Development Institute, local economic development organizations	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
62 Develop clear and streamlined approval processes for businesses and investments by local governments. ACTIONS <ul style="list-style-type: none"> Develop a best practices manual for local governments to support tourism development and a step by step guide for those considering expansion/investment. Streamline land use approvals, including Province, Regional District, Local Government, First Nation processes. Streamline funding approvals. SUCCESS NETWORK Ministry of Small Business and Red Tape Reduction, Small Business BC, DMOs, Chambers, Local governments, FLNR, Community Futures, Small Business BC, Small Business Grants Canada, financial institutions	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
63 Communicate existing and investigate new, pooled liability insurance programs for land-based and water-based activity operators. SUCCESS NETWORK Sector based organizations, CDMOs, RDMOs, chambers of commerce	2. LONGER TERM ACTIONS
	REGIONAL SCOPE

THEME 4: OBJECTIVES	PRIORITY
<p>64 Support development of a province-wide plan for creation of an adequate inventory of affordable staff and entrepreneur housing.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Communicate better practices/successes from other communities (e.g., document successes from RMI communities, such as Whistler model). • Launch a platform to match empty rooms/beds with employees needing housing (e.g., senior with a spare bedroom). <p>SUCCESS NETWORK Community economic development officers, chambers of commerce, CDMOs, Ministry of Natural Gas and Minister Responsible for Housing, Property Management company locally for short-term platform, residents (users)</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>65 Implement municipal policies for the short stay sharing economy to protect inventory of longer-term rentals available for employees and new entrepreneurs.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a Highway 3 Corridor Task Force of the new Tourism Alliance to address concerns and identify solutions for short stays. • Share approaches and lessons learned in other communities. • Explore leveraging the CivicInfo BC best practice listings. <p>SUCCESS NETWORK Local governments, support from a private sector Task Force of commerce</p>	<p>1. QUICK WINS</p>
<p>66 Work with federal and provincial governments to address lack of child care spaces and affordability.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify specific local needs and gaps for child care. • Revisit Provincial licensing restrictions to ensure appropriate. • Advocate for flexible hours to match tourism schedules. • Advocate for Provincial/Federal funding, tax credits, subsidies. • Share lessons learned amongst communities (e.g., Fernie pilot). <p>SUCCESS NETWORK Federal, provincial and local governments, local residents</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>67 Review policy and coverage of the Municipal and Regional District Tax (MRDT) and recommend changes to TAC.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Consider: continuation of the MRDT tax for short stays; adding MRDT tax for long stays, (snowbirds); and, expanding policy to include all B&B's, RV/campgrounds, and short-term rentals (Airbnb stays). <p>SUCCESS NETWORK TIABC, BC DMO Association, Mayors' and Chairs' Coalition, TAC Tourism and Creative Sectors Branch, FIN</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>

THEME 5: Embracing cooperation and collaboration, building community support and understanding

Theme 5 specific goals:

- Increase resident awareness of the value of tourism and support for the tourism industry.
- Unified Highway 3 corridor, working together collaboratively as a whole — increasing number of collaborative programs and leveraged financial resources.
- Every community is prepared to support residents and visitors in the event of an emergency

THEME 5: OBJECTIVES	PRIORITY
68 Promote attitude of ‘together we are stronger’ rather than inter-community competition. ACTIONS <ul style="list-style-type: none"> • Present the Highway 3 Corridor Destination Development Strategy (same package/presentation) to each economic development agency along the corridor. • Bundle grant requests whenever possible to reduce grant competition. • Build upon the Mayors’ and Chairs’ Coalition to share information and strengthen relationship between communities. SUCCESS NETWORK Highway 3 Tourism Alliance, FLNR Regional Economic Operations, regional economic development, RDMOs	1. QUICK WINS
69 Ensure Highway 3 Mayors’ and Chairs’ Coalition, as well as tourism subcommittee, is representative and continues to advance tourism development efforts. ACTIONS <ul style="list-style-type: none"> • Create Coalition Memorandum of Understanding (MOU) to ensure continuity as turnover occurs; utilize sample MOU from TOTA. • Coalition to communicate with DMOs regularly SUCCESS NETWORK Mayors’ and Chairs’ Coalition, TOTA	1. QUICK WINS CATALYST
70 Participate regularly in cross-ministry regional staff meetings to share tourism priorities and perspectives on land/resource use. SUCCESS NETWORK TAC Tourism and Creative Sectors Branch, FLNR Regional Economic Operations, RDMOs	1. QUICK WINS PROVINCIAL SCOPE
71 Improve communication between tourism and other industries to grow understanding of impacts of other industries’ activities and their connection with tourism. ACTIONS <ul style="list-style-type: none"> • • Ensure importance of each industry is respected and valued. • • Work together to find balanced solutions to challenges, such as multiple land uses. SUCCESS NETWORK FLNR Regional Economic Operations, chambers of commerce, Highway 3 Tourism Alliance	2. LONGER TERM ACTIONS

THEME 5: OBJECTIVES	PRIORITY
<p>72 Educate event organizers and local community groups on sustainability strategies in order to address over-reliance on non-profit/volunteer user groups.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Convene annual forum to provide learning opportunities, share best practices, and build capacities. • Strategies to mitigate volunteer burnout may include: <ul style="list-style-type: none"> - Create revenue streams from user fees, - Secure funding from festivals, - Pursue more third party produced events, - Create better practices guide for local event production, - Pursue opportunities for volun-tourism (e.g., volunteer in return for access/tickets), - Create cross community volunteer base (e.g., Oliver resident volunteers in Princeton). • Revisit opportunities to access event hosting funds retained by Province. Advocate for greater funds directed to regional/local events (not just signature international events which don't help rural small communities — all types of events should qualify). <p>SUCCESS NETWORK TAC, Highway 3 Tourism Alliance</p>	<p>2. LONGER TERM ACTIONS</p>
<p>73 Evolve the Mayors' and Chairs' tourism subcommittee to a Highway 3 Tourism Alliance to work with RDMOs to implement this 10-year Highway 3 Corridor Destination Development Strategy.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Utilize existing membership of Mayors' and Chairs' Coalition tourism subcommittee with select enhanced representation to ensure no new entities need to be formed. • Revise terms of reference of current tourism subcommittee to provide governance independence from the Mayors' and Chairs' Coalition. • Over time, include Alberta in the Alliance. <p>SUCCESS NETWORK Mayors' and Chairs' Coalition tourism subcommittee (tourism subcommittee evolve to Tourism Alliance), tourism partners that represent full corridor, including First Nation</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p>74 Improve understanding of the value of tourism and community support for tourism.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a baseline value of tourism in each community and regionally with robust data modeling. • Develop a baseline current level of understanding and support for tourism in each community. • Leverage existing value of tourism tools, e.g., TIABC, Tourism Vancouver Island, Destination BC. <p>SUCCESS NETWORK RDMOs, CDMOs, Destination BC, Mayors' and Chairs' Coalition, CDMOs, chambers of commerce, regional trusts</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p>75 Develop a research plan to collect market research and visitor intelligence.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Utilize provincial template for data capture and interpretation (cell phone/credit card intercepts — pilot through TOTA — TELUS/EQ/Prizm). • Engage Visitor Centres to intercept and survey travellers. <p>SUCCESS NETWORK RDMOs, Destination BC, TOTA pilot, KRT</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>

THEME 5: OBJECTIVES	PRIORITY
<p>76 Develop a quantitative understanding of the relationship between the number of visitors and experiential capacity and strain.</p> <ul style="list-style-type: none"> Identify growth management principles and parameters appropriate to the planning area and key experience areas. Develop a dispersion strategy to be deployed when required. <p>SUCCESS NETWORK Destination BC, TOTA pilot, KRT</p>	3. SET ASIDE UNTIL RESOURCES ALLOW
	PROVINCIAL SCOPE
<p>77 Include considerations of visitors in all community Emergency Planning and Preparedness plans.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Include in community plans to work together and support each other along the corridor in event of an emergency. Utilize Prepared BC Emergency Planning and Preparedness resources, available on go2HR website. Leverage TOTA template for all communities across the corridor. <p>SUCCESS NETWORK Local governments, TAC, RDMOs</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE

THEME 6: Balanced and Managed Growth and Environmental Protection

Theme 6 Goals:

- Land use plans are in place that recognize sensitive zones and appropriate uses in various zones.
- Adequate monitoring and enforcement resources are in place.
- Environmental sustainability destination accreditation/ business accreditation in place

THEME 6: OBJECTIVES	PRIORITY
78 Develop and adopt a tourism sustainability charter. ACTIONS <ul style="list-style-type: none"> • Promote sustainable industry practices through industry development and individual business certification. • Consider wildlife displacement/impacts. • Work with industry and governments to monitor and measure key indicators to ensure environmental protection for the long-term health of the ecosystems and natural assets (e.g., air, water, indicator species, etc.). SUCCESS NETWORK TAC, EDUC, RDMOs (TOTA currently starting a certification process), local government, local stewardship groups, private operators, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation	2. LONGER TERM ACTIONS PROVINCIAL SCOPE
79 Work with FLNR to develop a land/water management framework to provide certainty for development, environmental protection, motorized (including e-bikes) and non-motorized, public, and commercial recreation uses and viewscapes. ACTIONS <ul style="list-style-type: none"> • FLNR to facilitate table of user group discussion. SUCCESS NETWORK FLNR Rec Sites and Trails, local governments, CDMOs, RDMOS, user group discussion, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation	2. LONGER TERM ACTIONS PROVINCIAL SCOPE
80 Address impacts on visitor experience and product offering due to climate change. ACTIONS <ul style="list-style-type: none"> • Diversify experiential offerings to create resiliency as climate/weather changes (e.g., less snow etc.). • Educate on the risk of climate change, including case studies of how to addresses. • Identify local risks and opportunities. SUCCESS NETWORK Local governments, Stó:lō Nation, Syilx Nation, Yale Nation, Ktunaxa Nation, Sinixt Nation, FLNR, Canada West Ski Areas Association, FLNR Regional Economic Operations; local economic development	2. LONGER TERM ACTIONS PROVINCIAL SCOPE

THEME 6: Enhance the Quality of Services and Experiences

THEME 6: OBJECTIVES & ACTIONS	PRIORITY
<p>81 Work with private and public service providers to improve water-based infrastructure for pump-outs available on select lakes.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Build or improve water-based pump-outs for Kootenay Lake and Christina Lake. <p>SUCCESS NETWORK Local governments, BC Parks, FLNR Rec Sites and Trails, marinas</p>	<p>1. QUICK WINS</p>
<p>82 Develop and communicate a common code of respectful conduct for backcountry use, safety for residents, and visitors.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Communicate on trail maps, local businesses, signage at trailheads, and third-party channels (e.g., Trailforks). • Conduct public ceremonies where officials and celebrities can sign code to signify support. <p>SUCCESS NETWORK BC Search and Rescue Association, Avalanche Canada, stewardship and trail based groups, CDMOs, RDMOs,</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>

B. CATALYST PROJECTS

The following eight actions were identified as catalyst projects for immediately moving the Highway 3 Destination Development Strategy into implementation:

TOP PRIORITY CATALYST PROJECTS

- Map out entire journey adopting a variety of travelling ‘personas’ and identify opportunities to improve the overall visitor touring experience through enhancements. (Objective 1)
- Have each community develop an inventory and identify their own 5-10 unique assets to enhance, in alignment with the four motivating experiences. (Objective 13)
- Create a trail asset inventory and analyze the community based trails to identify one or two iconic Highway 3 destination trails to motivate travel to Highway 3 corridor. (Objective 19)
- Develop a plan to enhance the Highway 3 corridor journey through storytelling that supports the Stories + Legends pathways along the corridor in a compelling way that resonates with visitors: Indigenous First Nation cultural/ ancestral historic trade trails, Settlers, Stories of Reinvention, and Japanese internment camps and resettlement. (Objective 38)
- Facilitate meaningful engagement where First Nations are benefiting and have ownership of First Nation tourism development. (Objective 39)
- Implement Destination BC Remarkable Experiences program across the corridor. (Objective 46)
- Present the Highway 3 Corridor Destination Development Strategy (same package/ presentation) to each economic development agency along the corridor. (Objective 68)
- Evolve the Mayors’ and Chairs’ tourism subcommittee to a Highway 3 Tourism Alliance to work with RDMOs to implement this 10-year Highway 3 Corridor Destination Development Strategy. (Objective 73)



The following additional actions were identified as immediate priorities for implementation:

1. Work with Network BC to achieve full wifi/cell connectivity along all highways (roads and roadsides), rest areas and within communities. (Objective 4)
2. Mayors' and Chairs' Coalition to continue to identify and prioritize highway improvement asks as input into TRAN priorities. (Objective 5)
3. Increase sanding and plowing in winter, and removal of sand in spring. (Objective 5)
4. Continue to educate visitors on winter road conditions and showcase safety improvements, with a focus on the Shift into Winter promotional campaign. (Objective 5)
5. Educate car rental companies to provide winter tires. (Objective 5)
6. Work with TRAN to improve highway shoulder for cycling, including shoulder widening, better maintenance (e.g., spring sand cleaning, and other cyclist friendly improvements). (Objective 9)
7. Work with TRAN to explore options to introduce further traffic-calming measures on highways that go through downtown areas. (Objective 15)
8. Encourage people working in tourism to seek skills development and product familiarization across the Highway 3 corridor. (Objective 16)
9. Advocate for continuation of RMI funding to support resort community's ability to deliver visitor services and community amenities despite small resident tax base. (Objective 18)
10. Identify opportunities to add more campsites, RV sites and powered campsites, and promote those opportunities to private and public investors. (Objective 26)
11. Ensure adequate resources (operations and funding) to support backcountry Search and Rescue. (Objective 27)
12. Determine the right mix of signature festivals and events to draw visitation, including a review of the dates, assessment of motivators, and filling gaps. (Objective 31)
13. Encourage additional value-add experiences that feature local products (e.g. farm to plate type offerings, Fernie Brewing 'trails to ales' experience). (Objective 34)
14. Develop action plans to ensure signature, iconic properties are open every year, and extend seasonality to support shoulder seasons (e.g., Mascot Gold Mines is open every year, Doukhobor Discovery Centre, etc.). (Objective 45)
15. Promote training opportunities to tourism businesses. (Objective 57)
16. Communicate to tourism businesses existing resources available to assist with funding, mentoring and training. (Objective 59)
17. Develop a Highway 3 Corridor Task Force of the new Tourism Alliance to address concerns and identify solutions for short stays. (Objective 65)
18. Develop a research plan to collect market research and visitor intelligence. (Objective 75)
19. Build or improve water-based pump-outs for Kootenay Lake and Christina Lake. (Objective 81)
20. Create and communicate a common code of respectful conduct for backcountry use and safety for residents and visitors. (Objective 82)

9

MEASURING AND MONITORING SUCCESS

KOOTENAY TROUT HATCHERY
Photo: Kari Medig

MEASURING AND MONITORING SUCCESS

The following recommended measurements can be used to monitor the success of the tourism industry within the Highway 3 corridor, and the implementation of this strategy.

GOALS	RECOMMENDED MEASUREMENT
1. Enhance local benefits (economic + social + environmental) through year-round growth of the visitor economy.	<ul style="list-style-type: none"> • Tourism partners survey — all tourism partners • Resident survey • Growth in MRDT revenues • Increase in overnight stays • Economic Impact (based on Destination BC's Value of Tourism model) • Established sustainable charter • Established land use plans • Established dispersion strategy
2. Increase the number and quality of value-added remarkable experiences that motivate travel to and throughout the corridor, generating incremental spend and stays.	<ul style="list-style-type: none"> • Net Promoter Score • Visitor survey — ratings of ease of transportation • Number of new experiences • Tourism partners survey — all tourism partners
3. Enhance the climate for tourism business success.	<ul style="list-style-type: none"> • Tourism partners survey — tourism businesses • Business retention and expansion • New businesses vs closing businesses
4. Safeguard the sustainability of the natural environment.	<ul style="list-style-type: none"> • Measurements could be developed by environmental scientists

⁷Destination BC's Value of Tourism model

⁸Net Promoter Score calculation

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PROVINCIAL INITIATIVES

A significant deliverable of the Destination BC Destination Development Program is the creation of regional and provincial strategies. Strategies and actions that are shared commonly across the three regions (Vancouver, Coast & Mountains; Thompson Okanagan; and Kootenay Rockies) may become regional priorities and will, at the very least, inform the creation of a Regional Destination Development Strategy.

This Highway 3 Destination Development Strategy, together with all the other 19 strategies from around the province, will then be used to create a single Provincial Destination Development Strategy.

The following Highway 3 objectives and actions are recommended to be included in the Provincial Destination Development Strategy

OBJECTIVES	PRIORITY
THEME 1: Creating a memorable “road trip” story and experience	
4 Work with Network BC to provide full, complimentary wifi/cell connectivity along the entire Highway 3 corridor.	1
5 Continue to work with TRAN to improve highway safety, efficiency and reliability.	2
6 Ensure winter highway maintenance continues to be a high priority for TRAN and ensure the public is educated, informed and prepared for winter driving conditions.	1
7 Work with TRAN to improve the motorcycling experience on the road and at rest stops.	2
THEME 2: Showcasing community character and personality	
15 Make downtowns more pedestrian friendly.	1
18 Advocate for continuation of RMI funding to support resort community’s ability to deliver visitor services and community amenities despite small resident tax base.	1
THEME 3: Developing and enhancing infrastructure, products, and experiences	
20 Ensure continued support for existing iconic biking trail routes (e.g., The Great Trail, rail trails).	2
21 Work with FLNR to improve motorized recreational trail facilities, where appropriate.	2
22 Identify sustainable funding to support volunteer efforts around trail building and maintenance.	2
25 Work with FLNR to safeguard (open and maintained) forest service resource roads to access recreation areas.	2
26 Retain and expand capacity for camping.	1
27 Ensure adequate resources (operations and funding) to support backcountry Search & Rescue.	1
28 Improve visitor education and communication related to backcountry safety.	1
44 Continue investments in heritage and public attraction building maintenance, refurbishment and conservation.	2
46 Implement Destination BC Remarkable Experiences program across the corridor.	1
50 Improve accessibility to experiences.	2

OBJECTIVES	PRIORITY
THEME 4: Building year-round business viability — policies, staffing, investment	
59 Communicate existing resources available for tourism businesses to assist with funding, mentoring and training.	1
61 Develop a consistent tourism business survey for entire planning areas to measure vitality of businesses.	2
62 Develop clear and streamlined approval processes for businesses and investments by local governments.	2
64 Support development of a province-wide plan for creation of an adequate inventory of affordable staff and entrepreneur housing.	2
66 Work with federal and provincial governments to address lack of child care spaces and affordability.	2
67 Review policy and coverage of the Municipal and Regional District Tax (MRDT) and recommend changes to TAC.	2
THEME 5: Embracing cooperation and collaboration, building community support and understanding	
70 Participate regularly in cross-ministry regional staff meetings to share tourism priorities and perspectives on land/resource use.	1
74 Improve understanding of the value of tourism and community support for tourism.	1
77 Include considerations of visitors in all community Emergency Planning and Preparedness plans.	2
THEME 6: Balancing and managing growth and environmental protection	
78 Develop and adopt a sustainability charter.	2
79 Work with FLNR to develop a land/water management framework to provide certainty for development, environmental protection, motorized and non-motorized (including e-bikes), public and commercial recreation uses and views.	2

11

IMPLEMENTATION AND FUNDING

To assist planning areas such as the Highway 3 corridor in their implementation efforts, Destination BC has compiled a list of funding programs as part of the provincial Situation Analysis. This was then augmented with additional planning area funding resources:

The different funding options highlighted include: Columbia Basin Trust, Lower Columbia Community Development Team Society, Municipal and Regional District Tax (MRDT), Destination BC Programs, Western Economic Diversification Canada (WD), Ministry of Transportation Programs, Community Gaming Grants, Community Trusts, Resort Municipality Initiative (RMI), Municipal Funding and Business Levies.

Contact Destination BC for a copy of this information sheet.

FLNR Regional Economic Operations also has an [online tool on their website](#) to find funding options.

APPENDIX

A. APPENDIX 1: OVERVIEW OF PLANNING PROCESS

The following planning process was followed to ensure this strategy was developed based on a thoughtful process with consistent participation from a diverse group of industry partners that impact tourism either directly or indirectly.

The process follows a semi-structured design by Destination BC that was customized specifically for the Highway 3.

1. SESSION 1

Kick-off and working sessions with representative stakeholders

- a. Introduced the program, engaged stakeholders and began to gather information that helped in understanding the context of the destination.
- b. Reviewed the operating context and captured participants input on markets, destination assessment, constraints and opportunities.
- c. Meetings: Manning Park (December 13), Osoyoos (December 15), Cranbrook (January 4) and webinar for the West Kootenays (January 6).

2. Review of over 100 planning area reports, strategies, plans and other information

3. Tourism Partners interviews and site visits

- a. Tourism Partner (e.g., businesses, organizations, etc.) interviews were conducted to develop a deeper understanding of the operating context, constraints and opportunities.
- b. Site visits were conducted to engage front line staff and contribute to the assessment of the destination — understanding first-hand what makes the Highway 3 corridor a unique and special place to visit, as well as experiencing some of the challenges and opportunities.

4. Industry Engagement

a. Tourism Partners were engaged in the process through a survey to validate and provide further input into the constraints and opportunities identified in Session 1. There were over 70 survey responses from over 800 invites.

5. SESSION 2

in March/February, 2017

a. Review the planning considerations and develop a shared vision, goals and identify destination development themes: Creston (March 14), Osoyoos (Feb 9), Webinar all areas (Feb 15), Hope (Feb 16).

7. SESSION 3

Working Committee in March and April 2017

a. A smaller Working Committee drafted the strategies and provided recommendations.

b. Participants were invited to provide feedback on the draft Situation Analysis and draft Destination Development Strategy.

B. APPENDIX 2: VISION STORY

Highway 3 is BC's best known, and best loved west-east driving corridor. Whether the journey starts from the west, the east, or somewhere in-between, the Highway 3 corridor provides a safe, scenic route that travellers can explore at their own pace and immerse themselves in a treasure trove of unique stops, colourful communities, and memorable stories.

Along the way, travellers give in to the temptation to stop at scenic pull-offs, welcoming rest areas and road-side excursions that enrich their understanding, lift their spirits, stretch their legs or connect them to the local way of life and friendly characters that live it.

The route is equally a nostalgic trip down memory lane and a modern, convenient route for all types of travellers. Visitors are connected to the past and the present, learning easily on the spot and through technology.

Travellers with a sense of adventure and those seeking discovery amid the overwhelming scale of the area's natural beauty (uncrowded mountain tops, meadows, rivers, lakes,

desert and verdant farmlands), as well as within themselves, are drawn here for the area's abundance of parks, remarkable outdoor recreation and the welcoming eccentricity of the many small communities, each offering their own interesting landscapes, story to tell and history to share.

This vibe is vividly expressed in the many cultural, historical, artistic and culinary offerings shared with visitors. It has its roots in a rich history and heritage that continues to be celebrated. This is a place that has been settled and unsettled, with a rich and emotionally moving story telling. These stories include those of the Stó:lō, Syilx, Yale, Ktunaxa and Sinixt who have a visible presence in their traditional territory. Relationships with these First Nations are caring, strong and respectful.

Residents support the visitor economy and tourism development in a sustainable manner that complements their valued rural and small-town way of life. They support efforts to share this special place with those that, like themselves, value kindness, accept diversity and wish to contribute to the stewardship of the land and waters while renewing themselves and reconnecting through physical activity and cultural expression.

All along Highway 3 there is evidence of innovation: past, present and future. Entrepreneurs who share community values are welcome and supported. Businesses and staff are enabled to reach their aspirations and potential.

Highway 3 visitor experiences are plentiful and diverse, providing excellence in service and generating high Net Promoter Scores. They share a commitment to authenticity and that which is

local. Along the corridor, clusters of world-class experiences drive visitation – world-class deep snow and big mountain adventure, world-class trail networks for mountain biking, hiking and road biking, world-class agritourism and culinary experiences, and world-class health and wellness where deep personal reflection and growth can occur.

Although the Highway 3 corridor encompasses multiple communities, each with unique needs and aspirations, the desire for an elevated visitor experience along the entire corridor brings them together to collaborate on strategic projects that offer tangible, long-term benefits for them all. Encouraging the traveller to visit year-round, stay longer and move throughout the Highway 3 corridor from one community to the next is a shared goal of all tourism partners and is always at the top of everyone's mind.

C. APPENDIX 3: PLANNING CONSIDERATIONS

This section summarizes the planning context from the rest of this document and provides the key direction(s) the Highway 3 Destination Development strategy should address.

1. The Highway 3 corridor can be developed as a driving route to get to a destination along the way (e.g., Rossland to ski or visit family) or another destination outside the corridor (e.g., Banff, Alberta), as well as a vacation choice in itself (touring along the highway). Both of these require different development requirements and both should be included in the destination development strategies.

2. There are clusters of tourism experiences that have succeeded in creating a critical mass of remarkable experiences that motivate travel to these destinations – Nelson and Fernie are examples of the kind of year round tourism success that is possible in the planning area. However, between these destinations are rural areas that are struggling to secure a level of visitation that can support business viability. There are isolated successful operations (Manning Park Resort), but for other businesses and communities, destination development must first consider

opportunities for collaboration and leveraging to create collections of experiences that combine to offer a scope and scale necessary to motivate travel.

3. The efforts by the Highway 3 Mayors' and Chairs' Coalition, and their tourism subcommittee, have set a solid foundation for working together more comprehensively on tourism development. As their efforts go forward, it is important to ensure continued representation from across the corridor and that the destination development strategies are broadly supported and prioritized.

4. It is critical there is enhanced collaboration and cooperation amongst all public and private stakeholders to ensure efforts across industries are focused on highest and best use of resources and to ensure that efforts within the tourism sector are focused on 'growing the tourism pie' for the benefit of all rather than competing internally.

5. Reliable access to the planning area is essential. Large urban population centres are a significant distance away. Road safety and road maintenance (particularly in winter) on all routes is fundamental to success. As travellers consider alternate, green modes of travel, road shoulder widening for bicycles and electric vehicle charging stations must be considered. Air access must be convenient, reliable and affordable.

6. Significant investment has been made by the provincial government to improve the Highway 3 road conditions, with further investments planned. Yet within the next decade, the road will remain a windy, more scenic route compared to the other east-west option of taking Highway 5. Any planning must recognize the type of traveller that will be attracted to a relaxed pace, more scenic driving route and ensure the experience reflects their needs and interests, such as rest areas and reasons to stop along the way.

7. The relaxed pace of Highway 3, and the lifestyle the communities along it enable, offer a way for visitors to unplug, unwind, and rejuvenate and reconnect. However, this needs to be balanced with providing the services visitors expect and desire. The balance of retaining the small-town charm and local way of life with the growth and development needed for new experiences and infrastructure must be considered.

8. Ease of movement and connectivity within the planning area is also important. Shuttle services between airports and destinations, between towns and nearby attractions/activities and between communities will enhance the density of visitor experiences that can be readily accessed and thereby enhance the appeal of the destination.

9. Telling a unified story of the corridor in a compelling way that resonates with visitors is seen as a requirement. The entire corridor encompasses a wide variety of activities, attractions and amenities, yet there are gaps along the route (geographically/time distance). An approach that identifies themes to develop along the route so that travellers could pick and choose the experiences that appeal to their unique travel motivations and interests would be beneficial. A strong focus on learning experiences will ensure alignment to the Explorer Quotient (EQ)TM segmentation already transpiring within tourism businesses, Regional DMOs and Destination BC.

10. There is significant opportunity to fill capacity in the off-peak season and increase the utilization of existing and planned infrastructure and assets. A strong focus on developing the destination in a way that attracts visitation and business between October and May has to be a key priority for the summer destinations, and the spring and fall for the destinations with strong winter product.

11. Overnight stays are important to ensure any visitor economy is maximizing its potential. Highway 3 development must consider a range of unique and appealing resorts and independent options that entice the traveller to stay longer and spend more.

12. There are opportunities to improve local government and community support of tourism and tourism businesses. Resident support is an important part of the development of the destination, yet not everyone understands what tourism is, the benefits and the support needed. The development opportunities that drive incremental visitations need to be supported by government and residents, as well as the tourism industry and stakeholders.

13. Due to the diversity of outdoor adventure activities, there are numerous potential issues that could curtail growth in any one area. Potential barriers include land access challenges (tenure to other sectors), government regulatory requirements, BC Parks' budgets which impact maintenance, and infrastructure and climate change impacts (e.g., extensive winter products and seven ecological climate zones)

14. Physical limitations of people with mobility challenges and the aging population may require businesses and organizations to address potential accessibility concerns. It is important for Highway 3 to offer a range of product offerings to ensure interests meet the broad interests and physical limitations of all travellers.

15. Trails are a significant motivator for the Highway 3 experiences, with strong community support and robust planning work, strategies and actions being implemented. These efforts should continue to be enhanced and supported.

16. Significant opportunity exists to enhance the Indigenous cultural product and experience. It is widely recognized that the Indigenous tourism development needs to come from the First Nation and Metis communities. There is interest to support Indigenous experiences as part of a destination stay.

17. The planning area has some solid heritage product, as well as a growing depth of arts and culture products and experiences. These enhance the overall planning area and support longer stays. However, destination success requires that these experiences collaborate and cooperate to create a depth and density that will motivate travel.

18. Similarly, the planning area has a growing agriculture, agritourism, culinary scene (craft breweries, locally sourced, organic menus etc.) but these experiences individually are too isolated and limited to truly contribute to destination growth. Collaboration and cooperation to create a depth and density of experiences to motivate travel is needed.

19. There are many existing, successful festivals and events, however the roster across communities is not well coordinated, which creates conflicts around dates. Many events are at capacity, in terms of footprint, resources and volunteer capacity. Yet there is significant potential to enhance the year-round visitation from festivals and events, and support the strengths of the destination as well as benefits for residents.

20. There are significant human resource challenges that need to be addressed, including access to adequate, skilled staff (including potential need for foreign workers), affordable training programs to enhance skill levels and an inventory of affordable housing in which staff or fledging entrepreneurs can live. These factors are critical elements to business

success and the ability to enhance the visitor experience. go2HR can be a valuable resource to assist in HR related plans and strategies.

21. There is a lack of comprehensive economic, industry and consumer information specific to Highway 3 to help make informed business decisions. Effort needs to be expended to develop a set of robust baseline information and data, then continue to capture and share research and performance measurement on an ongoing basis.

22. Lack of sufficient investment climate and business support is considered a constraint to tourism growth. Business support includes handholding through processes and approvals, mentoring, business plan and grant assistance, etc. This includes a need of understanding of the value of tourism to assist with investment and attraction climate and increase importance of sector in all levels.

23. There are many policy decisions that impact the overall visitor experience and opportunities for growth, including renewal of Resort Municipality Initiative (RMI) program, greater flexibility for agritourism on ALR, short term rentals, BC Parks policies (e.g., camping capacity, new services), land use policies (e.g., shared use agreements between motorized/non-motorized users), and forest harvesting policies (e.g., scenic viewscapes maintenance). Destination development strategies need to identify the potential policies that need review to minimize barriers to growth.

D. APPENDIX 4: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

The following chart sorts the 82 objectives by order of priority.

OBJECTIVES		PRIORITY
PRIORITY 1 – Immediate		
1	Map out entire journey adopting a variety of travelling 'personas' and identify opportunities to improve the overall visitor touring experience through enhancements.	1
4	Work with Network BC to provide full, complimentary wifi/cell connectivity along the entire Highway 3 corridor.	1
6	Ensure winter highway maintenance continues to be a high priority for TRAN and ensure the public is educated, informed and prepared for winter driving conditions. TRAN.	1
9	Develop a Highway 3 corridor road cycling strategy.	1
12	Address negative perceptions of road safety through incremental information sharing within key markets and to potential visitors, leveraging the Shift into Winter Program.	1
13	Identify and enhance 5-10 unique characteristics/assets of each community.	1
15	Make downtowns more pedestrian friendly.	1
16	Foster authentic ambassadors for each community, with strong frontline visitor engagement skills.	1
17	Ensure all ambassadors understand what neighbouring communities offer to help connect visitors to the experiences and business further down the road and journey.	1
18	Advocate for continuation of RMI funding to support resort community's ability to deliver visitor services and community amenities despite small resident tax base.	1
19	Create a forum for regional trail planning to review and optimize local trail planning efforts and create appropriate strategic linkage for the development of destination trail-based journeys.	1
23	Identify opportunities to improve winter and fall experiences, in particular west of Kootenays, to attract off-season/shoulder season visitation.	1
26	Retain and expand capacity for camping.	1
27	Ensure adequate resources (operations and funding) to support backcountry Search & Rescue.	1
28	Improve visitor education and communication related to backcountry safety.	1
34	Attract and encourage entrepreneurs/farmers to offer more farm gate and farm tour experiences.	1
37	Coordinate farmer's markets schedules and agritourism events as part of broader coordination of all events.	1
38	Develop a plan to enhance the Highway 3 corridor journey through storytelling that support the Stories + Legends pathways in a compelling way that resonates with visitors: First Nation cultural/ancestral trade trails; Settlers; Stories of Reinvention; and Japanese internment camps and resettlement.	1
39	Support and engage local First Nations communities to increase cultural tourism products.	1

OBJECTIVES	PRIORITY
PRIORITY 1 – Immediate	
42 Implement cultural and storytelling training for visitors and frontline staff/locals.	1
45 Ensure signature demand generator experiences that support the corridor stories and legends pathways are supported and open.	1
46 Implement Destination BC Remarkable Experiences program across the corridor.	1
53 Support local First Nation entrepreneurs developing tourism businesses by providing market intelligence and other business supports.	1
54 Educate and encourage businesses and visitor amenities to adjust hours to meet visitor demand.	1
55 Facilitate businesses working together to package experiences together.	1
57 Identify and deliver training opportunities for staff and business owners that are relevant, affordable and can be delivered on the business premises.	1
59 Communicate existing resources available for tourism businesses to assist with funding, mentoring and training.	1
65 Implement municipal policies for the short stay sharing economy to protect inventory of longer-term rentals available for employees and new entrepreneurs.	1
68 Promote attitude of ‘together we are stronger’ rather than inter-community competition.	1
69 Ensure Highway 3 Mayors’ and Chairs’ Coalition, as well as Tourism subcommittee, is representative and continues to advance tourism development efforts.	1
70 Participate regularly in cross-ministry regional staff meetings to share tourism priorities and perspectives on land/resource use.	1
73 Evolve the Mayors’ and Chairs’ tourism subcommittee to a Highway 3 Tourism Alliance to work with RDMOs to implement this 10-year Highway 3 Corridor Destination Development Strategy.	1
74 Improve understanding of the value of tourism and community support for tourism.	1
75 Develop a research plan to collect market research and visitor intelligence.	1
81 Work with private and public service providers to improve water-based infrastructure for pump-outs available on select lakes.	1
82 Create and communicate a common code of respectful conduct for backcountry use and safety for residents and visitors.	1
PRIORITY 2 – Longer-term	
2 Develop touring storylines and itineraries/circle routes based on historic travel journeys and visitor types.	2
5 Continue to work with TRAN to improve highway safety, efficiency and reliability.	2
7 Work with TRAN to improve the motorcycling experience on the road and at rest stops.	2
8 Work with the provincial government to encourage more electric vehicle charging stations and pool of EV rental vehicles.	2
10 Develop an intermodal transportation plan to improve conditions for travellers without private vehicles.	2
11 Review accuracy of Highway 3 representation on third-party GPS/maps.	2
14 Improve vibrancy of downtown centres and spaces.	2
20 Ensure continued support for existing iconic biking trail routes (e.g., The Great Trail, rail trails).	2

OBJECTIVES	PRIORITY
21 Work with FLNR to improve motorized recreational trail facilities, where appropriate.	2
22 Identify sustainable funding to support volunteer efforts around trail building and maintenance.	1
24 Improve access to swimming experiences along route.	1
25 Work with FLNR to safeguard (open and maintained) forest service resource roads to access recreation areas.	1
29 Attract and support 2-3 soft adventure attractions that are widely appealing and accessible to all ages and levels of expertise.	1
30 Develop new outdoor recreation events that connect multiple areas along the corridor.	1
31 Develop a festival and events strategy to motivate travel and coordinate planning.	1
32 Support local groups seeking to make continued investments in performance space maintenance, capacity, and quality.	1
33 Provide training and education to improve service and food quality of culinary options.	1
36 Develop a corridor wide "Food Festival on the Road."	1
40 Support the identification of iconic stops along the way for First Nation led sharing of stories and legends.	1
41 Incorporate First Nation language into signage, regionalized for each area.	1
43 Support development of new cultural education centres as identified as priorities for First Nation communities.	1
44 Continue investments in heritage and public attraction building maintenance, refurbishment and conservation.	1
48 Attract new guided tours that support the motivating experiences.	1
49 Improve air access convenience and reliability at local regional airports.	2
50 Improve accessibility to experiences.	2
51 Improve quality and diversity of accommodations.	2
52 Support strengthening a First Nation led indigenous tourism development role along Highway 3.	2
56 Engage in provincial, regional and community dialogue with post-secondary institutions to ensure curriculum offered and industry needs align.	2
58 Continue to investigate and pilot customized approaches to create a cross-season/cross-business job pool to support year-round staff retention within communities.	2
60 Develop an investment strategy and toolkits to help match Highway 3 corridor business opportunities with investors.	2
61 Develop a consistent tourism business survey for entire planning areas to measure vitality of businesses.	2
62 Develop clear and streamlined approval processes for businesses and investments by local governments.	2
63 Communicate existing and investigate new, pooled liability insurance programs for land-based and water-based activity operators.	2
64 Create a province-wide plan to support the creation of an adequate inventory of affordable staff and entrepreneur housing.	2
66 Work with federal and provincial governments to address lack of child care spaces and affordability.	2

OBJECTIVES	PRIORITY
67 Review policy and coverage of the Municipal and Regional District Tax (MRDT) and recommend changes to JTSTL.	2
71 Improve communication between tourism and other industries to grow understanding of impacts of other industries' activities and connection with tourism.	2
72 Educate event organizers and local community groups on sustainability strategies in order to address over-reliance on non-profit/volunteer user groups.	2
77 Include considerations of visitors in all community Emergency Planning and Preparedness plans.	2
78 Develop and adopt a sustainability charter.	2
79 Work with FLNR to develop a land/water management framework to provide certainty for development, environmental protection, motorized and non-motorized (including e-bikes), public and commercial recreation uses and viewscapes.	2
80 Address impacts on visitor experience and product offering due to climate change.	2
PRIORITY 3 – When Resources Allow	
3 Enhance beautification of the entire corridor, with quality viewscapes and well-kept amenities.	3
35 Support the creation of a platform to connect local growers to local buyers e.g. restaurants and chefs.	3
47 Identify the business opportunities and create the climate and investment opportunity to attract new all ages, all abilities attractions.	3
76 Develop a quantitative understanding of the relationship between the number of visitors and experiential capacity and strain.	3

E. APPENDIX 5: ALIGNMENT DETAILS – PLANS REVIEWED

The following reports are included in the review that informed this strategy, as well as a significant amount of online information reviewed via websites:

1. District of Hope Integrated Official Community Plan, June 2016
2. Hope BC Economic Development Strategy Update, October 2015
3. Hope BC Economic Profile, 2014
4. Fraser Valley Regional District Strategic Plan 2014-2018, 2014
5. Regional District of East Kootenay Regional Sustainability Strategy (RSS), 2014
6. Sparwood – Community Sustainability Plan, 2009
7. Highway 3 Corridor Economic Impact Study, 2011
8. Highway 3 Corridor Economic Impact Study Final Report, June 2012
9. Elk Valley Regional Economic Opportunity Analysis & Growth Sector Identification, June 2013
10. Columbia Basin Business Retention and Expansion Project, 2015

11. Sparwood — Parks, Recreation and Culture Master Plan, 1999
12. The District of Sparwood Communications Strategy, 2013
13. District of Sparwood — Community Engagement Strategy, 2012
14. District of Sparwood — Community Engagement Strategy, Next Steps 2013
15. Sparwood 2015-2018 Corporate Strategic Plan, 2015
16. Sparwood Community Profile 2016, April 2016
17. District of Sparwood Official Community Plan, 2015
18. Greenwood Official Community Plan, 1996
19. Grand Forks Community Profile, 2013
20. Grand Forks Economic Profile, 2016
21. Community Futures Kootenay Columbia Boundary report 2015/2016
22. Castlegar Official Community Plan, 2011
23. Cranbrook Cultural Plan for Arts and Heritage, 2009
24. The Cranbrook Arts, Heritage and Cultural Scan, 2008
25. Cranbrook Official Community Plan, 2014
26. Kootenay Rockies In Market Regional Report, 2012
27. Destination BC Value of Tourism 2003-2013, Feb 2015
28. Tourism Fernie Annual Report 2015-16
29. Tourism Fernie Winter Survey Results, 2015
30. Tourism Fernie Summer Survey results, 2014
31. Fernie MRDT Five Year Strategic Business Plan, 2016
32. Fernie Official Community Plan, 2014
33. Fernie Integrated Community Sustainability Plan, 2011
34. Fernie Livability Report, 2014
35. Fernie 2014-2018 Corporate Strategic Plan
36. Fernie 2013 RMI Annual Report
37. Fernie 2014 RMI Annual Report
38. Fernie 2015-2017 Resort Development Strategy
39. Fernie Trails Master Plan, 2015
40. Princeton Official Community Plan, 2008
41. Princeton Annual Report, 2014
42. Princeton Community Traffic Study, Final Report, 2015
43. Okanagan Valley Regional Profile
44. South Okanagan Regional Growth Strategy (RGS), 2016
45. Regional District Okanagan Similkameen Regional Heritage Strategic Plan, 2016
46. Regional District Okanagan Similkameen Trails Master Plan, 2012
47. Regional District Okanagan-Similkameen Agriculture Plan, 2011
48. Strategy for a Sustainable Similkameen Valley 2011-2020, 2010
49. Osoyoos Integrated Community Sustainability Plan, 2011
50. Town of Osoyoos 2016-2019 Business Plan, 2016
51. Town of Osoyoos 2016 Operating and 5 Year Capital Project Plan, 2016
52. Osoyoos Parks and Trails Master Plan presentation, 2016
53. Osoyoos Parks and Trails Master Plan report, 2016
54. Osoyoos Resort Development Strategy, 2015-2017
55. Osoyoos RMI Annual Report, 2015
56. Osoyoos RMI Annual Report, 2014
57. Creston, Community Profile, 2013
58. Creston Official Community Plan, 2016
59. Cultivating Creston Integrated Community Sustainability Plan, 2013
60. Cultivating Creston and Age-friendly Action Plans (Round 2) Report, 2014

61. Town of Creston 2015-2017 Corporate Strategic Plan, 2016
62. Plan to improve the visual appeal of Downtown Keremeos, 2016
63. Keremeos Age-Friendly Action Plan, 2015
64. Keremeos, Cawston and Similkameen Experiences Map, 2016
65. Midway Official Community Plan, 2007
66. Village of Salmo 2015 -2019 Strategic Plan, updated 2016
67. Village of Salmo Administrators report, 2016
68. Sustainable Salmo presentation, Sept 2016
69. Salmo Age-Friendly Action Plan, 2016
70. Fraser Basin 2016-2021 Strategic Plan
71. Fraser Basin — Rural communities Case Studies
72. Regional District Central Kootenays Recreation & Culture Master Plan, 2016
73. Regional District Central Kootenays Agricultural Plan, 2011
74. Regional District East Kootenays Agricultural Plan
75. Nelson Strategic Plan, 2015-2018
76. Nelson Sustainability Strategy
77. Nelson OCP
78. Trail OCP, 2010
79. Trail Strategic Priorities, 2015
80. Rossland Museum Discovery Centre Report, 2014
81. Rossland, Regional District of Kootenay Boundary Heritage feasibility study, 2010
82. Rossland Corporate Strategic Plan 2016-2018
83. Rossland RMI Annual Report, 2014
84. Rossland RMI Annual Report, 2015
85. Rossland Resort Development Strategy, 2015-2017
86. Kimberley Revised Tourism Plan, 2010
87. Imagine Kimberley ICSP Document, 2011
88. Kimberley Cultural Plan, 2009
89. Kimberley OCP, 2016
90. Kimberley RMI Analysis, 2006-2015
91. Oliver Strategic, Plan 2016 - 2018
92. Oliver OCP, 2016
93. Elkford OCP, 2010
94. Elkford Community profile, 2016
95. Our Heritage Historic Places, Heritage Strategy for BC
96. Trails Strategy for British Columbia, 2012
97. Thompson Okanagan Regional Tourism Strategy, 2013
98. Thompson Okanagan Regional Rail Trails Tourism Strategy, 2016
99. Regional Tourism and Hospitality Industry Labour Demand and Supply Projections, 2013 (Vancouver Coast & Mountains, Thompson Okanagan, and Kootenay Rockies tourism regions)
100. Selkirk College Strategic Plan 2012-2017
101. Selkirk College Education Plan, 2014-2018
102. College of the Rockies Strategic Plan, 2015-2020

