

FRASER VALLEY

DESTINATION DEVELOPMENT STRATEGY



DESTINATION
BRITISH COLUMBIA™





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FRONT COVER PHOTO: HARRISON LAKE, Graham Osborne

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EXECUTIVE SUMMARY

A. DISTINCTIVE DESTINATION FOR THE FRASER VALLEY

The Fraser Valley planning area includes Langley and Pitt Meadows to the west, Hope to the east, the US border to the south, the peaks of Golden Ears Provincial Park and Harrison Lake to the north, and all parts in between. It includes portions of the Fraser Valley Regional District (FVRD) and Metro Vancouver, including Langley (City and Township), Mission, Maple Ridge, Pitt Meadows, Abbotsford, Chilliwack, Harrison Hot Springs, Kent, and Hope, as well as smaller communities in FVRD Electoral Areas A to H.

It also includes Indigenous communities and entrepreneurs in the Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, and independent First Nations.

The Fraser Valley has stunning landscapes that run the spectrum from prairie-like vistas across the valley to soaring mountains with alpine meadows, glacial lakes, and deep, rocky canyons that are home to the mighty Fraser River. It has active cities and rural communities. The planning area is home to approximately 504,334 residents distributed among nine incorporated municipalities, 30 Indigenous communities, and eight unincorporated Electoral Areas.

The Fraser Valley has robust economies in agriculture, tourism, education, health care, and aerospace. Tourism and recreation opportunities have long been a part of the economy in the Fraser Valley planning area. Economic dependence on agriculture and the natural resource sectors have changed to a more diversified economy that also includes agritourism, viticulture, heritage tourism, manufacturing, and tech start-ups that continue to grow.

The Fraser Valley's largest visitor base are BC residents whose primary focus is on the Lower Mainland and Vancouver Island. The proximity to Seattle and the US border offer further market opportunities.

Traditional major attractions for the area include Golden Ears Provincial Park, Cultus Lake, Harrison Lake and hot springs, Circle Farm Tours, fishing, history and heritage, and festivals and events. It is also home to trendy restaurants, over 30 wineries, and a growing number of breweries, all emphasizing farm fresh and local ingredients. There is an abundance of outdoor recreation activities for all seasons, for all communities in the Fraser Valley.

The following specific product experiences have potential as iconic products and/or experiences for growth:

- River-based experiences
- Mountain biking
- Trails — cycling, hiking
- Indigenous cultural tourism
- Wildlife viewing — land and waterways
- Culinary
- Festivals and events

B. DISTINCTIVE DIRECTION FOR THE FRASER VALLEY



The Fraser Valley is a vibrant, accessible, world-class destination that is well managed and enhances the visitor economy and destination appeal.

Against the backdrop of rich culture and history, the mighty Fraser River and wild mountain vistas, we offer outdoor adventures, farm-fresh experiences, and opportunities to experience our way of life around every corner.

The following 10-year vision was created and aligned with existing planning frameworks, as well as the aspirations of the type of destination tourism partners would like to see for the Fraser Valley.

Three destination development goals have been identified to support the vision for the Fraser Valley:

1. Increase the interest in travelling to the Fraser Valley planning area from key markets.
2. Increase total number of visitors.
3. Increase the total contribution of the visitor economy.

These three 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.

Specific motivating experiences identified for destination development include the following; **ARTS, CULTURE, AND HERITAGE** are main pillars for all seven motivating experiences:

1. Experience the Fraser
2. Outdoor recreation
3. Food and farm experiences
4. Indigenous experiences
5. Sport tourism
6. Touring and/or road trips
7. Festivals and events

Six destination development themes were identified to strengthen the Fraser Valley as a destination. Thirty-six objectives support these themes:

THEME 1: Build tourism strategically by investing and managing growth collaboratively

THEME 2: Accelerate the visitor-based evolution of Experience the Fraser

THEME 3: Accelerate river-based and mountain-based product development

THEME 4: Deliver an exceptional visitor experience

THEME 5: Build a more success-friendly business environment

THEME 6: Prepare the destination and tourism businesses for digital transformation

II. ACRONYMS

AEST Ministry of Advanced Education, Skills & Training	ITAC Indigenous Tourism Association of Canada
AGRI Ministry of Agriculture	ITBC Indigenous Tourism Association of British Columbia
ALC Agricultural Land Commission	JTT Ministry of Jobs, Trade & Technology
ALR Agricultural Land Reserve	MRDT Municipal Regional District Tax
BIA Business Improvement Area	OCP Official Community Plan
DBC Destination British Columbia	RDMO Regional Destination Marketing Organization
DC Destination Canada	RMI Resort Municipality Initiative
DMO Destination Marketing Organization	TAC Ministry of Tourism, Arts and Culture
DDS Destination Development Strategy	TIABC Tourism Industry Association of British Columbia
EDUC Ministry of Education	TRAN Ministry of Transportation and Infrastructure
ENV Ministry of Environment & Climate Change Strategy	UBCM Union of BC Municipalities
ETF Experience the Fraser	UNDRIP United Nations Declaration on the Rights of Indigenous Peoples
FIN Ministry of Finance	VCM Vancouver, Coast & Mountains Tourism Region
FLNR Ministry of Forests, Lands, Natural Resource Operations and Rural Development	
FVRD Fraser Valley Regional District	
IRR Ministry of Indigenous Relations and Reconciliation	

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FOREWORD AND ACKNOWLEDGEMENTS

FOREWORD This Destination Development Strategy is the final report resulting from a 21-month, iterative process of gathering, synthesizing, and validating information with tourism partners about the status and future direction of tourism in the Fraser Valley. As one of 20 destination development strategies that will be produced between 2016 and 2019, the Fraser Valley strategy will contribute to the tapestry of long-term regional and provincial planning that will support the development of British Columbia as a world-class tourism destination offering remarkable, authentic experiences that exceed expectations and align with the provincial brand.

ACKNOWLEDGEMENTS

This 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 the Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, and independent First Nations.

Thank you to our tourism partners who participated in the process by attending planning workshops, conducting interviews, hosting site visits, and responding to surveys. The participation of our partners throughout the process was invaluable, but it is important to note that no endorsement of this strategy or any action listed within was obtained.

Special thanks are offered to members of the Working Group:

- Allison Colthrop, Tourism Chilliwack
- Brigitte Wieronski, Parks Canada, Fort Langley National Historic Site
- Chelsea Woolhouse, Tourism Harrison

- Clare Seeley, City of Mission
- Craig Nichols, Tourism Abbotsford
- David Urban, Fraser Valley Regional District
- Luc Anderson, Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Melissa Phillips, Discover Langley City
- Michael Boronowski, City of Mission/ Stave West
- Mike Peters, Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Mun Bagri, Tourism Langley
- Patrick Earl, AdvantageHOPE
- Ray Ramey, Atchelitz Threshermen's Association
- Tim Knight, Township of Langley
- Tom Blackbird, Ministry of Forests, Lands, Natural Resource Operations and Rural Development

Special thanks are offered to the facilitators of the Fraser Valley destination development process:

- Susan Rybar, Vardo Creative Inc.



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INTRODUCING THE STRATEGY

RUSTIC SOAP CO.
Photo: The Fraser Valley Group

Created as part of Destination BC's Destination Development Program, the Fraser Valley Destination Development Strategy was developed to enhance the competitiveness of the Fraser Valley over the next 10 years and beyond.

The program is a critical part of Destination BC's corporate strategy and facilitates the collaboration of local, regional, and provincial agencies, Indigenous communities and

entrepreneurs, destination marketing organizations (DMOs), tourism operators, and other community interests to guide the long-term growth of tourism in the Fraser Valley.

A. PROGRAM VISION AND GOALS

The provincial vision for the Destination Development Program 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.

The provincial vision is supported by three goals:

- Make BC 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 BC's ability to compete as a premium destination while making the province of BC more attractive for investment

Destination development brings 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 and/or 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.)

FIGURE 1:
Tourism Revenue
Drivers



B. PURPOSE OF STRATEGY

This strategy not only provides underlying support for the goals of the provincial Destination Development Program but also:

- Provides strategic direction for the region and guidance for local and regional planning
- Enhances the Fraser Valley’s ability to leverage their resources and programs
- Fosters joint action and inter-community dialogue

The Fraser Valley Destination Development Strategy is intended to serve as a guide for tourism partners as they proceed with implementation. This document should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, and market conditions. Also, results should be tracked regularly to ensure learnings can help future implementation activities become more effective in increasing economic, environmental, social, and cultural benefits to the entire Fraser Valley planning area.

C. A FOCUS ON THE SUPPLY AND EXPERIENCE

Destination development is the mechanism whereby the natural life cycle of tourism (e.g., development, stagnation, decline, and rejuvenation) is managed to ensure a destination evolves to remain desirable for the ever-changing consumer and hence, competitive in its target markets. Destination development happens when industry and government plan and work together to enhance the quality of the visitor’s experience by ensuring tourism products, services, amenities, and practices meet and exceed visitor expectations over the long term.

Tourism has two primary revenue drivers — supply and demand (Figure 1). Creative marketing efforts strive to generate short-term demand for a destination and create immediate urgency for people to want to visit. Destination development focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors and entice repeat visitation. Arguably, in this age of near instantaneous sharing of experiences via social networks (e.g., Facebook, Instagram, Twitter) and third-party platforms allow the traveller to review their experience (e.g., TripAdvisor, Google), the quality of the destination, and the experiences it offers.

There are multiple dimensions to supply that are considered in destination development planning to enhance the visitor experience:

- the setting in which our experiences take place and how to access them
- policies that establish and maintain opportunities for growth
- the investment enhancement framework
- products and experiences matched to consumer interests, including infrastructure and amenities (which are all often public in nature and used by residents as well as visitors)
- visitor servicing programs that meet and exceed visitor expectations
- capability, skills, and training our industry needs so that we all can excel at what we do

These dimensions are illustrated below.

FIGURE 2: Five Dimensions of Supply – the Visitor Experience



FIGURE 3:
Key Project
Timelines

D. METHODOLOGY

The Fraser Valley Destination Development Strategy was developed through an extensive, collaborative effort during a 21-month process that culminated in the creation of a situation analysis report and this strategy.

The destination development planning approach was highly iterative, allowing for multiple opportunities for stakeholder input and validation (Figure 3). The process followed a semi-structured

strategic approach created by Destination BC that allowed for flexibility to ensure the distinct considerations of each planning area are assessed and respected. A volunteer Working Group contributed their expertise to reviewing and discussing the key findings from the situation analysis and helped develop the goals and supporting objectives and strategies contained in this strategy.

See Appendix 1 for the full process outline.

ACTIVITY	DATES
Pre-project staging and document review; interviews and site visits	September–October 2017
In-community consultation in Langley	October 2017
Interviews and Industry Survey	November–December 2017
Draft Situation Analysis	September 2017–January 2018
Priority setting and preliminary findings with the Working Group: Chilliwack	January 2018
Draft Destination Development Strategy	February–March 2018
Review and finalize the Destination Development Strategy	June 2019

E. PROJECT OUTPUTS

The three key outputs from this project include:

1. An asset inventory of accommodations, 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 foundational research related to the Fraser Valley, access and infrastructure, key tourism assets, key markets, a destination assessment, and priority planning area considerations to inform the development of the Destination Development Strategy.
3. This Destination Development Strategy.

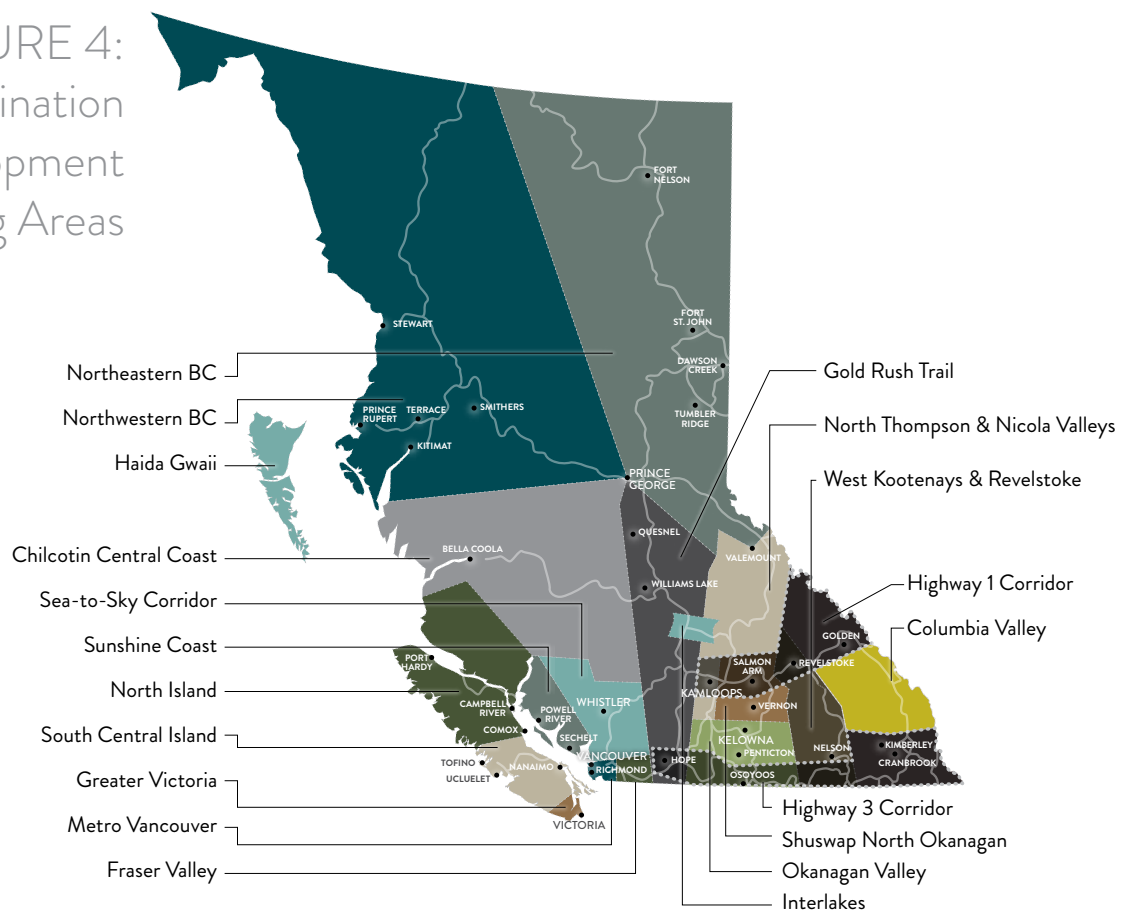
3

ALIGNMENT

MISSION
Photo: Bob Friesen

The destination development strategy for the Fraser Valley is one of six that will be prepared for the Vancouver, Coast & Mountains tourism region and one of 20 within the province (Figure 4).

FIGURE 4:
Twenty Destination
Development
Planning Areas



The five other planning areas in the Vancouver, Coast & Mountains tourism region are: Metro Vancouver, Sunshine Coast, Sea-to-Sky Corridor, Gold Rush Trail, and Highway 3 Corridor. Over the course of Destination BC's Destination Development Planning Program, each of the six Regional Destination Marketing Organizations (RDMOs) will integrate their planning area plans into one Regional Destination Development Strategy which, in turn, will be used to inform a Provincial Destination Development Strategy.

It is important to recognize that visitors do not make travel decisions based on artificial boundaries created by governments and organizations. As a result, planning areas span multiple jurisdictions thus reinforcing the importance of an integrated approach with a shared vision and prioritized investments.

The destination development strategies themselves will be influenced by, and where appropriate reflect and complement, other strategy initiatives.

FIGURE 5: Levels of Destination Development Planning





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SUCCESS NETWORKS

HARRISON
Photo: Graham Osborne

Success networks represent the clusters of businesses and organizations (private sector, government, and not-for-profit) who are encouraged to collaborate and work in harmony to bring the opportunities 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 able 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 committed or 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 within the planning area.

TOURISM PARTNERS HAVE ALREADY ARTICULATED THEIR DESIRE TO WORK COOPERATIVELY ON DESTINATION DEVELOPMENT INITIATIVES. IT IS BELIEVED THAT ONLY BY WORKING COLLABORATIVELY THAT THE TRUE POTENTIAL OF THE PLANNING AREA CAN BE REALIZED.

The following partners have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward:

FIGURE 6: Key Governmental and Management Organizations

FEDERAL	INDIGENOUS	PROVINCIAL	REGIONAL	LOCAL
<ul style="list-style-type: none"> • Destination Canada • Western Economic Diversification • Parks Canada • Canadian Heritage • Department of Fisheries and Oceans • Public Safety Canada • Transport Canada • Public Works and Government Services Canada 	<ul style="list-style-type: none"> • Stó:lō Nation • In-SHUCK-ch Nation • Nlaka'pamux Nation • Independent First Nations • Indigenous Tourism BC • Indigineous Tourism Association of Canada 	<ul style="list-style-type: none"> • Destination 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 & Climate Change Strategy -Agriculture -Municipal Affairs and Housing 	<ul style="list-style-type: none"> • Fraser Valley Regional District • Metro Vancouver Regional District • Post-secondary: <ul style="list-style-type: none"> -Fraser Valley Trinity Western University -Kwantlen Polytechnic -Sprott Shaw College • BC Rural Network • Fraser Basin Council • Central Fraser Valley Search and Rescue • Airports and aerodromes • Transportation providers 	<ul style="list-style-type: none"> • DMOs (non-government) • Local governments • Chambers of Commerce • Business Improvement Associations • Community Associations • Visitor Centres • Harbour Authorities • Tourism Operators • Arts, Culture, Heritage Organizations • Clubs and 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 in the planning area. 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 would need to be verified. In many instances, executing on an initiative may require sharing responsibilities and entities listed will be responsible to lead their own areas.

The regional representative (Vancouver, Coast & Mountains) has an important role to play as regional destination development champions. As this planning process is not intended to duplicate ongoing efforts or create new organizational or administrative structures, the implementation of this strategy should first be executed through existing organizations, where possible.



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A DISTINCTIVE DESTINATION

VISTA DORA, LANGLEY
Photo: Tourism Langley

OVERVIEW OF THE PLANNING AREA

A. GEOGRAPHIC DESCRIPTION OF THE AREA

The Fraser Valley planning area includes Langley and Pitt Meadows to the west, Hope to the east, the US border to the south, the peaks of Golden Ears Provincial Park and Harrison Lake to the north, and all parts in between.

It includes portions of the Fraser Valley Regional District and Metro Vancouver, including Langley (City and Township), Mission, Maple Ridge, Pitt Meadows, Abbotsford, Chilliwack, Harrison Hot Springs, Kent, and Hope, as well as smaller communities in Fraser Valley Regional District (FVRD) Electoral Areas A to H. It also includes Indigenous communities and entrepreneurs in the Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, and independent First Nations.

The Fraser Valley has stunning landscapes that run the spectrum from prairie-like vistas across the valley to soaring mountains with alpine meadows and glacial lakes, and deep, rocky canyons that are home to the mighty Fraser River.

The Fraser Valley is accessible by car, airplane, floatplane, train, public transit, and motor coach. There are Visitor Centres throughout the region that provide visitor information, assistance, and advice

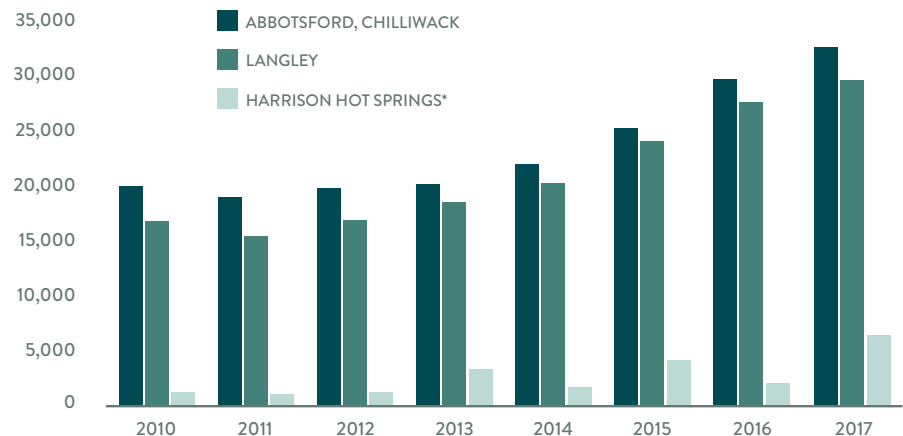
D. OVERVIEW OF TOURISM PERFORMANCE

There are several indicators available to measure performance of the tourism industry at a local level. The data that exists includes: hotel room revenue, airport volume, hotel average daily rate and occupancy, highway volume, and Visitor Centre statistics. Highlights are included here; full information is available in the situation analysis.

ROOM REVENUES

Year-over-year analysis of room revenue trends between 2010 and 2017 show strong growth in the communities that collect MRDT (Abbotsford, Chilliwack, Langley, and Harrison Hot Springs), particularly between 2014 and 2017 (Figure 7).

FIGURE 7:
Room Revenue
2010–2017



*Harrison Hot Springs: Annual totals should be interpreted with caution since the unsuppressed data for this community is not available for all months within the year.

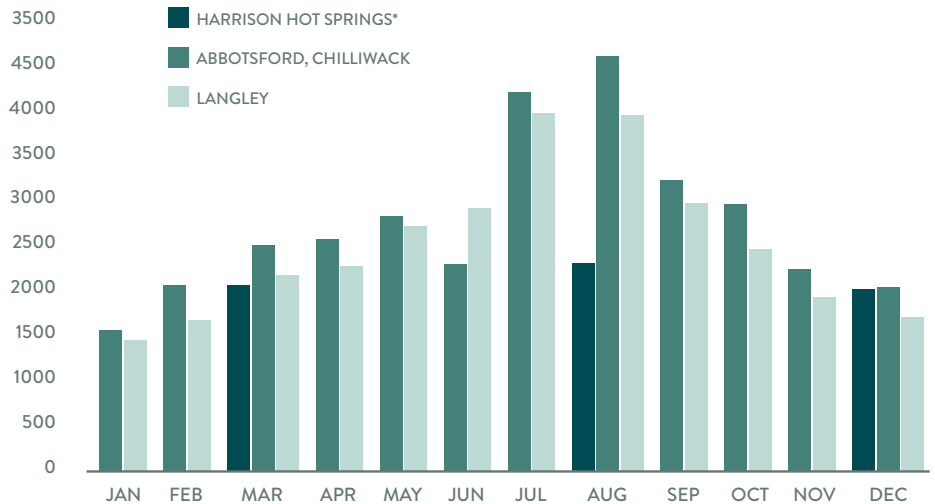
Source: BC Stats and Ministry of Finance; Aug. 23, 2017

FIGURE 8: Room Revenue (in \$000)
MONTHLY 2017

ACCOMMODATION SEASONALITY

Similar to many areas in BC, the Fraser Valley experiences significant increases in visitation and tourism revenues in the

summer months, with a decline in the fall, winter, and spring (Figure 8).



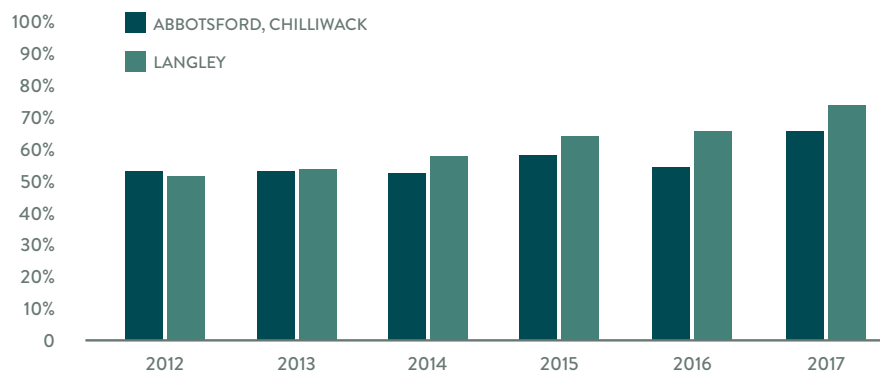
Source: BC Stats and Ministry of Finance; February 21, 2018

HOTEL OCCUPANCY

Langley/Surrey and Abbotsford/Chilliwack are the only communities in the Fraser Valley whose hotel data is tracked by CBRE Hotels. Year-over-year analysis of occupancy trends for Langley/Surrey

show strong growth between 2012 and 2016. Annual occupancy has fluctuated for Abbotsford/Chilliwack from 2012 to 2017. (Figure 9)

FIGURE 9:
Occupancy Rate,
Abbotsford/Chilliwack
and Langley/Surrey
ANNUALLY, 2012-2017



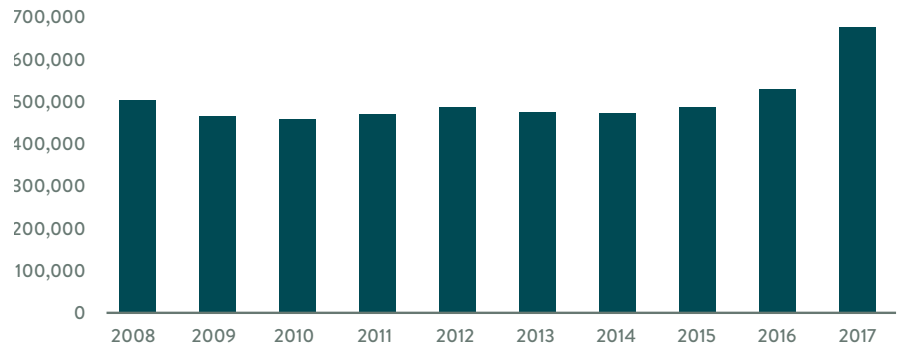
Source: CBRE Hotels, Trends in the Hotel Industry National Market Report

FIGURE 10:
Abbotsford
International Airport
Yearly Total Number
of Passengers

ABBOTSFORD AIRPORT VOLUME

Abbotsford International Airport has seen significant growth over the last

eight years, culminating in a total of 677,653 passengers in 2017. (Figure 10).



Source: Abbotsford International Airport – Facts and Statistics webpage

E. KEY VISITOR MARKETS

In 2014, the Vancouver, Coast & Mountains tourism region represented 49 percent of provincial overnight visitation and 52 percent of related spending. British Columbia residents make up the largest share of overnight visitation (48 percent), but a much lower share of spending (23 percent) compared to other tourism regions.

On average, BC travellers in the Vancouver, Coast & Mountains tourism region stayed 2.4 nights and spent \$107 per night during their trip (figure 11).

In addition, the region has the largest market share of Washington and Californian travellers compared to other regions.

FIGURE 11:
VCM, Average
Spending, Average
Nights per Visitor
2014

	AVERAGE SPENDING PER VISITOR	AVERAGE NIGHTS	AVERAGE SPENDING PER VISITOR PER NIGHT
All travellers in the Vancouver, Coast & Mountains Tourism Region	\$522	4.7	\$111
BC Residents	\$255	2.1	\$107
Other Canadian Residents	\$748	5.1	\$146
US Residents	\$547	3.2	\$171
Other International Residents	\$1,131	14.0	\$81

Source: Destination BC Vancouver, Coast & Mountains Regional Tourism Profile, 2017

Similarly, the Fraser Valley’s largest visitor base is the BC resident with primary focus on the Lower Mainland and Vancouver Island. The key markets outside of BC are identified as Albertans, followed by visitors from other parts of Canada and Washington State.

Visitors to the Fraser Valley may differ in a number of ways, including their expectations, attitudes, motivations, interests, passions, and willingness to pay for a tourism experience. It is

important to consider these market segmentations in development plans. Currently, the following interest groups and passions are identified for the Fraser Valley:

Touring and/or Road Trip	Hiking and Parks	Fishing	Rivers, Lakes, and Boating	Skiing and Snowboarding
Camping and/or Resorts	Cycling (road and/or mountains)	Agritourism and Culinary	Motorized Sports	Culture and Heritage

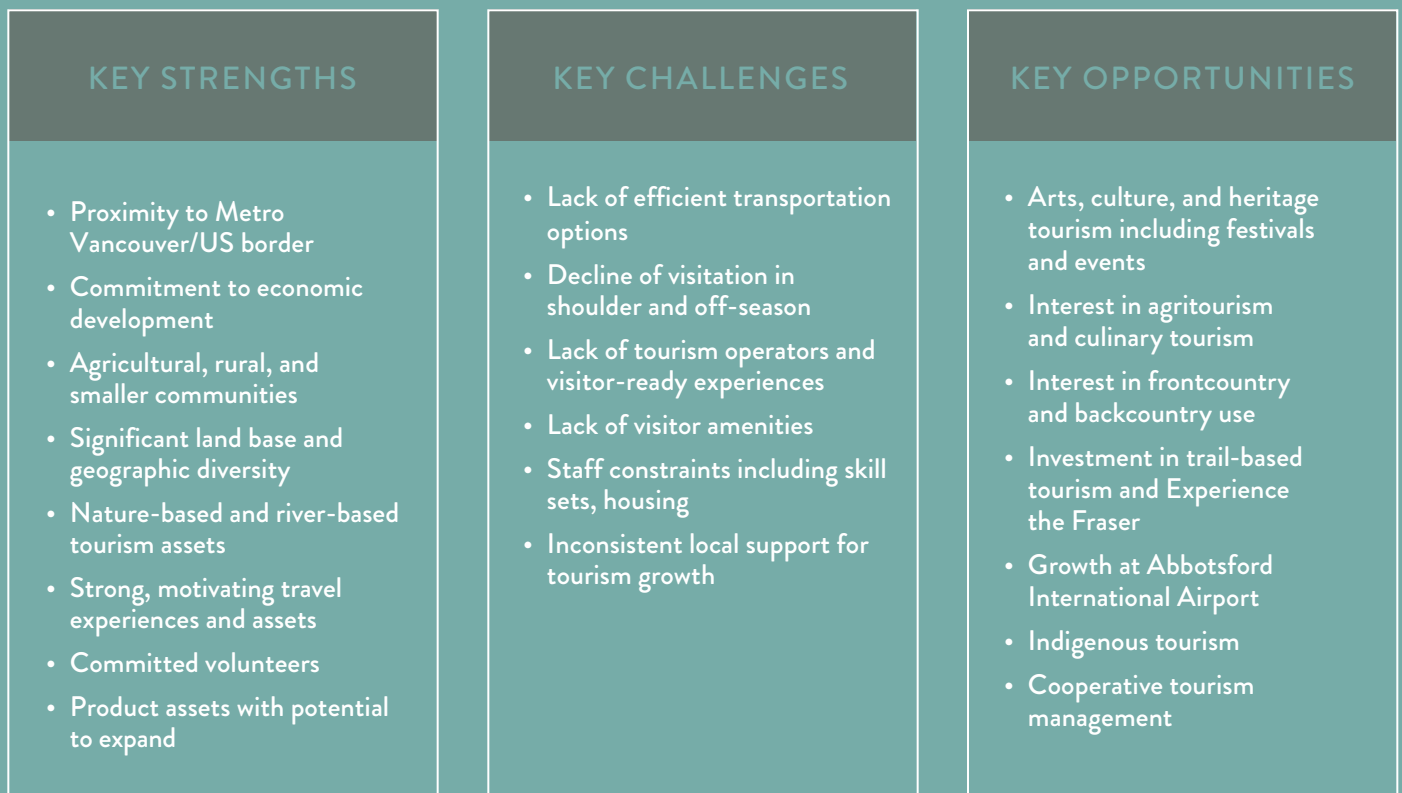
In terms of Explorer Quotient markets, the segments with the greatest inclination to visit the Fraser Valley are Authentic Experiencers, Cultural Explorers, Free Spirits, and Gentle Explorers.

F. SUMMARY OF KEY STRENGTHS, CHALLENGES, AND OPPORTUNITIES

From a tourism destination perspective, the Fraser Valley benefits from a range of strengths. However, it is also facing several destination development challenges some of which have the potential to impact the future growth and sustainability of the tourism sector.

To build on these strengths and address these challenges, several key opportunities have been identified that form the foundation of the Fraser Valley Destination Development Strategy. These key strengths, challenges, and opportunities are summarized below.

FIGURE 12: Strengths, Challenges, and Opportunities





G. EXPERIENCE POTENTIAL

Traditional major attractions for the area include Golden Ears Provincial Park, Cultus Lake, Harrison Lake and hot springs, Circle Farm Tours, fishing, history and heritage, and festivals and events. It is also home to trendy restaurants, over 30 wineries, and a growing number of breweries, all emphasizing farm fresh and local ingredients.

THERE IS AN ABUNDANCE OF OUTDOOR RECREATION ACTIVITIES FOR ALL SEASONS AND FOR ALL COMMUNITIES IN THE FRASER VALLEY.

SPECIFIC PRODUCT EXPERIENCES

In addition, there are specific product experiences that have potential as iconic products and/or experiences for growth: river-based experiences, mountain biking, trails (both hiking and cycling), Indigenous cultural tourism, wildlife viewing (both land-based and water-based), culinary, and festivals and events.



6

A DISTINCTIVE DIRECTION

LANGLEY
Photo: Albert Normandin

STRATEGY DIRECTION

A. VISION

The following 10-year vision was created and aligned with existing planning frameworks, as well as the aspirations of the type of destination tourism partners would like the Fraser Valley to be in 10 years and beyond.



THE FRASER VALLEY IS A VIBRANT, ACCESSIBLE, WORLD-CLASS DESTINATION THAT IS WELL MANAGED AND ENHANCES THE VISITOR ECONOMY AND DESTINATION APPEAL.

AGAINST THE BACKDROP OF RICH CULTURE AND HISTORY, THE MIGHTY FRASER RIVER AND WILD MOUNTAIN VISTAS, WE OFFER OUTDOOR ADVENTURES, FARM-FRESH EXPERIENCES, AND OPPORTUNITIES TO EXPERIENCE OUR WAY OF LIFE AROUND EVERY CORNER.



B. GOALS

Three destination development goals were identified to support the vision for the Fraser Valley:

1. Increase the interest in travelling to the Fraser Valley from key markets.
2. Increase total number of visitors.
3. Increase the total contribution of the visitor economy.

In addition, the Destination BC Destination Development Program provides two common provincial goals:

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

C. GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

As the journey of destination development continues in the Fraser Valley planning area, choices will have to be made and priorities set. Guiding principles developed by stakeholders are to be used as touchstones for this decision making.

Guiding Principles:

- Growth must recognize ecological limits and not be detrimental to the natural environment.
- The focus must be on sustainable growth that is respectful of the legacy and continued land use by local Indigenous communities, long-term health of ecosystems, supports residents' way of life, and is true to the area, the agriculture background, and the land capacity.
- Development needs to focus on mechanisms to draw visitors to and throughout the Fraser Valley and develop a stronger destination appeal for the Fraser Valley, not just as a transportation corridor to other destinations.
- Tourism visitation growth must be in tandem with development of adequate visitor's amenities to ensure any visit to the Fraser Valley is a positive, memorable experience.



- Investing in new tourism businesses and development, must be balanced with the need to elevate the current resident and visitor experience.
- Growth must enhance and support the long-term retention of community character and personality.
- Growth must elevate the Fraser Valley as a preferred destination and as a place to live, ensuring residents

support the tourism industry while possible disruptions to communities that come from over-tourism are avoided.

- Growth must be respectful of the rights, title, and cultural history of the Stó:lō Nation, In-SHUCK-ch Nation, Nlakaʔpamux Nation, and independent First Nations, as well as agreements among governments.

D. MOTIVATING EXPERIENCES

We need to identify the motivating experiences that will entice the visitors we want to visit. Differentiating a destination and making it truly distinct from other destinations helps to improve its competitiveness.

Throughout the strategy development planning process, discussions were guided by keeping the desired consumer in mind, predominantly the BC resident, with a primary focus on the Lower Mainland and Vancouver Island. The ideal visitor is respectful and likes to discover and understand more about the destination.

Seven distinct motivating experiences were identified that elevate the core strengths of the destination and align to the demand generators deemed most relevant to the desired visitor.

A key focus of this strategy is to work together to ensure there is a collective mass of activities for each of the seven motivating experiences. Arts, culture, and heritage are the main motivating experiences. The seven specific motivating product experiences are:

1. Experience the Fraser
2. Outdoor recreation
3. Food and farm experiences
4. Indigenous experiences
5. Sport tourism
6. Touring and/or road trips
7. Festivals and events

Each of the motivating experiences is described below to provide context and explore the opportunities.

EXPERIENCE THE FRASER (ETF)

One of the premier tourism opportunities with over 550 km of trails (43% of which are already in place) and blueways connecting communities along the Fraser River from Hope to the Salish Sea, the ETF will act as a catalyst to encourage and strengthen tourism and economic development initiatives.

The ETF Concept Plan identifies trails and blueways, implementation strategies, and actions that connect communities to each other and to the river, knit together points of interest such as parks, natural features, historic and cultural sites, and festivals with the intention to create one of the world's great river destinations. This strategy intends to make this vision come alive to ensure the Fraser Valley is seen as a true destination that attracts overnight visitors.

OUTDOOR RECREATION

Outdoor recreation is a growing travel motivator for the Fraser Valley with emerging product experiences, strong community support, robust planning work, and strategies and actions underway. These include new trails and routes for hiking, cycling and mountain biking, as well as new water-based activities. These efforts should continue to be enhanced and supported.

The adventure travel visitor economy supports over 2,200 businesses in British Columbia and generates over \$2 billion in annual income¹. One of the opportunities for the Fraser Valley to create a distinct and compelling competitive advantage is through building critical mass of mountain-based and river-based product experiences that offer visitors a nearby alternative to similar, more crowded experiences found in Metro Vancouver and the Sea-to-Sky Corridor. There is a need for the development of iconic demand generators in which to build outdoor recreation platforms and create clusters of activities appealing enough to drive increased visitation.

FOOD AND FARM EXPERIENCES

The destination has built a reputation for agricultural experiences, local foods, and culinary tourism which aligns to the growing consumer interest in food experiences. Additionally, the Fraser Valley has developed a cross-regional Circle Farm Tour Program which includes self-drive routes highlighting farm-based products and services as well as events. Further developments should continue to be directed towards continuing to offer and enhance year-round local, sustainable food experiences that benefit visitors as well as residents.

INDIGENOUS EXPERIENCES

Indigenous cultural tourism is a small, but rapidly growing sector of the British Columbia tourism industry that tends to attract an international visitor who spends more per trip than other visitors. Within the Fraser Valley, significant opportunities exist to enhance the cultural product and experience offerings and participate more fully in this growing segment. It is widely recognized that Indigenous tourism development needs to originate from Indigenous communities.

SPORT TOURISM

Sport tourism has become a highly competitive tourism business and is one of the fastest growing segments of the tourism industry. There are existing efforts to generate sport tourism visitation in the Fraser Valley with the Abbotsford Centre and Langley Event Centre as centrepieces offering excellent opportunities to draw national and international sporting events. Sport tourism as a motivating experience helps to focus on strengthening the visitor economy in the spring, fall, and winter.

TOURING AND/OR ROAD TRIPS

The Fraser Valley is also included within existing touring routes such as the Circle Farm Tour, Scenic 7, the Gold Rush Trail, and the Coast Mountain Circle Route. A significant portion of BC's tourism visitation is associated with touring. Self-guided touring provides an ideal way to move around from place to place, experiencing various parts of the Fraser Valley. With distinct, attractive communities and experiences all along either side of the river, the Fraser Valley is a perfect circle tour destination or overnight stop for travellers moving throughout BC. A focus on improving the touring experience will enhance economic opportunities for all businesses and communities within the planning area.

FESTIVALS AND EVENTS

From the long-standing Abbotsford Airshow to highly popular Tulip Festivals, the Fraser Valley has demonstrated that the area can sustain short-term visitation and offers potential for further growth. There is significant potential to enhance the year-round visitation from festivals and events and to support the strengths of the destination as well as residents' quality of life.

¹Regaining the Edge for Adventure Tourism, A Strategy for Adventure Tourism in BC, 2016

E. DEVELOPMENT THEMES

There is a need to identify development themes that will be a focus of attention for the next 10 years. Destination development strategy themes define the priorities that have surfaced from tourism partners through the process to support the vision and goals, as well as the motivating experiences. Six destination development themes were identified to strengthen the Fraser Valley as a destination. Each theme has objectives and actions identified to support it.

THEME 1: BUILD TOURISM STRATEGICALLY BY INVESTING AND MANAGING GROWTH COLLABORATIVELY

Tourism stakeholders are looking for sustainable growth that is respectful of the legacy and continued land use by Indigenous communities, nurtures the long-term health of the ecosystems, supports residents' way of life, and is true to the area, the agriculture background, and the land capacity. As such, a structured approach to working together to build tourism and protect the natural and cultural resources that attract visitors to the region will be critical.

Also, there are opportunities to fill capacity in the shoulder seasons and increase the utilization of existing and planned infrastructure and assets. A strong focus on collaborating to develop and market the destination in a way that attracts visitation and business between October and May has to be a key priority that requires working together throughout the entire Fraser Valley.

Theme 1 also includes moving towards more collaborative resource management and better coordination of land use and treaty land rights, cooperating with other industries, and Indigenous communities.



THEME 2: ACCELERATE THE VISITOR-BASED EVOLUTION OF EXPERIENCE THE FRASER

Experience the Fraser is a large recreational, cultural, and heritage development project that has the potential to truly be a world-class, transformational experience, which attracts visitors from around the globe. While great progress has been made to implement the ETF plan through the Illustrative Foundational Program, there is still a long way to go to fully implement the vision of the Experience the Fraser Concept Plan.

THEME 3: ACCELERATE RIVER-BASED AND MOUNTAIN-BASED PRODUCT DEVELOPMENT

The Fraser Valley is a distinct destination with iconic product experiences that showcase the area as a summer playground and holiday destination in a natural setting, including fishing, camping, Cultus Lake, Harrison Lake and hot springs, Golden Ears Provincial Park, trails, and more. It has one of the mildest climates in Canada and there are specific opportunities to grow shoulder and off-season visitation. Efforts should be taken to build on these travel motivations by developing attractive year-round activities and services that create a four-season destination for day trips and overnight stays.

THEME 4: DELIVER AN EXCEPTIONAL VISITOR EXPERIENCE

Over the past decade, there have been substantial shifts in the tourism marketplace that have resulted in the growing importance of the delivery of outstanding travel experiences. High satisfaction with travel experiences is critical to achieve increased visitor spending, longer stays, repeat visits, and positive word of mouth referrals. To prepare for, and enable growth, a strong focus is needed on improving visitor amenities (e.g., parking, garbage pickup, etc.), infrastructure and wayfinding, for road and/or touring routes, and outdoor recreational activities.

Theme 4 also includes improvements to the transportation options to, and throughout, the Fraser Valley, including supporting the Abbotsford International Airport infrastructure expansion. This will increase the capacity of the terminal and bring new visitor markets to the Fraser Valley. As current consumer perceptions of the Fraser Valley are often tied to Highway 1 and congestion, there is a need to look at multi-modal transportation to increase transportation choices and efficiencies.

²www.fvrd.ca/EN/main/parks-recreation/experience-the-fraser.html



THEME 5: BUILD A MORE SUCCESS-FRIENDLY BUSINESS ENVIRONMENT

For tourism to grow in the Fraser Valley, a supportive development environment is needed for current businesses as well as new entrepreneurs. Existing tourism businesses and partners identified the need for wider-spread political support for tourism-based economic development, including finding ways to increase business certainty for product and business development.

Having both a skilled workforce and cultivating a robust understanding of the social, cultural, and economic value of tourism will assist with resident support for tourism growth and investment attraction.

THEME 6: PREPARE THE DESTINATION AND TOURISM BUSINESSES FOR DIGITAL TRANSFORMATION

Economic and industrial change is increasing rapidly due to advances in technology. The internet, computer systems, mobile and wearable technologies, and other emerging technologies have revolutionized how people engage in their travel experiences. Businesses have responded by integrating technology into all aspects of operations, providing new services, greater convenience, and new ways of engagement during the complete path to purchase.

Digital disruption will continue to impact the tourism industry. Fraser Valley tourism partners identified the need to better prepare the tourism industry to shift with consumer expectations and technological innovation.

F. INTERACTION OF DEVELOPMENT THEMES AND MOTIVATING EXPERIENCES

For any destination development strategy to achieve its goals, there must be coordinated interaction with the other components of the tourism development process. As mentioned, tourism has two primary revenue drivers — supply and demand. Destination development focuses on the supply side of tourism by providing the setting, access, policy frameworks, investment attraction, experiences, and visitor services to attract new visitors and entice repeat visitation. Demand side

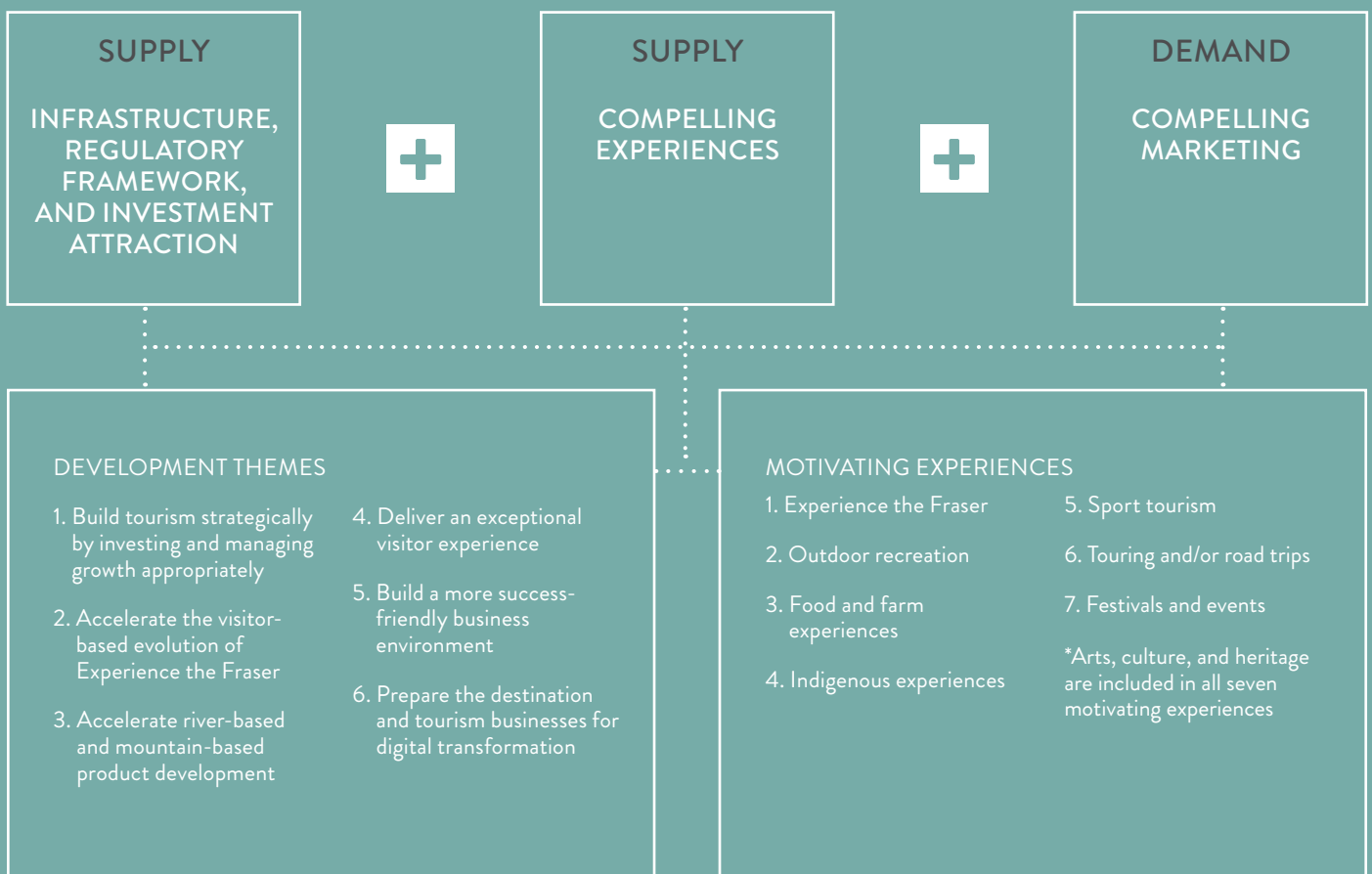
marketing efforts strive to create urgency for people to want to visit. While this plan focuses on the supply side, it is important to connect the defined destination themes to the motivating experiences that lead to purchase decisions and result in visitation.

The interaction of supply, demand, development themes, and motivating experiences is cyclical. The process of developing supply drivers such as transportation, policy frameworks, and investment attraction supports the

development of compelling experiences — the supply drivers of products and services. These can then be marketed to potential visitors to generate demand. The marketing demand drivers lead to purchase decisions which result in visitation. Then, a new cycle of supply-side management and investment is set in motion to encourage competitiveness, sustainability, and tourism-driven benefits.

Each of the six development themes will contribute to each of the seven motivating experiences for the Fraser Valley, although they will do so at different levels, based on the actual objectives recommended (Figure 13).

FIGURE 13:
Interaction of Development Themes and Motivating Experiences



7

STRATEGY AT A GLANCE

STAVE WEST VIEWPOINT, MISSION
Photo: Bob Friesen

FRASER VALLEY: A DISTINCTIVE DESTINATION

VISION	<p>The Fraser Valley is a vibrant, accessible, world-class destination that is well managed and enhances the visitor economy and destination appeal.</p> <p>Against the backdrop of rich culture and history, the mighty Fraser River and wild mountain vistas, we offer outdoor adventures, farm-fresh experiences, and opportunities to experience our way of life around every corner.</p>
GOALS	<p>1. Increase the interest in travelling to the Fraser Valley corridor from key markets.</p> <p>2. Increase total number of visitors.</p> <p>3. Increase the total contribution of the visitor economy.</p>
MOTIVATING EXPERIENCES	<ul style="list-style-type: none"> <li style="width: 20%; text-align: center;">• Experience the Fraser <li style="width: 20%; text-align: center;">• Outdoor recreation <li style="width: 20%; text-align: center;">• Food and farm experiences <li style="width: 20%; text-align: center;">• Indigenous experiences <li style="width: 20%; text-align: center;">• Sport tourism
DEVELOPMENT THEMES	<ul style="list-style-type: none"> <li style="width: 33%;">• Theme 1: Build tourism strategically by investing and managing growth appropriately. <li style="width: 33%;">• Theme 2: Accelerate the visitor-based evolution of Experience the Fraser. <li style="width: 33%;">• Theme 3: Accelerate river-based and mountain-based product development. <li style="width: 33%;">• Theme 4: Deliver an exceptional visitor experience. <li style="width: 33%;">• Theme 5: Build a more success-friendly business environment. <li style="width: 33%;">• Theme 6: Prepare the destination and tourism businesses for digital transformation.



STRATEGIC PRIORITIES

HICKS LAKE
Photo: Graham Osborne

The Working Group utilized a framework to determine the prioritization of each objective and the relative timing for implementation:

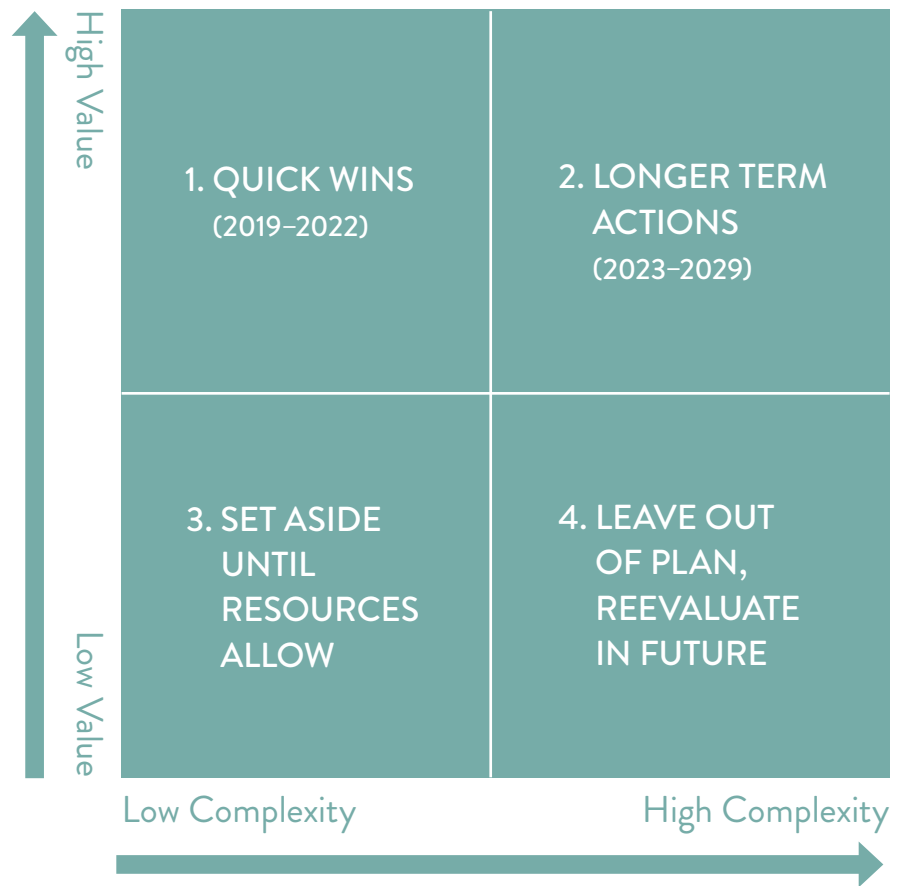
1. QUICK WINS High value tactics with low complexity and can be achieved within 3 years (2019-2022).

2. LONGER TERM ACTIONS High value, high complexity that require 4 to 10 years to achieve the result (2023-2029) 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.

FIGURE 14:
Priority Setting
Framework



Presenting the destination development objectives with a consistent framework will allow the province and the planning area to examine the various priorities to identify those which belong within a regional or provincial strategy. The success network is identified³, and 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.

³Organizations and partners listed under the success networks have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward. In no way is this meant to suggest any form of commitment or endorsement of the objective or action.

A. OBJECTIVES AND ACTIONS

In total, 36 objectives have been identified for the Fraser Valley as a tourism destination for the next 10 years. The following section outlines the objectives by each development theme, the priority, and relative timing for implementation. It also identifies the priority actions within each objective. This is not meant to be an exhaustive list of all tactical

implementation activities, but highlights priorities. As such, objectives or actions may require a more detailed implementation plan.

A full list of all 36 objectives sorted by priority is included in Appendix 3.

THEME 1: Build tourism strategically by investing and managing growth collaboratively

GOALS:

- Coordinated and collaborative development throughout the Fraser Valley.
- Improve understanding of the value of tourism and community support for tourism.
- Municipal, regional, and Indigenous participation and commitment to tourism growth.
- Understanding and respect of Indigenous title, rights, and land use priorities.
- Ongoing dialogue and coordination between DMOs.
- Alignment to one Fraser Valley tourism brand platform.
- Long-term health of the ecosystems and natural assets.
- Sustainable government funding for tourism development and maintenance.

THEME 1: OBJECTIVES AND ACTIONS	PRIORITY
<p>1. Develop a structured approach to working together to build tourism.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Create a governance, oversight, and joint planning structure. • Develop communication and engagement processes to ensure communities and tourism businesses are informed and engaged (e.g., better inter-municipal communication). • Collaborate with governments and Indigenous communities to ensure tourism priorities and requests are unified and represented in official community plans, economic development plans, regional growth strategies, and land use planning processes. • Create a signed commitment and/or agreement to support and build on a Fraser Valley destination experience and brand. • Identify and encourage partnership on legacy projects. • Articulate roles and responsibilities and identify opportunities for minimizing overlap. <p>SUCCESS NETWORK DBC, ITBC, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation and independent First Nations, FVRD</p>	1. QUICK WINS
	CATALYST

THEME 1: OBJECTIVES AND ACTIONS	PRIORITY
<p>2. Work together with ITBC to explore representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with ITBC to explore representation models and secure funding to support the Vancouver, Coast & Mountains tourism region. • ITBC lead development efforts specific to increasing Indigenous relations and partnerships in tourism. • Commit to support the Truth and Reconciliation 94 Calls to Action. • Understand how to support UNDRIP and Indigenous title, rights, and land use priorities. • Understand and utilize best practices and models to follow from across the government of BC in engaging and working with Indigenous communities and entrepreneurs. • Seek out ITBC assistance in supporting initiatives. <p>SUCCESS NETWORK ITBC, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation and independent First Nations, DBC, DMOs, FVRD</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>
<p>3. Explore option of combining as one DMO for entire Fraser Valley.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a working group to review the options, benefits, and challenges of forming one Fraser Valley DMO to assist in better understanding and evaluating the opportunity. <p>SUCCESS NETWORK DMOs, FVRD, municipalities</p>	<p>2. LONGER TERM ACTIONS</p>
<p>4. Unite to provide sustainable funding for tourism initiatives.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a system to provide pooled funding and investment attraction for tourism. • Work with the government of BC to ensure there are funding mechanisms for tourism marketing and development, including MRDT and RMI, and that DMOs continue to have access to these funds and/or act as collecting agencies. • Have a united voice for joint funding applications. • Encourage Destination BC to expand funding and programs to include destination and business development initiatives. • Collaborate on regional funding for sport tourism development. <p>SUCCESS NETWORK DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation and independent First Nations, DBC, TAC, FIN, FVRD</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>5. Implement effective and coordinated planning for land use management and resources.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with FLNR to identify the Fraser Valley as an immediate priority projects for area-specific land use planning in: <ul style="list-style-type: none"> - Sumas - Chilliwack River Valley - Harrison Lake • Complete land use management planning and continue to develop a holistic view of the land, identifying restrictions that impact tourism development and work to remove barriers (Priority 1). <ul style="list-style-type: none"> - Link to Fraser Valley Outdoor Recreational Regional Management Strategy (see Objective 6). - Include linking between other industries (film, mining, logging), tourism, agriculture, industrial land utilization, and residential housing development. • Work with municipalities for land use zoning changes. • Work with the government of BC to improve ALR use for agritourism (See Theme 3). • Re-evaluate policies for sport fishing to ensure best practices for long-term sustainability and minimize user conflicts. <p>SUCCESS NETWORK FVRD, TIABC, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations, DMOs, ITBC, FLNR, ENV</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

THEME 1: OBJECTIVES AND ACTIONS	PRIORITY
<p>6. Implement a coordinated approach to visitor use, capacity, and management.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Complete a Fraser Valley Outdoor Recreation Regional Management Strategy. <ul style="list-style-type: none"> - Update on a regular basis and ensure sufficient levels of funding are available to implement fully. - Include addressing visitor cross-use conflicts (motorized vs. non-motorized, etc.). • Encourage the government of BC to increase investment in conservation officer resources for policing and/or adherence. • Work closely with government ministries to understand trends and use restrictions. • Implement a visitor use management framework that identifies tourism capacities, now and future, based on visitor growth projections, and addresses visitor capacity limits and dispersion strategies. • Engage residents in developing an understanding and agreement on visitor use. <p>SUCCESS NETWORK FVRD, Metro Vancouver, TRAN, ENV, FLNR, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, and independent First Nations, municipalities, nature-based user groups</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p>7. Improve structural policies to better support tourism business growth and success.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with the government of BC to improve processes and requirements for land use permits, sanctions uses, and strengthens businesses and/or tenure security for adventure tourism operators and events. • Work with the government of BC and local governments to review policies on supporting association of users (bikers and hikers, etc.) through contractual agreements to ensure adequate resources for stewardship, maintenance, and administration. • Work with the government of BC to identify areas of red tape and improve their nimbleness to create new and change existing policies in a way that matches the speed of tourism businesses ability to grow and develop their visitor experiences. • Work to improve policy alignment between Fraser Valley communities to enable tourism businesses to operate more effectively across municipal and regional district boundaries. • Encourage ALC to look at agriculture uses and requirements to encourage agritourism and flexibility for farm uses (e.g., tasting rooms, B&Bs, retail, microfarms, liquor licensing, growth of farm gates). • Encourage the government of BC and UBCM to coordinate municipal and ALR policies, clarify understanding for agritourism businesses of the limitations and guidelines of how those policies are interpreted, and align implementation/enforcement. • Develop a policy for short-term accommodation rentals, ideally for a consistent planning area wide policy. • Work with TIABC and the government of BC to increase protection for commercial operators, volunteer groups, land owners and/or managers from liability threats by outdoor recreationists involved in personal injury claims. • Work with the FVRD and the government of BC to improve communications and business' ability to access product sites through resource roads. <p>SUCCESS NETWORK TIABC, TAC, FLNR, ENV, JTT, AGRI, municipalities, FVRD, UBCM</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p>8. Improve data analytics, performance measurements, and research programs.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop and implement a research plan to better understand the current and potential visitors, to inform decision making, and support entrepreneurial investments. • Use data analytics to support ongoing development of amenities, infrastructure, etc. • Complete a Fraser Valley economic impact study and update on a regular basis (including growth projections). <p>SUCCESS NETWORK FVRD, DMOs, tourism businesses, FLNR</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>

THEME 1: OBJECTIVES AND ACTIONS	PRIORITY
<p>9. Work with locals and ensure their broader understanding, support, and involvement for a larger Fraser Valley regional tourism industry.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a communication strategy. • Share information, research, and this strategy with residents, reinforce the benefits of implementation, and provide updates on an ongoing basis to keep the community engaged and involved. • Educate locals (and local leaders) on the importance and economic value of tourism, including sharing the economic value of agritourism, and outdoor adventure tourism specific to the Fraser Valley. • Create a sense of pride in the Fraser Valley communities where the locals feel enabled and/or prepared to share their community and all it has to offer with their guests and family. <p>SUCCESS NETWORK FVRD, TIABC, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, and independent First Nations, DMOs, ITBC, FLNR, ENV</p>	<p>2. LONGER TERM ACTIONS</p>
<p>10. Understand and leverage the planning efforts and 10-year destination development strategies for: Sunshine Coast, Gold Rush Trail, Highway 3 Corridor, Sea-to-Sky Corridor, and Metro Vancouver.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Monitor progress in other planning areas, the Vancouver, Coast & Mountains Destination Development Strategy, and the Provincial Destination Development Strategy to proactively identify initiatives across planning areas. <p>SUCCESS NETWORK Destination BC</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>
<p>11. Work cooperatively to support the execution of the Stave West Master Plan, Sasquatch Mountain Resort, Giant Nickel All Season Resort, and any new approved significant tourism development.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Continue to implement plans, inform stakeholders as to progress, and identify areas of support needed to ensure support for success. • Conduct regular check-ins to ensure alignment and coordination with the Stave West Master Plan and the Fraser Valley Destination Development Strategy. • Monitor Stave West visitor experience and determine any actions needed to ensure a total positive visitor experience for the entire Fraser Valley. • Identify opportunities for shared sport tourism infrastructure that enables the Fraser Valley to be competitive in attracting regional events. • Share key learnings from plan implementation that can be applied to other development projects in the Fraser Valley. <p>SUCCESS NETWORK FVRD, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, and independent First Nations, other project-specific partners as identified by each development project</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 2: Accelerate the visitor-based evolution of Experience the Fraser

GOALS:

- Fully implement the vision of Experience the Fraser.
- Position the Fraser Valley as an equally valuable destination to Experience the Fraser (i.e., equal when compared to Metro Vancouver).
- Transform the Fraser Valley experience offering through this new world-class river destination.
- Identify and act upon ETF concept initiatives to add to and build upon the Coast to Canyon Trail and Coast to Canyon Blueway, therefore in sum, creating an outstanding world-class destination that will attract high-value overnight visitors.
- Ensure tourism development elevates the eight ETF themes: agriculture, celebration, environment and nature, Indigenous, heritage and culture, industry and transportation, outdoor recreation, and riverfront communities.

THEME 2: OBJECTIVES AND ACTIONS	PRIORITY
<p>12. Develop an Experience the Fraser tourism action plan.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Engage the tourism industry in understanding the status of ETF implementation, develop a gap analysis, and identify strategies to fill gaps on visitor-based infrastructure and amenities that encourage overnight stays. <ul style="list-style-type: none"> - Identify key actions to elevate Hope as the eastern gateway to ETF. - Identify key actions to elevate the visitor appeal of the node communities: Hope, Seabird Island, Harrison Hot Springs, Rosedale/Popkum, Sts’ailes/Chehalis, Fraser Mills, Chilliwack waterfront, Barrowtown, Mission Waterfront, Matsqui, Stave, Fort Langley, Port Haney and Bonson. - Identify lands requiring procurement to enable visitors to access the river for the Recreational Canyon to Coast Blueway. - Identify a structure that ensures any tourism development is managed and works within the spirit of the greater ETF development design. - Prioritize tourism-based elements within the Concept Plan and develop business plans and action plans. • Connect ETF economic development opportunities to showcase and market opportunities to entrepreneurs. <p>SUCCESS NETWORK FVRD, MVRD, DBC, DMOs, tourism businesses, economic development offices, TAC, JTT, FLNR, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>
<p>13. Fully implement the Illustrative Foundational Program for Experience the Fraser.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Complete the remaining 315 kms of the Canyon to Coast Trail (total 550 kms), the Recreational Canyon to Coast Blueway, and identified complementary visitor amenities and trail enhancements. • Encourage FVRD, MVRD, and the government of BC to create a new, updated Implementation Plan. • Continue to work with MVRD as a united voice for joint funding applications and regional advocacy to the government of BC to fund ETF. • Encourage ongoing and consistent funding to implement the ETF plan. • Foster operational development along the route. <p>SUCCESS NETWORK FVRD, MVRD, DBC, DMOs, tourism businesses, economic development offices, TAC, JTT, FLNR, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

14. Encourage investment in a suite of outstanding river-based tourism accommodations, attractions, and activities to draw overnight visitors.

2. LONGER TERM ACTIONS

Note: This objective and the following actions have been identified through the planning process but are subject to the completion of the Tourism Plan noted above, which is a critical first step.

ACTIONS

- Encourage investment in unique, boutique overnight accommodations that are near the riverfront or are floating accommodations (floatels) and are based on the six themes.
- Create low-impact, bookable camping spots on the islands in the Fraser River.
- Create multi-day river tours that are packaged with either shore-based or island-based accommodations.
- Launch regionally coordinated and annual Fraser River celebrations and events.
- Encourage the development and investment in iconic destination experiences that are true to the original ETF plan and create demand.
 - Explore revenue-generating ideas from the ETF Concept Plan: cable car crossings, experiential tourism, floatels, water taxis, river rail tours, underwater viewing cavern. Contenders also include: Fraser-Hope Landstrom Bridge, themed walking tours, snorkeling with the salmon on Harrison River, underwater viewing attraction, iconic accommodations.
- Incorporate history of Indigenous communities into ETF (e.g., Stó:lō tourism and partners to incorporate history of plant identification and traditional use in agritourism).
- Launch a floating event venue (e.g., barge).
- Work with Destination BC to launch a Remarkable Experiences program specific to ETF.
- Launch an ETF application fund that would provide small grants to small businesses and organizations to create new remarkable travel experiences.

SUCCESS NETWORK FVRD, MVRD, DBC, DMOs, tourism businesses, economic development offices, TAC, JTT, FLNR, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations

THEME 3: Accelerate river-based and mountain-based product development

GOALS:

- Diversify the Fraser Valley experience.
- Increase in overnight stays and/or multi-day stays.
- Increase the number of marketable product experiences.
- A critical mass of visitor-ready product experiences that ensure the Fraser Valley is relevant to visitors.
- Improve and/or develop outdoor recreation product experiences.
- Offer more agritourism and/or culinary experiences.
- Remove the policy barriers to release the creative energy of the agriculture-based entrepreneurs.
- Increase the number of Indigenous cultural tourism products.
- Grow new and/or existing festivals and events.
- Increased quality and diversity of culinary options for travellers.
- Divert recreational use to the east end of the valley.
- Create guided tours and packaged products.

THEME 3: OBJECTIVES AND ACTIONS	PRIORITY
<p>15. Improve and develop new river-based and mountain-based outdoor recreation product experiences.</p> <p>FOCUS AREAS: River Life (experiences that supports ETF and access to the river):</p> <ul style="list-style-type: none"> • Fishing • Kayaking, tubing, rafting • Cycling, hiking, walking the trail • Wildlife, bird watching <p>Mountain Life:</p> <ul style="list-style-type: none"> • Trails • Mountain biking • Rock climbing <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with the government of BC to ensure provincial resources for basic levels of services including enforcement, safety (river safety: floating logs — Vancouver Log Salvage District, mountain safety: wildfires, etc.), contracted (for profit) service providers vs. recreation specific interest groups. • Work with the government of BC to provide better access to deactivated Forest Service Roads that offer great recreational experiences. <ul style="list-style-type: none"> - Identify resource roads critical to the recreational opportunities and convert to recreation roads that are left open and maintained so product can be accessed consistently. • Work with the government of BC to reduce time it takes to process permits for outdoor recreational events and sanctioned trail designations. • Encourage provincial and local governments to protect land-based assets with current and potential tourism development opportunities. <ul style="list-style-type: none"> - Protect developed mountain biking trail systems in Abbotsford (from logging and residential development). - Work with the government of BC to protect Sumas Mountain for recreational purposes and against future industrial development. • Attract tourism operators to develop iconic, world-class river-based and mountain-based experiences, including: Cheam Mountain, caving, guided opportunities, rock climbing, paragliding, commercial rafting, kayaking, SUP'ing, windsurfing, glacial experiences, etc. • Develop principles for sustainable fishing inclusive of Indigenous and non-Indigenous fishing operators and practices. • Identify and articulate clear areas and guidelines where motorized and non-motorized recreation is permitted to minimize conflicts. <p>SUCCESS NETWORK FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, DMOs, DBC, ITBC, FLNR, conservation organizations, nature-based operators</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE

THEME 3: OBJECTIVES AND ACTIONS	PRIORITY
<p>16. Improve the destination trail products (non-ETF).</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a Fraser Valley Regional District master trails plan, including identifying varying degrees of trail ease of use, consistent signage, etc. • Identify and support the development of 1-3 destination trails that attract visitors. • Hire a regionally funded trail coordinator who will focus on planning, building, and maintenance. • Secure funding for paid administrative support for trail associations. • Develop regional trail relationship agreements with Stó:lō Resource and Research Management to provide archaeological assessment on trail development and cultural stories to tell on signage, etc. Add new agreements and partnerships for monitoring and maintenance of trails. • Encourage the government of BC to increase resources for BC Parks and FLNR staff for maintenance of trails and/or parks and processing applications. • Investigate ways to improve liability insurance opportunities for operators, events, and trail associations operating in the backcountry and on trails. • Complete the Great Trail build-out with priority for the routes connected to the ETF. <p>SUCCESS NETWORK FVRD, FLNR, ENV, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, FVMB</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p>17. Work with farmers and entrepreneurs to elevate food culture and develop more culinary travel experiences.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Implement workshops for Fraser Valley tourism operators to gain a better understanding of the ALC Act and ALR Use, Subdivision and Procedure Regulation, and the ability to innovate while remaining consistent with them to create new agritourism experiences. • Encourage tourism businesses and entrepreneurs to offer more river-based and mountain-based culinary experiences, and create more guided opportunities (e.g., wine shuttles, float tours). • Develop new and iconic festivals and events and support existing festivals and events (e.g., region wide Taste of the Fraser Valley event, Feast on the Fraser at ETF nodes). • Develop a program to help industry create a stronger culinary tourism culture (e.g., offer programmable space, innovation funding, and networking opportunities). • Launch largest farmers market in North America including securing space where programmable initiatives that connect growers, sellers, and consumer can thrive, and culinary culture is encouraged. • Explore development of tours to compliment the Circle Farm Tour and the BC Ale Trail. • Measure and communicate tangible benefits to culinary tourism in the region. <p>SUCCESS NETWORK FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, DMOs, DBC, ITBC, AGRI, farmers, agriculture organizations, ALC, TRAN</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p>18. Increase Indigenous cultural tourism experiences.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Participate in ITBC programs for Indigenous destination development. • Support and engage Indigenous communities and entrepreneurs to create more guided Indigenous cultural experiences. Meet consumer demand through enhanced product development, pairing authentic Indigenous experiences with river-based, mountain-based, and culinary experiences. • Support Fort Langley Projects, including the development of an Indigenous museum and accommodations. • Kwantlen Nation to work with neighbouring communities to develop Hatzic Rock as a tourism destination. <p>SUCCESS NETWORK ITBC, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, FVRD, municipalities, DMOs</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

THEME 3: OBJECTIVES AND ACTIONS	PRIORITY
<p>19. Enhance touring and/or road trip offerings.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Improve wayfinding and signage, including digital maps and apps, and clear directions to river-based and mountain-based experiences. • Improve amenities and services for RVs, including parking, sani-dumps, and campsites. • Attract investment to add more product on Scenic 7. • Work with go2HR to leverage SuperHost to improve customer service at frontline tourism operations along touring routes (e.g., Highway 1 and Scenic 7). • Increase number of electric vehicle charging stations. • Increase product development along 5 Nation highway (in-SHUCK-ch and Harrison West Forest Service Road) (Indigenous communities must lead). <p>SUCCESS NETWORK FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, DMOs, tourism businesses</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p>20. Grow new and existing festivals and events.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Better coordinate events to help disperse visitors throughout the year. • Identify and develop one Fraser Valley festival/event for each season, aligned to the river-based and mountain-based theme. • Build on existing iconic festivals to expand regionally. Identified festivals include: Fraser Valley Tulip Festival, Bald Eagle Festival, Ride to Conquer Cancer, Pow Wow Week. <p>SUCCESS NETWORK FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, Independent First Nations, DMOs, festival and event organizations, arts and culture associations, chambers of commerce, BIAs</p>	<p>2. LONGER TERM ACTIONS</p>
<p>21. Implement Destination BC Remarkable Experiences program.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Implement Remarkable Experiences program for a Scenic 7 theme. • Implement Remarkable Experiences program, or a similar program, for an ETF theme. • Implement Remarkable Experiences program, or a similar program, for a Mountain Life — Outdoor Guides theme. <p>SUCCESS NETWORK DBC, DMOs, tourism businesses</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>

THEME 4: Deliver an exceptional visitor experience

GOALS:

- A consistent, world-class visitor experience.
- Improve transportation to and throughout the Fraser Valley.
- Improve visitor amenities (parking, washrooms, garbage, accessibility, etc.).
- Free wi-fi and connectivity on all travel corridors and at all businesses and experiences throughout the planning area.
- Improve wayfinding signage (apps to maps to signage consistency).
- Increase efforts to cultivate respectful travel and recreation use.
- Increased diversity and capacity of accommodation, camping, and RV options.
- Support long-term retention of community character and personality.
- Support Abbotsford International Airport in being ranked first overall in North America for quality of service among airports with fewer than two million passengers per year.

THEME 4: OBJECTIVES AND ACTIONS	PRIORITY
<p>22. Increase transportation choice and efficiency to and throughout the Fraser Valley.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Encourage the government of BC to improve access to remote sites along resource roads and secure FLNR funding for road infrastructure upgrades to go with upgrades to new recreational campgrounds and trails being developed. • Advocate for the government of BC to improve highway efficiency to reduce congestion on main travel corridors. • Upgrade existing interurban tracks from Chilliwack to Surrey to provide light rail transit passenger service (connect to Surrey LRT). • Improve travel between communities and amenities (e.g., improve access and maintenance of Forest Service Roads, improve access to Cheam Mountain, purpose-driven tourism product buses and/or shuttles). • Open Aldergrove border crossing 24 hours a day. <p>SUCCESS NETWORK FVRD, TRAN, FLNR, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, Canada Border Services Agency, DMOs, CNR, CP Rail, Southern Railway of BC, Deltaport, Fraser Valley Chambers of Commerce, BC Transit</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p>23. Improve vibrancy of downtown centres, destination neighbourhoods, and spaces.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Implement existing downtown and neighbourhood beautification and revitalization plans and programs, including the Fort Langley Project. • Encourage communities without downtown beautification and vibrancy plans to create plans and programs. • Encourage local businesses to beautify and improve their own locations. <p>SUCCESS NETWORK FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, DMOs, chambers of commerce, BIAs, community associations</p>	<p>2. LONGER TERM ACTIONS</p>
<p>24. Improve quality and number of visitor facilities, amenities, and connectivity.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Increase funds and people to better manage and maintain tourism amenities and assets on Crown land (e.g., garbage, cleanup, outhouses). • Develop a gap analysis to identify and improve visitor amenities along primary travel routes and highway hubs (e.g., Scenic 7, Highway 9/Yale Road area, Bridal Falls area, Whatcom Road area, etc.). • Work with the government of BC and telecommunication providers to provide free wi-fi and improve connectivity on primary travel corridors and along the Experience the Fraser trails. <p>SUCCESS NETWORK FVRD, FLNR, TRAN, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, telecommunications providers</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

THEME 4: OBJECTIVES AND ACTIONS	PRIORITY
<p>25. Improve major event facilities to ensure they are well maintained.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with major event facility owners to identify opportunities to improve their overall experience and ensure they continue to drive visitor growth. <p>SUCCESS NETWORK FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, DMOs, facility owners and/or operators</p>	<p>2. LONGER TERM ACTIONS</p>
<p>26. Improve signage and wayfinding.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop an integrated signage and wayfinding plan, including digital assets and travel planning tools. • Work with TRAN and municipalities to improve a coordinated directional agritourism signage program. • Work with the government of BC and local governments to improve policy decisions needed around signage, including a visitor-centric audit of highway signage. <p>SUCCESS NETWORK FVRD, MVRD, TRAN, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p>27. Expand accommodation capacity and visitor choice through attracting new, remarkable accommodations.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Encourage development of unique accommodations suitable for families and adventurers. • Encourage development of accommodations suitable for group travel (meetings, sports). • Increase number of campsites and RV sites within proximity to recreation experiences, paying experiences, and town hubs. • Encourage development of an Indigenous cultural accommodation experience. <p>SUCCESS NETWORK Economic development offices, tourism businesses, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka'pamux Nation, independent First Nations, ENV, ITBC</p>	<p>2. LONGER TERM ACTIONS</p>
<p>28. Continue to develop Abbotsford International Airport as a viable alternative to YVR.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Provide support for the Abbotsford International Airport Master Plan execution, including the \$7 million terminal expansion (2018) and future terminal expansion plans (2021). • Attract entrepreneurs to develop ground services to meet growth demands and requirements of low-cost carrier clientele (e.g., car rentals, shuttles). <p>SUCCESS NETWORK Abbotsford Airport Authority, DMOs, municipalities, FVRD, tourism businesses and/or operators</p>	<p>2. LONGER TERM ACTIONS</p>
<p>29. Increase efforts to cultivate respectful travel and recreation use.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop an industry and visitor education program that focuses on protecting the ecosystems and environments that draw visitors to the valley. <p>SUCCESS NETWORK FVRD, DMOs, tourism operators, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Independent First Nations, BC Parks</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 5: Build a more success-friendly business environment

GOALS:

- Increase in business certainty for product and business development.
- Increase number of sustainable tourism businesses.
- Increase number of Indigenous tourism businesses.
- Increase number of Indigenous tourism partnerships.
- Garner wider-spread political support for tourism-based economic development.

THEME 5: OBJECTIVES AND ACTIONS	PRIORITY
<p>30. Create a culture that elevates perceptions of tourism as a strong economic sector.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Leverage existing BC value of tourism tools and communications to develop coordinated communications and shareable data and/or infographics to improve understanding of the value of tourism and community support for tourism. <p>SUCCESS NETWORK Economic development offices, chambers of commerce, BIAs, DMOs, TIABC, FVRD</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p>31. Increase efforts to attract new investment and support entrepreneurs for developments that generate visitor attraction.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Create more awareness of existing labour market programming that is offered to support businesses that are looking to expand and hire new workers or enhance training of existing workers. • Provide more support and training to entrepreneurs to develop requisite skills. • Help industry develop a better understanding of available government resources and leverage support being offered. <p>SUCCESS NETWORK Economic development offices, DBC, ITBC, JTT, TAC</p>	<p>2. LONGER TERM ACTIONS</p>
<p>32. Establish a new Fraser Valley tourism development incentive program.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop an incentives program for developing new or expanding commercial tourism operations. <p>SUCCESS NETWORK Economic development offices, FVRD, tourism businesses</p>	<p>2. LONGER TERM ACTIONS</p>
<p>33. Ensure businesses have the skilled workforce needed to grow and provide remarkable experiences.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with federal and provincial government ministries to continue and improve Temporary Foreign Worker programs and ensure it is easy to access as a solution for labour shortages. • Work with the government of BC to encourage more high-school participation in tourism and hospitality programs. <p>SUCCESS NETWORK TAC, EDUC, LBR, school districts, post-secondary institutions</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

THEME 6: Prepare the destination and tourism businesses for digital transformation

GOALS:

- Establish leadership for supporting businesses and operators in the planning area.
- Improve business and DMO understanding and preparedness for a digital way of doing business.
- Ensure resources (time and/or funds) are not spent on redundant technologies or systems.

THEME 6: OBJECTIVES AND ACTIONS	PRIORITY
<p>34. Offer digital transformation education and mentoring to guide tourism businesses.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with Destination BC to offer industry learning and training on digital readiness to help tourism businesses understand and use the tools they need to be proficient in connecting with potential visitors. • Assemble a task force to provide one-on-one mentoring and support for tourism businesses on digital readiness. • Invest in professional development and staff education. • Work with Destination BC and tourism businesses to identify the tools and support needed that can help access new technologies. <p>SUCCESS NETWORK DMOs, DBC, go2HR, post-secondary institutions, JTT, AEST</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p>35. Work collaboratively on adoption of technology tools and platforms.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work to jointly implement and leverage technology tools and platforms needed to provide an exceptional visitor experience, manage the online and/or digital destination presence, and manage destination growth. <p>SUCCESS NETWORK DMOs, DBC, JTT</p>	<p>3. SET ASIDE UNTIL RESOURCES ALLOW</p>
<p>36. Evolve Visitor Services through digital service delivery.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Coordinate digital visitor service delivery throughout the Fraser Valley, including resident involvement. <p>SUCCESS NETWORK DMOs, Visitor Centre network</p>	<p>2. LONGER TERM ACTIONS</p>

IMPLEMENTATION FRAMEWORK

LANGLEY
Photo: Tourism Langley

A. CATALYST PROJECTS

The following 17 actions were identified as catalyst projects to immediately move the Fraser Valley Destination Development Strategy into implementation:

- Create a governance, oversight, and joint planning structure (as part of developing a structured approach to building tourism in the planning area). (Objective 1)
- Work with ITBC to explore representation models and secure funding to support the Vancouver, Coast & Mountains tourism region. (Objective 2)
- Work with FLNR to identify the Fraser Valley as an immediate project for area-specific land use planning. (Objective 5)
- Complete a Fraser Valley Outdoor Recreation Regional Management Strategy. (Objective 6)
- Encourage the government of BC to increase investment in conservation officer resources for policing/adherence. (Objective 6)
- Work with the government of BC to improve processes and requirements for land use permits and strengthen business/tenure security for adventure tourism operators and events. (Objective 7)
- Work with the government of BC and local governments to review policies on supporting association of users (bikers, hikers, etc.) through contractual agreements to ensure adequate resources for stewardship, maintenance, and administration. (Objective 7)
- Develop and implement a research plan to better understand the current and potential visitors, to inform decision making, and support entrepreneurial investments. (Objective 8)



- Monitor progress in other planning areas, the Vancouver, Coast & Mountains Destination Development Strategy, and the Provincial Destination Development Strategy to proactively identify initiatives across planning areas. (Objective 10)
- Engage the tourism industry in understanding the status on ETF implementation, develop a gap analysis, and identify strategies to fill gaps on visitor-based infrastructure and amenities that encourage overnight stays. (Objective 12)
- Develop a Fraser Valley Regional District master trails plan, including identifying varying degrees of trail ease of use, consistent signage, etc. (Objective 16)
- Implement workshops for Fraser Valley tourism operators to gain a better understanding of the ALC Act and ALR Use, Subdivision and Procedure Regulation, and the ability to innovate while remaining consistent with them to create new agritourism experiences. (Objective 18)
- Implement a Remarkable Experiences program with a Scenic 7 theme. (Objective 21)
- Encourage the government of BC to improve access to remote sites along resource roads and secure FLNR funding for road infrastructure upgrades to go with RST upgrades. (Objective 22)
- Increase funds and people to better manage and maintain tourism amenities and assets on Crown land (e.g., garbage, cleanup, outhouses). (Objective 24)
- Leverage existing BC value of tourism tools and communications to develop coordinated communications and shareable data/infographics to improve understanding of the value of tourism and community support for tourism. (Objective 30)
- Work with Destination BC to offer industry learning and training on digital readiness to help tourism businesses understand and use the tools they need to be proficient in connecting with potential visitors. (Objective 34)

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

- Work with the government of BC to ensure there are funding mechanisms for tourism marketing and development, including MRDT and RMI, and that DMOs continue to have access to these funds and/or act as collecting agencies. (Objective 4)
- Work with the government of BC for improving ALR use for agritourism. (Objective 5)
- Implement a visitor use management framework that identifies tourism capacities, now and future, based on visitor growth projections, and addresses visitor capacity limits and dispersion strategies. (Objective 6)



- Develop a policy for short-term accommodation rentals, ideally for a consistent planning area-wide policy. (Objective 7)
- Encourage provincial and local governments to protect land-based assets with current and potential tourism development opportunities. (Objective 15)
- Participate in ITBC programs for Indigenous destination development. (Objective 18)
- Identify and develop a festival and/or event for each season. (Objective 20)
- Advocate for the government of BC to improve highway efficiency to reduce congestion on main travel corridors. (Objective 22)
- Develop an integrated signage and wayfinding plan, including digital assets and travel planning tools. (Objective 26)

B. PROVINCIAL AND REGIONAL PRIORITIES

A key deliverable of the Destination BC Destination Development Program is the creation of regional and provincial strategies. Objectives and actions that are shared commonly across the Vancouver, Coast & Mountains tourism region may become regional priorities but at the very least will inform the creation of a Regional Destination Development Strategy.

This Fraser Valley Destination Development Strategy, together with the other 19 strategies from around the province, will inform the creation of a single Provincial Destination Development Strategy.

Objectives identified as provincial in scope may involve multiple provincial organizations, including Destination BC, ITBC, go2HR, TAC, and TIABC.

It is recommended the following Fraser Valley objectives and actions become provincial initiatives within the Provincial Destination Development strategy:

OBJECTIVES AND ACTIONS	PRIORITY
THEME 1: Build tourism strategically by investing and managing growth collaboratively	
4. Work with the government of BC to ensure there are funding mechanisms for tourism marketing and development, including MRDT and RMI, and that DMOs continue to have access to these funds and/or act as collecting agencies.	2
4. Encourage Destination BC to expand funding and programs to include destination and business development initiatives.	2
5. Work with FLNR to identify the Fraser Valley as an immediate priority for projects in Sumas, Chilliwack River Valley, and Harrison Lake.	2
5. Complete land use management planning and continue identifying restrictions that impact tourism development and work to remove barriers.	2
6. Complete a Fraser Valley Outdoor Recreation Regional Management Strategy.	1
6. Encourage the government of BC to increase investment in conservation officer resources for policing/adherence .	1
7. Work with the government of BC to improve processes and requirements for land use permits and strengthen business and/or tenure security for adventure tourism operators and events.	2
7. Work with the government of BC and local governments to review policies on supporting associations of users (bikers, hikers, etc.) through contractual agreements to ensure adequate resources for stewardship, maintenance, and administration.	2
7. Work with the government of BC to identify areas of red tape and improve their nimbleness to create new and change existing policies in a way that matches the speed of tourism businesses ability to grow and develop their visitor experiences.	2
7. Encourage ALC to complete ALR revitalization/review to look at agriculture uses and requirements to encourage agritourism and flexibility for farm uses (e.g., tasting rooms, B&Bs, retail, microfarms, liquor licensing, growth of farm gates).	1
7. Encourage the government of BC and UBCM to coordinate municipal and ALR policies, clarify understanding for agritourism businesses of the limitations and guidelines of how those policies are interpreted, and align implementation and/or enforcement.	1
7. Work with TIABC and the government of BC to increase protection for commercial operators, volunteer groups, land owners and/or managers from liability threats by outdoor recreationists involved in personal injury claims.	2
7. Work with the FVRD and the government of BC to improve communications and business' ability to access product sites through resource roads.	2

OBJECTIVES AND ACTIONS		PRIORITY
THEME 3: Accelerate river-based and mountain-based product development		
15.	Work with the government of BC to ensure provincial resources for basic levels of services including enforcement, safety (river safety: floating logs – Vancouver Log Salvage District, mountain safety: wildfires, etc.), contracted (for profit) service providers vs. recreation specific interest groups.	2
15.	Work with the government of BC to provide better access to deactivated Forest Service Roads that offer great recreational experiences.	2
16.	Improve the destination trail products (non-ETF).	2
17.	Work with TRAN and municipalities to improve a coordinated directional agritourism signage program.	1
18.	Increase Indigenous cultural tourism experiences.	2
THEME 4: Deliver an exceptional visitor experience		
22.	Encourage the government of BC to improve access to remote sites along resource roads and secure FLNR funding for road infrastructure upgrades to go with upgrades to new recreational campgrounds and trails being developed.	1
22.	Advocate for the government of BC to improve highway efficiencies to reduce congestion on main travel corridors.	2
22.	Upgrade existing interurban tracks from Chilliwack to Surrey to provide light rail transit passenger service (connect to Surrey LRT).	2
22.	Open Aldergrove border crossing 24 hours a day.	2
24.	Increase funds and people to better manage and maintain tourism amenities and assets on Crown land (e.g., garbage pickup, cleanup, outhouse).	1
24.	Work with the government of BC and telecommunication providers to provide free wi-fi and improve connectivity on primary travel corridors and along the Experience the Fraser trails.	1
THEME 5: Build a more success-friendly environment		
30.	Create a culture that elevates perceptions of tourism as a strong economic sector.	1
33.	Work with federal and provincial governments to continue and improve Temporary Foreign Worker programs and ensure it is easy to access as a solution for labour shortages.	2
33.	Work with the government of BC to encourage more high-school participation in tourism and hospitality programs.	2
THEME 6: Prepare our destination and businesses for digital transformation		
34.	Offer digital transformation education and mentoring to guide tourism businesses.	1

It is recommended the following Fraser Valley objectives and actions become regional initiatives within the Vancouver, Coast & Mountains Regional Destination Development Strategy:

OBJECTIVES AND ACTIONS	PRIORITY
THEME 1: Build tourism strategically by investing and managing growth collaboratively	
2. Work together with ITBC to explore representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.	1
5. Implement effective and coordinated planning for land use management and resources.	2
6. Complete a Fraser Valley Outdoor Recreation Regional Management Strategy.	1
10. Understand and leverage the planning efforts and 10-year destination development strategies for: Sunshine Coast, Gold Rush Trail, Highway 3 Corridor, Sea-to-Sky Corridor, and Metro Vancouver.	1
THEME 2: Accelerate the visitor-based evolution of Experience the Fraser	
12. Develop an Experience the Fraser tourism action plan.	1
13. Fully implement the Illustrative Foundational Program for Experience the Fraser.	2
15. Improve and develop new river-based and mountain-based outdoor recreation product experiences.	2
THEME 3: Accelerate river-based and mountain-based product development	
16. Improve the destination trail products (non-ETF).	2
18. Increase Indigenous cultural tourism experiences.	2
19. Enhance touring and/or road trip offerings.	2
THEME 4: Deliver an exceptional visitor experience	
22. Increase transportation choice and efficiency to and throughout the Fraser Valley.	2
24. Improve quality and number of visitor facilities, amenities, and connectivity.	1
26. Improve signage and wayfinding.	2
THEME 5: Build a more success-friendly environment	
30. Create a culture that elevates perceptions of tourism as a strong economic sector.	1
33. Ensure businesses have the skilled workforce needed to grow and provide remarkable experiences.	2
THEME 6: Prepare our destination and businesses for digital transformation	
34. Offer digital transformation education and mentoring to guide tourism businesses.	1



C. FUNDING PROGRAMS

To assist planning areas such as the Fraser Valley in their implementation efforts, Destination BC has compiled a list of funding programs as part of the Provincial Situation Analysis.

The different funding options highlighted include: Municipal and Regional District Tax (MRDT), Destination BC Programs, Western Economic Diversification Canada (WD), Ministry of Transportation and Infrastructure Programs, Community Gaming Grants, BC Parks Foundation, Community Trusts, Resort Municipality Initiative (RMI), Municipal Funding, Rural Dividend, and Business Levies.

Contact Destination BC for a copy of this information sheet.

The government of BC also has an online tool on their website to find economic development funding and grants.

Funding options also include:

- Continuation of the annual Rural Dividend Program.

- Connecting British Columbia program, which extends high-speed internet access to rural and remote communities.
- Investment from the federal government to Indigenous Tourism BC was committed to help ensure Indigenous tourism can grow and sustain itself.
- The government of BC enhanced the scope and guidelines for the Bike BC programs to better support rural communities and environmental initiatives and offer more flexibility for communities looking to improve their cycling and airport infrastructure.
- Hosting BC grants provide funds up to communities for hosting sporting events, while fostering economic, social, and community development throughout the government of BC.

10

MEASURING AND MONITORING SUCCESS

ABBOTSFORD
Photo: Robyn Bessenger

Ultimately, the overall objective of this Destination Development Strategy is to help guide the growth of the Fraser Valley’s tourism sector in an economically, socially, and environmentally sustainable manner over the next 10 years. The following recommended measurements can be used to monitor the success of the tourism industry in the Fraser Valley, and the implementation of this strategy.

GOAL	RECOMMENDED MEASUREMENT	SOURCE
1. Increase the interest in travelling to the Fraser Valley corridor from key markets.	Awareness and interest of travelling to the Fraser Valley	Consumer survey in key markets
2. Increase total number of overnight visitors.	Increase in overnight stays	Accommodation Tracking
3. Increase the total contribution of the visitor economy.	Economic impact	Destination BC’s Value of Tourism model ⁴

⁴Destination BC’s Value of Tourism model: www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Value-of-Tourism-Model.aspx

APPENDIX

APPENDIX 1: OVERVIEW OF PLANNING PROCESS

The following planning process ensured this strategy was developed thoughtfully and with consistent participation from a diverse group of industry partners that impact tourism either directly or indirectly. The process followed a semi-structured design by Destination BC that was customized specifically for the Fraser Valley.

1. Session 1 – Kick-off and working session 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. Reviewed the destination assessment and developed a shared vision, goals, motivating experiences, and destination development themes.
- d. Meeting in Langley on October 19, 2017.

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

- a. For a full list of documents that were reviewed as part of this process, see Appendix 4.

3. Stakeholder interviews and site visits.

- a. Stakeholder 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 firsthand what makes the Fraser Valley unique and a special place to visit, as well as experiencing some of the challenges and opportunities.

4. Industry engagement.

- a. Stakeholders 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 90 survey responses from over 400 invites.

5. Session 2 — Working Group meeting on January 18 and 29, 2018.

- a. A smaller Working Group continued to draft the strategy and provide recommendations.

6. Industry Engagement

- a. Stakeholders were invited to provide feedback on the draft strategy.

APPENDIX 2: PLANNING CONSIDERATIONS

This section summarizes the context from the rest of this document and provides the key directions the Fraser Valley Destination Development Strategy should address.

1. The Fraser Valley benefits from the growing resident population base as well as being located within a short drive from the large and growing area of Metro Vancouver. The appeal of both Vancouver and Whistler as world-class destinations attracts a significant volume and diversity of visitors annually to the Vancouver, Coast & Mountains tourism region. In addition, the Fraser Valley is a thoroughfare for travellers heading east or to the interior (or vice versa). Destination development should include mechanisms to draw these markets to and throughout the Fraser Valley and develop a stronger destination appeal for the Fraser Valley, not just as a transportation corridor to other destinations.

2. The proximity of Seattle, and the U.S. border crossings at Aldergrove and Sumas, have been identified as potential assets that could benefit tourism. This quick access to the US may provide opportunities over the next 10 years.

3. Significant efforts have been spent on developing the Fraser Valley marketing cooperative to build the Fraser Valley experience and brand, such as Circle Farm Tours and the Scenic 7 touring route, to name a couple. These efforts should continue to build community awareness and adoption of the Fraser Valley as a tourism destination; and, include and expand the formal Fraser Valley collaboration to other communities, with a spirit of equality and inclusion.

4. As part of the Vancouver, Coast & Mountains tourism region, the Fraser Valley planning area can benefit from the development of activities of five other planning areas that are within proximity or offer a similar experience: The Sunshine Coast, Gold Rush Trail, Highway 3 Corridor, Sea-to-Sky Corridor, and Metro Vancouver. Efforts should be made to understand and leverage these planning efforts and 10-year destination development strategies.

5. Current consumer perceptions of the Fraser Valley are often tied to Highway 1, including congestion, not venturing from the highway, gas stations, and drive-through food stops. With the highways becoming more congested, there is a need to look at

multi-modal transportation to increase transportation choices and efficiencies. Also, development plans must consider technology advancements such as autonomous vehicles (commercial and personal), electric vehicles, and digital wayfinding and/or signage.

6. Addressing the lack of understanding for, and respect of, Indigenous title, rights, and land use priorities has been identified as an opportunity that the destination development strategy can support. This strategy should support the government of BC's commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission.

7. Tourism stakeholders are looking for sustainable growth that is respectful of the legacy and continued land use by local First Nations, nurtures the long-term health of the ecosystems, supports the residents' way of life, and is true to the area, the agriculture background, and the land capacity.

8. Indigenous tourism is expanding quickly. In 2012, there were just over 60 market-ready Indigenous tourism operations in BC. Today, there are over 300. Within the Fraser Valley there are a significant number of First Nations communities with existing tourism developments, tourism businesses, and tourism aspirations. It is important that future development efforts support their efforts and aspirations and engage the communities that have not yet determined or realized their tourism potential. This will help effectively meet the growing needs and demands of Indigenous cultural experiences. Efforts should be directed towards improving Indigenous engagement and partnership and increasing Indigenous cultural tourism products.

9. Due to the proximity of Metro Vancouver, day trips to points within the corridor account for a significant volume of visitors (same-day travelers accounted for 49% of visitor volume and 16% of visitor expenditures in the Vancouver, Coast & Mountains tourism region). While day trippers don't spend as much as overnight visitors, they can support tourism businesses (e.g., restaurants, activities, attractions, transportation providers, etc.). Within all communities there is a desire to turn day trippers to overnight visitors, as well as manage any day trippers to ensure they are being respectful visitors that contribute to the visitor economy (e.g., adding to the local economy while not being detrimental to the overall experience or costs of managing amenities such as trails, garbage pickup, washrooms, parking, etc.).

10. There is significant opportunity to fill capacity in the shoulder seasons 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.

11. The Fraser Valley offers iconic product experiences that showcase the area as a summer playground and holiday destination in a natural setting, including fishing, camping, Cultus Lake, Harrison Hot Springs, Golden Ears Provincial Park, trails, etc. Efforts should be taken to ensure these motivators stay fresh and relevant in the minds of potential visitors.

12. There are significant developments and touring experiences that can transform the Fraser Valley offering, including: Experience the Fraser, Stave West, Sasquatch Resort, The Great Trail (Trans-Canada trail), Gold Rush Trail, Giant Nickel Mine, a few significant outdoor destination attractions that are not publicly announced, and the Abbotsford International Airport as a terminal for ultra-low and low-cost carriers. Any future tourism development plans must support and take these existing initiatives into consideration.

13. The Fraser Valley is an area defined by agriculture, and there is significant strength in existing agritourism product. Efforts should support the viability of existing agritourism experiences and farms, enhancing the visitor experience, and nurturing new agritourism experiences that meet consumer demand. There is growing consumer interest in food experiences. Culinary developments should continue to offer and enhance year-round local, sustainable food experiences that benefit visitors as well as residents, including establishing the Fraser Valley as a competitive destination for wineries, cideries, craft breweries, and distilleries.

14. The Fraser Valley has mountains, wildlife, and recreational assets that support a wide range of activities and appeal to a broad range of users and that could attract increased visitation to the planning area in a manner comparable to the Sea-to-Sky corridor. There is a need for the development of iconic demand generators to build the outdoor recreation platform and create clusters of activities appealing enough to drive increased visitation. Outstanding niche products such as heli-skiing motivate fewer, but higher-yield visitors. Also, as identified through FVRD visioning sessions, "development must be done responsibly, respectfully, and through public education about the importance of sustainable development that preserves the ecological and cultural integrity of the natural and heritage assets."

15. There is a strong desire from tourism stakeholders to continue to move towards more collaborative resource management and better coordination of land use and treaty land rights, working in full cooperation with other industries and First Nations. Land use planning should guide responsible tourism development, ensure environmental protection, provide clarity, and long-term security of access for tourism businesses.

16. With the growth of eco-tourism, there is a need for connectivity and visitor amenities to strengthen existing core attractions (such as Mount Cheam, Cultus Lake, etc.), including signage and/or wayfinding, parking (regular, RV, and overflow), road and trail maintenance, wi-fi, visitor services, etc. In addition, funds and volunteer and/or staff time need to be adequate to maintain amenities to ensure a memorable visitor experience and to maintain trails, parks, and Crown land assets.

17. Festivals and events were identified as a strong motivator for visitation to the Fraser Valley. There is significant potential to enhance the year-round visitation from festivals and events. There is desire from stakeholders to hold authentic experiences that connect to the Fraser Valley way of life, not staged events.

18. Building on a strong base of agritourism, as well as festivals and events, and a growing portfolio of outdoor recreation products, there may be long-term opportunities to diversify the product base with new arts, culture, and heritage products and experiences. This will help to diversify the visitor base and provide additional reasons for extended stays and day trips. Destination development will need to address the challenges associated with this sector, including organizational capacity and development, volunteer management, and revenue generation.

19. The communities within the Fraser Valley have long-established sport tourism plans and efforts, with good results. The destination development strategy should include ensuring the infrastructure and support that is needed to maintain and grow this market segment, as well as put into place safeguards to ensure sport tourism doesn't negatively impact residents' way of life.

20. The long-term retention of community character and personality is an important pillar of this strategy. Communities need to continue to strengthen their identities and develop attractive, vibrant downtown cores that also support the Fraser Valley brand.

21. Touring has always been a significant motivator of travel in BC, and recent consumer trends show an increase in the appeal of road trip experiences. The Fraser Valley is well positioned on multiple touring routes (e.g., Drive Scenic 7, Gold Rush Trail, Vancouver to Banff) and can capitalize on this by identifying and developing a few signature/iconic experiences to pull people off the highway.

22. As a central location and more affordable alternative to Metro Vancouver, the Fraser Valley has opportunities to build on its growing Meetings, Incentive Travel, Conventions, and Exhibitions (MICE) business.

23. The Fraser Valley has seen growth of the film industry and may benefit from finding links to tourism through developing niche film-related experiences (e.g., Rambo, Riverdale).

24. While not the top identified constraint to tourism development, there are significant human resource challenges that need to be addressed, including staff skillsets and training that are all critical elements to business success and the visitor experience. go2HR can be a valuable resource to assist in HR related plans and strategies.

25. There is an inconsistent understanding of the value and potential of tourism among key stakeholders, which leads to inconsistent municipal, regional, and First Nations commitment to tourism growth and support for tourism businesses. Building a more success-friendly environment to support and attract businesses and entrepreneurs is needed for the Fraser Valley to be a more competitive tourism destination.

26. Digital disruption is happening now and will impact what we do in the future. Stakeholders have identified the need to better prepare the tourism industry to shift with consumer expectations and technological innovation.

27. The Fraser Valley has a large, diverse population base and, as with any urban environment, has social challenges that reflect on visitors. Crime, safety, and adherence to regulations are issues that need adequate attention, investment, and energy.

28. There is good DMO representation and destination management organizations in the Fraser Valley, but varying levels of tourism management resources (staff and budgets) can make it challenging to look at planning and executing planning area wide initiatives.

APPENDIX 3: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

OBJECTIVES	PRIORITY
PRIORITY 1	
1. Develop a structured approach to working together to build tourism.	1
2. Work together with ITBC to explore representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.	1
6. Implement a coordinated approach to visitor use, capacity, and management.	1
8. Improve data analytics, performance measurements, and research programs.	1
10. Understand and leverage the planning efforts and 10-year destination development strategies for: Sunshine Coast, Gold Rush Trail, Highway 3 Corridor, Sea-to-Sky Corridor, and Metro Vancouver.	1
12. Develop an Experience the Fraser tourism action plan.	1
17. Work with farmers and entrepreneurs to elevate food culture and develop more culinary travel experiences.	1
21. Implement the Destination BC Remarkable Experiences program.	1
24. Improve quality and number of visitor facilities, amenities, and connectivity.	1
30. Create a culture that elevates perceptions of tourism as a strong economic sector.	1
34. Offer digital transformation education and mentoring to guide tourism businesses.	1
PRIORITY 2	
3. Explore option of combining as one DMO for the entire Fraser Valley.	2
4. Unite to provide sustainable funding for tourism initiatives.	2
5. Implement effective and coordinated planning for land use management and resources.	2
7. Improve structural policies to better support tourism business growth and success.	2
9. Work with locals and ensure their broader understanding, support, and involvement for a larger Fraser Valley regional tourism industry.	2
11. Work cooperatively to support the execution of the Stave West Master Plan, Sasquatch Mountain Resort, Giant Nickel All Season Resort, and any new approved significant tourism development.	2

OBJECTIVES	PRIORITY
PRIORITY 2	
13. Fully implement the Illustrative Foundational Program for Experience the Fraser.	2
14. Encourage investment in a suite of outstanding river-based tourism accommodations, attractions, and activities to draw overnight visitors.	2
15. Improve and develop new river-based and mountain-based outdoor recreation product experiences.	2
16. Improve the destination trail products (non-ETF).	2
18. Increase Indigenous cultural tourism experiences.	2
19. Enhance touring and/or road trip offerings.	2
20. Grow new and existing festivals and events.	2
22. Increase transportation choices and efficiencies to and throughout the Fraser Valley.	2
23. Improve vibrancy of downtown centres, destination neighbourhoods, and spaces.	2
25. Improve major event facilities to ensure they are well maintained.	2
26. Improve signage and wayfinding.	2
27. Expand accommodation capacity and visitor choice through attracting new, remarkable accommodations.	2
28. Continue to develop Abbotsford International Airport as a viable alternative to the Vancouver Airport	2
29. Increase efforts to cultivate respectful travel and recreation use	2
31. Increase efforts to attract new investment and support entrepreneurs for developments that generate visitor attraction.	2
32. Establish a new Fraser Valley tourism development incentive program.	2
33. Ensure businesses have the skilled workforce needed to grow and provide remarkable experiences.	2
36. Evolve Visitor Services through digital service delivery	2
PRIORITY 3	
35. Work collaboratively on adoption of technology tools and platforms.	3

APPENDIX 4: ALIGNMENT DETAILS – PLANS REVIEWED

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

1. Abbotsford Arts and Heritage Master Plan, 2004
2. Abbotsford Trail Development Strategy, 2004
3. Abbotsford Heritage Strategic Plan, 2005
4. Abbotsford McKee Peak Planning Study, 2005
5. Abbotsford Parks and Recreation Master Plan, 2005
6. Abbotsford International Airport Master Plan, 2006
7. Abbotsford Agriculture Capital of Canada, 2009
8. Abbotsford Strategic Directions, 2012
9. Abbotsford U District, 2012
10. Abbotsford Community Sustainability Strategy, 2013
11. Abbotsford Economic Development Action Plan, 2013
12. Abbotsford Green Community Plan, 2013
13. Abbotsford Green Economic Investment Plan, 2013
14. Abbotsford Green Energy Plan, 2013
15. Abbotsford Transit Future Plan, 2013
16. Abbotsford Civic Precinct Vision, 2014
17. Abbotsford Community Sustainability Planning Initiative, 2014
18. Abbotsford Strategic Plan update, 2016
19. Aboriginal Tourism BC Strategic Plan, 2017
20. Chilliwack Annual Report, 2016
21. Chilliwack Climate Action Revenue Incentive (CARIP) Public Report, 2017
22. Chilliwack 10 Year Financial Plan, 2017–2026
23. Chilliwack Financial Plan Presentation, 2017
24. Chilliwack 2010 Official Community Plan, 2015
25. Chilliwack Age Friendly and Quality of Life Report, 2009
26. Chilliwack Recreation and Culture Report, 2017
27. Cultus Lake Park Board Financial Statements, 2016
28. Cultus Lake Park Plan, 2016
29. Cultus Lake Park OCP Update, 2013
30. Experience the Fraser Implementation Plan for Local Governments, 2012
31. Experience the Fraser, Lower Fraser River Corridor Project, Concept Plan, 2012
32. Fort Langley Community Plan, 1987
33. Fraser Valley and Metro Vancouver Snapshot Report, 2012
34. Fraser Valley Regional Strategies Summary, 2015
35. Fraser Valley Trade and Exhibition Centre Tradex Five Year Strategy 2018–2022
36. FVRD First Nations Relations: Resource Guide, 2012
37. FVRD Financial Statements, 2014
38. FVRD Annual Report, 2016
39. FVRD Area A OCP, 1994
40. FVRD Area B OCP, 1998
41. FVRD Area C OCP, 1998
42. FVRD Area D OCP, 1997
43. FVRD Area F OCP, 2010
44. FVRD Area H OCP, 2015
45. FVRD Areas B&C OCP, 1979
46. FVRD Regional Growth Strategy, 2004
47. FVRD Regional Snapshot Series: Parks and Recreation Outdoor Recreation & Tourism, 2012
48. FVRD Strategic Plan, 2014–2018
49. FVRD Visioning Workshop Summary Report, 2017

50. Harrison Hot Springs Annual Report, 2015
51. Harrison Hot Springs OCP, 2007
52. Hemlock Valley OCP, 2000
53. Hemlock Valley Resort Master Plan for Expansion, 2014
54. Hope Annual Report, 2016
55. Hope Branding Initiative, 2012
56. Hope OCP, 2016
57. Hope Economic Profile 2016
58. Hope Economic Development Strategy, 2016–2021
59. Kent/Agassiz Annual Report, 2015
60. Kent/Agassiz OCP, 2013
61. Langley City Annual Report, 2016
62. Langley City Financial Plan 2017–2021
63. Langley City Community Survey, 2016
64. Langley City Downtown Business Action Plan, 2014
65. Langley City Downtown Master Plan, 2007
66. Langley City Economic Development Strategy, 2016
67. Langley City Strategic Plan at a Glance 2017–2021
68. Langley City Sustainability Framework, 2010
69. Langley City Wayfinding Strategy, 2011
70. Langley Township Economic Development Strategy, 2012
71. Langley Township Age Friendly Strategy, 2014
72. Langley Township Aldergrove OCP, 1979
73. Langley Township Brookwood/Fernridge OCP, 1987
74. Langley Township Glouster Industrial Park OCP, 1988
75. Langley Township Murrayville OCP, 1989
76. Langley Township Northwest Langley OCP, 1985
77. Langley Township Walnut Grove OCP, 1979
78. Langley Township Willoughby OCP, 1998
79. Langley Township Willowbrook OCP, 1991
80. Langley Township Rural Community Plan, 1993
81. Langley Township OCP, 2016
82. Langley Township Housing Action Plan, 2013
83. Langley Township Sustainability Charter, 2008
84. Langley Tourism 5 Year Business Plan, 2017–2021
85. Matsqui First Nation Environmental Management Plan, 2012
86. Metro Vancouver Board Strategic Plan 2015 to 2018
87. Mission Annual Report, 2016
88. Mission Community Profile, 2017
89. Mission Downtown Action Plan, 2013
90. Mission Leisure Guide, 2017
91. Mission OCP, 2008
92. Mission Parks & Rec Guide, 2016
93. Mission Stave West Master Plan, 2015
94. Pacific Fisheries Resource Conservation Council, Saving the Heart of the Fraser, 2007
95. Regaining the Edge for Adventure Tourism, A Strategy for Adventure Tourism in BC, 2016
96. Soowahlie Indian Band Financial Statements, 2017
97. Spuzzum First Nation Community Development Plan, 2012
98. Spuzzum First Nation Community Economic Business Profile, 2015
99. Sts'ailes First Nation Financial Statements, 2014
100. Sumas First Nation Financial Statements, 2017
101. Transit Future Plan Abbotsford-Mission, 2013
102. Tzeachten First Nation Financial Statements, 2015
103. UFV Abbotsford Campus Master Plan, 2014

