

METRO VANCOUVER

# DESTINATION DEVELOPMENT STRATEGY



DESTINATION  
BRITISH COLUMBIA®



## DESTINATION BC

Sepe Mommaerts  
MANAGER  
DESTINATION DEVELOPMENT

Jonathan Heerema  
SENIOR PROJECT ADVISOR,  
DESTINATION DEVELOPMENT

[destinationdevelopment@destinationbc.ca](mailto:destinationdevelopment@destinationbc.ca)

Jody Young  
MANAGER,  
VANCOUVER, COAST & MOUNTAINS  
AND INDUSTRY PROGRAMS

## INDIGENOUS TOURISM ASSOCIATION OF BC

604 921 1070  
[info@indigenoustourismbc.com](mailto:info@indigenoustourismbc.com)

## MINISTRY OF TOURISM, ARTS AND CULTURE

Amber Mattock  
DIRECTOR LEGISLATION AND  
DESTINATION BC GOVERNANCE

250 356 1489  
[amber.mattock@gov.bc.ca](mailto:amber.mattock@gov.bc.ca)



Ministry of  
Tourism, Arts  
and Culture



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FRONT COVER PHOTO: STANLEY PARK, VANCOUVER, Jordan Manley

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# EXECUTIVE SUMMARY

The Metro Vancouver Destination Development Strategy focuses on increasing the capacity for responsible tourism growth and ensuring the visitor experience is enhanced to better disperse visitors and spread the benefits of tourism to all communities.

Metro Vancouver is a distinctive destination, known around the world for its natural beauty, cultural diversity, and quality of life. It is attractive to visitors and has tremendous strengths in terms of its infrastructure and natural assets that support tourism. Other key assets that lure visitors include Stanley Park, the North Shore mountains, the Vancouver Convention Centre, YVR airport, abundance of cultural and sport facilities, rural communities, world-class attractions, and the cruise ship terminal, among others.

The tourism industry in Metro Vancouver is an integral part of the overall economy. Tourism contributes approximately \$4.8 billion to the Metro Vancouver economy annually and supports over 70,000 full time jobs, from Langley to Lions Bay,

Maple Ridge to Metrotown, and all places in between. The future of tourism in Metro Vancouver is set for continued growth. The Tourism Vancouver 2030 Draft Scenario Report projects the visitor economy in the metro area will increase from \$5.1 billion in 2017 to \$8.7 billion by 2030, a 4.2% average annual increase.

But growth must be balanced with the ability to manage the growth in a responsible and sustainable way. Investment and capacity building are required to keep pace with future visitor demand. Currently, there are significant capacity constraints that need to be addressed, such as needing more accommodations, convention and meeting spaces, staff positions, and cruise ship capacity.

Metro Vancouver is made up of multiple unique communities, neighbourhoods, and experiences that contribute to one overall experience for the visitor.

Coordinated efforts should be made to elevate the entire experience, including creating new experiences to inspire visitors to explore and stay overnight. Everyone needs to work together to better connect visitors to the experiences and amenities throughout all communities in Metro Vancouver.

Tourism provides many benefits to the residents of Metro Vancouver. As an important part of tourism, Metro Vancouver residents need to be engaged more in how tourism develops in their communities. Tourism has a bigger role to play in environmental sustainability leadership, emergency management, and supporting the unique values of our community.

As a gateway to the rest of the province, Metro Vancouver plays an important role in the success of the entire BC tourism industry. A coordinated regional approach is needed, and provincial aspirations for tourism also need to be supported.

This Metro Vancouver Destination Development Strategy sets out a bold vision that brings all communities together to work on ensuring the destination is relevant to visitors and grows responsibly over the next 10 years.

**The vision for Metro Vancouver is based on alignment to existing planning frameworks as well as the aspirations of what type of destination tourism partners would like Metro Vancouver to be in 10 years:**

METRO VANCOUVER IS A BIGGER, MORE ENRICHING GATEWAY, AND ATTRACTS A WIDER VARIETY OF VISITORS THANKS TO ITS EXPANDING GLOBAL REPUTATION AS A BEAUTIFUL, SMART METROPOLITAN AREA WITH A FUSION OF INSPIRING PEOPLE AND IDEAS. METRO VANCOUVER'S DIVERSITY OF CULTURAL URBAN EXPRESSION IS JUST AS POWERFUL OF A DRAW AS ITS STUNNING NATURAL BEAUTY.

METRO VANCOUVER OFFERS A SEAMLESS, SINGULAR DESTINATION EXPERIENCE FROM THE MOMENT VISITORS ARRIVE. THE SUCCESS OF METRO VANCOUVER IS THE RESULT OF BOLD LEADERSHIP, COORDINATED PLANNING EFFORTS, AND INNOVATIVE PARTNERSHIPS. RESIDENTS SUPPORT SUSTAINABLE DESTINATION MANAGEMENT THAT ENRICHES THE QUALITY OF LIFE AND SPREADS PROSPERITY.

Six destination development goals have been identified to support the vision for Metro Vancouver:

1. **REALIZE POTENTIAL:** Sustainable growth of tourism visitor spending
2. **MANAGED GROWTH:** Responsible visitor volume growth
3. **SPREAD THE BENEFITS:** Increase visitor dispersion outside the city of Vancouver
4. **LOCAL SUPPORT:** Increase community engagement and resident support for tourism
5. **SUSTAINABLE PRACTICES:** Demonstrate global leadership in responsible, sustainable tourism
6. **UP OUR GAME:** Increase competitiveness

These six 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:

1. Nature & Wellness
2. Major Events
3. Indigenous Experiences
4. Cultural Expression & Urban Creativity
5. Coastal Heritage and Waterways
6. Cruise

Five destination development themes have been identified to focus strategic efforts against strengthening Metro Vancouver as a destination. 24 objectives and subsequent actions support these themes:

**THEME 1:** Overcoming Capacity Constraints

**THEME 2:** Elevating the Visitor Experience

**THEME 3:** Engaging the Metro Vancouver Community

**THEME 4:** Partnerships and Regional Collaboration

**THEME 5:** Business Responsibility, Sustainability, and Resilience

## ACRONYMS

<b>AEST</b>	Ministry of Advanced Education, Skills & Training	<b>MRDT</b>	Municipal Regional District Tax
<b>AGRI</b>	Ministry of Agriculture	<b>MVRD</b>	Metro Vancouver Regional District
<b>BIA</b>	Business Improvement Association	<b>RDMO</b>	Regional Destination Marketing Organization
<b>DBC</b>	Destination British Columbia	<b>RMI</b>	Resort Municipality Initiative
<b>DMO</b>	Destination Marketing Organization	<b>TAC</b>	Ministry of Tourism, Arts and Culture
<b>EDUC</b>	Ministry of Education	<b>TIABC</b>	Tourism Industry Association of British Columbia
<b>ENV</b>	Ministry of Environment & Climate Change Strategy	<b>TRAN</b>	Ministry of Transportation and Infrastructure
<b>FIN</b>	Ministry of Finance	<b>UNDRIP</b>	United Nations Declaration on the Rights of Indigenous Peoples
<b>FLNR</b>	Ministry of Forests, Lands, Natural Resource Operations and Rural Development	<b>VCM</b>	Vancouver, Coast & Mountains tourism region
<b>FVRD</b>	Fraser Valley Regional District	<b>YVR</b>	Vancouver International Airport
<b>IRR</b>	Ministry of Indigenous Relations and Reconciliation	<b>YXX</b>	Abbotsford International Airport
<b>ITAC</b>	Indigenous Tourism Association of Canada		
<b>ITBC</b>	Indigenous Tourism British Columbia		

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# FOREWORD AND ACKNOWLEDGEMENTS

**FOREWORD** This Metro Vancouver Destination Development Strategy is the result of an 18 month, iterative process of gathering, synthesizing, and validating information with tourism partners about the current status and future direction of tourism in Metro Vancouver. As one of 20 destination development strategies that were produced between 2016 and 2019, the Metro Vancouver strategy will support the development of British Columbia as a world-class tourism destination.



# ACKNOWLEDGEMENTS

Destination British Columbia and the project facilitation team thank the over 120 participants who contributed throughout the process by attending the community meetings, interviews and follow-up conversations, and forwarding relevant documents that provided the background information for the Situation Analysis.

We thank the Indigenous communities and entrepreneurs on whose traditional territories we travelled and gathered for our community meetings including Hwlitsum First Nation, Katzie First Nation, Kwantlen First Nation (part of Sto:lo Nation), Kwikwetlem First Nation, Matsqui First Nation (part of Sto:lo Nation), Musqueam Indian Band, Qayqayt First Nation, Semiahmoo First Nation, Squamish Nation, Tsawwassen Treaty First Nation and Tsleil-Waututh Nation.

Thank you to Tourism Vancouver in their efforts preceding and during this process to develop and action the Tourism Vancouver 2030 Draft Scenario Report that provided significant input and direction of this plan.

Thank you to our tourism partners who participated in the process by attending planning workshops, conducting interviews, participating in the Steering Committee and Sub-Committee meetings, and hosting site visits. 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 Steering Committee:

Anita Huberman,  
Surrey Board of Trade

Carl Jones,  
YVR

Eric Kalnins,  
City of Coquitlam

Alison McKay,  
Destination BC

Gwendal Castellan,  
Tourism Vancouver

Ted Lee,  
Tourism Vancouver

Ken Cretney,  
PAVCO

Nancy Small,  
Tourism Richmond

Paula Amos,  
Indigenous Tourism BC

Patricia Lucy,  
Translink

Wendy Koh,  
FLNRO

## Special thanks are offered to the facilitator of the Metro Vancouver destination development process:

Susan Rybar  
VARDO CREATIVE INC.  
[susan@vardocreative.com](mailto:susan@vardocreative.com)



PORT MOODY  
Photo: BC Ale Trail

# INTRODUCING THE STRATEGY

The Metro Vancouver Destination Development Strategy was created to enhance the competitiveness of Metro Vancouver as a tourism destination over the next 10 years and beyond.

The plan was developed as part of a larger provincial planning effort within Destination BC's Destination Development Program and facilitates the collaboration of local, regional, and provincial agencies, First Nations, destination marketing organizations

(DMOs), tourism operators, and other community interests to guide the long-term management of tourism in Metro Vancouver. See Appendix 1 for more information on the Destination BC Destination Development Program.

FIGURE 1:  
Tourism Revenue  
Drivers



## A. WHAT IS DESTINATION DEVELOPMENT? 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 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 allowing the traveller to “review” their experience (e.g., Google, TripAdvisor), the quality of the destination and the experiences it offers is now an essential element of the marketing toolbox.

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 and growth barriers; 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 meets and exceeds guest expectations; and, capability, skills, and training our industry needs so that we all can excel at what we do. These dimensions are illustrated below (Figure 2).

FIGURE 2:  
Five Dimensions  
of Supply – the  
Visitor Experience



## B. METHODOLOGY

The Metro Vancouver Destination Development Strategy was developed based on extensive, collaborative effort during an 18 month process that culminated in the creation of a Situation Analysis report and this Destination Development Strategy.

A volunteer Steering Committee contributed their expertise to reviewing and discussing the key findings from the Situation

Analysis report and helped develop the goals and supporting objectives and strategies contained in this plan.

FIGURE 3:  
Key Project  
Timelines

ACTIVITY	DATES
Pre-project staging and document review; interviews, and initial site visits	January – October, 2018
Session #1: Lower Mainland Tourism Alliance DMO meeting	October 2018
Interviews	October – November 2018
Session #2: Regional Partners Workshop	November 2018
Draft Situation Analysis report	November 2018 – January 2019
Priority setting and preliminary findings with the Steering Committee: Vancouver	March 2019
Validation with Key Regional Partners	March – April 2019
Sub-Committee Meetings: Input into Objectives	April – May 2019
Steering Committee workshop to finalize objectives based on Sub-Committee input	June 2019
Draft Destination Development Strategy	June – July 2019
Validation with Key Regional Partners	July – August 2019
Review and finalize the Destination Development Strategy	July – September 2019



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# SUCCESS NETWORK

ENGLISH BAY, VANCOUVER  
Photo: Nelson Mouellic

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 opportunity to fruition. Successful destination development implementation recognizes that “we all have a role to play”.

The recommendations contained within this Destination Development Strategy form the foundation for additional focused and aligned discussions regarding implementation locally, regionally, and provincially.

Organizations identified within each tactical success network will be 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.

A number of 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 tourism in Metro Vancouver 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 4: Key Governmental and Management Organizations

FEDERAL	INDIGENOUS	PROVINCIAL	REGIONAL	LOCAL
<ul style="list-style-type: none"> <li>• Destination Canada</li> <li>• Western Economic</li> <li>• Diversification</li> <li>• Parks Canada</li> <li>• Canadian Heritage</li> <li>• Department of Fisheries and Oceans</li> <li>• Public Safety Canada</li> <li>• Transport Canada</li> <li>• Public Works and Government Services Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Hwlitsum First Nation</li> <li>• Katzie First Nation</li> <li>• Kwantlen First Nation (part of Sto:lo Nation)</li> <li>• Kwikwetlem First Nation</li> <li>• Matsqui First Nation (part of Sto:lo Nation)</li> <li>• Musqueam Indian Band</li> <li>• Qayqayt First Nation</li> <li>• Semiahmoo First Nation</li> <li>• Squamish Nation</li> <li>• Tsawwassen Treaty First Nation</li> <li>• Tsleil-Waututh Nation</li> <li>• Indigenous Tourism BC</li> <li>• Indigineous Tourism</li> <li>• Association of Canada</li> </ul>	<ul style="list-style-type: none"> <li>• Destination BC</li> <li>• go2HR</li> <li>• BC Ferries</li> <li>• Ministries/ Agencies:               <ul style="list-style-type: none"> <li>- Tourism, Arts and Culture</li> <li>- Jobs, Trade and Technology</li> <li>- Transportation and Infrastructure</li> <li>- Forests, Lands, Natural Resource Operations and Rural Development; Rec Sites and Trails</li> <li>- Indigenous Relations and Reconciliation</li> <li>- Environment and Climate Change Strategy; BC Parks</li> <li>- Agriculture</li> <li>- Municipal Affairs &amp; Housing</li> <li>- Advanced Education, Skills and Training</li> </ul> </li> <li>• PAVCO</li> <li>• TIABC</li> </ul>	<ul style="list-style-type: none"> <li>• Metro Vancouver Regional District</li> <li>• Fraser Valley Regional District</li> <li>• Fraser Vancouver Port Authority</li> <li>• Translink</li> <li>• Post-secondary institutions</li> <li>• YVR, airports, aerodomes, floatplane terminals, heliports</li> <li>• Transportation providers</li> <li>• Vancouver Convention Centre</li> <li>• Attractions Group</li> <li>• Fraser Basin Council</li> </ul>	<ul style="list-style-type: none"> <li>• DMOs (non-government)</li> <li>• Local governments</li> <li>• Chambers of Commerce</li> <li>• Economic Development &amp; Boards of Trade</li> <li>• Business Improvement Associations</li> <li>• Hotel Associations</li> <li>• Community Associations</li> <li>• Visitor Centres</li> <li>• Harbours</li> <li>• Tourism Operators</li> <li>• Arts, Culture, Heritage Organizations</li> <li>• Nature-based organizations</li> <li>• Clubs/Volunteer Groups</li> <li>• Search and Rescue</li> <li>• Residents</li> </ul>



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# A DISTINCTIVE DESTINATION

VISTA DORA, LANGLEY  
Photo: Tourism Langley

## OVERVIEW OF METRO VANCOUVER

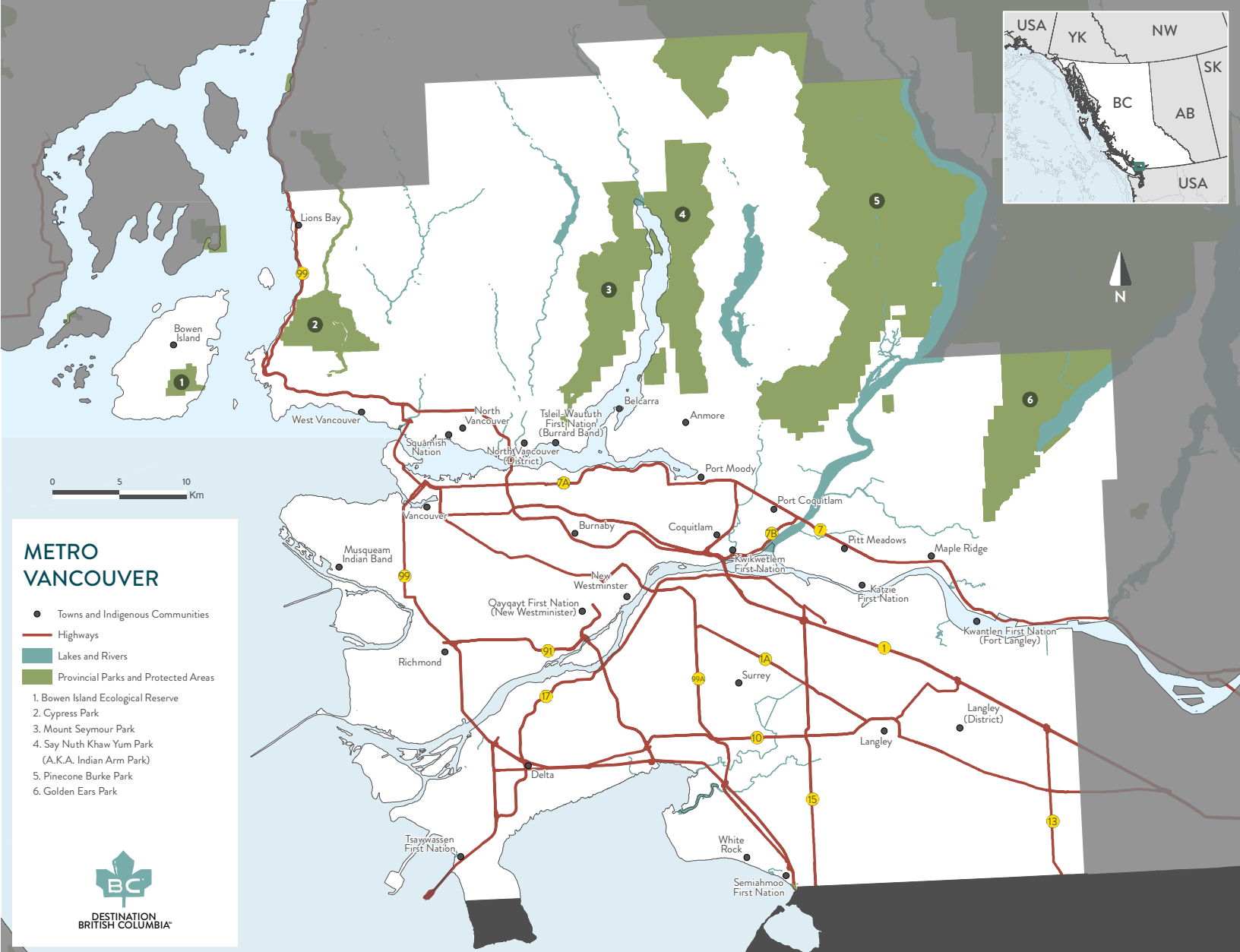
### A. PLANNING AREA OVERVIEW

The Metro Vancouver planning area is within Indigenous traditional territories, and includes Langley and Maple Ridge to the east, Vancouver to the west, Delta and Surrey (and the US border) to the south, the North Shore and Lions Bay to the north, and all parts in between, including Bowen Island. Communities in the Metro Vancouver planning area coincide with those within the Metro Vancouver Regional District, and overlap the Sea-to-Sky Corridor and Fraser Valley planning areas.

The Metro Vancouver planning area (Figure 5) has stunning landscapes that run the spectrum from prairie-like vistas to the soaring North Shore mountains, plus Vancouver, a vibrant world-class city, as well as other active and culturally diverse cities, neighbourhoods, town centres, and peaceful rural and coastal communities.

It is attractive to visitors, and has tremendous strengths in terms of its infrastructure and natural assets that support tourism, from Stanley Park and Golden Ears Provincial Park to an abundance of cultural and sport facilities throughout all communities, Indigenous experiences, heritage sites, rural communities, and world-class attractions, among others.





Tourism is a pillar in Metro Vancouver. Foundational features of Metro Vancouver's economy are the strategic gateway complexes of Port of Vancouver, Canada's largest port, the Vancouver Convention Centre, and Vancouver International Airport (YVR), consistently ranked as the leading airport in North America.



The tourism industry is a varied sector, and the focus is dependent upon both human-made infrastructure and attractions such as Gastown, the Museum of Anthropology, and Fort Langley, and the natural environment, exemplified by the mountains, beaches, and parks. This underscores the importance of both nature-based tourism and cultural tourism for the region.

Traditional major attractions for the area include iconic demand generators such as: downtown Vancouver; Stanley Park; North Shore mountains; Capilano Suspension Bridge; Bowen Island; Granville Island; beaches; provincial

parks (Cypress, Seymour, Golden Ears); Vancouver Art Gallery; Richmond Night Market; Steveston; Deep Cove; Park Royal; Metrotown; Playland/PNE; Fort Langley; sports facilities; and an abundance of additional festivals, events and experiences, such as mountain biking and hiking.

Potential motivating experiences to develop a year-round destination include nature and wellness (outdoor adventure, soft nature-based experiences, healthy lifestyles, and health & wellness), meetings and conventions, sport, culture, Indigenous cultural tourism, water-based activities, and cruise.

## B. OVERVIEW OF TOURISM PERFORMANCE

In 2017, tourism contributed approximately \$4.8 billion to the Metro Vancouver economy annually and supports over 70,000 full time jobs.

### VISITOR VOLUME

There were over six million Canadian overnight visitors to Metro Vancouver in 2018, up 1.9% from 2017. Growth in overnight visitors to Metro Vancouver has fluctuated from 1994 to 2011, but has been steadily increasing since 2012,

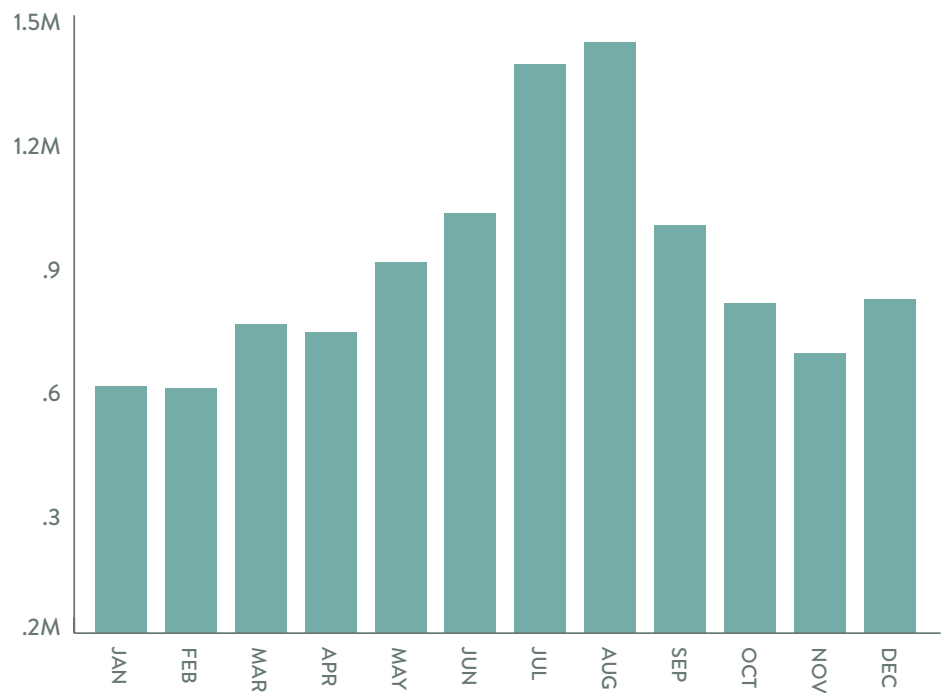
with a high of over 10.7 million overnight visitors in 2018 (up 3.7% from 2017) (Figure 5). Volume is highest over the summer months and peaks in August with close to 1.5 million overnight visitors (Figure 6).

FIGURE 5:  
Total Overnight  
Visitor Volume to  
Metro Vancouver,  
Annually,  
1994–2018



Source: Tourism Vancouver's Visitor Volume Model, MNP

FIGURE 6:  
Total Overnight  
Visitor Volume to  
Metro Vancouver,  
Monthly 2018

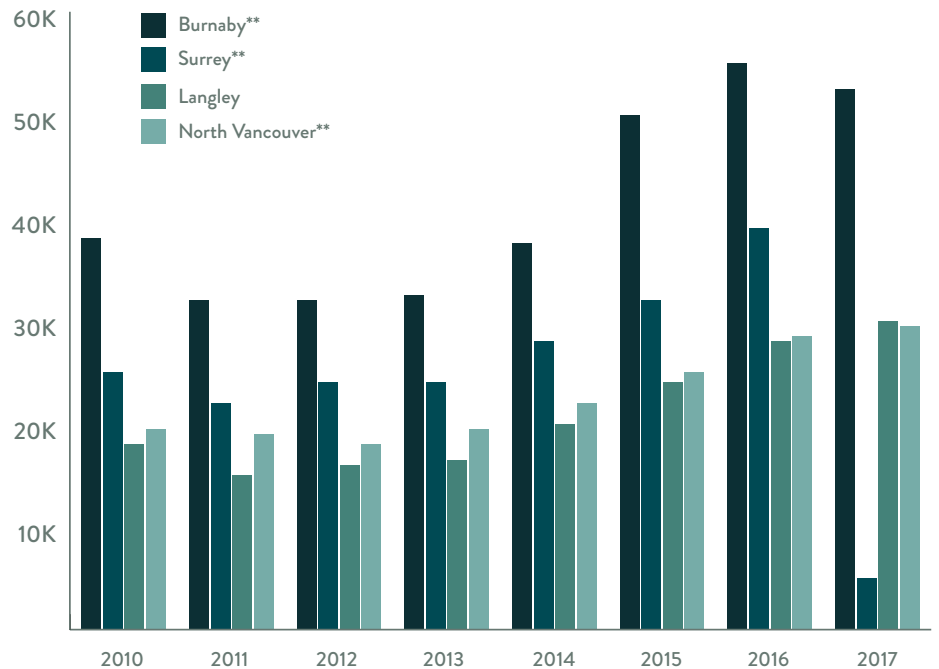


Source: Tourism Vancouver's Visitor Volume Model, MNP

## ROOM REVENUES

Room revenue declined in 2011 and 2012 (after the Vancouver 2010 Winter Olympic and Paralympic Games) for North Vancouver and in 2011 for Burnaby, Surrey, Langley, Richmond, and Vancouver, however it has been increasing steadily since 2013. These are the only communities in Metro Vancouver that collect MRDT (Figures 8 and 9).

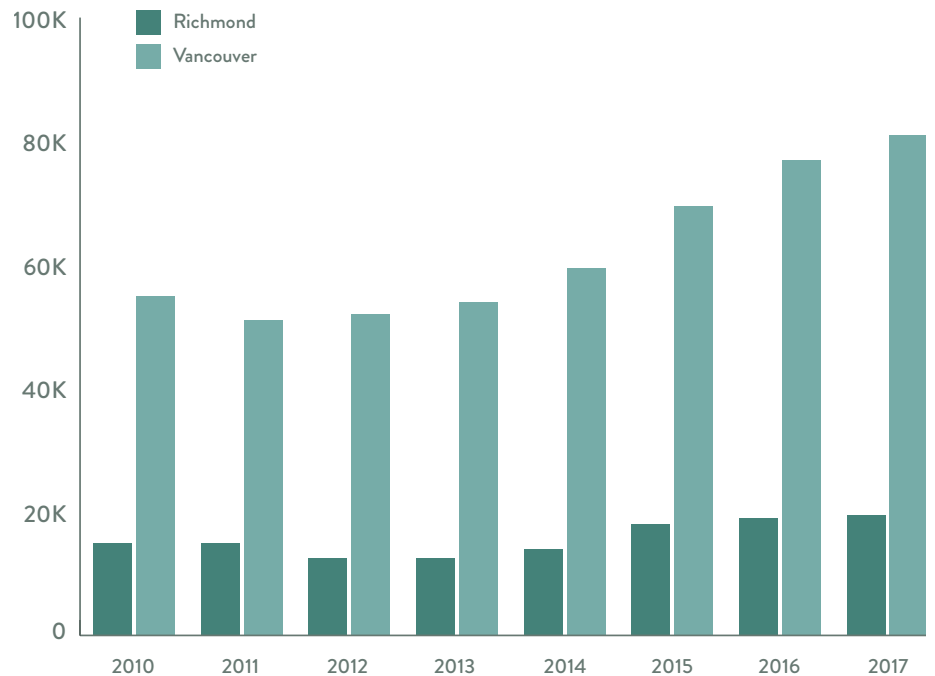
FIGURE 7:  
Room Revenue  
(in \$000),  
Burnaby, Surrey,  
Langley and  
North Vancouver,  
Annually,  
2010–2017



\*\*Burnaby, Surrey, North Vancouver 2017: 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; Feb 21, 2018

FIGURE 8:  
Room Revenue  
(in \$000),  
Richmond and  
Vancouver,  
Annually,  
2010–2017



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

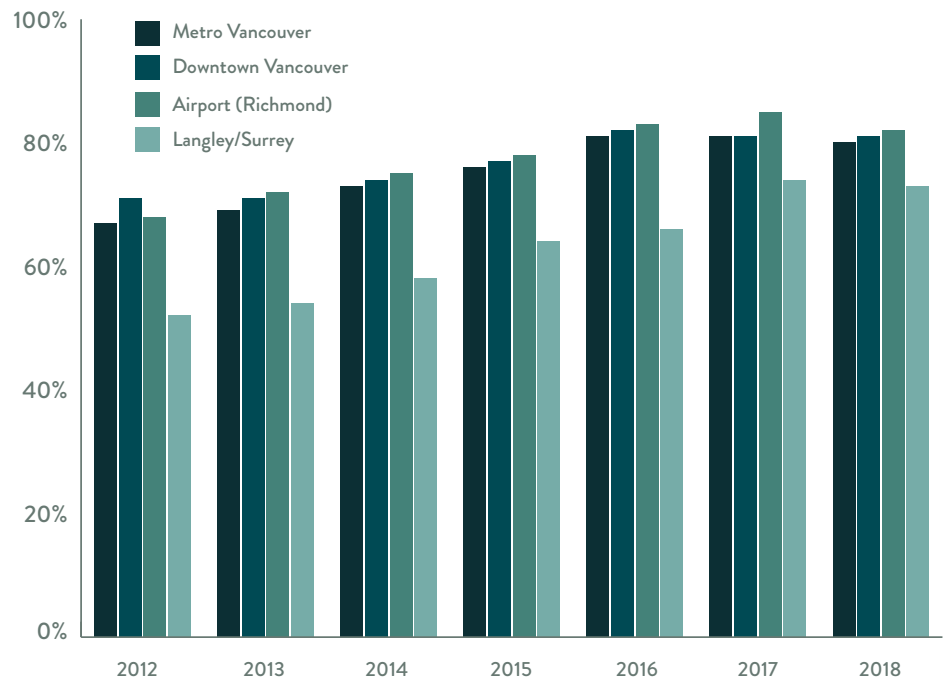
### HOTEL OCCUPANCY AND AVERAGE DAILY RATE

CBRE Hotels tracks hotel data for Metro Vancouver, downtown Vancouver, Airport (Richmond), and Langley/Surrey. Year-over-year analysis of average daily rate and occupancy trends between 2012 and 2018 show strong growth for all areas. Downtown Vancouver has the highest average daily rate, whereas Airport hotels have the highest average occupancy rates (Figure 10 and Figure 11).

Month-over-month analysis for both occupancy rates and average daily rates for 2017 shows the highest growth in rate over summer months, peaking in July and August. Downtown Vancouver has the highest average daily rate

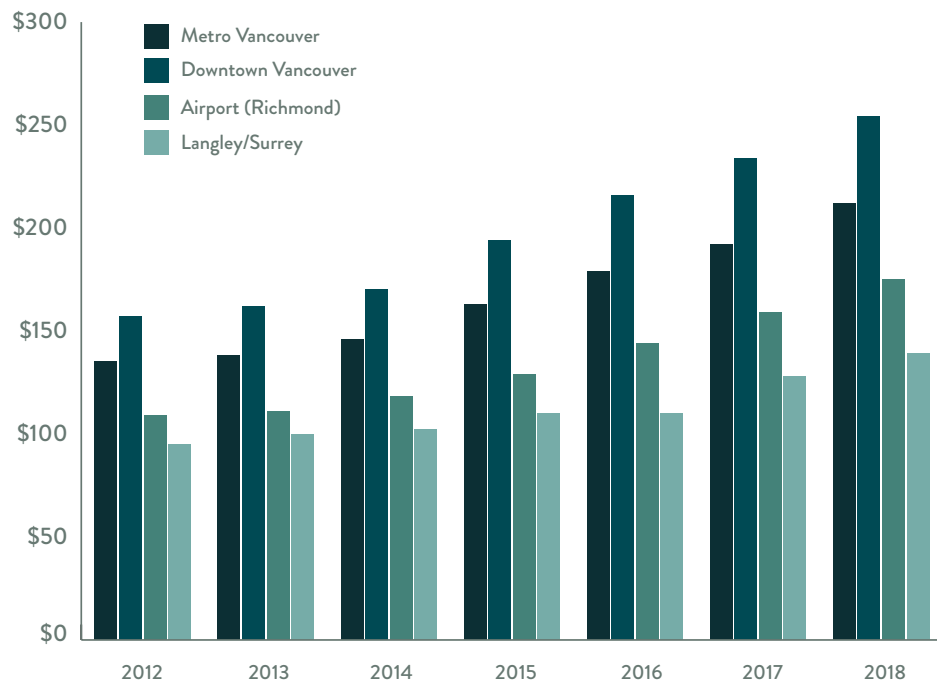
(\$296) in July and August, whereas Airport (Richmond) hotels have the highest average occupancy rates (94%) in July and August. (Figure 12 and Figure 13).

FIGURE 9:  
Occupancy Rate,  
Metro Vancouver,  
Downtown  
Vancouver, Airport  
(Richmond) and  
Langley/Surrey,  
Annually,  
2012–2018



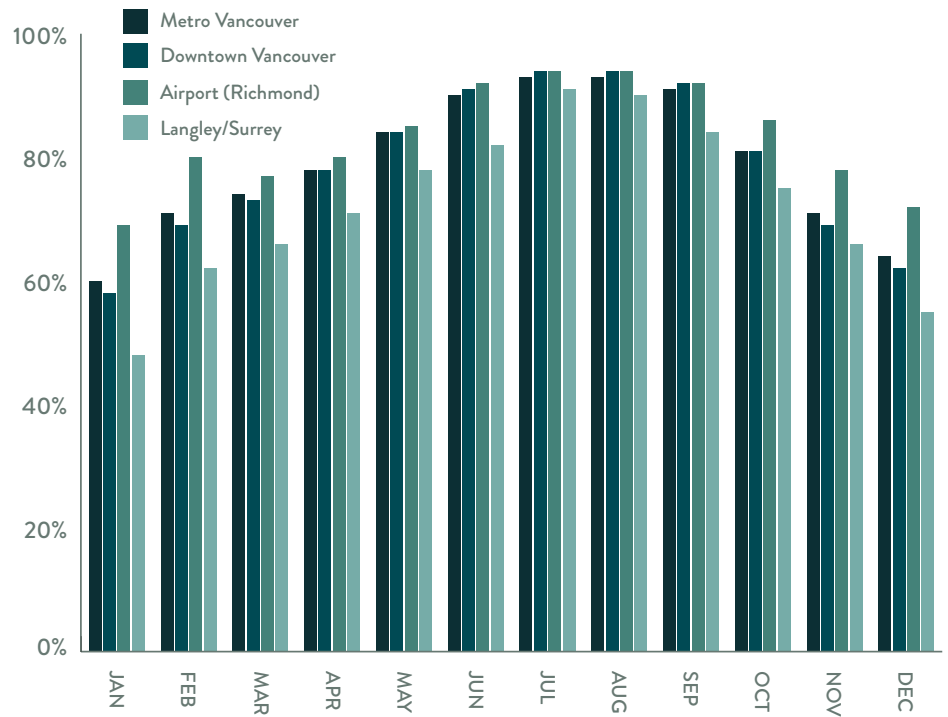
Source: CBRE Hotels, Trends in the Hotel Industry National Market Report.

FIGURE 10:  
Average Daily Rate,  
Metro Vancouver,  
Downtown  
Vancouver, Airport  
(Richmond), and  
Langley/Surrey,  
Annually,  
2012–2018



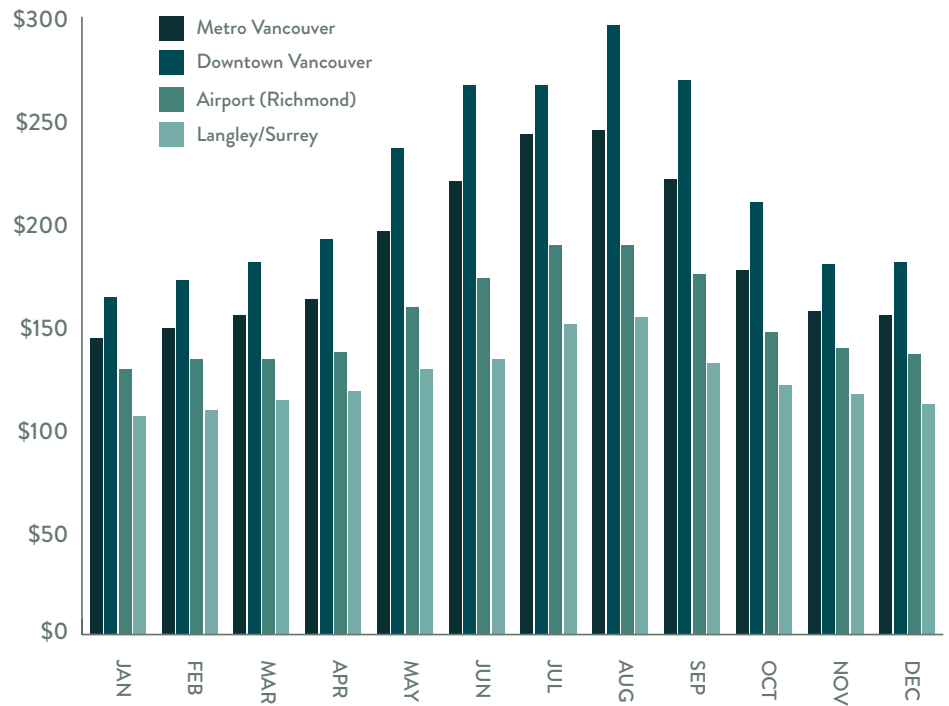
Source: CBRE Hotels, Trends in the Hotel Industry National Market Report.

FIGURE 11:  
Occupancy Rate,  
Metro Vancouver,  
Downtown Vancouver,  
Airport (Richmond), and  
Langley/Surrey,  
Monthly 2017



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

FIGURE 12:  
Average Daily Rate,  
Metro Vancouver,  
Downtown Vancouver,  
Airport (Richmond), and  
Langley/Surrey,  
Monthly 2017

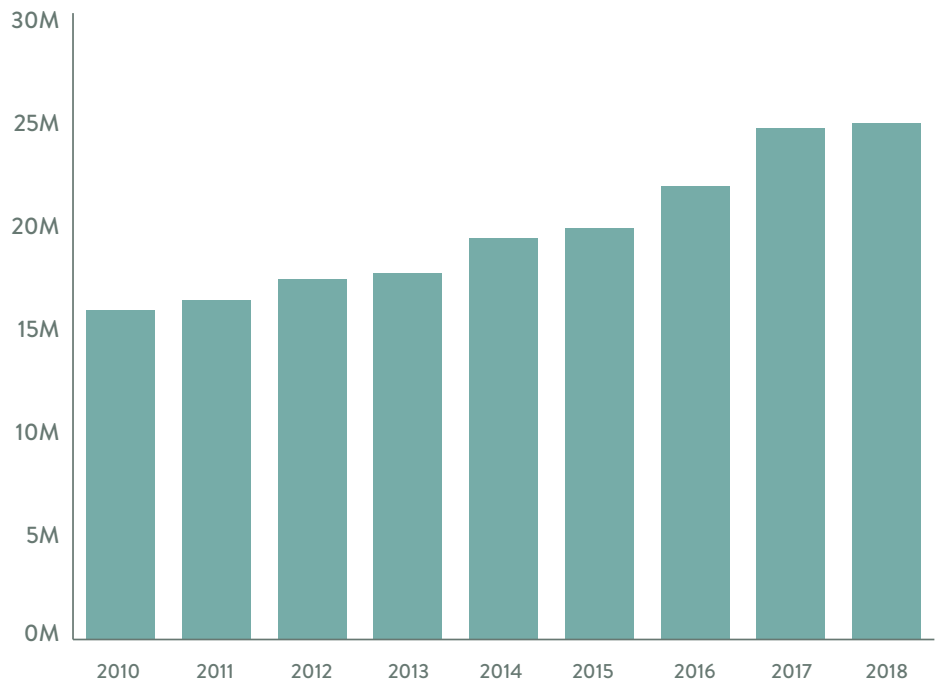


Source: CBRE Hotels, Trends in the Hotel Industry National Market Report.

## VANCOUVER INTERNATIONAL AIRPORT (YVR) VOLUME

Vancouver International Airport has seen significant growth over the last nine years, culminating in a total of 25,936,907 passengers in 2018 (Figure 14).

FIGURE 13:  
Vancouver  
International Airport  
Total Enplaned  
and Deplaned of  
Passengers —  
Annual 2010–2018



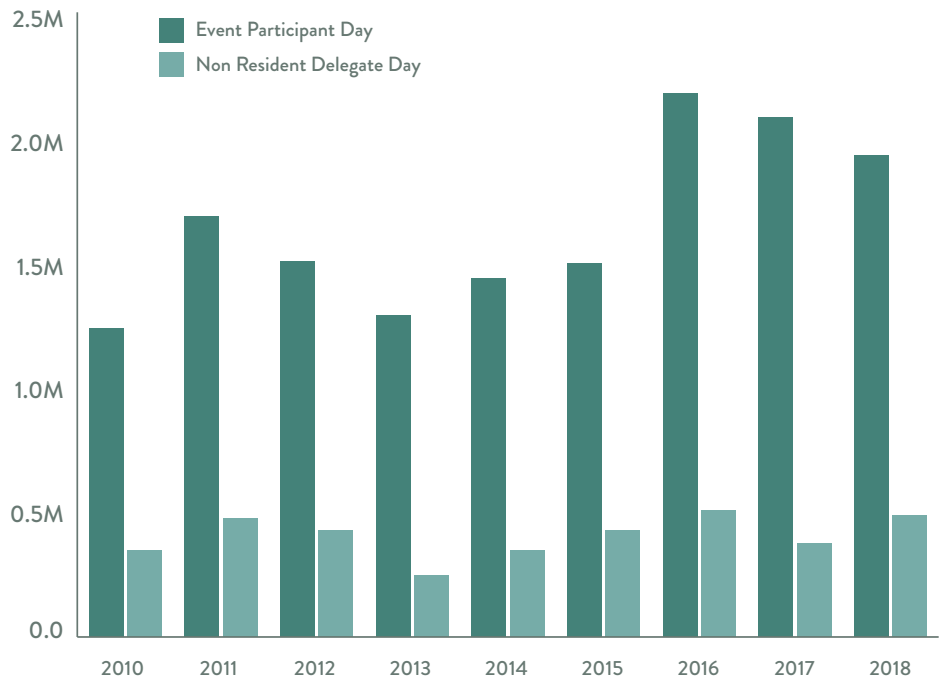
Source: Vancouver International Airport



## VANCOUVER CONVENTION CENTRE

In 2018, Vancouver welcomed 33 citywide conventions and events (with over 100,000 out-of-town delegates), the highest number the city has ever hosted in a single year. Event participant days and non-resident delegate days have fluctuated from 2010 to 2018, with a significant increase in 2016, with event participant days reaching over two million and non resident delegate days over five hundred thousand. There was a decline in 2017 and 2018 but event participant days remain close to 2 million (Figure 15).

FIGURE 14:  
Event Participant  
Days and  
Non-Resident  
Delegate Days,  
Vancouver Annually,  
2010–2018



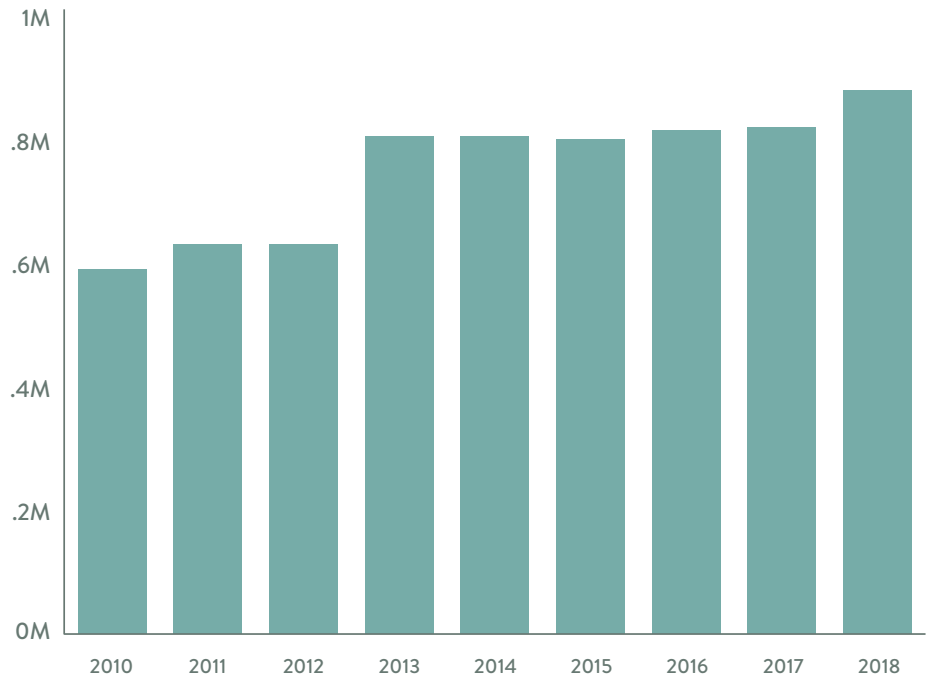
Source: Vancouver Convention Centre

FIGURE 16:  
Port of Vancouver  
Total Revenue  
Passengers —  
Annual  
2010–2018

## CRUISE PASSENGERS

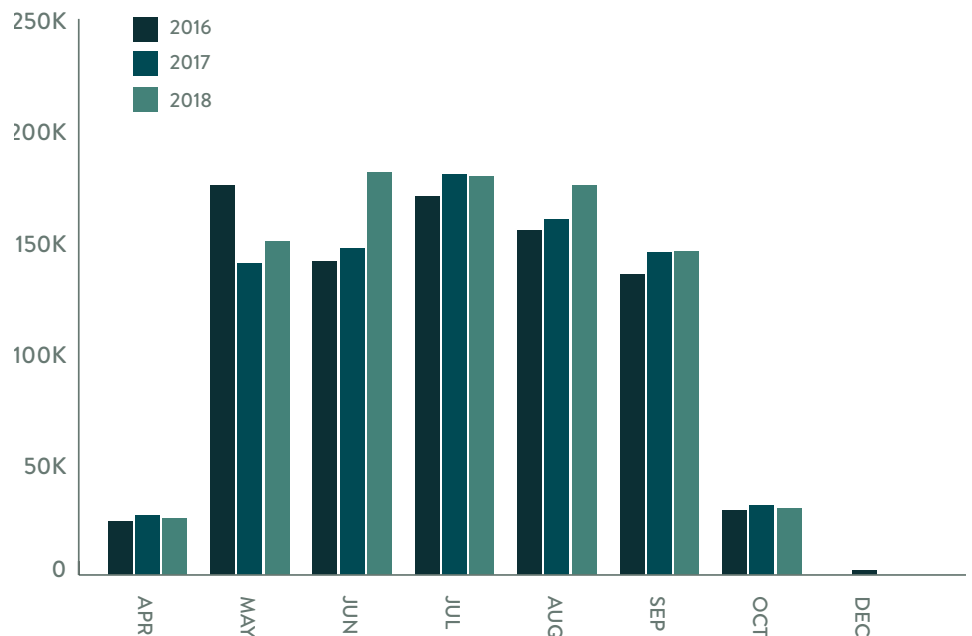
Total cruise revenue passengers through the Port of Vancouver have fluctuated from 2010 to 2015 but have increased from 2016 to 2018, with a high of 889,162 revenue passengers

(Figure 16). Historically passenger volumes usually peak in July, however in 2016 it was highest in May and in 2018 it was highest in June (Figure 17).



Source: Vancouver International Airport

FIGURE 17:  
Port of Vancouver  
Total Revenue  
Passengers —  
Monthly  
2016–2018



Source: Vancouver International Airport

## C. SUMMARY OF KEY STRENGTHS, CHALLENGES AND OPPORTUNITIES

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

In order to build on these strengths and address these challenges, a number of key opportunities have been identified that form the foundation of the Metro Vancouver

Destination Development Strategy. These key strengths, challenges, and opportunities are summarized below in no particular order.

### KEY STRENGTHS

- Global reputation
- Diverse product experiences
- Four season destination
- Abundance of nature and outdoor recreation
- Unique communities and neighbourhoods
- Cultural diversity
- Attractive MICE assets
- DMO representation
- Economic development and funding programs
- Sustainability practices
- Safe

### KEY CHALLENGES

- Lack of tourism product and operators in some areas
- Capacity constraints: accommodation, convention and meeting spaces, labour, cruise
- Lack of transportation options and congestion
- Inconsistent support for tourism by governments
- Lack of regional data for tourism management
- Inclement weather
- Growth of resident base as a priority

### KEY OPPORTUNITIES

- Regional planning efforts
- Growth at YVR and Abbotsford International Airport
- Connected visitors and technology use
- Growing demand for experiences: health, wellness, culture
- More business and affluent travellers
- Indigenous Cultural Tourism development
- Resident engagement
- Lower Canadian dollar to attract US market



5

# A DISTINCTIVE DIRECTION

SEAWALL, VANCOUVER  
Photo: Heath Moffatt

**A. VISION** The 10-year vision has been created based on alignment to existing community plans and other planning frameworks such as the Tourism Vancouver 2030 Draft Scenario Report, as well as the aspirations of what type of destination tourism partners would like Metro Vancouver to be in 10 years and beyond. The goals, strategies, and actions within this plan have been prioritized to achieve the elements identified within this vision.

Metro Vancouver is a bigger, more enriching gateway, and attracts a wider variety of visitors thanks to its expanding global reputation as a beautiful, smart metropolitan area with a fusion of inspiring people and ideas. Metro Vancouver's diversity of cultural urban expression is just as powerful of a draw as its stunning natural beauty.

Metro Vancouver offers a seamless, singular destination experience from the moment visitors arrive. The success of Metro Vancouver is the result of bold leadership, coordinated planning efforts, and innovative partnerships. Residents support sustainable destination management that enriches the quality of life and spreads prosperity.



## B. GOALS

Six destination development goals have been identified for Metro Vancouver:

**1. REALIZE POTENTIAL:** Sustainable growth of tourism visitor spending

- Increase from \$5.1 billion to \$8.7 billion by 2030, 4.2% average annual increase
- Increasing length of stay contributes to visitor spending growth target

**2. MANAGED GROWTH:** Responsible visitor volume growth

- Increase from 10.5 million to 13.4 million by 2030, 1.9% average annual increase
- Comparable relative to the rate of population growth of 1% annually
- Growth in year-round occupancy with increasing proportion for shoulder/off season growth
- Support community-specific higher growth rates, such as Surrey

**3. SPREAD THE BENEFITS:** Increase visitor dispersion outside the city of Vancouver

- Visitor data tracking: number of communities visited

**4. LOCAL SUPPORT:** Increase community engagement and resident support for tourism

- Maintaining over 90% resident support in all Metro Vancouver communities

**5. SUSTAINABLE PRACTICES:**

Demonstrate global leadership in responsible, sustainable tourism

- Tourism remains within its carrying capacity limits (e.g., on the environmental, infrastructure, etc.)
- Increase the number of tourism businesses participating in carbon reduction and sustainability programs

**6. UP OUR GAME:** Increase Competitiveness

- Reputation: Maintain “Best Destination in Canada” on TripAdvisor
- Qualities of the destination: compared to competitive set of Calgary, Toronto, Montreal, Seattle, Portland, Denver, San Francisco, Los Angeles, Calgary, Toronto, New York.

In addition, the Destination BC Destination Development Program provides two common provincial goals that all 20 planning areas around BC will support:

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

<sup>1</sup>This goal supports Tourism Vancouver 2030 Draft Scenario report Composite Scenario goals

<sup>2</sup>This goal supports Tourism Vancouver 2030 Draft Scenario report Composite Scenario goals

<sup>3</sup>Metro Vancouver Growth Projections – A Backgrounder



## C. GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

As the journey of destination development continues in Metro Vancouver, choices will have to be made and priorities set. The following guiding principles were developed by participants to be used as touchstones for this decision-making. Destination development in Metro Vancouver will be guided by:

- Tourism partners will work together on forward thinking initiatives that spread the benefits of tourism throughout the Metro Vancouver planning area, ensuring prosperity is shared by all, and strengthen long-term competitiveness of the entire planning area.
- Tourism in Metro Vancouver will help pursue global ideals of sustainability, respect, sharing, and responsibility. Tourism will reinforce the Metro Vancouver values of tolerance, openness, and diversity.
- Tourism will operate in harmony with our natural ecosystems and growth must recognize ecological limits and not be detrimental to the natural environment.
- Tourism will be part of a larger effort to support and engage Indigenous Peoples, communities and their cultural history. The Indigenous voice and presence will be woven throughout the entire visitor experience. Tourism will support the United National Declaration on the Rights of Indigenous Peoples, the Truth and Reconciliation Calls to Action, and Indigenous title, rights and land use priorities.
- Growth must elevate Metro Vancouver as a preferred destination and as a place to live, ensuring residents support the tourism industry while possible disruptions to communities that come from excess crowding are avoided.
- The destination will be developed to remain relevant, competitive, and meet the needs of a diverse and inclusive visitor market. These activities will focus on improving the lifetime value of a visitor and improving industry resiliency over long-term business cycles.



## D. MOTIVATING EXPERIENCES

What do we focus our attention on for the next 10 years that will set Metro Vancouver apart as a competitive and responsible, resilient destination?

We have identified the motivating experiences that we will focus our attention on, that will set the destination apart as a competitive and sustainable destination and will entice the visitors we want to visit. Differentiating a destination, and making it truly unique from other destinations, helps to improve its competitiveness.

Three main visitor markets that have been identified for Metro Vancouver: leisure, business, and sports.

### The leisure market includes:

- Geographically: Australia, Brazil, Canada, China, France, Germany, Hong Kong, India, Japan, Mexico, New Zealand, South Korea, Taiwan, UK, and the USA
- Visitor Demographics: Baby Boomers, Millennials, Cruisers, Families, LGBTQ2+. Visitor market is shifting towards being more affluent and looking for cultural experiences
- Touring visitors who pass through Metro Vancouver as a hub/jumping off point to their vacation elsewhere in BC, or as part of a larger multi-destination trip to BC
- Tour operators

### Business travel includes:

- Meetings, Conventions, and Incentive Travel

### Sport hosting includes:

- Major sporting events with significant appeal to out of province visitors and international media
- Professional spectator sports, mass participation sports, and esports

The ideal visitor is respectful and adds to the culture and appeal of Metro Vancouver.

Six 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 six motivating experiences to motivate travel to Metro Vancouver as a destination. The six motivating product experiences are:

1. Nature & Wellness
2. Major Events
3. Indigenous Experiences
4. Cultural Expression & Urban Creativity
5. Coastal Heritage and Waterways
6. Cruise

## NATURE & WELLNESS

Nature & Wellness is a strength of the Metro Vancouver planning area and includes outdoor adventure, soft nature-based experiences, healthy lifestyles, and health & wellness.

Visitors cite the natural environment, diversity of outdoor activities, and spectacular scenery as primary motivators for choosing to vacation in British Columbia, and there is an abundance of outdoor adventure and recreation activities for all seasons. In 2013, approximately 43% of visitors to British Columbia participated in an outdoor adventure activity while on their trip to British Columbia. Among Overseas visitors, 10% participated in outdoor adventures while in British Columbia.

In recent years, there has been greater demand for experiences from visitors that involve cultural and natural discovery

through physically active and exhilarating activities. Also, new nature-based experiences are being developed, such as new campsites at Golden Ears Provincial Park in Maple Ridge, management planning for Pinecone-Burke Provincial Park in Coquitlam, and On Water: Vancouver's Non-motorized Watercraft Strategy.

Nature & Wellness is very much aligned with sustainability and also has strong ties to Indigenous cultural experiences, which often connect people to nature.

This strategy focuses on continuing to build Metro Vancouver's strength and positioning as a Nature & Wellness destination.

## MAJOR EVENTS

Metro Vancouver has a strong history of successfully hosting Major Events, which includes sports, meetings and conventions: starting from Expo 86 and the 2010 Vancouver Winter Olympic & Paralympic Games, all the way to TED conference at the Vancouver Convention Centre, the 2019 Canada Cup International Softball Championship in Surrey, and the World Taekwondo Junior Championships in Burnaby.

This strategy focuses on building regional collaboration to remove capacity constraints and improve Metro Vancouver's long-term ability to successfully bid on and host sports, meetings, and conventions.



## INDIGENOUS EXPERIENCES

The Metro Vancouver planning area is within 11 First Nations traditional territories, with community visions, existing tourism developments, tourism businesses, and/or tourism aspirations that need to be supported. Yet Metro Vancouver is home to relatively few Indigenous tourism businesses.

Indigenous cultural tourism is a small, but rapidly growing segment of the British Columbia tourism industry

that tends to attract international visitors who spend more per trip than other visitors.

This strategy focuses on the development of new Indigenous cultural tourism experiences and increasing the celebration of Indigenous cultures through tourism.

## CULTURAL EXPRESSION & URBAN CREATIVITY

The cultural identity of British Columbia is unique and diverse, drawing from many different narratives. Metro Vancouver offers significant diversity in the rich cultures, from rural farm fields to modern art galleries to an abundance of festivals and events. While Metro Vancouver may be best known for being an urban city in close proximity to nature and outdoor recreation, there are opportunities to increase its global standing and competitiveness from a cultural perspective.

Cultural Expression & Urban Creativity is all about improving Metro Vancouver's product experiences for visitors with a focus on arts, culinary, music, festivals, and cultural diversity. This will help to attract new, high-yield markets (higher-yield long-haul markets are more

interested in arts, culture, and heritage) and diversify the visitor base. This will also support year-round visitation through generating a volume of experiences that are indoor and therefore less reliant on nature-based amenities and weather.

This motivating experience goes beyond what we typically view as culture, and seeks to unleash the creative expression of residents and visitors alike. It's about looking at our destination with fresh eyes, and injecting culture and creativity in the paths of visitors in unexpected ways that create new experiences to rave about.

This strategy focuses on increasing Metro Vancouver's product experiences and ability to attract markets that are motivated by cultural experience.

## COASTAL HERITAGE AND WATERWAYS

Metro Vancouver has a rich history in connecting people to the water, from Coast Salish people to the fishing industry, maritime history, and the tourism sector's own history that began in part with day trips to the North Shore and Bowen Island for visitors from Metro Vancouver. (As many as 5,000 visitors would travel by boat to Bowen Island on summer days in the 1920s.)

Now, Metro Vancouver's waterways are just as enticing, and planning participants identified an opportunity to elevate the

coastal heritage storytelling and increase the experiences that visitors can enjoy on the waterways. It will give visitors another reason to come, and another way to explore Metro Vancouver (Sydney, Australia was referenced many times, as an example).

This strategy focuses on increasing the importance of water within the tourism sector through new product experience development, alternative transportation, and heritage-based experiences.

## CRUISE

The Canada Place cruise terminal at the Port of Vancouver serves as homeport for the Vancouver-Alaska cruise itinerary. The 2016 Port of Vancouver Economic Impact Study states the Vancouver cruise industry generated 5,200 direct FTEs of employment earning \$300 million in wages, generating \$390 million in GDP, and \$810 million in direct economic output. Vancouver is the largest cruise port in Canada with more than 826,000 cruise passengers that accounted for 37% of the passenger arrivals in Canada during 2016.

Canada Place has been named as the most passenger-friendly cruise terminal in North America, yet closure of Ballantyne Pier and height limitations of the Lions Gate Bridge are hindering growth of the cruise sector. Canada

Place is operating at maximum capacity during the busy cruise season and the Port Authority is exploring how best to accommodate future capacity needs.

Cruise is still considered to be an important pillar of the Metro Vancouver tourism sector, but the future of the sector is unknown, and Vancouver has become less competitive to other ports such as Seattle.

This strategy focuses on improving the current cruise visitor experience. Cruise as a motivating experience will be further incorporated once a decision has been made on the future of cruise infrastructure in Metro Vancouver.



## E. DEVELOPMENT THEMES

Five destination development themes have been identified to focus strategic efforts against strengthening Metro Vancouver as a destination. Each theme has objectives and actions identified to support it.

The five themes are:

### 1. OVERCOMING CAPACITY CONSTRAINTS

Metro Vancouver has tremendous opportunity for responsible tourism growth, which provides economic, social, cultural, and environmental benefits to the entire region. As a global destination, tourism is forecasted to grow in Metro Vancouver at an annual rate of approximately 2% in volume and over 4% in revenues.

As a gateway to the rest of the province, Metro Vancouver also plays a critical role in the success of the entire BC tourism industry. Two-thirds of all international visitors to BC stay at least one night in Metro Vancouver, and 30% of those visitors go on to visit

other parts of the province. For overseas travellers, Metro Vancouver is even more important, with 85% of all visitors spending at least one night in the city, and 46% of those visitors going on to visit elsewhere in the province.<sup>4</sup>

There are significant foundational pillars that underpin the visitor economy — YVR, cruise ships, and the Vancouver Convention Centre. All three require investment and capacity building to meet future visitor demand. In addition, more accommodation capacity is needed throughout all communities. The North Shore/Squamish area and Richmond have the two highest average hotel occupancy rates in all of Canada. Over 1,700 rooms have been lost in Metro Vancouver since 2011. Yet, Tourism Vancouver estimates the destination will need thousands more hotel rooms to meet demand in the next decade. Labour shortages also need to be addressed with strategies to increase the qualified labour pool.

The rapid growth of the resident base and tourist visitation has placed strains on some tourism assets and infrastructure in specific areas within BC and Metro Vancouver. This has resulted in the need to better understand and manage tourism capacity and disperse visitors throughout the planning area, balancing tourism quantity with quality, and ensuring experiences are proactively designed for the right level of visitor use. Pressures are acutely felt on the recreational land-based use (backcountry in particular) as well as within some residential neighbourhoods, downtown hot spots, and transportation hubs.

## 2. ELEVATING THE VISITOR EXPERIENCE

Tourism partners identified the need to elevate the entire Metro Vancouver planning area as one cohesive destination. This is comparable to travellers who say they have been to “New York” and their vacation included Manhattan and Harlem, but also Long Island and the Jersey Shore. Coordinated efforts should be made to elevate the entire visitor experience throughout Metro Vancouver.

The Tourism Vancouver 2030 Draft Scenario report highlights that with an increase in business travel and limited downtown hotel development, the potential is there to shift incremental visitor traffic (leisure, meetings and conventions) to the other communities in Metro Vancouver. Day trips to points outside the city of Vancouver account for a significant volume of visitors, and a regional approach will support more

day trips as well as move day trips to overnight visitation. To leverage this opportunity, there is a need to create new product experiences that entice visitors to explore and improve transportation and mobility.

A REGIONAL APPROACH CAN PROVIDE A BETTER OVERALL VISITOR EXPERIENCE AND BETTER MANAGE THE VISITOR DISPERSION THROUGHOUT METRO VANCOUVER AND BEYOND.

## 3. ENGAGING THE METRO VANCOUVER COMMUNITY

It is important to ensure residents are engaged in tourism and are part of enhancing the quality of life made possible by tourism, such as jobs and improved cultural and recreational facilities. Residents also play an important role as ambassadors for visitors, community hosts, and offering recommendations and referrals. Maintaining social license for tourism from residents is critical to responsible tourism management.

Responsible tourism management also includes supporting programs directed at better understanding and improving the social-economic issues within the communities that tourism resides, including fair compensation for staff.

## 4. PARTNERSHIPS AND REGIONAL COLLABORATION

Metro Vancouver is made up of multiple unique communities, neighbourhoods, and experiences that contribute to one overall experience for the visitor. Everyone needs to work together to better connect visitors to the experiences and amenities throughout all communities in Metro Vancouver.

Working collaboratively with all tourism partners and stakeholders is the underlying framework for this Destination Development Strategy. To do that well, a unified structure and approach is needed to manage the Metro Vancouver. This will need to be supported with research and data to make informed decisions regionally. This unified structure will also need to consider the varying level of tourism management resources (staff and budgets) between communities and DMOs that can make it a challenge to look at planning and executing planning area-wide initiatives.

<sup>4</sup>Source: Destination BC



It also means that new working relationships will be needed, where people who don't think they are in tourism will now see their role. Metro Vancouver's tourism DMOs and organizations will need to build new regional destination development competencies that weren't needed in the past, such as urban planning, government relations, and transportation mapping.

## 5. BUSINESS RESPONSIBILITY, SUSTAINABILITY, AND RESILIENCE

Participants in the Metro Vancouver destination development planning process continually elevated the need to ensure sustainability principles are at the foundation of the Destination Development Strategy. Metro Vancouver's global brand appeal is associated with environmental sustainability, and the tourism industry should support and lead sustainability efforts that support that positioning and responsibility.

Participants also recognized the changing dynamics of tourism where the impacts of climate change and natural disasters such as wildfires and earthquakes, have become more prevalent. It is important that emergency management frameworks be put in place to ensure visitor safety, brand reputation management, and that the businesses and communities are prepared for business continuity.

Business responsibility also includes improved accessibility and inclusivity to improve the visitor experience, and support the wider community efforts to be an inclusive place to work, live, and play.

6

# STRATEGY AT A GLANCE

## METRO VANCOUVER

<p>VISION</p>	<p>Metro Vancouver is a bigger, more enriching gateway, and attracts a wider variety of visitors thanks to its expanding global reputation as a beautiful, smart metropolitan area with a fusion of inspiring people and ideas. Metro Vancouver’s diversity of cultural urban expression is just as powerful of a draw as its stunning natural beauty.</p> <p>Metro Vancouver offers a seamless, singular destination experience from the moment visitors arrive. The success of Metro Vancouver is the result of bold leadership, coordinated planning efforts, and innovative partnerships. Residents support sustainable destination management that enriches the quality of life and spreads prosperity.</p>					
<p>GOALS</p>	<p>1. REALIZE POTENTIAL: Sustainable growth of tourism visitor spending</p>	<p>2. MANAGED GROWTH: Responsible visitor volume growth</p>	<p>3. SPREAD THE BENEFITS: Increase visitor dispersion outside the city of Vancouver</p>	<p>4. LOCAL SUPPORT: Increase community engagement and resident support for tourism</p>	<p>5. SUSTAINABLE PRACTICES: Demonstrate global leadership in responsible, sustainable tourism</p>	<p>6. UP OUR GAME: Increase competitiveness</p>
<p>MOTIVATING EXPERIENCES</p>	<p>1. Nature &amp; Wellness</p>	<p>2. Major Events</p>	<p>3. Indigenous Experiences</p>	<p>4. Cultural Expression &amp; Urban Creativity</p>	<p>5. Coastal Heritage and Waterways</p>	<p>6. Cruise</p>
<p>DEVELOPMENT THEMES</p>	<p><b>THEME 1:</b> Overcoming Capacity Constraints</p>	<p><b>THEME 2:</b> Elevating the Visitor Experience</p>	<p><b>THEME 3:</b> Engaging the Metro Vancouver Community</p>	<p><b>THEME 4:</b> Partnerships and Regional Collaboration</p>	<p><b>THEME 5:</b> Business Responsibility, Sustainability, and Resilience</p>	



MUSEUM OF ANTHROPOLOGY, VANCOUVER  
Photo: Kevin Arnold

The Metro Vancouver Destination Development Steering Committee utilized a framework to determine the prioritization of each objective and the relative timing for implementation:

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

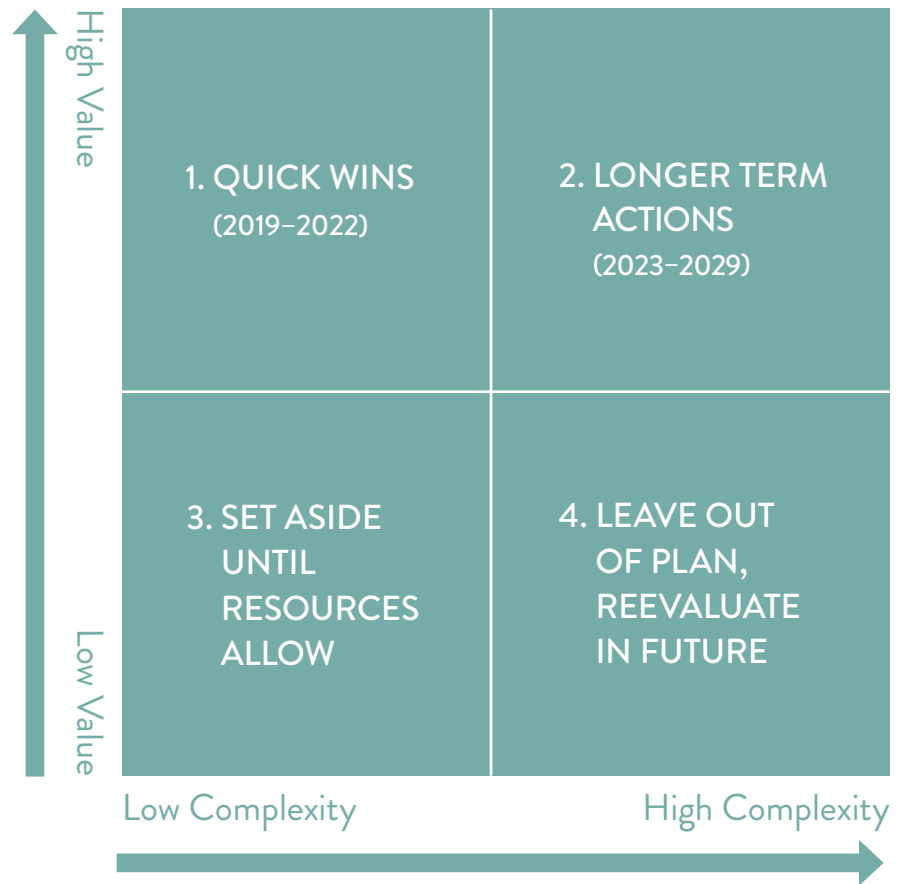
**2. LONGER TERM ACTIONS** high value, high complexity that require 4 to 10 years to achieve the result (2023–2029) albeit activities can begin immediately to achieve the outcome.

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

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

The Steering Committee also identified top priority “catalyst projects”, which are actions for immediately moving the Metro Vancouver Destination Development Strategy into implementation. These have been noted in the section below and summarized in section 8a.

FIGURE 17:  
Priority Setting  
Framework



## A. OBJECTIVES & ACTIONS

In total 24 objectives have been identified for Metro Vancouver as a tourism destination for the next 10 years. The following section outlines the objectives by each development theme, the priority and relevant 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 the priorities. As such, objectives or actions may require a more detailed implementation plan.

A full list of all 24 objectives sorted by priority is included in Appendix 2.



# THEME 1: OVERCOMING CAPACITY CONSTRAINTS

## Indicators of Success:

1. More hotel inventory and diversity.
2. Action taken now to address cruise ship capacity, with solution(s) in place in ten years.
3. Collaboration between DMOs, cities/jurisdictions, and hotels.
4. Improved intergovernmental planning and consistency in policies impacting accommodations.
5. More favourable and incentivized zoning/planning for hotel accommodations.
6. Increased meeting, convention, and event space and diversity.
7. Regional collaboration on labour development initiatives.

THEME 1: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>1. Increase investment attraction in accommodation development for the leisure and business markets.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a Metro Vancouver planning area-wide impact analysis of accommodation gaps, and create a business case for accommodation development, identifying where it makes sense to invest in new developments or expansions. (Catalyst Project through Steering Committee)                             <ul style="list-style-type: none"> <li>- Identify opportunities for new hotel development attached to existing infrastructure (e.g., convention centres, transportation hubs).</li> <li>- Identify opportunities to develop 3/3.5-star accommodations for family and sports market, including office space conversions, indoor camping, and hyper-temporary hotels.</li> <li>- Identify opportunities to develop new destination accommodations that shift more day trips to overnight stays (e.g., Bowen Island, White Rock, North Shore, Steveston).</li> <li>- Work with MVRD and FVRD to identify accommodation opportunities in connection with Experience the Fraser. (Links to Fraser Valley Destination Development Strategy)</li> <li>- Elevate collaboration and engagement to identify total impact with other industries and economic sectors, beyond tourism.</li> <li>- Explore CanExport Community Initiatives for funding for communities to look at markets for foreign investment.</li> </ul> </li> <li>• Immediately work with municipal, regional district, and First Nations planners to integrate accommodations into time-sensitive planning projects (e.g., Broadway corridor transportation planning, Jericho Lands, etc.). (Catalyst Project)</li> <li>• Educate local government Councils and municipal planners on the benefits of accommodations and the power they have to impact accommodation availability.                             <ul style="list-style-type: none"> <li>- Identify how municipalities can do more with density bonusing and incentives to retain hotels, while complementing larger priorities for strata residential housing.</li> </ul> </li> <li>• Advocate for the development of zoning, regulations, taxes, and incentives for future hotel development that supports the development of compact urban areas near transit.                             <ul style="list-style-type: none"> <li>- Identify opportunities for variable policies that may ease accommodation capacity pressure during peak season (e.g., peak season policies differ from non-peak).</li> <li>- Encourage accommodation development at the Waterfront Station hub development.</li> <li>- Explore opportunities to incentivize the development of Indigenous owned or partnered accommodations.</li> </ul> </li> <li>• Influence leaders to make accommodation development a priority and approve a “no net loss of hotel space” (including MLAs, MPs, Mayors, Chiefs, Councils, real estate developers, etc.).                             <ul style="list-style-type: none"> <li>- Demonstrate that hotels/accommodations are part of developing complete communities, such as supporting hospitals and providing community gathering spaces.</li> <li>- Explore development of a tourism planning conference, and bring tourism to real estate, transportation, and land use planning conferences (e.g., Rail~Volution, MIPIIM real estate convention).</li> </ul> </li> <li>• Create an accommodation attraction and investment strategy through a consolidated effort from all Metro Vancouver players, Ministry of JTT, and Ministry of TAC to attract large investors.</li> <li>• Work with all Metro Vancouver municipalities to synchronize short-term rental policies.</li> </ul> <p><b>SUCCESS NETWORK</b> DMOs, municipalities, First Nations, MST Development Corporation, Canada Land Company (CLC), Vancouver Economic Commission, hotel associations, tourism businesses, BIAs, Chambers of Commerce, TAC, JTT, other industries that rely on business accommodations</p>	1. QUICK WINS
	CATALYST
	PROVINCIAL SCOPE

THEME 1: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>2. Develop a plan to address cruise ship capacity constraints at Canada Place Cruise Ship Terminal.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with Port of Vancouver to define the issues and opportunities associated with increasing long-term capacity for cruise ships, and support a plan that provides certainty for the tourism industry and investors. <ul style="list-style-type: none"> <li>- Considerations include easy access to transportation infrastructure, dispersion of cruise passengers throughout Metro Vancouver, and the need for accommodations to support growth.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> Port of Vancouver, Government of Canada, Destination Canada, TIABC, DBC, DMOs, City of Vancouver, City of Richmond, MVRD, TRAN, TransLink, Pacific Rim Cruise Association, economic development agencies, hotel associations, Business Improvement Associations, Chamber of Commerce, other tourism organizations</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p><b>3. Expand convention centres and meeting spaces to better meet future needs of the business community and ensure Metro Vancouver benefits from spin-off impacts.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Quantify the value of lost opportunities due to lack of meeting space in Metro Vancouver. (Catalyst Project)</li> <li>• Explore reconfiguration of the Vancouver Convention Centre to accommodate changing client preferences and future meeting and convention space needs.</li> <li>• Evaluate the need to build a business case to expand the Vancouver Convention Centre. <ul style="list-style-type: none"> <li>- Explore ideal locations, including lands east of Canada Place as well as potential Vancouver Convention Centre North, located on the North Shore and connected via SeaBus/Skytrain.</li> </ul> </li> <li>• Identify Metro Vancouver planning area-wide (non-downtown Vancouver locations) opportunities to create unique culturally-rich meeting venues (1,500 to 3,000 people capacity) that are within attractive, amenity-rich areas and provide a memorable experience for guests.</li> </ul> <p><b>SUCCESS NETWORK</b> PavCo, Government of Canada, Destination Canada, TIABC, DBC, DMOs, municipalities, MVRD, TRAN, TransLink, economic development agencies, hotel associations, First Nations, Business Improvement Associations, Chamber of Commerce, other tourism organizations, Canadian Association of Event Managers (CAEM), UBCM, educational institutions, Professional Conference Organizers (PCOs), Destination Management Companies (DMCs), Meeting Professionals International (MPI), Professional Convention Management Association (PCMA)</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p><b>4. Improve air access to Metro Vancouver.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support implementation of YVR's Master Plan 2037 and Abbotsford International Airport's (YXX) Master Plan, ensuring both airports grow all of Metro Vancouver's benefits through the implementation of supporting infrastructure.</li> <li>• Develop a dedicated government leadership position to work with YVR and YXX to develop B.C.'s air transit opportunities. <ul style="list-style-type: none"> <li>- Assess and develop new business travel driven city pairs for Vancouver (departure and arrival on a flight itinerary).</li> </ul> </li> <li>• Identify and support new transportation connectivity that seamlessly delivers YVR and YXX passengers to accommodations throughout Metro Vancouver. (Links to Objective 14 Visitor Dispersion, Transportation &amp; Connectivity).</li> <li>• Continue to add Canada Line capacity to and from YVR via increased frequency, in addition to the 24 new cars being delivered by 2020.</li> <li>• Explore water-based transportation connections from YVR to accommodations, activities, and other transportation hubs in Metro Vancouver. (Links to Objective 14 Visitor Dispersion, Transportation &amp; Connectivity).</li> <li>• Ensure floatplane terminals, helipads, and operators are considered in all air transportation planning.</li> <li>• Create a communications plan to divert visitors to better transportation choices that improve their experience, such as informing cruise passengers pre-trip of the Canada Line from YVR.</li> </ul> <p><b>SUCCESS NETWORK</b> YVR, YXX, Government of Canada, Destination Canada, TIABC, DBC, DMOs, City of Vancouver, City of Richmond, MVRD, TRAN, TransLink, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>

THEME 1: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>5. Increase availability of a skilled, available labour force, with emphasis on the peak season(s) to enable tourism businesses to operate at optimal levels, provide excellence in visitor experiences, and prepare for tourism growth.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>Enhance efforts within Metro Vancouver to improve the perception of tourism as a job and career choice.</li> <li>Examine how benefits of tourism are communicated in a way that resonates with residents, parents, teachers, students, political influencers, and new immigrants.</li> <li>Develop innovative, collaborative ways to improve workforce transportation so staff can get to their jobs and homes easily and safely.               <ul style="list-style-type: none"> <li>Ensure emphasis on the late night economy, such as engaging in the Vancouver nighttime economic strategy development in 2020, if approved. (Links to Objective 14 Transportation)</li> </ul> </li> <li>Leverage go2HR curriculum program tools to amplify the efforts and ensure all teachers (K-12) in all school districts have the right tools to integrate tourism into their courses.               <ul style="list-style-type: none"> <li>Create more tools and activities specific to Metro Vancouver, including experiential learning, mentorship, and work experience.</li> <li>Work with career educator groups and associations, and through the district career contacts, to launch pilot projects that inspire students to find a career in tourism.</li> </ul> </li> <li>Improve student’s accessibility to affordable training opportunities.</li> <li>Better connect students with funding for training, and more work experience partnerships between educational institutions and employers.</li> <li>Work with go2HR to develop a deeper understanding of the Metro Vancouver workforce data and intelligence to better inform program development.</li> <li>Explore elevating a living wage concept to help fill entry level jobs not being filled due to Metro Vancouver’s high cost of living.               <ul style="list-style-type: none"> <li>Work with go2HR and the Ministry of Social Development and Poverty Reduction to review BC’s wage disparity (compared to other parts of Canada) and conduct a study of other regional tourism areas that have implemented living wage initiatives to gain information and best practices to help with decision making. (Links to Sea-to-Sky Destination Development Strategy)</li> <li>Develop and showcase best practices in increased or living wage concepts to bring greater awareness to the economic and social returns.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> go2hr, TIABC, DMOs, post-secondary institutions, JTT, AEST, EDUC, Industry Training Authority, high schools, school districts, transportation providers, large sector employers, other sector associations, related-organization (e.g., Van Economic Development commission), tourism employees, youth</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE

THEME 1: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>6. Implement and enforce coordinated, proactive visitor management for experiences and “hotspots” where visitors may congregate.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a Visitor Dispersion Action Plan to better monitor and disperse visitors throughout Metro Vancouver. - Develop a comprehensive understanding of the visitors’ flow (e.g., visitor journey mapping seasonally, geographically, etc.) using constant, real-time intelligent systems and data analytics that help connect visitors and users better, and be able to see in real-time where constraints exist. <ul style="list-style-type: none"> <li>- Develop a better understanding of the impact of visitors on regional tourism infrastructure to identify issues and capacity challenges.</li> <li>- Use technology to look at capacity planning, predictive modelling, scheduling, and programming (around non-peak times).</li> <li>- Enable visitors to access the information that gives them the best mobility option.</li> </ul> </li> <li>• Develop an approach to monitor and manage acute capacity issues as they arise (e.g., choke points and hot spots). (Catalyst Project) <ul style="list-style-type: none"> <li>- Identified areas include: taxi lineups (e.g., YVR, conventions), cruise ship disembarking, end of event dispersion (e.g., Stanley Park, Burnaby Lake, Surrey events), Canada Place, tour bus parking, bus traffic near Grouse Mountain, Quarry Rock, West Vancouver beaches, etc.</li> </ul> </li> <li>• Implement a toolkit that will enable visitor capacity considerations and solutions to be incorporated into all development activities (e.g., how to proactively plan for alleviating crowding issues for new event development and product experience development).</li> <li>• Develop new methods of understanding the multitude of limits and explore ways that tourism growth can be managed to stay within those limits.</li> </ul> <p><b>SUCCESS NETWORK</b> FNL, ENV, TAC, DBC, DMOs, TRAN, TransLink, MVRD, municipalities, First Nations, tourism businesses, BIAs, Economic Development Agencies</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
	CATALYST

# THEME 2: ELEVATING THE VISITOR EXPERIENCE

## Indicators of Success

1. Strengthen Metro Vancouver’s ability to attract and manage year-round visitors.
2. Increase in visitor length of stay.
3. Coordinated regional approach to the entire regional experience.
4. Rich engagement from DMOs and businesses in a powerful destination development network.
5. Continuous, active development supply of new products/ experiences and supporting developmental research.
6. Increase in leisure market product packaging and partnerships.
7. Increase variety of experiences.
8. Seamless visitor experience and movement/connectivity (physically and digitally) between communities and travel experiences.
9. Improved wayfinding.
10. Maintained and elevated eco-diversity and natural beauty while sustaining a vibrant visitor experience and economy.
11. Sufficient resources are in place for stewardship of natural and cultural assets.
12. Controlled and managed visitor expectations, and access to certain visitor experiences to preserve quality and authenticity of the environment and experience.
13. Metrics are in place to measure whether visitor experience assets are managed effectively.
14. Increase in development that supports public transit use by visitors.

THEME 2: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>7. Work together to monitor, coordinate, and proactively encourage development that creates a continuously active supply of new products in Metro Vancouver.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop an ongoing product development committee structure, as a sub-committee of the Metro Vancouver Destination Management Steering Committee. (Links to objective 19)</li> <li>• Review existing Metro Vancouver assets and experiences to develop new enticing products and experiences.</li> <li>• Develop a product development incubator program.                             <ul style="list-style-type: none"> <li>- Explore annual creative sessions and think-tanks, and create partnerships to generate new ideas from outside the tourism industry (e.g., art and design institutions, real estate developers, community planners, etc.).</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> DBC, municipalities, First Nations, DMOs, tourism businesses, Economic Development Agencies, TAC, non-traditional agencies and inspiration</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p><b>8. Strengthen Metro Vancouver’s product and experience offerings for Nature &amp; Wellness.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Enhance the quantity and quality of outdoor Nature &amp; Wellness experiences.</li> <li>• Improve and develop new nature-based Indigenous experiences.</li> <li>• Develop a nature-based visitor use management action plan (a plan to measure, monitor and manage visitor activities within a specific area) to better disperse people to areas that are not being overused, increase management of nature-based assets, and develop new areas so that visitor use of natural assets is more balanced throughout the Vancouver, Coast &amp; Mountains tourism region.</li> <li>• Implement visitor education programs (e.g., Watchmen program) in the Metro Vancouver area to instill a sense of pride of place for residents, and help educate visitors on respectful behaviour and responsibility in natural environments.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, municipalities, First Nations, DMOs, tourism businesses, Economic Development Agencies, TAC, nature-based organizations, Search and Rescue</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

THEME 2: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>9. Strengthen Metro Vancouver’s product and experience offerings for Major Events, including sports, esports, meetings, and conferences.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Metro Vancouver DMOs to establish a dedicated events organization to lead, organize, and manage region-wide efforts in attracting and delivering year-round major events. (Catalyst Project)</li> <li>• Create a regional volunteer force for major events through a centralized volunteer database (Vancouver, Coast &amp; Mountains tourism region). (Catalyst Project)</li> <li>• Develop a Major Events Strategy for Metro Vancouver communities that is aligned with a provincial strategy for long-term major event attraction. <ul style="list-style-type: none"> <li>- Identify creating new events and building up existing events (cultural, signature, and sport tourism mass participation events; “signature events” are not defined solely on caliber of play) to make them more desirable for national/international visitors. This also includes merging sports and festivals together to create larger more attractive events, and helping successful events go to the next level through planning and scaling assistance.</li> <li>- Validate the proposed approach to event development (by the Metro Vancouver Destination Development Steering Committee): <ul style="list-style-type: none"> <li>- Events worked on together include events that: draw people from out of province into the Metro Vancouver area; increase off-peak season (October-April) visitation; attract minimum 250 room nights with a target of 1,000 room nights; require a minimum 3 impacted communities collaborating (Note that communities will continue to work collaboratively on events within two communities; this identified action is for developing larger multi-community events).</li> <li>- Operational areas that should be worked on together include: volunteer capacity; organizational capacity; event creation and incubation programs; financial resources and supporting signature event organizations in paying for increasing municipal costs associated with event operations (e.g., security assessments, policing, transportation, waste management, etc.); and, disruptions to visitors and residents (e.g., road and amenity closures).</li> </ul> </li> <li>- Focus on development of venues and infrastructure for major events that support shoulder season visitation and align to a provincial sport hosting strategy.</li> </ul> </li> </ul> <p>9 - B. Work with the province and municipal governments to revisit event funding programs for major events to provide better funding certainty for long-term event and sport hosting bid opportunities.</p> <p><b>SUCCESS NETWORK</b> DMOs, TAC, , municipalities, First Nations, DMOs, PavCo and other major venues, tourism businesses, economic development agencies, Sport Hosting Vancouver, Professional Conference Organizers (PCOs), Destination Management Companies (DMCs), Meeting Professionals International (MPI), Professional Convention Management Association (PCMA), Sport Hosting Vancouver, Sport Hosting Burnaby, Sport BC, ViaSport, provincial sport organizations, TransLink, BC Ferries, Ministry of TRAN, venue owners, event producers (e.g., BRANDLIVE, Donnelly Group, etc.), accommodation providers, airports (YVR, YXX), community sport/recreation groups</p>	<p><b>1. QUICK WINS</b></p> <p><b>CATALYST</b></p> <p><b>PROVINCIAL SCOPE</b></p>
<p><b>10. Improve and develop new Indigenous experiences.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop new approaches to support Indigenous tourism businesses through product packaging that connects the breadth of Indigenous experiences with other visitor experiences.</li> <li>• Work with Indigenous communities and entrepreneurs to add new guided tours (nature-based, water-based, cultural, heritage, etc.).</li> <li>• Develop a feasibility study for a large iconic Indigenous cultural centre/experience that introduces visitors to the rich Indigenous culture in B.C., and supports Reconciliation through Tourism. Examples include a sustainable cultural centre in West Vancouver, at the Waterfront Station hub, and/or on the MSL Jericho Lands development.</li> <li>• Identify opportunities to develop Indigenous accommodations.</li> <li>• Elevate the Indigenous voice and presence in the overall visitor experience throughout the destination, including visitor services, place names, cultural landmarks, traditions, and signage.</li> </ul> <p><b>SUCCESS NETWORK</b> ITBC, ITAC, TAC, IRR, DBC, municipalities, First Nations, DMOs, tourism businesses, Economic Development Agencies, non-traditional agencies and inspiration</p>	<p><b>2. LONGER TERM ACTIONS</b></p> <p><b>REGIONAL SCOPE</b></p>

THEME 2: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>11. Strengthen Metro Vancouver’s product/experience offering for Cultural Expression &amp; Urban Creativity.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Elevate the adoption of a “tourism lens” for governments and city planners to use for new cultural and creative initiatives developed for residents, ensuring visitor economy considerations are considered (e.g., ensure new theatres development includes considerations for visitor economy).</li> <li>• Identify existing arts and cultural offerings that can be better connected to visitors to Metro Vancouver, including literary, performing, and visual arts.</li> <li>• Identify alternative uses for the current Vancouver Art Gallery as an important new cultural hub that will attract visitors to Metro Vancouver.</li> <li>• Improve vibrancy of downtown centres, destination neighbourhoods and community spaces. <ul style="list-style-type: none"> <li>- Support Business Improvements Areas and other localized lead agencies in neighbourhood-based activation efforts (e.g., Granville Street, Granville Island, Gastown, Steveston, Port Moody, White Rock, Ambleside, etc.).</li> <li>- Explore heightened development of existing or potential cultural “districts” and mobilizing a community-led approach (e.g., enhance Coquitlam’s Little Korea for visitors, create a more distinct cultural district for Richmond’s Golden Village, etc.).</li> <li>- Encourage communities without downtown activation vibrancy plans to create plans and programs.</li> </ul> </li> <li>• Support the UNESCO World Heritage Site aspirations for Chinatown.</li> <li>• Encourage local businesses to improve their own locations.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, municipalities, First Nations, DMOs, tourism businesses, Economic Development Agencies, Heritage Canada, Canada Mortgage and Housing Corporation (CMHC), non-traditional agencies and inspiration, Business Development Canada, Chamber of Commerce, BIAs, Arts Council</p>	<p>2. LONGER TERM ACTIONS</p>
<p><b>12. Increase the quantity and quality of Coastal Heritage and Waterways within Metro Vancouver to create greater mass that attracts visitors and extends length of stay.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support the long-term implementation of the full conceptual visualization of Experience the Fraser. (Links to Fraser Valley Destination Development Strategy)</li> <li>• Encourage product development that connects waterways to other motivating experiences (e.g., Indigenous, cultural, etc.).</li> <li>• Work with the Vancouver park board to incorporate visitor experiences into the “On Water, Vancouver’s Non-motorized Watercraft Recreation Strategy,” and extend the concept to other Metro Vancouver communities. Elevate transportation-based experiences utilizing waterways (examples include: SeaBus to West Vancouver, Burrard inlet to Port Moody, vessel connection from YVR to Squamish, and ferry on the Fraser River connecting to the Fraser Valley).</li> </ul> <p><b>SUCCESS NETWORK</b> MVRD, FVRD, DBC, municipalities, First Nations, DMOs, tourism businesses, Economic Development Agencies, non-traditional agencies and inspiration</p>	<p>2. LONGER TERM ACTIONS</p>
<p><b>13. Improve and develop new products and experiences to elevate the experience for cruise ship passengers.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Maintain and improve the home port experience for cruise ship passengers to the Canada Place Cruise Ship Terminal, including improving the transportation experience through to pre-clearance.</li> </ul> <p>Further Identified Actions will be developed once a decision on the cruise ship terminal and supporting infrastructure is made.</p> <p><b>SUCCESS NETWORK</b> Port of Vancouver, Government of Canada, Destination Canada, TIABC, DBC, DMOs, City of Vancouver, City of Richmond, MVRD, TRAN, TransLink, Pacific Rim Cruise Association, economic development agencies, hotel associations, Business Improvement Associations, Chamber of Commerce, other tourism organizations</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>

**14. Improve sustainable transportation mobility through Metro Vancouver communities and tourism experiences.**

2. LONGER TERM ACTIONS

CATALYST

PROVINCIAL SCOPE

**IDENTIFIED ACTIONS**

- Establish a Tourism Mobility and Access Task Force. (Catalyst Project)
  - Provide the voice of tourism for Tourism 2050 planning, TransLink’s new Regional Transportation Strategy.
  - Ensure the visitor perspective is provided in community planning and when land use and transportation decisions are being made.
  - Engage in Smart City principles and initiatives and model how visitors will adapt to transportation technology changes such as self-driving vehicles/shuttles, connected technology, electrified vehicles, and sharing economy transportation.
  - Identify opportunities to improve the appeal of transportation gateways and hubs to better reflect the destination, such as elevating Bridgeport Station as a transfer point to YVR and the ferries by adding art and other aesthetically pleasing design elements similar to YVR. (Links to objective #11).
- Work collaboratively to enable Mobility as a Service (MaaS) as a more ubiquitous option for visitors, including ride sharing, bike sharing, shuttles, etc.
- Work with TransLink, accommodation providers, and other transportation stakeholders to improve sustainable transportation options between hotels, the various convention centres, meeting sites, and tourism experiences regionally and as seamlessly and cohesively as possible. Include: light rail, Sea bus, bike paths, waterways.
- Identify opportunities to provide front line customer service training to all new ride sharing operators.
- Identify opportunities for Abbotsford International Airport, heliports, and floatplane terminals to continue to help disperse visitors throughout Metro Vancouver and the surrounding planning areas.
- Initiate a study to determine the feasibility of increasing use of water transportation to ease land use capacity constraints (Links to Coastal Heritage and Waterways motivating experience and links to the Sea-to-Sky Corridor Destination Development Strategy).
- Ensure large-scale transportation infrastructure projects are informed by visitor needs and designed with visitors in mind.
  - Work with the government of BC and the State of Washington to explore high-speed rail service between Vancouver and Seattle.
  - Work with TRAN to improve highway traffic congestion through visitor dispersion strategies and shifting visitors to alternative travel methods, such as public transit, cycling, and walking.
  - Work with TRAN and TransLink to determine long-term plans to extend light rail to ferry terminals and Abbotsford International Airport.
  - Work with TRAN and CN Rail to develop a plan to add rail transportation from North Vancouver to Whistler.
- Continue to work with BC Ferries to improve ferry services to and from Metro Vancouver through the Horseshoe Bay Terminal and Tsawwassen Terminal.
  - Work with BC Ferries to understand and address visitor needs through the implementation of the capital plan to upgrade the fleet and terminals.
- Modernize signage and wayfinding to improve Indigenous and community visibility and improve safety (e.g. dynamic, connected signage).
- Work with TRAN and CleanBC to identify projects that encourage visitors to walk, bike, or take other active transportation while travelling.
  - Identify opportunities to input into, leverage and support the Active Transportation strategy connected to CleanBC.

**SUCCESS NETWORK** TRAN, TAC; MVRD; TransLink; YVR; Abbotsford International Airport (YXX); Port Authority; BC Ferries; State of Washington; transportation business operators; Metro Vancouver DMOs; Government of Canada; Federal Government Smart City initiative; First Nations; municipalities; DBC



15. Develop a strategy for a seamless visitor experience throughout Metro Vancouver.

2. LONGER TERM ACTIONS

**IDENTIFIED ACTIONS**

- Utilize technology and data such as TELUS Insights and Arrivalist to better understand the visitor experience.
- Explore how Metro Vancouver can be better digitally connected, including using technology to provide visitors with region-wide digital/wifi connectivity and access to Metro Vancouver planning area wide visitor information.
- Connect visitor services teams and provide integrated online visitor services.
- Facilitate community engagement in providing visitor services, ensuring local residents and all businesses are able to provide a warm welcome and information support.

**SUCCESS NETWORK** DBC, municipalities, First Nations, DMOs, tourism businesses, BIAs, Chamber of Commerce

# THEME 3: ENGAGING THE METRO VANCOUVER COMMUNITY

## Indicators of Success:

1. Public understanding of impact/size of tourism industry and benefits to the economy.
2. Maintaining over 90% resident support in all Metro Vancouver planning area communities.
3. Local resident hosts are compelling ambassadors for the Metro Vancouver planning area.

THEME 3: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>16. Develop a community relations program to ensure residents are engaged in tourism and are part of enhancing the quality of life made possible by tourism.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Conduct annual surveys to take the residents pulse of tourism and create a benchmark for monitoring tourism growth and carrying capacity.</li> <li>• Develop a program to ensure community engagement and that residents have opportunities to provide input into ongoing tourism development planning.</li> <li>• Educate residents and governments about the value of tourism to the economy and jobs in Metro Vancouver, as well as enhancing the quality of life made possible by tourism.               <ul style="list-style-type: none"> <li>- Metro Vancouver planning area to support existing value of tourism efforts by organizations such as TIABC, BC Chamber of Commerce, Board of Trade, DBC, and Government agencies, amongst others.</li> <li>- Continually reinforce the value of tourism to community leaders, including the notion that to “Develop Complete Communities” (MVRD Goal) it must include infrastructure and amenities for visitors.</li> <li>- Utilize consistent value of tourism tools, surveys, and messages throughout all communities to work as one destination.</li> <li>- Develop communication tools that help inform residents of what will happen if the visitor economy declines (and therefore generating support for increasing capacity for growth).</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> TIABC, ITBC, DBC, BC Chamber of Commerce, Board of Trade, economic development, Chambers of Commerce, Business Improvement Associations, DMOs, MVRD, go2HR, TAC</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>17. Support programs directed at better understanding and improving the social-economic issues.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support existing efforts by local, provincial, and federal governments, and supporting agencies, to implement plans that are effecting positive change within communities.               <ul style="list-style-type: none"> <li>- Homelessness/poverty</li> <li>- Visitor safety/crime</li> <li>- Substance abuse prevention and remediation</li> <li>- Cleanliness</li> <li>- Accessibility and Inclusivity</li> </ul> </li> <li>• Create a business culture that aspires to provide a living wage for tourism staff (Links to Sea-to-Sky Corridor Destination Development Strategy).               <ul style="list-style-type: none"> <li>- Develop a living wage pay scale for the tourism industry to use.</li> <li>- Work with go2HR and the Ministry of Social Development and Poverty Reduction to review BC’s wage disparity (compared to other parts of Canada) and conduct a study of other regional tourism areas that have implemented living wage initiatives to gain information and best practices to help with decision making</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, First Nations, DMOs, tourism businesses, BIAs, Chamber of Commerce, economic development, TIABC, MVRD, social agencies such as United Way, etc.</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>

THEME 3: OBJECTIVES AND ACTIONS	PRIORITY
<p>18. Encourage resident engagement in being good hosts through volunteering and encounters with visitors (e.g., visiting friends and family, sharing economy, etc.).</p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop tools and resources for residents to use in their role as ambassadors, offering recommendations and referrals</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, First Nations, DMOs, tourism businesses, BIAs, Chamber of Commerce, Economic Development, TIABC, MVRD, DBC</p>	<p>1. QUICK WINS</p>

# THEME 4: PARTNERSHIPS AND REGIONAL COLLABORATION

## Indicators of Success:

1. A unified structure is developed to manage the Metro Vancouver planning area.
2. Research and data are available to make informed decisions regionally.
3. Representation of Metro Vancouver tourism on key infrastructure related entities.
4. Collaborative efforts are focused and action-oriented to make a difference.
5. Indigenous communities are an integral part of collaborative efforts.
6. DMOs are working cooperatively with traditional and non-traditional partners that impact tourism.

THEME 4: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>19. Develop a formal Metro Vancouver Destination Management Steering Committee as a structured approach to working together to build tourism as one destination.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Create Terms of Reference that determine how broad and deep to engage in current and future issues and opportunities with tourism economic development.</li> <li>• Build regional destination development competencies.                             <ul style="list-style-type: none"> <li>- Include: data capture, analysis, and view of entire visitor experience (build in granularity to be able to see analytics specific to the individual communities within Metro Vancouver); cross knowledge of destinations and understanding all the venues, opportunities, events, for referrals and moving visitors throughout Metro Vancouver; transportation mapping; government relations; elevating Indigenous tourism, urban planning, etc.</li> </ul> </li> <li>• Build a local government engagement toolkit and conduct joint presentations each year to the Metro Vancouver Board of Directors and city Councils. (Links to Objective 16)</li> <li>• Prepare input for the updated Metro Vancouver Regional Plan 2050, with stakeholder engagement beginning in 2022.</li> <li>• Develop a structure to collaborate on brand reputation management.</li> <li>• Develop a structure to collaborate on joint research, data, and analysis to enable coordinated destination management, including a fulsome understanding of the entire visitor experience and complete customer journey mapping across the entire Vancouver, Coast &amp; Mountains tourism region.</li> <li>• Work with the Metro Vancouver Regional District to leverage the new economic development organization that is being created to attract investment in the region for implementation of this strategy.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, First Nations, DMOs, Indigenous Tourism BC, tourism businesses, BIAs, Chamber of Commerce, Economic Development, MVRD, DBC</p>	1. QUICK WINS
	CATALYST

THEME 4: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>20. Work together to secure long-term sustainable funding for destination management within the planning area.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with the province to ensure there are funding mechanisms for tourism marketing and development, including MRDT, RMI, TEP, and future funding programs, and that DMOs continue to have access to these funds and/or act as collecting agencies.</li> <li>• Identify funding models to support or incentivize communities and cities to build infrastructure and services that consider visitors as users, and consider the tourism opportunities that benefit the industry, visitors, and residents.</li> </ul> <p><b>SUCCESS NETWORK</b> TAC, DBC, DMOs, Municipalities, First Nations, tourism businesses, BIAs, Chamber of Commerce, Economic Development, MVRD</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p><b>21. Ensure Indigenous communities and entrepreneurs have dedicated support to assist their engagement in the visitor economy through tourism development.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work together with ITBC to explore representation for the Vancouver, Coast &amp; Mountains tourism region, specific to increasing Indigenous tourism development, relations, and partnerships in tourism. (Catalyst Project)</li> </ul> <p><b>SUCCESS NETWORK</b> ITBC, First Nations, DBC, DMOs</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>

# THEME 5: BUSINESS RESPONSIBILITY, SUSTAINABILITY, AND RESILIENCE

## Indicators of Success:

1. Tourism businesses have evolved to be future ready and future efficient.
2. Tourism businesses are leading the way in terms of adopting environmental sustainability practices.
3. Improved accessibility and inclusivity to improve the visitor experience.
4. Industry is prepared for emergencies and sudden shocks/ crises such as natural disasters and financial crisis.
5. Regional/coordinated emergency response plans for visitor populations.

THEME 5: OBJECTIVES AND ACTIONS	PRIORITY
<p><b>22. Improve environmental sustainability leadership practices of the tourism industry and partners.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Establish a Sustainable Tourism Council and measurable sustainability goals to support local government and Metro Vancouver and their goals. (Catalyst Project)               <ul style="list-style-type: none"> <li>- Set up standards and expectations for businesses to achieve. Focus on: business supply chain, water management, emissions, waste management, and climate change.</li> <li>- Conduct an audit to identify non-sustainable practices and work together to fill gaps.</li> <li>- Build on and promote best practices with education and raising awareness.</li> <li>- Review alignment with the Sea-to-Sky Corridor sustainability and climate change goals and actions.</li> </ul> </li> <li>• Work with tourism businesses and municipalities to be sustainability-minded and incorporate sustainability best practices into their tourism infrastructure and operations.</li> <li>• Explore the need for a regional tourism business resiliency plan that incorporates long-term impacts of how climate change will impact the tourism industry and visitor experience.               <ul style="list-style-type: none"> <li>- Conduct short-term and long-term scenario-based planning, including coastal levels rising, climate events, snowpack melting, water availability, waste management planning.</li> <li>- Develop real time data and modelling to provide long term (30–40 years) risk assessments to support business decisions and investment potential.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> Green Canada, TIABC, DBC, CleanBC ministries, municipalities, MVRD, DMOs, First Nations, tourism businesses, Economic Development agencies, FLNR, NGOs, non-tourism businesses, Regional Clean Air Action Team</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p><b>23. Improve accessibility and inclusion of tourism businesses and experiences.</b></p> <p><b>IDENTIFIED ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Identify experiences with accessibility and inclusion barriers and develop plans to address.               <ul style="list-style-type: none"> <li>- Work together with existing organizations such as the Rick Hansen Foundation, Spinal Cord Injury BC, and Travel-for-All.</li> <li>- Showcase local businesses who are leading in these efforts as best-in-class examples.</li> <li>- Explore opportunities to link efforts with Destination BC’s accessibility projects.</li> </ul> </li> <li>• Provide information to visitors to improve visibility of accessible and inclusive visitor experiences.</li> <li>• Incorporate, where feasible, accessibility, inclusivity and sustainability in new product development opportunities (i.e., universal design principles).</li> <li>• Continue to encourage the tourism industry in being inclusive employers.</li> </ul> <p><b>SUCCESS NETWORK</b> DBC, municipalities, First Nations, MVRD, DMOs, tourism businesses, FLNR, Economic Development agencies, Rick Hansen Foundation, Spinal Cord Injury BC, groups/associations that represent different populations, Canucks Autism, academic institutions, Ministry of Mental Health and Addictions</p>	<p>2. LONGER TERM ACTIONS</p>

24. Leverage provincial efforts to better prepare the tourism industry and visitors for emergencies and crises.

**IDENTIFIED ACTIONS**

- Explore implementing scenario planning exercises that includes all Metro Vancouver communities and beyond (e.g., Table Talk Exercise). Include: wildfires, floods, earthquakes, droughts, security threats/terrorism, cyber-attacks.
- Leverage the planning efforts of Emergency Management BC, TIABC, DBC, and others, to create communication protocols between Metro Vancouver communities, tourism organizations, and industry for each stage of “disaster” (Preparedness, Response, Recovery) to encourage tourism businesses to prepare their business-specific emergency preparedness plans.
- Ensure ongoing representation from tourism on the Metro Vancouver Emergency Preparedness Group.

**SUCCESS NETWORK** Go2HR, TIABC, Emergency Management BC, DBC, municipalities, First Nations, MVRD, DMOs, tourism businesses, FLNR, Economic Development agencies, RCMP, Navy

1. QUICK WINS

PROVINCIAL SCOPE



8

# IMPLEMENTATION FRAMEWORK

DR. SUN YAT-SEN CLASSICAL CHINESE GARDEN, VANCOUVER  
Photo: Tanya Goehring

The following 12 actions were identified as top priority catalyst projects for immediately moving the Metro Vancouver Destination Development Strategy into implementation:

## A. CATALYST PROJECTS

In an effort to focus and prioritize efforts, the Metro Vancouver Destination Management Steering Committee will

review this list and determine the top three Catalyst Projects for immediately working together on implementation.





## TOP PRIORITY CATALYST PROJECTS

### Destination Development Governance and Working Groups

- Develop a formal Metro Vancouver Destination Management Steering Committee as a structured approach to working together to build tourism in the planning area. (Objective 19)
- Work together to monitor, coordinate, and proactively encourage development that creates a continuously active new product development supply in Metro Vancouver. (Objective 7)
- Metro Vancouver DMOs to establish a dedicated events organization to lead, organize, and manage region-wide efforts in attracting and delivering year-round major events. (Objective 9)
- Create a regional volunteer force for major events through a centralized volunteer database (Vancouver, Coast & Mountains tourism region). (Objective 9)
- Establish a Tourism Mobility and Access Task Force. (Objective 14)
- Establish a Sustainable Tourism Council and measurable sustainability goals to support local government and Metro Vancouver goals. (Objective 22)

### Accommodations and Meeting Space

- Develop a Metro Vancouver planning area-wide impact analysis of accommodation gaps, and create a business case for accommodation development, identifying where it makes sense to invest for new developments or expansions. (Objective 1)

- Immediately work with city, regional district, and First Nations planners to integrate accommodations into time-sensitive planning projects (e.g., Broadway corridor transportation planning, Jericho Lands, etc.). (Objective 1)
- Quantify the value of lost opportunities due to lack of meeting space in Metro Vancouver. (Objective 3)

### Research, Data, and Monitoring

- Develop an approach to monitor and manage acute capacity issues as they arise (e.g., choke points and hot spots). (Objective 6)
- Utilize technology and data such as TELUS Insights and Arrivalist to better understand the visitor experience. (Objective 15)

### Indigenous Tourism

- 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. (Objective 21)

## 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 action 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 Metro Vancouver Destination Development Strategy, together with the other 19 strategies from around the province, will then 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 Metro Vancouver objectives and actions become provincial initiatives within the Provincial Destination Development Strategy:

OBJECTIVES	PRIORITY
<b>THEME 1: Overcoming Capacity Constraints</b>	
1. Increase investment attraction in accommodation development for the leisure and business markets.	1
2. Develop a plan to address cruise ship capacity constraints at Canada Place Cruise Ship Terminal.	2
3. Expand convention centres and meeting spaces to better meet future needs of the business community and ensure Metro Vancouver benefits from spin-off impacts.	2
4. Improve air access to Metro Vancouver.	2
5. Work with go2HR and the Ministry of Social Development and Poverty Reduction to review BC's wage disparity (compared to other parts of Canada) and conduct a study of other regional tourism areas that have implemented living wage initiatives to gain information and best practices to help with decision making.	2
<b>THEME 2: Elevating the Visitor Experience</b>	
9-A. Develop a Major Events Strategy for Metro Vancouver communities that is aligned with provincial strategies.	1
9-B. Work with the province and municipal governments to revisit event funding programs for major events to provide better funding certainty for long-term event and sport hosting bid opportunities.	1
10. Develop a feasibility study for a large iconic Indigenous cultural centre/experience that introduces visitors to the rich Indigenous culture in B.C. and supports Reconciliation through Tourism.	2
13. Improve and develop new products and experiences to elevate the experience for cruise ship passengers.	2
14. Improve sustainable transportation mobility through Metro Vancouver communities and tourism experiences.	2

OBJECTIVES	PRIORITY
<b>THEME 3: Engaging Community</b>	
16. Educate residents and governments about the value of tourism to the economy and jobs in Metro Vancouver, as well as enhancing the quality of life made possible by tourism.	2
17. Work with go2HR and the Ministry of Social Development and Poverty Reduction to review BC's wage disparity (compared to other parts of Canada) and conduct a study of other regional tourism areas that have implemented living wage initiatives to gain information and best practices to help with decision making.	2
<b>THEME 4: Partnerships and Regional Collaboration</b>	
20. Work together to secure long-term sustainable funding for destination management within the planning area.	1
<b>THEME 5: Business Responsibility, Sustainability and Resilience</b>	
24. Leverage provincial efforts to better prepare the tourism industry and visitors for emergencies and crises.	2

It is recommended the following Metro Vancouver objectives and actions become regional initiatives within the Regional Destination Development Strategy:

OBJECTIVES	PRIORITY
<b>THEME 1: Overcoming Capacity Constraints</b>	
5. Implement and enforce coordinated, proactive visitor management for experiences and “hotspots” where visitors may congregate.	2
<b>THEME 2: Elevating the Visitor Experience</b>	
8. Strengthen Metro Vancouver's product and experience offering for Nature & Wellness.	1
10. Improve and develop new Indigenous experiences.	1
14. Improve sustainable transportation mobility through Metro Vancouver communities and tourism experiences.	2
<b>THEME 3: ENGAGING COMMUNITY</b>	
16. Educate residents and governments about the value of tourism to the economy and jobs in Metro Vancouver, as well as enhancing the quality of life made possible by tourism.	2
<b>THEME 4: Partnerships and Regional Collaboration</b>	
21. Ensure Indigenous communities and entrepreneurs have dedicated support to assist their engagement in the visitor economy through tourism development.	1

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# MEASURING AND MONITORING SUCCESS

Ultimately, the overall objective of this Destination Development Strategy is to help guide the growth of Metro Vancouver 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 Metro Vancouver, and the implementation of this plan.



GOAL	PERFORMANCE MEASURES	SOURCE
1. REALIZE POTENTIAL: Sustainable growth of tourism visitor spending	<ul style="list-style-type: none"> <li>Increase from \$5.1 billion to \$8.7 billion by 2030, 4.2% average annual increase</li> </ul>	Tourism Vancouver
	<ul style="list-style-type: none"> <li>Increasing length of stay contributes to visitor spending growth target (baseline to be determined)</li> </ul>	Consumer survey
2. MANAGED GROWTH: Responsible visitor volume growth	<ul style="list-style-type: none"> <li>Increase from 10.5 million to 13.4 million by 2030, 1.9% average annual increase</li> </ul>	Tourism Vancouver
	<ul style="list-style-type: none"> <li>Comparable relative to the rate of population growth of 1% annually</li> </ul>	Metro Vancouver
	<ul style="list-style-type: none"> <li>Growth in year-round occupancy with increasing proportion for shoulder/off season growth</li> </ul>	MRDT data
	<ul style="list-style-type: none"> <li>Support community-specific target growth rates, such as Surrey</li> </ul>	MRDT data from community DMOs
3. SPREAD THE BENEFITS: Increase visitor dispersion outside the city of Vancouver	<ul style="list-style-type: none"> <li>Visitor data tracking: number of communities visited</li> </ul>	Consumer survey
4. LOCAL SUPPORT: Increase community engagement and resident support for tourism	<ul style="list-style-type: none"> <li>Maintaining over 90% resident support in all Metro Vancouver communities</li> </ul>	Tourism Vancouver survey extended to all Metro Vancouver
5. SUSTAINABLE PRACTICES: Demonstrate global leadership in responsible, sustainable tourism	<ul style="list-style-type: none"> <li>Tourism remains within its carrying capacity limits (e.g., on the environment, infrastructure, etc.)</li> </ul>	To be determined
	<ul style="list-style-type: none"> <li>Increase the number of tourism businesses participating in carbon reduction and sustainability programs</li> </ul>	Industry survey
6. UP OUR GAME: Improve competitiveness	<ul style="list-style-type: none"> <li>Reputation: Maintain “Best Destination in Canada” on TripAdvisor</li> </ul>	To be determined
	<ul style="list-style-type: none"> <li>Qualities of the destination: compared to the competitive set of Calgary, Toronto, Montreal, Seattle, Portland, Denver, San Francisco, Los Angeles, Calgary, Toronto, New York</li> </ul>	Industry survey

# APPENDIX

## APPENDIX 1: DESTINATION BC DESTINATION DEVELOPMENT PROGRAM

### The provincial vision for the Destination Development Program is as follows:

- 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 above vision is supported by three provincial 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 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/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.).

### PURPOSE OF PLAN

#### The purpose of the plan is to not only provide underlying support for the goals of the provincial Destination Development Program mentioned above but also to:

- Provide strategic direction for the region and guidance for local and regional planning.
- Enhance Metro Vancouver's ability to leverage their resources and programs.
- Foster joint inter-community dialogue and action.

The Metro Vancouver Destination Development Strategy is intended to serve as a guide for tourism partners as they proceed with implementation. The document, once finished, 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 be even more effective in increasing economic, social, and cultural benefits to the entire Metro Vancouver planning area.

## PROJECT OUTPUTS

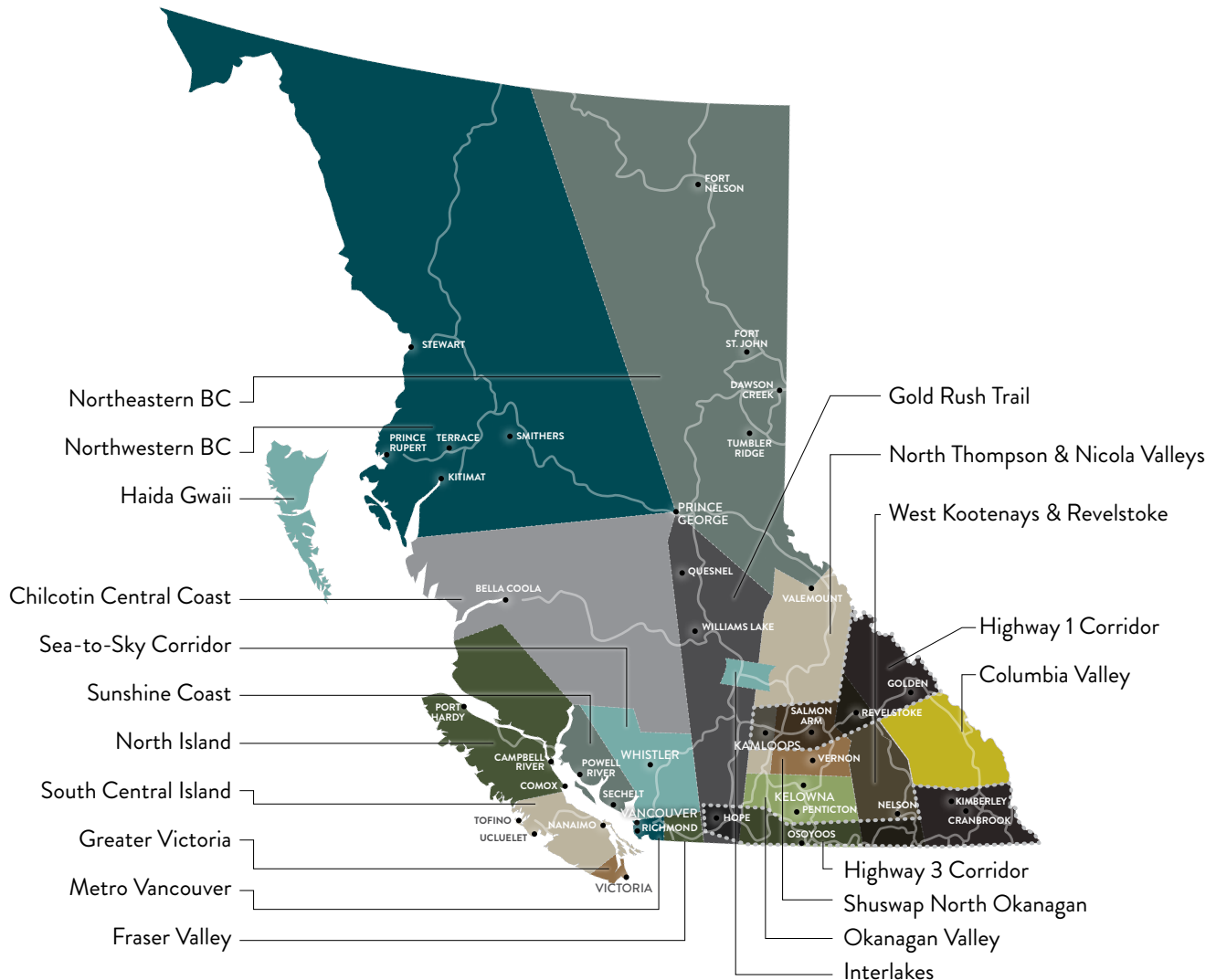
Key outputs from this project include:

1. An asset inventory of accommodation, tourism businesses and attractions, tourism organizations, food and beverage establishments, parks and recreation sites, sports and arts facilities, meeting facilities, transportation, and visitor services.
2. A Situation Analysis report that provides foundational research related to Metro Vancouver, 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.

## ALIGNMENT

The destination development strategy for Metro Vancouver is one of six that will be prepared for the Vancouver, Coast & Mountains tourism region and one of 20 for the province (Figure 18).

FIGURE 18: Planning Areas in BC



The five other planning areas in the Vancouver, Coast & Mountains are: Sea-to-Sky Corridor, Sunshine Coast, Fraser Valley, Gold Rush Trail and Highway 3 Corridor. Over the course of Destination BC's Destination Development Planning Program, each of the Province's 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, together with all 20 planning areas strategies (Figure 19).

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 planning initiatives.

FIGURE 19: Levels of Destination Development Planning





## JOINT STRATEGY OWNERSHIP

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 within Metro Vancouver. 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 representatives (Vancouver, Coast & Mountains) have 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.

## APPENDIX 2: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

OBJECTIVES	PRIORITY
Priority 1	
1. Increase investment attraction in accommodation development for leisure and business markets.	1
7. Work together to monitor, coordinate, and proactively encourage development that creates a continuously active supply of new products in Metro Vancouver.	1
9. Strengthen Metro Vancouver’s product and experience offerings for Major Events, including sports, esports, meetings, and conferences.	1
18. Encourage resident engagement in being good hosts through volunteering and encounters with visitors (e.g., visiting friends and family, sharing economy, etc.).	1
19. Develop a formal Metro Vancouver Destination Management Steering Committee as a structured approach to working together to build tourism as one destination.	1
20. Work together to secure long-term sustainable funding for destination management within the planning area.	1
21. Ensure Indigenous communities and entrepreneurs have dedicated support to assist their engagement in the visitor economy through tourism development.	1
22. Ensure Indigenous communities and entrepreneurs have dedicated support to assist their engagement in the visitor economy through tourism development.	1
24. Leverage provincial efforts to better prepare the tourism industry and visitors for emergencies and crises.	1

OBJECTIVES	PRIORITY
Priority 2	
2. Develop a plan to address cruise ship capacity constraints at Canada Place Cruise Ship Terminal.	2
3. Expand convention centres and meeting spaces to better meet future needs of the business community and ensure Metro Vancouver benefits from spin-off impacts.	2
4. Improve air access to Metro Vancouver.	2
5. Increase availability of a skilled, available labour force, with emphasis on the peak season(s) to enable tourism businesses to operate at optimal levels, provide excellence in visitor experiences, and prepare for tourism growth.	2
6. Implement and enforce coordinated, proactive visitor management for experiences and “hotspots” where visitors may congregate.	2
8. Strengthen Metro Vancouver’s product and experience offerings for Nature and Wellness.	2
10. Improve and develop new Indigenous experiences.	2
11. Strengthen Metro Vancouver’s product/experience offering for Cultural Expression and Urban Creativity.	2
12. Increase the quantity and quality of Coastal Heritage and Waterways within Metro Vancouver to create greater mass that attracts visitors and extends length of stay.	2
13. Improve and develop new products and experiences to elevate the experience for cruise ship passengers.	2
14. Improve sustainable transportation mobility through Metro Vancouver communities and tourism experiences.	2
15. Develop a strategy for a seamless visitor experience throughout Metro Vancouver.	2
16. Develop a community relations program to ensure residents are engaged in tourism and are part of enhancing the quality of life made possible by tourism.	2
17. Support programs directed at better understanding and improving the social-economic issues.	2
23. Improve accessibility and inclusion of tourism businesses and experiences.	2

## APPENDIX 3: PLANNING CONSIDERATIONS

The following planning considerations were presented at the November 8 planning session and validated during the March 11 Steering Committee Meeting:

### OVERCOMING CAPACITY CONSTRAINTS

1. As a gateway to the rest of the province, Metro Vancouver plays a critical role in the success of the entire BC tourism industry.
2. There are significant foundational infrastructure pillars that underpin the regional, and a significant part of the provincial, visitor economy — YVR, cruise ships, and the Vancouver Convention Centre. All three require investment and capacity building to keep pace with future visitor demand.
3. The growing volume of visitors to Metro Vancouver has put pressure on the carrying capacity of tourism infrastructure. This includes the lack of accommodations to keep up with the current demand and forecasted growth of visitors.
4. Like many areas within BC, acute shortages of a skilled, available labour pool during peak season is an impediment to tourism growth (and often restricts existing demand and operations).

### ELEVATING THE VISITOR EXPERIENCE

5. The visitor mix is shifting towards business travellers and more affluent leisure travellers, which is expected to continue.
6. A regional approach can better manage the visitor dispersion throughout Metro Vancouver and beyond. Day trips to points outside the city of Vancouver account for a significant volume of visitors, and a regional approach will support more day trips as well as move day trips to overnight visitation.
7. Visitors would need to be able to move around and access the experiences offered, which would require connectivity between communities/experiences.

8. Metro Vancouver is made up of multiple unique communities, neighbourhoods, and experiences that contribute to one overall experience for the visitor. Coordinated efforts should be made to elevate the entire experience.
9. There are opportunities to rethink and reimagine the existing assets and experiences to develop new enticing products and experiences.
10. Outdoor recreation activities, and experiencing scenery and nature, are key motivators for trips to and around Metro Vancouver.
11. Increases in frontcountry and backcountry use by visitors and locals has placed pressures on the land, the experiences, and amenities offered to visitors, local search and rescue groups, as well as pressures on the organizations that manage these resources.
12. Opportunities have been identified to diversify the product base by enhancing those individual experiences that form a more significant cluster within the entire Metro Vancouver planning area, including arts, food, heritage, and bird viewing.

### ENGAGING COMMUNITY

13. 11 First Nations reside within the Metro Vancouver planning area, with community visions, existing tourism developments, tourism businesses, and/or tourism aspirations that need to be supported.
14. Residents play an important role as ambassadors for visitors, community hosts, and offering recommendations and referrals. Maintaining social license for tourism from residents is critical to responsible tourism management.

## PARTNERSHIPS AND REGIONAL COLLABORATION

15. Current planning efforts that impact the tourism industry should strategically be supported, built upon, and coordinated for all of Metro Vancouver.

16. There is good DMO representation in Metro Vancouver, and growing incidences of collective collaboration, but varying levels of tourism management resources (staff and budgets) can make it challenging to look at planning and executing area-wide initiatives.

17. Create a coordinated and supported sport hosting strategy for the Metro Vancouver communities that is aligned with provincial strategies. This would better enable all communities in attracting long-term sport hosting opportunities.

18. Sufficient funding is required to ensure the needed infrastructure and amenities are in place to support the visitor, that communities are supported in their tourism growth, and that Metro Vancouver is being managed collaboratively as one destination.

19. There is a lack of regional data to enable coordinated tourism management and build the Metro Vancouver business case for tourism investment and development.

## BUSINESS RESPONSIBILITY, SUSTAINABILITY, AND RESILIENCE

20. Metro Vancouver's global brand appeal is associated with environmental sustainability, and the tourism industry should support and lead sustainability efforts.

21. Being mindful of the impacts of climate change and natural disasters such as wildfires and earthquakes, it is important that emergency management frameworks be put in place. These frameworks will ensure visitor safety, brand reputation management, and that the businesses and communities are prepared for business continuity.

<sup>5</sup>Sustainable tourism can be defined as: "Tourism that takes full account of the current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities." (Source: United Nations World Tourism Organization). In this instance, the planning consideration focuses greater weight on the environmental impacts.

