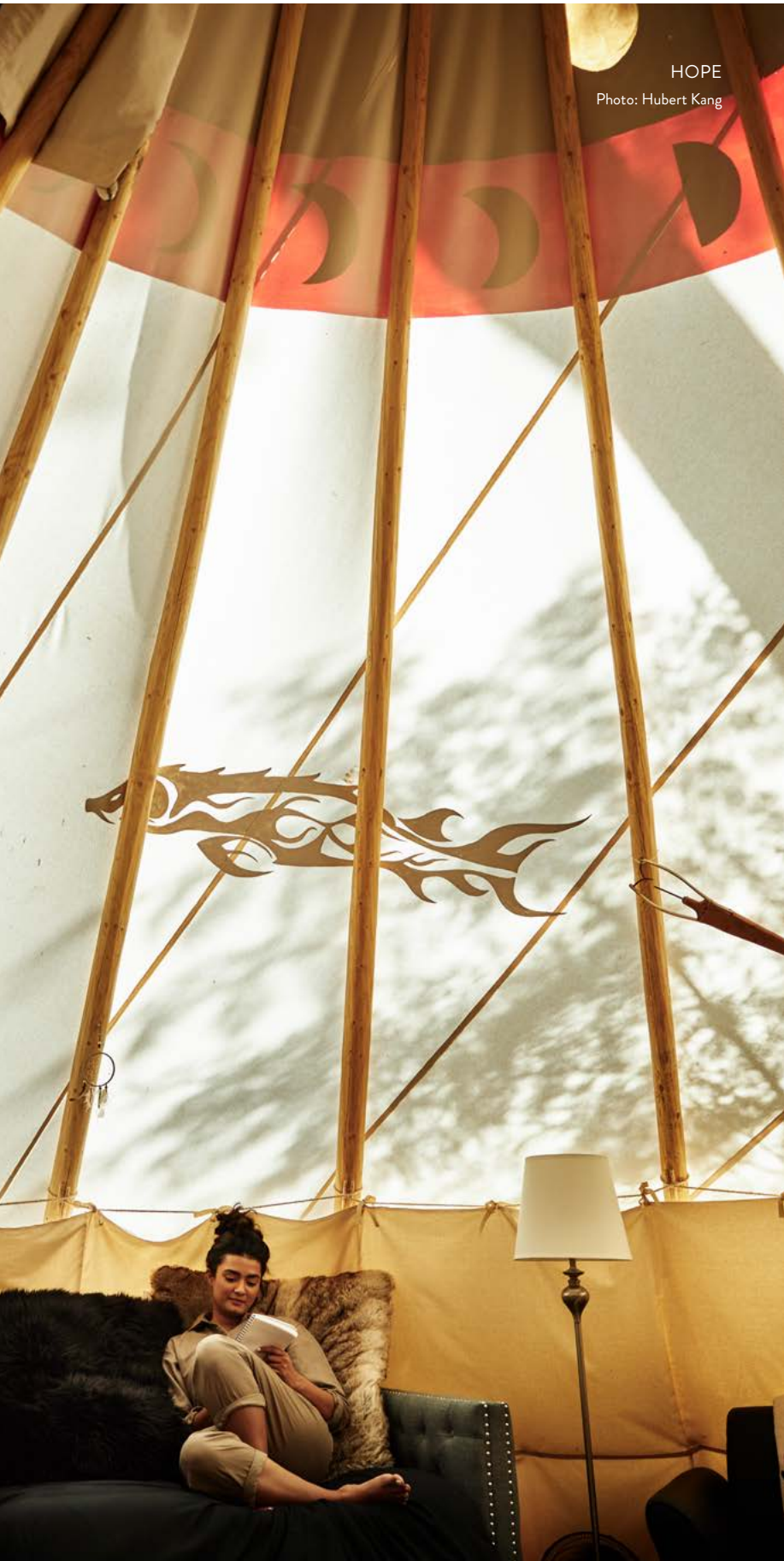


# VANCOUVER, COAST & MOUNTAINS REGIONAL DESTINATION DEVELOPMENT STRATEGY

2019-2029





HOPE

Photo: Hubert Kang

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FRONT COVER PHOTO: STANLEY PARK SEAWALL, VANCOUVER, Jordan Manley.

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# EXECUTIVE SUMMARY

This Vancouver, Coast & Mountains Regional Destination Development Strategy is the output resulting from a 40-month research and strategic planning initiative led by Destination BC.

Designed to enhance the competitiveness of the region over the next 10 years and beyond, the Destination Development Program is a critical component of Destination BC's corporate strategy that has been delivered in partnership with many community organizations, municipalities, destination marketing and management organizations, provincial ministries, Indigenous communities, the Ministry of Tourism, Arts and Culture, and Indigenous Tourism BC.

While all elements in the strategy are still relevant, priorities may have shifted, which will be reflected in an accompanying Action Plan for implementation.

The province has been divided into twenty "planning areas", and a Destination Development Strategy (DDS) is being created for each planning area. In the Vancouver, Coast & Mountains region, there are six planning areas, four of which are fully contained within the region (Metro Vancouver, Sunshine Coast, The Sea-to-Sky Corridor, Fraser Valley), and two that span across multiple regions (The Gold Rush Trail, Highway 3 Corridor). The Vancouver, Coast & Mountains Regional Destination Development Strategy plays an important role in integrating the six planning area strategies within the tourism region into one overarching regional strategy.

Please note, this strategy was created prior to the onset of the COVID-19 pandemic.

WHISPERING HORSE WINERY, CHILLIWACK  
Photo: Hubert Kang



## THE REGIONAL VISION

Vancouver, Coast & Mountains is a vibrant and sustainable tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectation, align with community desires, and elevates BC's brand.

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

**The following are common elements that have been identified from the planning area visions:**

- Well-managed destination through coordinated efforts that spreads prosperity
- A seamless, singular destination experience
- Expanding global reputation that attracts respectful visitors
- Diversity of experiences to attract a diversity of year-round visitors
- Connections to true nature and our natural beauty
- Remarkable outdoor recreation
- Rich history and thriving cultural expression and experiences
- Welcoming communities with their own stories to share
- Opportunities to experience our way of life
- Generates ongoing, sustainable benefits for residents, businesses and visitors alike

## REGIONAL GOALS

The following are common elements that have been identified from the planning area goals:

- **REALIZE POTENTIAL** Sustainable growth of the total contribution of the visitor economy to support resident and community prosperity.
- **MANAGED GROWTH** Work together to actively manage the destination capacity.
- **UP OUR GAME** Increase competitiveness as a preferred travel destination for key markets.
- **SPREAD THE BENEFITS** Improve visitor dispersion year-round and geographically.
- **SUSTAINABLE PRACTICES** Improve industry and visitor adoption of sustainable tourism practices.
- **LOCAL SUPPORT** Increase community engagement and resident support for tourism.

In addition, the Destination BC Destination Development Program provides two common provincial goals that all six regional strategies and 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.



GARIBALDI PROVINCIAL PARK  
Photo: Andrew Strain

## DESTINATION DEVELOPMENT PRIORITIES

Considerable effort has gone into developing the Vancouver, Coast & Mountains Regional Destination Development Strategy in an integrated way, with objectives from the planning area strategies informing the regional strategy.

To achieve progress towards this vision and achieve these goals, five overarching destination development themes have been identified:

1. Collaborative Destination Management
2. Transportation and Infrastructure

3. Availability of a Skilled Workforce
4. Product and Experience Development
5. Destination Stewardship

Within these strategy theme areas, 29 specific objectives, with subsequent actions, have been determined along with success networks for implementation. Each project is associated with an implementation timeframe as a quick win (1–3 years) or a longer-term action (4–10 years). The six Catalyst Projects include:

### THEME 1: COLLABORATIVE DESTINATION MANAGEMENT

Work as a coordinated, regional group to understand and manage the regional visitor experience, visitor flow, capacity, and dispersion (seasonal and geographic).

### THEME 2: TRANSPORTATION AND INFRASTRUCTURE

Attract investment for new accommodations to be built in Metro Vancouver.

Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation mobility system to get visitors to the tourism experiences and tourism staff to their places of work.

### THEME 3: AVAILABLE SKILLED WORKFORCE

Enhance efforts to improve the perception of tourism as a job and career choice.

### THEME 4: PRODUCT DEVELOPMENT AND EXPERIENCE ENHANCEMENT

Foster regional collaboration around thematic product development and experience improvements.

### THEME 5: DESTINATION STEWARDSHIP

Work with the provincial government to ensure budgets are sufficient for management and stewardship of nature-based assets (e.g., trailheads, washrooms, signage, garbage, etc.).

## ACRONYMS

BIA	Business Improvement Associations
DBC	Destination British Columbia
DC	Destination Canada
DDP	Destination Development Program
DMO	Destination Marketing and Management Organization
EDO	Economic Development Offices
FVRD	Fraser Valley Regional District
go2HR	The British Columbia human resource organization for tourism
ITAC	Indigenous Tourism Association of Canada
ITBC	Indigenous Tourism Association of British Columbia
MRDT	Municipal and Regional District Tax (commonly referred to as the “Hotel Tax”)
MVRD	Metro Vancouver Regional District
RD	Regional District (Metro Vancouver, Fraser Valley, Skwxwú7mesh, Lillooet, Sunshine Coast, qathet)
RDMO	Regional Destination Marketing Organization
THRC	Tourism HR Canada
TIABC	Tourism Industry Association of British Columbia
UNWTO	United Nations World Tourism Organization
VCM	Vancouver, Coast & Mountains Region
YVR	Vancouver International Airport
YXX	Abbotsford International Airport

## PROVINCIAL MINISTRIES/ENTITIES

AEST	Ministry of Advanced Education, Skills and Training
AGRI	Ministry of Agriculture
CITZ	Ministry of Citizen Services
EDUC	Ministry of Education
EMPR	Ministry of Energy, Mines and Petroleum Resources
ENV	Ministry of Environment and Climate Change Strategy
FIN	Ministry of Finance
FLNR	Ministry of Forest, Lands, Natural Resource Operations and Rural Development
IRR	Ministry of Indigenous Relations and Reconciliation
JEDC	Ministry of Jobs, Economic Development and Competitiveness
LBR	Ministry of Labour
MAH	Ministry of Municipal Affairs and Housing
PSSG	Ministry of Public Safety & Solicitor General
TAC	Ministry of Tourism, Arts and Culture
TRAN	Ministry of Transportation and Infrastructure



## ACRONYMS

### FEDERAL MINISTRIES/ENTITIES

INAC	Indigenous and Northern Affairs Canada
IRCC	Immigration, Refugees and Citizenship Canada
WD	Western Economic Diversification Canada

GATES LAKE  
Photo: Mason Mashon



# 1. FOREWORD AND ACKNOWLEDGEMENTS

## FOREWORD



GIBSONS  
Photo: Stirl and Rae Photo

This destination development strategy is the output resulting from a 40-month, iterative process of gathering, synthesizing, and validating information with partners and stakeholders about the current status and future direction of tourism in the Vancouver, Coast & Mountains region. As one of six regional destination development strategies that will be produced, it will contribute to the tapestry of long-term provincial planning efforts that supports the development of British Columbia as a world-class tourism destination offering remarkable, authentic experiences.



## ACKNOWLEDGEMENTS

Destination British Columbia (DBC) and the project facilitation team thank the many private sector, First Nations, public sector, and not-for-profit tourism partners who contributed throughout the process by supporting the numerous community meetings, surveys, stakeholder interviews and follow-up conversations, and providing relevant documents that resulted in many of the reports and strategies.

We thank the Indigenous communities and entrepreneurs on whose traditional territories we travelled and gathered for our community meetings. We acknowledge that many

significant agreements have been realized in this tourism region resulting from successful cooperation between the Indigenous and non-Indigenous Peoples, the private sector, governments, not-for-profit organizations, and passionate volunteers.

Special thanks are offered to members of the working groups in each of the planning areas that informed the creation of this Regional Destination Development Strategy.

# 2. INTRODUCING THE STRATEGY



FORT LANGLEY  
Photo: Local Wanderer

The Regional Vancouver, Coast & Mountains Destination Development Strategy has been developed to enhance the competitiveness of the Vancouver, Coast & Mountains region over the next 10 years and beyond.

The strategy is being developed as part of Destination BC's Destination Development Program (DDP). The Program is a critical component of Destination BC's corporate strategy, and facilitates the collaboration of local, regional, and provincial agencies, Indigenous communities and entrepreneurs, destination marketing and management organizations, tourism operators, and other community interests to guide the long-term management of tourism.

The province has been divided into twenty "planning areas," and a destination development strategy (DDS) is being created for each planning area, following a semi-structured, strategic approach which allows for the flexibility to

ensure the distinct considerations of each planning area are assessed and respected. Over the course of Destination BC's Destination Development Planning Program, each of the province's six tourism regions will integrate their planning area plans into a Regional Destination Development Strategy which, in turn, will be used to inform a Provincial Destination Development Plan.

In the Vancouver, Coast & Mountains region, there are six planning areas, four of which are fully contained within the region (Sunshine Coast, Sea-to-Sky Corridor, Fraser Valley and Metro Vancouver), and two that span across multiple regions (Highway 3 Corridor and Gold Rush Trail).

FIGURE 1: Tourism Revenue Drivers



## A FOCUS ON THE SUPPLY AND VISITOR EXPERIENCE

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

Tourism has two primary revenue drivers — supply and demand (Figure 1). 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 and third-party platforms, which allow the traveller to review and share their experience, 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 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 often public in nature and used by residents as well as visitors); visitor servicing programs that meet and exceed guest expectations; and, capability, skills, and training the tourism industry needs to excel.



BOSTON BAR  
Photo: Ryan Robinson

## PROGRAM VISION AND GOALS

On a provincial level the Destination Development Program strives to accomplish the following vision:

- 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 10-year strategies 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 and 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.).





PEMBERTON  
Photo: Ben Girardi

## PURPOSE

The Vancouver, Coast & Mountains Regional Destination Development Strategy is intended to serve as a guide for tourism partners as they proceed with implementation. The strategy should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, and market conditions. Results should be tracked regularly to ensure learnings help future implementation activities be even more effective in increasing tourism's economic, social, and cultural benefits to the entire region.

The Vancouver, Coast & Mountains Regional Destination Development Strategy plays an important role in integrating the six planning area strategies in the tourism region into one overarching regional strategy. The regional strategy elevates the objectives and actions identified within planning area strategies that would benefit from regional leadership and coordination for implementation.

The regional strategy can play an important role in helping to advance the implementation of planning area destination development strategies in the region. The strategy, built off a common planning framework, sets out a path for strong regional leadership, integration, and alignment to support destination success throughout the region.



## METHODOLOGY

Great strategies don't come together overnight, and the Regional Destination Development Strategy is no exception. It is the result of an extensive, multi-phased planning process that included significant groundwork and engagement to develop six planning area strategies. Further industry engagement and prioritization as well as thoughtful consideration led to the creation of this unifying regional strategy that represents the regionally focused aspirations and priorities for tourism development in the region.

### This strategy was developed and informed by:

- Extensive, collaborative efforts over 40 months that culminated in the creation of destination development strategies for six planning areas that lie within or across the Vancouver, Coast & Mountains region.
- Facilitated, in-person consultations, key interviews, business engagement, surveys and over 40 planning workshops involving hundreds of industry and community stakeholders, including many First Nations participants.
- Research on trends, case studies, and best practices on destination development from other jurisdictions.
- Working Groups, comprising tourism partners from each of the six planning areas who contributed to the identification and prioritization of strategic initiatives, as well as strategic alignment with other planning processes.

## ALIGNMENT

This Regional Destination Development Strategy for the Vancouver, Coast & Mountains region is one of six regional destination development strategies that will be prepared in the province. Together with the strategies that were developed for the 20 planning areas across the province, the regional destination development strategies support and inform the provincial *Strategic Framework for Tourism in BC*. The destination development strategies themselves will be influenced by, and where appropriate reflect and complement, other planning initiatives.



# 3. VANCOUVER, COAST & MOUNTAINS OVERVIEW



NORTH VANCOUVER  
Photo: Destination Canada

## 1. INTRODUCE THE REGION

The Vancouver, Coast & Mountains region expands outwards from Metro Vancouver along three main arteries: the Sunshine Coast, the Sea-to-Sky Corridor, as well as the Fraser Valley and Fraser Canyon, which are both anchored by the Fraser River. It connects to the Gold Rush Trail up the Fraser Canyon and to the Highway 3 Corridor through Hope and Manning Park.

The region is home to the internationally-renowned destinations of Vancouver and Whistler. While the city of Vancouver enjoys a population of approximately 600,000, Metro Vancouver — spread out along the banks of the lower Fraser River — boasts a population of nearly two and a half million. The entire Vancouver, Coast & Mountains region accounts for just four percent of BC's total land mass, but 60% of its population.

The spectacular setting provides the venue for a vast array of outdoor adventures, such as biking, hiking, camping, kayaking, golfing, skiing/snowboarding, and wildlife viewing. The climate in Metro Vancouver is

mild and temperate, but the region's mountains are renowned for their epic snowfalls. The region also offers a varied geography as it reaches inland to mountain ranges, verdant valleys, and grassy plateaus.

Within the region lies rich agricultural areas like the Fraser Valley, Pemberton, and Lillooet, bursting with farm-fresh produce and refined local wines. The area includes small villages, towns and rural areas, such as the Bridge River Valley, Bowen Island, Desolation Sound, and Manning Park.

The region is also home to a wide range of historical and cultural experiences as well as sophisticated amenities including fine dining, high-end shopping, museums, art galleries, and spas.

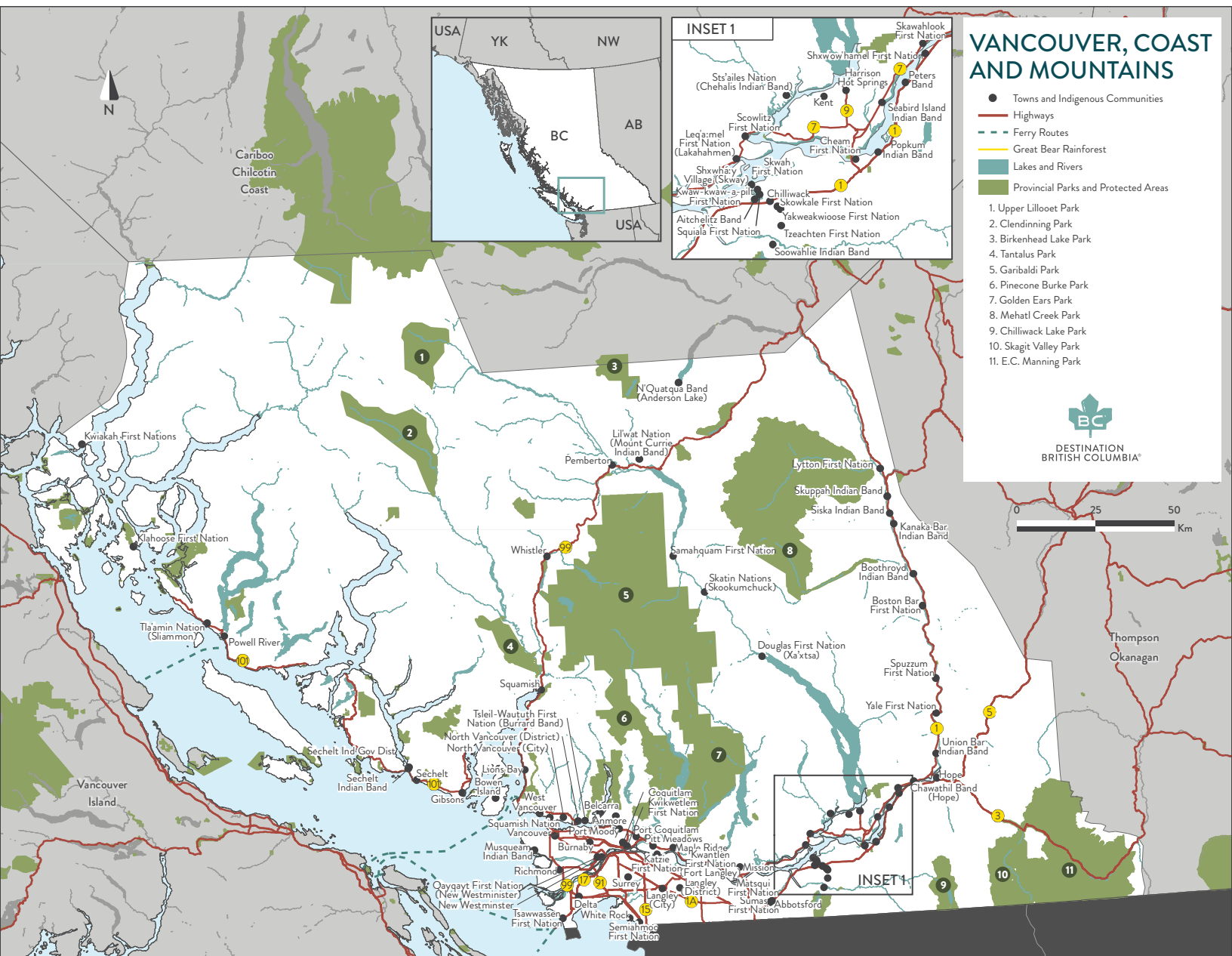
There is a long history of tourism within the many communities in the region, and for other communities tourism development has been a more recent shift to diversify from agricultural and/or resource dependence.

The region is anchored by some of BC's most iconic experiences for

which visitors come from around the world, including the urban experience of downtown Vancouver, meetings and conventions at the Vancouver Convention Centre, the outdoor adventure at Whistler Blackcomb, the mountain town vibe of Whistler Village, outdoor activities at the North Shore Mountains, Coast and Interior Salish Indigenous culture, a home port for Alaska cruises, fishing along the Fraser river, , wildlife viewing, ample backcountry experiences, and touring/road trip vacations along scenic roadways.

The Vancouver International Airport (YVR) has been recognized as the best airport in the world by CAPA Centre for Aviation for multiple years running. The region hosted the 2010 Winter Olympic and Paralympic Games as well.

## 2. MAP OF VANCOUVER, COAST & MOUNTAINS



### 3. VISITOR MARKETS

The Vancouver, Coast & Mountains tourism region represents about 50% of the provincial overnight visitation and 52% of related spending. British Columbia residents make up about half of the overnight visitation (48%). However, as BC residents spend less per visitor

per night, this market represents a much lower share of spending (23%) compared to other markets. On average, BC travellers in the Vancouver, Coast & Mountains region stayed 2.4 nights and spent \$107 per night during their trip.<sup>1</sup> (Figure 2)

Figure 2: VCM, Average Spending, Average Nights per Visitor, 2014

	AVERAGE SPENDING PER VISITOR	AVERAGE NIGHTS	AVERAGE SPENDING PER VISITOR PER NIGHT
All travellers in the Vancouver, Coast & Mountains	\$522	4.7	\$111
BC Residents	\$255	2.4	\$107
Other Canadian Residents	\$748	5.1	\$146
US Residents	\$547	3.2	\$171
Other International Residents	\$1,131	14.0	\$81

Travellers main purpose of the trip to Vancouver, Coast & Mountains is classified as Leisure (46%), Visiting Friends and Relatives (36%), Business (9%), and Other (8%).

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

Within the Vancouver, Coast & Mountains region, three main visitor markets have been identified, including leisure markets, group travel markets, and sport tourism markets.

Leisure Markets include:

- Residents who take a day trip to the Vancouver, Coast & Mountains region.
- Destination visitors who take a day trip to the Vancouver, Coast & Mountains region as part of a longer visit.

- Destination visitors who getaway or vacation within one of the Vancouver, Coast & Mountains regional communities.
- Touring visitors who pass through the Vancouver, Coast & Mountains region as part of a larger multi-destination trip to BC.

Group travel markets include: meetings and conventions, sport, and travel trade.

Based on the Vancouver, Coast & Mountains regional profile, the top North American leisure markets for the Vancouver, Coast & Mountains region are British Columbia, Washington, Alberta, Ontario, and California (Figure 3). Top International markets identified by stakeholders include UK, Australia, Mexico, Germany, and China.

<sup>1</sup>Vancouver, Coast & Mountains Regional Profile, 2017, Destination BC

Visitors to the Vancouver, Coast & Mountains region may differ in a number of ways, including their expectations, attitudes, motivations, interests, passions, and willingness to pay for a tourism experience. It is important to consider these market segmentations in development plans.

In terms of Explorer Quotient markets, the segments with the greatest inclination to visit the Vancouver, Coast & Mountains region are Authentic Experiencers, Cultural Explorers, Free Spirits, and Gentle Explorers.

Figure 3: Top Vancouver, Coast & Mountains Markets

TOP FIVE MARKETS OF ORIGIN (2014)	SHARE IN VANCOUVER, COAST & MOUNTAINS	
	VISITATION	SPENDING
1. British Columbia	48%	23%
2. Washington	9%	6%
3. Alberta	6%	8%
4. Ontario	5%	9%
5. California	4%	5%

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



CULTUS LAKE  
Photo: Local Wanderer

## 4. SUMMARY OF KEY REGIONAL STRENGTHS, CHALLENGES, AND OPPORTUNITIES

Strengths, challenges, and opportunities were identified within each planning area process in the Vancouver, Coast & Mountains region. These then informed the summary for the Regional Destination Development Strategy.

KEY STRENGTHS	KEY CHALLENGES	KEY OPPORTUNITIES
GLOBAL REPUTATION	LACK OF TRANSPORTATION OPTIONS AND CONGESTION TO AND WITHIN REGION	GROWTH THROUGH YVR AND ABBOTSFORD INTERNATIONAL AIRPORT
PROXIMITY TO LARGE MARKETS AND INTERNATIONAL GATEWAYS	CAPACITY CONSTRAINTS: ACCOMMODATION, CONVENTION AND MEETING SPACES, LABOUR, CRUISE	STRENGTHEN INDIGENOUS CAPACITY FOR TOURISM DEVELOPMENT
CITIES/COMMUNITIES IN CLOSE PROXIMITY TO NATURE	DEPENDENCY ON PEAK SEASONS (EXCEPT METRO VANCOUVER AND WHISTLER), STRUGGLES WITH YEAR-ROUND BUSINESS VIABILITY AND JUSTIFY INVESTMENT	STRENGTHEN SUPPORT FOR TOURISM/DESTINATION DEVELOPMENT
DIVERSE GEOGRAPHY, CLIMATES, NATURAL ASSETS AND PARKS	YEAR-ROUND STAFF CONSTRAINTS	COOPERATIVE/COLLABORATIVE TOURISM MANAGEMENT
OUTDOOR PLAYGROUND FOR NATURE-BASED TOURISM	LACK OF RESOURCES FOR LAND BASE MANAGEMENT	CONNECTED VISITORS AND TECHNOLOGY USE
UNCROWDED, REMOTE ADVENTURE	CONFLICTING LAND USE DESIRES	CULTURE AND HERITAGE TOURISM, INCLUDING FESTIVALS AND EVENTS
COASTLINE AND MARINE-BASED EXPERIENCES	LACK OF TOURISM OPERATORS AND VISITOR-READY EXPERIENCES, PARTICULARLY IN RURAL AREAS	INVESTMENT IN TRAIL-BASED TOURISM AND TOURING ROUTES
ESTABLISHED AND GROWING AGRITOURISM/CULINARY EXPERIENCES	HUMAN AND FINANCIAL RESOURCE LIMITATIONS	MANAGED AND SUSTAINABLE VISITOR GROWTH
UNIQUE COMMUNITIES		ENHANCE ROAD TRIP EXPERIENCES
FUNDING PROGRAMS		
HISTORIC AND CULTURAL ASSETS, INCLUDING THE FRASER RIVER		

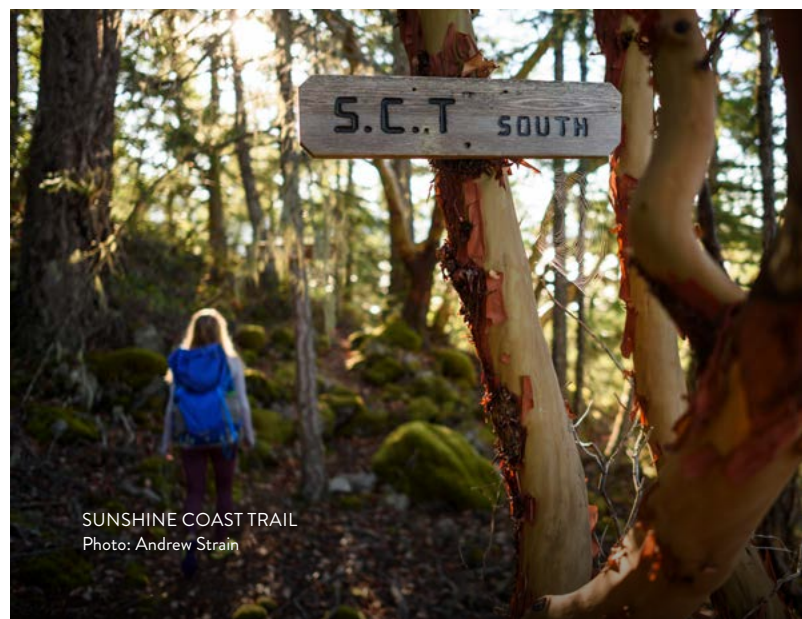
## 5. KEY REGIONAL DEMAND GENERATORS AND MOTIVATING EXPERIENCES

The following traditional demand generators were identified as having potential for development in the Vancouver, Coast & Mountains region:

- **VANCOUVER:** Vancouver is BC's largest city, a beautiful urban environment on the edge of nature, with easy access to beaches, skiing, mountain adventures, ocean playgrounds, and cultural activities. The Vancouver Convention Centre and the city attract global events and the cruise terminal hosts visitors bound for Alaska. Stanley Park, Granville Island, Gastown, and English Bay are must see destinations within the city. The city is a major hub for the rest of BC.
- **WHISTLER:** Whistler Blackcomb is one of North America's top rated ski resorts, offering two winter adventure mountains, a vibrant village, mountain biking, outdoor recreation, and an abundance of festivals, events, and experiences.
- **DAY TRIP & GETAWAY DESTINATIONS:** A diversity of cultures and communities are spread throughout the region that drive day trips, including Bowen Island, Steveston, Port Moody, White Rock, Deep Cove, Fort Langley, Harrison Hot Springs, Metrotown, and Playland/PNE. The region offers an abundance of additional festivals, events and experiences, such as wildlife viewing, mountain biking, hiking, cycling, and paddling.
- **COAST MOUNTAINS / NORTH SHORE MOUNTAINS:** a local playground, the Coast Mountains line the north side of the entire region. The North Shore is the birthplace of BC mountain biking, which has spread throughout the province. The mountains host five ski hills that offer year round adventure (Whistler Blackcomb, Grouse, Cypress, Seymour, Sasquatch Mountain) such as hiking, rock climbing, and attractions such as Capilano Suspension Bridge and the Sea to Sky Gondola. Home to multiple provincial parks and recreational and camping opportunities, such as Garibaldi, Golden Ears, and Pinecone Burke.
- **SUNSHINE COAST:** The Sunshine Coast offers unique coastal communities, inlets and waterways, trails, tapestry of artisans/art galleries, cultural festivals and events, outdoor recreation (hiking, mountain biking, fishing, etc.), historic sites, and resorts and cabins. Core attractions include Skookumchuck Narrows Provincial Park, Desolation Sound Marine Provincial Park, Princess Louisa Inlet and Savary Island.

- **FRASER VALLEY:** The Fraser Valley is part countryside and part adventure playground, home to Golden Ears Provincial Park, Cultus Lake, EC Manning Provincial Park, Harrison Hot Springs, Circle Farm Tours, mountain biking, fishing, history and heritage, and festivals and events. It is also home to trendy restaurants, over 30 wineries, and a growing number of breweries, all emphasizing farm fresh and local ingredients.
- **TOURING ROUTES:** Metro Vancouver is a gateway to multiple touring routes throughout BC, including Highway 3, Highway 1, the Gold Rush Trail, the Sea-to-Sky Corridor, the Coastal Circle Route, and other circle routes.

Distinct motivating experiences were identified within each planning area that elevate the core strengths of the tourism region, align to the demand generators deemed most relevant to the desired visitor, and require collaborative efforts between the six planning areas in the region.



SUNSHINE COAST TRAIL  
Photo: Andrew Strain

A key focus of this strategy is to work together to ensure there is a collective mass of activities to motivate travel both now and in the future. The following motivating experiences were identified by the planning areas, and while each is available today as a visitor activity, there are still significant opportunities for more compelling and accessible experience development.

EXPERIENCE THEME	OVERVIEW
<p>Outdoor Adventure, Nature, and Wellness</p>	<p>Outdoor Adventure, Nature, and Wellness is a strength of the Vancouver, Coast &amp; Mountain tourism region and includes outdoor adventure, soft nature-based experiences, healthy lifestyles, and health &amp; wellness.</p> <p>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.</p> <p>In recent years, there has been greater demand for experiences from visitors that involve cultural and natural discovery through physically active and exhilarating activities. Nature and Wellness also have strong ties to Indigenous cultural experiences, which often connect people to nature.</p>
<p>Festivals and Events, Sports, Meetings and Conventions</p>	<p>The Vancouver, Coast &amp; Mountains region offers an abundance of festivals and events that draw significant tourism visitation to all communities, such as large scale, mass-participation outdoor recreation/sporting events that create sufficient gravitational pull to drive the tourism economy, as well as year-round creative arts festivals and events that activate the communities, add colour to the destination, and attract visitors from within the region and internationally.</p> <p>It is a common aspiration from all communities within the region to support existing and new events that improve the vibrancy of their community and expand the season beyond peak visitor months.</p> <p>The strategy focuses on building regional collaboration to remove capacity constraints and improve the region's long-term ability to successfully bid on and host large festivals and events, sports, meetings, and conventions.</p>
<p>Waterways</p>	<p>The Vancouver, Coast &amp; Mountains region has a rich history in connecting people to the water, from Coast Salish Peoples 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.</p> <p>Now, the regions waterways are just as enticing, and there is an opportunity to elevate the coastal heritage storytelling and increase the experiences that visitors can enjoy on the waterways. This strategy focuses on increasing the importance of water within the tourism sector through new product experience development, alternative transportation, and heritage-based experiences.</p>
<p>Touring Routes</p>	<p>A significant portion of BC's tourism visitation is associated with touring, much of which uses the Vancouver, Coast &amp; Mountains region as a gateway to the rest of the province. Self-guided touring provides an ideal way to move around from place to place, experiencing various parts of the province, including rural areas such as Lillooet and the Fraser Canyon. A focus on improving the touring experience will enhance economic opportunities for all businesses and communities within the region and is a core strategy in moving visitors to more rural communities.</p>

EXPERIENCE THEME

OVERVIEW

Indigenous Tourism

Indigenous cultural tourism is a small, but rapidly growing sector of the British Columbia tourism industry that tends to attract an international visitor who spends more per trip than other visitors. Within the Vancouver, Coast & Mountains region, it has been identified that significant opportunity exists to enhance the cultural product and experience offerings and participate more fully in this growing segment. There is interest to support Indigenous businesses and experiences to more fully benefit from tourism.

Heritage and Culture

The cultural identity of British Columbia is unique and diverse, drawing from many different narratives. This woven fabric is appealing to an international audience and there are opportunities to diversify the Vancouver, Coast & Mountains region product base with supporting existing and developing new cultural experiences<sup>2</sup>. 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.

Cruise

The Canada Place cruise terminal at the Port of Vancouver serves as homeport for the Vancouver-Alaska cruise itinerary. Vancouver is the largest cruise port in Canada and welcomed a record 1.1 million cruise passengers in 2019, representing a 20% increase over 2018, as demand for cruises to Alaska from Vancouver continued to be strong.

Closure of Ballantyne Pier and height limitations of the Lions Gate Bridge are hindering growth of the cruise sector while expansion in Seattle and Victoria has significantly increased competition. 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 as a motivating experience will be further incorporated once a decision has been made on the future of cruise infrastructure in Metro Vancouver.

<sup>2</sup>The UNWTO definition for cultural tourism: Cultural tourism is a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience, and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual, and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries, and the living cultures with their lifestyles, value systems, beliefs, and traditions.



VANCOUVER

Photo: Tourism Vancouver/Vision Event Photography Inc.





BOWEN ISLAND FERRY  
Photo: Alex Guiry

## 6. KEY PARTNERS IN THE REGIONAL SUCCESS NETWORK

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

The Vancouver, Coast & Mountains Regional Destination Development Strategy is not intended to work in isolation or disregard the existing policy and planning frameworks that already exist. Rather, the planning process has brought tourism to the table in a coordinated fashion that will work with wider policies and planning efforts.

Success networks represent the clusters of businesses and organizations who will need to collaborate and work in harmony to bring the opportunities to fruition and implement the plan. As such, these strategies have been built on a foundation of utilizing federal, provincial, regional, and local organizations and available resources for implementation. It is recognized that by working collaboratively in the continued planning and implementation of destination development, the true potential of the Vancouver, Coast & Mountains region will be realized.

Tourism partners throughout the development of this plan have articulated their desire to work cooperatively on key aspects of implementation. The following organizations, agencies, and community groups have informed the creation of this plan, and/or have a role to play in executing the plan (Figure 4).

Figure 4: Key Governmental and Management Organizations

FEDERAL	INDIGENOUS	PROVINCIAL	REGIONAL	LOCAL
DESTINATION CANADA	INDIGENOUS COMMUNITIES	DESTINATION BC	VANCOUVER, COAST & MOUNTAINS/ DESTINATION BC	DMOS (NON-GOVERNMENT)
INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA	INDIGENOUS ENTREPRENEURS	TIABC	REGIONAL DISTRICTS	LOCAL GOVERNMENTS
WESTERN ECONOMIC DIVERSIFICATION	INDIGENOUS ECONOMIC DEVELOPMENT	go2HR	ISLANDS TRUST	ECONOMIC DEVELOPMENT AGENCIES
PARKS CANADA	INDIGENOUS TOURISM BC	BC FERRIES	POST-SECONDARY INSTITUTIONS	CHAMBERS OF COMMERCE
CANADIAN HERITAGE	INDIGENOUS TOURISM ASSOCIATION OF CANADA	MINISTRIES/AGENCIES:  TOURISM, ARTS AND CULTURE  JOBS, ECONOMIC DEVELOPMENT AND COMPETITIVENESS  TRANSPORTATION AND INFRASTRUCTURE  FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT  INDIGENOUS RELATIONS AND RECONCILIATION  ENVIRONMENT AND CLIMATE CHANGE STRATEGY  AGRICULTURE  MUNICIPAL AFFAIRS & HOUSING	BC RURAL NETWORK	BUSINESS IMPROVEMENT ASSOCIATIONS
DEPARTMENT OF FISHERIES AND OCEANS			TRANSLINK	HOTEL ASSOCIATIONS
PUBLIC SAFETY CANADA			AIRPORTS AND AERODOMES	COMMUNITY ASSOCIATIONS
TRANSPORT CANADA			PORT AUTHORITIES	VISITOR CENTRES
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA			TRANSPORTATION PROVIDERS	HARBOUR AUTHORITIES
				TOURISM OPERATORS
				ARTS, CULTURE, HERITAGE ORGANIZATIONS
				NATURE-BASED ORGANIZATIONS
				CLUBS/VOLUNTEER GROUPS
				SEARCH AND RESCUE
				RESIDENTS

# 4. A DISTINCTIVE DIRECTION



## VISION, GOALS, GUIDING PRINCIPLES, AND DEVELOPMENT THEMES

### 1. VISION

This Vancouver, Coast & Mountains Regional Destination Development strategy directly supports the provincial vision for the Destination Development Program. The goals, strategies, and actions have been prioritized to achieve the elements identified within this vision.

The Vancouver, Coast & Mountains region is a vibrant and sustainable tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectation, align with community desires, and elevates BC's brand.

The following are common elements that have been identified from the planning area visions:

- A well-managed destination achieved through coordinated efforts that spreads prosperity
- A seamless, singular destination experience
- Expanding global reputation that attracts respectful visitors
- Diversity of experiences to attract year-round visitors
- Connections to nature and natural beauty
- Remarkable outdoor recreation
- Rich history and thriving cultural expression and experiences
- Welcoming communities with their own stories to share
- Opportunities to experience our way of life
- Generates ongoing, sustainable benefits for residents, businesses, and visitors alike

## 2. GOALS

The following are common elements that have been identified from the planning area goals:

- **REALIZE POTENTIAL** Sustainable growth of the total contribution of the visitor economy to support resident and community prosperity
- **MANAGED GROWTH** Work together to actively manage the destination cohesively
- **UP OUR GAME** Increase competitiveness as a preferred travel destination for key markets
- **SPREAD THE BENEFITS** Improve visitor dispersion year-round and geographically
- **SUSTAINABLE PRACTICES** Improve industry and visitor adoption of sustainable tourism practices
- **LOCAL SUPPORT** Increase community engagement and resident support for tourism

In addition, the Destination BC Destination Development Program provides two common provincial goals that all six regional strategies and 20 planning area strategies around BC will support:

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

## 3. GUIDING PRINCIPLES

As the journey of destination development continues in the Vancouver, Coast & Mountains region, choices will have to be made and priorities set. The following guiding principles were consistently identified within the six planning areas that informed this strategy.

- Tourism partners will work together on initiatives that spread the benefits of tourism throughout the entire region, ensuring prosperity is shared by all, and strengthening long-term competitiveness of the entire tourism region.
- Incremental, high-value growth must be well supported by generating capacity to support growth — adequately trained and skilled staff, sufficient accommodation capacity, and viable transportation options.

- Tourism development must adhere to sustainability practices — economic, social, cultural, and environmental.
- Tourism will be part of a larger effort to support and engage Indigenous communities and Peoples.
- Tourism will enhance the appeal of the Vancouver, Coast & Mountains region for residents.
- Visitors will be an integral part of stewardship efforts and will be educated to be respectful travellers.

## 4. DEVELOPMENT THEMES

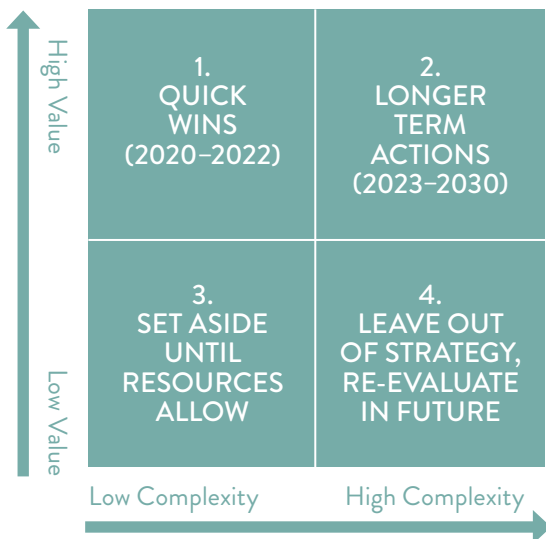
Similar to motivating experiences, development themes have been identified. The development themes are where the destination development attention will be focused for the next 10 years. Destination development planning themes define the priorities that have surfaced from tourism partners through the planning process to support the vision and goals, as well as the motivating experiences. Multiple destination development themes have been identified to focus strategic efforts on strengthening the Vancouver, Coast & Mountains region as a destination. Each theme will have objectives and actions identified to support it.

The following are common elements that have been identified from the planning area development themes:

1. Collaborative Destination Management
2. Transportation and Infrastructure
3. Available, Skilled Workforce
4. Product Development and Experience Enhancement
5. Destination Stewardship

# 5. VANCOUVER, COAST & MOUNTAINS STRATEGIC PRIORITIES

The prioritization of each objective, and the relative timing for implementation, is based on the following framework:



**1. QUICK WINS** high value tactics with low complexity and can be achieved within 3 years (2020-2022).

**2. LONGER TERM ACTIONS** high value, high complexity that require 4 to 10 years to achieve the result (2023-2030) 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.

Presenting the destination development objectives with a consistent framework will allow the province and the Vancouver, Coast & Mountains tourism region to examine the various priorities across all strategies. The regional strategy elevates the objectives and actions identified within planning area strategies that would benefit from regional leadership and coordination for implementation.

Considerable effort has gone into developing the regional strategy in an integrated way with priorities from the six planning area strategies helping to shape the priorities of this strategy.

## 5.1 DEVELOPMENT THEME 1:

### COLLABORATIVE DESTINATION MANAGEMENT

Collaborative destination management is about building tourism strategically by investing and managing growth collaboratively. The rapid growth of the resident base and tourist visitation has placed significant strains on many tourism assets and infrastructure in the Vancouver, Coast & Mountains region. This has resulted in the need to better understand and manage tourism capacity and disperse visitors throughout the region.

Further identified areas for collaboration include visitor understanding, creating one seamless destination experience, Indigenous tourism development, business networking, and resident engagement in tourism.

CATALYST PROJECTS	Priority
<p><b>OBJECTIVE #1</b> Work on a coordinated, regional basis to understand and manage the regional visitor experience, visitor flow, capacity, and dispersion (seasonal and geographic).</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Build data, insights, and knowledge on the entire visitor experience to identify future opportunities for improvement.</li> <li>• Develop a structure to collaborate on joint research, data, and analysis to enable a fulsome understanding of the entire visitor experience and complete customer journey mapping across the entire Vancouver, Coast &amp; Mountains tourism region.</li> <li>• Build regional destination development competencies. Including: 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> <li>• Prepare for potential large impacts on the visitor experience and visitor flow, including major transportation shifts, cruise ship terminal decisions, and large projects such as Garibaldi Ski Resort and 5 Nation Highway.</li> <li>• Implement and enforce coordinated, proactive visitor management for experiences and “hotspots” where visitors may congregate.</li> </ul> <p><b>SUCCESS NETWORK</b> VCM/DBC, DMOs, Municipalities, First Nations, Indigenous Tourism BC, tourism businesses, BIAs, Chambers of Commerce, EDO’s, RD, TransLink, BC Transit, transportation providers, YVR, YXX, Port Authorities, accommodation providers, nature-based organizations</p>	1. QUICK WINS
	CATALYST
	REGIONAL SCOPE

OTHER OBJECTIVES	PRIORITY
<p><b>OBJECTIVE #2</b> Work with the provincial government for the continuation of government funding programs related to tourism.</p> <p><b>SUCCESS NETWORK</b> TAC, FIN, VCM/DBC, DMOs, municipalities, First Nations, other levels of government, funding programs, Chamber of Commerce, BIAs, TIABC, ENV</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #3</b> Develop a full understanding of the aspirations of Indigenous communities and entrepreneurs within the region.</p> <p><b>SUCCESS NETWORK</b> TITBC, ITAC, VCM/DBC, First Nations, Indigenous businesses, EDO's, DMOs, IRR, TAC</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #4</b> Support more collaboration and visitor referrals amongst businesses within and between communities.</p> <p><b>SUCCESS NETWORK</b> VCM/DBC, DMOs, BC Chamber of Commerce, Chambers of Commerce, Boards of Trade, BIAs, tourism businesses, Visitor Centres</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #5</b> 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. Create a culture that lifts perceptions of tourism as benefiting all.</p> <p><b>SUCCESS NETWORK</b> TIABC, ITBC, VCM/DBC, BC Chamber of Commerce, Boards of Trade, EDO's, Chambers of Commerce, Business Improvement Associations, DMOs, RD, go2HR, TAC</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

## 5.2 DEVELOPMENT THEME 2: TRANSPORTATION AND INFRASTRUCTURE

As a gateway to the rest of the province, Metro Vancouver and the Vancouver, Coast & Mountains region plays a critical role in the success of the entire BC tourism industry. Yet capacity constraints are hindering the ability to deliver exceptional visitor experiences and responsible growth that benefits all.

Accommodations, transportation, and meetings space investment and capacity building to meet future visitor demand is needed. Bolder approaches to dispersing visitors throughout the region and the province is also needed to support rural communities.

CATALYST PROJECTS	Priority
<p><b>OBJECTIVE #6</b> Attract investment for new accommodations to be built in Metro Vancouver.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with the Metro Vancouver Destination Development Steering Committee to support their efforts in a planning area-wide impact analysis of accommodation gaps, and creating a business case for accommodation development, identifying where it makes sense to invest in new developments or expansions.</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.).</li> <li>• Educate local government Councils and municipal planners on the benefits of accommodations and the power they have to generate new accommodation capacity.</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.</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.).</li> <li>• Create an accommodation attraction and investment strategy through a consolidated effort from all Metro Vancouver players, Ministry of JEDC, 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> VCM/DBC, DMOs, municipalities, First Nations, MST Development Corporation, Canada Land Company (CLC), Vancouver Economic Commission, hotel associations, tourism businesses, BIAs, Chambers of Commerce, Boards of Trade, TAC, JEDC, other industries that rely on business accommodations</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #7</b> Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation mobility system to get visitors to the tourism experiences and tourism staff to work.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with the Province and Regional Districts to hold a Vancouver, Coast &amp; Mountains tourism transportation forum to initiate dialogue on how transportation impacts visitor experiences and share the planning area destination development strategies with decision makers.</li> <li>• Provide the voice of tourism for Tourism 2050 planning, TransLink’s Regional Transportation Strategy.</li> <li>• Continue to build relationships and work with TAC, TRAN, RD, BC Transit and TransLink to make ongoing improvements to visitor transportation, mobility, and connectivity.</li> </ul> <p><b>SUCCESS NETWORK</b> TRAN, TAC, RD, TransLink, YVR, YXX, Port Authority, BC Ferries, State of Washington, transportation business operators, DMOs, Government of Canada, Federal Government Smart City initiative, First Nations, municipalities, VCM/DBC, harbour authorities, marinas</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>



OTHER OBJECTIVES	PRIORITY
<p><b>OBJECTIVE #8</b> Develop new and expand existing meeting and conventions facilities.</p> <p><b>SUCCESS NETWORK</b> PavCo, Government of Canada, Destination Canada, TIABC, VCM/DBC, DMOs, municipalities, RD, TRAN, TransLink, EDO, hotel associations, First Nations, Business Improvement Associations, Boards of Trade, 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>1. QUICK WINS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #9</b> Support destination management and experience development efforts of the communities along the 5 Nation Highway (in-SHUCK-ch and Sts'ailes Forest Service Road).</p> <p><b>SUCCESS NETWORK</b> SLRD, TRAN, Lilwat Nation, Samahquam Nation, Skatin Nation, Xa'xtsa Nation, Sts'ailes Nation, Indigenous entrepreneurs, ITBC, FVRD, FLNRO, VCM/DBC, IRR</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #10</b> Support efforts to add passenger rail transportation from North Shore to Lillooet and beyond.</p> <p><b>SUCCESS NETWORK</b> TRAN, SLRD, Metro Vancouver, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lilwat Nation, St'át'imc Nation, EDO, Government of Canada, CN Rail, ITBC</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>

### 5.3 DEVELOPMENT THEME 3:

#### AVAILABLE SKILLED WORKFORCE

There are significant human resource challenges that need to be addressed. To enable business success there must be access to adequate skilled staff, affordable training programs to enhance skill levels, realistic transportation options to get to and from

work, and an inventory of affordable housing in which staff or entrepreneurs can live (addressed provincially). These factors are critical elements to business success, the ability to enhance the visitor experience and prepare for tourism growth.

CATALYST PROJECTS	Priority
<p><b>OBJECTIVE #11</b> Enhance efforts to improve the perception of tourism as a job and career choice.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <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>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, 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> </ul> <p><b>SUCCESS NETWORK</b> go2hr, TIABC, DMOs, post-secondary institutions, JEDC, AEST, EDUC, THRC, Industry Training Authority, high schools, school districts, large sector employers, other sector associations, related-organization (e.g., Vancouver Economic Development Commission), tourism employees, youth</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #12</b> Engage in provincial, regional, and community dialogue with post-secondary institutions to ensure curriculum offered and industry needs align.</p> <p><b>SUCCESS NETWORK</b> go2HR, Business and Tourism Educators of BC Association, THRC, TIABC, EDUC, Rural Development Institute (RDI), Chambers of Commerce, BIAs, VCM/DBC</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #13</b> Provide training and networking for businesses to better understand how to adapt to workforce realities and find solutions to staffing challenges and business hours.</p> <p><b>SUCCESS NETWORK</b> go2HR, THRC, TIABC, EDUC, VCM/DBC, DMOs, Business Improvement Associations, Boards of Trade, Chambers of Commerce, Community Futures, Small Business BC, educational institutions</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #14</b> Develop innovative, collaborative ways to improve workforce transportation so staff can get to their jobs and homes easily and safely.</p> <p><b>SUCCESS NETWORK</b> go2HR, VCM/DBC, DMOs, Business Improvement Associations, Boards of Trade, Chambers of Commerce, Community Futures, BC Transit, TransLink, transportation providers, municipalities, First Nations, RD</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

## 5.4 DEVELOPMENT THEME 4:

### PRODUCT DEVELOPMENT AND EXPERIENCE ENHANCEMENT

A balanced variety of paid and unpaid experiences is necessary in any destination to enhance destination appeal and competitiveness, provide new reasons for repeat visitation, and to entice new markets. To leverage the identified opportunities for regional and seasonal dispersion, while also addressing current capacity constraints with existing product experiences, there is a need to create new product experiences that entice visitors to explore and appreciate the region.

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

CATALYST PROJECTS		Priority
<p><b>OBJECTIVE #15</b> Foster regional collaboration around thematic product development and experience improvements.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a product development incubator program.                             <ul style="list-style-type: none"> <li>- Explore annual creative sessions, 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> <li>• Amplify a Remarkable Experience type of program to increase adoption and scale for the region.</li> <li>• Implement a “Destination and Product Peer Assessment Program”, where groups of individuals from different communities and businesses conduct reciprocal assessments.</li> <li>• Explore the development of a product enhancement and experience improvement fund and nomination program, in particular for rural businesses and communities.</li> <li>• Work with the provincial government for the continuation of the Rural Dividend Program to support new tourism product experience development.</li> <li>• Encourage all tourism businesses to elevate their visitor experience to provide immersive, authentic, and experiential tourism products that meet visitor demands.</li> </ul> <p><b>SUCCESS NETWORK</b> VCM/DBC, ITBC, ITAC, DC, DMOs, municipalities, First Nations, tourism businesses, EDO, TAC, non-traditional agencies</p>	1. QUICK WINS	
	REGIONAL SCOPE	
	PROVINCIAL SCOPE	
OTHER OBJECTIVES	PRIORITY	
<p><b>OBJECTIVE #16</b> Develop an Experience the Fraser tourism action plan.</p> <p><b>SUCCESS NETWORK</b> FVRD, Metro Vancouver Regional District, VCM/DBC, DMOs, tourism businesses, EDO, TAC, JEDC, FLNR, ITBC, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation and Independent First Nations</p>	1. QUICK WINS	
<p><b>OBJECTIVE #17</b> Create a forum for regional trail planning (hiking/nature walks, mountain biking) to review and optimize local trail planning efforts, address current capacity challenges, ensure visitor amenities are in place, and create appropriate strategic linkages for the development of destination trail-based journeys.</p> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TRAN, VCM/DBC, DMOs, municipalities, First Nations, RD, tourism businesses, nature-based organizations, local trail societies, EDO</p>	2. LONGER TERM ACTIONS	
	REGIONAL SCOPE	
	PROVINCIAL SCOPE	

OTHER OBJECTIVES	PRIORITY
<p><b>OBJECTIVE #18</b> Support the increase in Indigenous tourism businesses and Indigenous cultural tourism products.</p> <p><b>SUCCESS NETWORK</b> ITBC, ITAC, VCM/DBC, First Nations, Indigenous businesses, Indigenous Advisory Councils, EDO, DMOs, IRR, TAC, INAC, WD</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #19</b> Enhance the touring/road trip offerings, including Coastal Circle Route, Sea to Sky, Fraser Valley, Gold Rush Trail (Fraser Canyon) and Highway 3.</p> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TRAN, VCM/DBC, DMOs, municipalities, First Nations, Mayors and Chairs Coalition Tourism Sub-Committee, RD, Visitor Services Network, tourism businesses, nature-based organizations, EDO, Business Improvement Associations, Boards of Trade, Chambers of Commerce, Community Futures, funding organizations</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #20</b> Create a vision and action plan for regional collaboration around waterway-based tourism development within the Strait of Georgia (Richmond, YVR, Tsawwassen), Howe Sound, and Burrard Inlet.</p> <p><b>SUCCESS NETWORK</b> MVRD, FVRD, SLRD, Port Authorities, TransLink, VCM/DBC, municipalities, First Nations, DMOs, tourism businesses, EDO, non-traditional agencies and inspiration, TRAN</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #21</b> Build additional nature-based frontcountry experiences that meet current and future resident and visitor capacity demands and disperses visitors through the region.</p> <p><b>SUCCESS NETWORK</b> ENV, FLNR, RD, municipalities, First Nations, DMOs, VCM/DBC, ITBC, conservation organizations, nature-based organizations, nature-based operators</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #22</b> Support not-for-profit cultural organizations (heritage, arts, culture) to access funding, product development, and maintain operations.</p> <p><b>SUCCESS NETWORK</b> TAC, VCM/DBC, DMOs, arts alliances, cultural alliances, heritage organizations, Visitor Services Network, Chambers of Commerce, BIAs, Boards of Trade, Municipalities, RD, First Nations, EDO, funding organizations, artists, galleries, cultural centres, performing arts centres, heritage sites, Parks Canada</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #23</b> Support development of new or expanded cultural education centres within Metro Vancouver and those identified as priorities for First Nations communities such as Lillooet.</p> <p><b>SUCCESS NETWORK</b> ITBC, ITAC, TAC, IRR, VCM/DBC, municipalities, First Nations, DMOs, tourism businesses, EDO, non-traditional agencies</p>	<p>3. SET ASIDE UNTIL RESOURCES ALLOW</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #24</b> Work with the provincial government and Port of Vancouver to understand and address regional impacts of the final plan (when complete) to address cruise ship capacity constraints at Canada Place Cruise Ship Terminal, including access to transportation infrastructure, dispersion of cruise passengers throughout the region, and the need for accommodations to support growth.</p> <p><b>SUCCESS NETWORK</b> Port of Vancouver, Government of Canada, DC, TIABC, VCM/DBC, DMOs, City of Vancouver, City of Richmond, MVRD, TRAN, TransLink, Pacific Rim Cruise Association, EDO, hotel associations, Business Improvement Associations, Chambers of Commerce, other tourism organizations</p>	<p>3. SET ASIDE UNTIL RESOURCES ALLOW</p> <p>PROVINCIAL SCOPE</p>

## 5.5 DEVELOPMENT THEME 5:

### DESTINATION STEWARDSHIP

Participants in the destination development planning process continually elevated the need to ensure sustainability principles are at the foundation of the destination development strategy. Responsible and sustainable tourism development must support the inherent “values of place” and ensure the economic,

social, cultural, and environmental benefits from tourism exceed the costs attributed to each. This includes managing the growth and development of tourism amid natural places, ensuring a balance of protection, education, and experience.

CATALYST PROJECTS	Priority
<p><b>OBJECTIVE #25</b> Work with the provincial government to ensure Ministerial budgets are sufficient for management and stewardship of nature-based assets (e.g., trailheads, washrooms, signage, garbage, etc.).</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with the provincial government to increase government funds and human resources to better manage and maintain government owned tourism amenities and assets (e.g., trails, garbage cleanup, outhouses on crown land, parking, etc.).</li> <li>• Work with the provincial government to shift funding towards more operational dollars vs capital improvements (e.g., BC Parks operational dollars could be included with capital improvement funds).</li> </ul> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TRAN, VCM/DBC, DMOs, municipalities, First Nations, RD, Park Facility Operators, nature-based organizations</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>
OTHERS OBJECTIVES	PRIORITY
<p><b>OBJECTIVE #26</b> Improve sustainability practices of the tourism industry and partners, including improving environmental monitoring.</p> <p><b>SUCCESS NETWORK</b> TAC, ENV, FLNR, VCM/DBC, municipalities, RD, DMOs, First Nations, tourism businesses, tourism-related organizations</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #27</b> Work with the provincial government to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.</p> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TIABC, ITBC, IRR, municipalities, RD, First Nations, VCM/DBC, DMOs, tourism businesses, Adventure Tourism Coalition, EDO’s</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #28</b> Improve visitor education and communication related to instilling a sense of pride of place for residents and help educate visitors on respectful behaviour and responsibility in natural environments.</p> <p><b>SUCCESS NETWORK</b> TAC, VCM/DBC, DMOs, ENV, FLNR, Visitor Services Network, municipalities, First Nations, tourism businesses, EDO’s, nature-based organizations</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #29</b> Support in principle the efforts to achieve UNESCO Howe Sound Biosphere certification and other similar designations as they arise throughout the region.</p> <p><b>SUCCESS NETWORK</b> Howe Sound Biosphere Region Initiative, tourism businesses, municipalities, SLRD, ITBC, environmental organizations, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation)</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

# 6. IMPLEMENTATION FRAMEWORK



A common and consistent planning approach was used in the region that enables the planning area strategies and the regional strategy, as well as the provincial strategy, to be easily linked together and coordinated for implementation.

The common approach sets the foundation for the ongoing dialogue, prioritization, and cohesion needed to provide the tourism region with a distinct competitive advantage. It also provides all partners with a framework to translate the planning area strategies and regional strategy into action, in a consistent, integrated manner.

Considerable effort has gone into developing the Regional Destination Development Strategies across the province in an integrated way, with objectives from the planning area strategies informing the regional strategies. This ensures a more coordinated and strategic approach to strengthening tourism across the planning areas, regions, and province.

This integrated approach will deliver strategically aligned plans that will provide direct benefit to all. When implementation is successful at one planning level, the strategy implementation can be expedited for all levels.

While local champions and tourism partners will continue to focus on implementation for the Metro Vancouver, Sunshine Coast, Sea-to-Sky Corridor, Fraser Valley, Gold Rush Trail, and Highway 3 Corridor, the regional strategy will guide and coordinate efforts at the regional level to ensure the priorities are executed with an integrated approach. It is critical all strategies are coordinated as they are being implemented to ensure maximum impact and effectiveness of these efforts.

ALEXANDRA BRIDGE PROVINCIAL PARK  
Photo: Michael Bednar

# 7. MEASURING AND MONITORING SUCCESS

The following recommended measurements can be used to monitor the success of the tourism industry in the Vancouver, Coast & Mountains region and the overall implementation of this strategy. Other measures may be identified during the project work that will be incorporated at a later time.

NOTE: This strategy was created prior to the onset of the COVID-19 pandemic. While all elements in the strategy are still relevant, priorities may have shifted, which will be reflected in an accompanying Action Plan for implementation.

GOALS	RECOMMENDED MEASUREMENT	SOURCE
<p><b>REALIZE POTENTIAL:</b> Sustainable growth of the total contribution of the visitor economy to support resident and community prosperity.</p>	<ol style="list-style-type: none"> <li>1. Increase Metro Vancouver revenues by 4.2% average annual increase to 2030<sup>3</sup></li> <li>2. Increasing length of stay, which contributes to visitor spending growth target</li> <li>3. Total number of new accommodations within region</li> </ol>	<ol style="list-style-type: none"> <li>1. Tourism Vancouver</li> <li>2. Commercial Accommodation Survey/BC Stats accommodation revenue reporting</li> <li>3. Visitor Surveys and/or accommodation surveys</li> <li>4. BC Stats</li> </ol>
<p><b>MANAGED GROWTH:</b> Work together to actively manage destination capacity</p>	<ol style="list-style-type: none"> <li>1. Increase Metro Vancouver visitor volume by 1.9% average annual increase to 2030</li> <li>2. Comparable relative to the rate of population growth</li> <li>3. Growth in year-round occupancy with increasing proportion for shoulder/off season growth</li> <li>4. Support community-specific target growth rates for visitor volume</li> </ol>	<ol style="list-style-type: none"> <li>1. Tourism Vancouver</li> <li>2. Regional Districts</li> <li>3. MRDT data</li> <li>4. MRDT data from community DMOs</li> </ol>
<p><b>UP OUR GAME:</b> Increase competitiveness as a preferred travel destination for key markets.</p>	<ol style="list-style-type: none"> <li>1. VCM and destination specific ratings on TripAdvisor - 4.02 VCM accommodation average - 4.09 VCM non-accommodation average</li> <li>2. Qualities of the destination: Vancouver compared to competitive set</li> <li>3. Economic Impact</li> <li>4. Touring routes satisfaction rating</li> <li>5. Number of new product experiences</li> <li>6. Number of Indigenous tourism businesses</li> <li>7. Ratings of ease of transportation</li> </ol>	<ol style="list-style-type: none"> <li>1. TripAdvisor ratings from HelloBC.com listings</li> <li>2. Tourism Vancouver market surveys</li> <li>3. Destination BC's Value of Tourism model</li> <li>4. Visitor surveys</li> <li>5. Industry survey</li> <li>6. Indigenous Tourism BC</li> <li>7. Visitor survey</li> </ol>

<sup>3</sup>This goal supports Tourism Vancouver 2030 Draft Scenario report Composite Scenario goals

GOALS	RECOMMENDED MEASUREMENT	SOURCE
<p><b>SPREAD THE BENEFITS:</b> Improve visitor dispersion year-round and geographically.</p>	<ol style="list-style-type: none"> <li>1. Number of communities visited</li> <li>2. Changes to accommodation room revenue and capacity</li> </ol>	<ol style="list-style-type: none"> <li>1. Visitor surveys</li> <li>2. Commercial Accommodation Survey/BC Stats accommodation revenue reporting</li> </ol>
<p><b>SUSTAINABLE PRACTICES:</b> Improve industry and visitor adoption of sustainable and responsible tourism practices.</p>	<ol style="list-style-type: none"> <li>1. Number of businesses engaged</li> <li>2. Number of initiatives that are reporting improvements</li> <li>3. Number of issues reported in visitor use of the natural and cultural heritage</li> </ol>	<ol style="list-style-type: none"> <li>1. Industry survey</li> <li>2. Industry survey</li> <li>3. BC Parks, FLNR, tourism businesses, municipalities</li> </ol>
<p><b>LOCAL SUPPORT:</b> Increase community engagement and resident support for tourism.</p>	<ol style="list-style-type: none"> <li>1. Resident support for tourism</li> </ol>	<ol style="list-style-type: none"> <li>1. Resident surveys</li> </ol>

<sup>3</sup>This goal supports Tourism Vancouver 2030 Draft Scenario report Composite Scenario goals



# 8. APPENDICES

## 8.1 APPENDIX 1: LIST OF COMMUNITIES AND FIRST NATIONS

### METRO VANCOUVER

#### MUNICIPALITIES

- Bowen Island Municipality

#### Districts:

- Delta
- Langley Township
- North Vancouver
- West Vancouver

#### Cities:

- Burnaby
- Coquitlam
- Langley
- Maple Ridge
- New Westminster
- North Vancouver
- Pitt Meadows
- Port Moody
- Port Coquitlam
- Richmond
- Surrey
- Vancouver
- White Rock

#### FIRST NATIONS COMMUNITIES

##### First Nations located within Metro Vancouver:

- Katzie First Nation
- Kwantlen First Nation (part of Stó:lō Nation)
- Kwikwetlem First Nation
- Matsqui First Nation (part of Stó:lō Nation)
- Musqueam Indian Band
- Semiahmoo First Nation
- Skwxwú7mesh Nation
- Tsawwassen Treaty First Nation
- Tsleil-Watuth Nation

##### First Nations without Reserve Lands:

- Qayqayt First Nation
- Hwlitsum First Nation

#### UNINCORPORATED COMMUNITIES

##### Villages:

- Anmore
- Belcarra
- Lions Bay

##### Electoral Area A Includes:

- University Endowment Lands and the University of British Columbia
- Bowyer, Passage, and Barnston Islands
- The west side of Pitt Lake
- The northern portion of Indian Arm
- And a large area to the north of the North Shore that is sparsely populated except for certain subdivisions between Horseshoe Bay and the Village of Lions Bay

## SEA-TO-SKY CORRIDOR

### INCORPORATED MUNICIPALITIES

- City of North Vancouver
- District of North Vancouver
- District of West Vancouver
- Bowen Island Municipality
- Village of Lions Bay
- District of Squamish
- Resort Municipality of Whistler
- Village of Pemberton
- District of Lillooet

### FIRST NATIONS COMMUNITIES

- St'át'imc Nation
- Lil'wat Nation
- Skwxwú7mesh Nation (including Stawamus Indian Reserve No. 24, Cheakamus Indian Reserve No. 11)
- Tseil-Watuth Nation

### UNINCORPORATED COMMUNITIES

- Electoral Area A: Upper Bridge River Valley
- Electoral Area B: Found within the traditional territory of the St'át'imc Nation.
- Electoral Area C: Pemberton Valley/ Mount Currie-D'Arcy Corridor
- Electoral Area D: Porteau Cove, Furry Creek and Britannia Beach, Upper Squamish and Paradise Valleys and Pinecrest Estates and Black Tusk Village along the Highway 99 near Whistler.
- Community of Gold Bridge

## SUNSHINE COAST

### INCORPORATED MUNICIPALITIES

- Town of Gibsons
- District of Sechelt
- City of Powell River

### FIRST NATIONS COMMUNITIES

- Skwxwú7mesh Nation
- Shíshálh Nation
- Tla'amin Nation
- Klahoose Nation

### UNINCORPORATED COMMUNITIES

#### Sunshine Coast RD

- Electoral Area A – Pender Harbour/ Egmont/Madeira Park
- Electoral Area B – Halfmoon Bay
- Electoral Area D – Roberts Creek
- Electoral Area E – Elphinstone
- Electoral Area F – West Howe Sound

#### qathet RD

- Electoral Area A – Savary Island, Harwood Island, north area
- Electoral Area B
- Electoral Area C
- Electoral Area D – Texada Island
- Electoral Area E – Lasqueti Island

## FRASER VALLEY PLUS HIGHWAY 3 AND GOLD RUSH TRAIL AREAS WITHIN THE VANCOUVER, COAST & MOUNTAINS REGION

### INCORPORATED MUNICIPALITIES

- Abbotsford
- Chilliwack
- Harrison Hot Springs
- Hope
- Kent
- Mission
- Langley City
- Langley Township
- Maple Ridge
- Pitt Meadows
- Lytton
- Lillooet

### FIRST NATIONS COMMUNITIES

#### Stó:lō Nation:

- Aitchelitz
- Kwantlen
- Leq'a:mel
- Matsqui
- Popkum
- Skawahlook
- Skowkale
- Squiala
- Sumas
- Tzeachten
- Yakweakwioose
- Cheam
- Kwawkwaw'apilt
- Scowlitz
- Chawathil
- Seabird Island
- Shxw'ow'hamel
- Shxwha:y Village
- Soowahlie

#### St'at'imc Nation:

- Xa'xtsa Nation
- Skatin Nation
- Samahquam Nation

#### Nlaka'pamux Nation:

- Boothroyd
- Boston Bar
- Spuzzum

#### Independent Nations:

- Katzie
- Peters
- Skwah
- Sts'ailes
- Union Bar
- Yale

### UNINCORPORATED COMMUNITIES

- FVRD Electoral Area A: Boston Bar/ North Bend/ Canyon Alpine
- FVRD Electoral Area B: Yale/Choate/Dogwood Valley/Emory Creek/Laidlaw/Othello/Ruby Creek/Spuzzum/Sunshine Valley
- FVRD Electoral Area C: Sasquatch Country, includes Hemlock Valley
- FVRD Electoral Area D: Popkum — Bridal Falls
- FVRD Electoral Area E: Chilliwack River Valley
- FVRD Electoral Area F: McConnell Creek — Hatzic Prairie
- FVRD Electoral Area G: Nicomen Island/ Deroche/Dewdney/ Hatzic Island
- FVRD Electoral Area H: Cultus Lake/ Columbia Valley/ Lindell Beach

## 8.2 APPENDIX 2: PROVINCIAL INITIATIVES IDENTIFIED SUPPORTING THIS STRATEGY

The following regional objectives and strategies were identified as having provincial scope for consideration in the development of the Provincial Destination Development Strategy

OBJECTIVES	Priority
<p><b>OBJECTIVE #2</b> Work with the provincial government for the continuation of government funding programs.</p> <p><b>SUCCESS NETWORK</b> TAC, FIN, VCM/DBC, DMOs, municipalities, First Nations, other levels of government, funding programs, Chambers of Commerce, BIA's</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #5</b> 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. Create a culture that lifts perceptions of tourism as benefiting all.</p> <p><b>SUCCESS NETWORK</b> TIABC, ITBC, VCM/DBC, BC Chamber of Commerce, Boards of Trade, EDO's, Chambers of Commerce, Business Improvement Associations, DMOs, RD, go2HR, TAC</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #6</b> Attract investment for new accommodations to be built in Metro Vancouver.</p> <p><b>SUCCESS NETWORK</b> VCM/DBC, DMOs, municipalities, First Nations, MST Development Corporation, Canada Land Company (CLC), Vancouver Economic Commission, hotel associations, tourism businesses, BIA's, Chambers of Commerce, Boards of Trade, TAC, JEDC, other industries that rely on business accommodations</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #7</b> Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation mobility system to get visitors to the tourism experiences and tourism staff to work.</p> <p><b>SUCCESS NETWORK</b> TRAN, TAC, RD, TransLink, YVR, YXX, Port Authority, BC Ferries, State of Washington, transportation business operators, DMOs, Government of Canada, Federal Government Smart City initiative, First Nations, municipalities, VCM/DBC, harbour authorities, marinas</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #8</b> Develop new and expand existing meetings and convention facilities.</p> <p><b>SUCCESS NETWORK</b> PavCo, Government of Canada, DC, TIABC, VCM/DBC, DMOs, municipalities, RD, TRAN, TransLink, EDO's, hotel associations, First Nations, Business Improvement Associations, Boards of Trade, Chambers 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>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

OBJECTIVES	Priority
<p><b>OBJECTIVE #9</b> Support destination management and experience development efforts throughout the communities along the 5 Nation Roadway (in-SHUCK-ch and Sts'ailes Forest Service Road).</p> <p><b>SUCCESS NETWORK</b> SLRD, TRAN, FLNR, ENV, ITBC, VCM/DBC, Lilwat Nation, Samahquam Nation, Skatin Nation, Xa'xtsa Nation, Sts'ailes Nation, Indigenous entrepreneurs</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #10</b> Support efforts to add passenger rail transportation from the North Shore to Lillooet and beyond.</p> <p><b>SUCCESS NETWORK</b> TRAN, SLRD, Metro Vancouver Regional District, ITBC, TransLink, VCM/DBC, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lilwat Nation, St'át'imc Nation, EDO, Government of Canada, CN Rail</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #17</b> Create a forum for regional trail planning (hiking /nature walks, mountain biking) to review and optimize local trail planning efforts, address current capacity challenges, ensure visitor amenities are in place, and create appropriate strategic linkage for the development of destination trail-based journeys.</p> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TRAN, DBC, DMOs, municipalities, First Nations, RD, tourism businesses, nature-based organizations, local trail societies, EDO</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #18</b> Support the increase in Indigenous tourism businesses and Indigenous cultural tourism products.</p> <p><b>SUCCESS NETWORK</b> ITBC, ITAC, VCM/DBC, First Nations, Indigenous businesses, Aboriginal Advisory Councils, EDO's, DMOs, IRR, TAC, INAC, WD</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #19</b> Enhance the touring/road trip offerings, including Coastal Circle Route, Sea to Sky, Fraser Valley, Gold Rush Trail (Fraser Canyon) and Highway 3.</p> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TRAN, VCM/DBC, DMOs, municipalities, First Nations, Mayors and Chairs Coalition Tourism Sub-Committee, RD, Visitor Services Network, tourism businesses, nature-based organizations, EDO's, Business Improvement Associations, Boards of Trade, Chambers of Commerce, Community Futures, funding organizations, RDMOs</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #21</b> Build additional nature-based frontcountry experiences that meet current and future resident and visitor capacity demands and disperses visitors throughout the region.</p> <p><b>SUCCESS NETWORK</b> ENV, FLNR, RD, municipalities, First Nations, DMOs, VCM/DBC, ITBC, conservation organizations, nature-based organizations, nature-based business operators</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

OBJECTIVES	Priority
<p><b>OBJECTIVE #22</b> Support not-for-profit cultural organizations (heritage, arts, culture) to access funding, develop product, and maintain operations.</p> <p><b>SUCCESS NETWORK</b> TAC, VCM/DBC, DMOs, arts alliances, cultural alliances, heritage organizations, Visitor Services Network, Chambers of Commerce, BIA's, Boards of Trade, Municipalities, RD, First Nations, EDO's, funding organizations, artists, galleries, cultural centres, performing arts centres, heritage sites, Parks Canada</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #23</b> Support development of new or expanded cultural education centres within Metro Vancouver and as identified as priorities for First Nation communities such as Lillooet.</p> <p><b>SUCCESS NETWORK</b> ITBC, ITAC, TAC, IRR, municipalities, First Nations, VCM/DBC, DMOs, tourism businesses, EDO's, non-traditional agencies</p>	<p>3. SET ASIDE UNTIL RESOURCES ALLOW</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OBJECTIVE #24</b> Work with the provincial government and Port of Vancouver to understand and address regional impacts of the final plan (when complete) to address cruise ship capacity constraints at Canada Place Cruise Ship Terminal, including access to transportation infrastructure, dispersion of cruise passengers throughout the region, and the need for accommodations to support growth.</p> <p><b>SUCCESS NETWORK</b> Port of Vancouver, Government of Canada, DC, TIABC, VCM/DBC, DMO's, City of Vancouver, City of Richmond, MVRD, TRAN, TransLink, Pacific Rim Cruise Association, EDO's, hotel associations, Business Improvement Associations, Chambers of Commerce, other tourism organizations</p>	<p>3. SET ASIDE UNTIL RESOURCES ALLOW</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #25</b> Work with the provincial government to ensure Ministerial budgets are sufficient for management and stewardship of nature-based assets (e.g., trailheads, washrooms, signage, garbage, etc.).</p> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TRAN, VCM/DBC, DMOs, municipalities, First Nations, RD, Park Facility Operators, nature-based organizations</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #27</b> Work with the provincial government to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.</p> <p><b>SUCCESS NETWORK</b> TAC, FLNR, ENV, TIABC, municipalities, RD, First Nations, VCM/DBC, DMOs, tourism businesses, Adventure Tourism Coalition, EDO's, ITBC</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p><b>OBJECTIVE #28</b> Improve visitor education and communication related to instilling a sense of pride of place for residents and helping educate visitors on respectful behaviour and responsibility in natural environments.</p> <p><b>SUCCESS NETWORK</b> TAC, VCM/DBC, DMOs, FLNR, ENV, Visitor Services Network, municipalities, First Nations, tourism businesses, EDO's, nature-based organizations</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>



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