Destination Management and Development Implementation Guide

Community-led Implementation of the Vancouver, Coast & Mountains Destination Development Strategies

August 2023

The Vancouver, Coast & Mountains tourism region respectfully acknowledges the xʷməθkʷəy̓əm (Musqueam Indian Band), Sḵwx̱wú7mesh Úxwumixw (Squamish Nation), and sə̓lilwətaɬ (Tsleil-Waututh Nation) on whose territory we operate our main office.

We further recognize with gratitude that we carry out our work on the lands of the 54 Indigenous Nations throughout this region. We honour our ongoing relationships with Indigenous Peoples and Nations, and we commit to continuing to work together.

LILLOOET
Photo: Cariboo Chilcotin Coast/Jonny Bierman

ACKNOWLEDGEMENTS

This Implementation Guide accompanies the Vancouver, Coast & Mountains Regional Destination Development Strategy (created over 40-months of research and strategic planning led by Destination BC and the Vancouver, Coast & Mountains region). In the Vancouver, Coast & Mountains (VCM) 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 and Highway 3 Corridor). The Strategy plays an important role in integrating the six planning areas strategies within the tourism region into one overarching regional strategy.

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HOPE
Photo: Hubert Kang

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EXECUTIVE SUMMARY

The components of destination management and development are not owned or led by any one entity and in the Vancouver, Coast & Mountains (VCM) region, as well as other regions across BC, tourism is evolving at different stages. Some communities have a maturing tourism industry and infrastructure, some communities are considering tourism as an alternative to economies in transition, and other communities are in an exploratory stage of how tourism could be an economic driver for their community. We refer to this as the tourism continuum. As a result, there is no singular approach to destination management and development.

This Implementation Guide explores areas of overlap between tourism destination management and development and local government roles and responsibilities. Understanding this intersection provides insights into the building blocks of tourism and how local governments policies and plans can further enable tourism at a pace that aligns with their existing interests, available resources, and priorities. The outcome of this work can achieve economic, social, and environmental benefits for the community as well as increase resident support for tourism.

Across BC, communities (see Figure 1) are focused on plans that address their long-term competitiveness and attractiveness as destinations. These Strategies focus on the aspects of tourism that enhance the visitors' experience, including:

- the setting where experiences take place and how to access those experiences

- policies that establish and maintain opportunities

- the investment enhancement framework

- products and experiences matched to consumer interests

- infrastructure and amenities which are often public in nature and used by residents and visitors

Through policies, planning, management, and service delivery local governments are directly involved in the visitor's experience of a community. Guided by resident interests, local governments lead the development and enhancement of communities, including planning and infrastructure, protection of the environment, provision of recreational amenities and facilities (such as parks and trails), promotion of culture and arts, and much more.

While some local governments may not see themselves as part of the tourism sector, they are undoubtedly responding to tourism-related use of local assets, amenities, infrastructure, transportation networks, and other areas.

Some local governments may not fully comprehend the overall value of tourism to the local economy and it is often not fully considered by decision-makers when setting policy, creating plans, or making infrastructure investments. Local governments gaining a better understanding of the diverse types of tourism, such as adventure tourism, cultural tourism, urban or rural tourism, business tourism, ecotourism, and gastronomy tourism, can unlock a range of opportunities for communities.

Like any industry, tourism must be thoughtfully designed and aligned to achieve a balance of community needs and fit within, existing priorities, service delivery, economic drivers, and other influences. An approach that provides optimal levels of resident engagement will enable communities to embrace tourism to help meet their unique social, economic, and environmental priorities. Local governments can provide access to community engagement and residents can define how they want to advance tourism related policies and plans. This Implementation Guide is designed to create an approach to destination management and development that aims to balance the competing needs and demands of residents, visitors, industry partners, and the environment.

Figure 1

VANCOUVER, COAST & MOUNTAINS

Legend:
- Towns and Indigenous Communities
- Highways
- Ferry Routes
- Great Bear Rainforest
- Lakes and Rivers
- Provincial Parks and Protected Areas

1. Upper Lillooet Park
2. Clendinning Park
3. Birkenhead Lake Park
4. Tantalus Park
5. Garibaldi Park
6. Pinecone Burke Park
7. Golden Ears Park
8. Mehatl Creek Park
9. Chilliwack Lake Park
10. Skagit Valley Park
11. E.C. Manning Park

DESTINATION BRITISH COLUMBIA

INSET 1

The VCM region accounts for nearly 60% of BC's tourism businesses, and represents 50% of provincial overnight visitation, and 52% of spending (VCM Regional Profile, 2017). The region is a key gateway to BC, thanks to major infrastructure including Vancouver International Airport, Abbotsford International Airport, Port of Vancouver, BC Place Stadium and the Vancouver Convention Centre, BC Ferries, and TransLink. It also boasts many partners vital to the success of local tourism, including:

54
First Nations

35
Municipalities

5
Regional districts, and portions of 4 additional regional districts

+
Numerous electoral areas

27
Community Destination Management Organizations (CDMOs), inclusive of municipalities that have Economic Development Officers with tourism as part of their portfolios

6
Destination development planning areas

VALUE OF TOURISM IN BRITISH COLUMBIA

Tourism is one of the core economic sectors in BC. It can be a catalyst for economic development, with a significant impact on trade, job creation, investment, infrastructure development and social inclusion. In 2019, international tourism grew faster than the global economy for the ninth year in a row[2]. There are almost 17,000 tourism-related businesses in BC. These businesses employ almost 85,000 people in the province. The value of tourism is most directly corelated with hotels, restaurants, and the entire hospitality industry, but also has an indirect impact on countless others including local shops, attractions, breweries, wineries, farms, event producers, transportation providers, and artisans.

BC residents feel the tourism industry plays an important role in the economic well-being of:

British Columbia:
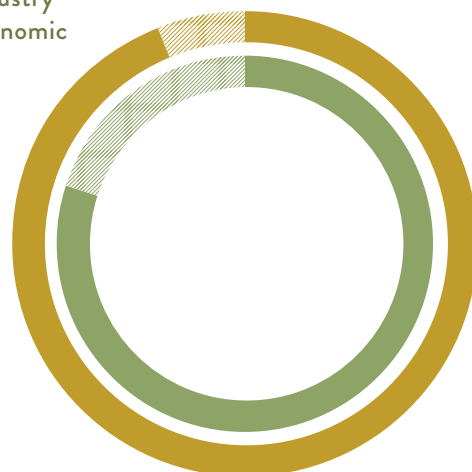## 94%

Their Individual Communities:
80%

Figure 2

Tourism has been a key economic driver and one of BC's competitive strengths in the global economy. Tourism strengthens international perceptions of BC, which has positive impacts on trade and investment, international education, and immigration. BC residents overwhelmingly believe the tourism industry plays an important role in the economic well-being of the province (94%) and in their individual communities (80%)[3] (Figure 2)[4].

2 World Travel and Tourism Council, Sustainable Growth Initiative

3 Destination BC 2022 Public Perceptions of Tourism survey, October 2022

4 DBC Corporate Website: BC's Tourism Industry Plays an Important Role in the Economic Well-Being of 94% of British Columbians: Destination BC Releases Public Perceptions Survey, December 2022

5 TIABC / Destination BC Tourism Week 2023 Fact Sheet

A high proportion of BC residents (79%) agree that tourism creates career opportunities, is an important investment in growing BC's economy/communities (79%), and generates substantial tax revenues (78%). In fact, the overwhelming majority of residents believe the tourism industry is important to the economy of BC[6].

Tourism improves the quality of life for all British Columbians as visitors engage in a wide range of activities, such as interactions with residents, communities, and the environments. Without tourism, many of the things we enjoy in our communities would not be as viable including:

• museums and galleries

• festivals and events

• air, highway, and marine transportation

• dining and wine touring

• parks, trails, and recreational facilities.

Local governments can take various approaches to realize local benefits from tourism. For example, the City of North Vancouver's Shipyards project was initiated decades ago to serve resident interests and has transitioned over time into a landmark tourism destination for the North Shore. The Shipyards' community benefits are numerous: environmental site remediation, economic development, public space activation, a municipal revenue source that offsets operating costs, and many others.

Appendix A provides further examples and information on economic development tools for local governments.

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6 TIABC / Destination BC Tourism Week 2023 Fact Sheet

INTRODUCTION TO DESTINATION MANAGEMENT AND DEVELOPMENT IN THE VANCOUVER, COAST & MOUNTAINS REGION

Destination management and development focuses on the supply side of tourism — those elements of a destination that can impact a visitor's experience. There are five main aspects of destination management and development incorporated into the planning and strategic direction (Figure 3)[7].

1 SETTING, ACCESS + POLICIES >

2 INVESTMENT ENHANCEMENT >

3 EXPERIENCE + PRODUCT DEVELOPMENT >

4 VISITOR SERVICING >

5 CAPABILITIES, SKILLS + TRAINING >

VISITOR EXPERIENCE

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7   Five Dimensions of Supply, Metro Vancouver Destination Development Strategy, page 9

When these aspects are managed and developed to create a compelling visitor experience, and are combined with thoughtful demand management, the results lead to increased economic, social, environmental, and cultural benefits for communities. This work requires thoughtful planning and a coordinated effort between all levels of government, tourism sector representatives, and community members.

For the objectives outlined in the VCM Regional Destination Development Strategy[8] to be actioned, participation from a range of partners is crucial. The array of partners that are involved in developing, enhancing, and managing a destination is considerable, since many aspects of a local or regional economy are related and linked to tourism.

Along with non-government tourism partners, all levels of governments (federal, provincial, Indigenous, and local) influence destination management and development. At the community level, local governments, who may not have seen themselves as part of the tourism sector, are realizing the benefits of tourism and taking an ever-increasing role in destination management and development, incorporating tourism and visitation realities into policies, plans, and operations.

This Implementation Guide will help drive destination management and development objectives at a community level and:

- Explore the **intersection** between local government roles and responsibilities and destination management and development objectives.

- Identify how **existing local government plans, policies, and operations align** with destination management and development, and where they can incorporate strategies and objectives.

- Capitalize on **existing community plans, policies, and operations to proceed** at a pace that aligns with local government priorities, resources, and other competing demands.

- Utilize community **engagement forums** to further collaboration and input.

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8   VCM Regional Destination Development Strategy 2019–2029

Through collaboration and partnership, significant progress has already been achieved on the implementation of the VCM Destination Development Strategy. This Guide furthers partner collaboration and focuses on expanding VCM Strategy implementation concurrently in multiple communities though the primary local agency that represents resident and community interests; municipalities and regional districts collectively referred to as local governments.

Appendix B summarizes the organizations that were part of the steering committees that designed the destination development strategies across each planning area and the VCM Region.

SUNSHINE COAST
Photo: Local Wanderer

VCM Destination Development Strategy Highlights

Since the adoption of the Destination Development Strategies across all six planning areas in the VCM region, hundreds of partners have become part of destination management councils and committees.

The ongoing involvement of these practitioners and professionals on destination management councils and committees demonstrates a deep level of support for the tourism industry. This work has laid the foundation for the next phase of the VCM Regional Destination Development Strategy (VCM Strategy) implementation that builds on the innovative approaches to date and expands destination management and development.

The vision for the VCM 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 as a destination[9].

In the VCM 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 and the Highway 3 Corridor).

The VCM Strategy plays an important role in integrating the six planning area strategies within the tourism region into one overarching regional strategy.

Multiple destination development themes have been identified to focus strategic efforts on strengthening the VCM region as a destination. Each theme has objectives and numerous actions identified to support it. Five common elements have been identified from the planning area development themes including:

1.
Collaborative Destination Management

2.
Transportation and Infrastructure

3.
Available, Skilled Workforce

4.
Product and Experience Development

5.
Destination Priorities

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9 Regional Destination Development Strategy: Vancouver, Coast & Mountains
December 2020, page 2

THE VISITOR EXPERIENCE

There are multiple dimensions to supply that are considered to enhance the visitor experience including:

- **the setting** in which our experiences take place and how to access them

- **policies** that establish and maintain opportunities

- the **investment enhancement** framework

- products and experiences matched to consumer interests, including **infrastructure and amenities** (which are all often public in nature and used by residents as well as visitors)

- visitor **servicing programs** that meet and exceed expectations

- **capability, skills, and training** for the tourism industry

- increasing community engagement and **resident support** for tourism

SUCCESS NETWORKS

The VCM Strategy offers a collaborative approach to destination management and development, with partners supporting each other and working together to further shared needs. This includes local organizations, government agencies, and community groups that informed the planning area strategies and success networks, who will need to collaborate and work in harmony to bring the opportunities to fruition and implement the strategies.

Appendix C outlines partners that may be part of the success networks.

LOCAL GOVERNMENT INTERSECTION WITH DESTINATION MANAGEMENT AND DEVELOPMENT

The intersection between the social, cultural, environmental, and economic aspects of destination management and local government's roles and responsibilities can inform which themes to implement in a community. Growing community-based tourism within this context requires a strong respect for local interests and priorities, and a path forward that aligns with each community's place on the tourism continuum.

WHISTLER
Photo: Tourism Whistler, Justa Jeskova

CHILLIWACK
Photo: Tourism Chilliwack

In many communities, local governments respond to issues, such as overuse of public amenities, without a full awareness or consideration of visits from tourists. Growing awareness of visitor use can lead to improved service delivery for both residents and visitors. Local governments rarely know who is using their amenities and infrastructure.

This section explores the intersection between existing local government plans, policies, and operations with destination management and development themes in the VCM Strategy. While significant progress has been made, a more directed engagement with local governments using a community-led approach can accelerate how this work is implemented.

VCM THEME: COLLABORATIVE DESTINATION MANAGEMENT

Participation by residents and organizations can influence and provide important insights on how to approach implementation and foster a balance between the competing needs and demands of the visitor, industry, community, and environment. Local government engagement processes provide opportunities to interact with and align community and resident participation in destination management.

> *For example, Bowen Island Municipality has several working groups and council committees that cover issues relating to tourism. Further integrating tourism within these existing groups helps to engage community members in meetings and committee planning sessions with municipal staff. In addition, Metro Vancouver is leading the planning and engagement process to preserve property at Cape Roger Curtis on Bowen Island as a regional park. The park would protect a large, ecologically important and sensitive area and provide opportunities for residents of the region and the Bowen Island community to connect with nature. See the* Case Studies *for additional information.*

Community-led Implementation:

Public participation in decision-making is an important aspect of the local government system. Local governments engage with their residents in a variety of informal and formal ways on various matters. Elected officials are charged with making decisions that impact the daily lives of residents, families, the business community, and many others.

Local governments have committees and other engagement forums related to tourism destination management and development. For example, recreation, parks and trails, land use and housing supply, economic development, community vision, labour supply, transportation demand, and tourism.

Accessing these forums is key to reducing demands on resources and can help position tourism as an important component of ongoing community development. This also supports VCM's goal to collaborate with government agencies, Indigenous communities, destination management and marketing organizations, and other community interests, to guide the long-term management of tourism.

VCM THEME: TRANSPORTATION AND INFRASTRUCTURE

There are multiple components of transportation and infrastructure in destination management. This development theme explores three critical community aspects:

Land Use Planning	Public Transportation	Public Infrastructure

Land Use Planning	Related Local Government Functions
The ability to develop hotels, staff housing, tourism attractions and experiences, trails, parks, public amenities and facilities, and other related land uses overlaps with municipal land use planning.	Planning functions vary by municipality but generally include: Official Community Plans (OCP), planning studies and policy development (retail, visitor accommodation, sub-area planning, accessibility and inclusiveness initiatives), zoning regulations, development permits, Crown recreation referrals, community engagement and consultation activities, parks and open spaces, recreational trail planning and design, interpretative and neighbourhood signage, wayfinding, public art, and many others. The regional districts develop Regional Growth Strategies (RGS) which are designed to promote areas that are socially, economically, and environmentally sustainable, make efficient use of public facilities, land and other resources to support and enhance regional sustainability and resilience.

BOWEN ISLAND
Photo: Andrew Strain

For example, through recent engagement with regional partners, including the Metro Vancouver Destination Management Council, the Metro Vancouver Regional District Regional Growth Strategy, which was approved in February 2023, directs its 23 member jurisdictions to adopt land use policies that may include "tourism activities." The RGS acknowledges tourism's role in promoting regional economic prosperity, highlights the positive impact of cultural diversity on tourism, and identifies opportunities for tourism within the region's diverse mountains, coastal areas, and rivers. Each jurisdiction must update Regional Context Statements to reflect how their OCP aligns with the RGS.

Community-led Implementation:

Access to and use of land is important for tourism infrastructure and facilities, tourism-associated businesses and many other aspects of destination management and development. Land use planning can create an appealing investment environment to attract and retain tourism infrastructure, such as hotels and other core tourism assets.

Official Community Plans and RGS are land use documents that can pave the way for accelerated implementation of priority tourism objectives. Engaging local government departments can help to understand planning cycles, opportunities for input, and other considerations. Larger municipalities, such as the City of Surrey and City of Vancouver have sub-area plans that could be leveraged for neighbourhood tourism.

RICHMOND
Photo: Tourism Richmond

Appendix D outlines recommended Destination Management and Development Guiding Principles for Impactful Developments for consideration in the planning and development of significant public spaces or private sector proposals.

Public Transportation	Related Local Government Functions
The local transportation network is a foundation of destination management. When visitors access and disperse through a destination, this additional volume impacts transportation networks. As a gateway to the rest of the province, Metro Vancouver and the VCM region play a critical role in the success of the entire BC tourism industry. BC Ferries also plays a vital role in the lives of coastal residents and visitors.	VCM is serviced by two public transit providers: TransLink in Metro Vancouver and BC Transit in Sea to Sky, Sunshine Coast and Fraser Valley communities. Local governments are partial funders of public transit and are leaders in local transit management. BC Ferries, TransLink, and BC Transit consider visitation in their transportation demand management, however, there is room to improve transit services to advance community tourism destination management in some VCM communities.

Community-led Implementation:

Transit management and planning happens over time. Implementing the VCM Strategy requires building support for tourism opportunities which can align with other transit demands.

Impacts of visitation can span across municipalities, and local governments could benefit from service integration with other communities and regional transit providers. Aligning visitor management and transportation demand management across neighbouring communities can help address contentious issues, such as overcrowding at certain locations.

Along with BC Transit and TransLink, most local governments have transit plans and staff who work to increase public transit ridership, liaise with BC Transit or TransLink and their contractors, collaborate with other local governments and Indigenous communities, and organize public transit. They lead planning and policy engagement and are the point of contact on tourism-related transportation demand. Transit planning forums provide opportunities to build awareness of tourism and develop solutions to existing or anticipated challenges.

Public Infrastructure	Related Local Government Functions
Visitor use of public facilities like parks, gardens, museums, and stadiums may result in resident/visitor challenges, contribute to a negative view of tourism, and add to demands of physical infrastructure like water supply, wastewater, public restrooms, roads, signage, parking, and other public services.	One of the primary functions of a municipality is the management and operations of public infrastructure including roads and bridges, potable water, storm water and wastewater systems, parks and recreational facilities, social housing, solid waste disposal facilities, police stations, fire stations, public transit, and other services.

For example, the City of Surrey is in a period of rapid population growth which has placed significant demands on the city to increase the supply of community amenities such as access to open spaces, beaches, trails, cultural venues, and many others. While the City's work is focused on resident interests, this period of expansion presents a unique opportunity to incorporate tourism development into municipal public infrastructure.

As Surrey plans and builds new resident-oriented amenities, it is an ideal time to anticipate future tourism opportunities and align infrastructure accordingly. This work can explore areas of potential negative resident/visitor interactions (e.g., parking at trailheads and parks), and include mechanisms to lessen these outcomes in advance. In the absence of these mitigative efforts, community support for tourism may be undermined and result in forgone economic, social, and environmental benefits. See the Case Studies *for more information.*

Community-led Implementation:

Most local governments in the region have existing asset management plans which are regularly updated to adapt to general maintenance and use (e.g., parking lot expansion and repair). Assets can be costly to build and maintain, and generally require a long-term plan for improvements or investment. Planning cycles provide opportunities for input on destination management and development, as well as ongoing maintenance considerations.

For example, hotel developments and major attractions often require expansion of existing water and sewer infrastructure. Asset management that includes existing or anticipated visitor usage can help local governments improve ongoing and longer-term service delivery. Both resident and visitor experiences will benefit when seasonal visitor traffic, overcrowding, waste, and other challenges are integrated early in the planning process.

Asset management is generally the responsibility of transportation and engineering departments who may have limited awareness of visitation trends or tourism plans of external partners and other municipal partners. Feedback received in the development of this Guide suggested some municipal departments consider tourism the exclusive domain of local destination management and marketing organizations. This further emphasizes the need for improved integration of tourism awareness across municipal departments.

SURREY
Photo: Discover Surrey

VCM THEME: PRODUCT AND EXPERIENCE DEVELOPMENT

Event hosting and other experiences can contribute to the liveability of a city/region, create jobs, and contribute to the local economy, especially small business. It can also build social license for tourism and community pride through volunteerism and other venues.

Local governments play a critical role in event hosting and experience development through event application processes, staffing/resources, permit approvals, environmental considerations, traffic and crowd management, security plans implications (fire, policing, and public safety), community engagement, and many others.

Destination Products and Experiences	Related Local Government Functions
There are a wide range of visitor offerings related to products and experiences. These can include a variety of paid and free experiences, accessing the natural environment, cultural offerings and others that enhance destination appeal and competitiveness, provide new reasons to visit, and entice new markets.	Municipalities are responsible for a range of services and infrastructure critical to tourist attractions, experiences, and event hosting. Municipalities also need to consider budgeting and planning for seasonal staffing needs to address busy periods.

Sport Surrey attracts, develops, and supports a wide variety of sporting events in Surrey. The city continues to invest in recreational facilities to support sport hosting. Representatives from Sport Surrey also collaborate on a Major Events subcommittee with industry peers for Metro Vancouver's Destination Management Council to design a region-wide, portfolio approach to bidding on and hosting major events. See the Case Studies *in the appendix for more information.*

SURREY
Photo: Discover Surrey

Community-led Implementation:

Experience and product development has also been identified as a priority for supporting and engaging Indigenous Peoples and communities more fully in the visitor economy. Indigenous tourism experiences tend to attract international visitors who spend more per trip than other visitors. Growing the number of market-ready Indigenous tourism products and experiences and increasing the celebration of Indigenous cultures through tourism is a significant opportunity throughout the region. Partnership agreements or engagement processes between Indigenous communities and local governments, along with assistance from VCM's Indigenous Tourism Regional Specialist[10] and Indigenous Tourism BC can provide resources and information on growing Indigenous tourism and furthering local collaboration.

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10   Indigenous Tourism British Columbia / What we do, corporate website.

Destination Management	Related Local Government Functions
Poorly managed sites, services, and experiences can put a strain on a destination's reputation, create negative reviews, and reduce the likelihood of repeat visits. These issues often lead to visitor/resident clashes that can negatively influence resident support for tourism.	Local governments are responsible for the management and planning of local assets such as parks and trails, beaches, parking, and public infrastructure.

Cape Roger Curtis Park on Bowen Island highlights the intersection of experience development and management with local government roles and responsibilities. The 97-hectare area is considering camping designations and other related uses. The municipality must consider rezoning/OCP amendments and address water, liquid waste, solid waste, Bylaw enforcement, park operations, transportation, and other impacts. See the Case Studies *for more information.*

Community-led Implementation:

Municipal front line workers, including bylaw enforcement officers and operations staff, often have firsthand experience of visitor's feedback on products and services. Opportunities to connect with visitors can be found through these types of interactions or though community engagement led by senior municipal staff. Capturing visitor feedback may also be possible through transit demand analysis and other public facing services (e.g., libraries, cultural centres, and recreation centres). Building awareness of existing feedback mechanisms can result in more informed service delivery.

VCM THEME: DESTINATION PRIORITIES

Responsible and sustainable tourism development has to be aligned with a community's unique characteristics and "values of place." Tourism partners and community leaders must continually evaluate whether the economic, social, cultural, and environmental benefits from tourism exceed the costs attributed to each.

In this Guide, priorities of the destination implies that communities are investing in resources to protect natural and cultural assets, balancing the use of these assets and public spaces by both residents and visitors. Protection of the natural environment is one area of climate change mitigation and adaptation that intersects with local government functions.

Protection of Natural Environment	Related Local Government Functions
Attractions for a wide range of recreational activities require managing visitor experiences and services, while protecting long-term sustainability. This includes managing the growth and development of tourism amid natural places, ensuring a balance of protection, education, and experience.	Local governments in BC have legislative obligations to report on and have a duty to protect and manage impacts on the natural environment. Most go beyond legislative requirements to further sustainability and take actions that mitigate and adapt to climate change.

For example, tourism partners across the VCM region have formed a Sustainability Council. Through this collaboration, an Action Plan is being implemented to help focus responsibility and sustainability across the region. These actions have been developed alongside existing community plans related to climate and environmental priorities to identify synergies.

Community-led Implementation:

Tourism management and protection of the natural environment aligns with a range of municipal functions including, but not limited to, parks and trails management, drinking water source management, wildfire prevention, and commitments toward local climate and environmental action plans. Many communities have existing mechanisms to work with community partners on environmental management, sustainability, and climate action. These processes offer opportunities to identify visitation gaps/needs, reflect on more inclusive approaches to visitation, and consider the efforts tourism partners are making towards environment management.
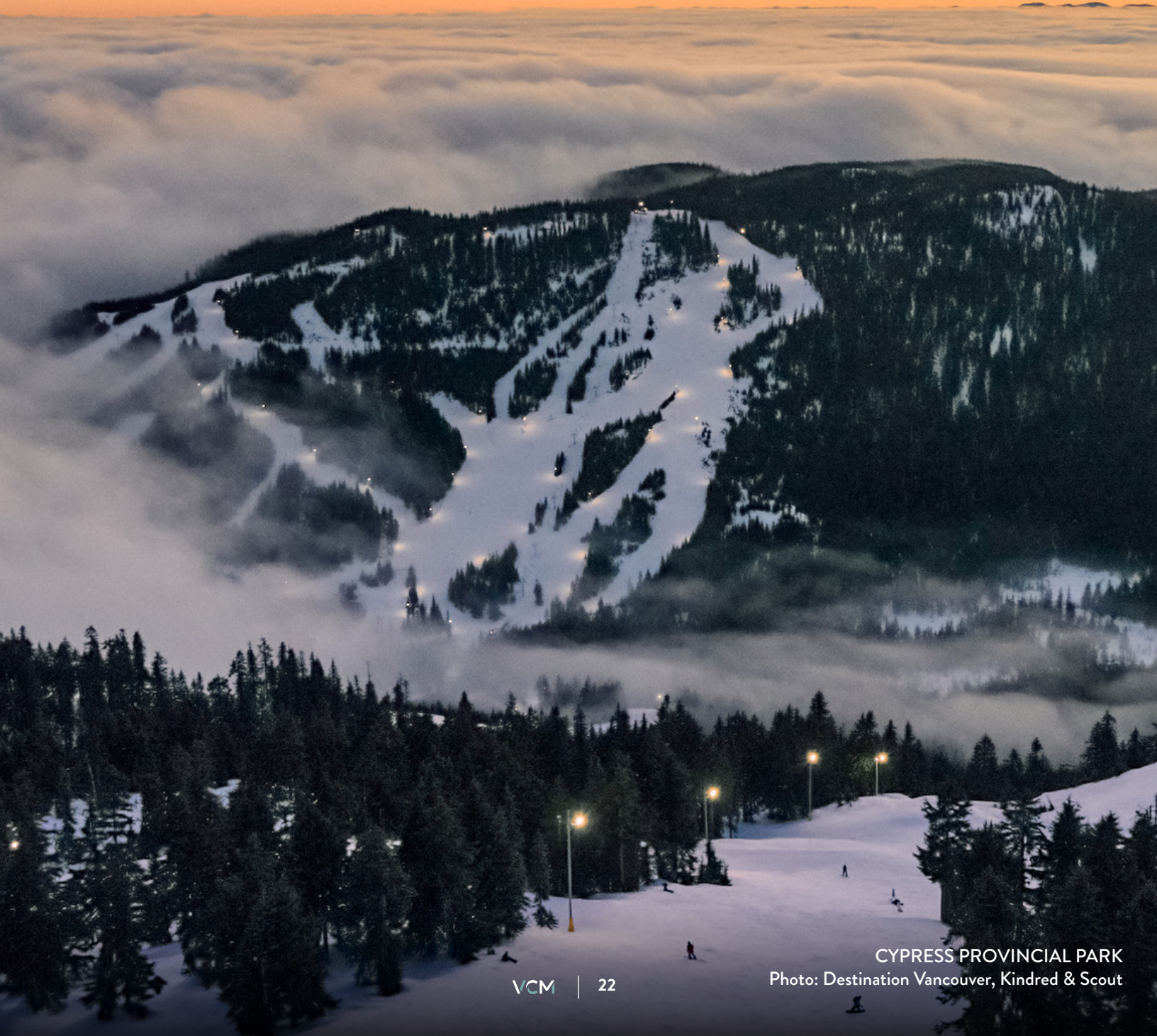

BOSTON BAR
Photo: Tourism Hope Cascades &
Canyons, Connect Media

TOURISM CONTINUUM ASSESSMENT

The VCM Strategy acknowledges that communities are at various stages of tourism. Given the dispersion of visitors across the region and the difficulty in separating resident and visitor use of amenities, no community truly falls outside of the continuum.

CYPRESS PROVINCIAL PARK
Photo: Destination Vancouver, Kindred & Scout

PHASE ONE	PHASE TWO	PHASE THREE
AWARENESS	BALANCE & COLLABORATION	MANAGING THE DESTINATION

Table 2 outlines a suggested approach to reviewing different phases of tourism development and evaluating a community's position on a continuum. Assessing a community's place on a tourism continuum can identify how to engage with local government and community partners, and inform appropriate actions for destination management and development.

Table 2: Tourism Continuum Characteristics

Phase I: Awareness Building	Phase II: Balance & Collaboration
• Community organizations have limited awareness of tourism • Communities focus on other priorities without an understanding of tourism impacts • Visitor interests not part of economic or community planning criteria • Limited coordination among potential tourism partners • No Destination Management and Marketing Organization (DMO) or collection of the Municipal Regional District Tax (MRDT) • Few tourism-related businesses • Visitors may be associated with overuse or misuse of local assets	• DMO active but limited collaboration among potential tourism partners • Community planning focus on economic development with limited, if any, reference to tourism • Community awareness of visitor interests and needs, but operational response limited • Experiencing some visitor/resident challenges (e.g., overcrowding) • DMO in place/No MRDT/MRDT being misused by local government or DMO • Recognition of tourism challenges and potential • Tourism businesses and event hosting expanding, volunteers working on tourism initiatives

PEMBERTON
Photo: Tourism Pemberton, Craig Barker

## Phase III: Managing The Destination

- Tourism is important to the local economy

- Tourism master plan in place and/or strong Official Community Plan/Regional Growth Strategy recognition of tourism

- Proactive tourism partner collaboration and management of visitor carrying capacity

- Local government policies support tourism sector

- DMO in place/MRDT collected and used appropriately

- Local operations and planning address visitor interest and needs

- Tourism businesses and event hosting seen as important economic and social sectors

Table 3: Tourism Continuum Assessment

Communities may want to reflect on their status on the tourism continuum by considering a series of questions informed by local conditions. This might include ranking as shown in **Table 3**. In general, the status of a community could be guided by the number of applicable characteristics.

Destination Management and Development Feature	Applicable Yes or No
Non-resident use of local amenities	
Visitor and resident user conflicts	
Tourism taken into account in municipal operations	
Official Community Plan includes tourism references	
Existing tourism-related businesses and attractions	
Local organizations collaborating on tourism	
Volunteer groups working on tourism	
Nightly accommodations policies	
Staff housing	
Indigenous community partnerships	
Master Tourism plan	
Community DMO	
Tourism is an economic driver for the community	
Tourism in local government economic development plans	
Community interest in tourism	

Tourism Continuum Status

PHASE ONE
0-4 YES ANSWERS

PHASE TWO
5–10 YES ANSWERS

PHASE THREE
11+ YES ANSWERS
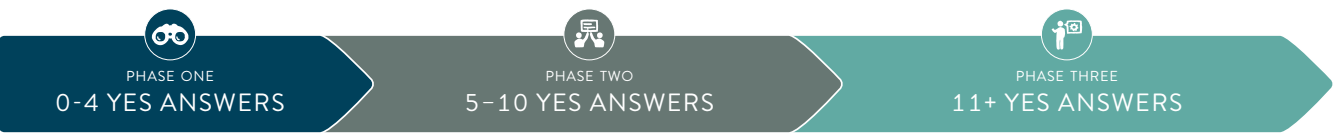
IMPLEMENTATION GUIDE SUMMARY AND NEXT STEPS

Local government services often require a coordinated and integrated plan across departments when responding to tourism interests. Due to the overlapping nature of service delivery in a community, this coordinated and integrated approach is the core of destination management that can be used to improve community policies, planning, management, and operations.

RICHMOND
Photo: Tourism Richmond

Similarly, tourism interests should align with community planning cycles, which can lead to more informed outcomes that take into account the interests of residents and visitors.

With these complexities in mind, the implementation may be approached with three stages:

Stage 1: Analysis of destination management and development overlap with local governments' roles, responsibilities, and functions

Stage 2: Exploring alignment with local governments' areas of interest

Stage 3: Reporting on findings and recommended actions

Stage 1 is focused on information sharing about destination management and development, outlining areas of the VCM Strategy development themes that overlap with local government functions, demonstrating local benefits, and generating interest for ongoing engagement. These themes define the priorities that have surfaced from tourism partners through the planning process to support the vision, goals, and motivating experiences in the VCM Strategy.

Stage 2 includes identifying and, where appropriate, integrating with local government forums to understand residents' interests and engage community partners. Not only does this reduce demands on partner time and resources, but it also helps position tourism as an important component of ongoing community development.

To explore potential methods and actions to incorporate destination management and development into a specific local government's management, policies, and operations, a workshop approach is recommended for municipalities and regional districts to:

• build awareness of the value of tourism

• provide context on local tourism opportunities

• better understand areas of overlap and explore coordinated planning across departments

• demonstrate community benefits

• participate in community planning cycles

• align with each community's unique place on the tourism continuum

• identify local government's current priorities and plans

• consider engagement forums to further collaboration and partnerships

Stage 3 recommends development of a report to local government leaders, municipal council or regional district board informed by the workshop in Stage 2. The report would be presented to seek endorsement of the findings and recommended actions for implementation, and to monitor progress on actions.

Communities who have proactively embraced destination management tend to have stronger and better managed public spaces, as well as more informed community policy, and planning. Further benefits may include:

- improved resident quality of life,

- promotion of local cultural and heritage,

- greater social cohesion, and

- stronger, more resilient communities.

Being informed of visitor use and the impacts on local natural assets can also lead to more comprehensive sustainability and climate action policies and better management of these assets. When residents and their community officials see themselves as tourism leaders, this creates a sense of ownership, and can result in more responsible tourism, better visitor experiences, and stronger reviews of a destination.

CASE STUDIES

The VCM Strategy recognizes that destination management and development is informed by each community's economic, environmental, and social priorities. To illustrate the approach taken in this guide and provide examples of community-based destination management and development, here are three case studies:

Bowen Island Municipality

Tourism has been a major part of Bowen Island's economy for over a century. Some residents believe that without tourists, many businesses would suffer, and residents would have reduced access to restaurants, services, and other local amenities. At the same time, residents want to make sure there is a balance between tourism development, ecological integrity, island culture, and resident lifestyle.

City of North Vancouver

The City of North Vancouver's Shipyards Project is seen as a leading example of municipally led destination development. The Shipyards provide an opportunity to benchmark a successful municipal project from the early policy and planning phase to present-day operations and management.

City of Surrey

As the fast-growing City of Surrey plans and builds new resident-oriented amenities, it is an ideal time to anticipate future tourism opportunities and align infrastructure and planning accordingly. Community partners see the potential to build tourism in Surrey, but key market-ready products and experiences are lacking.

BOWEN ISLAND MUNICIPALITY

Background

Bowen Island is a short ferry ride and a few kilometres away from downtown Vancouver and is home to 4,200 residents. It's also a popular place to own a vacation home; the island's population grows by 1,500 part-time residents in the summer months and has thousands of short-term and day visitors. Major attractions were identified as hiking, boating, and swimming. New residents and visitors are also being drawn to the island's arts and cultural scene and culinary delights.[11]

By a wide margin, Bowen Island is a net importer of revenue, with most in the labour force working off-island and others, notably retirees, are receiving income from elsewhere. Economic activity and employment on the island is dominated by home construction, tourism, and local services.[12]

The Bowen Island ferry, operated by BC Ferries, plays a vital role in the lives of every Islander and visitor; improving transportation is an ongoing focus. TransLink has two routes that terminate at the Horseshoe Bay ferry terminal, with service to West Vancouver and Downtown Vancouver.

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11   Bowen Island Community Profile
12   Bowen Island 2020 Housing Needs Report

Community Planning

Bowen Island has undertaken significant community planning, engagement, analysis, and reporting on a wide range of topics and issues that relate to tourism. These include:

- The Official Community Plan
- Council Strategic Plan
- Annual Reports
- Community Profile
- Newcomer Guide
- Parks Plan
- Housing Needs Report
- Community Childcare Plan

- Community Recreation Plan
- Cultural Master Plan
- Transportation Plan
- Climate Action Strategy
- Emergency Program
- Community Lands and Community Economic Development Plan (collectively referred to as Community Reports).

A review of Community Reports informed this case study. Further information for the case study was captured through a workshop with the CAO, senior municipal manager, and Tourism Bowen Island.

Community Reports describe tourism as a major part of the Bowen Island economy since the early twentieth century when it featured a popular resort. The current tourism sector includes accommodation and food and beverage services, arts, culture, entertainment, and recreation. While there are a range of resident views on tourism, there is a consistent theme that Bowen Island has always been a tourist destination and that tourism is an important economic sector on the island.

Research and engagement strongly suggest that VCM Strategy implementation on Bowen Island should centre on balancing a thriving resident lifestyle with a well-managed tourism sector. Understanding current priorities and plans are important considerations. Making progress in destination management implementation must consider the availability of municipal staff and resources, annual budgets, existing management priorities, and other realities. Demonstrating sometimes unforeseen community benefits of tourism can inspire and justify the use of municipal resources.

Tourism Delivery Partners

Along with committees and working groups, the following partners have a role in long-term tourism planning.

Tourism Partner	Roles & Responsibilities
Bowen Island Municipality	• OCP sets community vision and goals • Staff provide service delivery for many tourism-related activities • Responsible for tourism-related infrastructure management and operations • Reconciliation lead at a government-to-government level
Tourism Bowen Island	• Represents and advocates for tourism partners, centre for tourism information, leads tourism strategies, operates tourism marketing, builds local tourism awareness
Squamish First Nation	• Land and marine planning and management, further reconciliation, relationship building
Volunteer sector	• Community leaders, ambassadors, guides, project leads, contribute to social cohesion
Business Associations	• Represents local tourism business interests, advocacy, and builds awareness
Arts and Culture Organizations	• Provides tourism offerings and supports community cohesion
Metro Vancouver	• Metro Parks Planning and Operations • Cohesive Regional planning
TransLink	• Primary on-island public transportation provider
BC Ferries	• Primary access to / from Bowen Island
Islands Trust	• Regional planning • Land-use planning and approvals
Government of BC	• Transportation, land use planning and management, funding source, etc.

Exploring Integration with VCM Strategy Implementation

The following section examines key VCM Strategy themes that might align with destination management and development on Bowen Island.

DEVELOPMENT THEME:
TRANSPORTATION AND INFRASTRUCTURE

Transportation	Potential Alignment Opportunities
In 2015, the municipality embarked on creating the first Transportation Plan for the island. This 20-year Plan is the product of over two years of planning and engagement. It is built on a community vision of "simple, seamless, sustainable transportation options for every Bowen Islander." The Plan states all key groups were engaged, including residents, business owners, visitors, service providers, and external agencies. Active transportation may also benefit tourism and social equity. A large part of this Plan involves facilitating and encouraging active transportation.	The Transportation Plan does not appear to consider resident and visitor interests separately. Understanding the visitor and their interests should inform relevant aspects of the Plan which would be informative. The Plan is intended to advocate for regional transportation partnerships, and identify best practices, collaboration, and funding, which creates opportunities. The Transportation Advisory Committee has advisory responsibilities to Council regarding transportation-related issues and provides advice on transportation services to, from, and on Bowen Island to ensure services meet community needs. Exploring opportunities to engage with this Committee to balance resident and visitor need is recommended.

Public Infrastructure	Potential Alignment Opportunities
The Municipality has a large number of major capital projects underway such as Bowen Island Community Centre, Cove Bay Water Treatment Plant, Cross-Island Multi-Use Path, On-Island Composting Facility, and others.	Most of these capital projects have destination management and development implications. For example, the cross-island Multi-Use Path will provide a safer way to walk and cycle across the island. How current and future visitation will impact these projects would help inform planning and potential outcomes. Exploring how future destination management and development might be considered for asset management planning would also be beneficial.

Land Use Planning

Bowen Island's Official Community Plan is a foundational land use and planning document. Land use can impact many aspects of destination management and development such as nightly accommodation, staff housing, tourism attractions, trails, parks, public amenities and facilities, and other areas. Metro Vancouver Regional District's Regional Growth Strategy is also impactful.

Potential Alignment Opportunities

The OCP references tourism in several key sections. Exploring municipal planning cycles for opportunities to expand the consideration and implications of tourism in community planning would be beneficial.

BOWEN ISLAND
Photo: Tourism Bowen Island

DEVELOPMENT THEME:
PRODUCT AND EXPERIENCE DEVELOPMENT

Destination Products and Experiences	Related Municipal Functions
The 2021 Community Economic Development Plan considers tourism products and experiences from a range of perspectives. The report states that there was close engagement with staff and the Community Economic Development Committee. A range of inputs including a review of recent Bowen Island plans, interviews with key community groups on Bowen Island and the Gulf Islands, community surveys, online focus groups, and a virtual town hall were used to address key topics and capture feedback.	The Community Economic Development Committee is active and leads the Report's implementation. It has also produced a Bowen Island Community strategy. The Parks, Trails and Greenways Advisory Committee provides advice and recommendations to Council and/or municipal staff on planning for parks, trails, greenways, and outdoor recreation opportunities. Parks and Crown land managed by Ministry of Environment are also used for recreation. Both committees offer opportunities to further integrate tourism into municipal plans, policies, and operations.

DEVELOPMENT THEME:
DESTINATION PRIORITIES

Protection of Natural Environment	Related Municipal Functions
A consistent theme on Bowen Island is seeking a balance between tourism development, ecological integrity, island culture, and resident lifestyles by pursuing responsible, low-impact, and strategic forms of tourism.	The Environment and Climate Action Advisory Committee provides Council with advice and guidance on issues that will improve the quality of life, the livability, and the working environment for residents, visitors, and businesses through the integration of the principles of sustainability and sound environmental practice into municipal functions, operations, and policies. This Committee is well positioned to provide input into the VCM Sustainability Council.

Bowen Island: Tourism Continuum Assessment

Destination Management and Development Feature	Status
Non-resident use of local amenities	Yes
Visitor and resident user conflicts	Yes
Tourism taken into account in municipal operations	Yes
Official Community Plan tourism references	Yes
Existing tourism related businesses and attractions	Yes
Local organizations collaborating on tourism	Yes
Volunteer groups working on tourism13	No
Nightly accommodations policies	Yes
Staff housing	Yes
Indigenous tourism partnerships	Yes
Tourism Master Plan	No
Community Destination Management and Marketing Organization	Yes
Tourism is an economic driver	Yes
Tourism in economic development plans	Yes
Community interest in tourism	Yes

In many ways, Bowen Island is further along the tourism continuum than many communities in the VCM region and likely in Phase 2: Balance & Collaboration but a case for being in Phase 3 could be made.

However, there is room for further collaboration and exploration to integrate destination management and development into municipal functions.

Existing municipal priorities and plans are important considerations to explore collaboration opportunities.

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13   Tourism-related activities can include hiking and bike trails, culture, arts. and sports event hosting, habitat restoration projects, downtown revitalization projects, nightly accommodations, and others.

Outline of key strengths, challenges, and opportunities

Strengths	Challenges	Opportunities
Long history of tourism.	Balancing resident and visitor interests.	Review existing community plans, develop research, and analysis of potential measures to understand the interests of residents and visitors and implement changes to policy and/or planning.
Health and wellness are widely seen as a key aspect of community well-being and cultural identity.	Attracting and housing health care practitioners.	Potential to create meaningful new employment for residents both in the realm of traditional healthcare as well as complimentary health services. Enhancing the health and wellness sector will also make it easier to attract healthcare practitioners to the island.
Without visitors, many businesses would suffer, and residents would have reduced access to restaurants, services, etc.	The Housing Report references residents' interest to balance between destination development, ecological integrity, island culture, and resident lifestyles by pursuing responsible, low-impact, and strategic forms of tourism.	Residents recognize that tourism is vital to the island, which should create better resident sentiment and support for tourism and visitation.

Strengths	Challenges	Opportunities
Volunteerism to support both resident and visitors can support an abundance of charitable, arts, social, and recreation initiatives.	Maintain community engagement and support.	The Arts Council study[14] found that along with contributing to tourism, the Arts promoted connection and social cohesion with over 63% of respondents reported being involved in arts and cultural endeavours, including writing, painting, singing, acting, dancing, and designing. The report found that the Arts are a significant contributor to the economy and estimated that for every $1 spent on the arts, there is a return of $12 creating $2.6 million of economic prosperity annually.
Community engagement sessions have recognized the goal of minimizing negative impacts on residents and encouraging visitors to "act responsibly."	Community supports "low impact" tourism and encourages visitor activities that have a lighter environmental impact and are less disruptive to residents, particularly in the peak tourist season.	Ideas to influence this balance include: changing tourism demand outside of peak tourism season to shift from having many day visitors to fewer tourists who have a deeper experience and draw on more services provided by residents.

14   Advancing Arts & Culture on Bowen Island 2017- 2027 Cultural Master Plan

BOWEN ISLAND
Photo: Tourism Bowen Island

Action Plan

Recommended approach and actions for implementation:

1. Overall, Bowen Island is well positioned for future decision-making on tourism delivery. Planning initiatives related to arts and culture, economic development, transportation, housing, and other areas of municipal responsibility are key. It is important to integrate into this planning work as it involves input from a range of community members with varying interests and addresses a cross-section of issues. In particular, the Community Economic Development Plan includes an in-depth analysis of the history and status of tourism, along with recommended areas of destination management and development.

2. Past research, analysis, and planning documents provide extensive documentation of its key assets along with main product themes and experiences. It would be worthwhile to review these documents and expand references to visitation and tourism, consolidate key assets, product themes, and experiences. This work could inform future updates to municipal community planning initiatives. It is recommended that existing documentation is consulted to consolidate Bowen Island's key assets, product themes, and experiences.

3. Bowen Island's committees and advisory groups is evidence of proactive volunteerism, which has been described as a necessity for the island. At the same time, their wide range of entities attempting to address a variety of issues can lead to planning silos and the potential for diversion of interests. Consideration should be given to a review of existing committee and interests groups to explore streamlining opportunities and amalgamation of entities.

4. The VCM Strategy recommends communities capitalize on destination management and development opportunities. However, it also references the need for tourism delivery to be informed by the unique circumstances of each community. Community leaders and residents have been consistent in their desire to maintain and preserve Bowen's unique island identity. Bowen Island is seeking to balance between tourism development ecological integrity, island culture, and resident lifestyles by pursuing responsible, low-impact, and strategic forms of tourism.

Several reports offered suggestions related to managing growth such as improving regulation of nightly accommodation (e.g., Airbnb), addressing housing supply, and other initiatives. Bowen Island should assess how it wants to use potential tools [15] in tourism delivery.

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15   Whistler Balance Model Initiative for Community Planning

CITY OF NORTH VANCOUVER

Award-winning public spaces led by municipal development and management

Background

Since 1906, the Shipyards has been an evolving area in the City of North Vancouver's waterfront. The location on the Burrard Inlet was a gateway for Canada's shipbuilding industry, where whole neighbourhoods were developed to provide housing for workers. In the 1970s and 80s, competition from lower cost shipyards across the globe led to several changes in ownership. The site was closed in 1992 and moved into receivership.

The abandoned Shipyards site had several buildings in varying condition with heritage significance. Lands on the east side were used for industrial purposes; and lands on the north side were mainly for parking. However, the opportunity to revitalize the site for community benefit was not lost: "The site's waterfront, historic industrial buildings, outstanding views, proximity to Seabus, and location in a regional town centre give it extraordinary potential for urban development and community amenities".[16] The City of North Vancouver led a process to explore community goals and development for the site.

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16   Versatile Shipyard Land Use Study, November 1997

The City of North Vancouver led a process (outlined below) to explore community goals and development for the site.

NORTH VANCOUVER
Photo: Destination Vancouver

Land Use Study Goal: Transform a portion of the Shipyard site into a destination that is diverse, interesting, and publicly accessible, economically viable, respectful of the site's historic past, and compatible with the surrounding Lower Lonsdale community, while retaining an active marine industrial/shipyard operation (easterly portion of the site).

Overview of the Development Process

- City of North Vancouver, Vancouver Port Corporation, and Coopers & Lybrand Limited (receiver) jointly commissioned a land use study

- Land Use Study (1997)

- Property Exchange

- OCP Amendment and Rezoning

- Transferring Development Rights

- Establishing Amenities and Provisions for Developer

- Visioning and engagement for community spaces and amenities

- Brand Identity, with community Brand Development Team

- Subdivision and Development process

Development Risks and Challenges

The site had several unique challenges that contributed to risks associated with redevelopment. This included: existing buildings, heritage sites and building status, microclimate and weather exposure, shoreline and marine habitat, site contamination and required remediation, proximity to existing transit and rail services, existing utilities, and active industrial infrastructure nearby. The Land Use Study detailed these considerations and outlined municipal levers to address risks, such as:

• Use of legal tools to amend density while allowing variations among individual parcels

• Negotiation of amenity package linked to the approved total development density (e.g., waterfront walkways, pier upgrading, public open spaces, heritage building stabilization, and others)

• Subdividing the site into parcels to allow for phased sales to individual developers (for residential and commercial zoning) and transfer title to the city for publicly owned sites

Through the engagement process, several community priorities were identified for the city owned parcels. To bring these ideas to reality, the city offered a range of provisions that appealed to private developers, including increased density (for condominiums in Lower Lonsdale), additional parking, resident amenities, addition of meeting spaces, which were added to the project plans to offset costs for community amenities.

SUMMARY OF PROJECT AMENITIES

• 700 ft Burrard Dry Dock Pier

• 90 ft St Roch Dock

• Heritage Buildings and History

• Hotel with Conference Facility & Pool

• Civic Site with Heritage Building

• Esplanade Realignment

• Bike Lanes, Connected to Spirit Trail

• District Energy Network

• Site Remediation

• Public Waterfront & Public Parking

NORTH VANCOUVER
Photo: Hubert Kang

Vision and Destination Priorities

After an extensive public engagement period and community visioning exercise chaired by the mayor at that time, planning principles for city-owned land at the Shipyards were outlined:

Central Waterfront Vision

To create a highly accessible and dynamic waterfront that also supports significant port industry, for the benefit of current and future generations.

Mission and Focus: Lower Lonsdale & Waterfront Development

- The focus must be on people and cater to a range of ages

- It must be a year-round gathering place, meaning a covered space

- It must be programmed

- Primary hours would be from 4:00 p.m. to 10:00 p.m. six days a week, with shops generally open from 10:00 a.m. to 10:00 p.m.

- It has to be intimate with landscaping, seating and smaller spaces

- It must be monetized with a mix of small vendors and businesses

- It must be culturally rich with range of performances and activities

- It needs to be historically rich, showcasing history of North Vancouver

- It must be void of vehicles yet be easy to access

- It must be integrated with its neighbours as a single, outstanding destination.

Public Space Components

- Covered Structure

- Outdoor Public Skating Rink

- Water Play Feature

- Event / Gathering Area

- Site Connectivity (Spirit Trail)

- Shipyards Identity

Land Use and Built Form

- Economic Viability and Commercial Mix

- Built Form and Layout

- Revenue Generation

- Parking

- Shipyards Identity

NORTH VANCOUVER
Photo: Destination Vancouver, Kindred & Scout

For the Lower Lonsdale district to become a central gathering place, a critical mass of relevant businesses and supporting amenities was required to attract residents and visitors. The project's Brand Development Team, who included a range of community partners, endorsed these priorities to align property owners and tenants and enable the Waterfront Vision:

- Staying open into the evening hours: downtowns can compete with other vibrant shopping areas and accommodate different audiences (i.e., workforce) when they have similar hours to retail stores

- Finding a focus and recruiting the right business mix: retail space with a combination of restaurants, art galleries, entertainment venues, and shops

- Recruiting and promoting anchor tenants: the right tenant can become the draw to the destination and must reflect the brand identity of the project

- Bringing the downtown to life: spreading out the activities, entertainment, and animation through year-round programming in various locations of the destination

- Cooperative marketing: encourages a more powerful voice when the destination is promoted as a collective, e.g., through collaboration with the Lower Lonsdale Business Improvement Area (BIA), Vancouver's North Shore Tourism Association, anchor tenants, and festival producers.

The municipality recognized that it was important to continually draw residents to the space, but also needed sites to be attractive to both residents and visitors to be financially viable.

Operations and Management

The parcels controlled by the municipality were developed over a phased approach. City staff took time to understand how to optimize the assets for the best use of each space before making additional investments. As a result, changes were made to preliminary ideas over time. Phase I, the Burrard Dry Dock, opened in 2005 and was followed by Phase II including the public spaces (splash park, ice rink) and amenities (retail, hotel, outdoor event space, and indoor event venues).

Initially, the city's focus was to operate the Shipyards like an outdoor community centre. Shortly after the Shipyards Square, Burrard Dry Dock and paved, multi-use Spirit Trail were complete, residents embraced these amenities and visitors were also attracted to the area. The Shipyards were activated year-round in partnership with third-party programmers and operators to design and manage events, the splash park and skating rink.

Currently, the Shipyards operates with 40 city staff in winter and 20 in summer months. The roles include site operations, maintenance, hosting, events, placemaking, and project management. The team works closely with other departments at municipal hall to leverage operational skills and expertise when needed. The Shipyards and Waterfront Manager oversees monthly planning meetings with partners from the Lower Lonsdale BIA, venue operators, hotel management, transit providers, Vancouver's North Shore Tourism Association, and community representatives.

The Shipyards generates revenue that currently covers between 50% to 60% of operational costs. The city continues to look for ways to optimize the revenue and management models, which includes fees for venue rental, parking, site maintenance, and third-party programming for ticketed events.

The City of North Vancouver has been recognized for this award-winning space and "...today, the Shipyards District is regularly packed on weekends, seen as an inspiration by politicians in other municipalities and is regularly cited as one of the best public spaces in Metro Vancouver, if not the best." [17]

The area has spectacular waterfront views and a central location that is accessible and pedestrian friendly. Permitting a zone for innovation to allow for dynamic and creative use of the spaces has also been attributed to its success.

In 2023, city staff will engage with partners and community members to create a new 5-year Vision for the Shipyards District, which aims to build on its success, strengthen brand recognition, and adapt operations to further enhance the site.

17   Why North Vancouver's Shipyards District may be the best public space in Metro Vancouver CBC News, January 11, 2023.

NORTH VANCOUVER
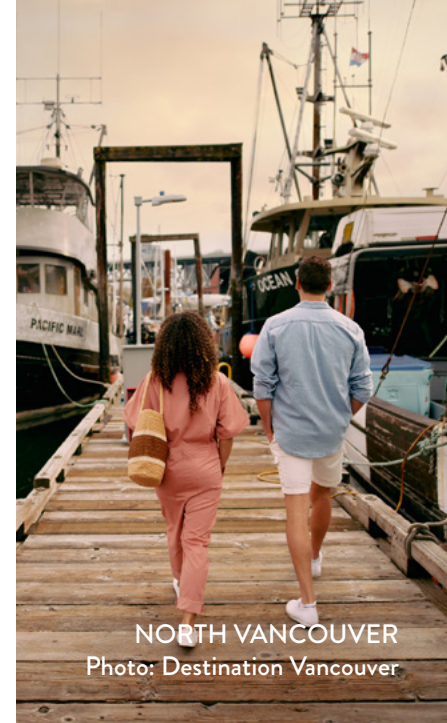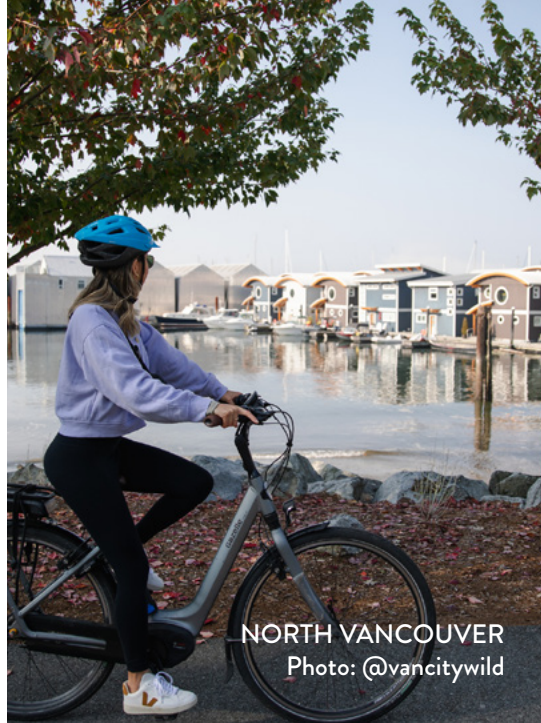Photo: Hubert Kang

NORTH VANCOUVER
Photo: @vancitywild

Lessons from the Shipyards' Success

1. From the project's onset, the city took a collaborative approach to site design and project management with extensive resident input to identify their interests and build project support. The city also engaged with the private sector to understand what developers and other investors were looking for. Key to this was amending the Official Community Plan to affirm the city's commitment to the project and following up with rezoning bylaws to convey longer-term investment certainty.

   Municipalities seeking to emulate the Shipyards may consider early community engagement to build support for OCP amendments to attract investment. This can be a starting point to attract investment. In larger cities, this might be part of a sub-area planning process; smaller communities might go directly to OCP Bylaw amendments.

2. Flexibility and willingness to adapt to changing needs over time was important. The initial vision for the site was solely focused on resident needs and benefits. However, as visitation expanded, rather than find ways to limit access, the city accommodated growth to realize economic, social, and other benefits. Room for creativity and innovation was important to the Shipyards' success. For example, revenue from visitor use has allowed the city to offset or eliminate resident user fees to some amenities such as the outdoor skating rink/splash park.

NORTH VANCOUVER
Photo: @vancitywild

NORTH VANCOUVER
Photo: @vancitywild

NORTH VANCOUVER
Photo: Destination Vancouver

3. Residents often have a low tolerance for failure and at the same time want municipal governments to meet their needs for liveability and community amenities. As a result, municipalities are reluctant to lead major project development that could expose taxpayers to significant financial loss. Over the course of two decades, North Vancouver's innovative and strategic use of municipal development tools sought to minimize taxpayer exposure and mitigate risk. Much can be learned for their use of these tools including but not limited to, density allowances and selective retention of key land parcels. Ensuring municipal council and community members are aware of these tools may help reduce funding concerns.

4. Depending on the facility/project, municipalities can use different governance models. These include arms-length subsidiaries wholly owned by the municipality; others might be privatized, and others may be part of the municipality. The Shipyards originally operated through third-party agreements, but over time it has been fully integrated into the city and managed by municipal staff. Staff see this as the optimal approach to enable better collaboration and management across departments involved in its operation.

5. The businesses at the Shipyards partner with organizations like Vancouver's North Shore Tourism Association to draw visitors to the area. The municipal staff at the Shipyards communicate with residents through a newsletter, schedule events strategically, monitor noise levels, and offer free community festivals, and animation. Other communities should consider how similar projects can meet resident needs while providing revenue-generating or visitor focused events.

CITY OF SURREY
Partners working together for long-term planning

Background

Surrey is the third fastest-growing city in Canada, with a population of almost 570,000 people. The City of Surrey, Discover Surrey, the Surrey Board of Trade, and other community partners are collaborating on a range of initiatives to grow tourism in the municipality. While significant progress has been made, in many ways Surrey is in the early phase of tourism development. Exploring the overlapping nature of municipal planning, management and service delivery and destination management and development can inform community policies, planning, management, and operations. Community planning opportunities, such as Surrey's 2023 Official Community Plan and Neighbourhood Concept planning work, Dynamic City Centre, Greenways and Conservation Planning, offer opportunities to align tourism with important community planning processes.

Community partners see the potential to build tourism in Surrey, but key, market-ready products and experiences are lacking. Long-term planning for new products and experiences are inextricably linked to municipal government functions, including planning, zoning, business licensing, use of public parks, trails, and spaces. While the City of Surrey encompasses vast urban areas as well as significant agricultural and rural areas, about 50% is green space. Buildable land is increasingly expensive and difficult to acquire when large space (required for hotels and conference centres) is hard to find. Surrey is made up of six communities, each with its own unique, distinct neighbourhood and focal points: Cloverdale, Fleetwood, Guildford, Newton, South Surrey, and Whalley/City Centre.

Value Of Tourism

Tourism has been a key economic driver and one of BC's competitive strengths in the world economy. Tourism strengthens international perceptions of the province, which has positive impacts on trade and investment, international education, and immigration.

Tourism improves the quality of life for all British Columbians when visitors engage in a wide range of activities, such as interactions with communities and local environments. Without tourism, many community festivals, museums, dining options, recreation facilities, and parks and trails, would not be as viable.

At the start of 2023, Discover Surrey worked with Destination BC to coordinate a Value of Tourism study. Understanding tourism's contribution to Surrey is central to developing an informed tourism planning approach, strengthening support of community partners and local government, and encouraging an appreciation of tourism's economic benefits and development potential.

Discover Surrey uses the Tourism Sentiment Index to measure promotional campaigns and gather data to measure sentiment for the destination. When it launched the Surrey Spice Trail in summer 2021, preliminary results showed a 25% increase in positive sentiment over the provincial average[18].

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18   Surrey, BC Tracks Rising Tourism Sentiment During Campaigns, Destination Think.

Tourism Delivery Partners

Tourism Partner	Roles & Responsibilities
City Planning, Parks, Recreation and Culture	• Tourism planning guided by Official Community Plan, Biodiversity Strategy, Parks, Recreation and Culture 10-year Strategic Plan (2018), and land acquisitions for future parks. • Actively building new amenities to meet demands of rapidly growing community (e.g., pools, stadiums, museums, and arenas). • Popular amenities, public parks require better connections to transit to move people more efficiently during peak periods (e.g., Crescent Beach parking, congestion). • Official Community Plan has few references to tourism.
Sport Surrey and Festival & Event Support Team (FEST)[19]	• Bids on and hosts several annual sporting events, attracts new signature events. • Partnership between City of Surrey, Discover Surrey, Surrey Hotel & Motel Association; it acts as a central resource to assist bid submissions and to support tournament organizers and rights holders. • Shaped by its Sport Tourism Strategy[20], the city operates a range of brand new, fully accessible facilities for a range of sports, events, and conferences. • Builds a calendar of events around major annual festivals and events (Party for the Planet, Canada Day, Fusion Festival, Tree Lighting Festival) and provides support for sporting and community events year-round. • In 2018 and 2019, hosted 166 sports tournaments, including five international, six national, and 17 provincial events.
Investment & Intergovernmental Relations Department / Economic Development	• Economic Diversification Strategy[21] identifies Surrey's approach to creating a strong and resilient economy. • While the five priority sectors do not include tourism, the department recognizes importance of developing a vibrant Surrey City Centre, attracting commercial developers, retail and amenities that keep foot traffic in the core. • Economic Strategy and Jobs Strategy will be updated in 2023 and will explore other linkages to tourism, including business travel.

19 [Sport Surrey](#) website
20 [Surrey Sport Tourism Strategy](#)
21 [Economic Diversification Strategy](#)

Tourism Partner	Roles & Responsibilities
Surrey Board of Trade (SBOT)	• Provides businesses and organizations with economic opportunity, workplace development and education, international trade guidance, government advocacy, and business connections for over 3,000 business members and 6,000 business contacts. • Sees tourism as important aspect of economic development; particularly events that showcase performing arts and culture, film, and music. • Alongside other public spaces, Surrey's waterfront revitalization is seen as an opportunity to enhance amenities and utilize new active transportation routes for both residents and visitors. • Adding to Surrey's accommodation inventory with hotels, space for conferences are also seen as priorities.
Discover Surrey	• Uses revenues from 3% Municipal Regional District Tax Program, including Online Accommodation Platform revenues, to promote Surrey as a destination in partnership with Sport Surrey, City of Surrey, Surrey Hotel & Motel Association. • Leading development of Value of Tourism survey, Hotel Market Study, Tourism Experiences Strategic Plan, and encouraging new entrepreneurial tourism ventures (Spark program). • Leading experience development to facilitate design of new, market-ready travel experiences linked to existing assets (e.g., Carving Centre, parks and trails, Spice Trail, etc.). • Leverages Destination BC's Co-operative Marketing Program for experiences like BC Bird Trail (South Fraser Bird Trail), BC Ale Trail (South of the Fraser Ale Trail), West Coast Foods, West Coast Curated, and BC Golf Marketing Alliance and also collaborates for sporting events and Indigenous cultural experiences.

Exploring Integration with the VCM Strategy

The tables that follow explore the linkages between the VCM Strategy themes and four municipal planning and policy areas that are foundational to successful destination management and development: land use, transportation, infrastructure, and festivals and events.

DEVELOPMENT THEME:
TRANSPORTATION AND INFRASTRUCTURE

Land Use Planning	Potential Alignment Opportunities
Access to and use of land is critical to attracting tourism-associated businesses. While Surrey land values are high, the city is not unique in this regard. Surrey's Official Community Plan provides a framework of objectives and policies on planning and land management within city boundaries, describes the long-term vision of the community, and guides the decisions of elected officials and local government staff. A first step in creating an appealing tourism investment environment is through the OCP. Further, Surrey has six approved land use plans.	Surrey's current OCP has few references to tourism and there is significant room to expand these and align with potential opportunities. Examples of tourism-related drivers that could be amplified in OCP policies and signal interest in new tourism development. Staff and city Council consideration of development applications for hotels or related amenities would be informed by these policies: • Support land use and developments that provide a diverse supply of visitor accommodation which meets visitor needs, supports the unique community experiences, and responds to market trends. • Consider multi-use centres with a wide variety of retail, office, service, food and beverage, entertainment, recreation, leisure, institutional, cultural, and visitor accommodation uses. • Support developments that showcase local and regional food and beverage offerings, including First Nations culture, through community celebrations and events.

Public Infrastructure	Potential Alignment Opportunities
Surrey's unique City Centre, significant agricultural and rural areas, green space with accessible waterfront, trails, parks, and other natural spaces offer a range of potential tourism opportunities.	Surrey is in a period of rapid population growth which has placed significant demands on municipal departments to increase the supply of community amenities such as access to open spaces, beaches, trails, cultural venues, and more. While the city is understandably focused on resident interests, this period of expansion presents an unprecedented opportunity to incorporate tourism into municipal public infrastructure. As the city plans and builds new resident-oriented amenities, it is an ideal time to anticipate future tourism opportunities and align infrastructure accordingly. For example, this work could explore areas of potential negative resident/visitor interactions (e.g., parking at trailheads and parks), and include mechanisms to mitigate these outcomes in advance. In the absence of these mitigative efforts, community support for tourism can be undermined and result in forgone economic, social, and environmental benefits.

Transportation	Potential Alignment Opportunities
The local transportation network is a foundation of destination management. When visitors access and disperse through a destination, this additional traffic across the community impacts transportation networks.	Transit management is planning intensive; and change happens somewhat slowly over time. The City of Surrey is moving towards a fourth phase of "creating an innovative transportation plan that improves safety, tackles the climate crisis, and better connects people and places for the Surrey of the future." Coordinating Transportation Plan outcomes with other city plans (Biodiversity Strategy, Parks Recreation and Culture 10-year Strategic Plan and OCP amendments) can align overlapping functions to further tourism opportunities. City staff have indicated there is room to grow internal awareness of tourism benefits and potential alignment with existing priorities.

DEVELOPMENT THEME:
PRODUCT AND EXPERIENCE DEVELOPMENT

Surrey is home to over 100 languages, major cultural festivals, and a burgeoning arts and culinary scene. Among its many recommendations in the city's Parks, Recreation and Culture 10-year Strategic Plan, it calls for the development of a strategy to advance music in Surrey. The community is becoming a thriving hub for cultural activity and artistic talent. The creation of a comprehensive Music Strategy, as part of an Events Strategy, will help identify priorities, provide direction, and anticipate challenges ahead. Public engagement for the Music Strategy started in 2022 and will be completed in 2023[22].

Festivals and Events	Related Municipal Functions
Local governments play a critical role in event hosting and experience development through event application processes and events staffing / resources, permit approvals, environmental considerations, traffic and crowd management, security plans, community engagement, and many others. The Surrey Board of Trade also chairs the Music City Surrey Task Force to advance strategic priorities and showcase artists, educators, and music professionals in Surrey[23].	The City's Festival & Events Support Team is made up of a cross-section of departments in the City of Surrey as well as representatives from outside agencies that may be impacted by an event. It uses the FEST process for any event over 250 participants to collaborate with event partners (e.g., Surrey Police, RCMP, Bylaw, Traffic Management).

22   Surrey Music Strategy, City of Surrey website.
23   Surrey Music City Centre, Surrey Board of Trade website.

SURREY
Photo: Discover Surrey

Tourism Continuum Assessment

As a city anticipated to be the largest in BC, Surrey has significant tourism potential along with motivated community partners wanting to seize this opportunity. Realizing its tourism potential will be substantially furthered by an attractive investment environment.

Updating existing planning documents (e.g., OCP and sub-area plans) to reflect tourism priorities and its connection to other city goals is one of the key steps that can be taken by the city.

Destination Management and Development Feature	Status
Non-resident use of local amenities	TBD
Visitor and resident user conflicts	TBD
Tourism taken into account in municipal operations	TBD
Official Community Plan tourism references	No
Existing tourism related businesses and attractions	Yes
Local organizations collaborating on tourism	Yes
Volunteer groups working on tourism	Yes
Nightly accommodations policies	Yes
Staff housing	No
Indigenous tourism partnerships	Yes
Tourism Master Plan	No
Community Destination Management and Marketing Organization	Yes
Tourism is an economic driver	Yes
Tourism in economic development plans	TBD
Community interest in tourism	TBD

Outline of Key Strengths, Challenges, and Opportunities

Strengths	Tourism Related Challenges	Opportunities
Committed community tourism and business partners.	Room to expand consideration of tourism destination development and management opportunities in city planning processes.	Use public amenity expansion initiatives to leverage tourism development. Align cross-city departmental plans to further tourism outcomes that intersect with related municipal objectives. Use existing planning engagement processes to explore support for tourism.

Action Plan

Recommended approach and actions for implementation:

1. Avoid creating new, tourism-related community engagement structures and access city forums where feasible

2. Grow city staff and council awareness of tourism's social, economic, environmental, and cultural benefits, and its connections to other city priorities as identified by Surrey Board of Trade

3. Consider outreach to City of North Vancouver to learn from the Shipyards planning and development

4. Engage community partners to explore how city planning processes (OCP, Transportation, and others) can enable and create an attractive investment climate for tourism-related amenities (e.g., hotels and conference centres)

5. Explore upcoming engagement processes and work with community partners to include tourism as perspectives for consideration. e.g.,Neighbourhood Concept Plan updates.

6. Share information: e.g., studies, research and data related resident sentiments on tourism, and the tourism economy, with linkages to resident quality of life.

APPENDICES

A. Local Government Tools and Resources

Local governments have a range of ways to further tourism aspirations. These include, but are not limited to:

- Engage in commercial, industrial, and business activities through tools such as local government corporations

- Designate a business improvement area or provide specified tax exemptions, such as a revitalization tax exemption for downtown revival projects

- Partner with others including businesses, community groups, or regional trusts to build new facilities or infrastructure

- Create an economic development department, establish an advisory committee, or include economic policies in bylaws and plans

- Seek ownership or tenure of Crown land for projects such as recreational facilities or heritage sites to support tourism

- Establish a resort association to provide promotional services and activities for areas with amenities such as ski hills, hot springs, lake or ocean fronts, or wineries

BC's Resort Association Act (Act), administered by the Ministry of Municipal Affairs, enables the destination of a local resort (tourism) area and the ability to levy a fee on members (not just hotels) to support the cost of tourism-related development and operations costs.

While the Act currently applies to ski resorts, the BC Government states that "Resort areas with amenities such as ski hills, hot springs, lakefronts and wineries or ocean shorelines can benefit from the promotional services and activities provided by a resort association". Given the growing importance of tourism to BC's economy, there is merit in exploring the application of the Resort Association Act beyond ski resorts to targetedareas in VCM and across the province.

B. VCM Regional and Planning Area Destination Development Strategies Steering Group

The following organizations, agencies, and community groups have informed the creation of this plan, and/or have a role to play in executing the VCM Strategy.

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:	BC Rural Network	Business Improvement Associations
Department of Fisheries and Oceans		Tourism, Arts and Culture	Translink	Hotel Associations
Public Safety Canada		Jobs, Economic Development and Competitiveness	Airports and aerodomes	Community Associations
Transport Canada		Transportation and Infrastructure	Port Authorities	Visitor Centres
Public Works and Government Services Canada		Forests, Lands, Natural Resource Operations and Rural Development	Transportation providers	Harbour Authorities
		Indigenous Relations and Reconciliation		Tourism Operators
		Environment and Climate Change Strategy		Arts, Culture, Heritage Organizations
		Agriculture		Nature-based Organizations
		Municipal Affairs & Housing		Clubs/Volunteer Groups
				Search and Rescue
				Residents

C. Tourism Destination Management and Development Partners

Destination management and development cuts across social, cultural, environmental, and economic aspects of communities; tourism overlaps with many functions, roles, and responsibilities of local governments.

REGIONAL DISTRICTS AND MUNICIPALITIES

Mayors and/or councillors, Board Chairs, staff, regional district representatives, including local associations of elected officials. Their decisions and policies directly influence destination development planning and the tourism investment climate.

Role in Destination Management and Development	• Regional Growth Strategies (RGS) promote human settlement that is social, economic, and environmentally healthy and that makes efficient use of public facilities, land, and other resources.
	• Official Community Plans (OCP) set out the goals, objectives, and policies of a local government, council, or board. Zoning bylaws govern many aspects of destination management and development from event hosting to resort development.
	• In constant contact with residents and are responsible for responding to their interests and needs, including managing visitor / resident interactions.
Benefits of Collaboration	• Insights into potential constraints that may limit development.
	• Access funding and investment, particularly for amenities that benefit the community (e.g.,: MRDT, annual capital / project budget)
	• Engage directly with community members, particularly for resident sentiment.
	• Can integrate tourism objectives into RGS, OCP, and other long-term plans.
	• Makes decisions and administers land use decisions that determine the viability of nightly accommodation.

REGIONAL DISTRICTS AND MUNICIPALITIES

Mayors and/or councillors, Board Chairs, staff, regional district representatives, including local associations of elected officials. Their decisions and policies directly influence destination development planning and the tourism investment climate.

Example Communications Opportunities

- Present to regional districts, municipal councils, and senior management teams on destination development strategies, priorities, value of tourism, case studies.

- Input into RGS and OCP.

- Share research and information on resident sentiment, value of tourism, tourism industry dashboard.

- Engage candidates ahead of the elections to inform on tourism and destination development priorities.

- Recognize partnerships, support, and funding for projects.

- Build awareness of existing roles and responsibilities that may not be perceived as tourism-related.

- Provide information on intersection of government services with residents and visitors.

- Collaborate on existing operations that influence destination management and development.

- Leverage partnerships to provide strategic direction, advocate for funding, build local and regional government understanding, cross-ministry support.

LANGLEY
Photo: Hubert Kang

REGIONAL ECONOMIC DEVELOPMENT ORGANIZATIONS, REGIONAL ECONOMIC OPERATIONS STAFF

Mayors and/or councillors, Board Chairs, staff, regional district representatives, including local associations of elected officials. Their decisions and policies directly influence destination development planning and the tourism investment climate.

Role in Destination Management and Development	• Promote partnerships throughout communities and regions. • Distribute funds to meet community needs. • Assist communities experiencing significant economic impacts. • Facilitate development of key sectors in rural BC. • Bridge private and public sector interests, build senior level government support, and create an attractive investment climate.
Benefits of Collaboration	• Financial support for economic development initiatives. • Community transition services for rural communities. • Connectivity within/between communities. • Skills training and education support.
Example Communications Opportunities	• Present at regional Economic Development Office on destination development priorities, value of tourism, and case studies. • Build awareness, support for tourism as a valuable, priority sector. • Share research and information on resident sentiment, value of tourism, and tourism industry dashboard.

LOCAL GOVERNMENT AREA ASSOCIATIONS (LGAA)

There are five local government area associations in BC governed by duly elected executives who meet annually to consider resolutions identified by local communities.

Role in Destination Management and Development	• Resolutions endorsed LGAA at <u>area association meetings</u> are forwarded to annual convention for consideration by the full membership across BC.
Benefits of Collaboration	• Provide input into resolutions related to land use, transportation, infrastructure, and economic development. • Access to elected officials across the region.
Example Communications Opportunities	• Present at LGAA on destination development priorities, value of tourism, and regional case studies. • Provide input into policy resolutions on behalf of the region. • Share research and information on resident sentiment, value of tourism, and tourism industry dashboard.

GIBSONS
Photo: Sunshine Coast Tourism

FIRST NATIONS, INDIGENOUS COMMUNITIES, TRIBAL COUNCILS, ITBC, INDIGENOUS ECONOMIC COUNCILS

First Nations Councils, Band Councils are the governments of most Indigenous communities. Tribal governments act alongside or instead of band council for some communities. Hereditary Chiefs are influential community leaders who focus on health and well-being of their people and their territories.

Role in Destination Management and Development	• Input, guidance, access (e.g.,Collaboration Agreements, MOUs) related to planning, decision-making. • Experience and product development.
Benefits of Collaboration	• Build support in the community for tourism initiatives. • Access to cultures, oral histories and traditional knowledge keepers. • Guidance for governance, authority structure ,and protocols. • Opportunity to advance infrastructure and policy improvements. • Partner to fund projects for assets that benefit community goals. • Economic diversification and development support, resources.
Example Communications Opportunities	• Present at council meetings on destination management and development, value of tourism, and relevant case studies. • Share research and information on resident sentiment, value of tourism, and tourism industry dashboard. • Co-create Collaboration Agreements, MOUs related to destination management and development planning, and decision-making. • Collaborate and innovate on visitor management (for example, Indigenous Guardian programs—Indigenous-led stewardship of outdoor spaces and amenities).

GROUND TRANSPORTATION PROVIDERS, AIRPORTS

Role in Destination Management and Development	• Provide front line service delivery for the visitor experience at the destination. Key partners (e.g., Ministry of Transportation and Infrastructure, private providers, BC Transit) for visitor dispersion and connecting experiences, attractions within a region.
Benefits of Collaboration	• Research and data to inform planning, decision-making. • Private/public investment to fill product and experience gaps. • Solutions to manage seasonal peaks and visitor dispersion.
Example Communications Opportunities	• Present on destination management and development priorities, research related to visitor experience, tourism industry dashboard, demand management. • Advocacy related to key routes.

BUSINESS ASSOCIATIONS, CHAMBERS OF COMMERCE OR BUSINESS IMPROVEMENT ASSOCIATIONS, COMMUNITY FUTURES

Role in Destination Management and Development	• Provide direction, guidance on strategic priorities, investments. • Members are front line, delivering the visitor experience in the destination.
Benefits of Collaboration	• Represent direct and indirect tourism industry partners. • Promote and support training for experience and product development.
Example Communications Opportunities	• Present on destination development priorities, value of tourism, and regional case studies. • Collaborate to build industry support, experiences, and product development.

TOURISM BUSINESSES, COMMUNITY DESTINATION MANAGEMENT ORGANIZATIONS (CDMO), HOTEL ASSOCIATIONS, VISITOR CENTRE NETWORK

Role in Destination Management and Development	• Provide guidance and input into strategic priorities, investments. • CDMOs bring together tourism partners and align a diverse range of interests to further the visitor experience.
Benefits of Collaboration	• Prioritize MRDT plans for investment. • Research and data to inform planning and decision-making. • Relay and share information with industry members and partners.
Example Communications Opportunities	• Present on destination management and development priorities, and regional case studies. • Consult on MRDT investments. • Collaborate on industry support, experiences, and product development. • Build alignment with supply/demand priorities for tourism. • Share research, information on resident sentiment, value of tourism, industry dashboard, and case studies. • Connect industry to resources and learning opportunities.

REGIONAL TRUSTS AND CROWN CORPORATIONS
Other industry groups, community groups led by volunteers e.g., heritage / arts / cultural organizations

Role in Destination Management and Development	• Participate in planning and provide a voice for community members. • Important touchpoint with visitors through the delivery of cultural, outdoor, and heritage experiences. • Contribute to community vitality and wellbeing. • Volunteers are often local influencers and lead or assist in the delivery of arts, culture, sports, and event hosting. Their efforts help turn tourism into opportunities for community need.
Benefits of Collaboration	• Many provide community services through municipal or regional government fee-for-service agreements. • Funding for projects that support destination management and development objectives. • Community groups are also partners and advocates who can build support for investment in a destination (e.g., mountain bike clubs can be credited with much of the growth for a significant component of BC's tourism industry).
Example Communications Opportunities	• Present on destination development priorities, value of tourism, and regional case studies. • Share relevant funding opportunities. Collaborate on programs that address destination enhancement and management.

COMMUNITY RESIDENTS

Role in Destination Management and Development	• Participate in community forums and surveys related to destination development projects and budgets. • Provide input into proposed projects and partnerships.
Benefits of Collaboration	• Opportunity to share stories on how tourism contributes to local amenities and quality of life by highlighting investments in recreational assets, etc.
Example Communications Opportunities	• Distribute news releases on destination management and development initiatives to share with local media. • Survey residents on perception(s) of tourism. • Share social media campaigns to gain locals' perspectives (e.g., best things to do during your visit, places to eat, etc.)

POWELL RIVER
Photo: Sunshine Coast Tourism, Shayd Johnson

D. Destination Management and Development Guiding Principles for Impactful Developments

The following Destination Management and Development Guiding Principles for Impactful Developments (Guiding Principles) are considerations for the planning and development of significant public spaces or private sector proposals in communities across VCM.

Designed for elected officials, local government planners, economic development officers, and Community Destination Management Organizations, these Guiding Principles are shaped by the VCM's long-term tourism plan: the Regional Destination Development Strategy.

DELTA
Photo: Tourism Delta, Tyler Garnham

Access to and use of land is important for tourism infrastructure and facilities, associated businesses, and many other aspects of destination development and management. Creating an appealing investment environment through land use planning can attract tourism infrastructure, such as hotels, conference centres, and other core tourism assets.

While each impactful development is unique, these Guiding Principles may serve to create a shared vision to invest in destination management and development that advances community priorities, benefitting both residents and visitors.

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 management and 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.

–VCM Regional Destination Development Strategy

COLLABORATE TO DESIGN THE DESTINATION

Develop accessible spaces with input from government, residents, community groups, the private sector, Indigenous communities, and tourism partners. Invite perspectives from tourism with organizations who have contributed to the sector's success and are furthering Metro Vancouver's competitive edge as a global destination.

DESIGN FOR MULTI-USE CENTRES

Consider multi-use centres with a variety of uses, including retail, commercial, food and beverage, entertainment, recreation, culture, and nightly accommodation. Consider alternative service delivery models, such as shared facilities within hotels, exploring policies that support the provision of facilities for guest services and operations, e.g., fitness centre, pool, conference centre, event rental space, and staff housing.

ANCHOR WITH SQUARES, PLAZAS, PUBLIC SPACES

Create an attractive network of pedestrian-friendly squares, plazas, and accessible public spaces for festivals, events, and other programming consistent with the characteristics and heritage of the community. Plan spaces for year-round use, independent of the weather. Consider design elements that allow for flexible, cost-effective set-up for both community use and ticketed events that capture revenue and provide funds for management and service delivery, e.g.: fencing, staging, electrical outlets, and accessible washrooms. Ensure bylaws consider entertainment as permitted uses, e.g., noise restrictions, hours of operation.

PROTECT IDENTITY AND CHARACTER

Protect identity, character, and stories of the community. Maintain historic sites, structures, and architecture. Ensure development principles support local businesses that preserve a sense of place, e.g., artists, tour guides, farmers, fishers, chefs, and community activists. Consider policies that encourage interaction with visitors, so that residents can share their passion for the community, e.g., artist in residence programs, fish market, and makers' lab.

EMBED ARTS, CULTURE, AND HERITAGE

Support the use of parks, civic buildings, and public spaces, where appropriate, as affordable venues for creating and expressing arts and culture including natural history, heritage, public art, cultural celebrations, festivals, exhibitions, studios, and workshops. Encourage partnerships that offer culturally-rich programming and experiences that showcase community identity. Leverage private sector developments for investment in public art, museums, and cultural centres. Explore options to fund a third-party to design and manage programming.

PROVIDE SPACE FOR RECREATION ACTIVITIES

Provide and manage accessible recreational space for activities that different users can enjoy, including residents and visitors with a range of ages and abilities. Encourage flexible and creative design of these spaces for all-season use.

OPEN ACCESS TO WATERFRONT

Consider shared access to wetlands, lakes, rivers, oceans, waterfront parks, and trails. Balance industrial, commercial, and recreational use to protect waterfront ecosystems and marine life. Integrate Indigenous, heritage, fishing, and maritime connections to the waterways and encourage development of tourism products and experiences at these sites, e.g., public docks, kiosks, and storage for boat rentals.

CONNECT NEIGHBOURHOODS AND DESTINATIONS

Ensure preferred modes of transportation are prioritized and connected to existing routes, e.g, bus, ferry, active transit, time-restricted parking, and EV charging stations. Provide accessible, barrier-free services and pedestrian-friendly links to accommodate different modes of transportation, e.g., bike storage or end-of-trip facilities. Leverage parking fees to support and manage car-free experiences.

DESIGN FOR RESILIENCY

Build infrastructure that is resilient to climate extremes and mitigates factors that contribute to climate change. Consider safety and user experiences in all weather conditions through all seasons. Provide ample shade zones, misting stations, or water features. Landscape with drought-resistant plants or designs that restore habitat. Design for circular use of resources, e.g., drinking water refill stations, reusable take-away container collection, staging, and event signage.

BURNABY
Photo: Tourism Burnaby, Jeremy Segal

CONNECT WITH US

Collaboration is the key to success. Please connect with us to learn more about how we can work together.

Subscribe to our newsletter for updates on tourism news, research, partnerships, marketing campaigns, and more at: DestinationBC.ca/Subscribe.

Follow us on LinkedIn: @Vancouver, Coast & Mountains Tourism Region.

Share industry success stories and celebrate the power of tourism by using the hashtag #BCTourismCounts.

Support British Columbia's truly remarkable experiences by promoting #exploreBC with visitors and residents alike.

Review programs in the Vancouver, Coast & Mountains region.

Explore our online Industry Learning Centre. Start at: DestinationBC.ca/learning-centre.

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