

SUNSHINE COAST

# DESTINATION DEVELOPMENT STRATEGY



DESTINATION  
BRITISH COLUMBIA



## DESTINATION BC

Heather Boyd  
MANAGER,  
VANCOUVER, COAST & MOUNTAINS  
AND INDUSTRY PROGRAMS  
[heather.boyd@destinationbc.ca](mailto:heather.boyd@destinationbc.ca)

Seppe Mommaerts  
MANAGER,  
DESTINATION DEVELOPMENT  
[destinationdevelopment@destinationbc.ca](mailto:destinationdevelopment@destinationbc.ca)

## INDIGENOUS TOURISM ASSOCIATION OF BC

Tracy Eyssens  
CEO  
604 921 1070  
[tracy@indigenoustbc.com](mailto:tracy@indigenoustbc.com)

## MINISTRY OF TOURISM, ARTS AND CULTURE

Amber Mattock  
DIRECTOR,  
LEGISLATION AND  
DESTINATION BC GOVERNANCE  
250 356 1489  
[amber.mattock@gov.bc.ca](mailto:amber.mattock@gov.bc.ca)



Ministry of  
Tourism, Arts  
and Culture



**INDIGENOUS  
TOURISM BC**

# TABLE OF CONTENTS

|   |    |  |    |
|---|----|--|----|
| I. EXECUTIVE SUMMARY.....   | 1  | c. Guiding Principles for Destination Development  |    |
| a. Distinctive Destination for the Sunshine Coast                             |    | d. Motivating Experiences  |    |
| b. Distinctive Direction for the Sunshine Coast                               |    | e. Development Themes  |    |
| II. ACRONYMS .....  | 3  | f. Interaction of Development Themes and Motivating Experiences  |    |
| 1. FORWARD & ACKNOWLEDGEMENTS .....   | 4  | 7. STRATEGY AT A GLANCE .....  | 27 |
| 2. INTRODUCING THE STRATEGY .....   | 6  | 8. STRATEGIC PRIORITIES .....  | 28 |
| a. Program Vision and Goals   |    | a. Objectives & Actions  |    |
| b. Purpose of Strategy  |    | Theme 1: Improve Transportation To, From and Within the Sunshine Coast                                   |    |
| c. A Focus on the Supply and Experience                                       |    | Theme 2: Attract, Retain and Train Skilled Workers and Provide Job Growth                                |    |
| d. Methodology  |    | Theme 3: Enable Tourism Business Success and Viability   |    |
| e. Project Outputs  |    | Theme 4: Manage the Destination Collaboratively  |    |
| 3. ALIGNMENT .....  | 10 | Theme 5: Implement Product Development and Experience Enhancement that Cultivate a Unique Sense of Place |    |
| 4. SUCCESS NETWORK .....  | 12 | Theme 6: Enhance the Quality of Services and Experiences   |    |
| 5. A DISTINCTIVE DESTINATION<br>— OVERVIEW OF THE SUNSHINE COAST .....        | 14 | 9. IMPLEMENTATION FRAMEWORK .....  | 55 |
| a. Geographic Description of the Area   |    | a. Catalyst Projects   |    |
| b. Description of the Population base, Communities included and First Nations |    | b. Provincial and Regional Priorities  |    |
| c. Description of Economy Base — Historical and Current                       |    | c. Funding Programs  |    |
| d. Overview of Tourism Performance  |    | 10. MEASURING AND MONITORING SUCCESS .....   | 60 |
| e. Key Visitor Markets  |    | 11. APPENDIX .....   | 61 |
| f. Summary of Key Strengths, Challenges and Opportunities                     |    | a. Appendix 1: Overview of Planning Process  |    |
| g. Experience Potential   |    | b. Appendix 2: Vision Story  |    |
| 6. A DISTINCTIVE DIRECTION<br>— THE DIRECTION FOR THE STRATEGY .....          | 21 | c. Appendix 3: Planning Considerations   |    |
| a. Vision   |    | d. Appendix 4: Objectives by Priority and Implementation Timing  |    |
| b. Goals  |    | e. Appendix 5: Alignment Details — plans reviewed  |    |

# TABLE OF FIGURES

|  |    |  |    |
|--|----|--|----|
| FIGURE 1: Tourism Revenue Drivers .....                            | 11 | FIGURE 9: BC Ferries Passengers from Horseshoe Bay and Little River, Annual, 2008-2015 ..... | 19 |
| FIGURE 2: Five Dimensions of Supply — the Visitor Experience ..... | 12 | FIGURE 10: Visitor Characteristics — Visitor Centre Parties, Market Origin, 2015 .....       | 19 |
| FIGURE 3: Project Timelines .....                                  | 12 | FIGURE 11: Sunshine Coast Visitor Parties, Trip Length, 2015 .....                           | 20 |
| FIGURE 4: Planning Areas in BC .....                               | 14 | FIGURE 12: Interaction of Development Themes and Motivating Experiences .....                | 28 |
| FIGURE 5: Levels of Destination Development Planning .....         | 15 |  |    |
| FIGURE 6: Key Governmental and Management Organizations .....      | 16 |  |    |
| FIGURE 7: Room Revenue, 1995–2010 .....                            | 18 |  |    |
| FIGURE 8: SCRD Room Revenues, 2006–2010 .....                      | 18 |  |    |

FRONT COVER PHOTO: TIN HAT MOUNTAIN, Andrew Strain

(C) 2017 — Destination BC Corp. All rights reserved. No part of this guide may be reproduced in any form or by any means, electronic or mechanical, without permission in writing from Destination BC. This guide is produced to provide information to assist tourism operators in British Columbia. Destination BC does not endorse, recommend or assume any liability for any of the operations or organizations referenced in this document. **Super, Natural; Super, Natural British Columbia; HelloBC** and **Visitor Centre** and all associated logos/ trade-marks are trade-marks or Official Marks belonging to Destination BC Corp.

# EXECUTIVE SUMMARY

## A. DISTINCTIVE DESTINATION FOR THE SUNSHINE COAST

The Sunshine Coast planning area stretches from northwest of Langdale along 180km of land to north of Lund to Bliss Landing, Desolation Sound and waterways to the northern tip of Toba Inlet. It encompasses the jurisdictions of the Sunshine Coast Regional District, the Powell River Regional District and includes the following islands: Gambier, Keats, Nelson, Hardy, Thormanby, Texada, Lasqueti, Harwood (Tla'amin Nation land), and Savary. The Sunshine Coast is accessible by ferry, airplane and floatplane.

There are approximately 50,000 people residing on the Sunshine Coast. The Sunshine Coast includes four First Nations communities of skwxwú7mesh Nation, shíshálh Nation, Tla'amin Nation, and Klahoose Nation, and the three municipal communities of the Town of Gibsons, District of Sechelt, and City of Powell River.

Historically, Sunshine Coast communities relied heavily on the forest industry. More recently, tourism, recreation opportunities, and an influx of retirees have begun to shift the

Sunshine Coast's economic dependency from resource-based sectors to a more diversified portfolio. While there are few performance indicators for the tourism industry at a local level, there was a regional estimate of \$77.6 million spent by travellers in 2007.

The Sunshine Coast's largest visitor base is the BC resident primarily from the Lower Mainland and Vancouver Island. The Sunshine Coast has identified three distinct selling propositions:

1. A string of rural, ocean-side communities
2. Outdoor Adventure, and
3. Arts, Culture and Heritage

Traditional major attractions for the area include Skookumchuck Narrows Provincial Park, Desolation Sound Marine Provincial Park, Princess Louisa Inlet and Savary Island. Additional tourism features include the unique coastal communities, inlets and waterways; trails; a rich tapestry of artisans, art galleries, cultural festivals,

## B. DISTINCTIVE DIRECTION FOR THE SUNSHINE COAST

and events; exceptional outdoor recreation such as hiking, mountain biking, and fishing; and easy access to resorts and cabins.

The experiences identified below have potential as iconic products for growth:

- Indigenous cultural tourism
- Sunshine Coast Arts Crawl
- Sunshine Coast Trail and Suncoaster Trail
- Backcountry alpine hiking like the South Powell Divide
- Mountain biking including the Coast Gravity Park and Duck Lake Trails
- Boating including Desolation Sound and Princess Louisa Inlet
- Rock climbing in the Eldred Valley
- Wildlife viewing along inlets and waterways
- Diving with over 100 dive sites
- Health and Wellness highlighting the George Health & Wellness Centre and spas
- Foraging and Culinary

The vision for the Sunshine Coast is aligned to existing planning frameworks and tied to the aspirations of what types of destination tourism partners the Sunshine Coast would like to be within 10 years:

WE ARE A UNIFIED  
SUNSHINE COAST,  
WORKING TOGETHER TO  
INCREASE THE SOCIAL,  
CULTURAL, AND  
ECONOMIC BENEFITS

FROM OUR YEAR-  
ROUND VISITOR  
ECONOMY. WE HAVE  
VIBRANT COASTAL  
COMMUNITIES AMID  
EXCEPTIONAL OUTDOOR  
ADVENTURES. WE  
ATTRACT RESPECTFUL  
VISITORS WHO LIKE TO  
DISCOVER AND  
UNDERSTAND MORE  
ABOUT OUR LAID-BACK  
PACE OF LIFE AND THE  
WILD, NATURAL PLACES  
THAT NOURISH US.

Four destination development goals have been identified:

1. Increase the total contribution of the visitor economy
2. Enhance the overall visitor experience of the Sunshine Coast as a preferred travel destination for key markets
3. Strengthen the business climate
4. Strengthen a unified Sunshine Coast tourism industry by working together

These four goals will support the two common provincial goals:

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



The unique selling propositions that set the Sunshine Coast area apart have been identified as the motivating experiences to support in destination development planning:

1. A string of rural, ocean-side communities
2. Outdoor Adventure
3. Arts, Culture & Heritage

Specific experiences identified for development include:

- Indigenous Tourism
- Arts, Culture, Festivals and Events
- Trails – Hiking, Mountain Biking, Marine
- Touring – Vehicle, Cycling, Motorcycles
- Boating/Marinas
- Natural Asset Utilization (e.g., wildlife viewing and other outdoor experiences)
- Sustainable Culinary Experiences
- Health and Wellness
- Sport Tourism

Six destination development planning themes have been identified to focus strategic efforts against strengthening the Sunshine Coast as a destination.

1. Improve transportation to, from and within the Sunshine Coast
2. Attract, retain and train skilled workers and provide job growth
3. Enable tourism business success and viability
4. Manage the destination collaboratively
5. Implement product development and experience enhancement that cultivate a unique sense of place and,
6. Enhance the quality of services and experiences for our guests

## ACRONYMS

**AEST** Ministry of Advanced Education, Skills & Training

**AGRI** Ministry of Agriculture

**CDMO** Community Destination Marketing Organization

**DBC** Destination British Columbia

**DC** Destination Canada

**DMO** Destination Marketing Organization

**DDS** Destination Development Strategy

**EDUC** Ministry of Education

**ENV** Ministry of Environment & Climate Change Strategy

**FIN** Ministry of Finance

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

**IRR** Ministry of Indigenous Relations and Reconciliation

**ITBC** Indigenous Tourism Association of British Columbia

**JTT** Ministry of Jobs, Trade & Technology

**MRDT** Municipal Regional District Tax

**OCP** Official Community Plan

**RDMO** Regional Destination Marketing Organizations

**RMI** Resort Municipality Initiative

**SCT** Sunshine Coast Tourism

**SCRD** Sunshine Coast Regional District

**TAC** Ministry of Tourism, Arts & Culture

**TIABC** Tourism Industry Association of British Columbia

**TraC** Transportation Choices Sunshine Coast

**TRAN** Ministry of Transportation & Infrastructure

**VCM** Vancouver, Coast & Mountains tourism region

# 1

# FORWARD AND ACKNOWLEDGEMENTS

**FORWARD** This Destination Development Strategy is the result of a 12-month, iterative process of gathering, synthesizing, and validating information with stakeholders about the current status and future direction of tourism in the Sunshine Coast area.

As one of 20 destination development strategies, the Sunshine Coast strategy will contribute to the tapestry of long-term provincial planning that will support the development of British

Columbia as a world-class tourism destination offering remarkable, authentic experiences that exceed expectations and align with BC's brand.



# ACKNOWLEDGEMENTS

Destination British Columbia and the project facilitation team thank the over 100 stakeholders who contributed by attending community meetings, participating in surveys, stakeholder interviews and follow-up conversations, and forwarding relevant documents.

WE THANK THE FIRST NATIONS ON WHOSE TRADITIONAL TERRITORIES WE TRAVELLED AND GATHERED FOR OUR COMMUNITY MEETINGS INCLUDING TLA'AMIN NATION, KLAHOOSE NATION, SHÍSHÁLH NATION AND SKWXWÚ7MESH NATION.

We acknowledge that many significant agreements have been realized in the Sunshine Coast planning area, resulting from successful cooperation between the First Nations and non-Indigenous people, the private sector, government, not-for-profit organizations, and passionate volunteers.

**Special thanks are offered to members of the working group:**

- Ann Nelson, The Patricia Theatre and Townsite Heritage Society

- Brian Jones, shíshálh Nation
- Celia Robben, Sunshine Coast Tourism
- Cheryl MacKinnon, Painted Boat Resort and Marina
- Emanuel Machado, Town of Gibsons
- Jack Barr, Powell River Chamber of Commerce
- Leah McNeil, Harbour Air
- Linda Williams, Coast Cultural Alliance
- Michael McLaughlin, BC Ocean Boating Tourism Association (Ahoy BC)
- Michelle Zutz, Townsite Brewing
- Paul Kamon, Sunshine Coast Tourism
- Russell Brewer, Powell River Cycling Association
- Scott Randolph, Powell River Economic Development
- Shawna Leung, Vancouver, Coast & Mountains representative

**Special thanks are offered to the facilitator of the Sunshine Coast destination development process:**

- Susan Rybar, Vardo Creative Inc.

# 2

## INTRODUCING THE STRATEGY

GIBSONS  
Photo: Andrew Strain

The Sunshine Coast Destination Development Strategy was developed to enhance the competitiveness of the Sunshine Coast over the next 10 years and beyond. The strategy was developed as part of Destination BC's Destination Development Program to support and guide the long-term growth of tourism in the Sunshine Coast.

### A. PROGRAM VISION AND GOALS

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

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

The provincial vision is supported by three goals:

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

FIGURE 1:  
Tourism Revenue  
Drivers



**Destination development brings together planning, policy and capacity building efforts to:**

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

## B. PURPOSE OF THE STRATEGY

**This strategy not only supports the goals of the provincial Destination Development Program but also:**

- Provides strategic direction for the region and guidance for local and regional planning.
- Enhances the Sunshine Coast's ability to leverage their resources and programs.
- Fosters joint action and inter-community dialogue.

The Sunshine Coast Destination Development Strategy is intended to serve as a guide for tourism partners as they proceed with implementation. This strategy should be reviewed and updated as necessary to reflect changing tourism objectives, priorities and market conditions. Additionally, results and learnings should be tracked to ensure future implementation

activities be even more effective in increasing economic, social and cultural benefits to the entire Sunshine Coast.

## C. A FOCUS ON SUPPLY AND EXPERIENCE

DESTINATION DEVELOPMENT IS THE MECHANISM WHERE THE NATURAL LIFE CYCLE OF TOURISM (E.G., DEVELOPMENT, STAGNATION, DECLINE, AND REJUVENATION) IS MANAGED TO ENSURE A DESTINATION REMAINS DESIRABLE AND COMPETITIVE IN ITS TARGET MARKETS.

Destination development happens when industry and government work together to enhance the quality of visitors experience by ensuring tourism products, services, amenities and practices meet and exceed expectations over the long term.

Tourism has two primary revenue drivers — supply and demand (Figure 1). Creative marketing efforts strive to generate short-term demand for a destination and create immediate urgency for people to want to visit. Destination development focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors and entice repeat visitation.



Sharing via social networks, like Facebook, Twitter and TripAdvisor, allow travellers to review their experiences and the quality of the destination, making social media an essential element of the marketing toolbox.

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

- The setting in which our experiences take place and how to access them.
- Policies that establish and maintain opportunities and growth barriers.
- The investment enhancement framework.
- Products and experiences matched to consumer interests, including infrastructure and amenities (which are all often public in nature and used by residents as well as visitors).
- Visitor servicing programs that meets and exceeds guest expectations.
- Capability, skills and training our industry needs so that we all can excel at what we do.

These dimensions are illustrated below (Figure 2).

## D. METHODOLOGY

THE SUNSHINE COAST DESTINATION DEVELOPMENT STRATEGY WAS DEVELOPED BASED ON EXTENSIVE, COLLABORATIVE EFFORT OVER A 12-MONTH PROCESS THAT INCLUDED THE CREATION OF A SITUATION ANALYSIS REPORT.

The destination development planning approach was highly iterative, allowing for multiple opportunities for stakeholder input and validation (Figure 3).

The process followed a flexible approach guided by Destination BC to ensure the unique considerations of each planning area were assessed and respected. A volunteer Working Committee contributed their expertise to reviewing and discussing the key findings from the Situation Analysis report. The Working Committee helped develop the goals, objectives and strategies contained in this document. See Appendix 1 for the full process outline.

FIGURE 2:  
Five Dimensions  
of Supply — the  
Visitor Experience



## FIGURE 3: Project Timelines

| ACTIVITY   | DATES                    |
|--|--------------------------|
| Project Kick-off Meeting: Sechelt, Powell River, conference call   | July, 2016               |
| Pre-project staging and document review; interviews and site visits  | July – September, 2016   |
| First in-community consultation in two locations: <ul style="list-style-type: none"><li>• Powell River</li><li>• Sechelt</li></ul> Interviews and Industry Survey #1 | September, 2016          |
| Second in-community consultation in two locations: <ul style="list-style-type: none"><li>• Roberts Creek</li><li>• Lund</li></ul> Interviews and Industry Survey #2  | November, 2016           |
| Indigenous tourism planning session in Lund  | November, 2016           |
| Draft Situation Analysis   | October – December, 2016 |
| Priority setting and preliminary findings with the Working Committee <ul style="list-style-type: none"><li>• Two workshops in Pender Harbour</li></ul>               | January, 2017            |
| Draft Destination Development Strategy   | February – March, 2017   |
| Review and finalize the Destination Development Strategy   | March – October, 2017    |

## E. PROJECT OUTPUTS

The three key outputs from this project are:

1. An asset inventory of accommodation, tourism businesses and attractions, tourism organizations, food and beverage establishments, parks and recreation sites, sports and arts facilities, meeting facilities, transportation and visitor services.
2. A Situation Analysis report that provides foundational research related to the Sunshine Coast, access and infrastructure, key tourism assets, key markets, a destination assessment and priority planning area considerations to inform the development of the Destination Development Strategy.
3. The Sunshine Coast Destination Development Strategy.

3

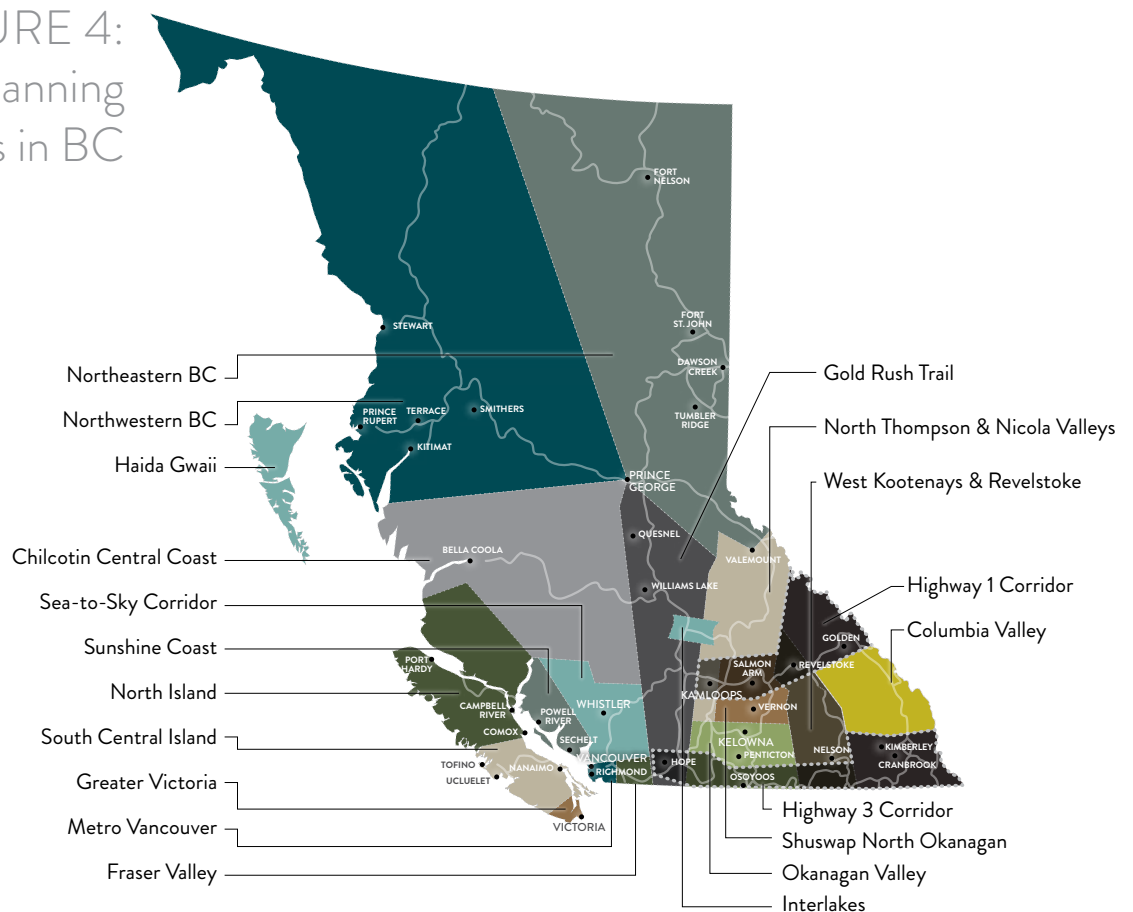
# ALIGNMENT

HARMONY ISLANDS  
Photo: Albert Normandin

The Sunshine Coast Destination Development Strategy is one of six strategies that will be prepared for the

Vancouver, Coast & Mountains tourism region and one of 20 for the province as a whole (Figure 4).

FIGURE 4:  
Planning  
Areas in BC





The five other planning areas that incorporate the Vancouver, Coast & Mountains are: Metro Vancouver, Fraser Valley, Sea-to-Sky Corridor, Gold Rush Trail, and Highway 3 Corridor. Over the course of Destination BC's Destination Development Planning Program, each of the province's six tourism regions will integrate their planning area strategies into one Regional Destination Development Strategy which, in turn, will be used to inform a Provincial Destination Development Strategy, together with all 20 planning areas strategies (Figure 5).

It is important to recognize that visitors do not make travel decisions based on artificial boundaries created by governments and organizations. As a result, planning areas

span multiple jurisdictions which reinforce the importance of an integrated approach that includes a shared vision and prioritized investments.

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

FIGURE 5:  
Levels of Destination Development Planning





4

# SUCCESS NETWORK

HARMONY ISLANDS  
Photo: Albert Normandin

SUCCESSFUL  
DESTINATION  
DEVELOPMENT  
IMPLEMENTATION  
RECOGNIZES  
THAT “WE ALL  
HAVE A ROLE  
TO PLAY”.

The Sunshine Coast Area Destination Development Strategy is not intended to work in isolation or disregard the existing policy and planning framework that already exist. This planning process brought tourism partners together in a coordinated fashion to work on wider policies and planning efforts.

Success networks represent the clusters of businesses and organizations who will need to collaborate and work in harmony to implement the strategy. As such, these strategies are built on a foundation using available resources from federal, provincial and local organizations. It is only by working collaboratively can the true potential of the Sunshine Coast be realized.

Tourism partners have articulated their desire to work cooperatively on key aspects of implementation. The following organizations, agencies and community groups have informed the creation of this strategy, and/or have a role to play in executing the strategy (Figure 6). More detailed information on each of these partners is provided in the Situation Analysis report.

FIGURE 6:  
Key Governmental and Management Organizations

| FEDERAL  | FIRST NATIONS   | PROVINCIAL  | REGIONAL  | LOCAL  |
|--|---|---|---|--|
| <ul style="list-style-type: none"> <li>• Destination Canada</li> <li>• Indigenous Tourism Association of Canada</li> <li>• Western Economic Diversification</li> <li>• Parks Canada</li> <li>• Canadian Heritage</li> <li>• Public Works and Government Services Canada</li> </ul> | <ul style="list-style-type: none"> <li>• Tla'amin Nation</li> <li>• shíshálh Nation</li> <li>• Klahoose Nation</li> <li>• skwxwú7mesh Nation</li> </ul> | <ul style="list-style-type: none"> <li>• Destination BC</li> <li>• Indigenous Tourism BC</li> <li>• go2HR</li> <li>• Ministries/ Agencies: <ul style="list-style-type: none"> <li>- Tourism, Arts and Culture</li> <li>- Jobs, Trade and Technology</li> <li>- Transportation and Infrastructure</li> <li>- Forests, Lands and Natural Resource Operations and Rural Development</li> <li>- Indigenous Relations and Reconciliation</li> <li>- Environment and Climate Change Strategy</li> <li>- Agriculture</li> <li>- Municipal Affairs &amp; Housing</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Sunshine Coast Tourism</li> <li>• Island Coastal Economic Trust</li> <li>• Ventures Connect</li> <li>• Community Futures</li> <li>• Tourism Vancouver Island</li> <li>• Capilano University</li> <li>• Vancouver Island University</li> <li>• Airports and floatplane terminals</li> <li>• Transportation providers</li> </ul> | <ul style="list-style-type: none"> <li>• Town of Gibsons</li> <li>• District of Sechelt</li> <li>• City of Powell River</li> <li>• Sunshine Coast Regional District</li> <li>• Powell River Regional District</li> <li>• Sunshine Coast Economic Development</li> <li>• Chambers of Commerce</li> <li>• Business Improvement Associations</li> <li>• Visitor Centres</li> <li>• Harbours</li> <li>• Tourism Operators</li> <li>• Arts, Culture, Heritage Organizations</li> <li>• Clubs/Volunteer Groups</li> <li>• Residents</li> </ul> |

In addition to the above organizations, there are multiple local organizations that play a role in destination development. For a full list of organizations involved, please refer to the Situation Analysis report.

It is the aspiration that this strategy will become embedded in local, regional, provincial and federal decision-making

processes. An integrated system of destination development priorities will result in better decisions, drive greater tourism revenues, and realize benefits for businesses and communities in the Sunshine Coast. This will contribute to a thriving, vibrant and growing economy.





5

# A DISTINCTIVE DESTINATION

TIN HAT HUT  
Photo: Andrew Strain

## OVERVIEW OF THE SUNSHINE COAST

### A. GEOGRAPHIC DESCRIPTION OF THE AREA

The Sunshine Coast planning area stretches from north-west of Langdale (Port Mellon and McNab Creek) along 180km of land to north of Lund to Bliss Landing, Desolation Sound, and waterways to the northern tip of Toba Inlet. It encompasses the jurisdictions of the Sunshine Coast Regional District and Powell River Regional District including the following islands: Gambier, Keats, Nelson, Hardy, Thormanby, Texada, Lasqueti, Harwood (Tla'amin Nation land), and Savary.

# SUNSHINE COAST

- Towns and Indigenous Communities
- Highways
- Lakes and Rivers
- Provincial Parks and Protected Areas

1. Desolation Sound Marine Park
2. Inland Lake Park
3. Skookumchuck Narrows Park
4. Spipiyus Park
5. Smuggler Cove Marine Park
6. Mount Richardson Park
7. Tetrahedron Park
8. Halkett Bay Marine Park



DESTINATION  
BRITISH COLUMBIA™

0 10 20  
Km





The Sunshine Coast is accessible by ferry (vehicle, motor coach, and walk-on service) airplane, and floatplane. There are visitor centres in Gibsons, Sechelt, Powell River, and Pender Harbour that provide visitor information, assistance, and advice.

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

THERE ARE APPROXIMATELY 50,000 PEOPLE RESIDING ON THE SUNSHINE COAST.

The Sunshine Coast includes four First Nations communities of skwxwú7mesh Nation, shíshálh Nation, Tla'amin Nation, and Klahoose Nation. There are three municipal communities: Gibsons, the District of Sechelt, and Powell River. Along the coast smaller communities include Roberts Creek, Davis Bay (included in District of Sechelt), Halfmoon Bay, Madeira Park, Pender Harbour, Egmont, Earls Cove, and Lund.

## C. DESCRIPTION OF ECONOMY BASE — HISTORICAL AND CURRENT

Historically the Sunshine Coast communities were resource based with an emphasis on the forest industry. The planning area encompasses 1,555,088 hectares of land. Tourism, recreation opportunities, and retirement have begun to shift the economic dependency from resource-based sectors to a more diversified portfolio that also includes aquaculture, retail arts and culture, and high tech.

## D. OVERVIEW OF TOURISM PERFORMANCE

There are few indicators available to measure performance of the tourism industry at a local level; in 2007, it was estimated that \$77.6 million was spent by travellers within the region.

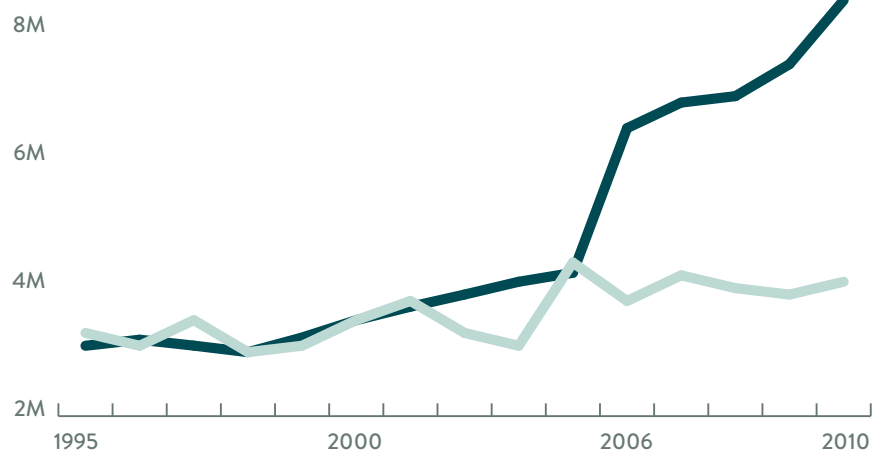


FIGURE 7:  
Room Revenue  
1995–2010

## ROOM REVENUES

Year over year analysis of room revenue trends between 1995 and 2010 show strong growth in the Lower Coast (Figure 7). Room revenue trends for the Upper Coast were similar to the

trends for the province overall and for Vancouver Coast & Mountains Region (VCM), although the area did not experience the 2010 “lift” due to the 2010 Winter Olympic and Paralympic Games.



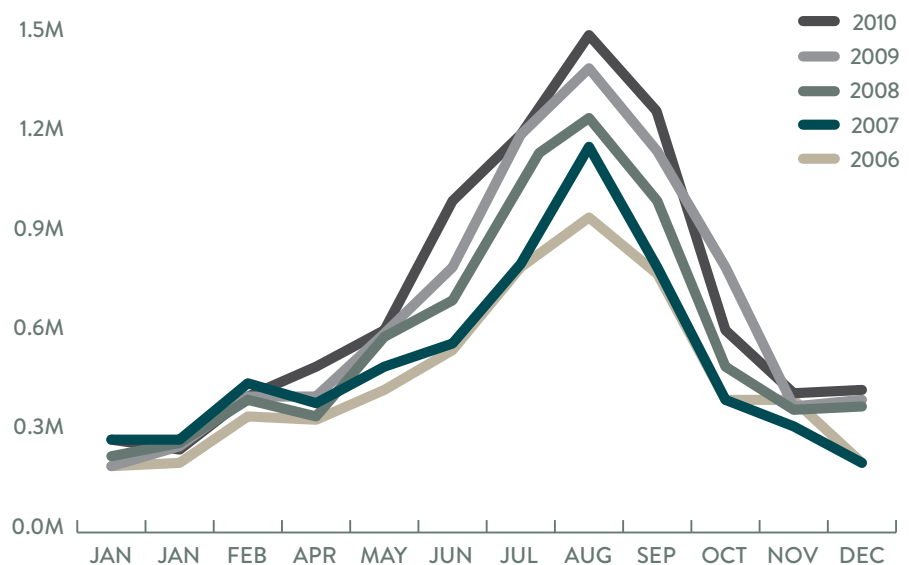
Source: Sunshine Coast Tourism Strategic Plan 2015-2019; BC Stats

FIGURE 8:  
SCRD Room  
Revenues  
2006–2010

## ACCOMMODATION SEASONALITY

Similar to many areas in BC, the Sunshine Coast experiences significant increases in visitation and tourism

revenues in the summer months, with a steep decline in the off season (Figure 8).



Source: Sunshine Coast Tourism Strategic Plan 2015-2019; BC Stats

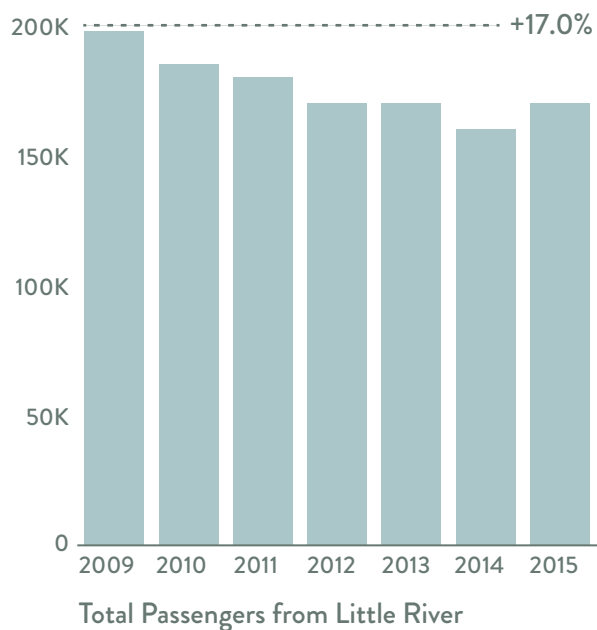
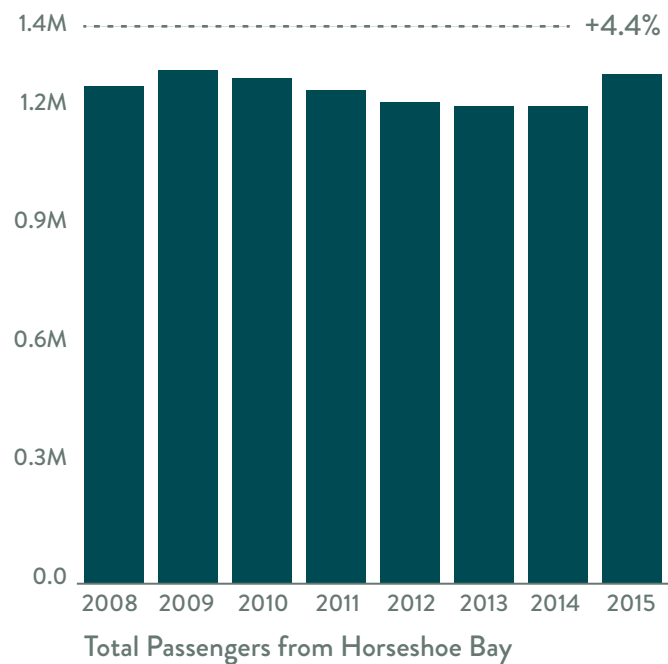


FIGURE 9:  
BC Ferries  
Passengers  
from  
Horseshoe  
Bay and Little  
River, Annual  
2008-2015

## BC FERRIES

As gateway infrastructure and critical transportation to the Sunshine Coast, BC Ferries passenger statistics can be used as an indicator for tourism performance (Figure 9). Statistics have shown declines from Horseshoe Bay to Langdale between 2009 and 2014,

with a rebound in 2015 of 4.4%. Similarly, total passengers from Little River to Powell River also declined from 2009 to 2014, with a rebound in 2015 of 17.0%. The stronger increase from Little River can partially be attributed to ferry service outages in 2014.



Source: BC Ferries

## E. KEY VISITOR MARKETS

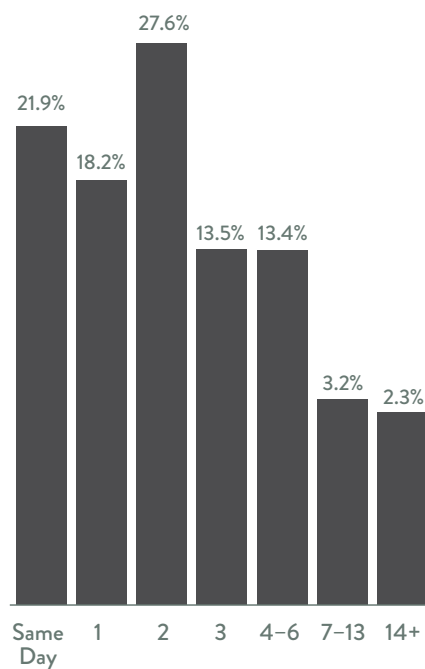
The Sunshine Coast's largest visitor base is the BC resident with primary focus on the close-in markets of the Lower Mainland and Vancouver Island (Figure 10). The second key geographic

market is the European market, which is distinctly higher than the provincial average. The strength of this market is noteworthy in Powell River.

| MARKET ORIGIN          | PROVINCIAL MARKET SHARE | SUNSHINE COAST     | POWELL RIVER       | SECHELT            | GIBSONS            |
|------------------------|-------------------------|--------------------|--------------------|--------------------|--------------------|
| BC                     | 55%                     | 89%<br>(41% local) | 75%<br>(49% local) | 83%<br>(55% local) | 77%<br>(17% local) |
| Other Canada           | 18%                     | 5%                 | 6%                 | 6%                 | 11%                |
| United States + Mexico | 18%                     | 2%                 | 4%                 | 3%                 | 5%                 |
| Europe                 | 3%                      | 8%                 | 11%                | 7%                 | 7%                 |
| Asia + Australia       | 5%                      | 1%                 | 3%                 | 1%                 | 2%                 |
| Other                  | 1%                      | 0%                 | 0%                 | 0%                 | 0%                 |

Source: Visitor Services Network Statistics Program, Destination BC. Includes Gibsons, Sechelt and Powell River. May not add up to 100% due to rounding.

FIGURE 11:  
Sunshine Coast  
Visitor Parties,  
Trip Length  
2015



Trip Length, 2015

Source: Visitor Services Network Statistics Program, Destination BC. Includes Gibsons, Sechelt and Powell River.

Visitors to the visitor centre show significant same day, one day, and two day trips. Same day trips are significantly higher for the Gibsons (25%) and Sechelt (16%) visitor centres than Powell River (8%). Conversely, Powell River sees a high percentage of two-week or longer trips (14%) than Gibsons (4%) or Sechelt (6%). (Figure 11)

Visitors to the Sunshine Coast may differ in a number of ways, including their expectations, attitudes, motivations, interests, passions, and willingness to pay for a tourism experience. It is important to consider these market segmentations in development plans. Currently, the following interest groups and passions are identified for the Sunshine Coast:

|  |                 |   |          |                  |
|--|-----------------|---|----------|------------------|
| ARTS<br>(e.g. fine arts, performance arts) | HIKING          | KAYAKING/<br>PADDLING                             | BOATING  | DIVING           |
| FAMILY CABINS/<br>RESORTS                  | MOUNTAIN BIKING | WRITING<br>(e.g. Sunshine Coast Writers Festival) | FORAGING | CRAFT BEER/CIDER |

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

From a tourism destination perspective, the Sunshine Coast benefits from a range of strengths. However, there are number of destination development challenges, some of which have the

potential to impact the future growth and sustainability of the tourism sector.

To build on these strengths and address these challenges, a number of key opportunities have been identified that

form the foundation of the Sunshine Coast Destination Development Strategy. Key strengths, challenges, and opportunities are summarized as follows:

| KEY STRENGTHS   | KEY CHALLENGES   | KEY OPPORTUNITIES   |
|---|--|---|
| <ul style="list-style-type: none"> <li>Increasing awareness</li> <li>Air and sea access</li> <li>Strong artisan culture</li> <li>Nature-based and marine-based tourism</li> <li>Committed volunteers</li> <li>Accessible activities (for mobility challenges)</li> <li>Product assets with potential to expand</li> <li>Growth in agri-tourism</li> <li>Education markets</li> <li>Variety of economic development and funding organizations</li> </ul> | <ul style="list-style-type: none"> <li>Transportation barriers to, from and within</li> <li>Dependency on summer season</li> <li>Service levels and quality experiences</li> <li>Lack of meeting and accommodation space</li> <li>Lack of guided activities</li> <li>Downtown vibrancy</li> <li>Year-round staff constraints, including skillsets, housing, transportation</li> <li>Local support for tourism</li> </ul> | <ul style="list-style-type: none"> <li>Enhance transportation experience, including BC Ferries service</li> <li>Recruiting, retaining, and training staff</li> <li>Develop/enhance product experiences</li> <li>Indigenous tourism</li> <li>Strengthen support for tourism development</li> <li>Enhance quality of service and visitor amenities</li> <li>Cooperative tourism management</li> </ul> |



## G. EXPERIENCE POTENTIAL

### UNIQUE SELLING PROPOSITIONS

There are three unique selling propositions identified in the *Sunshine Coast Tourism Association 2015-2019 Strategic Plan* that set the Sunshine Coast apart from other regions:

1. A string of rural, ocean-side communities
  - a. This is not a metropolitan area. Slow down and escape from the city.
  - b. There are many communities to explore, each with its own character.
  - c. The Pacific Ocean is here on our doorstep alongside stunning scenery.
2. Outdoor Adventure
  - a. Nature is our attraction, not a supermall, or a structured venue.
  - b. Hike, bike, sail, paddle, golf, dive, swim, climb, ski, ride ... your adventure starts here surrounded in natural beauty.
  - c. A partnership of land and water activities and natural attractions.
3. Arts, Culture & Heritage
  - a. Home to four First Nations who have a remarkable story to tell and continue to develop.
  - b. Historic Townsite — National Historic District as well as our forestry and fishing heritage.
  - c. An amazing concentration of artists in all genres who live and work and are inspired by place.
  - d. Festivals and events celebrating a range of interests all year long.

Traditional major attractions for the area include Skookumchuck Narrows

Provincial Park, Desolation Sound Marine Provincial Park, Princess Louisa Inlet and Savary Island. Additional tourism features include the unique coastal communities, inlets and waterways, trails; a rich tapestry of artisans, art galleries, cultural festivals, and events; exceptional outdoor recreation such as hiking, mountain biking, and fishing; and easy access to resorts and cabins.

### SPECIFIC PRODUCT EXPERIENCES

The specific product experiences identified below have potential as iconic products for growth:

- Indigenous cultural tourism
- Sunshine Coast Arts Crawl
- Sunshine Coast Trail and Suncoaster Trail
- Backcountry alpine hiking like the South Powell Divide
- Mountain biking including the Coast Gravity Park and Duck Lake Trails
- Boating including Desolation Sound, Princess Louisa Inlet
- Rock climbing in the Eldred Valley
- Wildlife viewing along inlets and waterways
- Diving with over 100 dive sites
- Health and Wellness highlighting the George Health & Wellness Centre and spas
- Foraging and Culinary





# 6

# A DISTINCTIVE DESTINATION

DESOLATION SOUND  
Photo: Andrew Strain

## THE DIRECTION FOR THE STRATEGY

### A. VISION

The vision for the Sunshine Coast is aligned to existing planning frameworks and tied to the aspirations of what types of destination tourism partners the Sunshine Coast would like to be within 10 years: The goals, objective, and actions outlined in this strategy have been prioritized to achieve elements identified within this vision. A full vision story is provided in Appendix 2.

WE ARE A UNIFIED SUNSHINE COAST,  
WORKING TOGETHER TO INCREASE THE  
SOCIAL, CULTURAL, AND ECONOMIC  
BENEFITS FROM OUR YEAR-ROUND  
VISITOR ECONOMY. WE HAVE VIBRANT  
COASTAL COMMUNITIES AMID  
EXCEPTIONAL OUTDOOR ADVENTURES.  
WE ATTRACT RESPECTFUL VISITORS WHO  
LIKE TO DISCOVER AND UNDERSTAND  
MORE ABOUT OUR LAID-BACK PACE OF  
LIFE AND THE WILD, NATURAL PLACES  
THAT NOURISH US.



## B. GOALS

Four destination development goals have been identified to support the vision for the Sunshine Coast. Each of the four goals has associated areas of focus.

1. Increase the total contribution of the visitor economy.

**FOCUS AREA:** Increase overnight stays in the shoulder season.

2. Enhance the overall visitor experience of the Sunshine Coast as a preferred travel destination for key markets.

**FOCUS AREA:** Improve transportation to, from and within the Sunshine Coast.

**FOCUS AREA:** Increase new product development and experience enhancement efforts.

3. Strengthen the business climate.

**FOCUS AREA:** Improve year-round business viability.

4. Strengthen a unified Sunshine Coast tourism industry, working together as a whole.

**FOCUS AREA:** Improve support from local governments and residents.

**These four goals will support the two common provincial goals:**

1. Lead Canada in growth of overnight visitor expenditures, and;

2. Secure the highest Net Promoter Score® in North America.

## C. GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

As the journey of destination development continues in the Sunshine Coast, choices will have to be made and priorities set. The following guiding principles developed by stakeholders will be used to guide destination development decision-making:

- Growth must elevate the Sunshine Coast as a preferred destination and as a place to live, ensuring residents support the tourism industry while possible disruptions to communities that come from over-tourism are avoided.
- Incremental, high-value growth must be well supported through adequately trained and skilled staff, sufficient accommodation capacity, and viable transportation options.
- Growth must be managed, step by step, building on what we have now and leveraging our existing infrastructure.
- Growth must be respectful of the rights, title and cultural history of the Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, as well as agreements among governments.
- Growth must recognize ecological limits and not be detrimental to the natural environment.
- Growth must coexist with other valued industries on the Sunshine Coast, including forestry, mining, aquaculture, and agriculture.



## D. MOTIVATING EXPERIENCES

Where do we focus our attention for the next 10 years so that the Sunshine Coast area becomes a competitive and sustainable destination? We need to identify and focus our attention on motivating experiences that will set the destination apart and entice visitors to visit. Only by differentiating our destination area and making it truly unique from other destinations will we improve our competitiveness.

Our strategy discussions were guided by keeping our desired visitors in mind. Our visitors are predominantly BC residents who come from Lower Mainland and Vancouver Island. Our ideal visitor is respectful, likes to discover and understand more about our destination.

Nine distinct motivating experiences were identified and align to the demand generators deemed most relevant for our destination and our desired visitors. Collectively, we will ensure there is a mass of activities for each of the nine motivating experiences that will motivate travel to the Sunshine Coast.

### The nine specific motivating product experiences are:

- Indigenous Tourism
- Arts, Culture, Festivals, and Events
- Trails — Hiking, Mountain Biking, Marine
- Touring — Vehicle, Cycling, Motorcycles
- Boating/Marinas
- Natural Asset Utilization (e.g., wildlife viewing and other outdoor experiences)
- Sustainable Culinary Experiences
- Health and Wellness
- Sport Tourism

This table provides context and opportunities for each of the nine motivating product experiences:

|  |   |
|--|---|
| <b>INDIGENOUS TOURISM</b>  | Indigenous culture tourism is a small, but rapidly growing sector of the British Columbia tourism industry that tends to attract an international visitor who spends more per trip than other visitors. Within the Sunshine Coast, it has been identified that significant opportunity exists to enhance the cultural product and experience offerings and participate more fully in this growing segment. There is interest to support Indigenous experiences as part of a destination stay, and it is widely recognized that the Indigenous tourism development needs to originate from the Indigenous communities.   |
| <b>ARTS, CULTURE, FESTIVALS, AND EVENTS</b>  | <p>The Sunshine Coast has demonstrated that arts and culture are a tourism draw and offer potential for further growth. There is significant potential to enhance the year-round visitation from festivals and events and support the strengths of the destination as well as providing value for residents. However, efforts are needed to find resources to enable the continued support.</p> <p>There is also room to create an even stronger creative economy. Creative tourism is a growing trend and visitors are increasingly seeking authentic opportunities to develop new skills and expand existing skills. The Sunshine Coast can gain leverage from the international recognition that the West Coast has for arts and crafts. This includes elevating the status of Indigenous artists.</p> |
| <b>TRAILS — HIKING, MOUNTAIN BIKING, MARINE</b>  | Trails are a significant motivator for the coast with iconic product experiences, strong community support and robust planning work, strategies and actions being implemented. These efforts should continue to be enhanced and supported.  |
| <b>TOURING — VEHICLE, CYCLING, MOTORCYCLES</b>   | A significant portion of BC's tourism visitation is associated with touring. Self-guided touring provides an ideal way to move around from place to place, experiencing various parts of the Sunshine Coast. With unique, attractive communities and experiences all along the Sunshine Coast, a focus on improving the touring experience will enhance economic opportunities for all businesses and communities within the corridor.  |
| <b>BOATING/ MARINAS</b>  | The marine environment is a desirable tourism product and there are ample opportunities to connect marine-based visitors to land-based experiences and grow this product and destination experience sector.   |
| <b>NATURAL ASSET UTILIZATION</b><br>(e.g., wildlife viewing and other outdoor experiences) | Visitors cite the natural environment, diversity of outdoor activities and spectacular scenery as primary motivators for choosing to vacation in BC. Thanks to the geographic diversity, the Sunshine Coast offers numerous outdoor adventure activities (beyond trails and boating). Nature-based recreation and tourism are playing an increasingly important part in the Sunshine Coast visitor economy, as well as providing value for current and potential residents.   |
| <b>SUSTAINABLE CULINARY EXPERIENCES</b>  | The destination is beginning to build a reputation for local foods and culinary tourism, which aligns to the growing consumer interest in food experiences. Culinary developments should be directed towards continuing to offer and enhance year-round local, sustainable food experiences that benefit visitors as well as residents.   |
| <b>HEALTH &amp; WELLNESS</b>   | With the proximity to the large Metro Vancouver market, and plans to develop the spa/wellness offerings on the Sunshine Coast significantly within the next 1-3 years, there is potential to generate incremental, year-round visitation over the next 10 years through this motivating experience.   |
| <b>SPORT TOURISM</b>   | Sport tourism has become a highly competitive niche tourism business and is one of the fastest growing segments of the tourism industry. There are existing efforts to generate sport tourism visitation on the Sunshine Coast, including the 2012 Sport & Recreation Tourism Strategy for Powell River. Venues such as the Gibsons Community Recreation Centre, Sechelt Aquatic Centre, and the Sechelt Arena are also capable of hosting events. Sport tourism as a motivating experience helps to focus on strengthening the visitor economy in the spring, fall, and winter.  |



## E. DEVELOPMENT THEMES

Similar to motivating experiences, we need to identify the development themes that will focus our attention for the next 10 years. Destination development themes define the priorities that have surfaced through the planning process.

These destination development themes will support the strategy's vision and goals, as well as the motivating experiences. There are six destination development themes identified for the Sunshine Coast. Each theme has associated objectives and actions.

The six themes are:

### 1. Improve Transportation To, From, and Within the Sunshine Coast

Transportation has been identified as the top constraint to tourism growth on the Sunshine Coast, and equally, the top opportunity for improvement. As the primary access to the area is by sea or air, it is critical visitors have reliable and sufficient service to get to and from the coast, as well as viable options to transport themselves from access points and accommodations to where the experiences are situated (e.g., downtowns, waterfront, trailheads, lakes, etc).

### 2. Attract, Retain and Train Skilled Workers and Provide Job Growth

Provincially, as the visitor economy grows, more acute labour shortages are being felt. The Sunshine Coast is no exception. There are significant human resource challenges that have been identified as barriers to tourism growth, including labour shortages and gaps in staff skillsets. Recruiting, retaining, and training staff are all critical elements to business success and the visitor experience.

### 3. Enable Tourism Business Success and Viability

Lack of sufficient business support is considered a significant constraint to tourism growth, including the time/process to get tenure, permits and development approvals. Business support also includes ensuring a robust understanding of the social, cultural, and economic value of tourism to assist with resident support for tourism growth and investment attraction.

### 4. Manage the Destination Collaboratively

Working collaboratively and in partnerships both within and outside of the tourism industry is key to the industry's success. It is everyone's role to ensure tourism is developed and managed carefully and in a sustainable way that meets the vision for the destination. It is vital to ensure capacity can be supported by residents and the visitor infrastructure. Protecting natural and cultural resources that attract visitors to our region will also be critical.

### 5. Implement Product Development and Experience Enhancement that Cultivate a Unique Sense of Place

The Sunshine Coast is a unique destination with year-round opportunities. Unless the tourism product meets the needs and expectations of visitors, the destination cannot realize its full potential, or compete with other destinations. To be a true four-season destination, attractive year-round activities and services will need to be developed.

### 6. Enhance the Quality of Services and Experiences for Our Guests

Over the past decade, there have been substantial shifts in the tourism marketplace which have resulted in the growing importance of the delivery of outstanding travel experiences.

HIGH SATISFACTION WITH TRAVEL EXPERIENCES IS CRITICAL TO ACHIEVE INCREASED VISITOR SPENDING, LONGER STAYS, REPEAT VISITS, AND POSITIVE WORD OF MOUTH REFERRALS.

# F. INTERACTION OF DEVELOPMENT THEMES AND MOTIVATING EXPERIENCES

For any destination development strategy to achieve its goals, there must be coordinated interaction with the other components of the tourism development process. As mentioned in section 2c, tourism has two primary revenue drivers — supply and demand. Destination development focuses on the supply side of tourism by providing the setting, access, policy framework, investment attraction, experiences, and visitor service to attract new visitors and entice repeat visitation. Demand side marketing efforts strive to create urgency for people to want to visit. While this strategy focuses on the

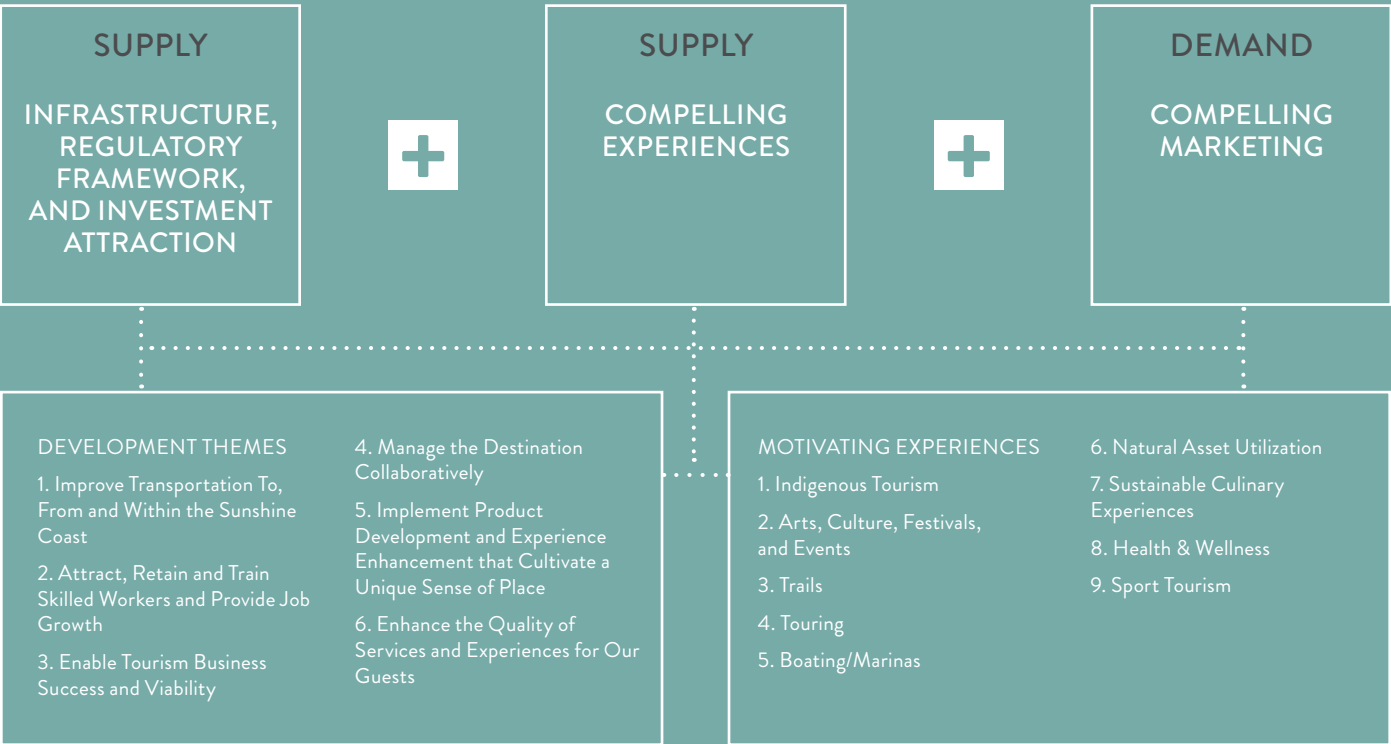
supply side, it is important to connect the defined destination themes to the motivating experiences that lead to purchase decisions and result in visitation.

The interaction of supply, demand, development themes and motivating experiences is cyclical. The process of developing supply drivers such as transportation, policy frameworks and investment attraction supports the development of compelling experiences — the supply drivers of products and services. These are then able to be marketed to potential visitors to

generate demand. The marketing demand drivers lead to purchase decisions which result in visitation. Then, a new cycle of supply-side management and investment is set in motion to encourage competitiveness, sustainability, and tourism-driven benefits over the long term.

Each of the six development themes will contribute to each of the nine motivating experiences that have been determined for the Sunshine Coast, although they will do so at different levels, based on the actual objectives recommended (Figure 12).

FIGURE 12:  
Interaction of Development Themes and Motivating Experiences



7

# STRATEGY AT A GLANCE

GWENDOLINE HILLS  
Photo: Andrew Strain

## SUNSHINE COAST: A DISTINCTIVE DESTINATION

| VISION                 | We are a unified Sunshine Coast, working together to increase the social, cultural, and economic benefits from our year-round visitor economy. We have vibrant coastal communities amid exceptional outdoor adventures. We attract respectful visitors who like to discover and understand more about our laid-back pace of life and wild, natural places that nourish us. |  |   |   |
|------------------------|--|--|---|---|
| GOALS                  | Increase the total contribution of the visitor economy   | Enhance the overall visitor experience of the Sunshine Coast as a preferred travel destination for key markets   | Strengthen the business climate   | Strengthen a unified Sunshine Coast tourism industry, working together as a whole |
| USP                    | 1. A string of rural, ocean-side communities   | 2. Outdoor adventure   | 3. Arts, Culture & Heritage   |   |
| MOTIVATING EXPERIENCES | <ul style="list-style-type: none"> <li>• Indigenous Tourism</li> <li>• Arts, Culture, Festivals and Events</li> <li>• Trails — Hiking, Mountain Biking, Marine</li> </ul>  | <ul style="list-style-type: none"> <li>• Touring — Vehicle, Cycling, Motorcycles</li> <li>• Boating/Marinas</li> <li>• Natural Asset Utilization (e.g., wildlife viewing and other outdoor experiences)</li> </ul> | <ul style="list-style-type: none"> <li>• Sustainable Culinary Experiences</li> <li>• Health and Wellness</li> <li>• Sport Tourism</li> </ul>                            |   |
| DEVELOPMENT THEMES     | 1. Improve Transportation To, From and Within the Sunshine Coast<br>2. Attract, Retain and Train Skilled Workers and Provide Job Growth  | 3. Enable Tourism Business Success and Viability<br>4. Manage the Destination Collaboratively  | 5. Implement Product Development and Experience Enhancement that Cultivate a Unique Sense of Place<br>6. Enhance the Quality of Services and Experiences for Our Guests |   |





# STRATEGIC PRIORITIES



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

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

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

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

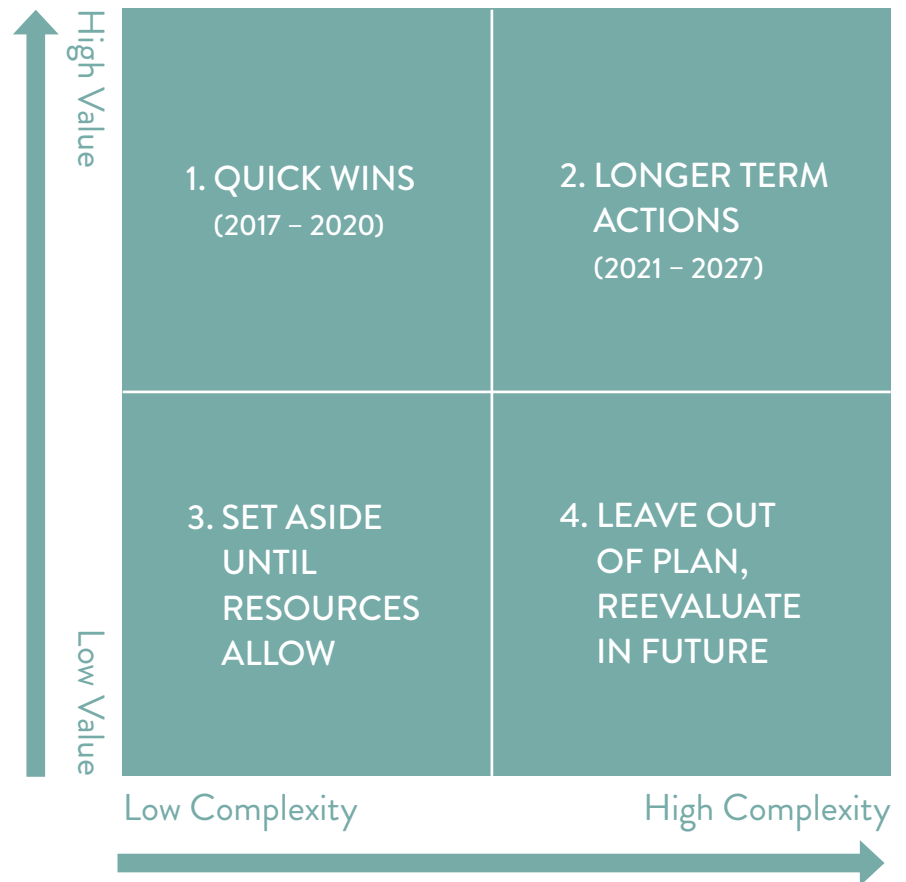
**4. LEAVE OUT OF PLAN, RE-EVALUATE IN FUTURE** high complexity and low value, not realistically achieved in the 10-year time frame of this strategy.

PRESENTING THE DESTINATION DEVELOPMENT OBJECTIVES WITH A CONSISTENT FRAMEWORK WILL ALLOW THE PROVINCE AND THE SUNSHINE COAST TO EXAMINE THE VARIOUS PRIORITIES ACROSS ALL PLANNING AREAS TO IDENTIFY THOSE WHICH BELONG WITHIN A REGIONAL OR PROVINCIAL STRATEGY.



Where the proposed objective has provincial or regional scope beyond this planning area, it is noted. This list does not represent all the opportunities that emerged during the planning process,

but those that emerged as a higher priority for tourism destination development. The full list of Planning considerations that informed the prioritization can be found in Appendix 3.



## A. OBJECTIVES AND ACTIONS

In total, 66 objectives have been identified for the Sunshine Coast as a tourism destination for the next 10 years. The following section outlines the objectives by each development theme, the priority, and relative timing for implementation. It also identifies the priority actions within each objective.

This is not meant to be an exhaustive list of all tactical implementation activities, but highlight the priorities. As such, objectives or actions may require a more detailed implementation plan.

A full list of all 66 objectives sorted by priority is included in Appendix 4.

# THEME 1: Improve Transportation To, From and Within the Sunshine Coast

| THEME 1: OBJECTIVES & ACTIONS  | PRIORITY         |
|--|------------------|
| <p><b>1 Work as a coordinated, regional base to advocate for better fundamental BC Ferries service, including reliable service, improved frequency, increased capacity, and fair costs.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop the business case for improved BC Ferries services, including information by market and type of traveller.</li> <li>• Work with TIABC to generate community support to advocate to TRAN.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, BC Ferries, TAC, TRAN, TIABC, Destination BC, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation</p>  | 1. QUICK WINS    |
|  | CATALYST         |
|  | PROVINCIAL SCOPE |
|  | REGIONAL SCOPE   |
| <p><b>2 Improve relations and collaboration with BC Ferries and the Sunshine Coast tourism industry, as represented by Sunshine Coast Tourism.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Secure a tourism representation position on the BC Ferry Advisory Committees.</li> <li>• Create a BC Ferries representation position on the Sunshine Coast Tourism Board of Directors.</li> <li>• Work collaboratively with BC Ferries to increase partnerships with BC Ferries Vacation and Sunshine Coast tourism businesses for shoulder season promotions and visitation.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, BC Ferries, accommodators</p>   | 1. QUICK WINS    |
|  |                  |
| <p><b>3 Work with BC Ferries to change the policy to extend the sailings of two boats on the Horseshoe Bay to Langdale route earlier in June and later in September.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Investigate with BC Ferries what conditions would be required to extend the sailing season, and undertake activities to collect information demonstrating those conditions have been met.</li> <li>• Develop the business case for extended sailings of two boats on the Horseshoe Bay to Langdale route, including information by market and type of traveller. Also ensure they reasonably connect to the Earls Cove ferry.</li> <li>• Work collaboratively with BC Ferries to review annually and determine feasibility to extend further each year, as warranted by consumer demand and supported by destination development and marketing activities.</li> <li>• Work with TIABC to generate community support to advocate to TRAN.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, BC Ferries, TAC, TIABC, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation</p> | 1. QUICK WINS    |
|  | CATALYST         |
|  |                  |
|  |                  |
| <p><b>4 Enhance the BC Ferries experience to balance the needs of residents with ferry capacity utilized by tourism growth.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with BC Ferries to identify specific actions to ensure both resident and visitor needs are considered and managed for improved ferry service.</li> <li>• Explore the reintroduction of BC Ferries resident cards that provide priority loading for Sunshine Coast residents.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, BC Ferries, TAC, TIABC</p>   | 1. QUICK WINS    |
|  |                  |

| THEME 1: OBJECTIVES & ACTIONS   | PRIORITY               |
|---|------------------------|
| <p><b>5 Develop a plan to determine the necessity and feasibility of a new shuttle service to provide transportation services to/from transportation access points, accommodations, communities, trails and waterfronts.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Develop the shuttle service business case, including: an assessment of what options exist now; case studies of tourism shuttle services that have been introduced within BC (examples include Tofino/Ucluelet, Kelowna, Kootenays); and, identification of future options.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Regional Economic Development, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Powell River Economic Development</p> | 1. QUICK WINS          |
|   | CATALYST               |
|   |                        |
| <p><b>6 Acquire an event bus that can be used for multiple festivals and events.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Develop the business plan for a shared bus that can be used by communities and organizations along the Sunshine Coast and islands for enhancing their festivals.</li> </ul> <p><b>SUCCESS NETWORK</b> Economic Development Agencies, Sunshine Coast Tourism, tourism businesses</p>   | 1. QUICK WINS          |
|   |                        |
|   |                        |
| <p><b>7 Secure private tour operators that can act as transportation alternatives and facilitate connections to the Sunshine Coast experiences.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Document the private tour operator business opportunity and begin discussions with potential tour operators, e.g., West Coast Sightseeing, Landsea Tours.</li> </ul> <p><b>SUCCESS NETWORK</b> Economic Development Agencies, Sunshine Coast Tourism, tourism businesses</p>   | 1. QUICK WINS          |
|   | CATALYST               |
|   |                        |
| <p><b>8 Attract a car rental agency and/or car co-op at ferry terminals.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Document the car rental agency or car co-op at ferry terminals business opportunity and begin discussions with potential car rental agencies.</li> </ul> <p><b>SUCCESS NETWORK</b> Economic Development Agencies, Sunshine Coast Tourism, BC Ferries</p>  | 1. QUICK WINS          |
|   | CATALYST               |
|   |                        |
| <p><b>9 Support a policy decision to approve ride-sharing activation on the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Document the business opportunity and begin discussions with local governments to define local policies and activate ride-sharing (e.g., Uber business licenses or another similar model).</li> </ul> <p><b>SUCCESS NETWORK</b> Economic Development Agencies, Sunshine Coast Tourism, local government</p>  | 1. QUICK WINS          |
|   | CATALYST               |
|   |                        |
| <p><b>10 Ensure support by local governments, harbours and marinas for providing passenger ferry service to the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Capture information and performance metrics to demonstrate the value of passenger ferry service.</li> <li>Continue to provide support and docking space for private operator passenger ferry service to the Sunshine Coast.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, harbours, marinas</p>   | 2. LONGER TERM ACTIONS |
|   | REGIONAL SCOPE         |
|   |                        |

| THEME 1: OBJECTIVES & ACTIONS  | PRIORITY  |
|--|---|
| <p><b>11 Continue to work with TRAN to pave cycling lanes on Highway 101.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Continue to be informed by TRAN Highways' schedule for cycle route development on the Sunshine Coast, and collect information to demonstrate the market/need for cycle paths.</li> <li>• Continue to support Transportation Choices Sunshine Coast (TraC) and other cycling associations' efforts to manifest the identified cycling path between Langdale and Lund.</li> <li>• Request TRAN to continue to pave 1.5 metre cycling lanes on both sides of Highway 101.</li> <li>• Prioritize the actions within the plan that is being developed, including ensuring dedicated bike paths are provided where needed, signage is installed, ongoing maintenance is resourced, and consumer education and visitor awareness tools are created.</li> </ul> <p><b>SUCCESS NETWORK</b> TraC, Powell River Cycling Association, Sunshine Coast Cycling Club, TRAN, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation</p> | <p><b>2. LONGER TERM ACTIONS</b></p> <p><b>PROVINCIAL SCOPE</b></p> |
| <p><b>12 Continue to support existing and future floatplane services as a unique part of the Sunshine Coast visitor experience.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Collect information to demonstrate the value of floatplane services to the tourism industry on the Sunshine Coast.</li> <li>• Work with floatplane operators to minimize or mitigate any disbenefit of floatplane activity (e.g., noise suppression, flight paths).</li> <li>• Continue to support existing floatplane services and facilities as a transportation alternative and enhanced visitor experience.</li> <li>• Support expanded floatplane services as they arise. (e.g., service to Lund for Indigenous Cultural Tourism packages).</li> </ul> <p><b>SUCCESS NETWORK</b> Floatplane operators, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, SCT</p>   | <p><b>2. LONGER TERM ACTIONS</b></p>                                |
| <p><b>13 Support the continued implementation of electric vehicle charging stations.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Monitor levels of use by visitors of existing electric vehicle charging stations.</li> <li>• Identify and add new stations to address visitor demand/usage in addition to local resident requirements.</li> <li>• Encourage local businesses and tourism operators to add new stations to enhance their business experience and offerings.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, tourism businesses</p>   | <p><b>2. LONGER TERM ACTIONS</b></p>                                |

<sup>1</sup> See Action 51 for a list of identified trail strategies.



| THEME 1: OBJECTIVES & ACTIONS  | PRIORITY               |
|--|------------------------|
| <b>14 Maintain road access to natural amenities, backcountry and alpine experiences.</b><br><br><b>ACTIONS</b> <ul style="list-style-type: none"> <li>• Ensure roads that support the priority trails identified in the various Sunshine Coast trail strategies<sup>1</sup> are kept open and are resourced appropriately for maintenance and upkeep (e.g., funds, staff, etc.).</li> <li>• Review decommissioned roads and identify opportunities to re-commission them where a tourism/recreation potential opportunity exists.</li> <li>• Ensure decommissioning of roads doesn't negatively impact access to nature-based experiences. <ul style="list-style-type: none"> <li>- Identified areas include Dakota Ridge, Eldred Valley, South Powell Divide.</li> </ul> </li> </ul> <b>SUCCESS NETWORK</b> TAC, FLNR, forestry partners, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, FLNR – Rec Sites Trails, BC Parks, non-profit organizations | 2. LONGER TERM ACTIONS |
|  | PROVINCIAL SCOPE       |
|  |                        |
| <b>15 Improve parking capacity within communities for larger vehicles, e.g., RVs, tour buses, shuttles.</b><br><br><b>ACTIONS</b> <ul style="list-style-type: none"> <li>• Develop and communicate creative solutions to ensure all tourism partners understand and support the parking requirements for larger vehicles. <ul style="list-style-type: none"> <li>- Develop an annual process to discuss parking requirements prior to peak summer season beginning.</li> </ul> </li> <li>• Ensure visitors are aware of the parking policies and options through communications/education prior to arrival and through strong signage on-site.</li> <li>• Ensure shuttle between upper and lower Gibsons to transport visitors between parking and the Gibsons waterfront shops and activities.</li> </ul> <b>SUCCESS NETWORK</b> Each community to identify and manage their solution, Sunshine Coast Tourism, visitor centres, local businesses  | 1. QUICK WINS          |
|  |                        |
|  |                        |
| <b>16 Increase the availability of bicycle rentals.</b><br><br><b>ACTIONS</b> <ul style="list-style-type: none"> <li>• Encourage and support private tourism operators to offer bike rentals.</li> <li>• Encourage marinas/harbours to support private operators offering bike rentals for water-based visitors.</li> </ul> <b>SUCCESS NETWORK</b> Tourism businesses, Economic Development (identify opportunity), Sunshine Coast Tourism (facilitate communications between potential partners), Economic Development, marinas, harbours   | 2. LONGER TERM ACTIONS |
|  |                        |
|  |                        |
| <b>17 Monitor and engage in the Fixed Link Route assessment and process in order to adjust tourism planning if required, and to ensure tourism's needs are considered in transportation planning.</b><br><br><b>ACTIONS</b> <ul style="list-style-type: none"> <li>• Continue to engage in the Fixed Link Route consultation process to: ensure tourism views and interests inform the development of the recommendations; ensure tourism strategies are addressed in the Fixed Link considerations; ensure communities along the Sunshine Coast retain their destination appeal; and tourism destination development strategies are adjusted based on final decisions.</li> <li>• Reevaluate this plan when a decision is communicated, if required.</li> </ul> <b>SUCCESS NETWORK</b> Sunshine Coast Tourism, all Sunshine Coast tourism partners  | 2. LONGER TERM ACTIONS |
|  | PROVINCIAL SCOPE       |
|  | REGIONAL SCOPE         |
|  |                        |

## THEME 2: Attract, Retain, and Train Skilled Workers and Provide Job Growth

| THEME 2: OBJECTIVES & ACTIONS   | PRIORITY               |
|---|------------------------|
| <p><b>18 Develop a Sunshine Coast labour market strategy to address recruitment, retention, and training.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Develop a labour market strategy for the Sunshine Coast based on customizing the British Columbia Tourism Labour Market Strategy<sup>2</sup> to the unique needs of the coast. <ul style="list-style-type: none"> <li>Include: creating awareness about tourism jobs and careers; identifying, anticipating, and responding to current and emerging labour and skill shortages; promoting the use of progressive human resource practices by tourism employers; understanding fair wages practices; and, identifying and addressing unique labour market challenges faced by seasonal and/or rural tourism operations.</li> <li>Ensure a strong focus on addressing staff shortages, with diverse considerations for engaging Generation Z (Post-Millennials), Millennials, and Boomers.</li> </ul> </li> <li>Develop programs to address human resources related barriers to tourism growth, as identified within the Sunshine Coast tourism labour market strategy.</li> <li>Work with WorkBC to leverage provincial and federal skills training programs.</li> <li>Work with tourism operators to ensure the Sunshine Coast's wages and working conditions for tourism employees are fair and competitive.</li> </ul> <p><b>SUCCESS NETWORK</b> go2HR, Sunshine Coast Regional Economic Development, Powell River Economic Development (tourism educational side), Vancouver Island University, Capilano University, Sunshine Coast Tourism</p> | 2. LONGER TERM ACTIONS |
|   | CATALYST               |
|   | PROVINCIAL SCOPE       |
|   | REGIONAL SCOPE         |
| <p><b>19 Improve customer service skills of frontline staff.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Work with go2HR to develop a Sunshine Coast specific customer service training and communications plan, including: <ul style="list-style-type: none"> <li>SuperHost Training Services® workshops</li> <li>Engagement from all frontline businesses and organizations (e.g., retail sector, food/dining, accommodations, events, museums, etc.)</li> <li>Communication on the value of tourism</li> <li>High school training initiatives to improve workforce engagement and professionalism</li> </ul> </li> <li>Leverage government and other existing programs.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, all businesses need to be committed to engagement, go2HR, academic institutions, Capilano University, Vancouver Island University, visitor centres, Chambers of Commerce</p>   | 2. LONGER TERM ACTIONS |
|   |                        |

<sup>2</sup>[www.go2hr.ca/sites/default/files/legacy/reports/go2-TLMS-Detailed.pdf](http://www.go2hr.ca/sites/default/files/legacy/reports/go2-TLMS-Detailed.pdf)

| THEME 2: OBJECTIVES & ACTIONS   | PRIORITY                             |
|---|--------------------------------------|
| <p><b>20 Provide locally-available tourism training programs on the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Create an inventory of existing tourism training programs on the Sunshine Coast and identify gaps. <ul style="list-style-type: none"> <li>- Work with go2HR to determine what gaps are already being worked on provincially.</li> </ul> </li> <li>• Assist Vancouver Island University and Capilano University to demonstrate an existing market of would-be learners, which could justify offering post-secondary tourism training programs to support locals being trained and working on the Sunshine Coast. <ul style="list-style-type: none"> <li>- Ensure training programs support the job skills required by the development strategy and visitor experiences over the next 10 years, including: tourism fundamentals, business management, entrepreneurship, placemaking, storytelling, educational guiding, outdoor recreation, culinary/professional chef, volunteer management, green tourism practices, event management, and visitor services.</li> </ul> </li> <li>• Ensure availability of relevant distance education programs are well communicated locally and included as part of training options.</li> <li>• Advocate to local school boards to include, or enhance, high school electives to include Tourism 11 and Tourism 12.</li> </ul> <p><b>SUCCESS NETWORK</b> go2HR, Sunshine Coast Regional Economic Development, Powell River Economic Development (tourism educational side), Vancouver Island University, Capilano University, Sunshine Coast School District #46, Powell River Board of Education School District #47, Sunshine Coast Tourism</p> | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>21 Ensure adequate workforce housing.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Conduct an industry survey to determine the scope of the workforce housing issue for the tourism industry.</li> <li>• go2HR to provide examples and innovative ideas on solutions to workforce housing.</li> <li>• Local governments to create a wider mix of affordable housing to improve long term housing options for residents and seasonal workers. <ul style="list-style-type: none"> <li>- Ensure local governments are aware of the specific needs for tourism, e.g., seasonal, rural.</li> </ul> </li> <li>• Local governments to work cooperatively to develop an area-wide policy on short term housing rentals (e.g., Airbnb).</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Sunshine Coast Housing Society, go2HR, TIABC</p>  | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>22 Harvest resident pride of place and engage residents as tourism ambassadors and volunteers.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Execute a baseline survey to establish the local resident perception of tourism.</li> <li>• Build a culture of resident engagement in tourism.</li> <li>• Create a base of residents who will share their knowledge with visitors and participate as part of the coastal experience.</li> <li>• Explore roving ambassadors for visitor services along the entire Sunshine Coast, and engaging locals as ambassadors. (e.g., ask a local).</li> <li>• Welcome and invite new residents to be part of the volunteer community (e.g., newcomers event, volunteer matchmaking).</li> <li>• Implement volunteer training to ensure residents are providing positive experiences for visitors.</li> </ul> <p><b>SUCCESS NETWORK</b> Visitor centres, Sunshine Coast Tourism, Economic Development, Volunteer Centre (Sechelt Visitor Centre), Volunteer Powell River, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation</p>  | <p><b>2. LONGER TERM ACTIONS</b></p> |

## THEME 3: Enable Tourism Business Success and Viability

| THEME 3: OBJECTIVES & ACTIONS   | PRIORITY               |
|---|------------------------|
| <p><b>23 Ensure continued leadership from Sunshine Coast Tourism to manage the destination and actions to ensure the long-term sustainability of tourism in the region.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Continue to fund, resource, support, and govern Sunshine Coast Tourism as a destination marketing and management organization.</li> </ul> <p><b>SUCCESS NETWORK</b> Governance provided by Sunshine Coast Tourism Board of Directors and local funding partners, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, tourism partners</p>  | 1. QUICK WINS          |
| <p><b>24 Increase awareness of the value of tourism on the Sunshine Coast and provincially.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Ensure the value of tourism is measured on the Sunshine Coast. <ul style="list-style-type: none"> <li>Destination BC's The Value of Tourism model provides a structured, consistent approach to estimate the volume and value of tourism<sup>3</sup>.</li> </ul> </li> <li>Better utilize existing value of tourism resources, including Tourism Vancouver Island/ICET value of tourism program, TIABC #BCTourismMatters resources<sup>4</sup>, and Destination BC resources.</li> <li>Provide online information and tools that are easily accessible by local governments, residents, tourism businesses, and other tourism partners.</li> <li>Improve local government knowledge and understanding of the value of tourism on the Sunshine Coast, including presenting tourism updates twice a year.</li> <li>Ensure Sunshine Coast Tourism has the mandate and capacity to proactively lead these efforts.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, FLNR Rural Development Managers, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, tourism businesses, Destination BC, TIABC, Tourism Vancouver Island</p> | 2. LONGER TERM ACTIONS |
| <p><b>25 Develop robust data and intelligence to measure and monitor tourism performance on the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Develop a performance measurement plan.</li> <li>Conduct annual surveys with tourism partners to measure business vitality and satisfaction with Sunshine Coast Tourism.</li> <li>Conduct bi-annual visitor surveys to measure the visitor experience and identify future destination development needs.</li> <li>Conduct resident surveys to measure local support for tourism.</li> <li>Continue to track and monitor tourism indicators (e.g., BC Ferries statistics, MRDT, etc.).</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, Destination BC, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Economic Development, tourism partners, i.e. harbours, marinas</p>  | 2. LONGER TERM ACTIONS |

<sup>3</sup>[www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Value-of-Tourism-Model.aspx](http://www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Value-of-Tourism-Model.aspx)

<sup>4</sup>[www.tiabc.ca/advocacy-policy-development/bctourismmatters/](http://www.tiabc.ca/advocacy-policy-development/bctourismmatters/)



| THEME 3: OBJECTIVES & ACTIONS  | PRIORITY   |
|--|--|
| <p><b>26 Provide training and support to increase the capacity of business owners/operators for product packaging and new experience development initiatives.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Hold networking events to bring tourism partners together to spark new business ideas and partnerships. <ul style="list-style-type: none"> <li>- Hold annual sector workshops to discuss topics specific to their business needs, e.g., resorts/ accommodations, outdoor recreation, etc.</li> <li>- Explore Small Business BC networking webinars/workshops as a tool to assist operators in creating strong relationships and maximizing networking efforts. <a href="http://smallbusinessbc.ca/seminars/">http://smallbusinessbc.ca/seminars/</a></li> </ul> </li> <li>• Expand professional development workshops. <ul style="list-style-type: none"> <li>- Identified topics include growing business vitality, human resource best practices, green tourism, starting a new tourism business.</li> </ul> </li> <li>• Participate in Destination BC's Remarkable Experiences program.</li> <li>• Expand the Vancouver Island University/Community Futures Powell River business mentoring program along the entire Sunshine Coast.</li> <li>• Encourage tourism partners to participate in readily available training programs (e.g., Small Business BC, Community Futures, AEST skills training programs, etc.).</li> <li>• Create a hub to communicate and engage the network of business operators (e.g., social media forum).</li> <li>• Implement booking system in Sunshine Coast Tourism website to create instant packaging.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Economic Development, Small Business BC, FLNR Regional Economic Development Managers, Community Futures Powell River, Community Futures Sunshine Coast, AEST</p> | <p><b>2. LONGER TERM ACTIONS</b></p>   |
| <p><b>27 Improve time/process to secure tenure, permits and development approvals.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support efforts by TIABC and Adventure Tourism operators to improve government processes.</li> <li>• Local governments to work with the Provincial Government to develop new policies and processes to streamline application approvals.</li> <li>• Establish committed time frames local governments will respond to applications. <ul style="list-style-type: none"> <li>- Ensure there is a mandate from Council to maintain necessary staffing level.</li> <li>- Explore implementation of additional fees for approvals with faster time frames.</li> </ul> </li> <li>• Work with Tla'amin Nation, shíshálh Nation, Klahoose Nation and skwxwú7mesh Nation to create tourism tenure and land-use agreements that provide equitable conditions for tourism operators and First Nations.</li> <li>• Provide clarity and security for long-term business land use requirements.</li> <li>• Improve local government and residents' understanding of the value of tourism and solicit support for tourism. (Objective 24)</li> </ul> <p><b>SUCCESS NETWORK</b> TAC Tourism Policy Branch, ENV, BC Parks, FLNR, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> <p><b>PROVINCIAL SCOPE</b></p> <p><b>REGIONAL SCOPE</b></p> |

| THEME 3: OBJECTIVES & ACTIONS   | PRIORITY  |
|---|---|
| <p><b>28 Improve ability for tourism-related non-profit organizations to access affordable general liability insurance for festival and events.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with TIABC, local governments and current organizations to identify options and potential solutions, including through municipalities, Chamber of Commerce, and provincial government (e.g., Rec Sites and Trails).</li> <li>• Associations to communicate options to businesses and organizations.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism (Special Events Coordinator position), Chamber of Commerce, festival and event organizers, Municipalities, Regional Districts</p>   | <p>2. LONGER TERM ACTIONS</p>   |
| <p><b>29 Enhance support to increase the number of market ready and export ready businesses.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop an inventory of tourism businesses that are currently business ready, market ready, and export ready.</li> <li>• Work with Destination BC to identify readiness requirements and facilitate understanding with tourism operators.</li> <li>• Hold workshops to educate tourism operators on required actions to improve their business readiness and provide one on one mentoring.</li> <li>• Leverage tourism industry and government programs to enhance market readiness (e.g., Destination BC, ITBC, JTT, Industry Canada, Small Business BC programs). <ul style="list-style-type: none"> <li>- Leverage Destination BC's Remarkable Experiences program.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, ITBC, Destination BC, tourism operators</p> | <p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p> |
| <p><b>30 Ensure that tourism partners participate in the creation of, and tourism interests are articulated in, the Official Community Plans.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Ensure local government Councils and planning departments are aware of the tourism interests that should be reflected during OCP review/refresh planning work. <ul style="list-style-type: none"> <li>- Ensure OCPs provide clarity for long-term business certainty that requires land use and protection of tourism infrastructure that is already built.</li> </ul> </li> <li>• Encourage tourism partners to be actively engaged in the OCP development stage to represent the interest of tourism.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, Municipalities, Regional Districts, tourism partners, FLNR Rural Development</p>  | <p>2. LONGER TERM ACTIONS</p>   |

| THEME 3: OBJECTIVES & ACTIONS  | PRIORITY                             |
|--|--------------------------------------|
| <p><b>31 Provide tourism businesses with access to Chinese culture training and translators.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Leverage the work of the City of Powell River Economic Development office to extend their Chinese language resources to the entire Sunshine Coast, including guidebooks and translator services.</li> <li>• Leverage existing Provincial Government resources to bridge understanding between cultures.</li> <li>• Leverage existing Chinese culture training provided via SuperHost Training Services (go2HR®).</li> </ul> <p><b>SUCCESS NETWORK</b> Economic Development, Sunshine Coast Tourism, Immigrant Services Powell River, Chamber of Commerce, tourism businesses, Export Development Canada, B.C. Trade &amp; Investment</p> | <p><b>1. QUICK WINS</b></p>          |
| <p><b>32 Provide outreach, a warm welcome and mentoring for new business owners.</b></p> <p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• Create Sunshine Coast Tourism new membership package and program.</li> <li>• Encourage new business owners to participate in networking events and industry programs.</li> </ul> <p><b>SUCCESS NETWORK</b> Chambers of Commerce, Sunshine Coast Tourism, Economic Development, visitor centres, tourism operators</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>33 Encourage tourism partners to support local businesses to extend the local visitor economy and generate community support for tourism.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Encourage tourism partners to buy local and support local suppliers.</li> <li>• Encourage tourism businesses to familiarize themselves with local products and experiences through familiarization tours.</li> <li>• Encourage new programs and developments (e.g., new events, new businesses) to establish a foundational principle of buying and supporting local.</li> </ul> <p><b>SUCCESS NETWORK</b> Chambers of Commerce, tourism businesses</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |

## THEME 4: Manage the Destination Collaboratively

| THEME 4: OBJECTIVES & ACTIONS   | PRIORITY                             |
|---|--------------------------------------|
| <p><b>34 Improve coordination of tourism initiatives between organizations and governments on the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Implement Tourism Roundtable meetings bi-annually to ensure collaboration and cooperation in implementing tourism destination development and marketing strategies. <ul style="list-style-type: none"> <li>- Provide updates to local governments as objectives and actions are implemented.</li> </ul> </li> <li>• Leverage municipal government meetings and First Nations Governments (e.g., City of Powell River, Town of Gibsons, District of Sechelt) to discuss tourism initiatives and work towards consistent tourism-related policies. <ul style="list-style-type: none"> <li>- Provide consistent updates and communications to other local governments.</li> </ul> </li> <li>• Leverage Regional Economic Development Managers as a conduit to Provincial Government programs.</li> <li>• Ensure communications to broader tourism partners as required.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shishálh Nation and skwxwú7mesh Nation, Economic Development, TAC</p>  | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>35 Ensure tourism activities support environmental protection and do not contribute to environmental degradation.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Investigate mechanisms to assess the potential impacts of proposed tourism development, and apply mechanisms such as business licensing and land-use zoning to ensure tourism activities support environmental protection and do not negatively contribute to environmental degradation.</li> <li>• Develop a Tourism Sustainability Charter for the Sunshine Coast. <ul style="list-style-type: none"> <li>- Include adherence to guidelines set out in the OCPs, Sustainability Charters, BC Parks plans, trail strategies, and other plans where visitor use is limited for environmental protection, including community watersheds, riparian areas, old growth management areas, salmon spawning sites, etc.</li> <li>- Support the execution of the trails strategies, park management plans and processes.</li> </ul> </li> <li>• Educate visitors on the role they play in understanding and being stewards of the natural environment. <ul style="list-style-type: none"> <li>- Initiatives include signage at trailheads, no trace visitation (garbage in/garbage out), water usage and restrictions, wildlife stewardship and sensitivities.</li> </ul> </li> <li>• Encourage/educate tourism operators on the role they can play in environmental sustainability. <ul style="list-style-type: none"> <li>- Promote green tourism and create best practices to reduce impacts.</li> <li>- Zero Waste Workshops with event managers &amp; festivals: move to other sectors (e.g., accommodations, tour operators, etc.).</li> <li>- Support policies for waste management for tourism businesses.</li> <li>- Encourage tourism businesses to be part of environment accreditation programs.</li> </ul> </li> <li>• Encourage operators to create experiences and product packages with educational components focused on environmental stewardship and education. (Objective 57)</li> <li>• Encourage BC Parks to complete parks management plans to ensure responsible tourism development is articulated and incorporated in planning efforts.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism (communication to visitors), Visitor centres, BC Ferries, accommodators, nature-based community organizations, e.g., BC Conservation Foundation for Sunshine Coast Wildlife Project, Gambier Island Conservancy, etc.</p> | <p><b>2. LONGER TERM ACTIONS</b></p> |



| THEME 4: OBJECTIVES & ACTIONS  | PRIORITY                             |
|--|--------------------------------------|
| <p><b>36 Facilitate better communication between tourism and other active industries on the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Leverage the work of the Tourism Roundtable (Objective 34) to engage other industries in the vision and plans for tourism, including forestry, mining, aquaculture and agriculture.</li> <li>• Leverage the work being done by the Discovery Islands Tourism and Forestry Working Group, including Desolation Sound, as a framework for establishing a similar process on the Sunshine Coast to mitigate potential tourism marine/land-use and viewpoint conflicts.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, local economic development, FLNR, BC Parks, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, forestry companies, nature-based tourism operators</p>   | <p><b>1. QUICK WINS</b></p>          |
| <p><b>37 Maintain trails, parks and other natural assets to the highest standard.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Encourage the Provincial Government to allocate sufficient staff and funding to BC Parks and Rec Sites and Trails to maintain and enhance parks and natural assets within the Sunshine Coast.</li> <li>• Allocate sufficient resources within local governments to provide sufficient staff and funding resources to maintain and enhance parks and natural assets.</li> <li>• Secure grant funding to help offset costs of maintaining trails by volunteer organizations.</li> </ul> <p><b>SUCCESS NETWORK</b> BC Parks, FLNR Rec Sites and Trails, Municipalities, Regional Districts, Sunshine Coast Tourism, nature-based community organizations, e.g., Powell River Outdoor Recreation Users Group (ORUG) Trails Society, Sunshine Coast Trails Society, Tetrahedron Outdoor Club, BOMB Squad, PAWS (Powell River Parks and Wilderness Society), Sechelt Groves Society</p> | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>38 Improve agriculture land use zoning for agritourism.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with Ministry of Agriculture to change Provincial agricultural policies to enable breweries to operate under the same land use guidelines as wineries.</li> <li>• Sunshine Coast Regional District and Powell River Regional District to strengthen opportunities for agriculture lands by adding uses for agritourism experiences.</li> </ul> <p><b>SUCCESS NETWORK</b> AGRI, Sunshine Coast Regional District and Powell River Regional District, Sunshine Coast Tourism, breweries, agritourism operators</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |
|  | <p><b>PROVINCIAL SCOPE</b></p>       |
| <p><b>39 Address impacts of climate change.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Continue to address current and potential impacts of climate change in planning, policy and development activities as they arise, including potential for landslides, shifting waterfronts, rerouting winter trails at Dakota Ridge, wildlife displacement, fire management and suppression, and agricultural impacts.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Sunshine Coast Tourism, agritourism operators</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |

| THEME 4: OBJECTIVES & ACTIONS  | PRIORITY  |
|--|---|
| <p><b>40 Ensure tourism doesn't negatively impact wildlife or incur displacement.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop policies, or adopt existing industry-led or provincial regulations, for marine-based and land-based wildlife interactions, to reduce human disturbances to wildlife (e.g., wildlife viewing).</li> <li>• Encourage boaters, paddlers, and viewers to adhere to the Whale Wise Marine Wildlife Guidelines<sup>5</sup>:</li> <li>• Ensure new trail development considers wildlife usage and decisions are made to minimize wildlife displacement.</li> <li>• Communicate policies to tourism partners and visitors.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Sunshine Coast Tourism, agritourism operators</p>     | <p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> |
| <p><b>41 Celebrate and showcase the heritage sites and archeology of the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Create opportunities to celebrate the heritage of the Sunshine Coast, including Indigenous culture, settler history and industrial heritage.</li> <li>• Strengthen heritage conservation in communities.</li> <li>• Encourage tourism partners to integrate heritage conservation and storytelling into their visitor experience.</li> </ul> <p><b>SUCCESS NETWORK</b> Town of Gibsons, District of Sechelt, Sunshine Coast Regional District, Powell River Regional District, shíshálh Nation, Tla'amin Management Service, Klahoose Nation, skwxwú7mesh Nation, Heritage BC, Sunshine Coast Tourism, Economic Development, tourism businesses, Townsite Heritage Society and local heritage preservation organizations</p> | <p>2. LONGER TERM ACTIONS</p>                         |
| <p><b>42 Support the heritage stewardship plan for Townsite.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support the implementation of the heritage preservation plan and Heritage Commission for Townsite in Powell River.</li> </ul> <p><b>SUCCESS NETWORK</b> City of Powell River, Townsite Heritage Society</p>  | <p>2. LONGER TERM ACTIONS</p>                         |

<sup>5</sup>[www.env.gov.bc.ca/bcparks/explore/gen\\_info/whale\\_rules\\_poster.pdf](http://www.env.gov.bc.ca/bcparks/explore/gen_info/whale_rules_poster.pdf)

| THEME 4: OBJECTIVES & ACTIONS   | PRIORITY                             |
|---|--------------------------------------|
| <p><b>43 Manage tourism growth on the Sunshine Coast, ensuring positive visitor experiences are balanced with community capacity and protection of natural places.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Establish a process to annually monitor and manage visitor volumes based on available capacity, in particular during peak times. <ul style="list-style-type: none"> <li>- Considerations include: water restrictions, parking restrictions, overcrowding and overtourism in general that may negatively impact the charm of what makes the Sunshine Coast unique and attractive.</li> <li>- Identify “trigger points” that would affect changes in the development, marketing or accessibility of communities and experiences along the coast. Triggers may include occupancy rates, visitor or resident surveys, staff shortages, lack of transportation, water shortages, or environmental damage.</li> </ul> </li> <li>• Manage capacity and utilization to ensure any negative impacts from overtourism are mitigated in sensitive areas. <ul style="list-style-type: none"> <li>- Areas with current or potential concerns include Secret Cove Provincial Park, Thormanby Island, Savary Islands, Desolation Sound Provincial Park, and Skookumchuck Narrows Provincial Park.</li> <li>- Elements of the visitor impact that should be monitored and managed (in addition to visitor volume) include parking, washrooms/outhouses, garbage/litter, pet traffic, noise, etc.</li> </ul> </li> <li>• Ensure places of historic or cultural significance to the Tla’amin Nation, shíshálh Nation, Klahoose Nation, and skwxwú7mesh Nation are protected and the tourism industry and visitors are aware of any visitation permissions or restrictions.</li> <li>• Ensure sufficient fire management. <ul style="list-style-type: none"> <li>- Communicate restrictions on fire bans at entry points to the Sunshine Coast, trailheads and other relevant areas.</li> </ul> </li> <li>• Monitor any adjustments to sensitive areas and action as needed (e.g., due to climate change, peak season visitor volume, etc.).</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, all local governments, FLNR Rural Development, Economic Development, community organizations, and tourism partners</p> | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>44 Incorporate visitor considerations into Emergency Preparedness Planning.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Review local authority Emergency Preparedness Planning in relation to the unique needs of visitors and provide input as required. <ul style="list-style-type: none"> <li>- Work with tourism partners, including Destination BC and TIABC, leveraging the Tourism Emergency Coordination Plan framework that is being developed provincially. See Health, Safety and Emergency Planning section on go2HR’s website where planning resources reside: <a href="http://www.go2hr.ca/tourism-industry-health-safety">www.go2hr.ca/tourism-industry-health-safety</a>.<sup>6</sup></li> <li>- Review the plans at least on an annual basis, ensuring key contacts, resources and training are up to date and to accommodate for industry changes (e.g., visitor volumes shift).</li> </ul> </li> <li>• Elevate awareness of tourism industry partners of key resources and contacts to assist with coordinated emergency planning, response and recovery efforts.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla’amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, tourism businesses, Destination BC, go2HR, community organizations</p> <p>(It is important to note that emergency management is a “shared responsibility” and that entities listed are responsible to “lead” their own areas. That being said, collaboration with one another and having established roles and responsibilities among these groups prior to an emergency will result in a more effective and efficient response and recovery.)</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |

<sup>6</sup>There are future plans to feature / develop additional tourism emergency planning resources, which will also reside on this site.

## THEME 5: Implement Product Development and Experience Enhancement that Cultivate a Unique Sense of Place

| THEME 5: OBJECTIVES & ACTIONS   | PRIORITY               |
|---|------------------------|
| <p><b>45 Encourage all tourism businesses to elevate their visitor experience to provide immersive, authentic and experiential tourism products that meet visitor demands.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Provide ongoing educational opportunities to tourism partners to demonstrate the value of product and experience development and offer guidance and mentoring to assist in implementation.</li> <li>• Implement the Destination BC Remarkable Experiences Program on the Sunshine Coast.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, Destination BC, Chambers of Commerce, all tourism businesses</p>  | 1. QUICK WINS          |
|   | CATALYST               |
|   |                        |
| <p><b>46 Support the increase in Indigenous tourism businesses and Indigenous Cultural Tourism products.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Extend the welcome to the Sunshine Coast at key entrance points on behalf of the Tla'amin Nation, Klahoose Nation, shíshálh Nation, and skwxwú7mesh Nation, building on the efforts on the upper Sunshine Coast.</li> <li>• Educate visitors to ensure knowledge and recognition of territory they are on.</li> <li>• Attract new Indigenous tourism businesses.</li> <li>• Develop Lund as a hub for Tla'amin Nation tourism efforts.</li> <li>• Develop an articulation and plan of shíshálh Nation long-term tourism aspirations.</li> <li>• Develop an articulation and plan of Klahoose Nation long-term tourism aspirations.</li> <li>• Develop an articulation and plan of skwxwú7mesh Nation long-term tourism aspirations.</li> <li>• Identify capacity for the Indigenous communities to engage in tourism development efforts. Guide capacity building as needed.</li> <li>• Ensure sharing of Indigenous cultural food experiences is included in culinary tourism efforts.</li> <li>• Ensure ongoing communications to facilitate engagement with Indigenous communities and people.</li> <li>• Provide economic supports, education, and guidance to local entrepreneurs to start their own Indigenous tourism businesses.</li> <li>• Leverage Provincial Government programs to support Indigenous Tourism and business development.</li> <li>• Advocate for hiring of a Regional Indigenous Tourism Specialist position for the entire Vancouver, Coast &amp; Mountains tourism region, based on the role established within the Thompson Okanagan Tourism Association.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, Destination BC, Chambers of Commerce, all tourism businesses</p> | 2. LONGER TERM ACTIONS |
|   | PROVINCIAL SCOPE       |
|   | REGIONAL SCOPE         |



| THEME 5: OBJECTIVES & ACTIONS   | PRIORITY   |
|---|--|
| <p><b>47 Improve the number and diversity of dining options and sustainable culinary experiences.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Implement a collaborative process to improve the choices of restaurants that are open year-round to provide broader dining options. (Related to building shoulder season visitation to make it more viable for restaurants to stay open.)</li> <li>• Develop training and education to encourage local businesses to provide enhanced local foods choices. Encourage restaurant owners and chefs to incorporate local foods (e.g., wild foods, seasonal foods) into their menus and to build the stories of the local foods into their guest experiences.</li> <li>• Develop catch and release guided tours for crabbing/clams/oysters, with sampling at a partner restaurant for lunch or dinner.</li> <li>• Support local farmers and foods by incorporating visits/tours into other itineraries (independent or group tours). This may include: bike routes to tour farms, farmer's markets, processing plants, etc.</li> <li>• Continue to support the growth of brewery/cidery tourism.</li> <li>• Create new events that drive restaurant usage in the shoulder/off season, and support existing food festivals (e.g., rebuild the Spot Prawn Festival and Lund Seafood festival).</li> <li>• Build culinary experiences into existing destination festival and events that are not food-focused.</li> <li>• Engage the Vancouver Island University culinary program to showcase culinary efforts.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism businesses, Sunshine Coast Tourism, Vancouver Island University</p>  | <p><b>2. LONGER TERM ACTIONS</b></p> <p><b>PROVINCIAL SCOPE</b></p>  |
| <p><b>48 Cultivate Arts, Culture, Festivals &amp; Events that are unique to the Sunshine Coast, display artistic talents and creative pursuits, and support year-round visitation.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a staffed Special Event Coordinator position to create four new events and support signature events on the Sunshine Coast.</li> <li>• Execute coordinated planning to maximize tourism benefits from festivals and events and minimize capacity issues from overlapping events (e.g., accommodations, transportation, volunteer capacity, etc.).</li> <li>• Assist organizations in developing and executing plans for achieving sustainable funding, including sponsorships, earned revenues, and grant funding.</li> <li>• Compile, curate, and communicate a robust, timely, consistent calendar of events annually, ensuring that themes are also communicated, as relevant.</li> <li>• Encourage tourism businesses and organizations to update event information, and work with Special Events Coordinator to plan events annually.</li> <li>• Acquire a designated Sunshine Coast event shuttle bus that can be shared communally and mobile based on the event schedule and requirements. (Objective 6)</li> <li>• Create new events to increase visitation in the Nov–April shoulder season. <ul style="list-style-type: none"> <li>- WINTER (January/February): Expand culinary events (e.g., beer festivals/brewmaster, weekend cooking workshops, etc.). <ul style="list-style-type: none"> <li>- Stagger date-specific events between upper and lower Sunshine Coast to attract local market.</li> </ul> </li> <li>- WINTER/SPRING (March/April): Coasting Festival. <ul style="list-style-type: none"> <li>- Incorporate outdoor adventures (e.g., hiking, biking, kayaking, backcountry snowshoeing) with cozy evening festival events (e.g., spas, dining, campfires, etc.).</li> <li>- Explore incorporation of Indigenous traditional sweat Lodges, river bays (cleansing).</li> </ul> </li> <li>- SPRING (April/May): Diversity Festivals. <ul style="list-style-type: none"> <li>- A signature event or range of festivals celebrating diversity on the Coast.</li> <li>- Explore Pride month.</li> </ul> </li> </ul> </li> </ul> <p><b>CONTINUED</b></p> | <p><b>1. QUICK WINS</b></p> <p>Hiring of the Special Events Coordinator is an Immediate Action. New events are Priority 2 (longer-term) — Expand culinary events (first priority), Coasting Festival (second priority)</p> |

**48 ACTIONS continued**

- FALL: Expand Art Crawl to a longer event.
  - Build on existing success to create a longer event; ensure Langdale to Lund and islands between are engaged with local sites.
- Support SUMMER music festivals as a key draw.
- Expand signature events by adding complementary events and activities and adding additional communities.
- Develop product packages incorporating festival/event passes with accommodations and activities.
- Continue to support Purple banner private studio tours.

**SUCCESS NETWORK** Sunshine Coast Tourism, Coast Cultural Alliance, Powell River Council for Arts and Culture, Inclusion Powell River, visitor centres, Chambers of Commerce (multiple), Volunteer Centre (Sechelt Visitor Centre), Volunteer Powell River, Sunshine Coast Economic Development, Powell River Economic Development, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation

**49 Enhance the road trip, touring experience for drivers, cyclists, and motorcyclists along Highway 101.****2. LONGER TERM ACTIONS****ACTIONS**

- Develop a plan to identify and create or enhance 10–20 points of interest along Highway 101 (implement two per year).
  - Potential to include: Indigenous placemaking; historic sites and stories; places to stop and see the ocean (e.g., beaches, wharfs; places to stop for beach access; stretch breaks in wilderness — Cliff Gilker Park; geocaching).
- Consistently monitor, and develop as needed, sufficient parking that makes it easy for visitors to stop in communities as well as at popular sites (e.g., Skookumchuck Narrows Provincial Park).
- Work with Vancouver Island tourism partners to collaboratively enhance the Vancouver Island & Sunshine Coast Circle route.
- Develop and implement a Sunshine Coast signage strategy, building on the Regional Signage Strategy installations on the upper Sunshine Coast.
  - Potential to include: provincial signage on Horseshoe Bay and Vancouver Island to better direct to the Sunshine Coast; encourage signage within the communities to tell the stories; enhance the Highway 101 start/end marker.

**SUCCESS NETWORK** Sunshine Coast Tourism, TRAN, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation

| THEME 5: OBJECTIVES & ACTIONS  | PRIORITY                             |
|--|--------------------------------------|
| <p><b>50 Enhance the product and visitor experience for the boating/marinas sector to ensure both land-based and boating markets can utilize land and boating experiences.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Provide transportation options to connect visitors coming into harbours/marinas with land-based experiences along the coast.</li> <li>• Foster collaboration between providers of water-based services and land-based providers by sharing information and developing product packages and other business-to-business deals.</li> <li>• Add a safe harbour for small boats around Sechelt.</li> <li>• Expand marine tourism offerings by addressing insurance barrier for having charter operators working off docks, e.g., allow commercial third party operators.</li> <li>• Encourage marinas and harbours to participate in and support Clean Marine BC Green Boating and Marina Eco-certification (Georgia Strait Alliance project).</li> <li>• Encourage marinas and harbours to provide and maintain reliable pump out stations.</li> <li>• Remove derelict boats.</li> <li>• Establish policies and enforcement measures to ensure long term moorages do not end up being abandoned and derelict boats.</li> <li>• Educate tourism operators, frontline staff and visitor services staff to be welcoming to boaters, aware of their needs and aware of marine issues. “Turn our hospitality towards facing the sea.”</li> <li>• Create new capacity for new boaters, including: supporting marinas to add berths and buoys; continuing to ensure long-term leases can be rented when not needed; and opening new marinas.</li> </ul> <p><b>SUCCESS NETWORK</b> Economic Development, Federal and provincial regulators (Transport Canada, DFO; TRAN), BCOBTA (Ahoy BC), marinas, harbours, Sunshine Coast Tourism, visitor centres, tourism businesses</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>51 Continue to develop hiking trails as a core coastal experience.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Implement the regional trail strategies<sup>7</sup>, including: <ul style="list-style-type: none"> <li>- Continued development of Sunshine Coast Trail and Suncoaster Trail to establish a continuous trail from Sarah Point to Langdale.</li> <li>- Complete the alpine cabin network.</li> <li>- Install interpretive signage for existing walking or hiking trails.</li> <li>- Develop new hiking trails as identified within the plans.</li> <li>- Improve access roads, parking and visitor amenities for the South Powell Divide backcountry hiking trails.</li> </ul> </li> <li>• Improve iconic “destination” trails in their entirety to be user friendly for visitors unfamiliar with the area or terrain (e.g., signage at trailheads, access, wayfinding).</li> <li>• Increase resources for hiking-related natural asset management (e.g., staff and funding for BC Parks, Rec Sites and Trails, etc).</li> <li>• Secure retailers for quality supplies/gear support and sales.</li> <li>• Provide consistent, reliable transportation to trails and accommodations and entry points to the Sunshine Coast e.g., ferry terminals, plane terminals, marinas/harbour (Objective 5).</li> <li>• Encourage tourism operators to package guided hikes with paid visitor amenities to improve the contributions to the local visitor economy from trail users (e.g., accommodation, transportation — including secure parking and shuttle services), and dining options.</li> <li>• Develop and maintain a comprehensive information source to provide visitors with information on hiking trails as well as the “must know” information for personal safety, environmental care, and wildlife stewardship.</li> </ul> <p><b>SUCCESS NETWORK</b> As identified within trails strategies, Sunshine Coast Tourism</p> | <p><b>2. LONGER TERM ACTIONS</b></p> |

<sup>7</sup>Trail strategies include the Powell River Regional District Regional Trails Plan, 2016, the Sunshine Coast Trails Strategy, and the Hiking Tourism Master Plan, Vancouver Island and Coast Region, 2016

| THEME 5: OBJECTIVES & ACTIONS   | PRIORITY  |
|---|---|
| <p><b>52 Develop the Sunshine Coast mountain biking experience as a must-do, BC bucket-list item.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Implement the regional trail strategies, including: <ul style="list-style-type: none"> <li>- Create new mountain biking trails.</li> <li>- Maintain existing trails.</li> </ul> </li> <li>• Provide consistent, reliable transportation between trails, accommodations and entry points to the Sunshine Coast (Objective 5).</li> <li>• Encourage accommodators to include facilities for bikes — cleaning, in-room storage, tools, etc.</li> <li>• Support the business vitality and potential expansion of existing bike parks.</li> <li>• Continue to support mountain biking events (e.g., BC Bike Race).</li> <li>• Ensure trail use is supported through enabling policies and liability insurance. Enabling partners may include: Western Canada Mountain Bike Tourism Association of BC, Wilderness Tourism Association, or Tourism Industry Association of BC for commercial operators.</li> <li>• Work in partnership with the Western Canada Mountain Bike Tourism Association to monitor and identify ongoing improvements to the Sunshine Coast mountain biking experience in order to continue to meet the needs of visitors.</li> <li>• Explore partnerships with nearby mountain biking communities to develop a critical mass of unique mountain biking offerings (e.g., Cumberland, Comox, Cortes Island, etc).</li> </ul> <p><b>SUCCESS NETWORK</b> Mountain bike tourism operators and user groups, Sunshine Coast Tourism, Western Canada Mountain Bike Tourism Association, Tourism Industry Association of BC, others as identified within trail strategies</p> | <p><b>2. LONGER TERM ACTIONS</b></p>                              |
| <p><b>53 Work with the BC Marine Trails on the goal of expanding marine-based recreational opportunities.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Add and maintain designated camping sites as identified within the BC Marine Trails plan<sup>8</sup>.</li> <li>• Encourage kayak businesses (marinas, resorts, rentals, guides, etc.) to develop experiences and services to meet the needs of kayakers.</li> <li>• Ensure local government policies support tenure to land access, and remove ambiguity for land use.</li> <li>• Encourage tourism operators to package marine trail experiences with transportation, accommodations, dining, etc.</li> </ul> <p><b>SUCCESS NETWORK</b> Kayak operators, BC Marine Trails Network, BC Parks, FLNR Rec Sites &amp; Trails, Sunshine Coast Tourism</p>  | <p><b>2. LONGER TERM ACTIONS</b></p> <p><b>REGIONAL SCOPE</b></p> |

<sup>8</sup>[www.bcmarinetrails.org/](http://www.bcmarinetrails.org/)



## THEME 5: OBJECTIVES & ACTIONS

## PRIORITY

### 54 Manage the growth and development of tourism amid natural places, ensuring a balance of protection, education, and experience.

#### 2. LONGER TERM ACTIONS

#### PROVINCIAL SCOPE

#### REGIONAL SCOPE

#### ACTIONS

- Support the execution of the BC Parks Futures Strategy on the Sunshine Coast, which includes:
  - More full-time park rangers.
  - Creation of new programs to promote recreation, partnerships and protect the natural environment.
  - Volunteer-led outreach.
  - Promoting First Nations culture and honouring the importance of their ancestral lands.
  - Campsite expansion and efforts to maintain and/or refurbish existing campsites and backcountry recreation sites.
  - Working with Park Operators to enhance visitor services (e.g., RV rentals, activities).
  - Increasing accessible design standards for facilities in newly built and existing campgrounds and day use areas in BC Parks.
- Work with BC Parks to identify opportunities to expand the number of campsites on the Sunshine Coast and extend the opening seasonality of existing campgrounds.
- Increase the number of facilities for camping — municipal and private campground.
  - Add more campgrounds/camping sites.
  - Provide unique accommodations in campgrounds.
- Allow campfires at Porpoise Bay Provincial Park, unless fire bans are active.
- Support and monitor private operator development in the backcountry for outdoor recreation (e.g., heli-hiking, rock climbing, alpine skiing, etc.).
  - Ensure access to outdoor recreation sites is maintained, e.g., access roads aren't decommissioned.
  - Manage potential conflicts for land use (e.g., visitor use of active logging roads, industry vs recreational use, etc.).
  - Develop an informed plan for the development of the South Powell Divide — alpine backcountry experience, including the Knuckleheads — cabins, the ski backcountry skiing.
  - Create a plan for developing the Eldred Valley as a rock climbing site, including access, parking, washroom facilities, and usage guidelines.
  - Support and monitor other extreme sports that may develop over the next decade.
- Continue to build on the reputation the Sunshine Coast has as a premier BC diving destination.
  - Ensure tourism operators are available for gear support and air supplies.
- Develop a sporting event strategy to attract new, outdoor sporting events.
  - Focus on outdoor sport tourism events (e.g., BC Bike Race, triathlon, marathons, cycling races, ultimate, trail running, training, Gravity Park, longboard races, outrigger races, dragon boating, regattas, etc.).
- Develop new wildlife viewing experiences
  - Identify opportunities and develop a plan to leverage growing demand for land-based and water-based wildlife viewing (e.g., bear viewing, whale watching, bird watching, etc.).
- Provide access to waterfronts for sunset viewing, tidal watching and beachcombing.

**SUCCESS NETWORK** Land owners (BC Government, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation), TAC, BC Parks, FLNR Rec Sites & Trails, Tla'amin Nation, shíshálh Nation, Klahoose Nation, skwxwú7mesh Nation, Municipalities, Regional Districts, tourism operators

| THEME 5: OBJECTIVES & ACTIONS  | PRIORITY                             |
|--|--------------------------------------|
| <p><b>55 Continue to manage and develop community-based sport tourism facilities.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Local governments to manage and develop their specific attractions for group-based, facility-based sport tourism hosting, and actively pursue their own sports tourism strategies, based on their community needs. <ul style="list-style-type: none"> <li>Sport tourism hosting events may include hockey tournaments, soccer tournaments, curling bonspiels, etc.</li> </ul> </li> <li>Where applicable, coordinate sport tourism hosting activities and collaborate to complement the efforts of neighbouring community strategies, in particular for large investment or infrastructure projects.</li> <li>Monitor the need for new sport facilities infrastructure over the 10-year life of this plan and reevaluate priorities and actions for new requirements as they arise.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Sunshine Coast Tourism (supporting role, visitor services)</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>56 Support the growth of health &amp; wellness tourism development.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Support the planned new spa/wellness centre initiatives, including the George Marine Resort, West Coast Wilderness Lodge, as well as other private investments as they arise.</li> <li>Encourage tourism operators to develop new product packages for spa/health &amp; wellness retreats (e.g., mindfulness, yoga, women's weekend, etc.).</li> <li>Leverage the new spring Coasting Festival to support spa/wellness and encourage tourism operators to support through product packages (Objective 48).</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism operators, Sunshine Coast Tourism, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>57 Increase enrichment and learning related tourism product offerings that provides a critical mass of group visitation.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Develop a business plan to construct a Sunshine Coast Centre for the Arts utilizing existing public venues and inspiring accommodators as "campuses." <ul style="list-style-type: none"> <li>Identified potential campuses may include Gibsons Public Market, Rockwood Centre, Pender Ocean Discovery Station, Patricia Theatre, Evergreen Theatre, and resorts along the coast and on the islands.</li> </ul> </li> <li>Encourage operators to create experiences and product packages with enrichment learnings components, with a focus on shoulder season visitation. <ul style="list-style-type: none"> <li>Identified educational experiences include: Nicholas Sonntag Education Centre; Pender Ocean Discovery Station (PODS); outdoor education/ecotours; food tours/culinary/wild foods; Indigenous tours; hatcheries/fisheries; and heritage walking tours.</li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> Tourism operators, tour guides, arts and culture organizations, Sunshine Coast Tourism, Coast Cultural Alliance, Powell River Arts Council, Sunshine Coast Arts Council, Powell River Forest Heritage Society, Powell River Historical Museum, Texada Arts, Culture and Tourism.</p> | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>58 Attract investment for building unique spaces to attract mid-sized meetings and retreats.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Develop business case to attract investment in new venues/facilities to attract midsized meetings and retreats (50-200 people).</li> </ul> <p><b>SUCCESS NETWORK</b> Local Economic Development, Sunshine Coast Tourism, Sunshine Coast Economic Development, City of Powell River Economic Development</p>  | <p><b>2. LONGER TERM ACTIONS</b></p> |

| THEME 5: OBJECTIVES & ACTIONS  | PRIORITY                             |
|--|--------------------------------------|
| <p><b>59 Explore cannabis tourism (legalization required).</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a regulatory framework for the development of cannabis tourism, to be aligned with the provincial regulatory framework. <ul style="list-style-type: none"> <li>- Include policies on smoking in/around accommodations, public spaces, etc.</li> </ul> </li> <li>• Explore cannabis tourism development within Tla'amin Nation.</li> <li>• Explore development of a BC cannabis trail (similar in concept to the BC Ale Trail) working in partnership with other destinations within BC to create a provincial sector touring product.</li> </ul> <p>Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Sunshine Coast Tourism, cannabis dispensaries, accommodators</p> | <p><b>2. LONGER TERM ACTIONS</b></p> |

## THEME 6: Enhance the Quality of Services and Experiences

| THEME 6: OBJECTIVES & ACTIONS   | PRIORITY                             |
|---|--------------------------------------|
| <p><b>60 Improve the diversity and quality of the accommodation offerings on the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Expand the accommodation base through adding new unique, independent, and boutique accommodations that reflect and enhance the character of the Sunshine Coast. <ul style="list-style-type: none"> <li>-Attract one affordable mid to high end accommodation on the lower Sunshine Coast.</li> <li>-Attract one luxury property on the upper Sunshine Coast.</li> </ul> </li> <li>Develop tools and information (e.g., research and statistics) to enable Economic Development offices to promote and sell accommodation developments, with the approach to attract unique, independent and boutique properties. <ul style="list-style-type: none"> <li>-Encourage existing accommodators to provide a range of accommodation options within their footprint (e.g., one property may offer some high-end rooms, some mid-range and some budget) ensuring the offering reflects the value differentiation.</li> <li>-Encourage and enable existing accommodators to upgrade their properties to meet visitor expectations. <ul style="list-style-type: none"> <li>-Educate tourism operators on the value of property enhancements, to address any barriers (e.g., time, willingness to update their properties, etc.).</li> <li>-Explore offering incentives for tourism businesses to update/renovate accommodations.</li> <li>-Explore identifying standards for accommodations, or adopting existing industry standards that provide guidance for tourism accommodations.</li> </ul> </li> </ul> </li> </ul> <p><b>SUCCESS NETWORK</b> Local Economic Development, Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Sunshine Coast Tourism, accommodators</p> | <p><b>2. LONGER TERM ACTIONS</b></p> |
| <p><b>61 Improve the consistency of businesses hours of operation for visitors.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Encourage operators to set regular, consistent hours/months of operations and communicate clearly to visitors.</li> <li>Encourage operators to communicate hours/months of operation to visitor centres.</li> <li>Work collaboratively to discuss and plan for business closures within a community to ensure the broader tourism industry is aware and can plan accordingly.</li> <li>Determine the required level of buy-in from a critical mass of local businesses prior to new promotions or development activities that will draw incremental visitation during shoulder or off season, and secure commitments (e.g., ensure restaurants will be open during a new winter festival weekend).</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism operators (e.g., restaurants, retail, art studios, etc.), Sunshine Coast Tourism</p>   | <p><b>2. LONGER TERM ACTIONS</b></p> |

| THEME 6: OBJECTIVES & ACTIONS  | PRIORITY                             |
|--|--------------------------------------|
| <p><b>62 Develop a collaborative strategy for visitor services throughout the Sunshine Coast.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a visitor services plan that includes: <ul style="list-style-type: none"> <li>- Management of the four visitor centres through coordinated efforts and one system.</li> <li>- Providing each visitor a seamless, “soft hand-off” to other services, connecting the visitor from upper to lower Sunshine Coast.</li> <li>- Familiarizing visitor services staff of the entire Sunshine Coast through product familiarization trips and other educational efforts.</li> <li>- Instilling a sense of being one region within the broader community (e.g., change the industry perspective on working together).</li> <li>- Sharing mobile visitor services for events, as relevant.</li> <li>- Providing integrated social media visitor services.</li> </ul> </li> <li>• Facilitate community engagement in providing visitor services, ensuring local residents and all businesses are able to provide a warm welcome and information support.</li> <li>• Reenergize the ferry ambassadors program, engaging visitor services representatives that reflect the consumer markets and product offerings.</li> </ul> <p><b>SUCCESS NETWORK</b> Sunshine Coast Tourism, Visitor Centres, BC Ferries, all tourism businesses, Chambers of Commerce</p>  | <p>1. QUICK WINS</p> <p>CATALYST</p> |
| <p><b>63 Improve the vibrancy of downtown centres and waterfronts.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support municipal plans to increase the viability and vibrancy of their downtown centres and waterfronts.</li> <li>• Collect visitor information that demonstrates the importance and attractiveness of downtowns to the visitor economy (e.g., consumer surveys, global best practices, etc.).</li> <li>• Develop Placemaking to create more vibrant public spaces for the enjoyment of visitors and residents, including: <ul style="list-style-type: none"> <li>- Hold a Placemaking summit to rethink the public spaces in Pender Harbour and Sechelt.</li> <li>- Develop public spaces that help guide visitors to the waterfronts in Sechelt, e.g., walkway to connect the two waters.</li> <li>- Develop creative solution to improve beautification of the shíshálh Nation gravel lands, lands across from Willingdon Beach in Powell River, Former mill administration building and property in Powell River, Davis Bay empty lots along Highway 101 business frontage, old hospital site in Townsite, now returned to Tla’amin Nation.</li> </ul> </li> <li>• Install and maintain signage to help direct visitors to downtown attractions.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla’amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Sunshine Coast Tourism to provide the visitors lens</p> | <p>2. LONGER TERM ACTIONS</p>        |
| <p><b>64 Encourage rental businesses to create new visitor activities and support transportation needs within the destination, (e.g., bikes, cars, boats).</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support the development of new and existing tourism businesses that offer rentals for visitors. (See Action 16 and Action 49)</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism operators, Sunshine Coast Tourism, Municipalities, Regional Districts, Tla’amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation</p>   | <p>2. LONGER TERM ACTIONS</p>        |



| THEME 6: OBJECTIVES & ACTIONS  | PRIORITY                      |
|--|-------------------------------|
| <p><b>65 Enhance infrastructure for sharing the culture and heritage of the Sunshine Coast through improved public gallery and museum spaces.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support the enhancement of a Public Art Gallery/Museum in Powell River.</li> <li>• Monitor the need for new culture and heritage infrastructure over the 10-year life of this plan and reevaluate priorities and actions for new requirements as they arise.</li> </ul> <p><b>SUCCESS NETWORK</b> City of Powell River, Tla'amin Nation, Klahoose Nation, Powell River cultural and heritage groups</p>   | <p>2. LONGER TERM ACTIONS</p> |
| <p><b>66 Ensure adequate numbers of well-maintained and public washrooms are available for visitor use.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop an inventory and identify needs along the Sunshine Coast. <ul style="list-style-type: none"> <li>- Identified areas include Pender Harbour, Savary Island, Gibsons (downtown).</li> <li>- Identify rest areas along Highway 101. (Objective 49)</li> </ul> </li> <li>• Install new public washrooms as identified in the inventory.</li> <li>• Ensure public areas are kept well maintained and safe.</li> </ul> <p><b>SUCCESS NETWORK</b> Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, TRAN Highways Division</p> | <p>2. LONGER TERM ACTIONS</p> |



# IMPLEMENTATION FRAMEWORK

DESOLATION SOUND  
Photo: Albert Normandin

## A. CATALYST PROJECTS

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

### TOP PRIORITY CATALYST PROJECTS

- Develop the business case for improved BC Ferries services, including information by market and type of traveller. (OBJECTIVE 1)
- Investigate with BC Ferries what conditions would be required to extend the sailing season, and undertake activities to collect information demonstrating those conditions have been met. (OBJECTIVE 3)
- Develop the shuttle service business case, including: an assessment of what options exists now; case studies of tourism shuttle services that have been introduced within BC (examples include Tofino/Ucluelet, Kelowna, Kootenays); and, identification of future options. (OBJECTIVE 5)
- Document the private tour bus business opportunity and begin discussions with potential tour operators (e.g., West Coast Sightseeing, Landsea Tours). (OBJECTIVE 7)
- Document the car rental agency or car co-op at ferry terminals business opportunity and begin discussions with potential car rental agencies. (OBJECTIVE 8)
- Document the business opportunity and begin discussions with local governments to define local policies and activate ride-sharing (e.g., Uber business licenses or another similar model). (OBJECTIVE 9)
- Develop a labour market strategy for the Sunshine Coast based on customizing the British Columbia Tourism Labour Market Strategy to the unique needs of the coast. (OBJECTIVE 18)
- Implement the Destination BC Remarkable Experiences Program on the Sunshine Coast. (OBJECTIVE 45)
- Develop a visitor services plan. (OBJECTIVE 62)

**These actions were also identified as immediate priorities for implementation:**

- Secure a tourism representation position on the BC Ferry Advisory Committees. (Objective 2)
- Create a BC Ferries representation position on the Sunshine Coast Tourism Board of Directors. (Objective 2)
- Develop an annual process to discuss parking requirements prior to peak summer season beginning. (Objective 15)
- Conduct an industry survey to determine the scope of the workforce housing issue for the tourism industry. (Objective 21)
- Continue to fund, resource, support and govern Sunshine Coast Tourism as a destination marketing and management organization. (Objective 23)
- Support efforts by TIABC and Adventure Tourism operators to improve government processes [with regards to time/process to secure tenure, permits and development approvals]. (Objective 27)
- Work with BC Parks to identify opportunities to expand the number of campsites on the Sunshine Coast and extend the opening seasonality of existing campgrounds. (Objective 54)

## B. PROVINCIAL AND REGIONAL PRIORITIES

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

This Sunshine Coast Destination Development Strategy, together with the other 19 strategies from around the

province, will then inform the creation of a single Provincial Destination Development Strategy.

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

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

| OBJECTIVES  | PRIORITY |
|---|----------|
| <b>THEME 1: Improve Transportation To, From, and Within the Sunshine Coast</b>  |          |
| <b>1</b> Work as a coordinated, regional basis to advocate for better fundamental BC Ferries service, including reliable service, improved frequency, increased capacity, and fair costs. | 1        |
| <b>11</b> Continue to work with TRAN to pave cycling lanes on Highway 101.  | 2        |
| <b>14</b> Maintain road access to natural amenities, backcountry, and alpine experiences.   | 2        |
| <b>THEME 2: Attract, Retain and Train Skilled Workers, and Provide Job Growth</b>   |          |
| <b>18</b> Develop a Sunshine Coast labour market strategy to address recruitment, retention, and training (as part of provincial efforts).  | 2        |
| <b>THEME 3: Enable Tourism Business Success and Viability</b>   |          |
| <b>24</b> Improve local government and residents understanding of the value of tourism and support tourism. (related to Objective 24 and supporting other actions)                        | 2        |
| <b>27</b> Improve time/process to secure tenure, permits, and development approvals.  | 2        |
| <b>29</b> Enhance support to increase the number of market ready and export ready businesses.   | 2        |
| <b>THEME 4: Manage the Destination Collaboratively</b>  |          |
| <b>35</b> Encourage BC Parks to complete parks management plans to ensure responsible tourism development is articulated and incorporated in planning efforts.                            | 2        |
| <b>38</b> Improve agriculture land use zoning for agritourism.  | 1        |
| <b>40</b> Ensure tourism doesn't negatively impact wildlife or incur displacement.  | 2        |
| <b>THEME 5: Implement Product Development and Experience Enhancement that Cultivate a Unique Sense of Place</b>   |          |
| <b>46</b> Support the increase in Indigenous tourism businesses and Indigenous Cultural Tourism products.   | 2        |
| <b>47</b> Work with Ministry of Agriculture to change Provincial agricultural policies to enable breweries to operate under the same land use guidelines as wineries.                     | 2        |
| <b>54</b> Extend the open season of BC Parks campgrounds.   | 2        |

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

| OBJECTIVES   |   | PRIORITY |
|--|---|----------|
| THEME 1: Improve Transportation To, From, and Within the Sunshine Coast                                  |   |          |
| <b>1</b>   | Work as a coordinated, regional basis to advocate for better fundamental BC Ferries service, including reliable service, improved frequency, increased capacity, and fair costs.            | 1        |
| <b>10</b>  | Ensure support by local governments, harbours, and marinas for providing passenger ferry service to the Sunshine Coast.   | 2        |
| <b>17</b>  | Monitor and engage in the Fixed Link Route assessment and process in order to adjust tourism planning if required, and to ensure tourism's needs are considered in transportation planning. | 2        |
| THEME 2: Attract, Retain and Train Skilled Workers, and Provide Job Growth                               |   |          |
| <b>18</b>  | Develop a Sunshine Coast labour market strategy to address recruitment, retention, and training as part of provincial efforts).   | 2        |
| THEME 3: Enable Tourism Business Success and Viability   |   |          |
| <b>24</b>  | Improve local government and residents understanding of the value of tourism and support tourism. (related to Objective 24 and supporting other actions)                                    | 2        |
| <b>27</b>  | Improve time/process to secure tenure, permits, and development approvals.  | 2        |
| <b>29</b>  | Enhance support to increase the number of market ready and export ready businesses.   | 2        |
| THEME 5: Implement Product Development and Experience Enhancement that Cultivate a Unique Sense of Place |   |          |
| <b>46</b>  | Support the increase in Indigenous tourism businesses and Indigenous Cultural Tourism products.   | 2        |
| <b>53</b>  | Work with the BC Marine Trails on the goal of expanding marine-based recreational opportunities.  | 2        |
| <b>54</b>  | Manage the growth and development of tourism amid natural places, ensuring a balance of protection, education, and experience.  | 2        |



## C. FUNDING PROGRAMS

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

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

Contact Destination BC for a copy of this information sheet.

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

### Funding options also include:

- \$10 million in new funding for Island Coastal Economic Trust, which provides funding assistance and supports regional economic collaboration for central and north Vancouver Island and the Sunshine Coast.
- Continuation of the annual \$25 million in funding for the Rural Dividend Program, to 2019/20.
- \$40 million in additional funding for the Connecting British Columbia

program, which extends high-speed internet access to rural and remote communities.

- 2017 TAC ministerial mandate letter includes to “Double the Province’s investment in the B.C. Arts Council over four years.” Once established, this will have positive impacts for communities across the province with increased opportunities to engage in the arts.
- 2017 TAC ministerial mandate letter includes to “Establish an arts infrastructure fund to help provide space for B.C. artists.” Once established, the new infrastructure fund should improve and increase art spaces across the province.
- 2017 TAC ministerial mandate letter includes to “Work with the Minister of Municipal Affairs and Housing to develop a community capital infrastructure fund to upgrade and build sports facilities, playgrounds, local community centres, and arts and culture spaces.” Once established, there may be opportunities to support sport tourism and arts and culture development across the province.

10

# MEASURING AND MONITORING SUCCESS

ULTIMATELY, THE OVERALL OBJECTIVE OF THIS DESTINATION DEVELOPMENT STRATEGY IS TO HELP GUIDE THE GROWTH OF THE SUNSHINE COAST'S TOURISM SECTOR IN AN ECONOMICALLY, SOCIALLY AND ENVIRONMENTALLY SUSTAINABLE MANNER OVER THE NEXT 10 YEARS.

The following recommended measurements can be used to monitor the success of the tourism industry in the Sunshine Coast, and the implementation of this strategy.

| GOALS  | RECOMMENDED MEASUREMENT   | SOURCE   |
|--|---|--|
| 1. Increase the total contribution of the visitor economy.<br>FOCUS AREA: Increase overnight stays in the shoulder season.   | Growth in MRDT revenues<br>Increase in overnight stays<br>Economic Impact | Ministry of Finance<br>Accommodation Tracking<br>Destination BC's Value of Tourism model) <sup>9</sup> |
| 2. Enhance the overall visitor experience of the Sunshine Coast as a preferred travel destination for key markets.<br>FOCUS AREA: Improve transportation to, from and within the Sunshine Coast. | Net Promoter Score <sup>10</sup><br>Ratings of ease of transportation     | Consumer survey<br>Consumer survey   |
| 3. Strengthen the business climate.<br>FOCUS AREA: Improve the year-round business viability.<br>FOCUS AREA: Increase new product development and experience enhancement efforts.                | Ratings of business climate   | Tourism partners survey — tourism businesses   |
| 4. Strengthen a unified Sunshine Coast tourism industry, working together as a whole.<br>FOCUS AREA: Improve support from local governments and residents.                                       | Ratings of improvements in tourism industry<br>Support for tourism        | Tourism partners survey — all tourism partners<br>Resident survey                                      |

<sup>9</sup>Destination BC's Value of Tourism model: [www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Value-of-Tourism-Model.aspx](http://www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Value-of-Tourism-Model.aspx)

<sup>10</sup>Net Promoter Score calculation: [www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx](http://www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx)

# APPENDIX

## A. APPENDIX 1: OVERVIEW OF PLANNING PROCESS

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

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

### 1. SESSION 1

#### **Kick-off Meeting on July 12, 2016**

a. Introduced the program, engaged tourism partners, and began to gather information that helped in understanding the context of the destination.

### 2. REVIEW OF 46 PLANNING AREA REPORTS, STRATEGIES, AND PLANS

**As well as other information, e.g., websites.  
(See Appendix 5)**

### 3. SESSION 2

#### **Working sessions with representative tourism partners on September 18 (Sechelt) and 19 (Powell River)**

a. Reviewed the operating context and captured participant's input on constraints and opportunities.

### 4. TOURISM PARTNER INTERVIEWS AND SITE VISITS

a. Over 45 interviews were conducted to develop a deeper understanding of the operating context, constraints, and opportunities.

b. Over 30 site visits were conducted to engage front line staff and contribute to the assessment of the destination — understanding first hand what makes the Sunshine Coast a unique and special place to visit, as well as experiencing some of the challenges and opportunities.

## **5. BOATING/MARINE TOURISM**

a. A boating and marine tourism topic-specific discussion was held on October 21, 2016 with six individuals.

## **6. INDUSTRY ENGAGEMENT Survey 1**

a. A broader group of participants were engaged in the process through a survey to validate and provide further input into the constraints and opportunities identified in Session 2. There were 92 survey responses from 415 invites.

## **7. SESSION 3 Vision Creation on November 17 (Roberts Creek) and 18 (Lund)**

a. Reviewed the planning considerations, discussed shared vision and goals, and identified destination development themes.

## **8. INDIGENOUS TOURISM**

a. An Indigenous tourism planning session (November 29) with Tla'amin Management Service and Tla'amin Nation representatives to discuss Indigenous tourism development specifically.

## **9. INDUSTRY ENGAGEMENT Survey 2**

a. A broader group of participants were invited to participate in a survey to validate and provide further input into the vision, goals and development themes that will be identified in Session 3.

## **10. SESSION 4 Working Committee on January 9 and 23, 2017 (Pender Harbour)**

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

b. Participants were invited to provide feedback on the draft strategy and draft strategy.



## B. APPENDIX 2: VISION STORY

Indigenous peoples of the Sunshine Coast welcome visitors with raised hands to the territories of the Tla'amin, Klahoose, shíshálh, and skwxwú7mesh Nations.

The Sunshine Coast is a truly remarkable destination, indoors and outdoors, 12 months of the year.

Altogether we are warm, friendly, welcoming people. We smile and say hello on the street, the beach, and the backcountry. We respect people and value diversity. We love living here. We appreciate our peaceful small towns and rural lifestyle and welcome others to respectfully share in the laid-back pace of our unique place.

We attract visitors who like to discover and understand more about our destination. For these valued guests, we provide educational and experiential attractions that offer a view into how we live every day.

We offer a respected, collective history that is shared with visitors. Our authentic Indigenous culture, traditions and storied places are waiting for you to explore, along with personal glimpses into the richness of our history, roots and living culture. Our settlement history is still evident throughout our communities. We offer a view into the logging, fishing and mining industries that continue to support our coast and who we are as people.

We have colourful, vibrant, coastal communities with authentic and eclectic offerings. Our artistic talents, creative pursuits and passions are on display. Our studios doors are open. Our restaurants are open. Our breweries are open. Our funky shops are open. Come on in. The best way to get to know us is to move from door to door, Langdale to Lund.

We value our wildlife, lush rainforest and wild, natural places that nourish us. We promote stewardship and conservation through education, guides, tours and sustainable operations.

We are outdoors all year round. From winter diving and mountain biking, flowing through to summer boating, kayaking and wildlife viewing. Our dirt and water are your

playgrounds — hike from hut to hut or paddle from creek to cove. We have an abundance of trails in which to lose yourself, and then find yourself anew within another step, another turn of the pedal or another stroke of the paddle.

Day and night, we retreat to warm, comfortable, communal moments of sharing and togetherness. On the Sunshine Coast we appreciate that you want to relax, have a few laughs, maybe make a few friends, maybe celebrate a special occasion, or maybe just forget life's worries.

WE ARE READY FOR VISITORS. WE ARE EASY TO GET TO AND EASY TO GET AROUND IN. THE FERRY AND FLIGHT ARE AN ENJOYABLE PART OF OUR COASTAL EXPERIENCE.

We have the unique and boutique businesses and services to support a memorable night (or four...or more!) in a treasured cabin or campground, or a two-week stay in a high-end resort. We offer the convenience, comfort and services to help visitors enjoy the amenities the Coast has to offer. We share our special places with weddings, meetings and other passion-based events.

We have sufficient investment in infrastructure to ensure our community and visitor needs are taken care of, whether that's water, emergency preparedness or the people and dollars needed to look after our natural assets the way they should be.

As a tourism industry, we are knowledgeable and forward thinking. Local governments, tourism businesses, supporting organizations and residents are all unified around tourism, from Langdale to Lund, working together as a whole Sunshine Coast.



## C. APPENDIX 3: PLANNING CONSIDERATIONS

This section summarizes the planning context and provides the key directions the Sunshine Coast Destination Development Strategy should address.

1. The Sunshine Coast has increasingly become recognized as an attractive destination. Building successfully on the foundational work will require an on-going commitment to working collectively. Over the last few years, Sunshine Coast Tourism has played a leadership role in taking the destination management to the next level in terms of developing a five-year plan, securing support for the MRDT, and engaging in more collaborative marketing and development partnerships with Destination BC and neighbouring DMOs. With the hiring of a new Executive Director and increased funding, the industry is looking to Sunshine Coast Tourism to take an even stronger leadership role, including: developing collaborative tourism efforts on the Coast; developing a strong and sustainable tourism industry that reflects the values and aspirations of the various local communities; and promoting the importance of tourism to the wider business community, local governments and the resident population.

2. There is significant opportunity to fill capacity in the shoulder season and increase the utilization of existing and planned infrastructure and assets. A strong focus on developing the destination in a way that attracts visitation and business between October and May has to be a key priority. Celia Robben of Sunshine Coast Tourism says it well:

“WE HAVE GREAT SUMMERS. BUT IN ORDER FOR OUR TOURISM INDUSTRY TO TRULY PROVIDE YEAR-ROUND EMPLOYMENT AND BE PROFITABLE BUSINESSES, WE’VE GOT TO IMPROVE SPRING AND FALL AND FIND SOMETHING IN WINTER.”

3. Overnight stays are important to ensure any visitor economy is maximizing its potential. The Sunshine Coast offers a range of unique and appealing resorts and independent options. Yet there is a lack of quality accommodations on the coast, in particular in the downtown centres. A focus on improving existing accommodations and attracting new hotels is warranted. Policy work on the integration of short-term rentals into this accommodation pool would help resolve ambiguity.

4. Transportation constraints to and around the Sunshine Coast are considered a major constraint, and the main deterrent, to the ability to grow tourism, particularly in the peak summer season and holiday weekends. Although there are significant initiatives already underway that may offer some relief, e.g., Fixed Link, BC Ferries, Passenger ferry, improved cycling access), most of these require extensive time and resources before they will be able to offer any relief. Although BC Ferries for the most part offers a reliable and sufficient service, significant service delivery flaws, pricing and negative reputation all impact travel to the coastal communities.

5. The potential of a fixed-link solution would be a game changer for the Sunshine Coast. Although the implementation of any option would not occur for a decade (if approved), the plan should include considerations if the destination dynamics were to change that drastically.

6. Cyclists are coming to the area, and yet the highways are not acceptable in terms of safety or a positive visitor experience. There is wide support for cycling as a transportation method and yet the cycling improvements are being made in a patch-work manner. There is an opportunity to plan infrastructure improvements on the highway in a coordinated manner.

7. There are opportunities to improve local government and community support of tourism and tourism businesses. Resident support is an important part of the development of the destination, yet not everyone understands what tourism is, the benefits and the support needed.

## THE DEVELOPMENT OPPORTUNITY OF A FIXED LINK, INCREASED ACCOMMODATIONS, ACCESS TO SERVICES AND OTHER ASPECTS THAT DRIVE INCREMENTAL VISITATIONS NEED TO BE SUPPORTED BY GOVERNMENT AND RESIDENTS, AS WELL AS THE TOURISM INDUSTRY AND TOURISM PARTNERS.

8. The proximity to the Metro Vancouver and Vancouver Island markets, with Vancouver and Whistler as International destinations, provides the Sunshine Coast with tremendous opportunity to attract visitors. In addition, the four climate zones of the Sunshine Coast create a unique destination with the ability to experience multiple outdoor recreation opportunities all year long, in addition to indoor activities. However, the destination needs to overcome multiple hurdles in order to be a true, four-season destination, including: consistent hours of business operation, improved quality of accommodations, strong culinary offerings, and providing attractive year-round activities and services.

9. Due to the diversity of outdoor adventure activities, there are numerous potential issues that could curtail growth in any one area. Potential barriers include land access challenges (tenure to other sectors), government regulatory requirements, budget cuts at BC Parks which impact maintenance, and infrastructure and climate change impacts (e.g., declining snow packs at Dakota Ridge).

10. While growth in the outdoor adventure tourism sector has been strong, the Adventure Travel Trade Association predicts growth will slow over the next decade reaching a plateau in 2020. Key market segments for British Columbia's outdoor adventure products are aging. Physical limitations of aging

participants may require businesses to address potential accessibility concerns. As the population ages, it is predicted the demand for soft adventure activities such as wildlife viewing and walking will grow. It is important for the Sunshine Coast to offer a range of product offerings to ensure interests meet the broad interests and physical limitations of all travellers. As well, there are untapped opportunities to expand upon the foundational work commenced in Powell River in 1985 with the creation of the Province's first wheelchair accessible campsite and trail at Inland Lake: serving the market of persons with mobility challenges is largely unexplored.

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

12. Boating has been identified as a priority sector, yet there are gaps in infrastructure and services that are necessary to fully capitalize on the opportunity of boaters coming from the USA and Metro Vancouver area up the coast. A full strategy should be included in the destination development plan specific to enhancing the visitor experience for boating.

13. The marine environment is a desirable tourism product and there are ample opportunities to connect visitors to marine experiences and grow this product and destination experience sector. In particular, a strong focus on wildlife viewing would capitalize on the current market demands. As an example, can Toba Inlet be the next Great Bear Rainforest? As isolated areas, services would need to be set up. As guides, resorts, and operators from the Vancouver Island, Discovery Islands, and Sunshine Coast areas use marine assets, ongoing cooperation and planning from all three tourism partner groups is warranted.

14. Significant opportunity exists to enhance the Indigenous cultural product and experience. It is widely recognized that the Indigenous tourism development needs to come from the First Nation and Metis communities. There is interest to support Indigenous experiences as part of a destination stay. A parallel planning process with the Indigenous communities and ITBC will help to understand the aspirations, intentions, vision, collaborative, or community by community approach, and how to fit those plans into the larger planning area work.

15. Currently, for both the wedding market and the meetings/convention market, there is a lack of one-stop, turn-key service. Services are disparate, with multiple small operators being required to pull an event together. There is a lack of meeting space for groups over 50-100. There is demand but facilities, accommodations and services do not exist. The George Hotel will provide some relief but it is believed further demand can support additional meeting, conference and small group space.

16. Existing festivals and events are at capacity, in terms of footprint, resources and volunteer capacity. And yet there is significant potential to enhance the year-round visitation from festivals and events, and support the strengths of the destination as well as residents value of life. Efforts to find resources to enable the continued support of this attractive aspect to life on the coast needs to be addressed.

17. The Sunshine Coast has demonstrated that arts and culture are tourism draws and offer potential for further growth. Existing events can be expanded, and there is room to create an even stronger creative economy. Creative tourism is a growing trend and visitors are increasingly seeking authentic opportunities to develop new skills and expand existing skills. The Sunshine Coast can gain leverage from the international recognition that the West Coast has for arts and crafts. This includes elevating the status of Indigenous artists, including artist in residence programs with associated demonstrations and workshops.

18. The destination is beginning to build a reputation for local foods and culinary tourism, which aligns to the growing consumer interest in food experiences. Culinary developments should be directed towards continue to offer and enhance year-round local, sustainable food experiences that benefit visitors as well as residents.

19. There is potential for developing heritage-related experiences to support longer stays on the coast. Moving forward with the development of heritage tourism will require: developing an inventory of existing sites, structures and related assets; identifying key themes and opportunities that will enrich the visitor experience through interpretation, improved access, restoration or other forms of product development; and, preparing project briefs that can move forward as funding becomes available. Actions should be in consultation with the heritage preservation community i.e. the Museums, Townsite Heritage, Gibsons Heritage, Forestry representation, Texada Arts, Culture and Tourism, etc.

20. While not the top constraint to tourism development, there are significant human resource challenges that need to be addressed, including staff skillsets and training that are all critical elements to business success and the visitor experience. Sunshine Coast Tourism can promote greater awareness of its importance and can assist in building appropriate skills and understanding. go2HR can be a valuable resource to assist in HR related plans and strategies.

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

22. The four visitor services offerings on the Coast all operate independently with no shared strategy for visitor services to the area. There are opportunities to amalgamate the visitor centres under one system, and enhance visitor services that connect the visitor from upper to lower Sunshine Coast.

23. There is a strong need to understand the acutely sensitive environmental areas on the Sunshine Coast and ensure the destination is managed for responsible, sustainable tourism growth, or no growth if indicated. Examples include Savary Island, Thormanby Islands, First Nation lands and other environmentally and archaeologically sensitive areas.

24. It is expected that conflicts between tourism and forestry will increase in the coming years as logging may have direct impacts on the recreation and viewscape values of tourism. The upcoming Forestry Stewardship Plans provides an opportunity for the tourism industry to voice their needs and desires, as well as an opportunity to establish new systems and relationships for ongoing conflict mitigation.

25. Nature-based recreation and tourism are playing an increasingly important part in the Sunshine Coast visitor economy, as well as providing value for current and potential residents. Yet resources are scarce for the ongoing maintenance of existing recreation assets, not to mention new development. Also, with multiple tourism partners being involved (including local municipalities, regional districts, provincial agencies, First Nation, forestry and other industry private companies, and not for profit organizations) it can be time consuming and inefficient to gain access to the land or determine who will pay for improvements that benefit tourism.

26. Lack of sufficient business support is considered a significant constraint to tourism growth. Business support includes handholding through processes and approvals, mentoring, business plan and grant assistance, etc. This includes a need of understanding of the value of tourism to assist with investment and attraction climate and increase importance of sector in all levels on the Coast. Opportunities exist to streamline government process, especially with overlapping organizations.

27. As identified in the 2012 Sunshine Coast Tourism Plan, although Sunshine Coast Tourism's organizational structure includes the Upper and Lower Sunshine Coast, "its co-existence with Tourism Powell River creates an element of complexity that may be undermining the effectiveness of

both organizations. Tourism partners in the Upper Coast are in essence working with two destination marketing organizations. This not only creates potential duplication of effort, but it is likely to have implications on how business operators choose to spend limited marketing resources and can cause tourism partners confusion with regard to perceived roles of the two organizations. Similarly, from an internal perspective, the sharing of staff time in a situation where there are two distinct marketing mandates has the potential for some degree of conflict and blurring of responsibilities." With the implementation of the MRDT in August, 2016, a new era of collaboration has been launched, along with defining a new working relationship between the organizations which will be reflected in a revised MOU by the end of 2017.

## D. APPENDIX 4: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

| OBJECTIVES   | PRIORITY |
|--|----------|
| Priority 1   |          |
| 1 Work as a coordinated, regional base to advocate for better fundamental BC Ferries service, including reliable service, improved frequency, increased capacity and fair costs.                                   | 1        |
| 2 Improve relations and collaboration with BC Ferries and the Sunshine Coast tourism industry, as represented by Sunshine Coast Tourism.   | 1        |
| 3 Change the BC Ferries policy to extend the sailings of two boats on the Horseshoe Bay to Langdale route earlier in June and later in September.  | 1        |
| 4 Enhance the BC Ferries experience to balance the needs of residents with ferry capacity utilized by tourism growth.  | 1        |
| 5 Develop a plan to determine the necessity and feasibility of a new shuttle service to provide transportation services to/from transportation access points, accommodations, communities, trails and waterfronts. | 1        |
| 7 Secure private tour operators that can act as transportation alternatives and facilitate connections to the Sunshine Coast experiences.  | 1        |
| 8 Attract a car rental agency and/or car co-op at ferry terminals.   | 1        |
| 9 Support a policy decision to approve ride-sharing activation on the Sunshine Coast.  | 1        |
| 15 Improve parking capacity within communities for larger vehicles, e.g., RVs, tour buses, shuttles.   | 1        |
| 23 Ensure continued leadership from Sunshine Coast Tourism to manage the destination and actions to ensure the long-term sustainability of tourism in the region.  | 1        |
| 36 Facilitate better communication between tourism and other active industries on the Sunshine Coast.  | 1        |
| 45 Encourage all tourism businesses to elevate their visitor experience to provide immersive, authentic and experiential tourism products that meet visitor demands.   | 1        |

| OBJECTIVES   | PRIORITY |
|--|----------|
| Priority 2   |          |
| 6 Acquire an event bus that can be used for multiple festivals and events.   | 2        |
| 10 Ensure support by local governments, harbours and marinas for providing passenger ferry service to the Sunshine Coast.  | 2        |
| 11 Continue to work with TRAN to pave cycling lanes on Highway 101.  | 2        |
| 12 Continue to support existing and future floatplane services as a unique part of the Sunshine Coast visitor experience.  | 2        |
| 13 Support the continued implementation of electric vehicle charging stations.   | 2        |
| 14 Maintain road access to natural amenities, backcountry and alpine experiences.  | 2        |
| 16 Increase the availability of bicycle rentals.   | 2        |
| 17 Monitor and engage in the Fixed Link Route assessment and process in order to adjust tourism planning if required, and to ensure tourism's needs are considered in transportation planning. | 2        |
| 18 Develop a Sunshine Coast labour market strategy to address recruitment, retention and training.   | 2        |
| 19 Improve customer service skills of frontline staff.   | 2        |
| 20 Ensure tourism training programs are available locally on the Sunshine Coast.   | 2        |
| 21 Ensure adequate workforce housing.  | 2        |
| 22 Harvest resident pride of place and engage residents as tourism ambassadors and volunteers.   | 2        |
| 24 Increase awareness of the value of tourism on the Sunshine Coast and provincially.  | 2        |
| 25 Develop robust data and intelligence to measure and monitor tourism performance on the Sunshine Coast.  |          |
| 26 Provide training and support to increase the capacity of business owners/operators for product packaging and new experience development initiatives.  | 2        |
| 27 Improve time/process to secure tenure, permits and development approvals.   | 2        |
| 28 Improve ability for tourism-related non-profit organizations to access affordable general liability insurance for festival and events.  | 2        |
| 29 Enhance support to increase the number and percentage of market ready and export ready businesses.  | 2        |
| 30 Ensure tourism partners participate in the creation of, and tourism interests are articulated in, Official Community Plans.   | 2        |
| 31 Provide tourism businesses with access to Chinese culture training and translators.   | 2        |
| 32 Provide outreach, a warm welcome and mentoring for new business owners.   | 2        |
| 33 Encourage tourism partners to support local businesses to extend the local visitor economy and generate community support for tourism.  | 2        |
| 34 Improve coordination of tourism initiatives between organizations and governments on the Sunshine Coast.  | 2        |
| 35 Ensure tourism activities support environmental protection and do not negatively contribute to environmental degradation.   | 2        |
| 37 Maintain trails, parks and other natural assets to the highest standard.  | 2        |
| 38 Improve agriculture land use zoning for agritourism.  | 2        |



| OBJECTIVES   | PRIORITY |
|--|----------|
| 39 Address impacts of climate change.  | 2        |
| 40 Ensure tourism doesn't negatively impact or incur wildlife displacement.  | 2        |
| 41 Celebrate and showcase archeological sites and heritage of the Sunshine Coast.  | 2        |
| 42 Support the heritage stewardship plan for Townsite.   | 2        |
| 43 Manage tourism growth on the Sunshine Coast, ensuring positive visitor experiences are balanced with community capacity and protection of natural places.             | 2        |
| 44 Incorporate visitor considerations into Emergency Preparedness Planning.  | 2        |
| 46 Support the increase in Indigenous tourism businesses and Indigenous Cultural Tourism products.   | 2        |
| 47 Improve the number and diversity of dining options and sustainable culinary experiences.  | 2        |
| 48 Cultivate Arts, Culture, Festivals & Events that are unique to the Sunshine Coast, display artistic talents and creative pursuits, and support year-round visitation. | 2        |
| 49 Enhance the road trip, touring experience for drivers, cyclists, and motorcyclists along Highway 101.   | 2        |
| 50 Enhance the product and visitor experience for the boating/marinas sector to ensure both land-based and boating markets can utilize land and boating experiences.     | 2        |
| 51 Continue to develop hiking trails as a core coastal experience.   | 2        |
| 52 Develop the Sunshine Coast mountain biking experience as a must-do, BC bucket-list item.  | 2        |
| 53 Support the BC Marine Trails extension of the Trans Canada Trail.   | 2        |
| 54 Manage the growth and development of tourism amid natural places, ensuring a balance of protection, education, and experience.  | 2        |
| 55 Continue to manage and develop community-based sport tourism facilities.  | 2        |
| 56 Support the growth of health & wellness tourism development.  | 2        |
| 57 Increase enrichment and learning related tourism product offerings that provide a critical mass of group visitation.  | 2        |
| 58 Attract investment for building unique spaces to attract mid-sized meetings and retreats.   | 2        |
| 59 Explore cannabis tourism (legalization required).   | 2        |
| 60 Improve the diversity and quality of the accommodation offerings on the Sunshine Coast.   | 2        |
| 61 Improve the consistency of businesses hours of operation for visitors.  | 2        |
| 62 Develop a collaborative strategy for visitor services throughout the Sunshine Coast.  | 2        |
| 63 Improve the vibrancy of downtown centres and waterfronts.   | 2        |
| 64 Encourage rental businesses to create new visitor activities and support transportation needs within the destination, (e.g., bikes, cars, boats).                     | 2        |
| 65 Enhance infrastructure for sharing the culture and heritage of the Sunshine Coast through improved public gallery and museum spaces.                                  | 2        |
| 66 Ensure adequate numbers of well-maintained and accessible public washrooms are available for visitor use.   | 2        |

## E. APPENDIX 5: ALIGNMENT DETAILS – PLANS REVIEWED

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

1. 2007 Sunshine Coast Visitor Study Findings, 2009
2. 2015 Annual Report, Sunshine Coast Regional District, 2015
3. A Regional Sustainability Plan for the Sunshine Coast from Port Mellon to Egmont, 2012
4. BC Ferries Business Plan, 2015-2016
5. British Columbia Ferry Services Inc. Capital Plan Fiscal Years 2015 through 2026
6. The British Columbia Tourism Labour Market Strategy, 2012
7. Canada's Federal Tourism Strategy, Welcoming the World,
8. Capilano University Sunshine Coast Campus Relaunch, 2015-2020
9. City of Powell River Sustainable Official Community Plan, 2014
10. Destination Development Strategy: Review of Legislation and Policies, 2016
11. Economic Impact Assessment of Proposed Sino Bright School (SBS) Campus in Powell River, 2015
12. Gaining the Edge, Provincial Government, 2015-2018
13. Gibsons Official Community Plan, 2015
14. Heritage BC Strategic Plan 2016-18
15. Hiking Tourism Master Plan, Vancouver Island and Coast Region, 2016
16. ICET Annual Report, 2016
17. Canada – British Columbia Marine Protected Area Network Strategy, 2014
18. Marketing Canada in an Ever-Changing World, Destination Canada Corporate Plan, 2015-2019
19. Pender Harbour Dock Management Plan, 2015
20. Powell River Arts & Culture Initiative, 2012
21. Powell River Economic Development Strategy, 2015
22. Powell River Integrated Community Sustainability Plan, 2015
23. Powell River Official Community Plan, 2014
24. Powell River Profile, Site Selector Database, 2014
25. Powell River Regional District Strategic Plan, Action Planning Report, 2015-2018
26. Powell River Regional District Regional District Parks and Greenspace Plan, 2010
27. Powell River Sport Recreation Tourism Strategy, 2012
28. Powell River Vital Signs, 2015
29. Provincial Government Engagement & Alignment Consultation Report, 2016
30. Sechelt Coast Official Community Plan, 2010
31. Shíshálh Government-To-Government Agreement, 2015
32. Shíshálh Reconciliation Agreement, 2016
33. Sunshine Coast Agricultural Area Plan, 2015
34. Sunshine Coast Regional District 2015-2018 Strategic Plan
35. Sunshine Coast Regional District Annual Report, 2014
36. Sunshine Coast Regional Economic Development Charter, 2015
37. Sunshine Coast Tourism Plan Update Report, January 2012
38. Sunshine Coast Tourism Strategic Business Plan, 2015-2019
39. Sunshine Coast Trails Strategy
40. Sunshine Coasts Vital Signs, 2014
41. Sustainability Case Studies in the Sunshine Coast, 2014
42. Tla'amin Treaty Agreement, 2014
43. Tourism HR Strategic Plan, 2015-2018
44. Vancouver Island Coast Regional Agriculture Framework for Action
45. Xay Temixw (Sacred Land) Land Use Plan, May 2001
46. We Envision One Coast: Together in Nature, Culture and Community, 2012

