

SUNSHINE COAST

# DESTINATION DEVELOPMENT STRATEGY



DESTINATION  
BRITISH COLUMBIA®



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FRONT COVER PHOTO: TIN HAT MOUNTAIN, Andrew Strain

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## MAY 2022 UPDATE

This Sunshine Coast Destination Development Strategy was developed in 2016–2017 by tourism partners on the Sunshine Coast (“planning area”), through support from Sunshine Coast Tourism, Destination British Columbia, Indigenous Tourism BC and the Ministry of Tourism, Art, Culture and Sport. Since the launch of the strategy, tourism partners in the planning area have been working on a number of initiatives and objectives identified in this strategy. In recognition of our commitment to lasting and meaningful reconciliation, the United Nations Declaration on the Rights of Indigenous Peoples, and the passing of the Declaration on the Rights of Indigenous Peoples Act into law, the tourism partners support and understand the importance of ensuring the Indigenous voice is represented in this strategy and are working together to review and update the document, its content and the language being used.

# 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 qathet 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 encompasses the territories of the skwxwú7mesh Nation, shísháhlh Nation, Tla'amin Nation, Klahoose Nation, K'ómoks Nation and Homalco Nation, the qathet and Sunshine Coast Regional Districts, and the three municipal communities of the Town of Gibsons, District of Sechelt, and City of Powell River.

The natural resources industry has long been and continues to be a prominent and thriving part of the Sunshine Coast economy, including forestry, mining, and fisheries. In recent years, tourism, recreation opportunities, and an influx

of retirees have begun to diversify the local economy. 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, swiwelat (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.

## B. DISTINCTIVE DIRECTION FOR THE SUNSHINE COAST

The following experiences have been identified as having the most potential for support or 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 swiwelat (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
- Culinary

Tourism partners identified the following vision for the Sunshine Coast as a destination in a 10-year horizon:

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

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 support and focus 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

MALASPINA PENINSULA  
Photo: Andrew Strain

# FOREWORD AND ACKNOWLEDGEMENTS

**FOREWORD** This Destination Development Strategy is the result of a 12-month, iterative process of gathering, synthesizing, and validating information with partners 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. The participation of our partners throughout the process was invaluable, but it is important to note that no endorsement of this strategy or any action listed within was obtained.

## 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 territories we are planning this work, including Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation.

In recognition of our commitment to lasting and meaningful reconciliation, the United Nations Declaration on the Rights of Indigenous Peoples, and the passing of the Declaration on the Rights of Indigenous Peoples Act into law, the tourism partners support and understand the importance of respecting Indigenous Title and Rights and ensuring Indigenous voices are represented in this strategy. We are actively engaging with First Nations to review and update this document, its content, and language to better reflect this commitment.

Special thanks are offered to members of the working group, representing a variety of tourism businesses, local government, non-profit and volunteer organizations from along the Sunshine Coast:

- Ann Nelson
- Brian Jones
- Celia Robben
- Cheryl MacKinnon
- Emanuel Machado
- Jack Barr
- Leah McNeil
- Linda Williams
- Michael McLaughlin
- Michelle Zutz
- Paul Kamon
- Russell Brewer
- Scott Randolph
- Shawna Leung

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

**DEMAND**

MOTIVATING  
INTEREST /  
PREFERENCE



**SUPPLY**

CREATING  
A COMPELLING  
VISITOR  
EXPERIENCE



**RESULT**

INCREASED  
ECONOMIC  
SOCIAL  
+ CULTURAL  
BENEFITS

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, while understanding and respecting the carrying capacity of the area and ecosystems.
- 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, inter-community and inter-governmental.
- \* Fosters dialogue and engagement with First Nations at every stage of implementation.

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 First Nations, 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 in a way that respects Aboriginal Title and Rights through ongoing engagement with First Nations.
- Policies that establish and maintain opportunities and reduce barriers.
- The investment enhancement framework.
- Products and experiences matched to consumer interests, including infrastructure and amenities (which are often public in nature and used by residents as well as visitors).
- Visitor servicing programs that 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 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 partner 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: ch'atlich (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>• ch'atlich (Sechelt)</li> </ul> Interviews and Industry Survey #1	September, 2016
Second in-community consultation in two locations: <ul style="list-style-type: none"> <li>• xwesam (Roberts Creek)</li> <li>• Lund</li> </ul> Interviews and Industry Survey #2	November, 2016
Indigenous tourism planning session in with the Tla'amin Nation in Lund	November, 2016
Draft Situation Analysis	October – December, 2016
Priority setting and preliminary findings with the Working Committee Two workshops in kalpilin – Pender Harbour	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

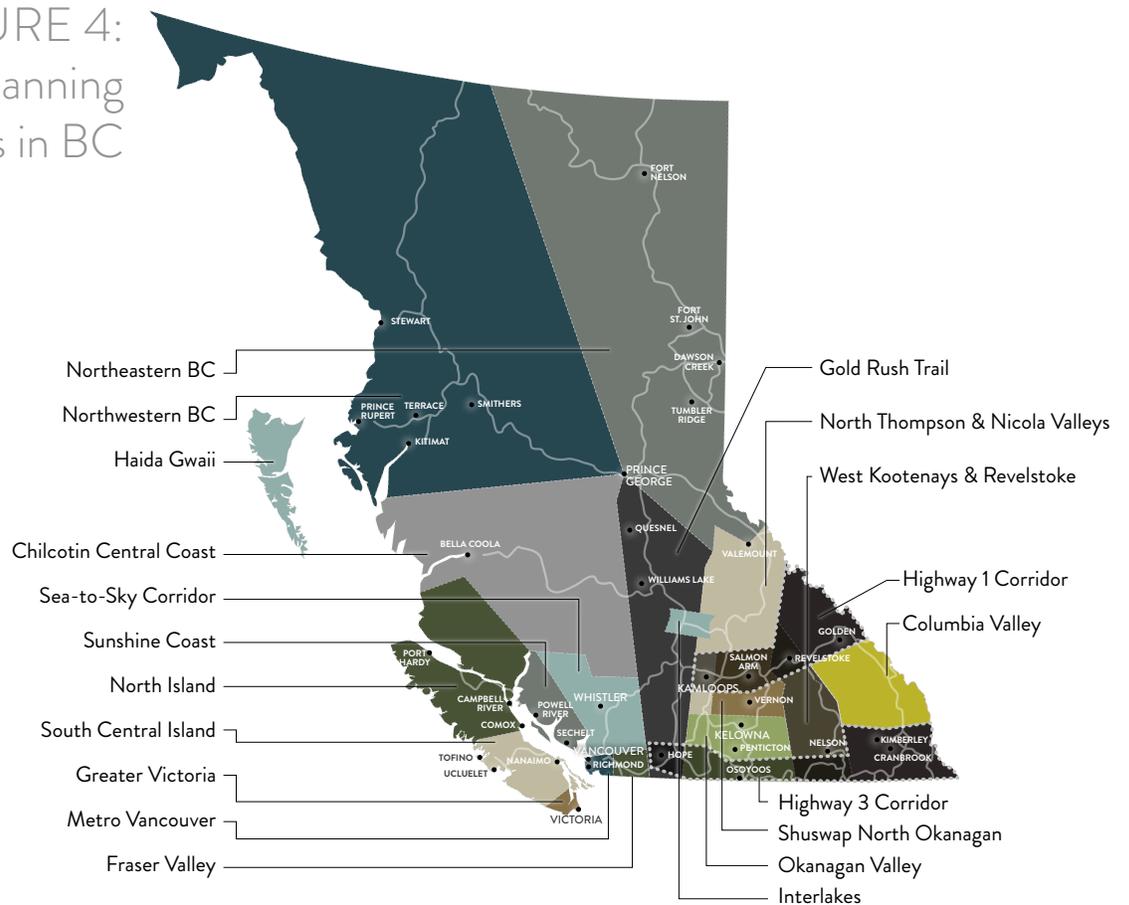
# ALIGNMENT

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



A scenic photograph of a rocky coastline. In the foreground, a white boat with a blue stripe is docked at a wooden pier. Several people are standing on a grassy, rocky outcrop in the middle ground. The background shows a calm body of water and a hazy, mountainous landscape under a clear sky. The overall tone is peaceful and natural.

4

# SUCCESS NETWORK

HARMONY ISLANDS  
Photo: Albert Normandin

“Success networks” represent businesses, governments, and non-profit organizations whose support is critical to achieving the successful implementation of proposed objectives and actions.

Successful destination development implementation recognizes that “we all have a role to play”. The recommendations of this Destination Development Strategy are intended to lay a foundation for continuing dialogue and engagement at the local, regional, and provincial level regarding its implementation.

Organizations identified within each tactical success network will be able to review the potential for growing tourism, by leading, or supporting implementation, and action. Formal commitment or endorsement was not sought through the strategy planning process, and engagement with and obtaining support from the parties identified in the success networks will be a critical component of the strategy implementation process. This strategy is intended to inform

conversations that may lead to future investments and actions, or that will contribute to growing this planning area’s and British Columbia’s visitor economy.

It is important to note that the development opportunities are not mutually exclusive.

The parties and individuals who participated in the planning process, demonstrated a desire to work together throughout the community consultations. The complexity of the tourism opportunity is understood in the Sunshine Coast destination.



Working to build collaborative partnerships and foster engagement both within and outside the tourism sector is essential to realizing the potential as a destination. This strategy is intended to inform actions for the future, which over time may be embedded in local, regional, and provincial decision making.

The result will be an integrated system of priorities that will improve development decisions, drive greater tourism revenues, and realize benefits for businesses and communities on the Sunshine Coast, including First Nations. All this will contribute to a thriving, vibrant, and growing economy.

Joint strategy ownership among all planning area tourism partners is a critical component of this program's success.

Through the planning process, participating tourism partners have identified a suggested success network

of businesses, governments, and non-profit organizations whose support and engagement are key to moving actions within each objective forward. However, during implementation, leads and involved parties would need to be verified. In many instances, executing on an initiative may require sharing responsibilities and entities listed will be responsible to lead their own areas.

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

FIGURE 6:

Parties who participated in the strategy planning process, identified that engagement with and support from the following organizations would be foundational to success:

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> <li>• Homalco Nation</li> <li>• K’ómoks 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>• qathet 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>



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 territories of the skwxwú7mesh Nation, shíshálh Nation, Tla'amin Nation, Klahoose Nation, K'ómoks Nation and Homalco Nation, includes the Sunshine Coast and qathet Regional Districts, as well as 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. Spiiyus Park
5. Smuggler Cove Marine Park
6. Mount Richardson Park
7. Tetrahedron Park
8. Halkett Bay Marine Park



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The Sunshine Coast is accessible by ferry (vehicle, motor coach, and walk-on service) airplane, and floatplane. There are visitor centres in Gibsons, ch'atlich (Sechelt), Powell River, and kalpilin (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 encompasses the territories of the skwxwú7mesh Nation, shísháhlh Nation, Tla'amin Nation, Klahoose Nation, K'ómoks Nation, and Homalco Nation. There are three municipal communities: the Town of Gibsons, the District of Sechelt, and the City of Powell River. Along the coast smaller communities include xwesam (Roberts Creek), Davis Bay (included in District of Sechelt), xwilkway (Halfmoon Bay), kalpilin (Pender Harbour, which encompasses skelh (Earl's Cove), salalus (Madeira Park) and Garden Bay), skwelawt (Egmont), and Lund.

## C. DESCRIPTION OF ECONOMY BASE

Sunshine Coast communities rely heavily on the forest industry, both historically and presently, with other resource-based sectors playing a critical role as well. The natural resources industry has long been and continues to be a prominent and thriving part of the Sunshine Coast economy, including forestry, mining, and fisheries. Tourism, recreation opportunities, and retirement have begun to diversify the local economy to include more retail, arts and culture, and tech.

## D. OVERVIEW OF TOURISM PERFORMANCE

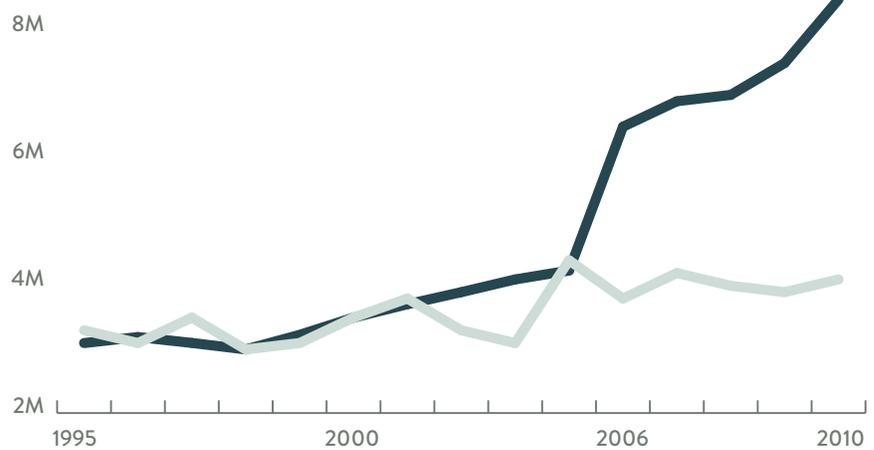
There are few indicators available to measure performance of the tourism industry at a local level; in 2007, it was estimated that \$77.6 million was spent by travellers within the region.

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.



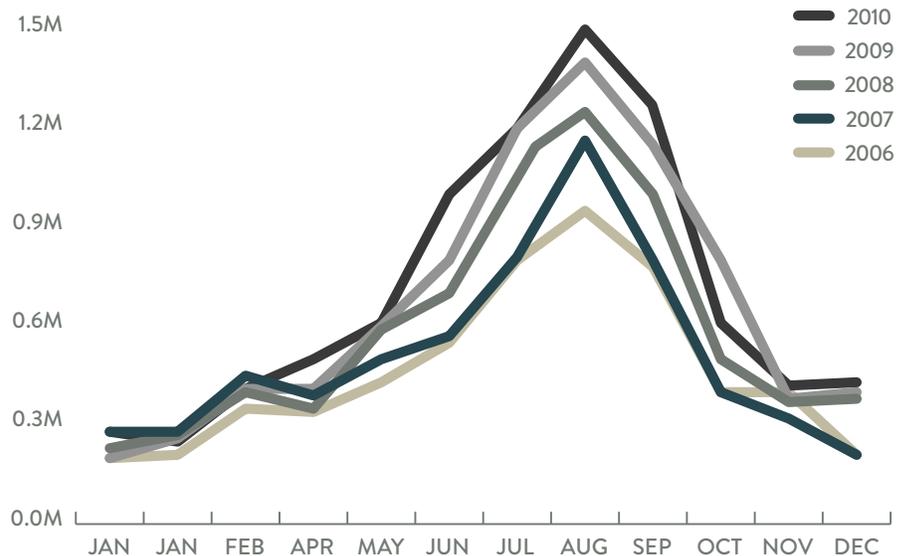
Source: Sunshine Coast Tourism Strategic Plan 2015-2019; BC Stats

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).



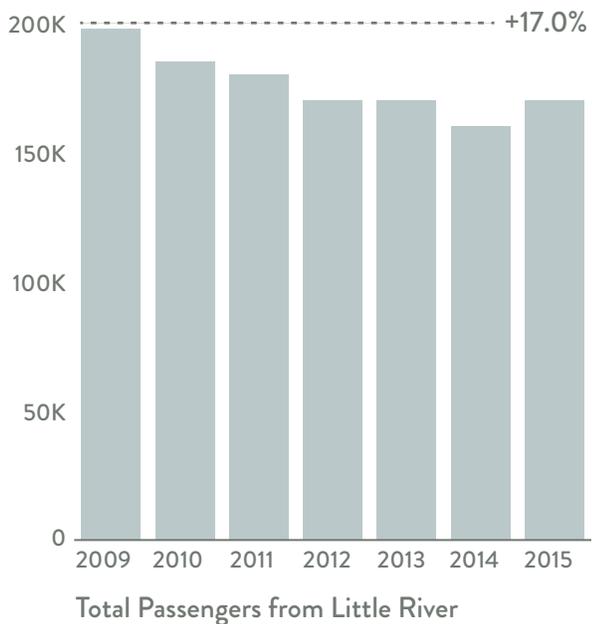
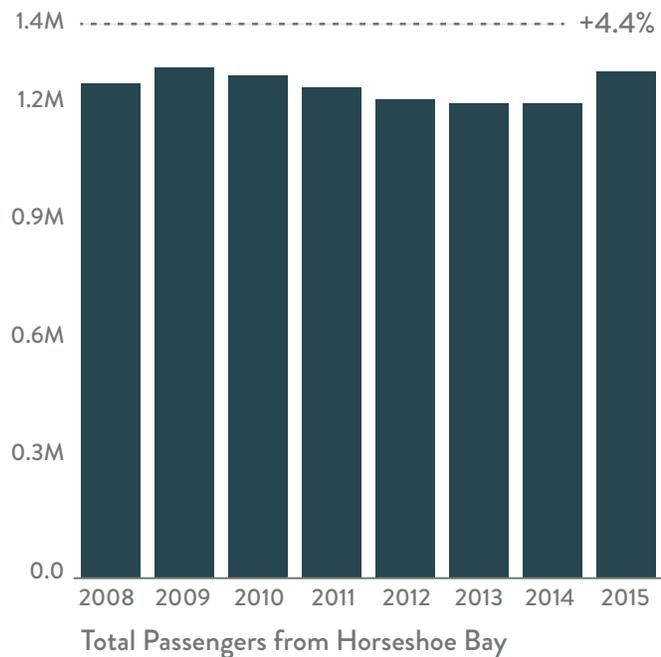
Source: Sunshine Coast Tourism Strategic Plan 2015-2019; BC Stats

## 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.

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



Source: BC Ferries

FIGURE 10:  
Visitor Characteristics  
– Visitor Centre  
Parties, Market Origin  
2015

## E. KEY VISITOR MARKETS

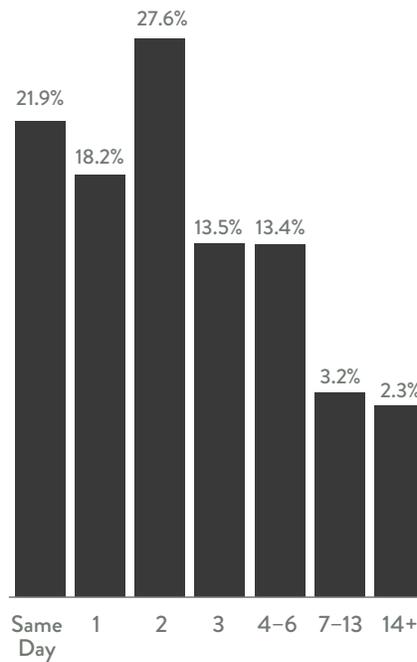
The Sunshine Coast's largest visitor base is the BC resident with primary focus on the close-in markets of the Lower Mainland and Vancouver Island (Figure 10). The second key geographic

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	CH'ATLICH (SECHELT)	GIBSONS
BC	55%	89% (41% local)	75% (49% local)	83% (55% local)	77% (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, ch'atlich (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, ch'atlich (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 ch'atlich (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 ch'atlich (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 (e.g. fine arts, performance arts)	HIKING	KAYAKING/ PADDLING	BOATING	DIVING
FAMILY CABINS/ RESORTS	MOUNTAIN BIKING	WRITING (e.g. Sunshine Coast Writers Festival)	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

- Increasing awareness
- Air and sea access
- Strong artisan culture
- Nature-based and marine-based tourism
- Committed volunteers
- Accessible activities (for mobility challenges)
- Product assets with potential to expand
- Growth in agri-tourism
- Education markets
- Variety of economic development and funding organizations

KEY CHALLENGES

- Transportation barriers to, from and within
- Dependency on summer season
- Service levels and quality experiences
- Lack of meeting and accommodation space
- Lack of guided activities
- Downtown vibrancy
- Year-round staff constraints, including skillsets, housing, transportation
- Local support for tourism

KEY OPPORTUNITIES

- Enhance transportation experience, including BC Ferries service
- Recruiting, retaining, and training staff
- Develop/enhance product experiences
- Indigenous tourism
- Strengthen support for tourism development
- Enhance quality of service and visitor amenities
- Cooperative tourism management



## 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 six distinct First Nations who each maintain a strong connection to their lands and waters, and continue to practice their unique cultures, languages, laws and traditions.
  - 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, swiwelat (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 EXPERIENCES

The following experiences have been identified as having the most potential for support or 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, swiwelat (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
- Culinary



6

# A DISTINCTIVE DIRECTION

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.

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 options 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 respect and maintain the Title and Rights of Tla'amin Nation, Klahoose Nation, shishalh Nation, skwxwú7mesh Nation, K'ómoks Nation, and Homalco Nation, and honour agreements with First Nations such as treaties, foundation agreements, and relationship agreements.
- 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.
- Growth must be managed, step-by-step, building on what we have now and leveraging our existing infrastructure.
- Growth must elevate the Sunshine Coast as a preferred destination, 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.

## 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 should attempt to have sufficient activities for each of the nine motivating experiences that will motivate travel to the Sunshine Coast.

**The nine specific motivating 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 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 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 Indigenous tourism experiences need to originate from local 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 (e.g., wildlife viewing and other outdoor experiences)</b>	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. While the themes are not ranked in order of priority, it is recognized that a collaborative management of the destination (theme #4) is an essential component of all the actions identified in this strategy, and a requirement for success. 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 an important constraint to tourism management on the Sunshine Coast, and equally, an important 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), either through expanded public transportation or alternative options.

### 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 in partnership with First Nations, government, and other partners is key to the tourism industry's success. Protecting natural and cultural resources from overuse is critical to ensure the long-term sustainability of tourism in the area. It is everyone's responsibility to ensure tourism is developed and managed in a sustainable way for future generations.

### 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

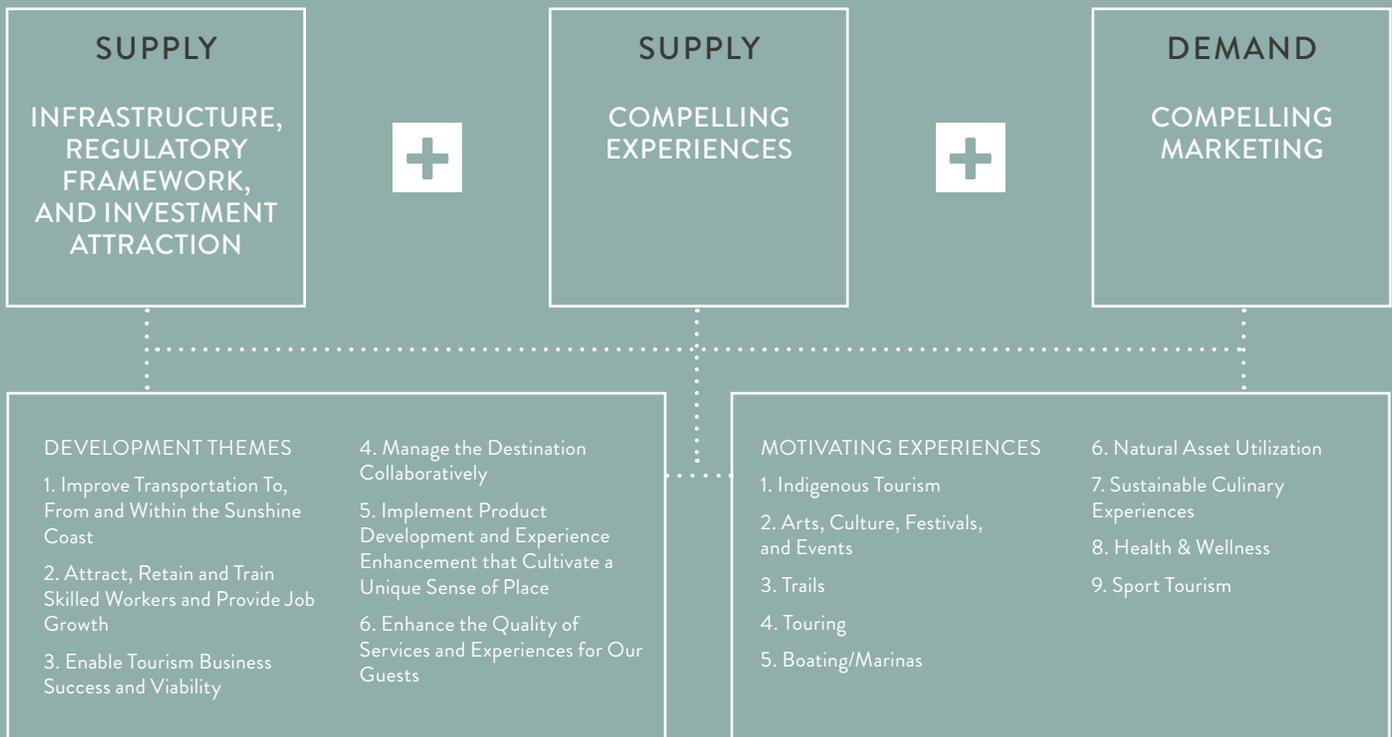
supply side, it is important to connect the defined destination themes to the motivating experiences that lead to purchase decisions and result in visitation.

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	<p>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.</p>			
GOALS	<p>Increase the total contribution of the visitor economy</p>	<p>Enhance the overall visitor experience of the Sunshine Coast as a preferred travel destination for key markets</p>	<p>Strengthen the business climate</p>	<p>Strengthen a unified Sunshine Coast tourism industry, working together as a whole</p>
USP	<p>1. A string of rural, ocean-side communities</p>	<p>2. Outdoor adventure</p>	<p>3. Arts, culture &amp; heritage</p>	
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	<ol style="list-style-type: none"> <li>1. Improve Transportation To, From and Within the Sunshine Coast</li> <li>2. Attract, Retain and Train Skilled Workers and Provide Job Growth</li> </ol>	<ol style="list-style-type: none"> <li>3. Enable Tourism Business Success and Viability</li> <li>4. Manage the Destination Collaboratively</li> </ol>	<ol style="list-style-type: none"> <li>5. Implement Product Development and Experience Enhancement that Cultivate a Unique Sense of Place</li> <li>6. Enhance the Quality of Services and Experiences for Our Guests</li> </ol>	



# 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.

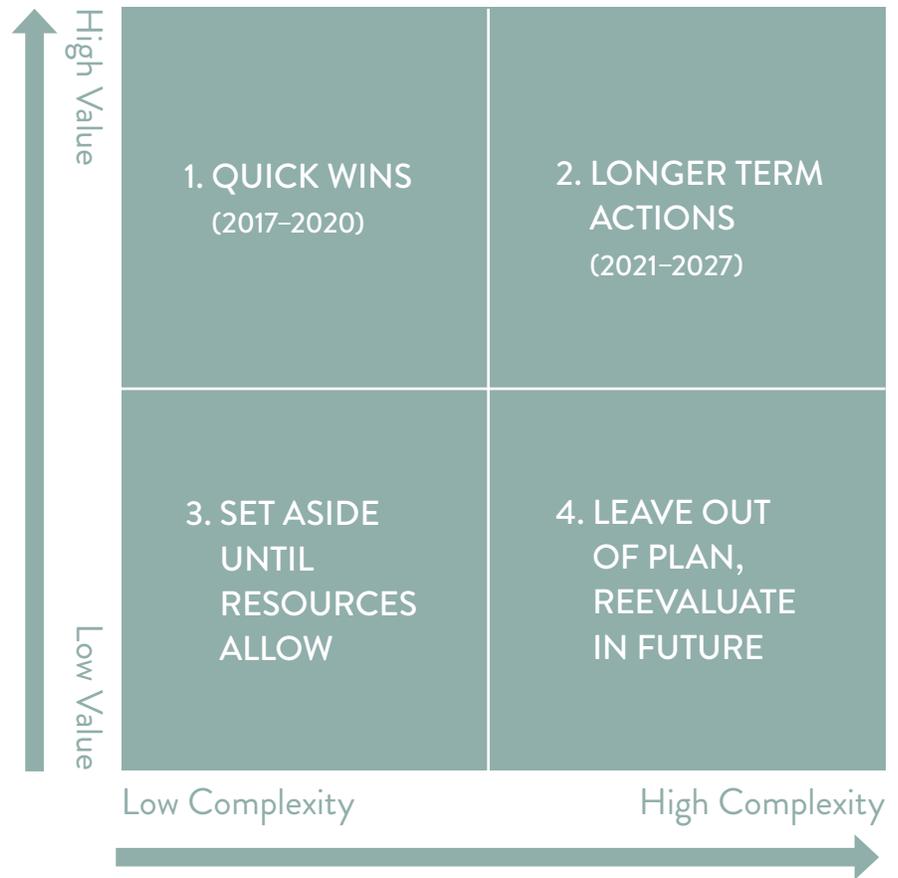
**4. LEAVE OUT OF STRATEGY, RE-EVALUATE IN FUTURE** high complexity and low value, not realistically achieved in the 10-year time frame of this strategy.

Presenting the destination development objectives with a consistent framework will allow the province and the Sunshine Coast to examine the various priorities across all planning areas to identify those which belong within a regional or provincial strategy.



The success network is identified<sup>1</sup>, and where the proposed objective has provincial or regional scope beyond this planning area, it is noted. This list does not

represent all the opportunities that emerged during the planning process, but those that emerged as a higher priority for tourism destination development.



## 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.

<sup>1</sup>Organizations and partners listed under the success networks have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward. In no way is this meant to suggest any form of commitment or endorsement of the objective or action.

# 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, shishálh Nation and skwxwú7mesh Nation</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<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>	<p>1. QUICK WINS</p>
<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, shishálh Nation and skwxwú7mesh Nation</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<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>	<p>1. QUICK WINS</p>

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>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<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>	<p>1. QUICK WINS</p>
<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>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<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>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<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>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<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>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

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>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</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>2. LONGER TERM ACTIONS</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>2. LONGER TERM ACTIONS</p>

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

Theme 1: Objectives & Actions	Priority
<p><b>14 Maintain road access to natural amenities, backcountry and alpine experiences.</b></p> <p><b>ACTIONS</b></p> <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> <p><b>SUCCESS NETWORK</b> TAC, FLNR, forestry partners, Regional Districts, Tla'amin Nation, Klahoose Nation, shísháhl Nation and skwxwú7mesh Nation, FLNR – Rec Sites Trails, BC Parks, non-profit organizations</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p><b>15 Improve parking capacity within communities for larger vehicles, e.g., RVs, tour buses, shuttles.</b></p> <p><b>ACTIONS</b></p> <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> <p><b>SUCCESS NETWORK</b> Each community to identify and manage their solution, Sunshine Coast Tourism, visitor centres, local businesses</p>	<p>1. QUICK WINS</p>
<p><b>16 Increase the availability of bicycle rentals.</b></p> <p><b>ACTIONS</b></p> <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> <p><b>SUCCESS NETWORK</b> Tourism businesses, Economic Development (identify opportunity), Sunshine Coast Tourism (facilitate communications between potential partners), Economic Development, marinas, harbours</p>	<p>2. LONGER TERM ACTIONS</p>

## 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>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<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>	<p>2. LONGER TERM ACTIONS</p>

<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>2. LONGER TERM ACTIONS</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>2. LONGER TERM ACTIONS</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>2. LONGER TERM ACTIONS</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, shishálh 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, shishálh 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, shishálh 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, shishálh 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>2. LONGER TERM ACTIONS</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, shishálh 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, shishálh Nation and skwxwú7mesh Nation</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</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>1. QUICK WINS</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>2. LONGER TERM ACTIONS</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>2. LONGER TERM ACTIONS</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 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>2. LONGER TERM ACTIONS</p>
<p><b>35 Ensure tourism activities support environmental protection and do not contribute to environmental degradation.</b></p> <p><b>It is recognized that this work is a requirement and essential to reduce environmental impact and 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>2. LONGER TERM ACTIONS</p> <p>CATALYST</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, shísháhlh Nation and skwxwú7mesh Nation, forestry companies, nature-based tourism operators</p>	<p>1. QUICK WINS</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>2. LONGER TERM ACTIONS</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 qathet 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 qathet Regional District, Sunshine Coast Tourism, breweries, agritourism operators</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</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, shísháhlh Nation and skwxwú7mesh Nation, Sunshine Coast Tourism, agritourism operators</p>	<p>2. LONGER TERM ACTIONS</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, qathet 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)

**43 Manage tourism growth on the Sunshine Coast, ensuring positive visitor experiences are balanced with community capacity and protection of natural places.**

2. LONGER TERM ACTIONS

**ACTIONS**

- Establish a process to annually monitor and manage visitor volumes based on available capacity, in particular during peak times.
  - 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.
  - 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.
- Manage capacity and utilization to ensure any negative impacts from overtourism are mitigated in sensitive areas.
  - Areas with current or potential concerns include Secret Cove Provincial Park, Thormanby Island, Savary Islands, Desolation Sound Provincial Park, and Skookumchuck Narrows Provincial Park.
  - 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.
- Ensure places of historic or cultural significance to the Tla’amin Nation, shísháhl Nation, Klahoose Nation, and skwxwú7mesh Nation are protected and the tourism industry and visitors are aware of any visitation permissions or restrictions.
- Ensure sufficient fire management.
  - Communicate restrictions on fire bans at entry points to the Sunshine Coast, trailheads and other relevant areas.
- Monitor any adjustments to sensitive areas and action as needed (e.g., due to climate change, peak season visitor volume, etc.).

**SUCCESS NETWORK** Sunshine Coast Tourism, all local governments, FLNR Rural Development, Economic Development, community organizations, and tourism partners

**44 Incorporate visitor considerations into Emergency Preparedness Planning.**

2. LONGER TERM ACTIONS

**ACTIONS**

- Review local authority Emergency Preparedness Planning in relation to the unique needs of visitors and provide input as required.
  - 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: [www.go2hr.ca/tourism-industry-health-safety](http://www.go2hr.ca/tourism-industry-health-safety).<sup>6</sup>
  - 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).
- Elevate awareness of tourism industry partners of key resources and contacts to assist with coordinated emergency planning, response and recovery efforts.

**SUCCESS NETWORK** Municipalities, Regional Districts, Tla’amin Nation, Klahoose Nation, shísháhl Nation and skwxwú7mesh Nation, tourism businesses, Destination BC, go2HR, community organizations

(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.)

<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>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p><b>46 Support the increase in Indigenous tourism businesses and Indigenous Cultural Tourism.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Engage with First Nations to endorse and approve extending the welcome to the Sunshine Coast at key entrance points on behalf of the Tla'amin Nation, Klahoose Nation, shíshálh Nation, Homalco Nation, K'ómoks 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, and educate them on First Nations' Rights and Title and the UN Declaration on the Rights of Indigenous Peoples.</li> <li>• Attract new Indigenous tourism businesses.</li> <li>• Develop Lund as a hub for Tla'amin Nation tourism efforts.</li> <li>• Support the shíshálh Nation with planning for any 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 meaningful engagement with Indigenous communities, governments and people.</li> <li>• Provide economic supports, education, and guidance to local Indigenous 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, skwxwú7mesh Nation, shíshálh Nation, Tla'amin Nation, Klahoose Nation, Homalco Nation, K'ómoks Nation</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

**47 Improve the number and diversity of dining options and sustainable culinary experiences.**

2. LONGER TERM ACTIONS

**ACTIONS**

- 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.)
- 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.
- 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.
- Continue to support the growth of brewery/cidery tourism.
- 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).
- Build culinary experiences into existing destination festival and events that are not food-focused.
- Engage the Vancouver Island University culinary program to showcase culinary efforts.

PROVINCIAL SCOPE

**SUCCESS NETWORK** Tourism businesses, Sunshine Coast Tourism, Vancouver Island University

**48 Cultivate Arts, Culture, Festivals & Events that are unique to the Sunshine Coast, display artistic talents and creative pursuits, and support year-round visitation.**

1. QUICK WINS

**ACTIONS**

- Develop a staffed Special Event Coordinator position to create four new events and support signature events on the Sunshine Coast.
- 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.).
- Assist organizations in developing and executing plans for achieving sustainable funding, including sponsorships, earned revenues, and grant funding.
- Compile, curate, and communicate a robust, timely, consistent calendar of events annually, ensuring that themes are also communicated, as relevant.
- Encourage tourism businesses and organizations to update event information, and work with Special Events Coordinator to plan events annually.
- Acquire a designated Sunshine Coast event shuttle bus that can be shared communally and mobile based on the event schedule and requirements. (Objective 6)
- Create new events to increase visitation in the Nov–April shoulder season.
  - WINTER (January/February): Expand culinary events (e.g., beer festivals/brewmaster, weekend cooking workshops, etc.).
    - Stagger date-specific events between upper and lower Sunshine Coast to attract local market.
  - WINTER/SPRING (March/April): Coasting Festival.
    - Incorporate outdoor adventures (e.g., hiking, biking, kayaking, backcountry snowshoeing) with cozy evening festival events (e.g., spas, dining, campfires, etc.).
    - Explore incorporation of Indigenous traditional sweat Lodges, river bays (cleansing).
  - SPRING (April/May): Diversity Festivals.
    - A signature event or range of festivals celebrating diversity on the Coast.
    - Explore Pride month.

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)

CONTINUED

**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

**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. LONGER TERM ACTIONS

**ACTIONS**

- Provide transportation options to connect visitors coming into harbours/marinas with land-based experiences along the coast.
- 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.
- Add a safe harbour for small boats around ch'atlich (Sechelt).
- Expand marine tourism offerings by addressing insurance barrier for having charter operators working off docks, e.g., allow commercial third party operators.
- Encourage marinas and harbours to participate in and support Clean Marine BC Green Boating and Marina Eco-certification (Georgia Strait Alliance project).
- Encourage marinas and harbours to provide and maintain reliable pump out stations.
- Remove derelict boats.
- Establish policies and enforcement measures to ensure long term moorages do not end up being abandoned and derelict boats.
- 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."
- 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.

**SUCCESS NETWORK** Economic Development, Federal and provincial regulators (Transport Canada, DFO; TRAN), BCOBTA (Ahoy BC), marinas, harbours, Sunshine Coast Tourism, visitor centres, tourism businesses

**51 Continue to develop hiking trails as a core coastal experience.**

2. LONGER TERM ACTIONS

**ACTIONS**

- Implement the regional trail strategies<sup>7</sup>, including:
  - Continued development of Sunshine Coast Trail and Suncoaster Trail to establish a continuous trail from Sarah Point to Langdale.
  - Complete the alpine cabin network.
  - Install interpretive signage for existing walking or hiking trails.
  - Develop new hiking trails as identified within the plans.
  - Improve access roads, parking and visitor amenities for the South Powell Divide backcountry hiking trails.
- 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).
- Increase resources for hiking-related natural asset management (e.g., staff and funding for BC Parks, Rec Sites and Trails, etc).
- Secure retailers for quality supplies/gear support and sales.
- 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).
- 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.
- 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.

**SUCCESS NETWORK** As identified within trails strategies, Sunshine Coast Tourism

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

**52 Develop the Sunshine Coast mountain biking experience as a must-do, BC bucket-list item.**

2. LONGER TERM ACTIONS

**ACTIONS**

- Implement the regional trail strategies, including:
  - Create new mountain biking trails, if approved by appropriate First Nation and provincial governments.
  - Maintain existing, sanctioned trails.
- Provide consistent, reliable transportation between trails, accommodations and entry points to the Sunshine Coast (Objective 5).
- Encourage accommodators to include facilities for bikes — cleaning, in-room storage, tools, etc.
- Support the business vitality and potential expansion of existing bike parks.
- Continue to support mountain biking events (e.g., BC Bike Race).
- 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.
- 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.
- Explore partnerships with nearby mountain biking communities to develop a critical mass of unique mountain biking offerings (e.g., Cumberland, Comox, Cortes Island, etc).

**SUCCESS NETWORK** 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

**53 Work with the BC Marine Trails on the goal of expanding marine-based recreational opportunities.**

2. LONGER TERM ACTIONS

**ACTIONS**

- Add and maintain designated camping sites as identified within the BC Marine Trails plan<sup>8</sup>.
- Encourage kayak businesses (marinas, resorts, rentals, guides, etc.) to develop experiences and services to meet the needs of kayakers.
- Ensure local government policies support tenure to land access, and remove ambiguity for land use.
- Encourage tourism operators to package marine trail experiences with transportation, accommodations, dining, etc.

**SUCCESS NETWORK** Kayak operators, BC Marine Trails Network, BC Parks, FLNR Rec Sites & Trails, Sunshine Coast Tourism

REGIONAL SCOPE

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

**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.).
  - Develop guidelines and educational resources around sustainable practices for wildlife and fisheries resources.
- 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, shísháhl Nation and skwxwú7mesh Nation, Sunshine Coast Tourism (supporting role, visitor services)</p>	<p>2. LONGER TERM ACTIONS</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, shísháhl Nation and skwxwú7mesh Nation</p>	<p>2. LONGER TERM ACTIONS</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>2. LONGER TERM ACTIONS</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>2. LONGER TERM ACTIONS</p>

59 Explore cannabis tourism (legalization required).

2. LONGER TERM ACTIONS

**ACTIONS**

- Develop a regulatory framework for the development of cannabis tourism, to be aligned with the provincial regulatory framework.
  - Include policies on smoking in/around accommodations, public spaces, etc.
- Explore cannabis tourism development within Tla'amin Nation.
- 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.

Municipalities, Regional Districts, Tla'amin Nation, Klahoose Nation, shíshálh Nation and skwxwú7mesh Nation, Sunshine Coast Tourism, cannabis dispensaries, accommodators

# 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>2. LONGER TERM ACTIONS</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>2. LONGER TERM ACTIONS</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 ƙalpilin (Pender Harbour) and ch’atlich (Sechelt).</li> <li>- Develop public spaces that help guide visitors to the waterfronts in ch’atlich (Sechelt), e.g., walkway to connect the two waters.</li> <li>- Develop creative solution to improve beautification of the shísháhlh 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, shísháhlh 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, shísháhlh 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 <u>kalp</u>ilín (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>

## 9

# 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, Indigenous Tourism BC, go2HR, the Ministry of Tourism, Arts, Culture and Sport, and the Tourism Industry Association of BC.

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 Vancouver, Coast & Mountains 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>10</b> Ensure support by local governments, harbours, and marinas for providing passenger ferry service to the Sunshine Coast.	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 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>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.

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

<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, ch'atlich (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, xwesam (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, kalpilin (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: 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
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

## C. APPENDIX 3: 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 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

