

SEA-TO-SKY CORRIDOR

DESTINATION DEVELOPMENT STRATEGY



DESTINATION
BRITISH COLUMBIA™

PEAK 2 PEAK GONDOLA
Photo: Andrew Strain

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FRONT COVER PHOTO: SEA TO SKY HIGHWAY, Destination BC

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EXECUTIVE SUMMARY

A. DISTINCTIVE DESTINATION FOR THE SEA-TO-SKY CORRIDOR

The Sea-to-Sky Corridor planning area encompasses all of the North Shore of Metro Vancouver Regional District and the Squamish-Lillooet Regional District (SLRD). This estimated 260-kilometre-long area includes North Vancouver, along Highway 1 and Burrard Inlet through West Vancouver to Horseshoe Bay, and then north along Highway 99 where the route meanders along the scenic Howe Sound coastline to Squamish.

The route continues inland through the Coast Mountain Range to Whistler, Pemberton, and Lillooet. The Sea-to-Sky Corridor includes all communities and remote areas in between North Vancouver and Lillooet, including Bowen Island and the Bridge River Valley, north of Pemberton.

As of 2016, the region was home to approximately 235,314 residents distributed among nine incorporated municipalities, 12 Indigenous communities, and a number of unincorporated communities. The planning area travels through the territories of the Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Líl'wat Nation, and St'át'imc Nation.



Numerous Sea-to-Sky Corridor communities have a long history of tourism: North Vancouver, Horseshoe Bay, and Whistler. Other communities were resource-based, focusing on forestry (logging, saw, and pulp mills), fishing, mining (copper and gold), horticulture, and agriculture. Tourism and recreation opportunities, as well as residential migration, have shifted the dependence from the natural resource sectors to a more diversified economy.

WHILE STRONG TOURISM GROWTH IS FELT WITHIN THE COMMUNITIES IN THE SOUTHERN PARTS OF THE SEA-TO-SKY CORRIDOR, FEEDBACK FROM PARTICIPANTS SUGGESTS THE NORTHERN COMMUNITIES COULD BENEFIT FROM ADDITIONAL ECONOMIC DEVELOPMENT.

Three main visitor markets were identified for the planning area: leisure, group travel, and sport tourism. Based on the Vancouver, Coast & Mountains regional profile, the top North American

leisure markets for the Sea-to-Sky Corridor are British Columbia, Washington, Alberta, Ontario, and California. Top International markets identified by strategy development participants include the UK, Australia, Mexico, Germany, and China.

Major attractions for the area include iconic demand generators such as Grouse Mountain, Deep Cove/Baden Powell Trail, Capilano Suspension Bridge, Bowen Island, the Sea to Sky Gondola, multiple Provincial Parks (such as Stawamus Chief, Alice Lake, Shannon Falls, Brandywine Falls, Garibaldi, Joffre Lakes, and South Chilcotin), Whistler Blackcomb, Whistler Village, hot springs, and an abundance of festivals, events, and outdoor recreation experiences, such as mountain biking and hiking.

Potential motivating experiences to develop a year-round destination include:

- outdoor adventures
- festivals and events
- Indigenous cultural tourism
- agriculture and culinary
- touring and road trips
- marine-based
- educational and learning
- attractions and activities
- group travel (meetings, convention and incentive travel, travel trade)
- sporting events
- health and wellness

B. DISTINCTIVE DIRECTION FOR THE SEA-TO-SKY CORRIDOR

The vision is aligned with existing planning frameworks and the aspirations of what type of destination tourism partners would like the Sea-to-Sky Corridor to be in 10 years:

VIBRANT, DIVERSE, AND AUTHENTIC, THE SEA-TO-SKY CORRIDOR PAIRS A YEAR-ROUND SUSTAINABLE AND PROSPEROUS TOURISM MANAGEMENT MODEL WITH BEING THE MOST SOUGHT-AFTER DESTINATION FOR WORLD CLASS OUTDOOR RECREATION AND THRIVING, CULTURAL EXPERIENCES.

There are seven destination development goals identified to support the vision for the Sea-to-Sky Corridor:

1. Increase resident and community prosperity through sustainable tourism growth.
2. Improve visitor dispersion year-round throughout the Sea-to-Sky Corridor.
3. Improve visitor use of the natural and cultural heritage in a respectful and sustainable manner.
4. Improve tourism infrastructure for transportation and employee and entrepreneur housing.
5. Increase the involvement of Indigenous communities and entrepreneurs in tourism.
6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience.
7. Strengthen resilience and adaptive capacity to climate-related hazards, natural disasters, and market changes.

These seven goals support the two common provincial goals:

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

Specific motivating experiences identified for destination development include the following:

1. Outdoor adventure and recreation
2. Festivals and events
3. Indigenous cultural tourism
4. Culture
5. Culinary experiences
6. Touring
7. Marine-based
8. Education and learning
9. Meetings and Conventions
10. Health and Wellness
11. Attractions and Activities

Eight destination development themes will help strengthen the Sea-to-Sky Corridor as a destination:

THEME 1: Stewardship and social commitment

THEME 2: Proactive visitor growth management

THEME 3: Indigenous tourism development

THEME 4: New products and improved travel experiences

THEME 5: Community character and personality building

THEME 6: Infrastructure and shared transportation options

THEME 7: Attracting talent and workforce sustainability

THEME 8: Partnerships and working together

ACRONYMS

AEST Ministry of
Advanced Education,
Skills & Training

AGRI Ministry of Agriculture

CDMO Community
Destination Marketing
Organization

DBC Destination British
Columbia

DMO Destination
Marketing Organization

EDUC Ministry
of Education

ENV Ministry of
Environment & Climate
Change Strategy

FIN Ministry of Finance

FLNR Ministry of Forests,
Lands, Natural Resource
Operations and Rural
Development

IRR Ministry of Indigenous
Relations and Reconciliation

ITAC Indigenous Tourism
Association of Canada.

ITBC Indigenous Tourism
Association of British
Columbia

MRDT Municipal Regional
District Tax

OCP Official
Community Plan

RDMO Regional
Destination Marketing
Organization

RMI Resort Municipality
Initiative

RMOW Resort Municipality
of Whistler

SLCC Squamish Lil'wat
Cultural Centre

SLRD Squamish-Lillooet
Regional District

TAC Ministry of Tourism,
Arts and Culture

TIABC Tourism Industry
Association of British
Columbia

TRAN Ministry of
Transportation and
Infrastructure

UNDRIP United Nations
Declaration on the Rights
of Indigenous Peoples

VCM Vancouver, Coast
& Mountains Tourism Region

1

FOREWORD AND ACKNOWLEDGEMENTS

FOREWORD This Destination Development Strategy is the result of a 22-month, iterative process of gathering, synthesizing, and validating information with tourism partners about the status and future direction of tourism in the Sea-to-Sky Corridor.

As one of 20 destination development strategies that are produced between 2016 and 2019, the Sea-to-Sky Corridor strategy will contribute to long-term regional and provincial planning that supports the development of British Columbia as a world-class tourism destination.



ACKNOWLEDGEMENTS

Destination British Columbia and the project facilitation team thank the over 400 participants and tourism partners who contributed by:

- attending community meetings
- participating in surveys, interviews, and follow-up conversations
- forwarding relevant documents for the planning area's Situation Analysis

We thank the Indigenous communities and entrepreneurs on whose traditional territories we travelled and gathered for our community meetings including the Skwxwú7mesh (Squamish), Tseil-Waututh, Lil'wat, and St'át'imc Indigenous communities.

The participation of our partners was invaluable, but it is important to note that no endorsement of this strategy or any action listed within was obtained.


Special thanks are offered to members of the Working Group:

- Angela Bissat, Lillooet Chamber of Commerce
- Christy Allan, Sea to Sky Gondola
- Don Coggins, Copper Cayuse Outfitters
- Drew Copeland, Howe Sound Biosphere Region Initiative
- Graham Turner, Lil'wat Business Corp, Pemberton and District Chamber of Commerce

- Jack Crompton, Squamish-Lillooet Regional District
- Jan Jansen, Resort Municipality of Whistler
- Jennifer Belak, Vancouver North Shore Tourism Association
- Jill Brooksbank, Village of Pemberton
- Jodi Westbury, Grouse Mountain
- John Rae, Resort Municipality of Whistler
- Karen Goodwin, Tourism Whistler
- Lesley Weeks, Tourism Squamish
- Louise Walker, Squamish Chamber of Commerce
- Meredith Kunza, Tourism Whistler
- Murray Atherton, Tourism Bowen Island
- Stephen Mikicich, District of West Vancouver
- Rishi Sharma, Ministry of Advanced Education, Skills & Training
- Scott Shaw-MacLaren, Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Tania Johnson, Ministry of Tourism, Arts and Culture

Special thanks are offered to the facilitator of the Sea-to-Sky Corridor destination development process:

- Susan Rybar, Vardo Creative Inc.



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INTRODUCING THE STRATEGY

BOWEN ISLAND FERRY
Photo: Alex Guiry

This Destination Development Strategy was developed to enhance the competitiveness of the Sea-to-Sky Corridor over the next 10 years and beyond. The strategy is part of Destination BC's Destination Development Program. The Program is a critical part of Destination BC's corporate strategy and facilitates the collaboration of local, regional, and provincial agencies, Indigenous communities and entrepreneurs, destination marketing organizations (DMOs), tourism operators, and other community interests to guide the long-term growth of tourism in the Sea-to-Sky Corridor.



A. PROGRAM VISION AND GOALS

The provincial vision for the Destination Development Program is:

- 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

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

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

FIGURE 1:
Tourism Revenue
Drivers



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 Sea-to-Sky Corridor’s ability to leverage their resources and programs
- Fosters joint action and inter-community dialogue

This strategy serves as a guide for tourism partners as they proceed with implementation. This document should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, and market conditions. Results should also be tracked regularly to ensure learnings can help future implementation activities to be even more effective in increasing economic, social, and cultural benefits to the entire Sea-to-Sky Corridor planning area.

C. A FOCUS ON THE SUPPLY AND EXPERIENCE

Destination development is the mechanism whereby the natural life cycle of tourism (e.g., development, stagnation, decline, and rejuvenation) is managed to ensure a destination evolves to remain desirable for the consumer and therefore, competitive in its target markets.

Destination development happens when industry and government plan and work together to enhance the quality of a visitor’s 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. In this age of near instantaneous sharing via social networks (e.g., Facebook, Instagram, Twitter) and third-party platforms, the traveller can review their experiences (e.g., TripAdvisor, Google), the quality of the destination, and the experiences it offers.

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

- the setting in which our experiences take place and how to access them
- policies that establish and maintain opportunities and growth barriers
- the investment enhancement framework
- products and experiences matched to consumer interests, including infrastructure and amenities (which are all often public in nature and used by residents as well as visitors)
- visitor servicing programs that meet and exceed guest expectations
- capability, skills, and training industry needs so that we all can excel at what we do

These dimensions are illustrated in Figure 2.

D. METHODOLOGY

This strategy was developed based on an extensive, collaborative effort during a 22-month process that culminated in the creation of a Situation Analysis report and this document.

Iterative destination development planning provided opportunities for input and validation (Figure 3). Developed by Destination BC, the strategic process was semi-structured to allow for flexibility which ensured the unique considerations of the Sea-to-Sky Corridor were assessed and respected.

A volunteer Working Group contributed their expertise. This Working Group reviewed and discussed the key findings from the Situation Analysis and helped develop the goals and supporting objectives in this strategy. See Appendix 1 for the full process outline.



FIGURE 3:
Key Project
Timelines

ACTIVITY	DATES
Pre-project staging and document review; interviews and initial site visits	August – September 2017
Session 1: In-community consultation in Whistler	September 2017
Interviews and Industry Survey	October – November 2017
Session 2: In-community consultation in Squamish	November 2017
Interviews and Industry Survey	November 2017 – January 2018
Draft Situation Analysis	August 2017 – January 2018
Working Group: Priority setting and preliminary findings in Whistler	March 2018
Draft Destination Development Strategy	February – March 2018
Review and finalize the Destination Development Strategy	April 2018 – May 2019

E. PROJECT OUTPUTS

Key outputs from this project include:

1. An asset inventory of accommodations, tourism businesses, attractions, tourism organizations, food and beverage establishments, parks and recreation sites, sports and arts facilities, meeting facilities, transportation, festivals, events, and visitor services.
2. A 122-page Situation Analysis that provides foundational research related to the Sea-to-Sky Corridor, access and infrastructure, key tourism assets, key markets, a destination assessment, and priority planning area considerations which informed the development of the planning area's strategy.
3. This Destination Development Strategy.

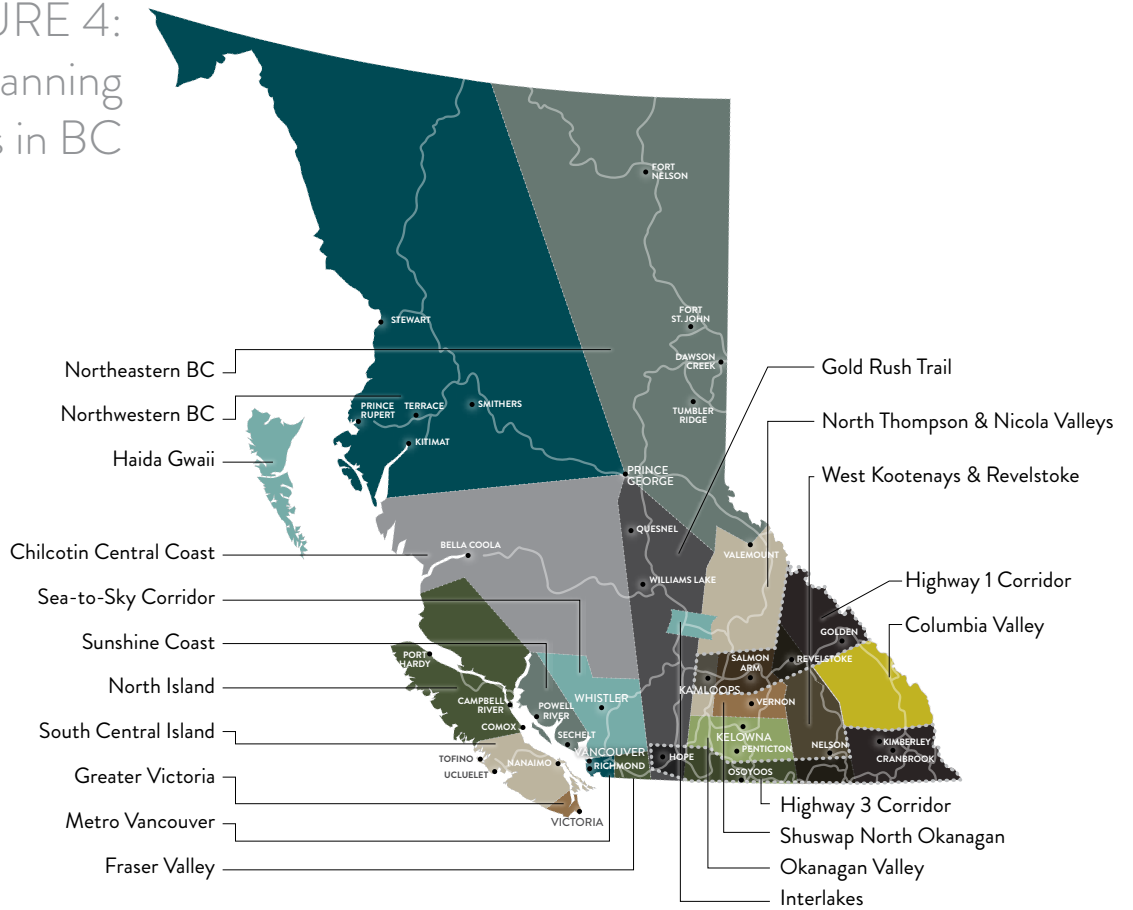
3

ALIGNMENT

NORTH SHORE TRAIL
Photo: Julian Apse

The destination development strategy (DDS) for the Sea-to-Sky Corridor is one of six that will be prepared for the Vancouver, Coast & Mountains tourism region and one of 20 for the province (Figure 4).

FIGURE 4:
Planning
Areas in BC



The five other planning areas in the Vancouver, Coast & Mountains tourism region are: Metro Vancouver, Sunshine Coast, Fraser Valley, Gold Rush Trail, and Highway 3 Corridor. Each of the province's six Regional Destination Marketing Organizations (RDMOs) 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. (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 thus reinforcing the importance of an integrated approach with a shared vision and prioritized investments.

The destination development strategies themselves will be influenced by, and where appropriate, reflect and complement other planning initiatives.

FIGURE 5:
Levels of Destination Development Planning





4

SUCCESS NETWORK

COAST MOUNTAIN BREWING
Photo: BC Ale Trail

Success networks represent the clusters of businesses and organizations (private sector, government, and not-for-profit) who are encouraged to collaborate and work in harmony to bring the opportunity to fruition. Successful destination development implementation recognizes that we all have a role to play.

The recommendations contained within this Destination Development Strategy form the foundation for additional discussions that are focused and aligned, regarding implementation locally, regionally, and provincially. Organizations identified within each tactical success network will be able to review the potential for growing tourism locally, regionally, and provincially, by leading or supporting implementation and action. It does not imply that the

organizations have committed or endorsed the tactic. This strategy is intended to inform conversations that may lead to future investments and actions, or that will contribute to growing this planning area's and British Columbia's visitor economy.

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

Tourism partners demonstrated a desire to work together throughout the community consultations. The complexity of the tourism opportunity is understood along the Sea-to-Sky Corridor.

Tourism partners have already articulated their desire to work cooperatively on destination development initiatives. It is only

by working collaboratively that the true potential of the Sea-to-Sky Corridor can be realized.

The following partners have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward:

FIGURE 6: Key Governmental and Management Organizations

FEDERAL	FIRST NATIONS	PROVINCIAL	REGIONAL	LOCAL
<ul style="list-style-type: none"> • Destination Canada • Western Economic Diversification • Parks Canada • Canadian Heritage • Department of Fisheries and Oceans • Public Safety Canada • Transport Canada • Public Works and Government Services Canada 	<ul style="list-style-type: none"> • St’át’imc Nation • Lil’wat Nation • Squamish Nation • Tsleil-Waututh Nation • Indigenous Tourism Association of BC • Indigenous Tourism Association of Canada 	<ul style="list-style-type: none"> • Destination BC • go2HR • BC Ferries • Ministries and Agencies: <ul style="list-style-type: none"> -Tourism, Arts and Culture -Jobs, Trade and Technology -Transportation and Infrastructure -Forests, Lands, Natural Resource Operations and Rural Development -Indigenous Relations and Reconciliation -Environment & Climate Change Strategy -Agriculture -Municipal Affairs and Housing -Advanced Education, Skills & Training 	<ul style="list-style-type: none"> • Squamish-Lillooet Regional District • Metro Vancouver Regional District • Capilano University (North Vancouver) • Quest University (Squamish) • BC Rural Network • The Future of Howe Sound Society • Airports and aerodomes • Transportation Providers • Vancouver Attractions Group • Fraser Basin Council 	<ul style="list-style-type: none"> • DMO’s (non-government) • Local Governments • Chambers of Commerce • Business Improvement Associations • Hotel Associations • Community Associations • Visitor Centres • Harbour Authorities • Tourism Operators • Nature-based Organizations • Arts, Culture, Heritage Organizations • Clubs/Volunteer Groups • Search and Rescue • Residents

This strategy is intended to inform actions for the future, which over time, may be embedded in the local, regional, and provincial decision making process. The result will be an integrated system of priorities that will achieve better development decisions, drive greater tourism revenues, and realize benefits for businesses and communities on the Sea-to-Sky Corridor. All of this will contribute to a thriving, vibrant, and growing economy.

Joint strategy ownership among all planning area tourism partners is a critical component of this program's success. The planning process identifies a suggested success network of tourism partners to champion and move actions within each objective forward. However, during implementation, the leads and parties involved would need to be verified. In many instances, executing an initiative may require the sharing of responsibilities, and listed entities will be responsible to lead their own areas.

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



5

A DISTINCTIVE DESTINATION

BLACK TUSK AND WHISTLER
Photo: Andrew Strain

A. GEOGRAPHIC DESCRIPTION OF THE AREA

The Sea-to-Sky Corridor planning area encompasses all of the North Shore of Metro Vancouver Regional District and the Squamish-Lillooet Regional District (SLRD). This estimated 260-kilometre long area includes North Vancouver, along Highway 1 and Burrard Inlet through West Vancouver to Horseshoe Bay, and then north along Highway 99 where the route meanders along the scenic Howe Sound coastline to Squamish.

The route continues inland through the Coastal Mountain Range to Whistler, Pemberton, and Lillooet. The Sea-to-Sky Corridor includes all communities

and rural areas in between North Vancouver and Lillooet, including Bowen Island, and the Bridge River Valley, north of Pemberton.



Communities in the Sea-to-Sky Corridor are accessible by motor vehicles and/or public transit, including the SeaBus that goes from North Vancouver to Vancouver. Several communities along the Sea-to-Sky Corridor are accessible by air. Water taxis take passengers and BC

Ferries takes vehicles and passengers to and from Horseshoe Bay to Bowen Island and the Sunshine Coast.

There are visitor centres and visitor services teams in North Vancouver, Bowen Island, Squamish, Whistler, Pemberton, Lillooet, and Bridge River Valley.

B. DESCRIPTION OF THE POPULATION BASE AND INCLUDED COMMUNITIES

As of 2016, the region was home to approximately 235,314 residents distributed among nine incorporated municipalities, 12 Indigenous communities, and a number of non-incorporated

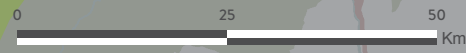
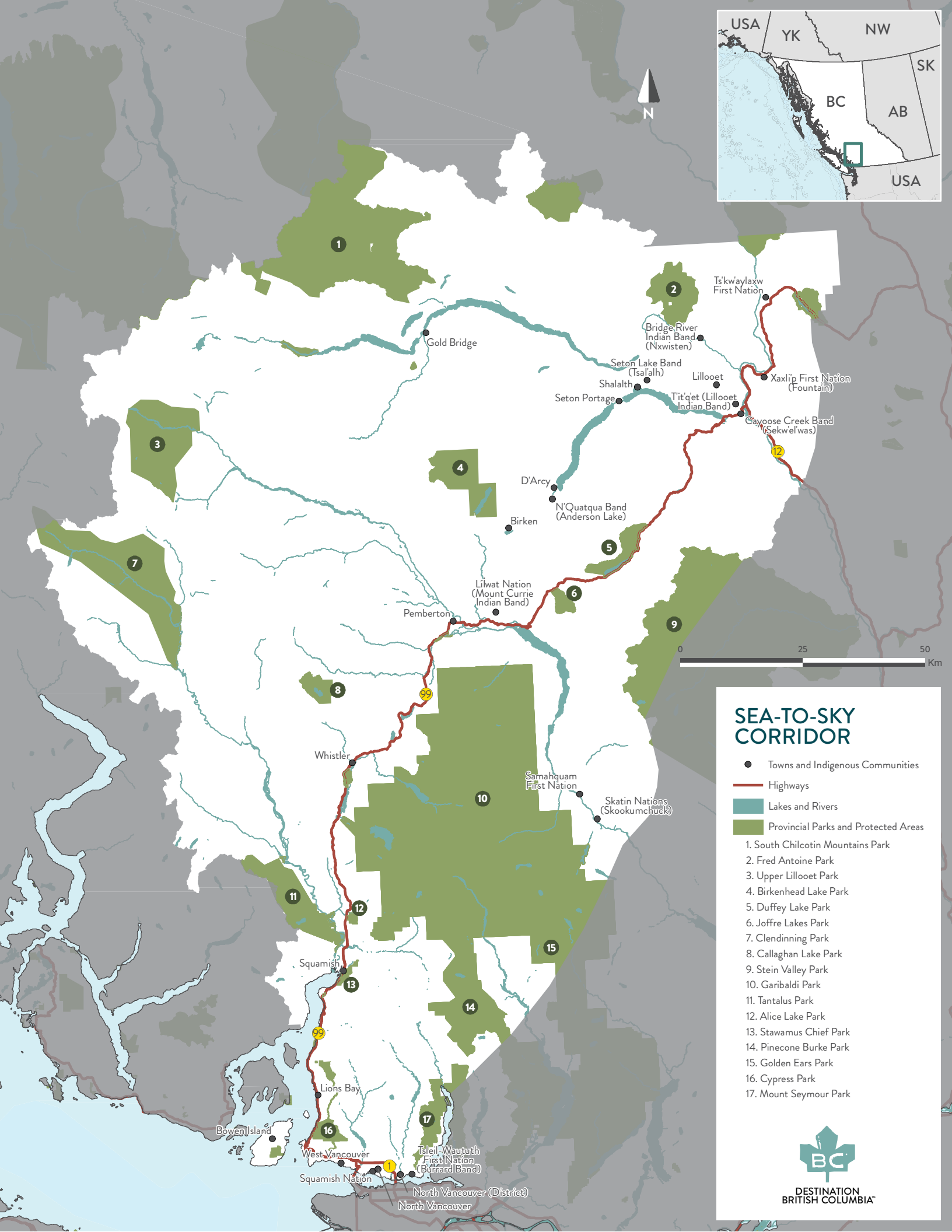
communities. The Sea-to-Sky Corridor travels through the territories of the Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, and St'át'imc Nation.

C. DESCRIPTION OF ECONOMY BASE – HISTORICAL AND CURRENT

Numerous Sea-to-Sky Corridor communities have a long history of tourism, specifically North Vancouver, Horseshoe Bay, and Whistler. Other communities were natural resource-based, focusing on forestry (logging, saw, and pulp mills), fishing, mining (copper and gold), horticulture, and agriculture. Tourism and recreation opportunities (as well as residential migration) have shifted the dependence from the resource sector to a more diversified economy. Pemberton still relies on logging and agriculture but has diversified into gardening, agritourism, and outdoor recreation. Forestry is the primary industry in Lillooet, with tourism second, followed by agriculture.

The communities have since diversified their economies through tourism, predominantly due to an abundance of outdoor recreation activities for all seasons, for all communities throughout the Sea-to-Sky Corridor.

While strong tourism growth is felt within the communities in the southern parts of the Sea-to-Sky Corridor, feedback from participants suggests the northern communities could benefit from additional economic development.



SEA-TO-SKY CORRIDOR

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

1. South Chilcotin Mountains Park
2. Fred Antoino Park
3. Upper Lillooet Park
4. Birkenhead Lake Park
5. Duffey Lake Park
6. Joffre Lakes Park
7. Clendinning Park
8. Callaghan Lake Park
9. Stein Valley Park
10. Garibaldi Park
11. Tantalus Park
12. Alice Lake Park
13. Stawamus Chief Park
14. Pinecone Burke Park
15. Golden Ears Park
16. Cypress Park
17. Mount Seymour Park



DESTINATION BRITISH COLUMBIA™

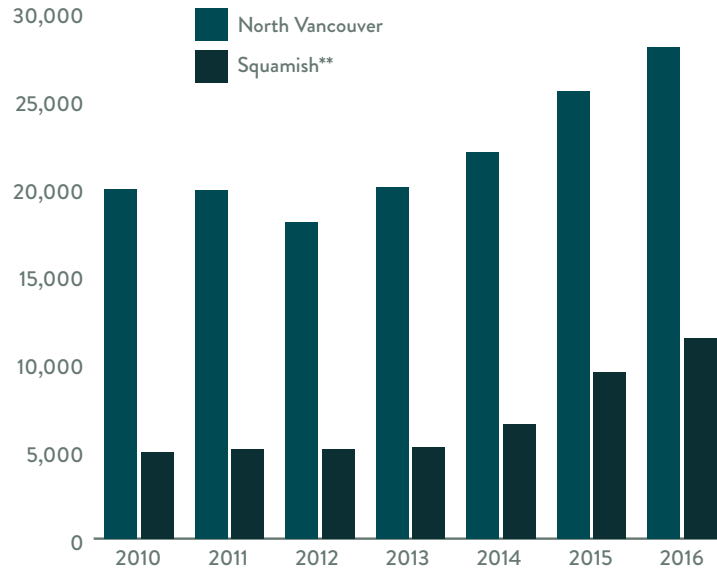
D. OVERVIEW OF TOURISM PERFORMANCE

There are several indicators available to measure performance of the tourism industry at a local level. The data that exists includes: room revenue, airport volume, average daily rate, occupancy, highway volume, and visitor centre statistics.

ROOM REVENUE

Year-over-year analysis of room revenue trends between 2010 and 2016 show strong growth in Squamish. Room revenue declined in 2011 (after the 2010 Winter Olympics) in both North Vancouver and Whistler, however it has been increasing steadily since then (Figures 7 and 8). Due to the significant difference in total revenues by community, two charts have been provided to demonstrate year-over-year trends.

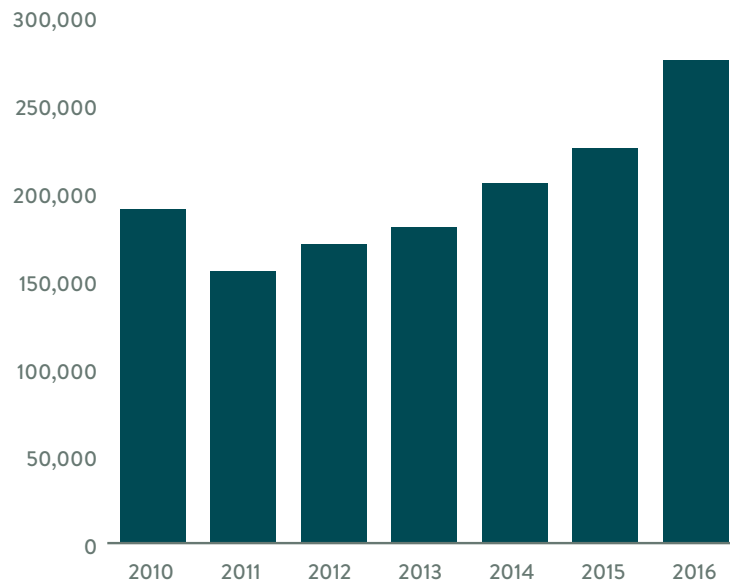
FIGURE 7:
Room Revenue
(in \$000), North
Vancouver and
Squamish, Annually
2010–2016



** Squamish 2010: Annual totals should be interpreted with caution since the unsuppressed data for this community is not available for all months within the year.

Source: BC Stats and Ministry of Finance; Aug. 23, 2017

FIGURE 8:
Room Revenue
(in \$000),
Whistler, Annually
2010–2016



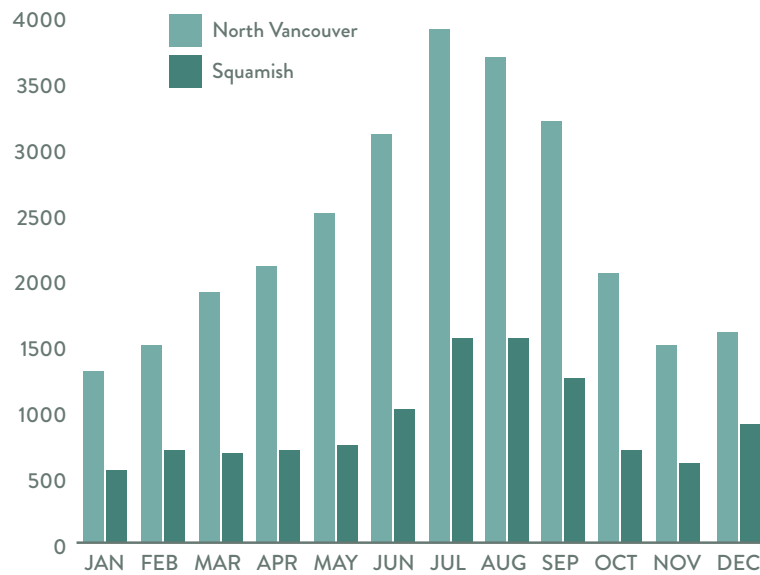
Source: BC Stats and Ministry of Finance; Aug. 23, 2017

ACCOMMODATION SEASONALITY

Month-over-month analysis of room revenue for 2016 shows the highest growth in revenue for the summer months in North Vancouver and Squamish. Over the winter months in both communities, there are peaks in revenue in December and March. Whistler has the highest revenue over

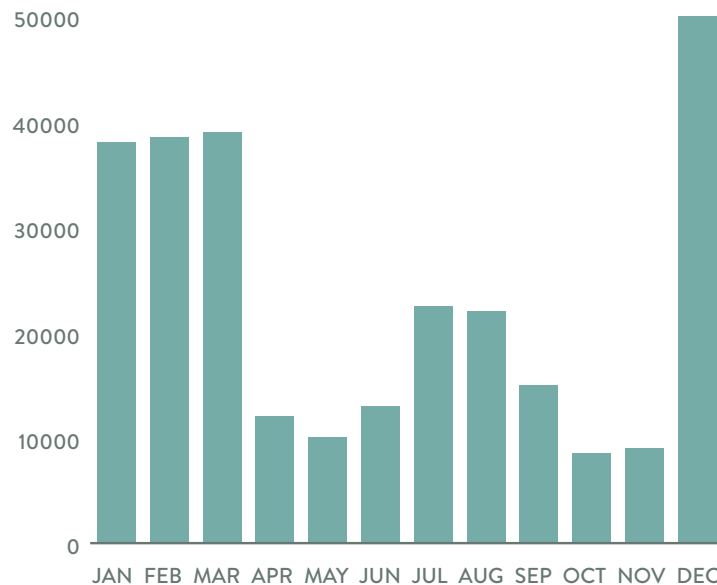
winter months, followed by July and August, and lower revenue in spring and fall (Figures 9 and 10). Due to the significant difference in total revenues by community, two charts have been provided to demonstrate seasonal trends and capacity for growth.

FIGURE 9:
Room Revenue
(in \$000), North
Vancouver and
Squamish
MONTHLY 2016



Source: BC Stats and Ministry of Finance; Aug. 23, 2017

FIGURE 10:
Room Revenue (in
\$000), Whistler
MONTHLY 2016



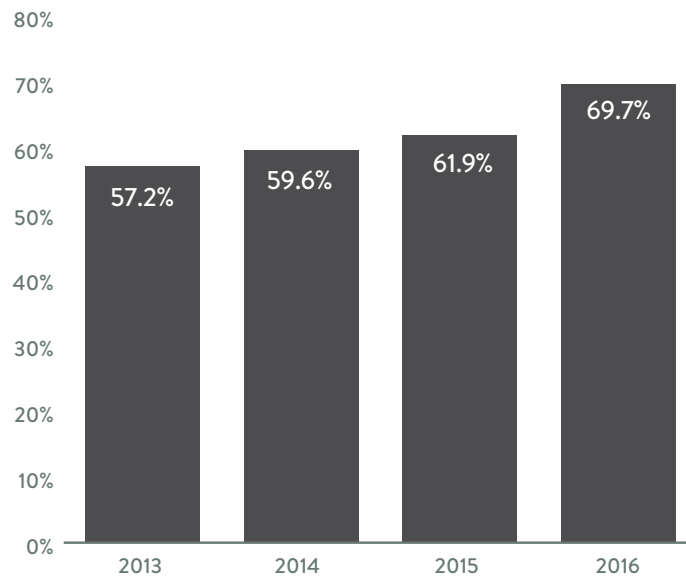
Source: BC Stats and Ministry of Finance; Aug. 23, 2017

FIGURE 11:
Occupancy Rate,
Whistler, Annually
2013–2016

HOTEL OCCUPANCY AND AVERAGE DAILY RATE

Whistler is the only community along the Sea-to-Sky Corridor whose hotel data is tracked by CBRE Hotels.

Year-over-year analysis of occupancy trends between 2013 and 2016 show strong growth (Figure 11).



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

E. KEY VISITOR MARKETS

In 2014, the Vancouver, Coast & Mountains tourism region represented 49% of provincial overnight visitation and 52% of related spending. British Columbia residents make up the largest share of overnight visitation (48%), but a much lower share of spending (23%) compared to other tourism regions. On average, BC travellers in the Vancouver, Coast & Mountains tourism region stayed 2.4 nights and spent \$107 per night during their trip (Figure 12).

Within the Sea-to-Sky Corridor, three main visitor markets have been identified, including leisure, group travel, and sport tourism markets.

Leisure markets include:

- Metro Vancouver and Fraser Valley residents who take a day trip to the Sea-to-Sky Corridor.
- Destination visitors to Metro Vancouver and Fraser Valley who take a day trip to the Sea-to-Sky Corridor as part of a longer visit.
- Destination visitors who get away or vacation within one of the Sea-to-Sky Corridor communities.
- Touring visitors who pass through the Sea-to-Sky Corridor as part of a larger multi-destination trip to BC.

FIGURE 12:
VCM, Average
Spending, Average
Nights per Visitor,
2014

	AVERAGE SPENDING PER VISITOR	AVERAGE NIGHTS	AVERAGE SPENDING PER VISITOR PER NIGHT
ALL TRAVELLERS IN VANCOUVER, COAST & MOUNTAINS	\$522	4.7	\$111
BC RESIDENTS	\$255	2.4	\$107
OTHER CANADIAN RESIDENTS	\$748	5.1	\$146
US RESIDENTS	\$547	3.2	\$171
OTHER INTERNATIONAL RESIDENTS	\$1,131	14.0	\$81

FIGURE 13:
Top Vancouver,
Coast &
Mountains
Markets

TOP FIVE MARKETS OF ORIGIN (2014)	SHARE IN VANCOUVER, COAST & MOUNTAINS	
	Visitation	Spending
1. BRITISH COLUMBIA	48%	23%
2. WASHINGTON	9%	6%
3. ALBERTA	6%	8%
4. ONTARIO	5%	9%
5. CALIFORNIA	4%	5%

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

Destination visitors and touring visitors include BC, other Canada, and international markets.

Group travel markets include meetings, conventions and incentive travel, weddings, and travel trade.

Sport tourism markets include traditional sport hosting such as golf tournaments, baseball tournaments, and the BC Summer Games, as well as outdoor recreational and sporting events such as marathons, physical endurance events, and mountain bike competitions.

Based on the Vancouver, Coast & Mountains regional profile, the top North American leisure markets for the Sea-to-Sky Corridor are British Columbia, Washington, Alberta, Ontario,

and California (Figure 13). Top international markets identified by participants include the UK, Australia, Mexico, Germany, and China.

Visitors to the Sea-to-Sky Corridor may differ in several ways, including their expectations, attitudes, motivations, interests, passions, and willingness to pay for a tourism experience. It is important to consider these market segmentations in development plans.

In terms of Explorer Quotient markets, the segments with the greatest inclination to visit the Sea-to-Sky Corridor are Authentic Experiencers, Cultural Explorers, Free Spirits, and Gentle Explorers.

FIGURE 14: Explorer Quotient Markets

AUTHENTIC EXPERIENCERS

Older and highly educated, they relish experiencing all their travel destination has to offer in an authentic, reserved, non-exorbitant way. They like the freedom of doing their own thing connecting with the locals and have an interest in history.

CULTURAL EXPLORERS

Avid, open-minded, and socially engaged travellers, they embrace, discover, and immerse themselves in all aspects of the travel experience. They seek spontaneous and authentic experiences on their own terms.

FREE SPIRITS

Younger, adventurous thrill seekers, they are highly social and open-minded. They are committed travellers who indulge in high-end experiences that are shared with others.

GENTLE EXPLORERS

Reluctant travellers who demand luxury and comfort when they travel, they are frequent travellers that return to past destinations and enjoy the security of familiar surroundings.

F. SUMMARY OF KEY STRENGTHS, CHALLENGES, AND OPPORTUNITIES

The Sea-to-Sky Corridor benefits from a range of strengths. However, it is also facing several 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, several key opportunities were identified. These opportunities form the foundation of the Sea-to-Sky Corridor Destination Development Strategy. Key strengths, challenges, and opportunities are summarized below.

FIGURE 14: Strengths, Challenges, and Opportunities

KEY STRENGTHS	KEY CHALLENGES	KEY OPPORTUNITIES
<ul style="list-style-type: none"> • Global reputation • Outdoor playground for nature-based tourism • Proximity to large markets • Whistler Blackcomb and Whistler resort community • Diverse geography, climates, natural assets, and Provincial Parks • Agritourism/food culture • Cultural experiences • Funding programs • Unique communities • Sustainability practices 	<ul style="list-style-type: none"> • Lack of transportation options and congestion • Year-round staff constraints, including skill sets, housing, and seasonality • Staff and funding for land-based management • Decline of visitation in shoulder and off season • Lack of tourism operators and visitor-ready experiences • Lack of visitor amenities • Aging infrastructure • Lack of intel/data to make informed decisions 	<ul style="list-style-type: none"> • Growth at Vancouver International Airport • Connected visitors and technology use • Arts, culture and heritage tourism, including festivals and events • Growing demand for experiences: culinary, road cycling, health and wellness retreats • Indigenous cultural tourism development • Lower Canadian dollar to attract US market



G. EXPERIENCE POTENTIAL

Traditional major attractions for the area include iconic demand generators such as Grouse Mountain, Deep Cove/ Baden Powell Trail, Capilano Suspension Bridge, Bowen Island, the Sea to Sky Gondola, multiple Provincial Parks (such as Stawamus Chief, Alice Lake, Shannon Falls, Brandywine Falls, Garibaldi, Joffre Lakes, South Chilcotin), Whistler Blackcomb, Whistler Village, hot springs, and an abundance of additional festivals, events, and experiences, such as mountain biking and hiking, with potential to further increase the visitor interest for travelling along the Sea-to-Sky Corridor.

SPECIFIC PRODUCT EXPERIENCES

Potential motivating experiences to develop a year-round destination include:

- outdoor adventures
- festivals and events
- Indigenous cultural tourism
- culture
- agriculture and culinary experiences
- touring and road trips
- marine-based
- educational
- attractions and activities
- group travel (meetings, convention and incentive travel, sporting events, travel trade)
- health and wellness

6

A DISTINCTIVE DIRECTION

BRANDYWINE FALLS
Photo: Blake Jorgenson

A. VISION The vision is aligned with existing community plans, planning frameworks, and the aspirations of what type of destination tourism partners would like the Sea-to-Sky Corridor to be in 10 years.

The goals, strategies, and actions within this strategy were prioritized to achieve the elements identified within this vision.

Vibrant, diverse, and authentic, the Sea-to-Sky Corridor pairs a year-round sustainable and prosperous tourism management model with being the most sought-after destination for world class nature-based tourism and thriving cultural experiences.

Our vision is supported by our aspirations:

- The Sea-to-Sky Corridor is the best place in the world to connect with true nature. Nature is celebrated, preserved, protected, and respected, and the area's renowned natural beauty brings visitors back year after year.
- Heritage, culture, values, and rights are respected and honoured, including those of Indigenous Peoples, all residents, and visitors.
- The Sea-to-Sky Corridor is a global best-practice of tourism done right, providing social, economic, and environmental benefits to businesses, communities, and residents throughout the entire region.
- Communities collaborate while maintaining their distinct spirit and cultural expression.
- Visitors and residents are in harmony and enhance the community vibe and visitor experience.



B. GOALS

Seven destination development goals have been identified to support the vision for the Sea-to-Sky Corridor:

1. Increase resident and community prosperity through sustainable tourism growth.
2. Improve visitor dispersion year-round throughout the Sea-to-Sky Corridor.
3. Improve visitor use of the natural and cultural heritage in a respectful, sustainable manner.
4. Improve supporting tourism infrastructure for transportation, and employee and entrepreneur housing.
5. Increase the involvement of Indigenous communities and entrepreneurs in tourism.
6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience.
7. Strengthen resilience and adaptive capacity to climate-related hazards, natural disasters, and market changes.

These seven goals support the two common provincial goals:

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



C. GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

As destination development continues in the Sea-to-Sky Corridor, choices will have to be made and priorities set.

Participants developed the following guiding principles for decision making for destination development in the Sea-to-Sky Corridor:

- Tourism will operate in harmony with our natural ecosystems and growth must recognize ecological limits and carrying capacities, and not be detrimental to the natural environment.
- Tourism growth must be balanced with meeting visitor's needs to ensure any visit to the Sea-to-Sky Corridor is a positive, memorable experience.
- Tourism development will be focused on both collaborative corridor-wide initiatives as well as individual community-based opportunities that are transformative and strengthen long-term product competitiveness of the entire Sea-to-Sky Corridor.
- Tourism partners will work together to spread the benefits of tourism throughout the Sea-to-Sky Corridor, ensuring prosperity is shared by all.
- Tourism will be part of a larger effort to support and engage Indigenous communities and Peoples. Growth and development must respect the titles, rights, cultural values, history, and priorities of the Indigenous communities and entrepreneurs, as well as agreements among governments.
- The destination will be developed to meet the needs of a diverse visitor market, focusing on improving the value of a visitor and improving industry resiliency over long-term business cycles.
- Development must ensure the quality of experiences matches the Sea-to-Sky Corridor destination brand promise.
- Tourism will enhance the appeal of the Sea-to-Sky Corridor for residents and support the lifestyle of residents.
- Investing in new tourism businesses and development must be balanced with the need to elevate the current resident, entrepreneurial, and visitor experience.
- Growth must enhance and support the long-term retention of community character and personality, and enhance the distinctiveness of the Sea-to-Sky Corridor.
- Visitors will be an integral part of the stewardship efforts and will be educated to be respectful and responsible travellers.
- Tourism development will reinforce the Sea-to-Sky Corridor's values of responsibility, tolerance, openness, diversity, inclusion, and respect.

D. MOTIVATING EXPERIENCES

What do we focus our attention on for the next 10 years that will position the Sea-to-Sky Corridor as a competitive and sustainable destination?

Identifying the motivating experiences will entice tourists to visit our region. Differentiating a destination, and making it truly unique from other destinations, helps to improve its competitiveness.

There were three main visitor markets identified throughout the strategy development process: leisure, group travel, and sport tourism markets. Within sport tourism, this Destination Development Strategy focused on the outdoor recreation and sporting events market for collaborative efforts, recognizing individual communities have differing aspirations for traditional sport hosting markets (such as soccer tournaments).

Eleven distinct motivating experiences were identified that elevate the core strengths of the destination and align to the demand generators deemed most relevant to the desired visitor:

- Outdoor adventure and recreation
- Festivals and events (including outdoor recreation events)

- Indigenous cultural tourism
- Culture
- Culinary experiences
- Touring
- Marine-based
- Education and learning
- Meetings and conventions
- Health and wellness
- Attractions and activities

A key focus of this strategy is to work together to ensure there is a collective mass of activities for each of these experiences to motivate travel to the Sea-to-Sky Corridor as a destination. Further information is provided below, to provide the context and opportunities for each motivating experience.

STRATEGIC PRIORITY AREAS	SPECIFIC TARGETS
OUTDOOR ADVENTURE AND RECREATION	<p>Visitors cite the natural environment, diversity of outdoor activities, and spectacular scenery as primary motivators for choosing to vacation in British Columbia. There is an abundance of outdoor adventure and recreation activities for all seasons, in all communities along the Sea-to-Sky Corridor, including: world-class winter ski resorts located in Whistler and on the North Shore mountains, activities like snowshoeing on the North Shore mountains, snowmobiling in the backcountry around Pemberton, playing hockey on frozen Little Gun Lake during Winterfest, or cross country skiing in Lillooet. Summer offerings are abundant, including hiking, world class mountain biking, rafting, camping, road cycling, fishing, kayaking, and horseback riding, among others.</p> <p>In 2013, approximately 43% of visitors to British Columbia participated in an outdoor adventure activity while on their trip to British Columbia. Among overseas visitors, 10% participated in outdoor adventures while in British Columbia. In recent years, there has been greater demand for experiences from visitors that involve cultural and natural discovery through physically active and exhilarating activities.</p> <p>Outdoor recreation activities and experiencing scenery and nature are key motivators for trips along the Sea-to-Sky Corridor. As such, it is critical to maintain and enhance the abundance of outdoor recreational assets and visitor amenities for all seasons and ensure the parks and natural spaces continue to attract visitors. As the Sea-to-Sky Corridor has a global reputation and competitive advantage for its outdoor adventure products and experiences. It is critical to build on this strength and protect this positioning for the future.</p> <p>It is important to note that while some recreational activities such as golf, tennis, and baseball are very important to visitors and residents in individual communities, the focus for collaboration within the entire Sea-to-Sky Corridor has been agreed to be on nature-based outdoor adventure and recreation as described above.</p>

STRATEGIC PRIORITY AREAS**SPECIFIC TARGETS****FESTIVALS AND EVENTS**

The Sea-to-Sky Corridor offers an abundance of festivals and events that draw significant tourism visitation to all communities, such as large scale, mass-participation outdoor recreation and sporting events that create sufficient demand to drive the tourism economy, as well as year-round arts festivals and events that activate the communities, add colour to the destination, and attract visitors from within the region and internationally.

It is a common aspiration from all communities within the planning area to support existing festivals and events, as well as build new ones that improve the vibrancy of their community for both residents and visitors, and to expand the season beyond peak visitor months.

INDIGENOUS CULTURAL TOURISM

Indigenous cultural tourism is a small, but rapidly growing segment of the British Columbia tourism industry that tends to attract an international visitor who spends more per trip than other visitors. Within the Sea-to-Sky Corridor, significant opportunity exists to enhance the cultural product and experience offerings and participate more fully in this growing segment. There is interest in supporting Indigenous experiences as part of a destination stay. Any Indigenous tourism development needs to originate from the Indigenous communities.

CULTURE

The cultural identity of British Columbia is distinct and diverse, drawing from many different narratives. This woven fabric is appealing to an international audience and there are opportunities to diversify the Sea-to-Sky Corridor product base while supporting existing and developing new cultural experiences¹. This will help to attract new, high-yield markets (higher-yield long-haul markets are more interested in arts, culture, and heritage) and diversify the visitor base. This will also support year-round visitation through generating a volume of experiences that are indoor and therefore less reliant on nature-based amenities and weather.

Several Sea-to-Sky Corridor municipalities and Indigenous communities have developed specific Cultural Plans or have identified cultural development strategies within their Community Plans. Clearly woven within all plans is the need to preserve cultural heritage and the opportunity to improve storytelling. Several projects such as an expansion of the Cultural Journey viewpoints² have been identified for growth development.

Most communities within the Sea-to-Sky Corridor also have well-established public art programs and supporting tactics and there may be the opportunity to integrate storytelling throughout the planning area through these programs.

CULINARY EXPERIENCES

The Sea-to-Sky Corridor has built a reputation for agricultural experiences, local foods and culinary tourism, which aligns to the growing consumer interest in food experiences. The Sea-to-Sky Corridor also has significant agriculture plans that guide agriculture efforts, and all communities aspire to enhance their culinary offerings that are connected to the land (e.g., farm-to-table, culinary events, etc.). Both Pemberton and Lillooet aspire to have their tourism positioning strongly linked to their food and farm culture. Destination development strategies need to support all these aspirations through creating a stronger regional culinary destination experience.

TOURING

The Sea-to-Sky Corridor is part of the Coast Mountain Circle Route and 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 province. A focus on improving the touring experience will enhance economic opportunities for all businesses and communities within the Sea-to-Sky Corridor and is a core strategy in moving visitors to more rural communities in the northern part of the planning area, such as Pemberton, Mount Currie, D'Arcy, the Bridge River Valley, and Lillooet.

¹The UNWTO definition for cultural tourism: Cultural tourism is a type of tourism activity in which the visitor's essential motivation is to learn, discover, experience and consume the tangible and intangible cultural attractions/products in a tourism destination. These attractions/products relate to a set of distinctive material, intellectual, spiritual and emotional features of a society that encompasses arts and architecture, historical and cultural heritage, culinary heritage, literature, music, creative industries and the living cultures with their lifestyles, value systems, beliefs and traditions.

²Cultural Journey is a self-guided route through the Skwxwú7mesh Úxwumixw (Squamish Nation) and Lil'wat First Nations lands and includes seven kiosks and viewpoint signage at easily accessible pullouts. Going northbound from Vancouver, kiosks 1 to 5 are on the way up to Whistler and kiosks 6 and 7 are on the southbound side of the highway. slcc.ca/experience/cultural-journey/

STRATEGIC PRIORITY AREAS**SPECIFIC TARGETS****MARINE-BASED**

There are opportunities to better use the oceanfront and coastal community features of the Sea-to-Sky Corridor, drawing from its rich Indigenous culture and history of marine-based tourism. Improved access and activities could generate new interest in visiting the area, lessen the pressures on the land-base, and provide an alternative to highway transportation. Existing efforts to secure UNESCO status for the Howe Sound Biosphere could be leveraged.

EDUCATION AND LEARNING

Destination Canada and Destination BC have both identified Learners as a key traveller market for Canada and BC, those who search for unique learning experiences that help them engage with destinations and locals. For the Sea-to-Sky Corridor, educational opportunities have been identified as experience enhancers, to be woven into the offerings of all other motivating experiences (e.g., culinary schools, outdoor education, and Indigenous cultural understanding).

MEETINGS AND CONVENTIONS

The Sea-to-Sky Corridor offers 35 meeting and convention facilities with over 190,000 square feet in space combined. The Whistler Conference Centre is the largest facility and generates more than 80,000 room nights annually.

According to Destination Canada, meetings, incentive travel, conventions and exhibitions (MICE) related travel in 2015 accounted for almost 17% of all travellers to Canada and 21% of tourism industry revenues. More than 85% of MICE activities in 2012 were held in hotels and resorts with meeting facilities and roughly 82% of the events in Canada had fewer than 100 attendees.

In 2012, BC received \$4.3 billion in economic impact from the MICE sector³ and destinations that can offer flexible venues and a range of pre-and-post activities that will be better positioned to attract these diverse groups. There are opportunities for the Sea-to-Sky Corridor to further develop its meeting and convention spaces, supporting accommodations, and capture a larger share of this lucrative market that spurs additional pre- and post-meeting leisure travel.

HEALTH AND WELLNESS

The growing demand for health and wellness experiences by leisure travellers has been identified as an opportunity for the Sea-to-Sky Corridor that currently has several assets in this service category, but it not yet recognized for. The development of new health and wellness product experiences should tie into and support the abundance of nature-based experiences within the Sea-to-Sky Corridor. The Scandinave Spa in Whistler and Peak Yoga on Grouse Mountain (free outdoor yoga) are excellent examples of health and wellness experiences that enhance the visitor experience.

ATTRACTIONS AND ACTIVITIES

The Sea-to-Sky Corridor is home to some of BC's most popular and iconic attractions and activities, including: Grouse Mountain, Capilano Suspension Bridge, Mount Seymour, Cypress Mountain, Sea to Sky Gondola, Britannia Mine Museum, West Coast Railway Heritage Park, and the PEAK 2 PEAK Gondola in Whistler.

These attractions and activities enhance a destination stay and encourage visitors to stay longer and spend more.

³In 2012 the MPI Foundation and its partners conducted an update of a national MICE sector study (Canadian Economic Impact Study – CEIS 3.0) that aggregated data from many partners and agencies. It found that over 585,000 business events were hosted in 2,176 venues and attracted over 35 million participants that year, contributing an estimated \$29.0 billion in direct spending by participants and non-participants.



E. DEVELOPMENT THEMES

The Sea-to-Sky Corridor planning area participants identified development themes to focus their attention on for the next 10 years. Destination development planning themes define the priorities that have surfaced from tourism partners through the planning process to support the vision and goals, as well as the motivating experiences. Eight destination development themes were identified to strengthen the Sea-to-Sky Corridor as a destination. Each theme has objectives and actions identified to support it.

THEME 1: STEWARDSHIP AND SOCIAL COMMITMENT

Tourism partners in the Sea-to-Sky Corridor destination development planning process continually elevated the need for sustainability principles to be at the foundation of the Destination Development Strategy. Responsible and sustainable tourism development must support the inherent values of place and ensure the social, economic, and environmental benefits from tourism exceed the costs attributed to each ideal.

THEME 2: PROACTIVE VISITOR GROWTH MANAGEMENT

The rapid growth of the resident base and tourist visitation since 2010 has placed significant strains on many tourism assets and infrastructure in the North Vancouver to Mount Currie portion of the Sea-to-Sky Corridor.

This has resulted in the need to better understand and manage tourism capacity and disperse visitors throughout the planning area, balancing tourism quantity with quality, and ensuring experiences are proactively designed for the right level of visitor use. Pressures are acutely felt on the recreational land-base (the backcountry in particular) as well as within residential neighbourhoods.

THEME 3: INDIGENOUS TOURISM DEVELOPMENT

The demand for experiential travel that authentically connects travellers to local people, culture, and places in deep and meaningful ways continues to grow. In 2017, BC's Indigenous tourism sector generated approximately \$705 million in gross direct output for the province. There are enormous opportunities to create and market Indigenous cultural experiences, a growing area of interest and demand amongst travellers, including Canadian, Chinese, German, US, and British markets. There are a significant number of Indigenous communities with existing tourism developments, tourism businesses, and tourism aspirations; it is through their lead that Indigenous tourism may prosper.

Indigenous tourism development helps to improve understanding for, and respect of, Indigenous title, rights, and land use priorities, as well as support the Province's commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission.

THEME 4: NEW PRODUCTS AND IMPROVED TRAVEL EXPERIENCES

New products and experiences are needed to increase resident and community prosperity through sustainable tourism growth, improve visitor dispersion year-round and throughout the Sea-to-Sky Corridor, and increase visitor interest in travelling to the Sea-to-Sky Corridor from key markets.

The diversity of the Sea-to-Sky Corridor communities, geographic areas, and visitor markets requires distinct solutions to tourism growth. While more urban or mature destinations require new products and experiences to improve the off-season and shoulder-season prosperity, more rural communities require new products and experiences to support the viability of existing businesses and key destination draws to attract more and/or higher-valued visitors. A variety of paid and unpaid experiences are necessary to deliver a good destination visitor experience in the Sea-to-Sky Corridor and ensure the destination is affordable for the diverse markets.

THEME 5: COMMUNITY CHARACTER AND PERSONALITY BUILDING

The distinct communities, the sense of place, and the vibe within the Sea-to-Sky Corridor are a significant part of the destination appeal and are a critical part of the draw for travellers. It is important that the distinctiveness of each community is identified, preserved, elevated, and showcased, while at the same time bringing together all communities within the Sea-to-Sky Corridor.

The Sea-to-Sky Corridor has a compelling mix of urban areas, resort municipalities, and rural villages. A continued focus on strengthening sense of place and local identities (including a much stronger vision for Indigenous culture) can provide a stronger foundation for nature-based tourism that currently drives the tourism economy.

THEME 6: INFRASTRUCTURE AND SHARED TRANSPORTATION OPTIONS

Transportation has been identified as a top constraint to tourism growth within the Sea-to-Sky Corridor and adding sustainable transportation alternatives is key to the long-term viability. The primary arteries through the planning area are

challenged with a lack of public transit options, a lack of connectivity between communities (including under-developed roadways), road closures, safety issues, and traffic congestion at points such as bridges, community entrances, and parking areas. Despite significant improvements by the provincial government and municipalities, game-changing efforts are needed to ease the transportation flow. Visitors continue to be dependent on personal or rented vehicles and the traffic flow is hindered by residential development and an increased volume of travellers visiting the destination.

In addition to transportation, needed infrastructure has been identified for wi-fi and connectivity, accommodations, meetings, and convention spaces to remove barriers to visitation growth in specific communities.

THEME 7: ATTRACTING TALENT AND WORKFORCE SUSTAINABILITY

Provincially, as the visitor economy grows, more acute labour shortages are being felt. The Sea-to-Sky Corridor is no exception as there are significant human resource challenges that need to be addressed. Entrepreneur and staff housing shortages, labour shortages, and gaps in skillsets were identified by tourism partners as barriers to tourism growth. Recruiting, retaining, and training staff are all critical elements to business success and the visitor experience.

THEME 8: PARTNERSHIPS AND WORKING TOGETHER

The Sea-to-Sky Corridor has not had a long history of working together on tourism development and management, and yet, cooperation and collaboration are critical to addressing current challenges and future opportunities. It is important that a solid foundation is built that enables comprehensive and collaborative management of the planning area while still evolving the diverse destinations within the planning area. Working cooperatively and in partnerships, both within and outside of the tourism industry, is key to the industry's success.

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.

Destination development focuses on the supply side of tourism by providing the setting, access, policy framework, investment attraction, experiences, and visitor services that attract new visitors and entice repeat visitation.

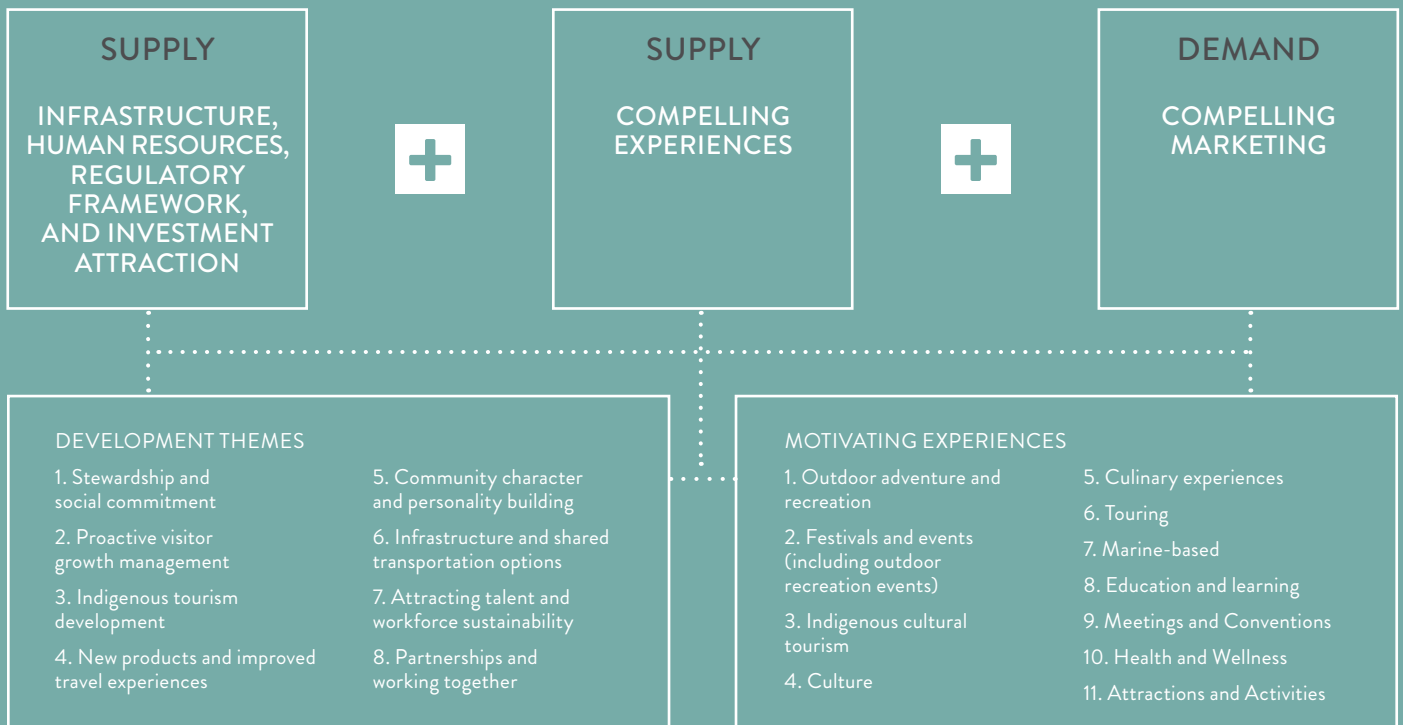
Demand side marketing efforts strive to create urgency for people to want to visit. While this strategy focuses on the supply side, it is important to connect the defined destination themes to the motivating experiences that lead to purchase decisions and result in visitation.

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 can then 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 eight development themes contributes to each of the eleven motivating experiences that were determined for the Sea-to-Sky Corridor, although they will do so at different levels, based on the actual objectives recommended (Figure 14).

FIGURE 14:
Interaction of Development Themes and Motivating Experiences



7

STRATEGY AT A GLANCE

WHISTLER
Photo: Kevin Arnold

SEA-TO-SKY: A DISTINCTIVE DESTINATION

VISION	Vibrant, diverse, and authentic, the Sea-to-Sky Corridor pairs a year-round sustainable and prosperous tourism management model with being the most sought after destination for world class nature-based outdoor recreation and thriving cultural experiences.			
GOALS	<ol style="list-style-type: none"> 1. Increase resident and community prosperity through sustainable tourism growth. 2. Improve visitor dispersion year-round and geographically throughout the Sea-to-Sky Corridor. 	<ol style="list-style-type: none"> 3. Improve visitor use of the natural and cultural heritage in a respectful, sustainable manner. 4. Improve supporting tourism infrastructure for transportation, and employee and entrepreneur housing. 	<ol style="list-style-type: none"> 5. Increase the involvement of Indigenous communities and entrepreneurs in tourism. 6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience. 	<ol style="list-style-type: none"> 7. Strengthen resilience and adaptive capacity to climate related hazards, natural disasters, and market changes.
MOTIVATING EXPERIENCES	<ol style="list-style-type: none"> 1. Outdoor adventure and recreation 2. Festivals and events 	<ol style="list-style-type: none"> 3. Indigenous cultural tourism 4. Culture 5. Culinary experiences 	<ol style="list-style-type: none"> 6. Touring 7. Marine-based 8. Education and learning 	<ol style="list-style-type: none"> 9. Meetings and conventions 10. Health and wellness 11. Attractions and activities
DEVELOPMENT THEMES	<ol style="list-style-type: none"> 1. Stewardship and social commitment 2. Proactive visitor growth management 	<ol style="list-style-type: none"> 3. Indigenous tourism development 4. New products and improved travel experiences 	<ol style="list-style-type: none"> 5. Community character and personality building 6. Infrastructure and shared transportation options 	<ol style="list-style-type: none"> 7. Attracting talent and workforce sustainability 8. Partnerships and working together



STRATEGIC PRIORITIES

SQUAMISH LIL'WAT CULTURAL CENTRE
Photo: Blake Jorgenson

FRAMEWORK The Sea-to-Sky Corridor Working Group utilized a framework to determine the prioritization of each objective and the relative timing for implementation:

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

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

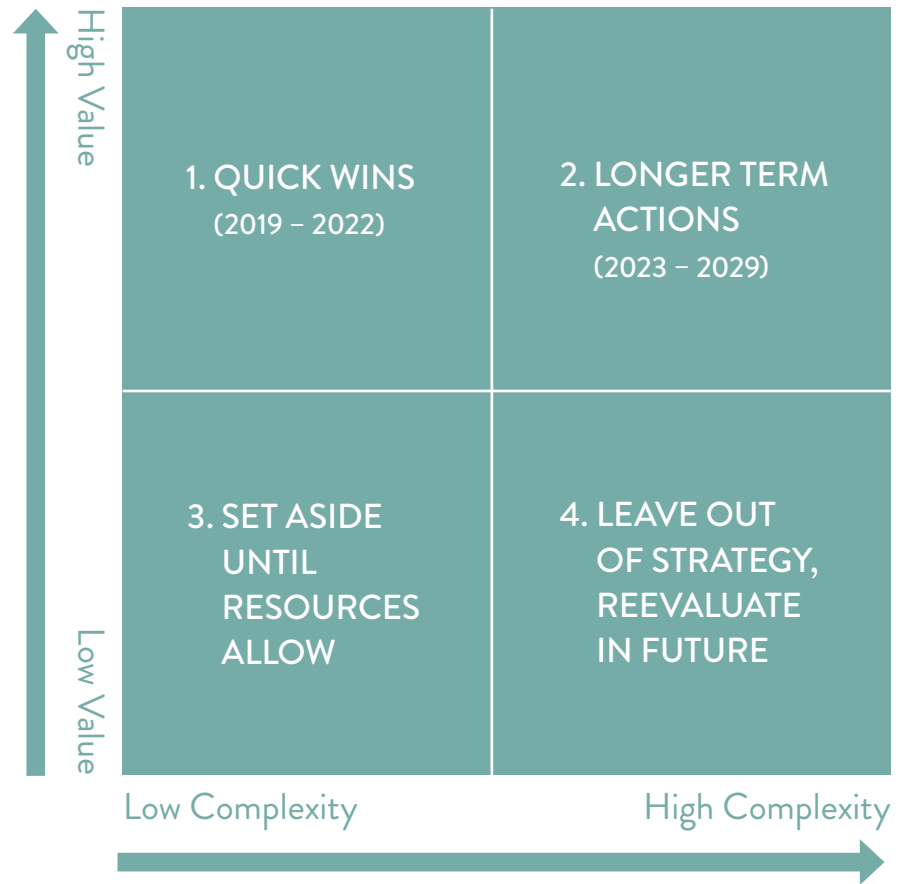
3. SET ASIDE UNTIL RESOURCES ALLOW low complexity and low value, address when time and/or resources exist.

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.

Using a consistent framework will allow the province and the Sea-to-Sky Corridor to examine the various priorities across all planning areas to identify those which belong within a regional or provincial strategy. The success network is identified⁴, and where the proposed objective has provincial or regional scope beyond this planning area. This list does not represent all the opportunities that emerged during the planning process, but those that emerged as a higher priority for tourism destination development.

The Working Group also identified priority catalyst projects, which are actions for moving the Sea-to-Sky Corridor Destination Development Strategy into implementation. These have been noted in the section below and summarized in section 9a.

⁴Organizations 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.



A. OBJECTIVES AND ACTIONS

In total, 39 objectives have been identified for the Sea-to-Sky Corridor as a tourism destination for the next 10 years. The following section outlines the objectives by each development theme, the priority, and relevant timing for implementation. It also identifies the priority actions within each objective.

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

A full list of all 39 objectives sorted by priority is included in Appendix 3.

THEME 1: STEWARDSHIP AND SOCIAL COMMITMENT

Aspirations for Success:

1. Sea-to-Sky Corridor is recognized as an inspiration for sustainable tourism globally.
2. Ensure protection for natural, cultural, heritage, and spiritual places.
3. Ensure long-term health of the ecosystems and natural assets.
4. Protect marine life, wildlife and wildlife corridors, and reduce wildlife displacement from impact of human recreation.
5. The values of the local communities are supported and there is harmony amongst visitors and residents in preserving and protecting the social and environmental background to the Sea-to-Sky Corridor.

THEME 1: OBJECTIVES & ACTIONS	PRIORITY
<p>1. Improve sustainability practices of the tourism industry and partners.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Establish a Sustainable Tourism Council and measurable sustainability goals. <ul style="list-style-type: none"> - Set up standards. - Conduct an audit to identify non-sustainable practices and work together to fill gaps. - Build on and promote best practices – education and raising awareness. - Review alignment with the Cariboo Chilcotin Coast planning areas sustainability and climate change goals and actions. • Work with tourism businesses and municipalities to incorporate sustainability best practices into their tourism infrastructure and operations. <ul style="list-style-type: none"> - Develop incentives to address lack of resources. <p>SUCCESS NETWORK DBC, municipalities, SLRD, DMOs, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, economic development agencies, FLNR</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p>2. Develop a Sea-to-Sky Corridor climate change resiliency plan specific to tourism assets and visitor needs.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Identify actions needed to be better prepared to adapt to climate change conditions, including lack of snow, drought, landslides, wildfire, flooding, heat, blizzards, etc. <ul style="list-style-type: none"> - Review alignment with the Cariboo Chilcotin Coast planning areas sustainability and climate change goals and actions. • Encourage tourism businesses to prepare their business-specific climate change resiliency plans. <p>SUCCESS NETWORK DBC, municipalities, SLRD, DMOs, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, FLNR</p>	<p>2. LONGER TERM ACTIONS</p>
<p>3. Leverage provincial efforts to better prepare the tourism industry and visitors for emergencies.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with go2HR and Emergency Management BC to encourage tourism businesses to prepare their business-specific emergency plans, leveraging Prepared BC resources. • Coordinate with emergency community planning to ensure visitor needs are included and guests will be safe and taken care of in times of emergency. <p>SUCCESS NETWORK go2HR, Prepared BC, DBC, municipalities, SLRD, DMOs, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, FLNR, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>

THEME 1: OBJECTIVES & ACTIONS	PRIORITY
<p>4. Support in principle the efforts to achieve UNESCO Howe Sound Biosphere certification.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> Extend key learnings from implementation to other waterways in the Sea-to-Sky Corridor, as well as other geographic areas where relevant. <p>SUCCESS NETWORK Howe Sound Biosphere Region Initiative, tourism businesses, municipalities, SLRD, environmental organizations, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation)</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p>
<p>5. Improve Sea-to-Sky Corridor industry and visitor education programs and interpretations.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Develop a Sea-to-Sky Corridor welcome, safety, and visitor education program. Encourage tourism businesses to incorporate staff and visitor education into their standard business practices. Add additional interpretation signage that also provides visitor education (e.g., cultural, historical, ecosystem, environmental, safety, etc.). Work with online platforms (e.g., Google, TripAdvisor, etc.) to ensure visitor education and safety information is embedded in content <p>SUCCESS NETWORK DBC, Visitor Services, Visitor Centres, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, go2HR, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 2: PROACTIVE VISITOR GROWTH MANAGEMENT

Aspirations for Success:

1. Provide economic opportunity for all communities and businesses.
2. Visitation and the benefits of tourism are spread throughout the planning area.
3. Provide visitor experiences in line with visitor expectations.
4. Avoidance of overtourism through adherence to proactive growth management.
5. Utilize tourism infrastructure capacity in non-peak seasons and non-peak days.
6. Retention of social license for tourism by residents, communities, and other industries.
7. Land use planning defines and provides certainty for businesses.
8. Minimize conflicts with rise in backcountry use on the land base.

THEME 2: OBJECTIVES & ACTIONS	PRIORITY
<p>6. Implement and enforce proactive visitor management for nature-based experiences and hotspots where visitors may congregate.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Apply learnings from the FLNR Visitor Use Management Framework throughout the planning area. (Catalyst Project) • Develop new methods of understanding the multitude of limits and explore ways that tourism growth can be managed to stay within those limits. • Identify and explore opportunities to improve the visitor and resident experience (e.g., parks reservation systems, increasing communications to tourism businesses and visitors, and/or improved site management where increased visitation has created concerns regarding meeting demand, visitor safety, and waste management). • Improve enforcement of bylaws and sustainable tourism policies. <p>SUCCESS NETWORK FNLNR, ENV, TAC, DBC, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, nature-based organizations, economic development agencies</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p>7. Develop a Visitor Dispersion action plan to better disperse visitors throughout the Sea-to-Sky Corridor.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with all Sea-to-Sky Corridor partners to develop and abide by a policy of marketing responsibly, in a way that educates visitors, encourages responsible travel, and doesn't unintentionally lead to overtourism. (Catalyst Project) • Identify ways to monitor visitor volumes and flow. <p>SUCCESS NETWORK DBC, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, transportation providers, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p>
<p>8. Work with the government of BC to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with FLNR on the Bridge River Valley land use project. (Catalyst Project) • Utilize the process established by the Adventure Tourism Coalition to develop a protocol agreement and guidelines between operators, recreation users, mountain biking, resorts, and Indigenous communities and entrepreneurs to promote understanding and streamline approval processes, protect the environment, and promote sustainable use. • Identify and protect wild spirit areas and sensitive places for private Indigenous cultural opportunities. <p>SUCCESS NETWORK TAC, FLNR, ENV, DBC, municipalities, SLRD, CRD, DMOs, CCCTA, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, Tsilhqot'in National Government, tourism businesses, Adventure Tourism Coalition, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

THEME 3: INDIGENOUS TOURISM DEVELOPMENT

Aspirations for Success:

1. Increase and ensure a deep and thorough understanding for, and respect of, Indigenous title, rights, and land use priorities by all non-Indigenous groups, including having a deep understanding of colonial history and understanding of linkages to today.
2. Improve Indigenous communities and entrepreneur engagement, partnership, and participation in tourism.
3. Improve Indigenous and non-Indigenous community support for new or expanding tourism businesses.
4. Increase coordination and collaboration between partners along the Sea-to-Sky Corridor.
5. Increase Indigenous cultural tourism products.
6. Increase the number of culturally-trained Indigenous guides.
7. Build tourism as an example industry for supporting UNDRIP and Truth and Reconciliation Calls to Action commitments.

THEME 3: OBJECTIVES & ACTIONS	PRIORITY
<p>9. Develop a full understanding of the aspirations of all Indigenous communities and entrepreneurs within the Sea-to-Sky Corridor.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • ITBC to work with Indigenous communities and entrepreneurs to gain and articulate a robust understanding of the Indigenous tourism aspirations throughout the Sea-to-Sky Corridor. (Catalyst Project) - Understand and share how non-Indigenous tourism industry can support UNDRIP, the Truth and Reconciliation Calls to Action, and Indigenous title, rights, and land use priorities. <p>SUCCESS NETWORK ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, Indigenous entrepreneurs, Squamish Lil'wat Cultural Centre</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>
<p>10. Work together with ITBC to explore representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with ITBC to explore representation models and secure funding to support the Vancouver, Coast & Mountains tourism region. (Catalyst Project) • Develop stronger collaboration to improve Indigenous engagement in tourism and foster partnerships between Indigenous and non-Indigenous tourism businesses. • Encourage policies around ensuring genuine and appropriate recognition of Indigenous communities when working together within the tourism industry and when communicating with visitors <p>SUCCESS NETWORK ITBC, SLCC, DBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>

THEME 3: OBJECTIVES & ACTIONS	PRIORITY
<p>11. Increase access to relevant and affordable tourism training programs for Indigenous Peoples.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Execute programs to improve customer service skills levels through First Host. <ul style="list-style-type: none"> - Leverage Lil'wat Nation train the trainer program. • Provide affordable business development mentoring, training, and support. • Leverage the Tsleil-Waututh Nation Cultural Training Guide to create similar guides for all Nations. • Leverage the government of BC's skills training programs. <ul style="list-style-type: none"> - Leverage Employment Services and Supports Program through the Canada Job Fund and possible supports through a renewed Labour Market Transfer Agreement. <p>SUCCESS NETWORK ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, Indigenous entrepreneurs, Squamish Lil'wat Cultural Centre</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>12. Improve Indigenous storytelling of history.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Extend Cultural Journey Viewpoints and signage that uses Indigenous language to the entire Sea-to-Sky Corridor. (Catalyst Project) • Leverage the province's language training programs. • Explore opportunity to connect Indigenous storytelling of sacred mountain holy places and medicine people (Connects to Objective 22 Health and Wellness). <p>SUCCESS NETWORK ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, SLCC, TRAN, AEST</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p>13. Develop new Indigenous cultural tourism products throughout the Corridor.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a St'át'imc Cultural Centre in Lillooet. • Support enhancement of the Lil'wat Cultural Centre in Mount Currie. • Work with Indigenous communities and entrepreneurs to add new guided tours (e.g., recreation, cultural, heritage, medicinal plants, etc.). • Connect the breadth of Indigenous experiences with other visitor experiences. • Support Indigenous Tourism BC's authentic Indigenous destination certification program. • Increase funding and resources for development and research, business establishment, and market-readiness. <p>SUCCESS NETWORK ITBC, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, Indigenous entrepreneurs, DMOs</p>	<p>2. LONGER TERM ACTIONS</p>
<p>14. Increase product development along 5 Nation highway (in-SHUCK-ch and Harrison West Forest Service Road).</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Engage with Xa'xtsa Nation, Skatin Nation, and Samahquam Nation. • Identify new Indigenous cultural experiences with opportunities to become visitor and market ready (Indigenous communities must lead). <p>SUCCESS NETWORK SLRD, TRAN, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation (Xa'xtsa, Skatin and Samahquam), Indigenous entrepreneurs</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

THEME 4: NEW PRODUCTS AND IMPROVED TRAVEL EXPERIENCES

Aspirations for Success:

1. Support and strengthen the distinct values and assets that contribute to the Sea-to-Sky Corridor brand.
2. Strengthen product competitiveness of the entire Sea-to-Sky Corridor by building a volume of similar-themed experiences that motivates travel to and throughout the planning area.
3. Develop compelling experiences to entice visitors to travel to rural, less-visited areas.
4. Maintain product quality and preserve the Sea-to-Sky Corridor’s key assets.
5. Improve accessibility to experiences (e.g., mobility barriers).
6. Nurture and promote a culture of innovation and enhance the entrepreneurial character of the Sea-to-Sky Corridor.
7. Improve the visitor experiences at all touchpoints along the consumer travel journey, including accommodations, gas stations, rest areas, restaurants, spas, retail stores, attractions and activities, and learning opportunities.
8. Sufficient management and stewardship of nature-based recreational resources and facilities.

THEME 4: OBJECTIVES & ACTIONS	PRIORITY
<p>15. Foster regional collaboration around thematic product development and experience improvements.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Participate in Destination BC’s Designing Remarkable Experiences workshop. (Catalyst Project) • Develop a Sea-to-Sky Tourism Acceleration Fund to support small-scale experience development. (Catalyst Project) • Create programs to develop visitor readiness and improve visitor experiences. • Consider incorporating Indigenous recognition into all tourism offerings and encourage tourism operators and DMOs to include Indigenous welcome. • Develop programs to encourage collaboration on packaging to turn day trippers to overnight visitors, increase dispersion, and increase lifetime value of the visitor. • Organize tourism entrepreneurship events and education that encourage the creation of new tourism products, such as networking, mentorship program, and innovation-in-tourism events to fuel creative entrepreneurship (e.g., business pitch contests). <p>SUCCESS NETWORK DBC, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation, tourism businesses, economic development agencies, TAC</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p>16. Develop a festivals and events strategy to motivate travel and coordinate planning.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Complete a planning area inventory of festivals and events and identify gaps and complimentary opportunities that everyone is aligned with (e.g., build on existing events, identify gaps and opportunities that ensure transportation corridors are open). <ul style="list-style-type: none"> - From gaps in the calendar, identify one large event we can all build on (e.g., Harvest Festival). • Implement a Sea-to-Sky Corridor Festivals and Events Coordination Committee. • Coordinate an event calendar — many festivals and events on same dates create capacity issues for accommodations and transportation. • Support festival and event organizers to enhance their programming, activities, and services in a way that supports a unified trail of events along the Sea-to-Sky Corridor and showcases the diverse traditions that make their communities unique. • Provide training and learning opportunities to grow capacity in the local events planning groups. <p>SUCCESS NETWORK DMOs, municipalities, SLRD, event organizers</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 4: OBJECTIVES & ACTIONS	PRIORITY
<p>17. Create new culture-based experiences to build the Sea-to-Sky Corridor as a cultural destination.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> Identify additional cultural heritage sites of importance with potential to develop as attractions and experiences for visitors. <ul style="list-style-type: none"> Work with the FLNR Cultural Heritage Branch, Heritage BC, and local heritage/cultural groups to identify the known and hidden places of historic interest and select different types of heritage cultural experiences that create a unique Sea-to-Sky Corridor experience that matches key travel markets interests. Support Indigenous communities to develop and showcase self-identified cultural sites. Knit together shared goals from cultural plans to identify shared aspirations and projects. Encourage tourism businesses and new developments to incorporate cultural assets that enhance the Sea-to-Sky Corridor cultural experience. <p>SUCCESS NETWORK DBC, municipalities, SLRD, DMOs, cultural organizations (e.g., Upper St’át’imc Language, Culture and Education Society; Lil’wat Cultural Heritage Language Authority), ITBC, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation, tourism businesses, TAC, FLNR</p>	<p>2. LONGER TERM ACTIONS</p>
<p>18. Add more easily accessible oceanfront and coastal travel experiences to disperse visitors from land-based experiences.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Improve policies around waterfront access and revitalization. Improve the visitor experience within community-based waterfronts, as well as between communities. <ul style="list-style-type: none"> Improve waterfront access and viewpoints, parking, signage, and learning opportunities. Develop an Active Working Waterfront touring route that connects visitors to the industrial waterfront history and assets along the coast. Fully implement the Sea to Sky Marine Trail, where appropriate. Work with the Vancouver Fraser Port Authority, Tseil-Waututh Nation, and BC Parks to fully implement the spirit of the outdoor recreation goals and tourism development opportunities identified within the Say Nuth Khaw Yum/Indian Arm Provincial Park Management Plan. <p>SUCCESS NETWORK Municipalities, SLRD, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation, Vancouver Fraser Port Authority, ENV, BC Marine Trails Network Association, Sea Kayak Association of BC, nature-based organizations</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 4: OBJECTIVES & ACTIONS	PRIORITY
<p>19. Add more backcountry travel experiences that disperse visitors throughout the Sea-to-Sky Corridor.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop and implement a master trails plan with all communities involved for a Sea-to-Sky Corridor approach. (Catalyst Project) <ul style="list-style-type: none"> - Fully implement the Sea to Sky Recreation Trails Strategy while setting goals for maintenance and identify opportunities for growth to bring visitors to areas to reduce or restrict visitation. - Knit together the various trails master plans. - Continue to build destination mountain biking trails, where appropriate. - Continue to build destination hiking trails, where appropriate. • Work with BC Parks, FLNR, Indigenous communities, local governments, and nature-based organizations to add more backcountry capacity for trails, huts, campsites, and amenities where appropriate. • Enhance backcountry product offerings in the South Chilcotin Mountain Range, from Mount Currie toward D'Arcy, and along the Duffey Lake road, ensuring amenities and services are in place before backcountry development occurs. • Manage backcountry access and transportation routes including: <ul style="list-style-type: none"> - identifying priority resource roads visitors can access - restricting backcountry access where appropriate - continuing to deactivate resource roads as required <p>SUCCESS NETWORK FLNR, ENV, municipalities, SLRD, DMOs, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, economic development agencies, nature-based organizations</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p>20. Build additional experiences that disperse visitors throughout the Sea-to-Sky Corridor.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Develop a hot springs tourism development and management strategy. (Catalyst Project) • Continue to strategically add more campgrounds, campsites, and RV capacity (ensuring dispersion throughout the planning area). • Leverage the old growth forests as assets with significant public appeal for recreation to create market-ready product development. • Create a string of nature appreciation and nature-based learning opportunities throughout the Corridor (e.g., nature walks with a biologist). • Integrate nature-based wayfinding throughout the Sea-to-Sky Corridor, similar in nature to a large national park. • Identify specific opportunities to add frontcountry experiences to enhance the Coast Mountain Circle Route. • Leverage the proposed development of the 5 Nation Highway (in-SHUCK-ch and Harrison West Forest Service Road). <p>SUCCESS NETWORK FLNR, ENV, TRAN, municipalities, SLRD, DMOs, Tseil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, nature-based organizations</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>

THEME 4: OBJECTIVES & ACTIONS	PRIORITY
<p>21. Build a stronger cluster of culinary and agritourism experiences.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work together to develop a specific palette of flavours for each community and use that themed approach to develop product experiences to support a linked culinary route throughout the Sea-to-Sky Corridor. <ul style="list-style-type: none"> - Explore linking themed experiences from the Sea-to-Sky Corridor to the Gold Rush Trail. • Develop a program to encourage the development of diverse farms and farm-to-table experiences throughout the Sea-to-Sky Corridor, including educational workshops and/or courses. • Develop a chain of culinary schools, workshops, cooking classes, and food product experiences that are coming out of the land and leverage the farm culture that exists in the area. <ul style="list-style-type: none"> - Build on existing experiences (e.g., Cook Culture (Lonsdale), Bowen Island chocolate workshops, and Klahanie Resort plans for a culinary school). • Develop a world class culinary school in Pemberton to support culinary tourism combined with farm-to-table movement and locally sourced ingredients. • Develop and enhance an agritourism business and signage program for Lillooet and Pemberton. <p>SUCCESS NETWORK FLNR, ENV, municipalities, SLRD, DMOs, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p>
<p>22. Support development of more health and wellness facilities and experiences.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Encourage the development of new health and wellness product experiences that tie into the nature-based experiences. • Explore the business proposition to develop a wellness centre and/or retreat. <p>SUCCESS NETWORK Economic development agencies, tourism businesses</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 5: COMMUNITY CHARACTER AND PERSONALITY BUILDING

Aspirations for Success:

1. Enhance and preserve the sense of place and long term retention of community character and personality.
2. Ensure the destination is aesthetically pleasing to visitors and residents.
3. Improve vibrancy of downtown centres.

THEME 5: OBJECTIVES & ACTIONS	PRIORITY
<p>23. Commit to a strong declaration of community character building, placemaking, and preservation.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Develop a cohesive story panel (narrative) throughout the planning area. <ul style="list-style-type: none"> - Most of the communities within the Sea-to-Sky Corridor have well-established public art programs and supporting tactics. There may be an opportunity to integrate storytelling throughout the Sea-to-Sky Corridor through these programs. • Work with local governments to leverage existing tools and programs to contribute and enhance local and cultural placemaking throughout the Sea-to-Sky Corridor. <ul style="list-style-type: none"> - Incorporate tourism benefits and aspirations of cultural building into official community plans, cultural mapping projects, arts and cultural strategies, etc. <p>SUCCESS NETWORK SLRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, arts and cultural societies</p>	<p>2. LONGER TERM ACTIONS</p>
<p>24. Develop a Sea-to-Sky Corridor beautification program.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work with communities to ensure the visual quality of the planning area is preserved along travelling routes and access points. <p>SUCCESS NETWORK SLRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, TRAN, FLNR</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 6: INFRASTRUCTURE AND SHARED TRANSPORTATION OPTIONS

Aspirations for Success:

1. Provide for and improve the infrastructure that is critical to the visitor experience and future tourism growth.
2. Improve ease of travel to and throughout the Corridor for visitors and tourism staff.
3. Improve access to seamless car-free and congestion-free transportation experiences.
4. Improve public transit options throughout the Sea-to-Sky Corridor.
5. Improve the year-round safety of roadways.
6. Add more accommodation capacity in communities where estimated growth outpaces capacity.
7. Add more facilities for meetings and conventions.

THEME 6: OBJECTIVES & ACTIONS	PRIORITY
<p>25. Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation systems to get visitors to the tourism experiences and tourism staff to work.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Work with TRAN to implement the planned highway and bridge infrastructure and safety improvements. • Continue to expand core public transit service networks, including expanding public transit from Pemberton to Lillooet. • Work with TransLink (Metro Vancouver) on the Transport 2040 regional transportation strategy and 10-year investment vision to make transformational improvements to the reduction of congestion on the North Shore. <ul style="list-style-type: none"> -Address congestion on both sides of Burrard Inlet and improve connectivity between the two adjacent tourism planning areas (e.g., the North Shore is the connection point between Metro Vancouver and the Sea-to-Sky Corridor). -Work with TRAN to explore the development of a third fixed link connection between Vancouver and the North Shore. • Work with TRAN and FIN to access transit tax funds to improve shared bus services and/or shuttles and public transit north of Horseshoe Bay to Lillooet. • Work with BC Ferries to continue to improve the Horseshoe Bay visitor experience and ferry services by participating in the \$250 million retrofit and expansion plan being developed for the Horseshoe Bay terminal. • Work with BC Ferries to continue to improve the service on the Bowen Island to Horseshoe Bay route, as visitor changes occur. • Work with TransLink and BC Ferries to improve the transit and ferry connectivity schedules for a seamless transfer to/from downtown Vancouver to Bowen Island. • Work with existing and new bus service providers to improve bus service, including stops in West Vancouver and service to Lillooet. <ul style="list-style-type: none"> -Work with CN Rail and St’át’imc Nation to explore feasibility of expanding the Kaoham shuttle service. -Develop a business case to introduce free shuttles. <p>SUCCESS NETWORK TRAN, FIN, SLRD, TransLink, MVRD, municipalities, BC Ferries, transportation business operators</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

THEME 6: OBJECTIVES & ACTIONS	PRIORITY
<p>26. Work with the provincial government to improve transportation access and management to Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road).</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Improve standards of maintenance on the Hurley. • Improve infrastructure and amenities on the Hurley to support May through October use. • Improve Highway 40 infrastructure and amenities for year-round use. • Develop the 5 Nations Highway as a year-round route, offering visitors and residents a viable travel alternative and residents an emergency exit route. <p>SUCCESS NETWORK SLRD, Lil'wat Nation, St'át'imc Nation, in-SHUCK-ch Nation, ITBC, TRAN, FLNR, forestry companies</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p>27. Support efforts to add passenger rail transportation from North Vancouver to Lillooet and beyond.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Work with CN Rail on a feasibility study to determine economic options to start up the passenger train again, including a business plan to ensure tourism experiences and visitor amenities will motivate demand for the passenger rail once the service is activated. <p>SUCCESS NETWORK TRAN, SLRD, MVRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, economic development agencies, federal government, CN Rail</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>28. Encourage private investment in transportation experiences and alternatives to personal vehicle travel.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Develop a plan to identify feasibility of adding water-based transportation throughout Howe Sound (e.g., transport to/from North and West Vancouver, Horseshoe Bay, Lions Bay, Porteau Cove, Furry Creek, Britannia Beach, and Squamish). • Revisit the business case and opportunity to add water transport directly from YVR to Squamish. • Encourage investments in private and Indigenous-supported shuttle services throughout the Corridor (e.g., Hurley shuttle similar to Park Bus model, Joffre Lakes Shuttle). • Improve policies to enable ride sharing. • Explore development of floatplane access in Squamish waterfront. • Encourage improvements in Squamish, Lillooet, and Gun Lake aeroparks, and partnering with tourism businesses to package flight transportation. <p>SUCCESS NETWORK DBC, BC Ferries, Fraser Vancouver Port Authority, economic development agencies, municipalities, airports, TRAN, TAC</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 6: OBJECTIVES & ACTIONS	PRIORITY
<p>29. Develop new, and expand existing meeting and convention facilities.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Support the expansion of the Whistler Conference Centre. • Develop a world class convention centre on Squamish oceanfront. <ul style="list-style-type: none"> - Link to water-based accommodations and transportation. • Incorporate meeting facilities as part of new hotel development in North Vancouver and West Vancouver, as well as the future Cypress Village development. <p>SUCCESS NETWORK Whistler Conference Centre, RMOW, Tourism Whistler, District of Squamish, Tourism Squamish, District of West Vancouver, District of North Vancouver, City of North Vancouver, PAVCO, Vancouver’s North Shore Tourism Association, accommodation operators, economic development agencies</p>	<p>2. LONGER TERM ACTIONS</p>
<p>30. Attract investment for new accommodations to be built.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Encourage investment in the development of new quality accommodations. <ul style="list-style-type: none"> - Identify areas for new accommodations, including Squamish, North Vancouver, West Vancouver, Pemberton, Lillooet, and Bridge River Valley. - Identify styles of accommodations to match the growth aspirations for each community and encourage dispersion of visitors throughout the planning area. • Support Indigenous communities and entrepreneurs in the development of Indigenous owned and operated accommodations as an authentic experience. • Explore opportunities to align policies on overnight parking and/or car camping (i.e., address personal vehicles being camped overnight at the side of the road or in parking lots). <p>SUCCESS NETWORK Economic development agencies, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation, accommodation operators</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 7: ATTRACTING TALENT AND WORKFORCE SUSTAINABILITY

Aspirations for Success:

1. Ensure the Sea-to-Sky Corridor has the sustainable and enviable workforce to match the desired experience and growth potential.
2. Secure an adequate inventory of affordable housing for staff and entrepreneurs.
3. Have a year-round skilled workforce to minimize impacts of staff labour shortages.
4. Improve staff retention.
5. Improve product knowledge of staff.

THEME 7: OBJECTIVES & ACTIONS	PRIORITY
<p>31. Secure an adequate inventory of affordable housing now and for desired future growth.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Work with the government of BC, SLRD, and municipalities to advocate for affordable housing in the Sea-to-Sky Corridor for tourism employees and entrepreneurs, including seasonal (smaller accommodations) and middle management (family homes) positions. (Catalyst Project) <ul style="list-style-type: none"> - Ensure tourism communities continue to have the same access as other BC communities to funding through BC Housing channels (vs. new MRDT policy being the sole avenue). - Leverage the \$40 billion National Housing Strategy and Canada Community Housing Initiative to support homeless and socially vulnerable tourism employees. • Leverage the efforts of the Resort Municipality of Whistler Housing Task Force, the Whistler labour task force and the Squamish labour task force to identify solutions for the entire Sea-to-Sky Corridor and assist other communities in identifying and moving forward with staff housing solutions. • Explore leveraging the Whistler Housing Authority (WHA) model in other areas of the Sea-to-Sky Corridor to set up a framework that enables affordable housing. • Explore opportunities to align short-term rental regulations and policies and ensure consistent messaging for residents and visitors. • Encourage and motivate employers to take responsibility for providing housing. • Review ability for seasonal tourism workers to access unused ALR farm housing. <p>SUCCESS NETWORK BC Housing, MAH, Whistler Housing Authority, RMOW, SLRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, tourism businesses, AGRI, go2HR, chambers of commerce, Work BC, community labour task forces</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p>32. Create a business culture that aspires to provide a living wage for tourism staff.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Develop a living wage pay scale for the tourism industry. • Work with go2HR and the Ministry of Social Development and Poverty Reduction to review BC's wage disparity (compared to other parts of Canada). • Conduct an analysis of other regional tourism areas that have implemented living wage initiatives to help with decision making. <p>SUCCESS NETWORK DMOs, go2HR, Living Wage Canada, tourism businesses, Ministry of Social Development and Poverty Reduction</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>(regarding wage disparity between other provinces)</p>

THEME 7: OBJECTIVES & ACTIONS	PRIORITY
<p>33. Enhance knowledge building programs that inspire and educate frontline staff on experience delivery and product knowledge.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Develop product training and knowledge of the entire Sea-to-Sky Corridor, including Indigenous communities. <ul style="list-style-type: none"> - Provide product education tools for frontline staff. • Extend the Tourism Challenge program throughout the Sea-to-Sky Corridor for direct experience training with attractions and activities. • Implement the customer service training programs throughout the Sea-to-Sky Corridor (e.g., Whistler Experience, Squamish program, SuperHost). • Educate staff on the role of tourism in the Sea-to-Sky Corridor and the importance of visitor experience delivery. • Provide training (e.g., an online course) about stewardship and sustainable tourism, and the natural history and human heritage of the Sea-to-Sky Corridor. • Leverage the provincial government’s management training funding programs. • Explore incentives that can be offered to frontline staff for training rewards. Examples include the Whistler Experience Spirit Pass, Tourism Challenge passport, etc. • Work with school districts to implement tourism training and knowledge programs in high schools. <p>SUCCESS NETWORK DBC, go2HR, AEST, DMOs, tourism businesses, chambers of commerce, Vancouver Attractions Group, Hotel Association of Vancouver, school districts, educational institutions, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>34. Create an employee attraction program.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Continue and enhance efforts needed to build a growing domestic workforce. • Continue and enhance efforts on international worker attraction. • Leverage employee attraction work being implemented in Squamish and Whistler to apply to the rest of the Sea-to-Sky Corridor. • Develop recruitment and retention plans specific to individual target sectors. • Explore the development of incentives to attract employees. <p>SUCCESS NETWORK Municipalities, SLRD, tourism businesses, economic development agencies, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil’wat Nation, St’át’imc Nation</p>	<p>2. LONGER TERM ACTIONS</p>

THEME 8: PARTNERSHIPS AND WORKING TOGETHER

Aspirations for Success:

1. Effective tourism management and collaboration within the entire Sea-to-Sky Corridor.
2. Promote ongoing dialogue and coordination between DMOs.
3. Secure sustainable funding for visitor amenities and stewardship of tourism assets (e.g., trail maintenance).
4. Foster support for volunteers and not-for-profits who manage and steward visitor experiences.
5. Effective planning and management of wildfire risk and natural disasters.
6. Effective adventure tourism tenure management.
7. Improve understanding of the value of tourism and community support for tourism.
8. Municipal, regional, and Indigenous community participation and commitment to tourism growth.
9. Integrated approach and sufficient municipal, regional, and provincial services to support visitors and related business operations (e.g., water, sewage, garbage removal, health services, etc.).
10. Foster an environment that sparks, encourages, and grants businesses the freedom to innovate.
11. Ensure sustainable government funding for tourism development.

THEME 8: OBJECTIVES & ACTIONS	PRIORITY
<p>35. Develop a structured approach to working together as the Sea-to-Sky Corridor to grow tourism responsibly.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Work with the Vancouver, Coast & Mountains tourism region to champion an enhanced destination management role for the entire Sea-to-Sky Corridor through ongoing project management support to move initiatives forward, bring partners together regularly, conduct reporting, and provide support for updating action plans and priorities in future, etc. • Implement Sea-to-Sky Corridor collaboration meetings two or three times per year with DMOs and other destination development partners. • Develop a system of integrated decision making. • Create a signed commitment and/or agreement to support and build on a Sea-to-Sky Corridor destination experience. <p>SUCCESS NETWORK DBC, DMOs, ITBC, go2HR, SLRD, municipalities, Tsleil-Waututh Nation, Skwxwú7mesh Úxwumixw (Squamish Nation), Lil'wat Nation, St'át'imc Nation, FLNR, ENV, TAC</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p>
<p>36. Build data, insights, and knowledge on the entire visitor experience to identify future opportunities for improvement.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Implement Sea-to-Sky Corridor research and data gathering to develop baselines, identify goals, and prioritize opportunities to improve. (Catalyst Project) • Leverage Visitor Services channels for visitor intelligence gathering. <p>SUCCESS NETWORK DBC, DMOs, Destination Canada, ITBC, visitor services, tourism businesses</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p>37. Work with the provincial government for the continuation of funding programs and explore expanding the programs to new areas within the Sea-to-Sky Corridor.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Encourage the government of BC to continue the MRDT program and review the applied allowable use. • Encourage the government of BC to continue the RMI program and review the applied allowable use. • Work with TAC and FLNR to review rural development funding program policies. <p>SUCCESS NETWORK TAC, FLNR, FIN, DMOs, municipalities, SLRD</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>

THEME 8: OBJECTIVES & ACTIONS	PRIORITY
<p>38. Work with the government of BC to ensure ministry budgets are sufficient for management and stewardship of assets.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Work with the government of BC to increase funds and human resources to better manage and maintain government owned tourism amenities and assets (e.g., trails, garbage cleanup, outhouses on Crown land, parking, etc.). (Catalyst Project) • Work with the government of BC to shift funding towards more operational dollars vs. capital improvements (e.g., BC Parks operational dollars could be included with capital improvement funds). <p>SUCCESS NETWORK TAC, FLNR, ENV, TRAN, DBC, DMOs, municipalities, SLRD</p>	<p>1. QUICK WINS</p> <p>CATALYST</p> <p>PROVINCIAL SCOPE</p>
<p>39. Understand and leverage the planning efforts and 10-year destination development strategies for: Gold Rush Trail, Fraser Valley, Sunshine Coast, Highway 3 Corridor, and Metro Vancouver.</p> <p>ACTIONS:</p> <ul style="list-style-type: none"> • Monitor relevant progress in other planning areas, the Vancouver, Coast, & Mountains Destination Development Strategy, and the Provincial Destination Development Strategy. Proactively connect with other planning areas to identify initiatives across adjacent planning areas. <p>SUCCESS NETWORK DBC</p>	<p>1. QUICK WINS</p>

9

IMPLEMENTATION FRAMEWORK

BRIDGE RIVER VALLEY
Photo: Blake Jorgenson

The following 15 actions were identified as catalyst projects for immediately moving the Sea-to-Sky Corridor Destination Development Strategy into implementation:

A. CATALYST PROJECTS

- Establish a Sustainable Tourism Council and measurable sustainability goals. (Objective 1)
- Apply learnings from the FLNR Visitor Use Management Framework throughout the Sea-to-Sky Corridor. (Objective 6)
- Work with all Sea-to-Sky Corridor partners to develop and abide by a policy of marketing responsibly, in a way that educates visitors, encourages responsible travel, and doesn't unintentionally lead to overtourism. (Objective 7)
- Work with FLNR on the Bridge River Valley land use project. (Objective 8)
- ITBC to work with Indigenous communities and entrepreneurs to gain and articulate a robust understanding of the Indigenous tourism aspirations throughout the Sea-to-Sky Corridor. (Objective 9)
- Work with ITBC to explore representation models and secure funding to support the Vancouver, Coast & Mountains tourism region. (Objective 10)
- Extend Cultural Journey Viewpoints throughout the entire Sea-to-Sky Corridor. (Objective 12)
- Participate in Destination BC's Designing Remarkable Experiences workshop. (Objective 15-1)



- Develop a Sea-to-Sky Tourism Acceleration Fund to support small-scale experience development. (Objective 15-2)
- Develop and implement a master trails plan with all communities involved for a Sea-to-Sky Corridor approach. (Objective 19)
- Develop a hot springs tourism development and management strategy. (Objective 20)
- Work with the government of BC, SLRD, and municipalities to advocate for affordable housing for the Sea-to-Sky Corridor for tourism employees and entrepreneurs, including seasonal (smaller accommodations) and middle management (family homes) positions. (Objective 31)
- Work with the Vancouver, Coast & Mountains tourism region to champion an enhanced destination management role for the entire Sea-to-Sky Corridor through ongoing project management support to move initiatives forward, bring partners together regularly, conduct reporting, and provide support for updating action plans and priorities in future, etc. (Objective 35)
- Implement Sea-to-Sky Corridor research and data gathering to develop baselines, identify goals, and prioritize opportunities to improve. (Objective 36)
- Work with the government of BC to increase funds, staff, and volunteers to better manage and maintain government owned tourism amenities and assets (e.g., trails, garbage cleanup, outhouses on Crown land, parking, etc.). (Objective 38)

The following additional actions were identified as immediate priorities for implementation:

- Encourage tourism businesses to prepare their business-specific climate change resiliency plans. (Objective 2)
- Encourage tourism businesses to prepare their business-specific emergency plans. (Objective 3)
- Develop a Sea-to-Sky Corridor wide welcome, safety, and visitor education program. (Objective 5)
- Develop stronger collaboration to improve Indigenous engagement in tourism and foster partnerships between Indigenous and non-Indigenous tourism businesses. (Objective 10)
- Leverage the efforts of the RMOW Housing Task Force, the Whistler labour task force, and the Squamish labour task force to identify solutions for the entire Sea-to-Sky Corridor and assist other communities in identifying and moving forward with staff housing solutions. (Objective 31)
- Implementation of this Sea-to-Sky Corridor Destination Development Strategy may change as new information and context arises. For example, there continues to be progress made on the proposed Garibaldi at Squamish ski resort development, which in spring 2019 entered a new round of public consultation. As of May 2019, the development is aiming to begin construction in 2023 to allow for an opening in 2025

B. PROVINCIAL AND REGIONAL PRIORITIES

A key deliverable of the 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 at the very least will inform the Regional Destination Development Strategy.

This Sea-to-Sky Corridor Destination Development Strategy, together with the other 19 strategies, will then inform the creation of a single Provincial Destination Development Strategy.

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

It is recommended the following Sea-to-Sky Corridor objectives and actions become provincial initiatives within the Provincial Destination Development Strategy:

OBJECTIVES	PRIORITY
THEME 1: Stewardship and social commitment	
3. Work with go2HR and Prepared BC to better prepare the tourism industry and visitors for emergencies.	2
THEME 2: Proactive visitor growth management	
5. Implement and enforce proactive visitor management for nature-based experiences and hotspots where visitors may congregate.	1
8. Work with the government of BC to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.	2
THEME 3: Indigenous tourism development	
11. Increase access to relevant and affordable tourism training programs for Indigenous Peoples.	2
12. Improve Indigenous storytelling of history.	2
THEME 4: New products and improved travel experiences	
19. Add more backcountry travel experiences that disperse visitors throughout the Sea-to-Sky Corridor.	1
20. Build additional experiences that disperse visitors throughout the Sea-to-Sky Corridor.	1
THEME 6: Infrastructure and shared transportation options	
25. Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation systems to get visitors to tourism experiences and tourism staff to work.	2
26. Work with the provincial government to improve transportation access and management to Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road).	1
27. Support efforts to add passenger rail transportation from North Vancouver to Lillooet and beyond.	2

OBJECTIVES	PRIORITY
THEME 7: Attracting talent and workforce sustainability	
31. Secure an adequate inventory of affordable housing now and for desired future growth.	2
32. Create a business culture that aspires to provide a living wage for tourism staff.	2
33. Enhance knowledge building programs that inspire and educate frontline staff on experience delivery and product knowledge.	2
THEME 8: Partnerships and working together	
37. Work with the government of BC for the continuation of funding programs and explore expanding the programs to new areas within the Sea-to-Sky Corridor.	1
38. Work with the government of BC to ensure ministry budgets are sufficient for management and stewardship of assets.	1

It is recommended the following Sea-to-Sky Corridor objectives and actions become regional initiatives within the Regional Destination Development Strategy:

OBJECTIVES	PRIORITY
THEME 1: Stewardship and social commitment	
2. Support in principle the efforts to achieve UNESCO Howe Sound Biosphere certification.	2
8. Work with the government of BC to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.	2
THEME 3: Indigenous tourism development	
9. Develop a full understanding of the aspirations of all Indigenous communities and entrepreneurs within the Sea-to-Sky Corridor.	1
10. Add ITBC dedicated staff representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.	1
14. Increase product development along 5 Nations highway (in-SHUCK-ch and Harrison West Forest Service Road).	2
THEME 6: Infrastructure and shared transportation options	
25. Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation systems to get visitors to tourism experiences and tourism staff to work.	2
26. Work with the government of BC to improve transportation access and management to Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road).	1
38. Work with the government of BC to ensure ministry budgets are sufficient for management and stewardship of assets.	1

C. FUNDING PROGRAMS

To assist planning areas such as the Sea-to-Sky Corridor 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, Rural Dividend, and Business Levies.

Contact Destination BC for a copy of this information sheet.

The provincial government also has an [online tool on their website](#) to find economic development funding and grants.

Funding options also include:

- Continuation of the annual Rural Dividend Program through the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNR).
- The Connecting British Columbia program, which extends high-speed internet access to rural and remote communities.

- An investment from the federal government to ITBC was committed to help ensure Indigenous tourism can grow and sustain itself. The money is to be handed out over three years to Indigenous Tourism BC.
- The government of BC has enhanced the scope and guidelines for the Bike BC programs to better support rural communities and environmental initiatives and offer more flexibility for communities looking to improve their cycling and airport infrastructure.
- Hosting BC grants provides funds to communities for hosting sporting events, while fostering economic, social, and community development throughout the province.
- Investment to support Indigenous communities seeking to revitalize connections to their languages.
- Funding for the Indigenous Skills Training Development Fund, supporting programs such as computer literacy and safety training.

10

MEASURING AND MONITORING SUCCESS

OVERALL OBJECTIVE

Ultimately, the overall objective of this strategy is to guide the growth of the Sea-to-Sky Corridor planning area 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 Sea-to-Sky Corridor and the implementation of this strategy.



GOALS	RECOMMENDED MEASUREMENT	SOURCE
1. Increase resident and community prosperity through sustainable tourism growth.	Measurement to be determined by the Sea-to-Sky Corridor Sustainable Tourism Council identified in Objective #1	To be determined
2. Improve visitor dispersion year-round throughout the Sea-to-Sky Corridor.	Changes to accommodation room revenue and capacity	BC Stats, accommodation tracking
3. Improve visitor use of the natural and cultural heritage in a respectful, sustainable manner.	# of Reported Issues	BC Parks, FLNR, tourism businesses
4. Improve supporting tourism infrastructure for transportation and employee and entrepreneur housing.	Transportation Projects Completed Housing Vacancy Rate	TRAN annual and service plans BC Housing
5. Increase the involvement of Indigenous communities and entrepreneurs in tourism.	# of Indigenous Businesses # of Indigenous cultural experiences	ITBC Inventory
6. Increase the global competitive strength of the entire Sea-to-Sky Corridor destination experience.	Economic Impact	Destination BC's Value of Tourism model ⁵
7. Strengthen resilience and adaptive capacity to climate-related hazards, natural disasters, and market changes.	# of Emergency Plans Completed	Community plans, tourism businesses

⁵Destination BC's Value of Tourism model: www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Value-of-Tourism-Model.aspx

APPENDIX

A. APPENDIX 1: OVERVIEW OF PLANNING PROCESS

The following planning process ensured this Sea-to-Sky Corridor Destination Development Strategy was written based on a thoughtful process with consistent participation from a diverse group of industry partners that impact tourism either directly or indirectly. The process followed a semi-structured design by Destination BC that was customized for the Sea-to-Sky Corridor.

1. Session 1 – Kick-off and working sessions with representative partners

- a. Introduced the program, engaged partners, and began to gather information that helped in understanding the context of the planning area.
- b. Reviewed the operating context and captured participants input on markets, destination assessment, constraints, and opportunities.
- c. Met with over 70 tourism partners in Whistler on September 22, 2017.

2. Review of planning area reports, strategies, plans, and other information

- a. For a full list of documents that have been reviewed as part of this process, see Appendix 4.

3. Interviews and site visits

- a. Interviews were conducted with various partners to develop a deeper understanding of the operating context, constraints, and opportunities.
- b. Site visits were conducted to engage front line staff and contribute to the assessment of the destination

– understanding firsthand what makes the Sea-to-Sky Corridor a unique and special place to visit, as well as experiencing some of the challenges and opportunities.

4. Industry Engagement

- a. Participants were surveyed to validate and provide further input into the constraints and opportunities identified in Session 1. There were 236 survey responses from over 1,000 invites.

5. Session 2 – Visioning session with representative partners

- a. Reviewed the planning considerations and developed a shared vision, goals, and identified destination development themes. For a full list of planning considerations, see Appendix 5.
- b. Meeting in Squamish Valley on November 30, 2017, attended by over 70 tourism partners.

6. Industry Engagement

- a. Participants were engaged through a second survey to validate and provide further input into the vision, goals, destination development themes, and motivating experiences identified in Session 2. There were 148 survey responses from over 1,000 invites.

7. Session 3 – Working Group meetings on February 27, March 13, and March 14, 2018.

- a. A smaller Working Group reviewed a draft strategy framework and provided recommendations.
- b. Follow up discussions were held to refine the objectives and actions.

8. Industry Engagement

- a. Tourism partners were invited to provide feedback on the draft strategy.

B. APPENDIX 2: SUSTAINABLE GROWTH ASPIRATIONS

The following specific community-based sustainable growth aspirations were articulated during the February 27 Working Group meeting and process input, and where possible, were validated or refined by the community DMO or representative afterwards.

All communities agreed that the goal is sustainable tourism growth; this chart helps to understand nuances by community and rural areas in between.

COMMUNITY/ GEOGRAPHIC AREA	GROWTH ASPIRATIONS	
North Vancouver	<ul style="list-style-type: none"> • Tourism revenue growth 	<ul style="list-style-type: none"> • Visitation volume growth
Tsleil-Waututh Nation	<ul style="list-style-type: none"> • Tourism revenue growth • Visitation volume growth • North Shore developed as a First Nations tourism destination 	<ul style="list-style-type: none"> • Cultural preservation • Provide education for community youth
West Vancouver	<ul style="list-style-type: none"> • Tourism revenue growth • Visitation volume growth • Capture pass through vehicles, and encourage their occupants to stay and visit for a while 	<ul style="list-style-type: none"> • Increase recognition (awareness and interest) – be on the map • Increase in tourism infrastructure (e.g., hotels)

COMMUNITY/ GEOGRAPHIC AREA	GROWTH ASPIRATIONS	
Bowen Island	<ul style="list-style-type: none"> • Tourism revenue growth — high yield, low volume • Lower the rate of visitation volume growth, managed growth 	<ul style="list-style-type: none"> • Increase spending from day trippers • Increase percentage of overnight visitors compared to day trippers
Skwxwú7mesh Úxwumixw (Squamish Nation)	<ul style="list-style-type: none"> • Tourism revenue growth that includes opportunities for revenue sharing, employment, recreation, education, and language • Managed visitation, respectful of Skwxwú7mesh rights and culture 	<ul style="list-style-type: none"> • Growth that increases employment opportunities
Squamish	<ul style="list-style-type: none"> • Tourism revenue growth • Visitation volume growth — June to August mid-week and rest of the year all week long 	<ul style="list-style-type: none"> • Increase recognition and appeal as a destination
Whistler	<ul style="list-style-type: none"> • Tourism revenue growth • Managed visitor volume growth — by sector, fill the gaps 	<ul style="list-style-type: none"> • Diversify markets • Increase resiliency over long term business cycles
Pemberton	<ul style="list-style-type: none"> • Tourism revenue growth • Visitation volume growth 	<ul style="list-style-type: none"> • Support community • Growth of agricultural tourism
Bridge River Valley	<ul style="list-style-type: none"> • Tourism revenue growth • Managed visitation volume growth — supported by community infrastructure 	<ul style="list-style-type: none"> • Attract entrepreneurs and new residents to BRV • Ensure financial benefit to community from visitors
Lillooet	<ul style="list-style-type: none"> • Tourism revenue growth 	<ul style="list-style-type: none"> • Visitation volume growth
Lil'wat Nation	<ul style="list-style-type: none"> • Tourism revenue growth • Visitation volume growth that supports the reclamation, preservation, and promotion of Lil'wat traditional culture and language, including supporting the two cultural centres 	<ul style="list-style-type: none"> • Growth that increases employment opportunities
St'át'imc Nation	<ul style="list-style-type: none"> • Tourism revenue growth • Managed visitation volume growth that will benefit communities and not harm the environment 	<ul style="list-style-type: none"> • Cultural and language preservation • Opportunities for youth
5 Nation Highway	<ul style="list-style-type: none"> • Tourism revenue growth 	<ul style="list-style-type: none"> • Visitation volume growth
Rural areas	<ul style="list-style-type: none"> • In general, it has been discussed that rural areas with tourism aspirations are seeking growth in overnight visitation and development of new accommodations that help to drive visitation 	

C. APPENDIX 3: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

OBJECTIVES	PRIORITY
Priority 1	
4. Support in principle the efforts to achieve UNESCO Howe Sound Biosphere certification.	1
6. Implement and enforce proactive visitor management for nature-based experiences and hotspots where visitors may congregate.	1
9. Develop a full understanding of the aspirations of all Indigenous communities and entrepreneurs within the Sea-to-Sky Corridor.	1
10. Work together with ITBC to explore representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.	1
15. Foster regional collaboration around thematic product development and experience improvements.	1
19. Add more backcountry travel experiences that disperse visitors throughout the Sea-to-Sky Corridor.	1
20. Build additional experiences that disperse visitors throughout the Sea-to-Sky Corridor.	1
26. Work with the government of BC to improve transportation access and management to Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road).	1
36. Build data, insights, and knowledge on the entire visitor experience to identify future opportunities for improvement.	1
37. Work with the government of BC for the continuation of government funding programs and explore expanding the programs to new areas within the Sea-to-Sky Corridor.	1
38. Work with the government of BC to ensure ministry budgets are sufficient for management and stewardship of assets.	1
39. Understand and leverage the planning efforts and 10-year destination development strategies for: Gold Rush Trail, Fraser Valley, Sunshine Coast, Highway 3 Corridor, and Metro Vancouver.	1
Priority 2	
1. Improve sustainability practices of the tourism industry and partners.	2
2. Develop a Sea-to-Sky Corridor climate change resiliency plan specific to tourism assets and visitor needs.	2
3. Work with go2HR and Prepared BC to better prepare the tourism industry and visitors for emergencies.	2
5. Improve Sea-to-Sky Corridor industry and visitor education programs and interpretation.	2
7. Develop a Visitor Dispersion action plan to better disperse visitors throughout the Sea-to-Sky Corridor.	2
8. Work with the government of BC to improve land-use planning and adventure tourism tenure management in partnership with Indigenous communities and entrepreneurs.	2

OBJECTIVES	PRIORITY
Priority 2 continued	
11. Increase access to relevant and affordable tourism training programs for Indigenous Peoples.	2
12. Improve Indigenous Peoples storytelling of history.	2
13. Develop new Indigenous cultural tourism products throughout the Sea-to-Sky Corridor.	2
14. Increase product development along 5 Nations highway (in-SHUCK-ch and Harrison West Forest Service Road)	2
16. Develop a festivals and events strategy to motivate travel and coordinate planning.	2
17. Create new culture-based experiences to build the Sea-to-Sky Corridor as a cultural destination.	2
18. Add more easily accessible oceanfront and coastal travel experiences to disperse visitors from land-based experiences.	2
21. Build a stronger cluster of culinary and agritourism experiences.	2
22. Support development of more health and wellness facilities and experiences.	2
23. Commit to a strong declaration of community character building, placemaking, and preservation.	2
24. Develop a Sea-to-Sky Corridor beautification program.	2
25. Continue to work with transportation partners and governing authorities to make transformative enhancements to the highway, ferry, and cycling transportation systems to get visitors to tourism experiences and tourism staff to work.	2
27. Support efforts to add passenger rail transportation from North Vancouver to Lillooet and beyond.	2
28. Encourage private investment in transportation experiences and alternatives to personal vehicle travel.	2
29. Develop new and expand existing convention facilities.	2
30. Attract investment for new accommodations to be built.	2
31. Secure an adequate inventory of affordable housing now and for desired future growth.	2
32. Create a business culture that aspires to provide a living wage for tourism staff.	2
33. Enhance knowledge building programs that inspire and educate frontline staff on experience delivery and product knowledge.	2
34. Create an employee attraction program.	2
35. Develop a structured approach to working together as the Sea-to-Sky Corridor to grow tourism responsibly.	2

D. APPENDIX 4: ALIGNMENT DETAILS – PLANS REVIEWED

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

1. Metro Vancouver Board Strategic Plan 2015 to 2018
2. Sea to Sky Trail Master Plan, 2006
3. Sea to Sky Corridor Recreation Trail Strategy, 2007
4. Sea to Sky Mountain Biking Economic Impact Study, 2016
5. Sea to Sky Land and Resource Management Plan (S2S LRMP), 2008
6. Northern SLRD – Proposed Touring Routes, Phase One, 2015
7. SLRD Area B, District of Lillooet & St’át’imc Agricultural Plan, 2014
8. SLRD Transit Future Plan SEA TO SKY, 2015
9. SLRD Agritourism Bylaw Change, 2016
10. SLRD Emergency Program Annual Report, 2016
11. SLRD Regional Growth Strategy Bylaw No. 1062, 2008
12. SLRD Integrated Sustainability Plan, 2013
13. City of North Vancouver Economic Development Strategy 2008
14. City of North Vancouver Official Community Plan, 2014
15. North Vancouver Recreation & Culture Commission 2014–2018 Strategic Plan
16. A Community Vision for Tourism on the North Shore, 2001
17. District of North Vancouver Corporate Plan 2015–2018
18. District of North Vancouver Official Community Plan Progress Monitoring 2011-2014
19. District of North Vancouver Parks and Open Space Strategic Plan, 2012
20. District of NV Seylynn and Bridgman Parks Master Plan, 2015
21. North Vancouver Central Waterfront Development, 2014
22. North Shore Cultural Mapping Project, 2017
23. Say Nuth Khaw Yum /Indian Arm Provincial Park Management Plan, 2010
24. District of West Vancouver’s Economic Development Plan, 2018
25. West Vancouver Five Year Financial Plan 2016–20
26. West Vancouver Ambleside Waterfront Concept Plan
27. West Vancouver Strategic Plan, 2009
28. Horseshoe Bay Sewell’s Landing, 2015
29. Bowen Island Plan, 2017
30. Bowen Island Community Tourism Plan, 2015
31. Bowen Island Visitors’ Survey, 2014
32. Village of Lions Bay Infrastructure Master Plan, 2016
33. Village of Lions Bay Official Community Plan, 2008
34. Britannia Mine Museum Annual Report, 2016
35. South Britannia Beach Master Plan, 2014
36. Squamish Economic Development and Action Plan, 2016
37. Squamish 2010 Trails Master Plan, 2010
38. Squamish Council Strategic Plan 2015–18
39. Squamish 2015–2018 Strategic Plan, 2016 update
40. Squamish Oceanfront Development Plan, 2015

41. Squamish Tourism Investment Attraction Strategy, 2005
42. Squamish OCP Update Executive Summary
43. Whistler Community Cultural Plan, 2013
44. Whistler Corporate Plan 2017
45. Whistler OCP, 1993
46. Whistler Community Energy and Climate Action Plan, 2016
47. Whistler Recreation and Leisure Plan, 2015
48. Pemberton and Area C Trails Master Plan, 2010
49. Pemberton 5 Year Financial Plan, 2014
50. Pemberton Arts & Culture Economic Impact & Strategy, 2008
51. Pemberton Community Agricultural Parks Master Plan, 2016
52. Community Forest Feasibility Study for the Village of Pemberton, 2016
53. Pemberton Cultural Plan 2012–22, 2011
54. Pemberton Downtown Enhancement Strategy, 2010
55. Pemberton Mountain Biking Economic Impact Study, 2017
56. Pemberton One Mile Lake Park Master Plan, 2016
57. Pemberton Parks and Open Spaces Master Plan, 2011
58. Pemberton Short Term Rentals Info Session, 2017
59. Pemberton Strategic Communications Plan 2016–18
60. Pemberton Visitor's Guide 2017
61. Pemberton OCP
62. Pemberton Valley Agricultural Plan
63. Upper Bridge River Valley Official Community Plan, 2016
64. Bridge River Valley 2013 Value of Tourism Study, October 2015
65. Bridge River Valley Tourism Planning Workshop, 2014
66. Bridge River Valley Economic Capacity Report, 2015
67. Bridge River Valley Trails Committee Report, 2014
68. Bridge River Valley Visitor Guide, 2017
69. Haylmore Site Report and Statement of Significance
70. Electoral Area B, Official Community Plan, 2010
71. Electoral Area C Official Community Plan, 2015
72. Electoral Area D Official Community Plan, 2013
73. Poole Creek/Birken/D'Arcy 'Closer to Home' Recreation Plan, 2014
74. District of Lillooet, Electoral Areas A & B, Northern St'át'imc Economic Opportunity Assessment, 2008
75. Lillooet and Region Agritourism Strategy, 2017
76. Lillooet/Area A/Area B 2014 Northern Community Economic Development Projects, 2014
77. Lillooet 2015 Tourism Planning Workshop, 2015
78. Lillooet/Area A/Area B Regional Touring Routes Phase 1 Market Assessment, 2015
79. Lillooet Value of Tourism Study 2009–10
80. Lillooet Tourism Development Plan, 2008
81. Lil'wat Nation Strategic Plan 2016–2023, 2016
82. Translink: Update to Phase One of the 10-Year Vision 2017–2026 INVESTMENT PLAN, 2017

E. APPENDIX 5: PLANNING CONSIDERATIONS

This section summarizes the planning context from the Situation Analysis and provides the key directions the Sea-to-Sky Corridor Destination Development Strategy should address.

1. The proximity of the Sea-to-Sky Corridor to the large Metro Vancouver population base, and the appeal of both Vancouver and Whistler as world-class destinations, attracts a significant volume and diversity of regional and international visitors annually to and throughout the Sea-to-Sky Corridor for vacation and recreation. This proximity to these markets, and awareness and interest, are significant strengths of the planning area as a destination. Destination development should continue to strive to serve a wide range of these markets to manage risk through market diversification.
2. The growing volume of travellers in the Sea-to-Sky Corridor, as well as the volume of local residents, requires that tourism-based and non-tourism businesses and organizations need to work together to manage and grow tourism in a way that meets the carrying capacity of the destinations, and the social license offered by residents, businesses, Indigenous communities and entrepreneurs, municipalities, and others.
3. There have been significant efforts expended by businesses, organizations, municipalities, the Squamish Lillooet Regional District, Indigenous communities and entrepreneurs, and the provincial government to improve and invest in tourism infrastructure and amenities. These include: affordable housing, transportation improvements and planning, wayfinding and cultural viewpoint signage, visitor experience, trail development, visitor management, and more. These efforts need to build upon and be coordinated for the entire planning area.
4. There are a significant number of Indigenous communities with existing tourism developments, tourism businesses, and tourism aspirations. It is important future development efforts engage and support their efforts and aspirations, as well as support the communities that have not yet determined or realized their tourism potential. Doing so will help effectively meet the growing needs and demands of Indigenous cultural experiences. Efforts should be directed towards improving Indigenous engagement and partnership, increasing Indigenous cultural tourism products, and connecting the breadth of Indigenous experiences with other visitor experiences.
5. Addressing the lack of understanding for and respect of Indigenous title, rights, and land use priorities has been identified as an opportunity. The strategy should support the government of BC's commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission.
6. Travelling to and throughout the corridor is primarily dependent on Highway 1, Highway 99, and the Horseshoe Bay ferry terminal, with ancillary transport via passenger rail, floatplane, helicopter, etc. These primary arteries are challenged with lack of public transit options, lack of connectivity between communities, road closures, and traffic congestion starting at the Ironworkers Memorial Bridge and Lions Gate Bridge, through North Vancouver, West Vancouver, Squamish, and Whistler Village. Solutions to these constraints need to be developed to improve the travel experience and generate capacity for tourism growth. Adding passenger rail transportation from North Vancouver to Lillooet and beyond has been identified as a critically important solution.
7. A growing demand for staff, population increases, increased housing prices, and other factors have all contributed to positioning affordable staff housing as the most critical issue identified by tourism partners. While efforts are underway to address this, there is a need to secure an adequate inventory of affordable housing now and for any desired future growth.
8. Like many areas within BC, acute shortages of a skilled, available labour force during peak season is an impediment to tourism growth (and often restricts existing demand and operations). Strategies and creative solutions need to be developed and implemented to ensure the Sea-to-Sky Corridor has the sustainable and enviable workforce to match the desired experience and growth potential.

9. Outdoor recreation activities and experiencing scenery and nature are key motivators for trips along the Sea-to-Sky Corridor. As such, it is critical to maintain and enhance the abundance of outdoor recreational assets and visitor amenities for all seasons and ensure the parks and natural spaces continue to attract visitors. The government of BC's commitment to modernized land-use planning in partnership with Indigenous communities and entrepreneurs is an opportunity for long term tourism benefits.

10. There are opportunities to better utilize the oceanfront and coastal community features of the planning area, drawing from its rich Indigenous culture and history of marine-based tourism. Improved access and activities could generate new interest in visiting the area, lessen the pressures on the land-base, and provide an alternative to highway transportation. Existing efforts to secure UNESCO status for the Howe Sound Biosphere could be leveraged.

11. Increases in frontcountry and backcountry use by visitors and locals has placed pressures on the land, the experiences, and amenities offered to visitors, local search and rescue groups, as well as pressures on the organizations that manage these resources. There is a strong desire from tourism partners for improved land use and visitor use management, working in cooperation with other industries, with an immediate need to address capacity issues in acute pressure areas. Land-use planning should guide responsible tourism development, ensure environmental protection, provide clarity, and long term security of access for tourism businesses.

12. Tourism accommodation occupancy rates are varied throughout the planning area, with strong summer occupancy rates for most areas, strong winter occupancy for Whistler, and lower occupancy rates for most other areas in the winter and all areas in the shoulder seasons (April/May/June and Sept/Oct/Nov). Development plans should support the consumer desire for the peak seasons and focus on helping fill the gaps in the shoulder and off-seasons, including policy alignment with regards to short-term rentals.

13. The destination development strategy should focus on the long-term value of a visitor as the total of all their trips to the Sea-to-Sky Corridor throughout their lifetime, including day trips, overnight getaways, and longer stay vacations. As such, it is important that visitors have exceptional experiences at all

touchpoints along the consumer travel journey, including accommodations, gas stations, rest areas, restaurants, spas, retail stores, attractions, and activities. High quality experiences are needed for visitors to recommend the planning area to others and for repeat visitation.

14. Due to the proximity of the large Metro Vancouver market, day trips to points within the Sea-to-Sky Corridor account for a significant volume of visitors (Same-day travelers accounted for 49% of visitor volume and 16% of visitor expenditures in the Vancouver, Coast & Mountains tourism region.). Similarly, overnight stays in larger communities such as North Vancouver, Whistler, or Squamish account for a significant number of day trippers to surrounding rural areas such as Pemberton and Lillooet. While day trippers don't spend as much as overnight visitors, they add to the vibe and support tourism businesses (e.g., restaurants, activities, attractions, transportation providers, etc.). Within all communities there is a desire to turn day trippers to overnight visitors.

15. There is a desire to ensure visitors are respectful and contribute to the visitor economy (e.g., adding to the local economy while not being detrimental to the overall experience or costs of managing amenities such as trails, garbage, washrooms, parking, etc.).

16. Building on a strong base of outdoor recreation products, and a growing portfolio of festivals and events, there are opportunities to diversify the product base while supporting existing and developing new arts, culture, and learning-based products and experiences. This will help to attract new, high-yield markets (higher-yield long-haul markets are more interested in arts, culture, and heritage) and diversify the visitor base. This will also support year-round visitation through generating a volume of experiences that are indoor and therefore less reliant on nature-based amenities and weather.

17. The Resort Municipality of Whistler continues to be rated as one of the top winter resorts worldwide and has evolved to be a world-class year round destination. In large part due to the resort community, the Sea-to-Sky Corridor "enjoys global recognition for its unparalleled skiing, mountain biking, range of activities, multitudinous events, culinary luminescence, and – let's face it – partying."⁶ There is a need to support the success of this resort community as a main attraction that helps to draw visitors to and throughout the entire planning area.

⁶Source: www.piquenewsmagazine.com/whistler/a-solution/Content?oid=3475259

18. While the travel corridor from North Vancouver to Whistler encompasses the significant volume of tourism experiences and therefore visitation, it is important to recognize that the Sea-to-Sky Corridor includes a few rural and coastal communities and areas that look to tourism for job creation, to diversify their economies, and enhance residents' quality and way of life. These rural areas (e.g., Bridge River Valley, Lillooet, Indigenous communities, Seton Portage, D'Arcy, etc.) have very different levels of visitor amenities, supporting infrastructure, managing organizations, and tourism development needs. The development strategy must include the needs of all, regardless of where they are at within the tourism development spectrum. Destination development can support opportunities to spread the wealth of visitors throughout the planning area in a manner that serves both to reduce the pressure points at times of peak visitation and to contribute to these rural, developing tourism economies.

19. There are opportunities to open new outdoor playgrounds and develop further into rural areas with difficult access, including Bridge River Valley (Hurley and Highway 40) and the 5 Nations Highway (in-SHUCK-ch and Harrison West Forest Service Road). However, it is important to ensure there are opportunities to gain financial benefits from increased visitation (e.g., visitors are not degrading the assets with little or no local economic impact). It is equally important to ensure that the pace of access improvements and the pace of product and/or experiential development are aligned to both meet visitor expectations and avoid flooding small communities and sensitive ecosystems.

20. There are potential developments being worked on that could dramatically alter the tourism landscape of the Sea-to-Sky Corridor, including increases in residential housing, the Garibaldi at Squamish ski resort, and multiple developments from other industries (e.g., forestry, etc.). Planning must consider both the opportunities and challenges that may come with these potential developments.

21. The long-term health of the ecosystems and natural assets, and the long-term retention of community character and personality are both very important pillars to ensure destination development adds to and doesn't detract from the planning area.

22. Being mindful of the impacts of climate change and natural disasters such as wildfires, it is important that management frameworks be put in place to ensure the businesses and communities are prepared to act now if needed and be safeguarded for any actions and/or recovery needed in the future.

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

24. Sufficient funding is required by federal and provincial governments, Indigenous communities and entrepreneurs, regional districts, and municipalities to ensure the needed infrastructure and amenities are in place to support the visitor (including BC Parks and local recreational demands) and that communities are supported in their tourism growth. The level of services, amenities, and infrastructure required by current and anticipated levels of visitation to the planning area cannot be funded primarily by property taxes collected by local governments and should continue to be supported by other funding programs such as the RMI.

