


# VANCOUVER ISLAND DESTINATION DEVELOPMENT STRATEGY

2019–2029





NOOTKA ISLAND  
Photo: Boomer Jerritt

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# EXECUTIVE SUMMARY

The Vancouver Island Regional Destination Development Strategy (RDDS) is the regional result of a two-year research and strategic planning initiative led by Destination BC.

Designed to enhance the competitiveness of the region over the next 10 years and beyond, the Destination Development Program is a critical component of Destination BC's corporate strategy, which has been delivered in partnership with Tourism Vancouver Island and the Ministry of Tourism, Arts and Culture.

These strategies are designed to facilitate the collaboration of local, regional, and provincial agencies, Indigenous communities, entrepreneurs, destination marketing and management organizations, tourism operators, and other community interests to guide the long-term growth of tourism.

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

elevates the objectives and actions identified within the planning area strategies whose implementation would benefit from regional leadership and coordination.

The regional strategy can play an important role in helping to advance the implementation of planning area destination development strategies within the region. The strategy, developed based on a common planning framework, sets out a path for strong regional leadership, integration, and alignment to support destination success throughout the region and planning areas. The RDDS was developed between June 2018 and January 2019, and was informed by one-on-one and group meetings with trusted tourism advisors, who represent a diverse group of communities and industry sectors. Beyond this, the RDDS was informed by the Greater Victoria



KYUQUOT SOUND  
Photo: Boomer Jerritt

DDS, the South Central Island DDS, and the North Island DDS. Combined, these three planning initiatives engaged hundreds of tourism operators and professionals in facilitated workshops, one-on-one meetings, and surveys. The formal review process of this strategy included the Tourism Vancouver Island Board, Tourism Vancouver Island Marketing Committee, a network of trusted advisors, and the Ministry of Tourism, Arts and Culture, and took place from December 2018 — March 2019.

## THE REGIONAL VISION

Vancouver Island is a vibrant and sustainable tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectation, and align with community desires.

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

- Where land and water meet
- Coastal lifestyle and traditions
- Welcoming, supportive communities
- Energetic urban vibe
- Inspirational, seamless, and remarkable visitor experiences
- Healthy tourism industry
- Sustainable practices
- Regional collaboration

## REGIONAL GOALS

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

- Exceptional visitor experiences
- Seasonal and regional diversification
- Competitive, innovative operators
- Sustainability principles and practices
- Dynamic, collaborative working environment
- Supportive government



CLAYOQUOT SOUND  
Photo: Tom Ryan





## DESTINATION DEVELOPMENT PRIORITIES

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

A total of 49 opportunities were identified as a result of the aggregate analysis of the three individual planning areas (Greater Victoria, South Central Island, and North Island).

The final synthesis resulted in six development themes, nine catalyst projects, and 37 additional objectives that represent important projects to remain at the forefront of future development considerations.

Each project is associated with an implementation timeframe, as a quick win (1-3 years), or a longer-term action (4-10 years). Projects identified as regional in scope have action items that can be achieved with a regional focus. Projects with a provincial scope impact, and overlap with, other regions.

#### THEME 1: COLLABORATIVELY MANAGE THE PLANNING AND DEVELOPMENT OF SUSTAINABLE TOURISM IN THE VANCOUVER ISLAND REGION

1. Develop a rolling 2-year workplan and performance measurement framework to support and track the implementation of the Vancouver Island RDDS.
2. Develop a policy on emergency preparedness that helps communities, operators, and stakeholders prepare and respond to climate change events, impacts, and outcomes.

#### THEME 2: IMPROVE TRANSPORTATION AND INFRASTRUCTURE IN THE VANCOUVER ISLAND REGION TO SUPPORT QUALITY TRAVEL EXPERIENCES

3. Work with partners on a regional transportation plan for Vancouver Island.
4. Work with stakeholders to improve the visitor experience on BC Ferries services and develop a stronger relationship between BC Ferries and the tourism industry.

#### THEME 3: CREATE A NETWORK OF EXCEPTIONAL TRAIL EXPERIENCES

5. Develop a world-class hut-to-hut hiking experience on the North Coast Trail.

#### THEME 4: SUPPORT INNOVATION IN TOURISM TECHNOLOGIES

6. Increase the availability of Wi-Fi networks at rest stops along major transportation corridors.

#### THEME 5: DEVELOP A MORE FLEXIBLE, ADAPTABLE TOURISM LABOUR MARKET ON VANCOUVER ISLAND

7. Support tourism worker attraction and retention on Vancouver Island.

#### THEME 6: CREATE A BETTER VISITOR EXPERIENCE THROUGH ATTRACTION, ACTIVITY, AND OPERATOR DEVELOPMENT

8. Improve customer service quality at tourism businesses and non-traditional tourism businesses.
9. Support culinary-tourism experience development.



TRONCHE ALLEY  
Photo: Tanya Goehring

## ACRONYMS

AVICC	Association of Vancouver Island and Coastal Communities
DBC	Destination British Columbia
DDP	Destination Development Program
DDS	Destination Development Strategy
DMO	Destination Marketing Organization
EDO	Economic Development Offices
go2HR	The British Columbia human resource organization for tourism
ICET	Island Coastal Economic Trust
ITAC	Indigenous Tourism Association of Canada
ITBC	Indigenous Tourism Association of British Columbia
MRDT	Municipal and Regional District Tax (commonly referred to as the “Hotel Tax”)
RDMO	Regional Destination Marketing Organization
RDDS	Regional Destination Development Strategy

SME	Small and Medium Enterprise
TIABC	Tourism Industry Association of British Columbia

## PROVINCIAL MINISTRIES

AEST	Ministry of Advanced Education, Skills and Training
AGRI	Ministry of Agriculture
ENV	Ministry of Environment and Climate Change Strategy
FLNR	Ministry of Forest, Lands, Natural Resource Operations and Rural Development
TAC	Ministry of Tourism, Arts and Culture
TRAN	Ministry of Transportation and Infrastructure

## FEDERAL DEPARTMENTS/ENTITIES

DFO	Fisheries and Oceans Canada
WD	Western Economic Diversification Canada



# 1. FOREWORD AND ACKNOWLEDGEMENTS

## FOREWORD

The Vancouver Island Destination Development Strategy (RDDS) is the output resulting from a two-year, iterative process of gathering, synthesizing, and validating information with partners and stakeholders about the current status and future direction of tourism in the Vancouver Island region. As one of six regional destination development strategies, the Vancouver Island RDDS will contribute to the tapestry of long-term planning area, regional, and provincial planning that will support the development of British Columbia as a world-class tourism destination offering remarkable, authentic experiences, that exceed expectations and align with the provincial brand.



TAHSISH-KWOIS PROVINCIAL PARK  
Photo: Adrian Dorst



WILD PACIFIC TRAIL  
Photo: Ben Giesbrecht



## ACKNOWLEDGEMENTS

Destination British Columbia and the project facilitation team thank the many private-sector, Indigenous, public-sector, and not-for-profit tourism partners who contributed throughout the process by supporting the numerous community meetings, surveys, stakeholder interviews and follow-up conversations, and providing relevant documents that informed the development of all reports and strategies.

We thank the Indigenous communities and entrepreneurs on whose traditional territories we travelled and gathered for our community meetings. We acknowledge that many significant agreements have been realized in this tourism region resulting from successful cooperation between the Indigenous and non-Indigenous peoples, the private sector, governments, not-for-profit organizations, and passionate volunteers.

Special thanks are offered to members of the working groups for each of the planning areas that informed the creation of this RDDS, as well as the Tourism Vancouver Island Marketing Committee, who provided guidance and insight into the Vancouver Island RDDS.

COWICHAN  
Photo: Reuben Krabbe



## 2. INTRODUCING THE STRATEGY



GALIANO ISLAND  
Photo: Ben Giesbrecht

The Vancouver Island RDDS is being developed to enhance the competitiveness of the Vancouver Island tourism region over the next 10 years and beyond. The strategy is being developed as part of Destination BC's Destination Development Program.

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

### A FOCUS ON THE SUPPLY AND VISITOR EXPERIENCE

Destination development is the mechanism whereby the natural life cycle of tourism (e.g., development, stagnation, decline, and rejuvenation) is managed to ensure a destination evolves to remain "desirable" for the ever-changing consumer and



**FIGURE 1: Tourism Revenue Drivers**



hence, competitive in its target markets. Destination development happens when industry and government plan and work together to enhance the quality of the visitor's experience by ensuring tourism products, services, amenities, and practices meet and exceed visitor expectations over the long term.

Tourism has two primary revenue drivers — supply and demand (Figure 1). Destination development focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors and entice repeat visitation.

Arguably, in this age of near instantaneous sharing of experiences via social networks and third-party platforms allowing the traveller to review their experience, the quality of the destination, and the experiences it offers, is now an essential element of the marketing toolbox.

There are multiple dimensions to supply that are considered in destination development planning to enhance the visitor experience: the setting in which 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; and, providing the capability, skills, and training our industry needs to excel.

## PROGRAM VISION AND GOALS

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

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

**The above vision is supported by three provincial goals:**

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

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

- Ensure that a destination is well positioned to make future strategic decisions.
- Identify natural and social/cultural carrying capacities that define the parameters and limits for developing and operating a sustainable tourism sector.
- Outline key assets of a destination including the main product themes/ experiences available.
- Outline key priorities for new product, infrastructure, and amenity development.
- Identify impediments to development and tourism growth (e.g., potential policy or capacity issues, available funding, access to funding etc.).

## PURPOSE

The Vancouver Island RDDS is intended to serve as a guide for tourism partners as they proceed with implementation. The strategy should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, market conditions, and local limitations. Also, results should be tracked regularly to ensure learnings can help future implementation activities be even more effective in increasing economic, social, and cultural benefits to the entire region.

The Vancouver Island RDDS plays an important role in integrating the destination development strategies from the three planning areas located within the Vancouver Island tourism region into one overarching regional strategy. The regional strategy elevates the objectives and actions identified within the planning area strategies that would benefit from regional leadership and coordination for implementation.

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



MERRIDALE ESTATE CIDERY  
Photo: Graeme Owsianski



## METHODOLOGY

Great strategies take time. The Vancouver Island Destination Development Strategy is the result of an extensive, multiphase planning process that firstly necessitated significant ground work and engagement to develop three planning area strategies (Greater Victoria, North Island, South Central Island). Further industry engagement and prioritization, as well as thoughtful consideration, led to the creation of this unified regional strategy that represents the regionally-focused aspirations and priorities for tourism development in the Vancouver Island region.

### This strategy was developed and informed by:

- Extensive, collaborative efforts over 27 months that culminated in the creation of destination development strategies for the three planning areas that lie within the Vancouver Island tourism region.
- Facilitated in-person consultations, key informant interviews, business and audit surveys, and 20 planning workshops involving hundreds of industry and community stakeholders, including many Indigenous participants.
- Research on trends, case studies, and best practices regarding destination development from other jurisdictions.
- Working Groups, comprised of tourism partners from each of the three planning areas and the Vancouver Island region, who contributed to the identification and prioritization of strategic initiatives, as well as strategic alignment with other planning processes on the island.

## ALIGNMENT

This Regional Destination Development Strategy for the Vancouver Island tourism region is one of six regional destination development strategies that will be prepared for the province as a whole. Together with the strategies that were developed for the 20 planning areas across the province, the regional destination development strategies will inform a Provincial Destination Development Strategy. The destination development strategies themselves will be influenced by, and where appropriate, reflect and complement, other planning initiatives.



# 3. VANCOUVER ISLAND OVERVIEW



KENNEDY LAKE  
Photo: Graeme Owsianski

## 1. INTRODUCE THE REGION

Vancouver Island, one of the six tourism regions in the province, receives 23% of provincial overnight visitation. It is the second most visited region in British Columbia, after the Vancouver, Coast & Mountains (VCM) region, which receives 49% of provincial overnight visitation.

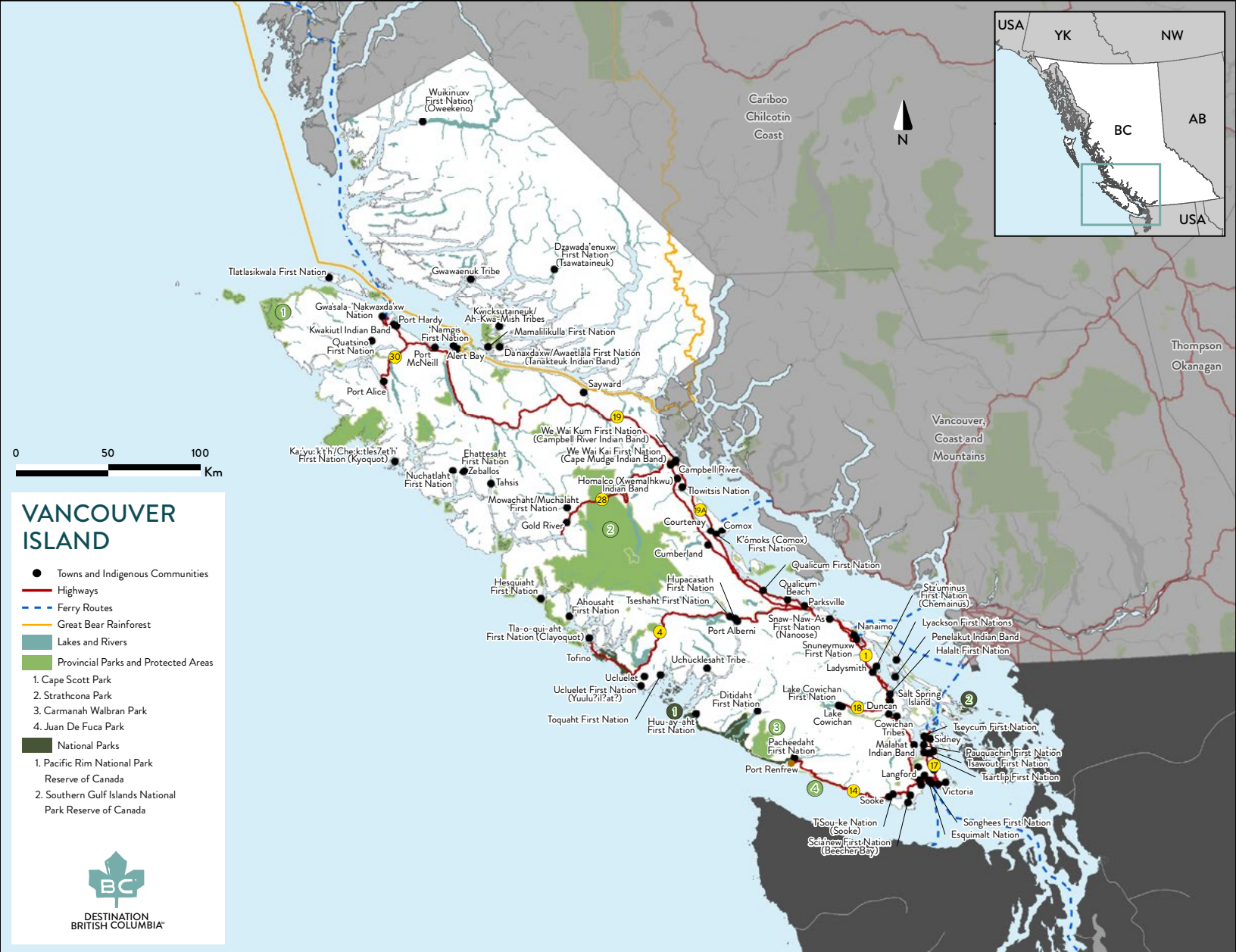
Two-thirds of visitors to the Vancouver Island region are from BC, with stay lengths and average trip spending in line with the other tourism regions. Vancouver Island excels at attaining yield from out-of-province Canadian visitors; while the rest of Canada only accounts for 11% of all overnight visitors, they stay longer and spend more on average than all other regions, except Vancouver, Coast & Mountains.

Similarly, Vancouver Island is well above average, when compared to other BC tourism regions, on average spending and nights stayed by US and other international visitors. When all overnight stays are counted, Vancouver Island is only

exceeded by the Vancouver, Coast & Mountains regions for overnight visitors, nights stayed and spending.

Visitors from Alberta and Washington, markets that are competitors to Vancouver Island represent 17% of total visitor spending in 2014. Market proximity, air and ferry connections, and the marine environment are important aspects of trip decisions.

Vancouver Island positions itself as an island destination on the international stage and is consistently ranked as one of the best islands in the world by Conde Nast Traveler Readers' Choice Awards, as well as Travel + Leisure. The mix of urban and heritage destinations, such as



Victoria, and iconic natural attractions like the Southern Gulf Islands and Pacific Rim National Park, provide activity potential that is unrivaled in Canada. In order to maintain and improve on its potential as a tourism destination, Vancouver Island will have to invest in transportation and hospitality infrastructure that complements and supports the exceptional natural experiences that are already available.

Vancouver Island is 460 kilometres in length, 100 kilometres in width at its widest point, and 32,134 km<sup>2</sup> in area. It is the largest island on the west coast of North America and has one of the mildest climates in

Canada. The Vancouver Island tourism region includes Vancouver Island, the Gulf Islands, and the mainland coast between Moses and Bute inlets.

In 2017, Vancouver Island comprised seven regional districts and 36 municipalities, with an aggregate population of 792,768<sup>1</sup>. This represented a 5.8% population increase over 2011. Growth was concentrated in the larger urban centres such as Victoria, Nanaimo, Campbell River, and Courtenay, while loss was experienced in the rural areas of Alberni-Clayoquot and Mount Waddington.



VICTORIA  
Photo: Clint Rivers



Vancouver Island is home to 50 First Nations, located in three distinct tribal regions: Coast Salish, Nuu-chah-nulth, and Kwakwak'awakw. In 2016 the Census of Canada identified an Indigenous population of 41,170 on Vancouver Island/Coast, comprising 24% of the BC total. Another 18,000 residents identified themselves as Métis, Inuk, or other Indigenous identity<sup>2</sup>.

<sup>1</sup>BC Stats. 2018. British Columbia Regional District and Municipal Population Estimates.

<sup>2</sup>Statistics Canada. 2017. 2016 Census of Canada.



VANCOUVER ISLAND  
Photo: Valerie Shore





MALCOLM ISLAND  
Photo: Shayd Johnson

## 2. VISITOR MARKETS/EQ TYPES

The three major Experience Quotient (EQ) types identified for Vancouver Island are the same as those for BC: Authentic Experiencers, Cultural Explorers, and Free Spirits.

**In 2017, Destination BC produced a profile of tourism activity in the Vancouver Island tourism region based on 2014 data. While somewhat dated, this profile reports that:**

- Key markets for Vancouver Island include BC (62%), Washington (7%), Alberta (6%), Australia (2%), and Ontario (2%).
- The region had approximately 3,045 tourism businesses providing employment for 20,600 individuals.
- The region generated about 16% of the province's total room revenue (based on those communities that collect the MRDT).
- The region accounted for 23% of provincial overnight visitation (4.4 million overnight person-visits) and 19% (\$1.8 billion) of related visitor spending.
- Two-thirds (62%) of overnight visitors to the region are from BC but these visitors account for only 40% of related spending.
- On average, BC travel parties' visitors to the region stayed 2.7 nights and spent \$953 per night, other Canadians stayed 6.9 nights and averaged \$108/night, US travel parties' visitors stayed 3.0 nights and spent \$157 per night, and other international travel parties' visitors stayed 6.1 nights and spent \$124 per night.
- Same-day travelers accounted for 57% of visitor volume and 21% of visitor expenditures in the region.
- Staying with friends and family was the most popular mode of accommodation for BC, Canadian and international visitors versus hotels for US visitors.
- July to September accounted for the greatest proportion of visitors for all markets ranging from a low of 38% for BC residents to a high of 51% for US visitors. BC residents were also more likely to travel in the fall and winter than other visitors.
- Preferred visitor activities vary somewhat depending on visitor origin.



VICTORIA BUTTERFLY GARDENS  
Photo: Daniel Mosquin





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

Vancouver Island's strengths are its natural landscape, marine environment, Indigenous culture, and urban and rural mix. On the other hand, land use, community planning, infrastructure, and industry and product development pose challenges. Strengths, challenges, and opportunities were identified within each planning area process in the Vancouver Island region. These,

then, were compiled and inform the strengths, challenges, and opportunities for the regional strategy.

In order to build on these strengths and address these challenges, a number of key opportunities have been identified that form the foundation of this RDDS. These key strengths, challenges, and opportunities are summarized below in no particular order.

Figure 3. Vancouver Island Tourism Strengths, Challenges, and Opportunities

KEY STRENGTHS	KEY CHALLENGES	KEY OPPORTUNITIES
NATURAL, WILD LANDSCAPES, BIODIVERSITY	LAND, MARINE, VISUAL MANAGEMENT	NON-PEAK EXPERIENCE DEVELOPMENT
PROVINCIAL AND NATIONAL PARKS	ECOSYSTEM HEALTH	MARKET-READY EXPERIENCES IN KEY PRODUCT AREAS
RAINFOREST, OLD GROWTH, BIG TREES	FISH POPULATIONS, STOCKS, AND CLOSURES	CLUSTER DEVELOPMENT, PARTNERSHIPS, PACKAGING
PROTECTED WATERS AND ARCHIPELAGOS	HIGHLY SEASONAL PRODUCTS/ MARKETS	INDIGENOUS EXPERIENCES
FISH, WILDLIFE AND LARGE PREDATORS	PEAK SEASON CAPACITY ISSUES	ADOPTION OF SUSTAINABILITY PRINCIPLES
ACCESSIBLE BACKCOUNTRY	ENTERTAINMENT, SHOPPING, AND NIGHTLIFE	LABOUR MARKET PARTNERSHIPS
REMOTE, ICONIC LODGES	TRANSPORTATION BOTTLENECKS AND COSTS	COORDINATED SIGNAGE
URBAN/RURAL MIX	UNEVEN BRANDING	REGIONAL TRANSPORTATION PLANNING
INDIGENOUS CULTURE AND PRE-HISTORY	HOUSING COST, AVAILABILITY	EXPANDED TRANSIT SERVICES
QUAINT VILLAGES, VIBRANT COMMUNITIES	BUSINESS COSTS	ELECTRIC VEHICLE INFRASTRUCTURE
RELAXED, SAFE, ISLAND LIFESTYLE	LABOUR MARKET	2020 – “BC’S MOST ACCESSIBLE REGION”
THRIVING ARTS COMMUNITY	WAYFINDING AND INTERPRETIVE SIGNAGE	TRAILS AND SUPPORTING INFRASTRUCTURE
BUY AND GROW LOCAL ETHIC; FOOD TOURISM	MARINE SERVICES	MARINE SERVICES AND INFRASTRUCTURE
MULTI-MODAL TRANSPORTATION NETWORK	COMMUNITY RESISTANCE TO TOURISM	REGIONAL COLLABORATION
WORLD-CLASS FERRY SYSTEM	FERRY SERVICES TO SMALLER COMMUNITIES	PERFORMANCE MEASUREMENT
STRONG EDUCATION, TRAINING, AND HR RESOURCES	LACK OF PUBLIC FACILITIES	
	MARINE SERVICES AND SAFETY	
	LACK OF CELLULAR AND BROADBAND SERVICES	



#### 4. KEY REGIONAL DEMAND GENERATORS AND MOTIVATING EXPERIENCES

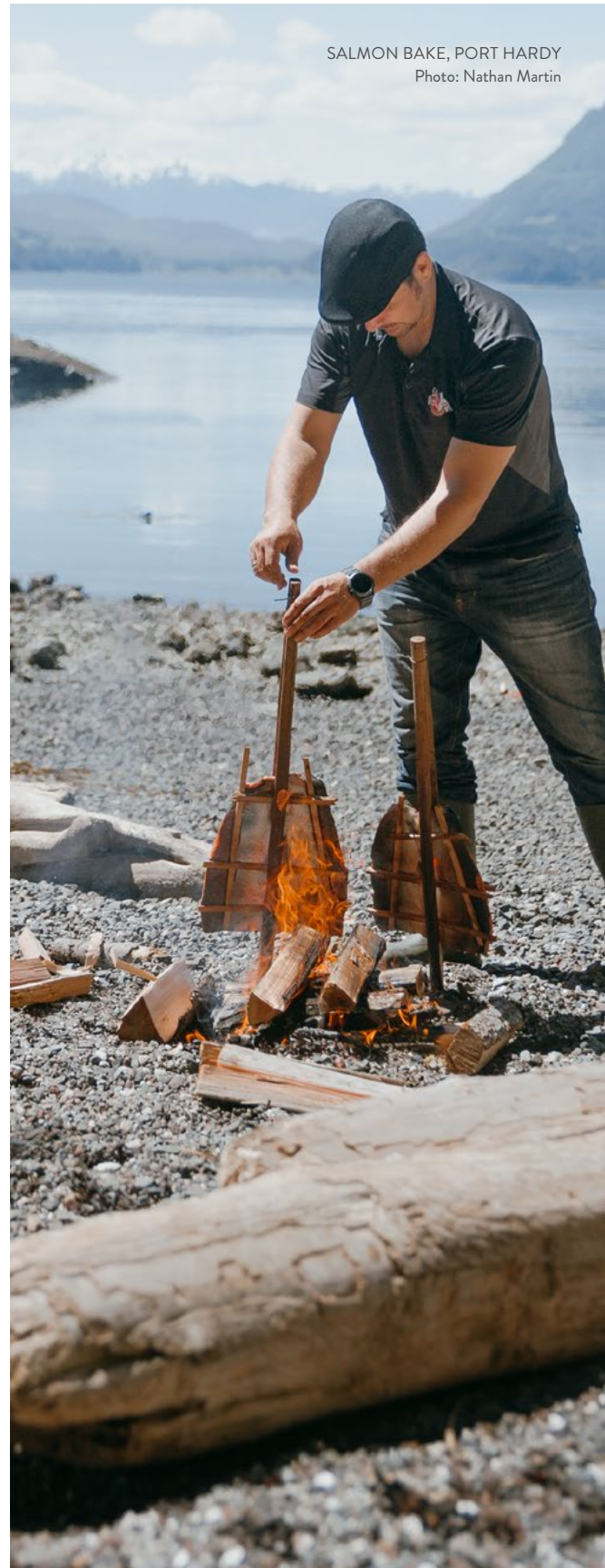
The following experiences were identified as having potential for development in the Vancouver Island region:

##### TRADITIONAL MAJOR ATTRACTIONS

Iconic demand generators for the region include:

- **VICTORIA**, known as the Garden City, is BC's capital and the most populous and visited city on Vancouver Island. It is the island's administrative and cultural centre. Victoria has retained many of its historic buildings and is very popular with boaters because of the beauty of its shorelines and beaches. It is also benefiting from recent major infrastructural improvements (e.g., Fairmont Empress, Victoria International Marina).
- The **PACIFIC RIM**, including Port Alberni, Tofino, and Ucluelet, has exceptional outdoor activities and iconic destinations like Hot Springs Cove, Clayoquot Sound, and Pacific Rim National Park Reserve. Surfing, camping, whale watching, storm watching, and kayaking the Broken Group Islands are among the more popular activities.
- The **NORTHERN AND SOUTHERN GULF ISLANDS** include hundreds of islands and islets that form part of a larger archipelago that extends into the United States. The islands and surrounding waters are ecologically rich and diverse, and features include being a home to the last remaining pockets of Garry Oak ecosystems, and a unique climate with Mediterranean characteristics. Outdoor recreation, wildlife viewing, boating, health and wellness, festivals and events, and agritourism are core offerings.
- **SPORT FISHING** — Vancouver Island is world famous as a sport fishing destination, with Campbell River and Port Alberni vying for the world's salmon capital. Anglers from around the world are attracted by abundant salmon, halibut and Albacore tuna, among many other species.
- **GARDENS** — Butchart Gardens, Abkhazi Garden, Kitty Coleman Woodland Gardens, Ronnings Garden, Gibson Gardens, and Milner Gardens & Woodland are among the most popular visitor attractions on the island.

SALMON BAKE, PORT HARDY  
Photo: Nathan Martin



- **INDIGENOUS CULTURE** — Indigenous communities have called Vancouver Island home since “time before mind”. Iconic Indigenous owned and/or themed tourism experiences can be found across the island. Some examples include the Kwalilas Hotel, Sea Wolf Adventures, the U’mista Cultural Centre, Saysutshun Island (Newcastle Island), Wya Point Resort, and the totem poles of Duncan.

Distinct motivating experiences were identified within each planning area that elevate the core strengths of the tourism region, align to the demand generators deemed most relevant to the desired visitor, and

require connectivity and collaborative efforts between the three planning areas within the region (or most). A key focus of this strategy is to work together to ensure there is a collective mass of activities to motivate travel both now and in the future. The following motivating experiences were identified by the planning areas, and while each is available today as a visitor activity, there are still significant opportunities for more compelling and accessible experiences. 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:

PRODUCTS/ EXPERIENCES	OVERVIEW
<b>MARINE PLAYGROUND</b>	The unique interplay between land and sea, the diverse coastline of beaches, inlets, and islands, the backdrop of forested mountain peaks, the abundance of terrestrial and marine-based wildlife, and the dynamics of the inter-relationship between the land and the marine environment provides the basis for the identity of Vancouver Island.
<b>INDIGENOUS CULTURE</b>	Indigenous culture on Vancouver Island dates back millennia and remains active, vibrant, and connected to traditional and contemporary culture. They are celebrating their culture through art, dance, music, language, and a sustainable day-to-day relationship with the natural world. Existing experiences have been strengthened, and new experiences and guided activities have been developed, increasing the appeal of the island.
<b>WILD ENCOUNTERS</b>	The island is renowned for its marine and land-based adventure and for the opportunities to view wildlife year-round. Hiking, caving, diving, surfing, cycling, camping, sport fishing, and winter activities provide a remarkable spectrum of “wild encounters” from Orcas to one of the province’s top grizzly bear viewing destinations.
<b>ISLAND LIVELIHOODS AND GLOBAL CONNECTIONS</b>	For more than 250 years Vancouver Island has been featured on the world stage, involving British and Spanish explorers and navies, the American merchant marine, international incidents, settlement activity from around the world, and waves of industry and commerce. Fishing, logging and mining have all played an important part in building communities and shaping lifestyles. The emphasis moving forward is on developing new experiences that will bring these stories to life in a way that will add value to a visit to the island. It is also critical that these be brought to life in a way that accurately reflects the impact of settlement on the Indigenous people of Vancouver Island and tells of the ongoing resurgence of Indigenous culture.
<b>BOUNTY OF LAND AND SEA</b>	The interplay between land and sea has created an environment that impacts everything from local culinary experiences and festivals of the sea, to a temperate maritime climate that has allowed for the cultivation of distinctive gardens, local produce, and a grow/eat local ethic. It is reflected in the growing music, arts and craft sector, the overall desirability and appeal of the area for residents and amenity migrants, and the sense of healthy living that has come to be associated with the island.
<b>URBAN CHARM</b>	Victoria is steeped in history, with a mix of old-world charm married with trendy new-world experiences. Heritage buildings, gardens, galleries, boutique shopping, cocktail lounges, and brewpubs along with a pulsing arts scene and year-round event calendar makes Victoria unique on the island and a major destination for visitors.



KYUQUOT SOUND  
Photo: Boomer Jerritt



## 5. KEY PARTNERS IN REGIONAL SUCCESS NETWORK

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 RDDS form the foundation for additional focused and aligned discussions regarding implementation regionally and provincially. Organizations identified within each tactical success network will be in a position to review, regionally and provincially, the potential for growing tourism, by leading, or supporting implementation and action. It does not imply 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 Vancouver Island’s and British Columbia’s visitor economy.

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:

VICTORIA  
Photo: Tanya Goehring



Figure 4. Key Governmental and Management Organizations

FEDERAL	PROVINCIAL	REGIONAL	LOCAL	INDIGENOUS
DESTINATION CANADA	DESTINATION BC	TOURISM VANCOUVER ISLAND	DMOs (NON-GOVERNMENT)	NUU-CHA-NULTH ECONOMIC DEVELOPMENT CORPORATION
WESTERN ECONOMIC DIVERSIFICATION	gO2HR	REGIONAL DISTRICTS	LOCAL GOVERNMENTS	COAST SALISH DEVELOPMENT CORPORATION
PARKS CANADA	<b>MINISTRIES/ AGENCIES:</b> TOURISM, ARTS AND CULTURE JOBS, TRADE AND TECHNOLOGY TRANSPORTATION AND INFRASTRUCTURE FORESTS, LANDS, NATURAL RESOURCE OPERATIONS AND RURAL DEVELOPMENT INDIGENOUS RELATIONS AND RECONCILIATION ENVIRONMENT AND CLIMATE CHANGE STRATEGY AGRICULTURE MUNICIPAL AFFAIRS & HOUSING BC FERRIES	ISLANDS TRUST	CHAMBERS OF COMMERCE	INDIGENOUS TOURISM BC
CANADIAN HERITAGE		ISLAND CORRIDOR FOUNDATION	BUSINESS IMPROVEMENT ASSOCIATIONS	INDIGENOUS TOURISM ASSOCIATION OF CANADA
DEPARTMENT OF FISHERIES AND OCEANS		VANCOUVER ISLAND UNIVERSITY	HOTEL ASSOCIATIONS	
PUBLIC SAFETY CANADA		ROYAL ROADS UNIVERSITY	COMMUNITY ASSOCIATIONS	
TRANSPORT CANADA		CAMOSUN COLLEGE	VISITOR CENTRES	
PUBLIC WORKS AND GOVERNMENT SERVICES CANADA		NORTH ISLAND COLLEGE	HARBOURS	
		ISLAND COASTAL ECONOMIC TRUST	TOURISM OPERATORS	
		BC RURAL NETWORK	ARTS, CULTURE, HERITAGE ORGANIZATIONS	
		AIRPORTS AND AERODOMES	CLUBS AND VOLUNTEER GROUPS	
		PORTS	SEARCH AND RESCUE	
		TRANSPORTATION PROVIDERS	RESIDENTS	
		VANCOUVER ISLAND SPINE TRAIL		
		VANCOUVER ISLAND ECONOMIC ALLIANCE		
		VANCOUVER ISLAND COAST ECONOMIC DEVELOPMENT ASSOCIATION		



# 4. A DISTINCTIVE DIRECTION

## 1. VISION

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

Vancouver Island is a vibrant and sustainable tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectation, and align with community desires.

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

- Where land and water meet
- Coastal lifestyle and traditions
- Welcoming, supportive communities
- Energetic urban vibe
- Inspirational, seamless, and remarkable visitor experiences
- Healthy tourism industry
- Sustainable practices
- Regional collaboration

## 2. GOALS

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

1. Exceptional visitor experiences
2. Seasonal and regional diversification
3. Competitive, innovative operators
4. Sustainability principles and practices
5. Dynamic, collaborative working environment
6. Supportive government





PORT HARDY  
Photo: Yuri Choufour

### 3. GUIDING PRINCIPLES

As the journey of destination development continues for Vancouver Island, choices will have to be made and priorities set. The following guiding principles were developed to be used as touchstones for this decision-making:

**Destination development in the Vancouver Island tourism region will be guided by imperatives to:**

- Celebrate and respect the role of First Nations in shaping today's landscape and cultural heritage
- Support and enhance existing community values and aspirations
- Build on core attributes that make the destination distinctive
- Recognize the concept of sustainability as the underlying core value
- Align with provincial strategic priorities that relate to tourism
- Promote collaboration and inclusivity as the basis of making progress
- Address the need for affordable and available workforce housing (seasonal and year-round)
- Communicate the value of tourism to the economies of host communities





CRAIGDARROCH CASTLE  
Photo: Jordan Dyck

## 4. DEVELOPMENT THEMES

Similar to motivating experiences, development themes have been identified. 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. The development themes are where the destination development attention will be focused for the next 10 years. Multiple destination development themes have been identified to focus strategic efforts in strengthening Vancouver Island as a destination. Each theme will have objectives and actions identified to support it.



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

1. Collaboratively manage the planning and development of sustainable tourism in the Vancouver Island region
2. Improve transportation and infrastructure in the Vancouver Island region to support quality travel experiences
3. Create a network of exceptional trail experiences
4. Support innovation in tourism technologies
5. Develop a more flexible and adaptable tourism labour market on Vancouver Island
6. Create a better visitor experience through attraction, activity, and operator development

## 5. ALIGNMENT OF GOALS AND THEMES

Each development theme will contribute to each of the six goals, although they will do so at different levels, based on the actual strategies recommended in the plan.

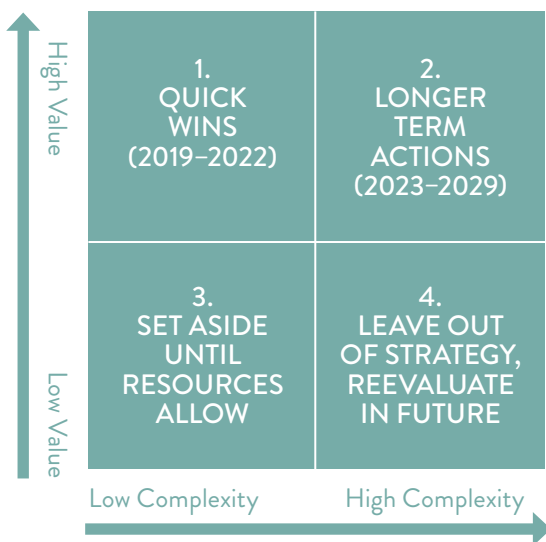
	VISITOR EXPERIENCES	SEASONAL & REGIONAL DIVERSITY	COMPETITIVE INDUSTRY	CULTURE OF SUSTAINABILITY	COLLABORATIVE ENVIRONMENT	SUPPORTIVE GOVERNMENT
1. PLANNING						
2. INFRASTRUCTURE						
3. TRAILS						
4. TECHNOLOGY						
5. HUMAN RESOURCES						
6. EXPERIENCE DEVELOPMENT						

 High level of interaction/support  
 Moderate level of interaction/support



# 5. VANCOUVER ISLAND STRATEGIC PRIORITIES

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



**1. QUICK WINS** high value tactics with low complexity and can be achieved within 3 years (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/resources exist.

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

Presenting the destination development objectives with a consistent framework will allow the province and the tourism region to examine the various priorities across all strategies. The regional strategy elevates the objectives and actions identified within planning areas strategies that would benefit from regional leadership and coordination for implementation. Considerable effort has gone into developing the regional strategy in an integrated way, with priorities from the three planning area strategies helping to shape the priorities of the Vancouver Island regional strategy.

## 5.1 COLLABORATIVELY MANAGE THE PLANNING AND DEVELOPMENT OF SUSTAINABLE TOURISM IN THE VANCOUVER ISLAND REGION

From the demand perspective, the concept of tourism is relatively simple — it involves travel and spending by visitors who do not normally reside in the region. The supply perspective of tourism is much more complex — it includes many different industries, is dominated by small businesses, and requires access to infrastructure and resources that other industries compete for.

On Vancouver Island the local government context is multi-dimensional with regional district, municipal, and Indigenous organizations. Each has an independent local planning framework that may or may not include specific reference to tourism. Provincial and federal authorities have their own legislative, regulatory, and planning regimes, which can be highly influential with regard to access and use of land, marine, park, and other resources that are critical to the visitor experience. When DMOs, community organizations, recreation users, arts and culture groups, and industry associations are included in the mix, the interrelationships, reporting standards, and lines of communication become convoluted. Gaps may emerge in the public and stakeholder awareness, understanding, and involvement in matters affecting destination development. These gaps may deter the development and growth of tourism, but perhaps more

importantly, they may result in environmental and community degradation if not addressed through careful tourism development.

An integrated, cohesive, and response-based planning approach that recognises the interdependent nature of the elements within the 'tourism system' is imperative. The need for a collaborative approach was voiced repeatedly in the planning discussions as the basis for "doing business differently" and developing tourism as a leading sustainable economic generator. If done correctly, externalities can be effectively managed island-wide without hindering the exceptional economic potential. In this respect, planning and collaboration is positioned as a major development theme for the Vancouver Island RDDS and embraces the discussions on all aspects of sustainability — as such, it is integral to all strategic goals.



# CATALYST PROJECTS

## Priority

**1. Establish the Vancouver Island Destination Leadership Council to increase collaboration and support the implementation of the RDDS.**

### ACTIONS

- Develop the framework and terms of reference for the Council.
- Recruit a diverse group of tourism and economic development experts, local governments, and First Nations to sit on the Council as determined by the framework and terms of reference.
- Council to approve the Tourism Vancouver Island destination development workplan.
- Council to track implementation progress of the RDDS.
- Council to provide support in communicating the strategy.
- Council members to support implementation of the RDDS as required.
- Council to engage with non-traditional organizations and agencies such as: the Vancouver Island Economic Alliance, the West Coast Sector Agency, and the Vancouver Island Coast Economic Developers' Association.

**SUCCESS NETWORK** Tourism Vancouver Island, Vancouver Island Community Destination Management Organizations (DMOs), Vancouver Island Economic Alliance, Local Government, Indigenous Tourism BC, tourism businesses

1. QUICK WINS

REGIONAL SCOPE

**2. Develop a rolling two-year workplan and performance measurement framework to support and track the implementation of the RDDS**

### ACTIONS

- Tourism Vancouver Island to develop a rolling two-year workplan in partnership with the Vancouver Island Destination Leadership Council. The workplan would be prepared annually for the following two-year period.
- Destination Leadership Council to approve rolling two-year work plan on an annual basis.

**SUCCESS NETWORK** Tourism Vancouver Island, Vancouver Island Destination Leadership Council, Destination BC

1. QUICK WINS

REGIONAL SCOPE

**3. Supporting the three sub-regional planning areas to implement their own destination development strategies.**

### ACTIONS

- Establish a short-term, highly focused taskforce that will collaborate to determine how the Vancouver Island region will support the planning areas' priorities and guide implementation.
- Develop a master matrix showing how sub-regional initiatives align with the RDDS.
- Work with Destination BC and other agencies on securing resources to assist with implementation.

**SUCCESS NETWORK** Tourism Vancouver Island, Destination BC, TIABC, local government, First Nations, TAC, DMOs

1. QUICK WINS

PROVINCIAL SCOPE

# CATALYST PROJECTS

## Priority

### 4. Establish the Vancouver Island Destination Leadership Council to increase collaboration and support the implementation of the RDDS.

#### 2. LONGER TERM ACTIONS

#### ACTIONS

- Work with relevant provincial ministries, Destination BC, DMOs and communities to develop an action plan that will consider:
- Promote interface fire management through community-based tenures that buffer tourism and community assets and infrastructure.
- Work with provincial emergency managers and local officials to develop a permitting regime that allows pre-qualified providers of essential tourism services access to restricted areas under emergency management.
- Work with Destination BC to build awareness and follow-through on recommendations made by its sub-committee on Emergency Management for Tourism:
  - Prepare a Vancouver Island emergency coordination plan for tourism.
  - Create and promote toolkits and resources that help tourism operators communicate and assist visitors during emergency events.
  - Provide tools and assistance to local DMOs and visitor centres on emergency communications, response, and recovery actions.
- Identify resources for response and recovery strategies that target visitors and long-term reputation management.
- In cooperation with Destination BC, develop a social media strategy that drives tourists to a single emergency response portal.
- Develop a database of essential tourism services and providers that communities can use when managing visitors during emergency events.
- Develop a business survey tool that could be rolled out on short notice to help with tourism response and mitigation efforts.
- Ensure visitors and tourism industry needs are included in local, regional, and provincial government emergency management plans.
- Establish, strengthen, and/or maintain relationships with Emergency Operations Centres (EOCs) and undertake annual joint training to ensure readiness in the event of an emergency.
- Promote the use of scenario planning to rural communities and development organizations.
- Encourage incorporation of climate change scenario impacts and outcomes by communities and DMOs in their tourism planning.

**SUCCESS NETWORK** Tourism Vancouver Island, Destination BC, TIABC, local government, TAC, FLNR, ENV, DFO, MLAs.

#### OTHER Objectives

#### Priority

- Enhanced regional collaboration in the planning and development of tourism
- Sustainable tourism development
- Implementation of the sub-regional destination development strategies

### 5. Increase local government awareness of the economic and social benefits of the visitor economy.

#### 1. QUICK WINS

#### ACTIONS

- Develop and deliver a “value of tourism” program to local governments.
- Deliver quarterly tourism newsletters to Vancouver Island local governments.
- Continue to attend and provide a tourism presence at the Association of Vancouver Island and Coastal Communities Convention.

**SUCCESS NETWORK** Tourism Vancouver Island, CDMOs, tourism businesses, Indigenous Tourism BC, Vancouver Island First Nations

#### REGIONAL SCOPE



OTHER Objectives	Priority
<p><b>6. Ensure the long-term sustainability of the natural environments that contribute to a successful tourism industry.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop a Vancouver Island Tourism Sustainability Program.</li> <li>- Create a tourism sustainability pledge for the Vancouver Island region.</li> <li>- Work with local government to include tourism sustainability into regional growth strategies, community and settlement plans, and recreation plans.</li> <li>- Incentivise operators to meet tourism sustainability guidelines.</li> <li>- Educate visitors on their roles and responsibilities as visitors to the Vancouver Island region, including promotion of codes of ethics and conduct.</li> <li>- Develop sustainable tourism itineraries and packages to incentivize operator alignment and showcase best practice businesses.</li> <li>- Develop manuals and handbooks on sustainability best practices to guide tourism operators in all aspects of the tourism business.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Visitor Centres, CDMOs, accommodators, community stewardship organizations, Vancouver Island Destination Leadership Council</p>	1. QUICK WINS
	PROVINCIAL SCOPE
<p><b>7. Work to coordinate policies and guidelines regarding the sharing economy that include island-wide consistency on short-term accommodation rentals, tour services, and transportation services.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Review best practice global examples for managing the sharing economy.</li> <li>• Review Vancouver Island policies and regulations regarding the sharing economy and critically evaluate their effectiveness.</li> <li>• Host a collaborative regional summit and develop a position paper.</li> <li>• Work with Vancouver Island Destination Leadership Council to develop and issue guidelines to encourage best practice regulations.</li> <li>• Educate and engage sharing economy business proprietors.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, sharing economy business proprietors, local government</p>	1. QUICK WINS
	REGIONAL SCOPE
<p><b>8. Encourage local government to incorporate tourism planning into community planning initiatives including Official Community Plans, and First Nations' Comprehensive Community Planning.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Create guidelines to encourage tourism as a component of local planning.</li> <li>• Meet with local government staff to share best practice approaches.</li> <li>• Support local government planning as appropriate.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, CDMOs, local government, AVICC, First Nations</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p><b>9. Work with BC Parks to update management plans to engage First Nations in park management, to recognize parks as key tourism demand generators and to include tourism objectives and indicators in plans.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Prioritize BC Parks requiring updated management plans.</li> <li>• Work with First Nations and tourism partners to advocate for new management plans.</li> <li>• Support BC Parks during the management planning process.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, First Nations, Vancouver Island Destination Leadership Council, Local Government, and BC Parks</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE

OTHER Objectives	Priority
<p><b>10. Increase collaboration with Indigenous communities by strengthening relations with Indigenous Tourism BC and by hiring an Indigenous Tourism Specialist.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Identify and seek funding to hire an Indigenous Tourism Specialist.</li> <li>Indigenous Tourism Specialist to develop and execute a Vancouver Island Indigenous Tourism Strategy.</li> <li>Assist and facilitate the implementation of Vancouver Island First Nations' tourism plans that will increase the diversity, quality, and availability of Indigenous experiences.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Indigenous Tourism BC, First Nations</p>	1. QUICK WINS
	REGIONAL SCOPE
<p><b>11. Work with provincial ministries to develop policies to encourage the protection of special places and ecological landmarks, focusing on exceptional tourism features on Crown Lands that exist outside protected areas.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Identify priority natural assets and local partners to support policy development.</li> <li>Incorporate the protection of special places and ecological landmarks into the Regional Sustainability program.</li> <li>Work with education institutions to develop and launch a backcountry stewardship program whereby students can be deployed to identify, research, and develop sustainable special places with visitation potential.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, First Nations, FLNR, local community organizations, local government, education institutions.</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p><b>12. Support increased tourism activities on Crown Land and private forest land that are aligned with the Vancouver Island Tourism Sustainability Program.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Establish a partnership model with corporations that own private forest land.</li> <li>Create a guide to support tourism operators and community groups seeking to develop tourism experiences on Crown land and/or private forest land.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, forestry companies, FLNR, business operators.</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE
<p><b>13. Continue to enhance the region's role as a gateway for air and marine carriers.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Work with airport operators to identify barriers to growth and jointly market the region.</li> <li>Continue to support the Ogden Point Master Plan and home porting.</li> </ul> <p><b>SUCCESS NETWORK</b> Destination Greater Victoria, Destination BC, Tourism Vancouver Island, airports, port authorities.</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p><b>14. Develop sustainable funding policies that support destination management and development activities on Vancouver Island.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Identify sources of resources required to enable Tourism Vancouver Island to implement the RDDS in collaboration with regional partners.</li> <li>Work with provincial, federal, and private sector agencies to prioritize tourism development projects identified in regional destination development strategies.</li> </ul> <p><b>SUCCESS NETWORK</b> BC, FLNR, Tourism Vancouver Island, Vancouver Island Destination Leadership Council, ICET, WD and other funding initiatives.</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE



OTHER Objectives	Priority
15. Advocate for an update to the Vancouver Island Land Use Plan and integrate tourism values and interests.	2. LONGER TERM ACTIONS
<b>ACTIONS</b> <ul style="list-style-type: none"> <li>• Develop briefing note on the issue and a call-to-action.</li> <li>• Work with local government and industry partners to advocate to FLNR and MLAs.</li> </ul>	REGIONAL SCOPE
<b>SUCCESS NETWORK</b> Tourism Vancouver Island, TIABC, industry, local government, FLNR, MLAs	

## 5.2 IMPROVE TRANSPORTATION AND INFRASTRUCTURE IN THE VANCOUVER ISLAND REGION TO SUPPORT QUALITY TRAVEL EXPERIENCES

Tourism infrastructure can refer to any capital asset or service that enables the movement of visitors to and within the destination, and creates access for activities, attractions, events and facilities. This section deals with hard infrastructure primarily in the realm of transportation while other soft infrastructure (e.g., technology, human resources) are addressed in other sections of this plan.

The visitor experience on Vancouver Island is shaped by transportation, given the need to use ferry or air travel to venture onto the island. Ferry travel in particular becomes as much about the journey as the function of getting people into, and across, the region. The transportation experience often sets the tone for travel and leaves impressions that can last a lifetime.

For Vancouver Island, the transportation experience has its challenges. In a survey of Vancouver Island residents in 2016, Tourism Vancouver Island found that one of the biggest discrepancies between perceived importance, and perceived performance, was in the accessibility of transportation systems such as highways, rails, ferries, and airports<sup>3</sup>. Feedback at the planning sessions noted

that visitors arriving without personal vehicles (rented or owned) face significant challenges moving from points of entry at air and ferry terminals to accommodation, downtown shopping areas, and other areas of interest. Moving between communities can be equally demanding, especially in the Southern Gulf Islands, west coast communities, and the North Island. Recent history has shown that strategic investments in transportation can have significant tourism pay offs for communities and regions. Examples include the paving of the Pacific Marine Road between Port Renfrew and Cowichan Lake, Belleville ferry terminal improvements, and expanded air services at Victoria and Comox airports.

<sup>3</sup>Tourism Vancouver Island. 2016. 2016 Vancouver Island Resident Survey.

CATALYST PROJECTS	Priority
<p><b>16. Work with partners on a regional transportation plan for Vancouver Island.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Create briefing note and work with the Vancouver Island Destination Leadership Council to secure support of local government.</li> <li>• Deliver brief to Ministry of Transportation and Infrastructure.</li> <li>• Engage tourism industry in regional transportation planning process to ensure tourism related considerations are incorporated.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, local government, Ministry of Transportation and Infrastructure, BC Transit</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>17. Work with stakeholders to improve the visitor experience on BC Ferries services and develop a stronger relationship between BC Ferries and the tourism industry.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop the business case for improved BC Ferries services, including information by market, time of year, and type of traveller.</li> <li>• Promote BC Ferries new website that offers pricing discounts to customers on select sailings in order to shift demand and fully utilize the fleet.</li> <li>• Work with local DMOs, TIABC, and Sunshine Coast Tourism to generate community support to advocate to the Ministry of Transportation and Infrastructure.</li> <li>• Secure tourism representation on BC Ferries Advisory Committees.</li> <li>• Improve collaborations between tourism marketing organizations on Vancouver Island and BC Ferries Vacations.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, BC Ferries, TIABC, Ministry of Transportation and Infrastructure, Sunshine Coast Tourism, Destination BC, local government</p>	<p>1. QUICK WINS</p> <p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>OTHER Objectives</b></p> <ul style="list-style-type: none"> <li>• Strategic improvements in targeted infrastructure and transportation in the region.</li> <li>• Convenient and cost-effective access for all visitors to communities and use areas.</li> </ul>	<p>Priority</p>
<p><b>18. Work with provincial agencies and other partners to enhance inter-community transit/transportation connectivity through improved transit and conventional rental services.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Incorporate inter-community transit/transportation connections into regional transportation plan for Vancouver Island.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, local government, Ministry of Transportation and Infrastructure, BC Transit</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>19. Advocate to maintain and enhance road access to wilderness assets.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Ensure roads that support priority wilderness experiences remain open and are appropriately resourced to maintain road surface quality.</li> <li>• Work with FLNR to identify roads that may be decommissioned and evaluate the impact of closures on recreational access.</li> <li>• Improve visitor access to information relating to road conditions and closures.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, FLNR, West Coast Sector Agency, municipalities</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>

OTHER Objectives	Priority
<p><b>20. Advocate for more air connections to the North Island based on developing more demand generators and connecting services.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with North Island tourism operators to determine preferred flight arrival and departure times.</li> <li>• Encourage operators to align arrival and departure times of their fly-in guests to increase business compression.</li> <li>• Work in collaboration with airlines to determine potential service increases and efficiencies.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, local government, North Island tourism operators, Transportation Canada, relevant airline companies</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p><b>21. Work with government and private sector partners to increase supply of quality harbour and marine infrastructure, with an inventory of facilities, gap analysis and evaluation model for determining investment priorities.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Inventory regional harbour and marine infrastructure assets.</li> <li>• Conduct gap analysis and prioritize investment projects.</li> <li>• Work with partners to source funding for priority projects.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, local government, local harbour authorities, local maritime societies, Fisheries and Oceans Canada</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p><b>22. In partnership with TRAN, FLNR, local government, and First Nations, enhance highway and wayfinding signage to improve the visitor experience and increase visitor awareness of Indigenous communities and territories.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with Ministry of Transportation and Infrastructure and evaluate project feasibility.</li> <li>• Conduct audit and gap analysis of current visitor signage.</li> <li>• Implement Island-wide standards for highway signage that incorporate Indigenous place names.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, local government, Ministry of Transportation and Infrastructure, Ministry of Indigenous Relations and Reconciliation, First Nations, Indigenous Tourism BC</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p><b>23. Support the development of sustainable and affordable housing for tourism sector employees.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Research best practice solutions to tourism housing.</li> <li>• Host a tourism housing summit.</li> <li>• Investigate feasibility of joint ventures relating to modular housing solutions and business opportunities.</li> <li>• Advocate to local government for the development of tourism staff housing to complement the development of major tourism attractions and accommodations.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, tourism operators, local government, GO2HR, developers</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE



OTHER Objectives	Priority
<p><b>24. Support the increased use of alternative forms of transportation and availability of key alternative transportation infrastructure along transportation corridors.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Identify current and planned Ministry of Transportation and Infrastructure initiatives related to electric vehicle charging stations and alternative transportation.</li> <li>Conduct needs assessment for electric vehicle charging stations along major transportation corridors.</li> <li>Advocate for electric vehicle charging stations to be placed in strategic tourism locations that can enhance the visitor experience and increase visitor spending.</li> <li>Identify interest and potential for First Nations and commercial small craft operators to offer passenger only transportation between some Gulf Islands.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Ministry of Transportation and Infrastructure, service providers, entrepreneurs, local government, Vancouver Island Destination Leadership Council</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE

## 5.3 CREATE A NETWORK OF EXCEPTIONAL TRAIL EXPERIENCES

Trails are a critical piece of public infrastructure with innumerable benefits for residents and visitors. They generate health benefits by encouraging an active lifestyle, serve as an alternative mode of transportation, and provide access and linkages between, and within, communities and areas of natural and cultural interest. Trails are inexpensive to use and readily accessible to most.

If developed properly, they can attract persons of all ages and abilities, and others who may have fewer opportunities to be physically active. Economically, trails can lead to employment and wealth creation in the tourism economy.

Vancouver Island has the advantage of having a fascinating mix of front and backcountry trails, some such as the West Coast Trail, with iconic status. Many communities are working on trail projects which over time will create a much stronger network and opportunities for visitor experiences. The Trans Canada Trail, the Vancouver Island Spine Trail, the Cowichan Valley Trail, the E&N Rail Trail, the Salish Sea Marine Trail (part of the BC Marine Trail), Woss Valley Rail Trail are a few examples.

TVI itself is contributing to these efforts with the completion of the Hiking Tourism Master Plan for Vancouver Island, the Gulf Islands and the Sunshine

Coast, whose objective is an Exceptional Hiking Experience Network.

While the upside to the development potential of trails is substantial, the challenges are imposing — something that was consistently reinforced in planning sessions. The lack of coordination and shared planning among communities and sub-regionally is the single biggest issue, as it leads to inefficiencies, unnecessary competition for a limited pool of funds and resources, and ultimately sub-optimal outcomes for trail potential. The trails system and community members who support it would benefit from expanding partnerships locally, regionally, and province-wide. It is noted that the Hiking Tourism Master Plan (2016) constitutes a major addition to the planning landscape and although the plan is confined to hiking, it is referenced in the following recommendations where applicable.

CATALYST PROJECTS		Priority
<p><b>25. Work with BC Parks and Recreation Sites and Trails BC to develop a world-class hut-to-hut hiking experience on the North Coast Trail.</b></p> <ul style="list-style-type: none"> <li>• Develop a business plan and an operational plan for hut operation and maintenance.</li> <li>• Support the creation of a formal partnership agreement between Indigenous communities whose traditional territory includes the North Coast Trail area.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Regional District of Mount Waddington, District of Port Hardy, Quatsino First Nation, Tlatlasikwala First Nation, Kwakiutl Band Council, 43 K Wilderness Solutions, BC Parks</p>		2. LONGER TERM ACTIONS
		REGIONAL SCOPE
OTHER Objectives		Priority
<ul style="list-style-type: none"> <li>• Coordinated, Vancouver Island trail planning.</li> <li>• Consistent trail standards and branding.</li> <li>• Development of iconic, destination trails.</li> </ul>		
<p><b>26. Support Regional hiking experience development using the Hiking Tourism Master Plan as a guide.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with Recreation Sites and Trails BC (FLNR) and BC Parks (ENV) to develop a network of exceptional hiking experiences in the Vancouver Island region.</li> <li>• Develop and distribute exceptional hiking experience program guidelines and trail standards.</li> <li>• Work with communities and DMOs to promote use of high-potential trails that could draw off pressure and disperse use away from high-use trails.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, FLNR, BC Parks, Parks Canada, Trails BC, local trail organizations, Vancouver Island Trail Society, Trans Canada Trail Society</p>		2. LONGER TERM ACTIONS
		REGIONAL SCOPE
<p><b>27. Build an accessible downhill mountain bike trail on the Central Island.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• In partnership with central Vancouver Island organizations and private land owners, determine the location of a downhill mountain bike trail.</li> <li>• Conduct detailed design planning for the trail and a business case to support investment attraction.</li> <li>• Secure funding for trail building through the Island Coastal Economic Trust, the Nanaimo Hospitality Association, the BC Rural Dividend Program and other sources.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, the Nanaimo Mountain Bike Club, Tourism Nanaimo, ICET, local government, TimberWest</p>		2. LONGER TERM ACTIONS
		REGIONAL SCOPE
<p><b>28. Establish Vancouver Island as a mobility accessible trail destination.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Create a trail standard guide for universally accessible trails.</li> <li>• Identify five priority trails for accessibility enhancements.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Trails Task Force, Spinal Cord Injury BC, local trail societies, BC Parks, FLNR</p>		2. LONGER TERM ACTIONS
		REGIONAL SCOPE

OTHER Objectives	Priority
<p><b>29. Support the expansion of the BC Marine Trail Network.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Work with BC Marine Trail Network Association to prioritize areas for trail expansion.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, BC Marine Trail Network Association</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>30. Support the completion of the Vancouver Island (Spine) Trail.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Identify trail sections that are barriers to achieving full connection.</li> <li>• Advocate for the integration of trail expansion and maintenance into local government trail plans.</li> <li>• Explore partnership opportunities with the Trans Canada Trail.</li> <li>• Strengthen relationships with First Nations whose territory the trail falls in.</li> <li>• Identify and develop a destination loop of the Trans Canada trail to include Salt Spring Island and the Southern Gulf Islands (islands in the Salish Sea Destination Loop) that connects with the Trans Canada Trail on Vancouver Island.</li> <li>• Support the Vancouver Island Spine Trail Association in securing grants.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Spine Trail Association, local government, local trail societies, First Nations</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>31. Support BC Parks and Recreation Sites and Trails BC to enhance trail experiences through interpretive signage and story-telling.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Identify five priority trails for enhancement.</li> <li>• Work with local First Nations and community groups to develop interpretive content.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, ITBC, First Nations, local government, local trail societies</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>



## 5.4 SUPPORT INNOVATION IN TOURISM TECHNOLOGIES

Economic and industrial change is increasing rapidly due to advances in technology.

The internet, computer systems, mobile technologies, wearable technologies, and drone technologies have revolutionized how people engage in their travel experience. Businesses responded by integrating technology into all aspects of operations, providing new services, greater convenience and new ways of engagement during the complete research-purchase-trip cycle.

Technology-related innovations are advancing at a prolific rate — for example, in the converging use of social media, smart phones, and wearable technologies. If technology is revolutionizing the travel industry, then tourism destinations will have to recognize, understand, and adapt to both the impacts and the potential opportunities to remain competitive.

Organizations like the BC Innovation Council are encouraging the development and application of advanced or innovative technologies to meet the needs of industry and communities on Vancouver Island. Innovation Island has been expanding and enhancing the network of tech entrepreneurs and businesses with initiatives like the Venture Acceleration Program.

On Vancouver Island, upgrading telecommunications capacity through improved cell and wi-fi networks; modernizing visitor information services through quality, user-friendly, and consistent year-round information; engaging visitors in new forms of interaction (for example gaming); and, encouraging smart businesses that are flexible, dynamic, collaborative, and able to move swiftly to leverage market opportunities should all be encouraged.

CATALYST PROJECTS		Priority
<b>32. Support increase availability of wi-fi networks at rest stops along major transportation corridors.</b>  <b>ACTIONS</b> <ul style="list-style-type: none"> <li>Identify five priority rest stops along remote sections of major transportation corridors.</li> <li>Work with local government and the Ministry of Transportation and Infrastructure to determine timelines for enhancements.</li> </ul> <b>SUCCESS NETWORK</b> Tourism Vancouver Island, First Nations, local government	2. LONGER TERM ACTIONS	
	CATALYST	
	REGIONAL SCOPE	
OTHER Objectives		Priority
<ul style="list-style-type: none"> <li>Vancouver Island as regional leader in championing tourism technologies.</li> <li>Expanded capacity for connectivity.</li> <li>A greater integration of technology into the visitor experience.</li> </ul>		
<b>33. Expand cellular services to meet national and provincial connectivity targets.</b>  <b>ACTIONS</b> <ul style="list-style-type: none"> <li>Identify areas and catalogue areas with insufficient cellular services.</li> <li>Advocate for improved cellular services.</li> </ul> <b>SUCCESS NETWORK</b> Tourism Vancouver Island, First Nations, local government, Innovation, Science and Economic Development Canada, Canadian Radio-television and Telecommunications Commission, Network BC (Ministry of Citizens' Services)	2. LONGER TERM ACTIONS	
	PROVINCIAL SCOPE	
	REGIONAL SCOPE	

OTHER Objectives	Priority
<p><b>34. Champion tourism technologies to industry and communities.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Develop an island-wide tourism technology strategy using research on trends and best practices to identify recommendations best suited to enhance destination development on Vancouver Island.</li> <li>• Develop a technology webpage as part of the TVI website with three foci: <ul style="list-style-type: none"> <li>-A news page featuring the latest trends in tourism technology and innovation;</li> <li>-A compendium of smart tourism technologies already used on the island, for example, Vancouver Island North's trails app that can be used to demonstrate value to DMOs, communities and industry; and</li> <li>-Weaknesses, barriers, and gaps in the island's tourism value chain that could potentially be resolved through technology solutions. An example of the latter is the increasing use of self-order and payment technologies on smartphones that reduces low-skill labour requirements among food service providers.</li> </ul> </li> <li>• Work with the BC Innovation Council to explore the feasibility of a Tourismtech Innovation Challenge similar to the Agritech Innovation Challenge.</li> <li>• Consider a tourism technology forum that would bring industry, suppliers, technology providers, and government together in a showcase setting.</li> <li>• Investigate the feasibility of a tourism incubator or accelerator program that would target technology transfer and adoption by small and medium tourism enterprises.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Destination BC, visitor services network, Vancouver Island Destination Leadership Council, educational institutions, First Nations Technology Council</p>	<p><b>2. LONGER TERM ACTIONS</b></p> <p><b>REGIONAL SCOPE</b></p>
<p><b>35. Build internal technology capacity in TVI as a platform for promoting technology transfer and uptake by communities and industry.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Investing in cutting-edge in-house technology that can advance TVI's technology objectives.</li> <li>• Engage with technology and communication providers to determine how big data can be used to enhance TVI's services and strategic plans. For example, the use of cellphone tracking technology to document use on signature trails could improve decision making and open up partnerships with trail stewards.</li> <li>• Investigate customized Explorer Quotient and PRIZM data products that could be used to promote more targeted product development that appeals to preferred market segments while better aligning with marketing programs.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Destination BC, technology and communications service providers, Destination Canada</p>	<p><b>1. QUICK WINS</b></p> <p><b>REGIONAL SCOPE</b></p>

## 5.5 DEVELOP A MORE FLEXIBLE, ADAPTABLE TOURISM LABOUR MARKET ON VANCOUVER ISLAND

Destination development requires a qualified and mobile tourism workforce. The tourism industry continues to experience considerable change in the economic, competitive, and technological landscapes that have important implications for human resources as an industry input.

It continues to face persistent shortages of both entry level and skilled labour, high turnover, recruitment and retention challenges, a poor image as a career industry, uneven accreditation standards, and lagging productivity. The planning sessions indicated that visitors to the region are likely to experience considerable variations in the experience, skills, and qualifications of tourism workers they encounter while on their travels. In addition, training and education for Indigenous workers is a gap that will need to be addressed if the product potential is to be realized.

Human resource development is stated as a priority in higher level tourism plans, including the government's tourism strategy, and Canada's Federal Tourism Strategy: Welcoming the World. go2HR, the provincial organization dedicated to supporting the development of a strong workforce, is strategically focused on all aspects of recruitment, retention, and professional development. Moving forward, a collaborative approach that utilizes these provincial resources in combination with regional-based expertise from within the education institutions will assist in providing solutions that are based on local and regional needs and opportunities.

CATALYST PROJECTS	Priority
<b>36. Support tourism worker attraction and retention on Vancouver Island.</b>  <b>ACTIONS</b> <ul style="list-style-type: none"><li>• Evaluate feasibility of a seasonal worker exchange program between winter destinations and summer destinations on Vancouver Island.</li><li>• Enhance seasonal co-op opportunities for tourism students during the summer.</li><li>• Support and coordinate employee recruitment efforts that engage a variety of Vancouver Island tourism operators.</li></ul> <b>SUCCESS NETWORK</b> Tourism Vancouver Island, GO2HR, Vancouver Island Destination Leadership Council, Vancouver Island University, operators, AEST	2. LONGER TERM ACTIONS
	REGIONAL SCOPE



OTHER Objectives	Priority
<ul style="list-style-type: none"> <li>Increased uptake of education, training, and accreditation program</li> <li>Improve tourism labour supply at all skill levels</li> </ul>	
<p><b>37. Provide professional development and accreditation to operators.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Partner with GO2HR to offer HR themed workshops for Vancouver Island operators.</li> <li>Partner with Vancouver Island University, North Island College and Royal Roads University to enhance co-op and apprenticeship programs.</li> <li>Evaluate feasibility of a HR certification program for operators.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, First Nations, operators, Vancouver Island University, North Island College, GO2HR, Vancouver Island Destination Leadership Council</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>38. Advocate for the recruitment of foreign workers to fill semi-skilled positions.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>Partner with TIABC and other BC tourism regions to establish a policy position that can be used to lobby for greater access to workers.</li> <li>Develop and promote impact statistics and case studies that include the costs and benefits of the program.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Destination Leadership Council, TIABC, TIAC, RDMOs, Operators</p>	<p>2. LONGER TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>

## 5.6 CREATE A BETTER VISITOR EXPERIENCE THROUGH ATTRACTION, ACTIVITY, AND OPERATOR DEVELOPMENT

Tourism operators provide products and services to visitors that collectively generate their experiences.

Operators have a tremendous influence on the destination given that they invest the money, promote the region, bring in the markets, generate the jobs and income, and in so doing strive to protect the environment and preserve history and cultural heritage. Ideally, they will also be innovative and responsive to constantly evolving consumer preferences, demographic change, fragmenting markets, and macro-economic events by assessing existing products and developing new experiences on an ongoing basis.

Vancouver Island is home to approximately 3,000 tourism and tourism-related businesses ranging from accommodation, food and beverage establishments, and rental services, to wineries and destination attractions. The competitiveness of these operators, and the experiences they create for visitors, has a

direct bearing on destination development. However, access to capital, management expertise, labour, and other inputs can be challenging and weaken competitiveness. The seasonality of visitation, which is currently heavily oriented to the June–September period, constrains cash flow and the overall viability of the business. As efforts are made to lengthen the visitor season, the viability of businesses and the distribution of benefits will improve, thereby providing a stronger base for reinvesting in product and visitor experience development.

Moving forward, industry capacity and competitiveness can be strengthened by developing distinctive experiences with a high level of market appeal, building a year-round visitor economy and dispersing the benefits of tourism to outlying, rural areas.

CATALYST PROJECTS		Priority
<p>39. Improve customer service quality at tourism businesses and non-traditional tourism businesses.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"><li>• Work with GO2HR to become a SuperHost program delivery agent.</li></ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, GO2HR</p>	1. QUICK WINS	
	CATALYST	
	REGIONAL SCOPE	
<p>40. Support culinary-tourism experience development.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"><li>• Partner with the Vancouver Island Economic Alliance to create itineraries and tours based on their “Island Good” campaign.</li><li>• Work with producers to develop visitor experiences on working farms.</li></ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Vancouver Island Economic Alliance, Vancouver Island Destination Leadership Council</p>	1. QUICK WINS	
	REGIONAL SCOPE	
OTHER Objectives	Priority	
<ul style="list-style-type: none"><li>• Market-ready tourism products and services</li><li>• Competitive and innovative tourism operators</li><li>• Development of Indigenous tourism products and experiences</li></ul>		
<p>41. Diversify off-peak season visitor experiences.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"><li>• Develop an island-wide event series that is less weather-dependent and enables all Vancouver Island communities to collectively amplify messaging.</li><li>• Work with Indigenous groups to promote reconciliation through food security, traditional knowledge, and habitat restoration for traditional harvesting (workshops, hands on activities, feasting, storytelling).</li><li>• Develop off-peak edu-tourism opportunities focusing on activities and innovation in advancing sustainable, resilient communities (e.g., agriculture, alternative energy, climate change resilience, gardening, self-reliance).</li><li>• Support development of hiking and cycling experiences with off-peak season potential.</li><li>• Explore off-peak season partnership with BC Ferries to focus on low volume sailings.</li></ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Destination BC, ITBC, First Nations, TIABC, tourism businesses</p>	2. LONGER TERM ACTIONS	
	PROVINCIAL SCOPE	
	REGIONAL SCOPE	
<p>42. Expand marine tourism experiences with better tracking of marine visitors, their preferences for on-shore activities, and greater outreach with marinas and other infrastructure providers.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"><li>• Work with AHOY BC to identify research partnership opportunities.</li><li>• Identify 5 highest priority marine tourism infrastructure investments in the Vancouver Island region.</li></ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Destination BC, AHOY BC</p>	2. LONGER TERM ACTIONS	
	REGIONAL SCOPE	
<p>43. Enhance arts and culture tourism experiences.</p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"><li>• Support development of Vancouver Island Centre for the Arts in the Cowichan Valley and strengthen existing arts councils and organizations in communities with concentrations of professional artists.</li><li>• Increase collaboration among tourism operators, arts centres, museums, artists, and other relevant groups.</li><li>• Integrate stories and culture into themed itineraries.</li></ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Ministry of Tourism, Arts and Culture, local arts groups</p>	2. LONGER TERM ACTIONS	
	REGIONAL SCOPE	

OTHER Objectives	Priority
<p><b>44. Expand nature-based tourism experiences.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support increased use of backcountry recreation tenures.</li> <li>• Identify infrastructure priorities and required transportation services.</li> <li>• Support citizen-science activities that attract and engage the whole family in nature-based exploration of place.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, operators.</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>45. Improve tourism indicator measurement and reporting to support evidence-based decision making.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Increase number of participating communities in Chemistry Consulting's monthly hotel and transportation indicator reporting.</li> <li>• Create a Vancouver Island tourism indicator dashboard.</li> <li>• Partner with communities and operators to leverage visitor research tools such as Telus Insights and PRIZM.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Destination Leadership Council, operators, Destination BC, Chemistry Consulting</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>46. Work with Destination BC to develop and implement legacy services for the Remarkable Experiences Program.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Host an annual Vancouver Island Remarkable Experiences summit where operators share successes and receive after-care support.</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Destination BC, ITBC, operators, Vancouver Island Destination Leadership Council</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p> <p>REGIONAL SCOPE</p>
<p><b>47. Improve packaging and itinerary development among operators based on export-ready criteria.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Support the development of partnerships between export-ready operators.</li> <li>• Improve travel trade staff product knowledge through FAMs</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Destination BC, operators</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p><b>48. Increase inventory of universally accessible experiences.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>• Partner with Spinal Cord Injury BC to create and implement a pilot program to audit tourism experiences and to make accessibility recommendations.</li> <li>• Critically review the pilot program and if appropriate establish a formal accessibility audit program</li> </ul> <p><b>SUCCESS NETWORK</b> Tourism Vancouver Island, Spinal Cord Injury BC, operators</p>	<p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>



# 6. IMPLEMENTATION FRAMEWORK



MOUNT WASHINGTON ALPINE RESORT  
Photo: Slipstream Images

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

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

Considerable effort has gone into developing the Vancouver Island RDDS in an integrated way, with objectives from the planning area strategies, informing the regional strategy. This ensures a more coordinated and strategic approach to strengthening tourism across the planning areas, region, and province.

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

While local champions and tourism partners will continue to focus on implementation for North Island, South Central Island, and Greater Victoria, the regional strategy will guide and coordinate efforts at the regional level to ensure the priorities are executed with an integrated approach. It is critical all strategies are coordinated as they are being implemented to ensure maximum impact and effectiveness of these efforts.

# 7. MEASURING AND MONITORING SUCCESS

The following recommended measurements can be used to monitor the success of the tourism industry on Vancouver Island, and the overall implementation of this strategy.

GOALS	RECOMMENDED MEASUREMENT	SOURCE
Exceptional visitor experiences	<ul style="list-style-type: none"> <li>• Inventory of attractions</li> <li>• Value of tourism metrics</li> </ul>	<ul style="list-style-type: none"> <li>• Internal database</li> <li>• Destination BC research reports</li> </ul>
Seasonal and regional diversification	<ul style="list-style-type: none"> <li>• Monthly room revenues</li> <li>• Monthly ferry traffic</li> <li>• Summer highway traffic volumes</li> </ul>	<ul style="list-style-type: none"> <li>• MRDT statistics</li> <li>• BC Ferries</li> <li>• TRAN</li> </ul>
Competitive, innovative operators	<ul style="list-style-type: none"> <li>• Market-ready operators</li> <li>• Export-ready operators</li> <li>• New experience development</li> </ul>	<ul style="list-style-type: none"> <li>• Internal database</li> </ul>
Sustainability principles and practices	<ul style="list-style-type: none"> <li>• Green programs</li> <li>• Sustainability certifications</li> </ul>	<ul style="list-style-type: none"> <li>• Internal database</li> </ul>
Dynamic, collaborative working environment	<ul style="list-style-type: none"> <li>• Partnered initiatives</li> <li>• Leveraged funding/programs</li> </ul>	<ul style="list-style-type: none"> <li>• Internal tracking</li> </ul>
Supportive government	<ul style="list-style-type: none"> <li>• Tourism content in local planning</li> <li>• Direct funding/resource support</li> </ul>	<ul style="list-style-type: none"> <li>• Internal tracking</li> </ul>

# 8. APPENDIX

## APPENDIX 1: LIST OF COMMUNITIES AND FIRST NATIONS

### INCORPORATED COMMUNITIES

- |                   |                    |                     |                   |
|-------------------|--------------------|---------------------|-------------------|
| 1. Port Hardy     | 11. Courtenay      | 21. Ladysmith       | 31. Sooke         |
| 2. Port McNeill   | 12. Cumberland     | 22. North Cowichan  | 32. Sidney        |
| 3. Alert Bay      | 13. Qualicum Beach | 23. Duncan          | 33. North Saanich |
| 4. Port Alice     | 14. Parksville     | 24. Lake Cowichan   | 34. View Royal    |
| 5. Sayward        | 15. Nanaimo        | 25. Victoria        | 35. Metchosin     |
| 6. Tahsis         | 16. Lantzville     | 26. Langford        | 36. Highlands     |
| 7. Zeballos       | 17. Port Alberni   | 27. Oak Bay         | 37. Saanich       |
| 8. Gold River     | 18. Ucluelet       | 28. Esquimalt       |                   |
| 9. Campbell River | 19. Tofino         | 29. Colwood         |                   |
| 10. Comox         | 20. Nanaimo        | 30. Central Saanich |                   |

### UNINCORPORATED COMMUNITIES

- |                   |                     |                   |                           |
|-------------------|---------------------|-------------------|---------------------------|
| 1. Holberg        | 7. Quadra Island    | 13. Hornby Island | 19. Port Renfrew          |
| 2. Coal Harbor    | 8. Black Creek      | 14. Coombs        | 20. Jordan River          |
| 3. Malcom Island  | 9. Mount Washington | 15. Youbou        | 21. Southern Gulf Islands |
| 4. Telegraph Cove | 10. Fanny Bay       | 16. Honeymoon Bay |                           |
| 5. Woss           | 11. Buckley Bay     | 17. Chemanius     |                           |
| 6. Cortes Island  | 12. Denman Island   | 18. Cowichan Bay  |                           |



## FIRST NATIONS

- |  |                            |                   |                     |
|--|----------------------------|-------------------|---------------------|
| 1. Wuikinuxv                           | 13. Tlowitsis              | 27. Huu-ay-aht    | 42. Malahat         |
| 2. Tlatlasikwala                       | 14. Kwiakah                | 28. Tsehat        | 43. Cowichan Tribes |
| 3. Gwa'Sala-<br>'Nakwaxda'xw           | 15. Homalco                | 29. Upacasath     | 44. Esquimalt       |
| 4. Quatsino                            | 16. Wei Wai Kum            | 30. Snuneymuxw    | 45. T'sou-ke        |
| 5. Kwakiutl                            | 17. Ehattesaht             | 31. Qualicum      | 46. Scia'new        |
| 6. Gwawaenuk                           | 18. Nuchatlaht             | 32. Snaw-naw-as   | 47. Songhees        |
| 7. Da'naxda'xw                         | 19. Mowchaht/<br>Muchalaht | 33. Stz'uminus    | 48. Tsartlip        |
| 8. Dzawada'enuxw                       | 20. K'omoks                | 34. Klahoose      | 49. Tsawout         |
| 9. Kwicksutaineuk/<br>Ah-Kwa-mish      | 21. Hesquiat               | 35. Lyackson      | 50. Pauquachin      |
| 10. 'Namgis                            | 22. Ahousaht               | 36. Penelakut     |                     |
| 11. Ka:'yu:'k't'h/<br>Che:k:tləs7et'h' | 23. Tla-o-qui-aht          | 37. Halalt        |                     |
| 12. Mamalilikulla-Qwe'-<br>Qwa'Sot'Em  | 24. Yuu-tluth-aht          | 38. Ditidaht      |                     |
|  | 25. Toquaht                | 39. Lake Cowichan |                     |
|  | 26. Uchucklesaht           | 40. Pacheedaht    |                     |
|  |                            | 41. Tseycum       |                     |



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