FRASER VALLEY REGIONAL DISTRICT

REGIONAL AND CORPORATE SERVICES COMMITTEE

OPEN MEETING AGENDA

Tuesday, January 14, 2020

10:00 am

FVRD Boardroom, 45950 Cheam Avenue, Chilliwack, BC

1. CALL TO ORDER

2. APPROVAL OF AGENDA, ADDENDA AND LATE ITEMS

MOTION FOR CONSIDERATION
THAT the Agenda, Addenda and Late Items for the Regional and Corporate Services Committee Open Meeting of January 14, 2020 be approved;

AND THAT all delegations, reports, correspondence and other information set to the Agenda be received for information.

3. DELEGATIONS AND PRESENTATIONS

3.1 Elizabeth Melnick and Judy Bird - Elizabeth's Wildlife Center

Review of Services

4. MINUTES/MATTERS ARISING

4.1 Draft Regional and Corporate Services Committee Meeting Minutes - December 10, 2019

MOTION FOR CONSIDERATION
THAT the Minutes of the Regional and Corporate Services Committee Open Meeting of December 10, 2019 be adopted.

5. CORPORATE ADMINISTRATION

5.1 Bylaw Offence Notice Enforcement Amendment Bylaw No. 1571, 2020

- Corporate report dated January 14, 2020 from Pam Loat, Legislative Coordinator and Trina Douglas, Manager of Contracted Services
- Draft Bylaw No. 1571, 2020
MOTION FOR CONSIDERATION
THAT the Fraser Valley Regional District Board consider giving three readings and adoption to the bylaw cited as Fraser Valley Regional District Bylaw Offence Notice Enforcement Amendment Bylaw No. 1571, 2020.

6. FINANCE

6.1 2020-21 Federation of Canadian Municipalities Membership Renewal

- Corporate report dated January 14, 2020 from Mike Veenbaas, Director of Financial Services
- FCM - 'Strengthening our Foundation'

MOTION FOR CONSIDERATION
THAT the Fraser Valley Regional District Board direct Staff to renew the Regional District’s Federation of Canadian Municipalities 2020-2021 membership at a rate of $59,195.

6.2 Sub-Regional Animal Control Service Area Amendment Bylaw No. 1570, 2020

- Corporate report dated January 14, 2020 from Mike Veenbaas, Director of Financial Services
- Draft Bylaw No. 1570, 2020

MOTION FOR CONSIDERATION
THAT the Fraser Valley Regional District Board consider giving three readings to the bylaw cited as Fraser Valley Regional District Sub-Regional Animal Control Service Area Amendment Bylaw No. 1570, 2020.

7. REGIONAL PROGRAMS AND SERVICES

7.1 ENVIRONMENTAL SERVICES

7.1.1 Invasive Weed Control Program 2019 Summary

- Corporate report dated January 14, 2020 from Hafsa Salihue, Environmental Services Technician

MOTION FOR CONSIDERATION
THAT the Fraser Valley Regional District Board direct staff to draft a letter to the BC Ministry of Transportation and Infrastructure requesting them to continue providing the FVRD with funding to help cover costs associated with the FVRD’s ongoing invasive weed control efforts within Provincial road rights-of-way not treated by the Province.

7.2 REGIONAL PARKS
7.3 STRATEGIC PLANNING AND INITIATIVES

7.3.1 FVRD Clean Economy Resource Guide and Globe 2020 update

- Corporate report dated January 14, 2020 from Melissa Geddert, Planner I
- Appendix A - Draft Clean Economy Resource Guide
- Draft FVRD Save the Date Globe 2020 Letter

MOTION FOR CONSIDERATION
THAT the Fraser Valley Regional District Board receive the “Clean Economy in the Fraser Valley: Resource Guide” document;

AND THAT a formal invitation to the February 11, 2020 “Fraser Valley Spotlight Session” at GLOBE Forum 2020 be extended to the Fraser Valley Regional District Board members and mayors and council members of the Fraser Valley Regional District’s member municipalities.

7.4 OUTDOOR RECREATION AND PLANNING

7.4.1 Outdoor Recreation Planning Update

- Corporate report dated January 14, 2020 from David Urban, Manager of Outdoor Recreation Planning
- Fraser Valley - Destination Development Strategy
- Gold Rush Trail - Destination Development Strategy

MOTION FOR CONSIDERATION
THAT the Fraser Valley Regional District Board invite Destination BC to present to the Board about both of their Destination Development Strategies related to the Fraser Valley and Gold Rush Trail.

8. ADDENDA ITEMS/LATE ITEMS

9. REPORTS BY STAFF

10. REPORTS BY DIRECTORS

11. PUBLIC QUESTION PERIOD FOR ITEMS RELEVANT TO AGENDA

12. RESOLUTION TO CLOSE MEETING

MOTION FOR CONSIDERATION
THAT the meeting be closed to the public, except for Senior Staff and the Executive
Assistant, for the purpose of receiving and adopting Closed Meeting Minutes convened in accordance with Section 90 of the Community Charter and to consider matters pursuant to:

- Section 90(1)(d) of the Community Charter - the security of the property of the regional district; and

- Section 90(1)(j) of the Community Charter - information that is prohibited, or information that if it were presented in a document would be prohibited, from disclosure under section 21 of the Freedom of Information and Protection of Privacy Act.

R E C E S S

13. RECONVENE OPEN MEETING

14. RISE AND REPORT OUT OF CLOSED MEETING

15. ADJOURNMENT

MOTION FOR CONSIDERATION

THAT the Regional and Corporate Services Committee Open Meeting of January 14 2020 be adjourned.
FRASER VALLEY REGIONAL DISTRICT
REGIONAL AND CORPORATE SERVICES COMMITTEE
OPEN MEETING MINUTES

Tuesday, December 10, 2019
9:00 am
FVRD Boardroom, 45950 Cheam Avenue, Chilliwack, BC

Members Present:  Director Jason Lum, City of Chilliwack, Chair
                  Director Patricia Ross, City of Abbotsford, Vice Chair
                  Director Pam Alexis, District of Mission (by teleconference)
                  Director Henry Braun, City of Abbotsford
                  Director Bill Dickey, Electoral Area D
                  Director Orion Engar, Electoral Area E
                  Director Leo Facio, Village of Harrison Hot Springs
                  Director Ken Popove, City of Chilliwack
                  Alternate Director Susan Spaeti, District of Kent
                  Director Terry Raymond, Electoral Area A
                  Director Peter Robb, District of Hope
                  Director Al Stobbart, Electoral Area G

Regrets:  Director Sylvia Pranger, District of Kent

Staff Present:  Jennifer Kinneman, Acting Chief Administrative Officer
               Mike Veenbaas, Director of Financial Services/Chief Financial Officer
               Jaime Reilly, Acting Director of Corporate Affairs/Corporate Officer
               Suzanne Gresham, Director of Corporate Initiatives
               Stacey Barker, Director of Regional Services
               Alison Stewart, Manager of Strategic Planning
               Lance Lilley, Manager of Environmental Services
               Trina Douglas, Manager, Contracted Services
               Jamie Benton, Environmental Services Coordinator
               Kristy Hodson, Manager of Financial Operations
               Matthew Fang, Network Analyst I
               Amanda Molloy, Executive Assistant to CAO and Board
               Chris Lee, Executive Assistant (Recording Secretary)

1. CALL TO ORDER

Chair Lum called the meeting to order at 9:00 a.m. and noted that the meeting is being webcast.
2. APPROVAL OF AGENDA, ADDENDA AND LATE ITEMS

Moved By FACIO
Seconded By STOBBART

THAT the Agenda, Addenda and Late Items for the Regional and Corporate Services Committee Open Meeting of December 10, 2019 be approved;

AND THAT all delegations, reports, correspondence and other information set to the Agenda be received for information.

CARRIED

3. DELEGATIONS AND PRESENTATIONS

None

4. MINUTES/MATTERS ARISING

4.1 Draft Regional and Corporate Services Committee Open Meeting Minutes - November 14, 2019

Moved By ROBB
Seconded By RAYMOND

THAT the Minutes of the Regional and Corporate Services Committee Open Meeting of November 14, 2019 be adopted.

CARRIED

5. CORPORATE ADMINISTRATION

5.1 2020 FVRD Board and Committee Meeting Schedule

Moved By FACIO
Seconded By ROBB

THAT the Fraser Valley Regional District Board adopt the proposed 2020 FVRD Board and Committee Meeting Schedule.

CARRIED

6. FINANCE

6.1 FVRD Fraser Valley Express Sub-Regional Transit System Service Area Amendment Bylaw No. 1556, 2019

Moved By STOBBART
Seconded By ROSS
THAT the Fraser Valley Regional District Board consider giving three readings to 
Fraser Valley Regional District Fraser Valley Express Sub-Regional Transit 
System Service Area Amendment Bylaw No. 1556, 2019.

CARRIED

Request was made to include the funding model for the transit model in the staff report for clarity.

7. REGIONAL PROGRAMS AND SERVICES

7.1 ENVIRONMENTAL SERVICES

No Items.

7.2 REGIONAL PARKS

7.2.1 FVRD Vedder River Campground Amendment Bylaw No. 1562, 2019

Moved By POPOVE
Seconded By DICKEY

THAT the Fraser Valley Regional District Board consider giving three readings and adoption to the bylaw cited as Fraser Valley Regional District Vedder River Campground Amendment Bylaw No. 1562, 2019.

CARRIED

In response to a question raised regarding the campground operation, staff reported that the campground has met budgetary targets. It was also noted that an on-line reservation system has been established and the campground is running smoothly and positive comments have been received on social media. It was reported that capital upgrade plan for the campground will be provided in 2020. A tour of the campground in the spring was proposed.

7.3 STRATEGIC PLANNING AND INITIATIVES

No Items.

7.4 OUTDOOR RECREATION AND PLANNING

No Items.
8. ADDENDA ITEMS/LATE ITEMS
   None

9. REPORTS BY STAFF
   None

10. REPORTS BY DIRECTORS
    Director Raymond reported on the successful ‘RCMP Stuff the Cruiser’ food bank drive in Boston Bar
    Director Facio reported on the new outdoor synthetic skating rink in Harrison Hot Springs, the Agassiz Fire Department food bank drive and the Polar Bear swim on January 1st.

11. PUBLIC QUESTION PERIOD FOR ITEMS RELEVANT TO AGENDA
    None

12. RESOLUTION TO CLOSE MEETING
    Moved By ROSS
    Seconded By FACIO
    THAT the meeting be closed to the public, except for Senior Staff and the Executive Assistant, for the purpose of receiving and adopting Closed Meeting Minutes convened in accordance with Section 90 of the Community Charter and to consider matters pursuant to:
    • Section 90(1)(a) of the Community Charter - personal information about an identifiable individual who holds or is being considered for a position as an officer, employee or agent of the regional district or another position appointed by the regional district;
    • Section 90(1)(c) of the Community Charter - labour relations or other employee relations; and
    • Section 90(1)(k) of the Community Charter - negotiations and related discussions respecting the proposed provision of a regional district service that are at their preliminary stages and that, in the view of the Committee, could reasonably be expected to harm the interests of the regional district if they were held in public.
    CARRIED

    The Open Meeting recessed at 9:12 a.m.

13. RECONVENE OPEN MEETING
The Open Meeting reconvened at 10:26 a.m.

14. **RISE AND REPORT OUT OF CLOSED MEETING**

None.

15. **ADJOURNMENT**

Moved By POPOVE
Seconded By FACIO

**THAT** the Regional and Corporate Services Committee Open Meeting of December 10, 2019 be adjourned.

**CARRIED**

The Regional and Corporate Services Committee Open Meeting adjourned at 10:27 a.m.

**MINUTES CERTIFIED CORRECT:**

..............................................................

Director Jason Lum, Chair
To: Regional and Corporate Services Committee  
From: Pam Loat, Legislative Coordinator  
Trina Douglas, Manager of Contracted Services  
Date: 2020-01-14

Subject: Bylaw Offence Notice Enforcement Bylaw No. 1571, 2020

RECOMMENDATION

THAT the Fraser Valley Regional District Board consider giving three readings and adoption to the bylaw cited as Fraser Valley Regional District Bylaw Offence Notice Enforcement Amendment Bylaw No. 1571, 2020

STRATEGIC AREA(S) OF FOCUS
Provide Responsive & Effective Public Services

BACKGROUND

The Bylaw Offence Notice Enforcement Bylaw is being updated to reflect the latest amendments from Fraser Valley Regional District Vedder River Campground Regulations, Fees and Other Charges Amendment Bylaw No. 1562, 2019. There are also administrative edits proposed for the Schedules relating to the Building Bylaw and Commercial Gravel Operations.

DISCUSSION

Building Bylaw

Schedule A-1 of the bylaw is being amended to change the late payment penalty for S. 6.5 (Work contrary to permit) to be $510, which is equal to the other entries in this column. The previous amendment had listed this amount at $520.

Commercial Gravel Operations

Schedule A-12 of the bylaw is being amended to add penalty amounts for S. 110 (failure to comply with stop work order) which were inadvertently left blank in the previous amendment. The amounts will be $500, $490 for early payment and $510 for late payment.
### Vedder River Campground

**Fraser Valley Regional District Vedder River Campground Regulations, Fees and Other Charges Amendment Bylaw No. 1562, 2019** was adopted on December 18, 2019. The following table summarizes the changes proposed to Schedule A-11 – Designated Bylaw Contraventions and Penalties for the Vedder River Campground:

<table>
<thead>
<tr>
<th>Bylaw Notice bylaw citation</th>
<th>Section</th>
<th>Description</th>
<th>A1 Penalty</th>
<th>A2 Early Payment Penalty</th>
<th>A3 Late Payment Penalty</th>
<th>A4 Compliance Agreement Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vedder River Campground</td>
<td>8.3</td>
<td>Exceeding 100 people at a group campsite</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td>Bylaw No. 1476, 2018</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>8.4</td>
<td>Too many recreational vehicles or tents</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>10.4</td>
<td>Too many visitors</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.2</td>
<td>Inoperable or uninsured vehicle or trailer</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.6</td>
<td>Motor vehicle impeding use of campsite campground</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.8</td>
<td>Unauthorized maintenance of motor vehicle or trailer</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>16.3</td>
<td>Unauthorized removal of material</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.2</td>
<td>More than 3 pets</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
</tbody>
</table>

**COST**

None

**CONCLUSION**

Proposed Bylaw No. 1571, 2020 amends Bylaw No. 1415, 2017 to reflect recent amendment to the Vedder River Campground regulations and to correct the schedules for Building Bylaw and Commercial Gravel Operations regulations.

**COMMENTS BY:**
Graham Daneluz, Director of Planning & Development
Reviewed and supported.

Jaime Reilly, Acting Director of Corporate Affairs
Reviewed and supported.

Stacey Barker, Director of Regional Services
Reviewed and supported.

Mike Veenbaas, Director of Financial Services
No further financial comments.

Jennifer Kinneman, Acting Chief Administrative Officer
Reviewed and supported.
FRASER VALLEY REGIONAL DISTRICT
BYLAW NO. 1571, 2020

A bylaw to amend the Bylaw Offence Notice Enforcement Bylaw

WHEREAS the Board of Directors of the Fraser Valley Regional District has deemed it advisable to amend Fraser Valley Regional District Bylaw Offence Notice Enforcement Bylaw No. 1415, 2017.

THEREFORE the Board of Directors of the Fraser Valley Regional District, in open meeting assembled, enacts as follows:

1)  CITATION

This bylaw may be cited as Fraser Valley Regional District Bylaw Offence Notice Enforcement Amendment Bylaw No. 1571, 2020

2)  ENACTMENTS

That Fraser Valley Regional District Bylaw No. 1415, 2017 be amended by:

a. deleting Schedule A-1 (Building Bylaw) in its entirety and replacing it with Schedule A-1 attached hereto and forming an integral part of this bylaw;

b. deleting Schedule A-11 (Vedder River Campground Regulations) in its entirety and replacing it with Schedule A-11 attached hereto and forming an integral part of this bylaw;

c. deleting Schedule A-12 (Commercial Gravel Operations Regulations) in its entirety and replacing it with Schedule A-12 attached hereto and forming an integral part of this bylaw.

3)  SEVERABILITY

If a portion of this bylaw is found invalid by a court, it will be severed and the remainder of the bylaw will remain in effect.
4) **READINGS AND ADOPTION**

READ A FIRST TIME THIS day of

READ A SECOND TIME THIS day of

READ A THIRD TIME THIS day of

ADOPTED THIS day of

__________________________  ________________________
Chair/Vice-Chair                  Corporate Officer/Deputy

5) **CERTIFICATION**

I hereby certify that this is a true and correct copy of *Fraser Valley Regional District Bylaw Offence Notice Enforcement Amendment Bylaw No. 1571, 2020* as adopted by the Board of Directors of the Fraser Valley Regional District on the Dated at Chilliwack, BC this

__________________________
Corporate Officer/Deputy
### Schedule A-1

#### DESIGNATED BYLAW CONTRAVENTIONS AND PENALTIES

**Building Bylaw**

<table>
<thead>
<tr>
<th>Bylaw Notice bylaw citation</th>
<th>Section</th>
<th>Description</th>
<th>A1 Penalty</th>
<th>A2 Early Payment Penalty</th>
<th>A3 Late Payment Penalty</th>
<th>A4 Compliance Agreement Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Bylaw No. 1188, 2013</td>
<td>6.1</td>
<td>Construction without a permit</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>6.1</td>
<td>Change of occupancy</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>6.2</td>
<td>Occupancy Without Approval</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>6.3</td>
<td>False or misleading information</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>6.5</td>
<td>Work contrary to permit</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>6.4</td>
<td>Interfere with Notice</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>6.6</td>
<td>Obstruction</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>16.1</td>
<td>Construction in contravention of BC Building Code</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.4</td>
<td>Fail to obtain inspection</td>
<td>$300</td>
<td>$290</td>
<td>$310</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.5</td>
<td>Concealed works</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>19.2</td>
<td>Swimming pool without a fence</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>21.5</td>
<td>Disobey a Stop Work order</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>21.7</td>
<td>Disobey a No Occupancy notice</td>
<td>$500</td>
<td>$490</td>
<td>$510</td>
<td>No</td>
</tr>
</tbody>
</table>
### DESIGNATED BYLAW CONTRAVENTIONS AND PENALTIES

**Vedder River Campground Regulations**

<table>
<thead>
<tr>
<th>Bylaw Notice bylaw citation</th>
<th>Section</th>
<th>Description</th>
<th>A1 Penalty</th>
<th>A2 Early Payment Penalty</th>
<th>A3 Late Payment Penalty</th>
<th>A4 Compliance Agreement Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vedder River Campground Bylaw No. 1476, 2018</td>
<td>6.6</td>
<td>Unauthorized person at Campground</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>6.8</td>
<td>Occupying non-assigned campsite</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>6.9</td>
<td>Trespassing</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>6.10</td>
<td>Registered Camper not in attendance</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>6.11</td>
<td>Subletting campsite</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>6.13</td>
<td>Unauthorized entry after 10pm</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>6.15</td>
<td>Unauthorized entry outside of Operational Season</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>8.2</td>
<td>Too many people on a campsite</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>8.4</td>
<td>Too many recreational vehicles</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>8.5</td>
<td>Too many vehicles</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>9.1</td>
<td>Minors occupying campsite without adult</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>9.2</td>
<td>Minors not accompanied by adult after 10pm</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>10.1</td>
<td>Entry by visitor after 10pm</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>10.3</td>
<td>Uninvited entry of visitor</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>10.5</td>
<td>Too many visitor vehicles</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>11.1</td>
<td>Disrupting others during quiet hours</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>11.2</td>
<td>Causing a disturbance</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td>Bylaw Notice bylaw citation</td>
<td>Section</td>
<td>Description</td>
<td>A1 Penalty</td>
<td>A2 Early Payment Penalty</td>
<td>A3 Late Payment Penalty</td>
<td>A4 Compliance Agreement Available</td>
</tr>
<tr>
<td>----------------------------</td>
<td>---------</td>
<td>-------------</td>
<td>------------</td>
<td>--------------------------</td>
<td>-------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td></td>
<td>11.3</td>
<td>Use of amplified sound system</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>11.4</td>
<td>Obstructing authorized personnel</td>
<td>$200</td>
<td>$180</td>
<td>$220</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>11.5</td>
<td>Interference with person or motor vehicle using road or trail</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>11.6</td>
<td>Defecating or urinating outside of washroom facilities</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>11.7</td>
<td>Smoking off campsite</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>11.8</td>
<td>Unauthorized use of facilities after 10pm</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>11.9</td>
<td>Conducting unauthorized business</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>12.1</td>
<td>Open alcohol off campsite</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>12.2</td>
<td>Serving or selling alcohol without permit</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.1</td>
<td>Vehicle without a Permit</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.2</td>
<td>Inoperable or uninsured vehicle or trailer</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.3</td>
<td>Operation of a motor vehicle in unauthorized area</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.4</td>
<td>Parking in unauthorized area</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.6</td>
<td>Impeding use of campground</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.7</td>
<td>Exceeding posted speed limits</td>
<td>$250</td>
<td>$225</td>
<td>$275</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.8</td>
<td>Unauthorized maintenance of vehicle or trailer</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>13.9</td>
<td>Idling of motor vehicle</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td>Bylaw Notice bylaw citation</td>
<td>Section</td>
<td>Description</td>
<td>A1 Penalty</td>
<td>A2 Early Payment Penalty</td>
<td>A3 Late Payment Penalty</td>
<td>A4 Compliance Agreement Available</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------</td>
<td>-------------------------------------------------------------------------------</td>
<td>------------</td>
<td>--------------------------</td>
<td>------------------------</td>
<td>---------------------------------</td>
</tr>
<tr>
<td></td>
<td>14.1</td>
<td>Damage to environment, grounds, or structures</td>
<td>$200</td>
<td>$180</td>
<td>$220</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>15.1</td>
<td>Violation of fire ban</td>
<td>$500</td>
<td>$450</td>
<td>$550</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>15.3</td>
<td>Fire in unauthorized pit or cooking device</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>15.4</td>
<td>Excessive size of fire</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>15.5</td>
<td>Unattended fire</td>
<td>$250</td>
<td>$225</td>
<td>$275</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>15.6</td>
<td>Burning improper material in fire</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>15.7</td>
<td>Improper disposal of burning object</td>
<td>$250</td>
<td>$225</td>
<td>$275</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>15.8</td>
<td>Possession or discharging firearms</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>15.9</td>
<td>Discharging fireworks or similar projectiles</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>16.1</td>
<td>Improper disposal of waste</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>16.2</td>
<td>Use of campsite facilities to dispose of waste not generated while at the campground</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>16.3</td>
<td>Unauthorized removal of material</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.2</td>
<td>More than 3 pets</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.3</td>
<td>Pet not registered or without ID tags</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.4</td>
<td>Pet not leashed or confined or has harassed or attacked</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.5</td>
<td>Pet left unattended</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.6</td>
<td>Pet feces not picked up and properly disposed</td>
<td>$75</td>
<td>$67.50</td>
<td>$82.50</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>17.7</td>
<td>Pets in prohibited area</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>18.1</td>
<td>Unauthorized site alteration</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td>Bylaw Notice bylaw citation</td>
<td>Section</td>
<td>Description</td>
<td>A1 Penalty</td>
<td>A2 Early Payment Penalty</td>
<td>A3 Late Payment Penalty</td>
<td>A4 Compliance Agreement Available</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------</td>
<td>--------------------------------------------------</td>
<td>------------</td>
<td>--------------------------</td>
<td>-------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td></td>
<td>18.3</td>
<td>Camping items encroaching off campsite</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>18.4</td>
<td>Unauthorized tarp usage</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>18.5</td>
<td>Damage to picnic table</td>
<td>$250</td>
<td>$225</td>
<td>$275</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>18.6</td>
<td>Unauthorized satellite dish installation</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>18.7</td>
<td>Unauthorized use of gazebos for storage or sleeping</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>19.1</td>
<td>Unauthorized electrical usage</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>19.2</td>
<td>Unauthorized string lights</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>19.3</td>
<td>Exterior lights on after 11pm</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>19.4</td>
<td>Unauthorized use of air conditioner</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>19.5</td>
<td>Unauthorized use of outdoor appliances</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>21.1</td>
<td>Staying past check-out time</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>21.2</td>
<td>Campsite left in poor condition</td>
<td>$100</td>
<td>$90</td>
<td>$110</td>
<td>No</td>
</tr>
</tbody>
</table>
### Schedule A-12
DESIGNATED BYLAW CONTRAVENTIONS AND PENALTIES
Commercial Gravel Operations

<table>
<thead>
<tr>
<th>Bylaw Notice bylaw citation</th>
<th>Section</th>
<th>Description</th>
<th>A1 Penalty</th>
<th>A2 Early Payment Penalty</th>
<th>A3 Late Payment Penalty</th>
<th>A4 Compliance Agreement Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commercial Gravel Operations Bylaw No. 1181, 2014</td>
<td>11</td>
<td>Unauthorized removal or processing of aggregate</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Removal of aggregate without permit</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Processing of aggregate without permit</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>16</td>
<td>Remove or process aggregate in restricted area</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>39-41</td>
<td>Failure to appoint Coordinating Professional</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>44</td>
<td>Failure to screen aggregate removal or processing</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>45</td>
<td>Aggregate removal causing danger</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>46</td>
<td>Aggregate removal causing lower ground elevation</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>47</td>
<td>Stockpile causing nuisance</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>48</td>
<td>noise emissions exceeding daytime limits</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>49</td>
<td>noise emissions exceeding nighttime limits</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td>Bylaw Notice bylaw citation</td>
<td>Section</td>
<td>Description</td>
<td>A1 Penalty</td>
<td>A2 Early Payment Penalty</td>
<td>A3 Late Payment Penalty</td>
<td>A4 Compliance Agreement Available</td>
</tr>
<tr>
<td>------------------------------</td>
<td>---------</td>
<td>-------------------------------------------------</td>
<td>------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>Commercial Gravel Operations Bylaw No. 1181, 2014 (con’t)</td>
<td>52</td>
<td>Cause or permit nuisance dust</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>53(a)</td>
<td>Cause or permit excess Dust fall</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>53(b)</td>
<td>Cause or Permit excess Particulate Matter</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>54</td>
<td>Cause or Permit Obstruction of drinking water source</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>55</td>
<td>Cause or Permit Contamination of drinking water source</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>86</td>
<td>Failure to provide Schedule B-3 report(s)</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>87</td>
<td>Failure to submit Annual extraction volume report</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>88</td>
<td>Failure to submit accurate volume report</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>89</td>
<td>Failure to maintain accurate records</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>90</td>
<td>Failure to pay removal fees</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>94</td>
<td>Failure to pay additional fees</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>96</td>
<td>Failure to pay fees for unpermitted aggregate removal</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>99</td>
<td>Failure to provide written notice</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td>Bylaw Notice bylaw citation</td>
<td>Section</td>
<td>Description</td>
<td>A1 Penalty</td>
<td>A2 Early Payment Penalty</td>
<td>A3 Late Payment Penalty</td>
<td>A4 Compliance Agreement Available</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------</td>
<td>-------------------------------------------------</td>
<td>------------</td>
<td>--------------------------</td>
<td>-------------------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td>Commercial Gravel Operations Bylaw No. 1181, 2014 (con’t)</td>
<td>100(a)</td>
<td>Failure to provide final statement</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>100(b)</td>
<td>Failure to pay outstanding removal fees</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>100(c)</td>
<td>Failure to provide professional report</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>110</td>
<td>Failure to comply with stop work order</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>117(a)</td>
<td>Fail to comply with Permit terms</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>117 (b)</td>
<td>Remove or process without permit</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>Yes</td>
</tr>
<tr>
<td></td>
<td>117(c)</td>
<td>Failure to comply with stop work order</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>117(d)</td>
<td>Obstruction</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>117(e)</td>
<td>Tamper with notice</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td>117(f)</td>
<td>Submit False or misleading information</td>
<td>500</td>
<td>490</td>
<td>510</td>
<td>No</td>
</tr>
</tbody>
</table>
CORPORATE REPORT

To: Regional and Corporate Services Committee  
From: Mike Veenbaas, Director of Financial Services  
Date: 2020-01-14  
File No: 0390-20

Subject: 2020-21 Federation of Canadian Municipalities Membership Renewal

RECOMMENDATION

THAT the Fraser Valley Regional District Board direct Staff to renew the Regional District’s Federation of Canadian Municipalities 2020-2021 membership at a rate of $59,195.

STRATEGIC AREA(S) OF FOCUS
Support Healthy & Sustainable Community

BACKGROUND

A regional membership in the Federation of Canadian Municipalities (FCM) has been held by the Fraser Valley Regional District on behalf of all municipal and electoral area members. The annual membership fee is recovered via the annual property tax requisition, allocated by assessed value. From 2013 to 2017 the membership fee was $36,000 to $39,000. The fee increased to $44,000 in 2018 as a result of the region’s population growth per an updated census.

DISCUSSION

The annual renewal notice for the FCM membership has been received. Upon review of the 2020-21 membership fee it was noted that there is an increase of $14,000 from the last membership renewal. The 2020-21 membership rate is $59,195 with the increase a result of the FCM Board of Directors unanimously adopting a revised dues structure, the first in 10 years (as noted on their invoice).

The FCM website has a page dedicated to the reasoning behind the dues structure increase (www.fcm.ca/strongerfoundation). They have noted some recent accomplishments to include the doubling of this year’s Gas Tax Fund transfer and influencing historic government investment in infrastructure, housing, broadband and more. They also note, “as our wins have grown, so too has the need for resources to deliver on those wins, to build on them and to make them permanent”. 
Information from the FCM website has been included as an attachment to this report.

In summary, the fee structure change is:

<table>
<thead>
<tr>
<th>Due Type</th>
<th>2019-20</th>
<th>2020-21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Fee</td>
<td>$370</td>
<td>$1,500</td>
</tr>
<tr>
<td>Per Capita Due</td>
<td>$43,900</td>
<td>$57,620</td>
</tr>
<tr>
<td></td>
<td>$44,270</td>
<td>$59,120</td>
</tr>
<tr>
<td>Per Capita Rate</td>
<td>$.1524</td>
<td>$0.1905</td>
</tr>
<tr>
<td>Population</td>
<td>288,062</td>
<td>288,062</td>
</tr>
</tbody>
</table>

COST

If supported by the Board, the 2020 financial plan will be updated to reflect the increased membership fee of $59,120. As this is part of the Regional Administration function and is funded by all properties within the region, the fee increase will have a taxation impact of $0.02 per $100,000 of residential assessed value.

CONCLUSION

The 2020-21 Federation of Canadian Municipalities membership renewal notice has been received. As a result of a change in the dues structure, the annual rate has increased from $44,000 to $59,000. Staff are recommending the financial plan be updated to reflect this new information.

COMMENTS BY:

Jennifer Kinneman, Acting Chief Administrative Officer

Reviewed and supported.
FCM continues to secure unprecedented tools and influence for municipalities of all sizes. From the doubling of this year's Gas Tax Fund transfer to historic investments in infrastructure, housing, broadband and more, we're helping communities build better lives.

As our wins have grown, so too has the need for resources to deliver on those wins, to build on them—and to make them permanent.
That's why, this September, FCM’s elected Board of Directors unanimously adopted a revised dues structure for members.

This modest revision—our first in 10 years—ensures FCM has a strong foundation to continue delivering historic results. It enables us to take more frequent and sustained action on a growing range of issues through unparalleled government relations, expert policy analysis, media and member engagement, and more.

A strong municipal-federal partnership demands a strong municipal voice in Ottawa. Together, we can make empowered local governments the new normal. And we can shape Canada’s future.

Read below to learn more—and watch the short video from FCM’s CEO, Brock Carlton. You can also email membership@fcm.ca.

**Strengthening our foundation**

[Video Play Button]

**Questions and answers**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>How do the new member dues work?</td>
<td>+</td>
</tr>
<tr>
<td>Why aren’t the old member dues enough?</td>
<td>+</td>
</tr>
</tbody>
</table>
Can’t you just cut costs?

What about the Legal Defense Fund and Special Advocacy Fund?

**What FCM has achieved for its members**

FCM has secured unprecedented tools and influence for municipalities of all sizes—so they can build better lives for Canadians.

- The doubling of this year’s federal **Gas Tax Fund transfer**, with an additional $2.2 billion to get local projects off the ground faster.
- The **$180-billion federal infrastructure plan** to support critical upgrades to roads, bridges, recreation centres, wastewater systems—and more.
- Canada’s first-ever national **housing strategy**, including key commitments to repair and build affordable housing across the country.
- A **strengthened seat at the table** through unprecedented engagement with federal, provincial and territorial ministers, as well as opposition leaders and the Prime Minister.
- The **$2 billion rural and northern infrastructure fund**, with higher federal contributions and commitments to streamline project administration.
- A 10-year **federal transit plan**, with direct allocations that put municipalities in the driver’s seat—from project selection to delivery.
- Better access to high-speed **broadband Internet** through significant investments in bringing connectivity to every community.
- Nearly $1 billion for **Green Municipal Fund** leadership on energy efficiency, as well as new capacity-building programs on asset management and climate innovation.
- **Key Election 2019 commitments**—from getting more infrastructure and transit projects built to bringing a rural lens to federal programs and policies.

**What FCM members are saying**
“FCM has been hugely successful at delivering for its members. With historic federal investments—in infrastructure, housing, rural broadband, and more, plus programs like the Green Municipal Fund and Municipal Asset Management Program—we’ve all benefitted from their work and influence on Parliament Hill. If we want to build on those gains and make them permanent, we need to ensure FCM has a strong foundation.”

—Adam Lordon, Mayor, City of Miramichi, NB

“As the municipal-federal relationship grows, it's more important than ever to have a strong local government voice in Ottawa. FCM understands the realities of municipalities of all sizes—and they should have the resources to keep delivering unprecedented results.”

—Leah Main, Director, Regional District of Central Kootenay, BC
To: Regional and Corporate Services Committee  
From: Mike Veenbaas, Director of Financial Services  
Date: 2020-01-14  
File No: 3920-20

Subject: Sub-Regional Animal Control Service Area Amendment Bylaw

---

**RECOMMENDATION**

**THAT** the Fraser Valley Regional District Board consider giving three readings to the bylaw cited as *Fraser Valley Regional District Sub-Regional Animal Control Service Area Amendment Bylaw No. 1570, 2020.*

**STRATEGIC AREA(S) OF FOCUS**
Support Healthy & Sustainable Community  
Provide Responsive & Effective Public Services

**BACKGROUND**

The Fraser Valley Regional District established the Sub-Regional Animal Control Service Area in 2012 with the City of Chilliwack. Since that time the service has been expanded to include Abbotsford, Mission, Kent and Harrison. The service is funded through a combination of user fees and property value taxation. While the annual tax requisition is set during the financial planning process, the maximum allowable requisition is noted in the establishing bylaw.

**DISCUSSION**

As part of the 2020 financial planning process it has been noted that the proposed tax requisition of $405,040 will be over the maximum allowable in the establishing bylaw. Staff are proposing to increase the maximum to a level of $450,000 to accommodate the service’s budget over the current 5-year financial plan. In addition, staff are proposing that the amendment bylaw reflect a rate per $1,000 calculation as allowed under LGA 339(1)(e) in order to provide the Board with flexibility in setting future tax requisition levels during the financial planning process. The 2020 completed roll net taxable value for the service area is $66,193,106,831. The proposed rate of $0.0068 per $1,000 would calculate a maximum tax requisition of $450,000 in 2020 with future years’ maximum dependent on the annual assessment roll from BC Assessment.
When the service was first established in 2012 the maximum requisition level set in the bylaw was $300,000 or $0.025 per $1,000 of net taxable value. This remained in effect with the inclusion of Abbotsford into the service and the calculated maximum was about $700,000. In late 2015 when Mission, Kent and Harrison were added, the maximum was changed to a hard cap of $350,000. The service has seen budget increases in recent years to address greater costs for service provider (BC Commissionaires) fees, internal staffing support, bylaw adjudication membership and a share of overall corporate services overhead recovery allocation. As a result, the maximum noted in the establishing bylaw needs to be amended.

Additionally, the tax allocation model that the Board has directed Staff to use recognizes the dog licence fees collected in each jurisdiction as being an offset of the taxation to be requisitioned from that jurisdiction. In other words, if a member is to be allocated $100,000 of the tax requisition and $50,000 is collected from that member’s area in dog licence fees, the net tax requisition for the member will be $50,000. While this has been the practice that Staff have followed and all members have agreed to its use, the bylaw wording doesn’t speak to this process and should be updated. As such, the proposed amendment bylaw replaces Section 2) f) with the following:

*The gross municipal share is:*

- City of Abbotsford: 44.20% of tax requisition
- District of Mission: 27.60% of total requisition
- City of Chilliwack: 25.80% of total requisition
- District of Kent: 1.90% of total requisition
- Village of Harrison Hot Springs: 0.5% of total requisition

*The net municipal share is:*

“Equal to the gross municipal share less the estimated portion of dog licence fees collected in the respective municipal jurisdiction.”

The gross municipal share remains the same allocation model as in the current bylaw with the only change being the removal of the connection to the 2011 Canada Census as that was only used when Abbotsford was incorporated into the service.

COST

Amendments to service area establishment bylaw requisition limits do not have a direct financial impact as the actual requisition level is set by the Board through the adoption of the annual financial plan bylaw.

CONCLUSION
To align with current and future tax requisition levels, staff are proposing an amendment to the maximum requisition level that is included in the Popkum Sewer service area establishing bylaw.

COMMENTS BY:

Jennifer Kinneman, Acting Chief Administrative Officer: Reviewed and supported.
FRASER VALLEY REGIONAL DISTRICT
BYLAW NO. 1570, 2020

A Bylaw to increase the requisition limit of the Sub-Regional Animal Control Service Area and to allow for offset municipal requisitions from the fees collected for dog licences.

WHEREAS Fraser Valley Regional District Sub-Regional Animal Control Service Area Establishment Bylaw No. 1140, 2011 was adopted by the Fraser Valley Regional District Board of Directors (“the Board”) on January 24, 2012;

AND WHEREAS the maximum annual requisition for the Sub-Regional Service Area is currently $350,000;

AND WHEREAS the Board wishes to increase the maximum amount that may be requisitioned under Bylaw 1140, 2011 by an amount greater than 25% of the baseline value and such an increase requires approval of the inspector;

AND WHEREAS consent on behalf of municipal participating areas has been obtained;

THEREFORE the Board enacts as follows:

1) CITATION

This Bylaw may be cited as Fraser Valley Regional District Sub-Regional Animal Control Service Area Amendment Bylaw No. 1570, 2020.

2) ENACTMENTS

That Fraser Valley Regional District Sub-Regional Animal Control Service Area Establishment Bylaw No. 1140, 2011, as amended, is amended by:

2.1 deleting Section 2)e) and replacing it with the following:

“e) The maximum amount that may be requisitioned annually for the entire service established by this bylaw is $450,000 or an amount equal to that which could be raised by a property value tax rate of $0.0068/$1000 applied to the net taxable value of the land and improvements within the service area, which is greater.”

2.2 deleting Section 2)f) and substituting the following:

“f) i) The gross municipal share is:

City of Abbotsford 44.20% of tax requisition
District of Mission 27.60% of total requisition
City of Chilliwack 25.80% of total requisition
District of Kent 1.90% of total requisition”
Village of Harrison Hot Springs 0.5% of total requisition

ii) The net municipal share is equal to the gross municipal share less the estimated portion of dog licence fees collected in the respective municipal jurisdiction.

3) **SEVERABILITY**

If a portion of this bylaw is found invalid by a court, it will be severed and the remainder of the bylaw will remain in effect.

4) **READINGS AND ADOPTION**

READ A FIRST TIME THIS day of
READ A SECOND TIME THIS day of
READ A THIRD TIME THIS day of
APPROVED BY THE INSPECTOR OF MUNICIPALITIES this day of
ADOPTED THIS day of

______________________________  ______________________________
Chair/Vice-Chair  Corporate Officer/Deputy

5) **CERTIFICATION**

I hereby certify the foregoing to be a true and correct copy of Fraser Valley Regional District Sub-Regional Animal Control Service Area Amendment Bylaw No. 1570, 2020 as read a third time by the Board of Directors of the Fraser Valley Regional District on the

Dated at Chilliwack, BC this

______________________________
Corporate Officer/Deputy
RECOMMENDATION

THAT the Fraser Valley Regional District Board direct staff to draft a letter to the BC Ministry of Transportation and Infrastructure requesting them to continue providing the FVRD with funding to help cover costs associated with the FVRD’s ongoing invasive weed control efforts within Provincial road rights-of-way not treated by the Province.

STRATEGIC AREAS OF FOCUS
Support Environmental Stewardship
Support Healthy & Sustainable Community
Provide Responsive & Effective Public Services

BACKGROUND
The Fraser Valley Regional District (FVRD) operates an annual Invasive Weed Control Program for Chilliwack, Abbotsford, and Electoral Areas C, D, E, G, and H. It targets invasive weeds that are considered to be a high priority due to their negative, or potentially negative, impacts on the economy and on human health. For these reasons, the program focuses the majority of its efforts on four priority weeds: Giant Hogweed, Wild Chervil, Tansy Ragwort, and Knotweed. The FVRD program utilizes an integrated approach to manage these weed species, which includes landowner engagement and education, pickup and disposal offered for landowners, mapping and surveying of infestations, and treatment of infestations found in public areas such as along roadsides or ditches.

DISCUSSION

Giant Hogweed

Giant Hogweed has been found in several sites throughout the region. Each Giant Hogweed plant can produce 50,000 seeds per year, which can spread long distances via wind or water. This is why early treatment is so important to prevent it from producing seeds and spreading even further. As the seed bank eventually depletes itself, long-term control will occur with a continued combination of monitoring, removal, and awareness. There were 12 Giant Hogweed sites surveyed and successfully treated in 2019, many of which were visited two or more times within the year to remove subsequent
re-growth. Continued efforts demonstrate that the hogweed infestation has been kept stable and there is encouraging indications for eradication with continued monitoring and early treatments.

**Wild Chervil**

FVRD crews continued to treat significant amounts of Wild Chervil in 2019, an invasive weed of concern for the agricultural sector. Most infestations were found within Abbotsford, along roadways and near ditches.

The FVRD provides two methods for mechanical control of this weed: cutting and digging. Cutting is quicker, but digging reduces the potential for re-growth. FVRD weed control contractors also educate landowners where it is found on private properties.

The Province, which provides treatment for Wild Chervil along the Highway 1 median, the single largest infestation within the region, has been using selective herbicides on Wild Chervil since 2017. While this method has some potential for future use by the FVRD at select locations, the cost of these pesticides are prohibitive for the FVRD to consider at this point and it remains uncertain if the use of herbicides for the control of Wild Chervil provides any significant difference in control compared to repeated mechanical removal.

**Tansy Ragwort**

Tansy Ragwort is a fast growing, rapid to spread, yellow flowering weed that displaces forage plants and is toxic to livestock. The FVRD provides aggressive treatment for Tansy Ragwort by hand pulling then collecting and disposing of the plants, and providing pick up and disposal of plants collected by private landowners.

Infestations occur throughout much of the region, but sites appear to be slowly thinning out, suggesting that the ongoing treatment efforts are making progress.

In addition to mechanical removal, the program also conducts landowner engagement through personal visits and the distribution of letters and brochures to landowners where Tansy Ragwort was
observed. This resulted in private landowners filling a total of 150 bags of Tansy from their property in 2019. These bags are then collected by FVRD crews and safely disposed.

*Knotweed*

The various species of Knotweeds all have the ability to grow through concrete and asphalt, which could lead to infrastructure damage and loss in property value. They can also spread through seeds, stem, and root fragments, so mowing, digging, and weed whacking can cause it to spread. The FVRD controls Knotweeds with herbicide, either through foliar application or stem injection. Knotweeds generally require up to 3-5 years of annual treatment for a site to be eradicated. Treatments on a site are conducted at least twice a year or as necessary.

Approximately 100 sites out of the 264 sites in the FVRD Knotweed inventory have received treatment in the past 3 years. It is important to remain vigilant with previously treated sites and to continue treating them until eradicated or they will just regrow and all the control investment will be wasted. **Of the 100 sites previously treated, over one-third showed no Knotweed plants re-growing.** This is exciting progress showing that the efforts are paying off. 47 sites were re-treated in 2019. All treatment sites will be monitored and re-treated in 2020 if needed, as well as new sites added as budget allows. Progress is slow due to budget constraints, but the results so far have been encouraging.

The FVRD also delivered a Knotweed training session to municipal operations crews focussed on identification and reporting. As a result of the training, several new Knotweed sites were reported and added to the FVRD inventory rather than being accidentally mowed and spread.

*Milfoil Study*

With funding provided by the Cultus Lake Park Board, the FVRD helped to coordinate a multi-year study looking at the effectiveness of temporary benthic mats to reduce the prevalence of Eurasian watermilfoil (aka “milfoil”). Permanent mats have limited effectiveness as sediment accumulates on top of them (hence becoming a substrate for new milfoil plants to anchor and grow from) and are detrimental on native plants or animals that also live on or in the bottom of the lake where the mats are placed. Temporary mats however are only placed down for a couple months during the milfoil growing season and are then removed and re-used the following year, preventing sediment accumulation and minimizing long-term damage to ecological communities.

The study, conducted on both Hatzic Lake and Cultus Lake between 2016 and 2019, has demonstrated that temporary mats are not effective at controlling milfoil at Hatzic Lake. Likely due to loose sediment that makes up much of the bottom of Hatzic Lake, rather than taking root and growing for the season, milfoil there tends to dislodge frequently, float around, re-settle and re-root repeatedly throughout the year, causing continual spread. As a result, milfoil rapidly recolonizes into areas where mats are removed and the treatment has no residual effectiveness. Consequently, mats are not recommended for use in Hatzic Lake. The north end of Cultus Lake showed much more potential however. Mats that were placed along Cultus Lake Park beaches for 11 week periods starting in early May did not recolonize for 2-3 years. While the method is not likely to be economically feasible to conduct on a larger scale
and will not reduce the overall amount of infestation, it may be considered for use along some select high priority recreation areas (e.g., around Main Beach) within Cultus Lake. Additional monitoring of previously treated areas at Cultus Lake in 2020 will confirm the rate of re-growth and will help identify possible operational costs, should the Cultus Lake Park Board choose to use the results to move forward with implementing a treatment program of their high priority sites.

2020 Season

In 2020, the FVRD will continue to focus control efforts towards the four priority invasive weed species. Knotweed and Hogweed control efforts have shown significant promise in reducing infestations. While the FVRD treats all known and reported Giant Hogweed, treatment is only possible for priority Knotweed areas due to limited resources. Knotweed sites within the region have been inventoried and prioritized based on sites that have the best chance for eradication and sites that are in need of control due to concern about spread, damage to infrastructure, or becoming issues for sightlines along roadways. To date, treatment efforts have been applied to approximately one-third of the known Knotweed sites within the FVRD’s inventory, with new sites slowly getting added to the treatment list as prior sites become eradicated as is permitted within the existing budget.

Tansy Ragwort and Wild Chervil remain challenging to control due to their rapid spread, their prolific seed production, and the abundance of seeds that remain viable in the soil. The FVRD’s mechanical control efforts are essential to help keep the infestation from getting worse, but they have not succeeded in eradicating the plants from the region, unfortunately. There is some evidence to suggest Tansy Ragwort is growing less dense and it is starting to become controlled, but it requires continued diligence. With Wild Chervil though, while control efforts help to contain plants to existing infestation sites, its abundance remains prevalent. Maintaining control efforts on priority sites will need to continue, but re-allocating efforts away from lower priority Chervil sites (where potentially affected agricultural crops are not in the vicinity) may be a consideration to allow for more Knotweed control.

While the FVRD focusses control efforts on priority invasive weeds on municipal jurisdiction, the FVRD also provides control within Provincial road rights-of-way not treated by the Province, such as along some areas of North and South Parallel Roads and along some roadways within participating Electoral Areas. MOTI has continued to provide a small amount of funding ($5,000/year) to the FVRD in recognition of these efforts. Last year though MOTI staff suggested they may discontinue this funding due to their own limited budget and the higher costs they are incurring with using pesticides on Wild Chervil along the Highway 1 median. The loss of revenue would be a disappointing setback for the FVRD’s program and for the recognition that the FVRD and MOTI need to continue to work together on coordinating invasive weed control efforts. Staff will reach out to MOTI to seek clarification and to attempt to obtain a funding commitment for moving forward.

COST

The costs for the 2019 invasive weed control program were within budgetary expectations.
CONCLUSION

The FVRD's Invasive Weed Control Program provides active control, mapping, monitoring, and education for high priority weed species within the region: Giant Hogweed, Wild Chervil, Tansy Ragwort, and Knotweed. These species, which remain a threat to human health, agricultural productivity, or damage to infrastructure, all spread aggressively and displace native plant species. Due to control provided by this program, the distribution of these weeds is generally stable or decreasing, but ongoing management is essential to ensure that progress continues.

COMMENTS BY:

Stacey Barker, Director of Regional Services: Reviewed and supported.

Mike Veenbaas, Director of Financial Services: Confirmation that 2019 program is within approved budget.

Jennifer Kinneman, Acting Chief Administrative Officer: Reviewed and supported.
To: Regional and Corporate Services Committee  
From: Melissa Geddart, Planner I  
Date: 2020-01-14  
File No: 6430-30-013  

Subject: FVRD Clean Economy Resource Guide and Globe 2020 update

RECOMMENDATION

THAT the Fraser Valley Regional District Board receive the “Clean Economy in the Fraser Valley: Resource Guide” document;

AND THAT a formal invitation to the February 11, 2020 “Fraser Valley Spotlight Session” at GLOBE Forum 2020 be extended to the Fraser Valley Regional District Board members and mayors and council members of the Fraser Valley Regional District’s member municipalities.

STRATEGIC AREA(S) OF FOCUS
Support Environmental Stewardship  
Foster a Strong & Diverse Economy  
Support Healthy & Sustainable Community

BACKGROUND

The Fraser Valley Regional District (FVRD) Clean Economy Study, presented to the FVRD Board in June 2019, identifies a broad menu of clean economy opportunities in the Region which align with emerging trends and policy drivers in British Columbia. The findings of the study are presented in the FVRD Clean Economy Study Final Report, and are intended to provide the FVRD, local governments, First Nations and other regional stakeholders with an understanding of clean economy sector opportunities that build upon the Region’s existing economic strengths. The “Clean Economy in the Fraser Valley: Resource Guide” companion document is based on the contents of the final report and is intended to serve as a valuable tool in supporting the clean economy opportunities highlighted.

As directed by the Board, the FVRD has been working with local economic development agencies, Sto:lo Community Futures and key stakeholders to promote clean economy opportunities related to the region’s strengths. Identified community initiatives, opportunities and priorities will be presented at a Fraser Valley specific event at the GLOBE 2020 forum on the morning of February 11, 2020. Unfortunately this is the same day as the Regional and Corporate Services Committee meeting, but the timing of the event will take advantage of the GLOBE 2020’s “BC Day”.

40
DISCUSSION

Clean Economy Resource Guide

The Clean Economy Resource Guide (appendix A) is a companion to the *FVRD Clean Economy Study Final Report* prepared by the Delphi Group in 2019. The study identifies the following five sectors as opportunity areas within the Regional economy:

1) sustainable resource and ecosystem management
2) green and sustainable transportation
3) green and high-performance buildings
4) renewable energy supply and storage
5) knowledge and innovation

The Resource Guide outlines the existing clean economy sectors in the region, opportunities for their future growth, key stakeholders and economic trends and government policy that can be leveraged in their development. It serves as a readily accessible reference for businesses, governments, First Nations and other stakeholders in the Region looking to advance clean economic opportunities in the Fraser Valley.

GLOBE 2020 Forum: Fraser Valley Spotlight Session – February 11, 2020

Community and regional initiatives, opportunities and priorities will be presented at a Fraser Valley specific event at the GLOBE 2020 forum on the morning (9:00 am-11:30 am) of *February 11, 2020* at the Vancouver Convention Centre West Building. There is no cost to attend the *Spotlight on the Fraser Valley* session but registration will be required to access the meeting room. Registration to the *Spotlight* event will not provide access to the full conference. Those wishing to attend the broader GLOBE 2020 event will need to separately register and pay as a conference delegate (at a discounted rate). Full costs and other information can be found at: *https://www.globeseries.com/forum/register*.

The special session will put a spotlight on the Fraser Valley as a place to live, work and invest. The clean economy opportunity areas include: green building and low-impact development, renewable power and RNG project development, water technology/infrastructure, smart mobility/low-carbon transportation, agri-tech, and circular/bio-economy innovation. The session will also include time for networking with international cleantech companies, investors, and partners from around the world who will be in Vancouver for GLOBE 2020. This event is intended to support local efforts in growing the region’s clean economy by aligning investment with opportunity areas in the Fraser Valley.

Success of this project is dependent on the participation of local economic development stakeholders, as the FVRD does not have an economic development function. Staff have collaborated on organizing the initiative with Sto:llo Community Futures, City of Abbotsford Economic Development (CAED), District of Mission Economic Development, Harrison Hot Springs Community Development Services, and Advantage Hope. Not all local governments or agencies were able to participate given scheduling conflicts or resource challenges, but efforts will be made to ensure all local interests are represented.
The agencies and stakeholders involved are helping to direct the development of, and where possible, participating in, the themes and format of the panel discussion. In addition to local government and Sto:lo Community Futures representatives, University of the Fraser Valley and the agricultural related clean tech sector will be represented through Dr. Lenore Newman and XLRator, the largest tech hub in the Fraser Valley, will discuss the exciting innovations taking place in the region.

Planning for the event is ongoing.

COST

- Cost of the Fraser Valley Spotlight Event is free to attend but registration is required.
- This event is part of phase two of the Clean Economy Initiative has been allocated in the 2019 and 2020 budget for a cost of $35,000.

CONCLUSION

The resource guide will be made available to participants attending the Fraser Valley Spotlight Session at the GLOBE Forum 2020.

Save the date: February 11, 2020 9:00-11:30 am. Please contact Deanne Bozek (dbozek@fvrd.ca) to register for the Spotlight on the Fraser Valley event by January 21, 2020.

COMMENTS BY:

Alison Stewart, Manager of Strategic Planning: Reviewed and supported

Stacey Barker, Director of Regional Services: Reviewed and supported

Mike Veenbaas, Director of Financial Services: No further financial comments.

Jennifer Kinneman, Acting Chief Administrative Officer: Reviewed and supported.
Clean Economy in the Fraser Valley: Resource Guide
November 2019
Preface

The following report is a companion to the *Clean Economy Study* as prepared by the **Delphi Group** for the Fraser Valley Regional District. Referencing this study directly, this document serves as a resource guide that outlines the existing clean economy sectors in the region, the opportunities for their future growth, and the economic trends and government policies that can be leveraged in their development. In doing so, it serves as a reference for businesses, governments, First Nations, and other stakeholders in the region looking to further their role in advancing the clean economy in the Fraser Valley. This document is a summary and should be read in conjunction with the final report and its appendices.

Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Sector Profiles</td>
<td>5</td>
</tr>
<tr>
<td>Sustainable Resource &amp; Ecosystem Management</td>
<td>5</td>
</tr>
<tr>
<td>Green &amp; Sustainable Transportation</td>
<td>8</td>
</tr>
<tr>
<td>Green &amp; High Performance Buildings</td>
<td>10</td>
</tr>
<tr>
<td>Renewable Energy Supply &amp; Storage</td>
<td>12</td>
</tr>
<tr>
<td>Knowledge &amp; Innovation</td>
<td>14</td>
</tr>
<tr>
<td>Summary</td>
<td>17</td>
</tr>
<tr>
<td>Policy Drivers &amp; Resources Links</td>
<td>18</td>
</tr>
</tbody>
</table>

Figure 1: Fraser Valley Regional District Municipalities and Electoral Areas

**DISCLAIMER**

The information, concepts, and recommendations expressed in this document are based on information available at the time of the preparation of this document. Action or abstinence from acting based on the opinions and information contained in this document are the sole risk of the reader and Delphi and the Fraser Valley Regional District shall have no liability for any damages or losses arising from use of the information and opinions in this document. All information is provided “as is” without any warranty or condition of any kind. The document may contain inaccuracies, omissions, or typographical errors.
Defining the Clean Economy
The Fraser Valley Regional District Clean Economy Study defines the clean economy as:

“An economy that aims to reduce environmental risks and ecological scarcities, and that aims for sustainable development without degrading the environment.”

The study provides an understanding of how to support the growth of the clean economy sectors in the Fraser Valley in line with traditional industrial economy strengths across the region, identify federal and provincial policies that can be leveraged for growing the clean economy, and identify the necessary types of supporting hard and soft infrastructure that support sustainable growth.

Federal Policy
Under its commitment to the Paris Agreement, Canada’s long-term goal is to reduce greenhouse gas (GHG) emissions by 80% from 2005 levels by 2050. While much effort has been put into individual actions and projects to reduce GHG emissions, a low carbon economy will ultimately be necessary to achieve the significant and sustained GHG emission reductions required to reach these goals.

Provincial Policy
The BC government’s CleanBC Climate Plan is an economic and environmental strategy for meeting the province’s GHG reduction targets and includes the following key aspects:

• Directing a portion of BC’s carbon tax paid by industry into incentives for cleaner operations
• Helping communities achieve 95% organic waste diversion for agricultural, industrial, and municipal waste
• Making industrial natural gas consumption cleaner by putting in place a minimum requirement of 15% to come from renewable gas
• Expanding job training, research, and commercialization for electric and other zero-emission vehicles
• Developing training programs for Energy Step Code and Certified Retrofit Professionals

The Province has shown a commitment to CleanBC in its 2019 budget. $902 million over the next three years is designated for CleanBC programming with $354 million in operating funding, $299 million for new programs, $26 million in capital investments, and $223 million to increase the climate action tax credit.

Regional Policy
The FVRD Clean Economy Study responds directly to the CleanBC initiative by laying out the direction for the region’s incorporation of CleanBC objectives within its economy and growth.

Regional Policy
The FVRD adopted its first Regional Growth Strategy (RGS) in 2004 and is updating the plan to reflect changes in legislation, growth, and demographics. The updated draft RGS will be structured under the following pillars:

1. Collaboration
2. Economic Strength and Resiliency
3. Living Well
4. Community Building
5. Ecosystem health
6. Transportation and Mobility
7. Infrastructure and Services
8. Energy and Climate Change

Based on the opportunities identified through this study, the eight pillars align well with the clean economy and position the FVRD for success as it moves forward with finalizing and implementing the RGS.

The FVRD is a signatory to the BC Climate Action Charter, which commits local governments to becoming carbon neutral in their corporate operations, measuring their community-wide GHG emissions, and building compact, complete, and more energy efficient rural and urban communities. The draft RGS includes GHG reduction targets of 20% per capita by 2020 and 50% per capita by 2050, relative to 2007 levels.

The FVRD’s Solid Waste Management Plan (SWMP) provides a strong foundation for growing the clean economy in the region. Renewable energy initiatives supported in this report will focus on wind, solar, geothermal, hydro, anaerobic digestion, and other non-incineration technologies.

The full Fraser Valley Regional District Clean Economy Study can be found at: www.fvrd.ca
The clean economy in the FVRD is defined by the following five sectors:

- **Sustainable Resource & Ecosystem Management**
- **Green & Sustainable Transportation**
- **Green & High-Performance Buildings**
- **Renewable Energy Supply & Storage**
- **Knowledge & Innovation**

This broad range of sectors fits advantageously into the Fraser Valley's existing diverse economy and workforce. The development of the clean economy creates demand for careers in management, professional services, engineering, science, project management, information and communications technologies (ICT), construction, trades, and manufacturing. This demand creates both an opportunity to target education and training towards the clean economy, as well as strengthen the region's labour market more broadly.

The clean economy already exists within the Fraser Valley, with each of the five sectors identified already responsible for jobs and economic output, as per Figures 1 and 2. The region holds a comparative advantage in the clean economy, and in two sectors in particular, as compared to the national level (Figure 4).

These sectors are synergistic. Together, they benefit from the region's existing strengths in research, design, engineering and technical services, construction and manufacturing, and natural asset management. As these sectors continue to expand, they will create opportunities to further build each other up and work towards an integrated economic ecosystem.

This report outlines numerous policy drivers and resources for each sector. These can be broken down into three types:

- **Project Funding** – financial resources provided to businesses and research institutions to advance product development.
- **Information & Education** – professional expertise and government resources providing support in business development and identifying market opportunities.
- **Auxiliary Policies** – government initiatives establishing a framework supportive of clean economy growth, such as clean fuel regulations.

Collectively, these programs support the growth of businesses in the clean economy and facilitate the adoption of environmentally-friendly products and processes overall.
**Overview**

This sector is defined as managing agricultural, industrial, and technological processes in a way that conserves resources and allows for their most efficient use while strengthening natural ecosystems. It is focused on the region’s sustainability practices across agriculture, waste management and recycling, the circular economy, and the restoration of air, water and land ecosystems.

The Fraser Valley’s comparative advantage in the clean economy is firmly rooted in this sector, in particular as it relates to agriculture, due to its existing infrastructure, business experience, and well-established workforce. The region also has a strong relevant industrial base, with Abbotsford and Chilliwack hosting infrastructure for food processing, and Mission for steel fabrication, plastics, and wood products.

The sector contributes to the clean economy by reducing waste and simultaneously developing economic efficiencies and opportunities out of its reuse.

**Existing Strengths**

The region has an established agriculture sector which includes farming, greenhouse growing, food processing, and waste-to-energy operations. Agriculture can drive advancement in the sustainable use of resources and in the local clean economy more broadly.

The Fraser Valley has comparatively affordable industrial land, a burgeoning information and communications technology (ICT) sector, a robust existing workforce, and a network of university and research centres. This provides the region with the ideal conditions for expanding emerging technology opportunities and innovations in sustainable agriculture and manufacturing.

**Barriers**

Limitations hindering the development of the sector include a lack of industrial land and water/sewage infrastructure to expand manufacturing operations and a lack of skilled high-tech workers to operate complex machinery and software used for both manufacturing and agriculture operations. There is also a lack of awareness in the agriculture community on the evolving business case and opportunities related to agriculture clean technology, such as renewable natural gas (RNG) production and precision agriculture.

**Opportunities**

The region’s agricultural operations have the potential to increase value-added food processing. This can make the Fraser Valley a hub of locally-sourced, sustainably harvested and processed food.

Local agriculture also presents opportunities for waste-to-resource projects, such as with the production of RNG, bioplastics, organic fertilizers, and compost from agricultural or food waste. This can be supported by the creation of a platform for local farmers and other businesses to connect waste streams with resource gaps across different operations.

The provincial CleanBC initiative has a goal of 15% of natural gas consumption in BC to come from RNG. With the current mix being approximately 0.5%, this provides significant potential for growth within the sector. Provincial regulations have given FortisBC an expanded purchasing price cap of $30/gigajoule for RNG, which allows the utility to consider projects that were not previously economically viable for farmers and other biogas producers, thereby further growing the potential of the biogas market in the region. Renewable energy initiatives will focus on wind, solar, geothermal, hydro-electric, anaerobic digestion, and other non-incineration technologies.

The region’s agricultural base creates the potential for hosting innovation of its own in line with industry trends in areas such as precision agriculture and crop management. For example, a centralized agricultural database open to farmers, government, industry, and universities alike can create more precise land management strategies to inform decision-making.

Partnering with First Nations communities on all these opportunities is an opportunity in itself, as their valuable skillsets and traditional ecological knowledge can act as a launch pad for sustainable agriculture and other resource development projects across all communities in the region.

### Key stakeholders
- Local government
- Business leaders from existing waste-to-resource companies
- Research & development leaders
- Universities
- First Nations
- Local technology accelerators
- Economic development leaders

**What is the circular economy?**

An economic system maximizing the use of resources by taking the waste from one process and using it as a resource for another. This creates a loop where different materials and by-products continue to be reused, rather than discarded.

**What is precision agriculture?**

A farming management concept based on analyzing field and crop indicators to maximize returns on resources used. Through the use of GPS, it is possible to locate a precise position in a field, assess its variables, and distribute inputs accordingly.
**Trends**

**Precision Agriculture and Data-Driven Crop Farm Management**
Several large-scale programs supporting agricultural innovation are currently in place. For example, in Manitoba, the Enterprise Machine Intelligence and Learning Initiative (EMILI) supercluster accelerates agribusiness through AI and R&D, and the Protein Industries Canada supercluster focuses on plant-based protein development. Bell MTS gave a $500,000 grant to the University of Manitoba for focused development on **Internet of Things (IoT)** for agriculture solutions.

**Bioproducts**
The global bioplastics sector is poised for significant growth as plastic pollution policies come into effect. Canadian initiatives that are part of the global movement to mitigate plastics pollution include the Ocean Plastics Charter and the Canadian Council of Ministers of the Environment (CCME) Strategy for Zero Plastic Waste.

**Blockchain**
Tracking and storage of information on transactions is being integrated into agricultural production, with applications including food safety and traceability, accurate and timely food recalls, product labeling assurance, and real-time commodity market information for farmers and distributors.

**Next-Generation Food Manufacturing**
New food manufacturing techniques using 3D printing technology represent opportunities for highly personalized nutrition, on-demand food production, and food supply chain customization.

**Mechanization**
The continued mechanization of agriculture presents a number of opportunities. For example, advances in AI, sensors, and robotics are facilitating the use of on-farm robot harvesting, while technical and mechanical innovation in agricultural storage is key for reducing spoilage, infestation, and other post-harvest crop loss. Data collection, automation, and sensors boost productivity, create efficiencies, and address labour/skills shortages while creating opportunities to train the existing workforce on high-tech systems.

**Waste as a Resource**
Relevant policy drivers for using waste as a resource include the Environmental Management Act, Organic Matter Recycling Regulation, and Waste Discharge Regulation. Industry drivers include China’s import ban on contaminated recycling, new technologies that capture CO₂ to cultivate value-added biomass, and opportunities in the remanufacturing sector. Canada’s National Industrial Symbiosis Program facilitates using waste as a resource by establishing partnerships to redirect waste from one sector into feedstock for others.

**Designing Waste out of Products**
Extended producer responsibility (EPR) is a policy in which a producer’s responsibility for a product is extended to the post-consumer stage. In 2009, the Canadian Council of Ministers of the Environment created a Canada-wide Action Plan for EPR and a Canada-wide Strategy for Sustainable Packaging. Industry is itself driving innovative approaches to eliminating waste products through Cradle-to-Cradle principles for biological and technical cycles and the emergence of new markets for recycled materials.

**Advanced Materials**
The emergence of 3D printing, nanoparticles, production automation, and advanced chemistry are driving the use of advanced materials and innovation with recycled products.

**Product-as-a-Service**
The success of the SaaS (Software as a Service) business model has paved the way for PaaS (Product as a Service). This shifts the consumption model from “buy-own-use-discard” to “plan-lease-repair-replace.”

**What is the Internet of Things (IoT)?**
The extension of internet connectivity into every day objects. Examples include smart home systems including lighting fixtures, thermostats, and other home appliances that can be controlled or monitored by mobile devices.
Policy Drivers & Resources

Low Carbon Leadership Fund
Provided to make buildings more energy efficient, help industries reduce emissions, and help forestry and agriculture sectors increase stored carbon in forests and soils.

Clean-Tech Innovation Strategy for the Forest Sector
Forest Product Innovation is the Ministry of Forests, Lands, Natural Resource Operations and Rural Department’s (FLNR) partner in delivering a clean-tech innovation program. FLNR invests approximately $3.5 million annually which is leveraged with investment from Natural Resources Canada and in some cases industry to a total of $5-6 million annually to support R&D projects in the forest sector, including clean tech projects.

Clean Growth Program for Industry
Directs a portion of BC’s carbon tax paid by industry into incentives that encourage them to transition to clean operations and reduce emissions. It is designed for regulated large industrial operations such as pulp and paper mills, natural gas operations and refineries, and large mines.

Innovative Clean Energy Fund (ICE Fund)
Supports pre-commercial clean energy projects and technologies that will mitigate or avoid provincial GHG emissions, including prototype development, field testing, and commercial-scale demonstration projects in BC.

Agritech Innovation Challenge
A total of $150,000 in funding is available to winners of the BC Agritech Innovation Challenge. In addition to seed funding, winners will receive mentorship support, Market-Validation Training (MVT) through the Agriculture Venture Acceleration Program, and other opportunities, to produce and demonstrate a proof-of-concept.

Canada-BC Agri-Innovation Program (CAP)
Designed to accelerate progress along the innovation continuum (research, pilot, and commercialization) to enhance the competitiveness, sustainability, productivity, and resilience of the sector by investing in projects that may include:

- Investments in applied science for major sector commodities.
- Improved support for minor sector commodities and emerging/transformational areas including agri-tech
- Efforts in clean growth, environment, and climate change
- Accelerating the growth of the sector, particularly in the agrifood and value-added food processing sectors
- Strengthening knowledge transfer and adoption

For more information, see: https://iafbc.ca/agri-innovation/

$25.8 million in funding is available over five years.

Canada-BC Agri-Innovation Program
Allows industry, academia, value-added food processors, retailers, and others to access funding for projects involving late-stage research, pilots and demonstrations, as well as the commercialization and adoption of innovative products, technologies, and practices for the agriculture, food, or agri-products sector. Priority for funding will be given to activities identified to advance innovation and competitiveness in BC’s agriculture, food, or agri-products sectors, and include:

- Advancement in plant, animal, and food science
- Energy and waste management
- New product development and commercialization
- Improvements in soil, water, and air quality
- Climate change adaptation

$14 million in funding is available over five years.

Agricultural Clean Technology Program
The Agricultural Clean Technology (ACT) Program is a $25 million, three-year investment (2018-2021) which aims to support the research, development, and adoption of clean technologies through investments in and promotion of precision agriculture and agri-based bioproducts.

BC Ministry Guidelines and Resources for Farm Mechanization
An online resource on the mechanization of energy, equipment, feed and grain handling, and pesticide application on farms.
Green & Sustainable Transportation

Overview
This sector is defined as mitigating environmental impacts in transportation infrastructure and behaviour.

It includes a variety of objectives, including:
• Promoting multi-modal transportation such as walking, public transit, and cycling
• Adopting electric vehicles (EVs) and other renewable energy sources in transportation such as biofuels, hydrogen, and RNG
• Implementing smart transportation systems and technologies
• Integrating land-use planning that maximizes the use of existing transportation infrastructure and increases the potential for the further development of sustainable transportation options
• Preserving rights-of-way for possible future transportation expansion

The sector contributes to the clean economy by creating economic opportunities in the development of new technologies while reducing the environmental impact of transportation and improving access to jobs at the same time.

Existing Strengths
The potential of the Fraser Valley in this sector relates primarily to its strategic location. Locally, the region is home to two commercial airports which have the potential to serve as hubs for R&D on technologies that reduce the carbon footprint of aviation. It is also home to several transit hubs, and is well connected by rail. Additionally, the region is close to the US border and large population centres within the Cascadia Innovation Corridor, and has a growing digital and information and communications technology (ICT) base of its own.

Barriers
While the Fraser Valley has potential in the development of transportation-based technologies, its existing transportation infrastructure has several limitations, including a lack of transportation options or routes to bypass the main Highway 1 corridor, and the corridor’s primarily car and commercial vehicle traffic oriented design. In general, relatively low population density inhibits improvements to connectivity between and within municipalities and other population centres with regards to transit, cycling, and pedestrian routes. There is also an insufficient number of electric vehicle (EV) charging stations.

Key stakeholders
- Local governments
- Transit authorities
- Research & development leaders
- Universities
- Abbotsford International Airport
- Local technology accelerators
- Private businesses
- First Nations

Opportunities
Development of the region’s information and ICT infrastructure can support smart mobility solutions and more efficient goods movement both within and through the region. Smart mobility solutions can also be paired with reverse logistics and new residential and industrial development to integrate and create efficiencies between transportation and land-use.

The region can also explore the potential for biofuel, hybrid and hydrogen-based aviation research and deployment at Abbotsford International Airport. Additional R&D in the vehicle electrification, logistics, and renewable fuel fields can also create economic opportunities while working towards improvements in sustainability. This also ties into the region’s Sustainable Resource & Ecosystem management sector as biofuels produced from agricultural waste and products can be explored as an energy source for transportation.

Making use of these technologies within the Fraser Valley’s own transportation network can create similar effects. Through further investment in expanding transit service and electrifying transit fleets; updating infrastructure and smart city applications to enhance walking, transit, and cycling; establishing car, bicycle, and scooter sharing services; expanding electric vehicle infrastructure; and implementing transit software platforms that allow users to easily interact with payment and schedules, the Fraser Valley can improve the regional transportation system while showing leadership in promoting sustainable transportation and building a clean economy.

What is reverse logistics?
The process of moving goods from their final destination backwards through the supply chain for reuse, recycling, or proper disposal. For example, goods or by-products could be moved from a customer back to the manufacturer that would then reuse them in their production operations.
Trends

Electrifying Transportation
CleanBC is driving the electrification of the transportation sector. This is consistent with the trend toward more affordable EV options, as battery costs have decreased as much as 65% in the past five years.

Autonomous Vehicles
80% of top original equipment manufacturers have announced road-ready autonomous technology by 2025.

Smart Mobility
Shared mobility has significant growth opportunity, representing less than 1% of current passenger miles. In 2017, the market saw US$32 billion invested in ridesharing start-ups alone, and connected cars are emerging as key components of an intelligent transportation network.

Intelligent mobility is becoming more prevalent in Smart Cities, by enabling users to make informed transportation choices based on real-time situation data, and by coordinating and optimizing the movement of freight and people across multiple modes through intelligent transportation systems.

Land Use & Logistics Hubs
Logistics hubs are appearing more frequently due to the significant increase in e-retailing resulting in the need for local distribution points, and apps and other mobile technologies have enabled a proliferation of last-mile solutions. Other important trends in logistics include driverless trucks, the use of blockchain to ensure accuracy and capacity monitoring and drone delivery.

Renewable Fuels
Biofuels comprised 2.8% of renewable fuels for transport as of 2015 and global ethanol production increased 2.5% in 2017. Several international initiatives are working to support this growth. The Biofuture Platform is a 20-country effort aimed at advancing low-carbon fuels and bioeconomy solutions, while Mission Innovation recently announced a Sustainable Biofuels Innovation Challenge to develop ways to produce affordable, advanced biofuels for transportation and industrial applications.

Investment in hydrogen derived from water via electrolysis is growing; if current global projects come online in the next two years, cumulative capacity will rise from 55MW in 2017 to over 150MW in 2020.

Policy Drivers & Resources

Investing in Canada Infrastructure Program
The Canadian government will invest $3.917 billion in BC infrastructure over 10 years in four key areas:
• Community, culture, and recreation infrastructure
• Rural and northern communities infrastructure
• Green infrastructure
• Public transit

Federal Clean Fuel Standard
The federal government is aiming to enact clean fuel regulations in 2023.

CEV (Clean-Energy Vehicle) Advanced Research & Commercialization
Supports the development of BC companies in the CEV sector and encourages international investment. The program is expected to issue two funding calls of $675,000 over the next three fiscal years.

BC Renewable & Low Carbon Fuel Requirements Regulation
Fuel suppliers must have a minimum renewable fuel content of 5% for gasoline and 4% for diesel on a provincial annual average basis. They must progressively decrease the average carbon intensity of their fuels to achieve a 10% reduction in 2020 relative to 2010.

BC Clean Vehicle Program
The CEV program has committed more than $71 million to incentivize the sales of battery electric and hydrogen fuel cell vehicles and investment in charging and hydrogen fueling infrastructure.

BC ZEV (Zero-Emission Vehicle) Legislation
Recently-passed legislation that sets targets of 10% ZEV sales by 2025, 30% by 2030, and 100% by 2040. It is supported by strategies including expanding the size of the province’s EV direct-current fast-charger (DCFC) network and increasing the provincial incentive program.

BC Transit Low Carbon Fleet Program
BC Transit will start buying only electric heavy duty buses in 2023, targeting creating a fully electric provincial fleet in all vehicle classifications by 2040. Renewable and low carbon fuels (RNG and CNG) will bridge the transition.
Overview

The Green & High Performance Buildings sector is defined as supporting the evolution of building materials and energy systems to reduce their environmental impact. It includes products, services, and building materials related to healthy, energy-efficient, and zero emission building design, construction, renovation, and operations such as:

• Building envelope products including pre-fabricated walls and building components, windows and doors, and insulation
• Mechanical systems such as heating, ventilation, and air conditioning (HVAC), and hot water
• Lighting and control systems
• Other construction products such as engineered wood

The sector contributes to the clean economy by creating business and job opportunities and building material manufacturing and construction, as well as in new heating, ventilation and electrical work, while reducing the environmental impact of buildings.

Existing Strengths

The Fraser Valley is well-positioned to be active in this sector through its strengths in local manufacturing and presence of developers experienced in sustainable building construction methods. The region is already home to many manufacturing companies that implement green building principles and technologies and produce modular, pre-fabricated, and wood construction products. This is important to be able to adapt to increasingly higher energy-efficiency standards in the BC building code and the BC Energy Step Code as it is implemented.

Existing builders and developers in the region represent a key source of expertise that can be applied to the development of green building infrastructure. Additionally, the University of the Fraser Valley’s (UFV) research and trades training provides modern programs for further developing knowledge and skills in the sector by building talent in areas such as architectural drafting and design, carpentry, welding, electrical, electronics, automation, and robotics.

Barriers

Some gaps in local capability can create challenges to the development of the sector. For example, a lack of knowledge and incentives for home heating companies leads to outdated practices and lower energy-efficiency of buildings.

Opportunities

The high population growth forecasted for the Fraser Valley and the Lower Mainland as a whole creates an opportunity for the development of the green building construction and renovation industry regionally as housing demand stays strong. Furthermore, the continued advancement of the BC Building Code will create demand for a variety of higher-performing products already manufactured and supplied in the region. Incorporating higher steps of the BC Energy Step Code in municipal buildings can showcase the benefits of its envelope first approach.

The region’s advantageous access to transportation corridors, large nearby markets, and comparatively affordable land can be attractive to suppliers well-suited for small-scale industrial lands where they can connect easily to local construction sites.

A growing Green & High-Performance Buildings sector can also integrate into the Sustainable Resource & Ecosystem Management sector by having construction companies collaborate with local waste management companies to find pathways for recycling and waste-to-resource streams from manufacturing operations and construction sites across the region.

Construction operations in the Fraser Valley also have the opportunity to integrate with the Knowledge & Innovation sector and apply tools such as 3D printing, smart and life-cycle optimizing equipment, semi-automatic equipment, and enhanced contract and employee management software. Similarly, building architects and construction firms in the region can incorporate advanced building controls and technologies that are increasingly being built into residential and commercial construction to optimize the use of energy and efficiency of lighting, HVAC, security, and sprinkler systems.

More generally, the region has an opportunity to build capacity in energy advisors and train its trade base in best practices.
Trends

Envelope First Approach
Policies that are driving high performance envelopes include the BC Energy Step Code, the LEED rating system, and NRCan’s High Performance Buildings Program. As a result of these trends, forecast demand for high-performing windows, doors, insulation, air sealing products, and heat recovery ventilation shows promise for sustained business to 2030 and beyond.

Growth of Prefabrication & Modular Construction
Permanent modular construction accounted for 3.18% of the value of new commercial construction in North America in 2016. The modular construction market is valued at US$106 billion in 2017 and is expected to reach US$157 billion by 2023. This growth is supported by several initiatives. The Canadian Construction Association created the Lean Construction Institute which encourages off-site/prefab/modular construction, and CanmetENERGY, a research agency of NRCan, is fostering relevant innovation in housing and construction through a series of government incentives and programs. In a recent report by KPMG research, off-site/modular construction was indicated to save up to 7% of total project costs.

Advanced Building Controls & Technologies
Buildings are often constructed with key systems (lighting, HVAC, water, security, fire) already in place, often with stand-alone controls. Systems Integration and Automation services harmonize and standardize controls, and the market is expected to reach $981 million by 2025, up from $90 million in 2016. Other key trends in building automation include Building2Grid platforms, IoT energy management, AI for asset management, and standardizing cybersecurity. Additional emerging trends include the ability to order products from inside a building information model, the integration of 3D laser scans and drone footage to provide 100% accurate base layers, and 3D printing of model sub-components for rapid prototyping or for sharing with manufacturing partners. Digital applications are also now being used in construction itself, such as virtual reality (VR)/augmented reality (AR), wearables, drones, cloud computing, and robotics.

Next-Generation Materials & Wood Construction
Structural material currently accounts for 77% of the global advanced market and is forecast to be valued at US$1.37 trillion by 2024. Locally, BC’s Wood First Initiative is supporting the growth of value-added wood products and innovation in the built environment. More broadly, novel construction materials are being developed for nearly every building component, including self-healing concrete, strand rod (carbon fibre) in place of steel cables used for seismic upgrades, hollow bricks with air circulation for in-wall heating and cooling, and GHG-absorbing cement.

Policy Drivers & Resources

Low Carbon Leadership Fund
See Sustainable Resource & Ecosystem Management Policy Drivers & Resources (p. 7)

Green Municipal Fund
The Green Municipal Fund is a $625 million program that provides funding and knowledge services to support sustainable community development through the Federation of Canadian Municipalities. The funding focus areas are:
• Sustainable neighbourhood and brownfield action plans
• Energy efficiency and recovery
• Transportation and fuel efficiency
• Water quality and conservation
• Waste management and diversion

Funding can be used for:
• Plans
• Feasibility studies
• Pilot projects
• Capital projects

BC Energy Step Code
This performance-based pathway provides local governments and builders with a flexible approach to accelerating net-zero energy ready new construction in BC by 2032. The code will require better building envelopes, higher-performing windows, high-efficiency mechanical systems that reduce energy consumption through heating and cooling.

BC Retrofit Initiative
The Province is investing $1.1 billion over the next decade to make social housing more energy efficient, less polluting, safer, and cost efficient. The $400 million retrofit component of the initiative will focus on increasing the use of cleaner energy in 51,000 units of publicly funded and owned social housing.
Overview

This sector is defined as the management of renewable energy and its production, storage, and distribution, and other related technologies. It includes using alternative energy sources such as wind, solar, geothermal, hydro, non-combustable biomass, waste heat to power, and anaerobic digestion. It also involves the exploration of energy supply and storage methods such as district energy, battery technology, and smart grid.

The sector contributes to the clean economy by creating job and growth opportunities in energy research and infrastructure maintenance while reducing the environmental impacts of both energy production and consumption.

Existing Strengths

The Fraser Valley has an opportunity to leverage broader trends in smart grid development, energy storage, and demand for renewable fuels through its existing energy infrastructure. This includes the region’s existing electric power generation facilities and its geothermal energy capacity.

Most significantly, the abundance of agricultural and forestry by-products in the region provides it with a strong comparative advantage in the growing field of biogas production.

Hydrogen fuel cells are another source of renewable power that represent an opportunity for the region. Research is currently underway at UFV to optimize the production of hydrogen fuel and improve its economic viability.

Barriers

The primary barrier to the sector’s development in the region is a lack of awareness of the opportunities in biogas and RNG. Providing assistance in matching biomass waste and energy production operations can unlock substantial potential in the sector.

Opportunities

To address the gap in renewable energy literacy among farmers and other potential biogas producers there is an opportunity for enhanced coordination between FortisBC, consultants, and training institutions to help potential biogas producers better understand the project development process, available technology, and best sources of information.

The electrification of vehicles, heating and cooling of buildings, and industrial operations creates a demand and opportunity for the development of more small-scale and distributed renewable energy generation, smart grid, and energy storage solutions. For example, micro grids can be applied to the region’s remote communities, boosting resiliency and developing projects on land that was otherwise inaccessible to electricity infrastructure. These changes create the associated opportunity to increase grid reliability and resilience in the face of climate change and extreme weather events. Relatedly, there is potential for the development of district energy and geo-exchange systems in the region, which can provide further investment and GHG reduction opportunities.

There is also a strong opportunity within the sector to foster collaboration and new partnerships with the region’s First Nations communities. For example, it may be possible to develop increased renewable energy capacity, such as solar generation and energy storage facilities, within local First Nations communities. These opportunities can be advanced through a community partnership model that includes training institutions, technology providers, utility providers, and other First Nations with renewable project experience.

Key stakeholders

- Utility providers
- First Nations
- Local and senior governments
- Agriculture operations and farmers
- Universities

What is anaerobic digestion?

A collection of processes by which microorganisms break down biodegradable material, which can be used to produce fuels.

What is district energy?

An energy distribution system in which heating or cooling is generated in a centralized location and then distributed to nearby buildings, rather than having each building produce its own through boilers or other means.

What is smart grid?

An electrical grid which incorporates measures such as smart meters and appliances and an interconnected producer-and-consumer network to more efficiently regulate power distribution.
Trends

Explosive Growth in Renewable Technologies & Electrification
Clean energy technology is seeing consistent annual increases accounting for 70% of net additions in 2017, up from 63% in 2016. Furthermore, energy companies traditionally focused on oil and gas are making unprecedented investments in renewables as industry looks to decarbonize through electrification.

Distributed Energy Systems & Grid Infrastructure
Utility and grid operators are seeing new business models emerging, and disruptive energy technologies are expected to reach key milestones in the next decade. Much of this is enabled by energy storage and a shift to smart grid technologies that allow better demand and supply of energy. Smart grid technology specifically is receiving significant investment and has the potential to reduce the projected 2050 demand by up to 24% in parts of the world. The global distributed generation market is expected to grow annually by 15.5% reaching USD$483 billion by 2024.

Energy Storage Revolution
The costs of batteries have declined as much as 65% in the past five years, and the global battery market is expected to hit US$250 billion by 2040.

Digitization of Energy
Digitization can have significant impacts on energy grids and enables technical cascades like blockchain and distributed generation. It is forecast to his US$45 billion by 2025. The International Energy Agency (IEA) claims digitization is fundamental for transforming electrical utility sectors. Digitization of power and water utilities can yield operational efficiency gains of 10% (vs 1-2%).

Policy Drivers & Resources

Mission Innovation
Mission Innovation will see over 20 countries double the amount of public funds invested in clean energy R&D investment over the next five years. The investments are intended to be innovation-focused, seeking to develop transformational clean energy technologies that can be scaled to varying economic and energy market conditions globally. For Canada, the commitment means doubling its 2014-2015 funding of $387 million for clean energy and clean technology research and development to $775 million by 2020.

Clean Energy Innovation Program (NRCan)
Accelerated clean technology research and development (R&D), with priority areas being:
- Renewable, smart grid, and storage systems
- Reducing diesel use by industrial operators in northern and remote communities
- Methane and VOC emission reduction
- Reducing greenhouse gas emissions in the building sector
- Carbon capture, use, and storage
- Improving industrial efficiency

Low Carbon Economy Fund
Supports the Pan-Canadian Framework for Climate Change and Clean Growth by leveraging investments in projects that will generate clean growth, reduce greenhouse gas emissions, and help meet or exceed Canada’s Paris Agreement commitments. The fund is split into two parts:
- The Low Carbon Economy Leadership Fund – provides $4.1 billion to provinces and territories that have adopted the Framework.
- The Low Carbon Economy Challenge – has over $500 million available to fund projects that reduce emissions and generate clean growth in support of the Framework.

Green Municipal Fund
See Green & High-Performance Buildings Policy Drivers & Resources (p. 11)

CleanBC Communities Fund
As part of the federal-provincial Investing in Canada Infrastructure Program, this fund supports cost-sharing of infrastructure projects focusing on the management of renewable energy, access to clean-energy transportation, improved energy efficiency of buildings, and the generation of clean energy.

Clean Growth Program for Industry
See Sustainable Resource & Ecosystem Management Policy Drivers & Resources (p. 7)

Innovative Clean Energy Fund
See Sustainable Resource & Ecosystem Management Policy Drivers & Resources (p. 7)

Canada-BC Agri-Innovation Program
See Sustainable Resource & Ecosystem Management Policy Drivers & Resources (p. 7)
**Knowledge & Innovation**

**Overview**

The Knowledge & Innovation sector is defined as including information and service-based industries, such as education, finance, information and communications technology (ICT), and data science. However, this sector is often integrated with goods-producing industries – including those described in the other sectors of the clean economy – through research and development (R&D), technological advancements, and the collection and analysis of data to optimize agricultural and industrial operations.

It contributes to the clean economy by creating jobs and best practices in sustainable resource management, green transportation, green buildings, and renewable energy.

**Existing Strengths**

The region is home to an existing collection of R&D institutions, tech accelerators, centres of excellence, and professional innovation networks that, along with UFV, are generally focused on agriculture, manufacturing and digital innovation.

The region’s food production supply chain is one of the assets where digital innovation can be applied. For example, the UFV Food and Agriculture Institute is part of a collaboration working on building an integrated food hub network in the region using a platform that enables open-source farm management software and diversified farming systems.

UFV is also host to the Trades and Technology Centre, where faculty are building skills and knowledge across robotics, automation, 3D printing, and architectural drafting using industry-standard technology in virtual reality. UFV is also currently developing the Digital Hub, which will deliver technologically advanced learning for students and industry and provide access to flexible power grids, digital communication platforms, audio-visual equipment and industry-standard digital tools.

**Barriers**

There are several barriers to the development of the sector in the Fraser Valley. These are primarily a lack of workforce capacity to provide highly skilled technical workers for advanced manufacturing jobs and the ICT sector, and a lack of high-speed internet in certain communities, business parks, and rural areas.

**Opportunities**

The food production supply chain is one of the assets from which the Knowledge & Innovation sector can grow. For example, biotechnology development can provide the potential to create innovation within agricultural inputs and products. There is an opportunity to create a cluster along the value chain of agriculture foods, biotechnology, land, and ICT to form a strategic hub for logistics and distribution, and leverage the region’s proximity to the Cascadia Innovation Corridor.

Given the Fraser Valley’s land constraints, there is an opportunity for the region to focus on its knowledge-based economy as it can be less space-intensive and allows for business and industry to be built up vertically rather than spread out horizontally. The knowledge-based economy can also increase efficiency and productivity across key sectors such as manufacturing, agriculture, and food processing through the further application of technologies such as automation, instrumentation, blockchain, the internet of things, and cloud technology.

In order to take advantage of these opportunities, the development of the region’s knowledge-based workforce is essential. This can be accomplished by expressing clear priorities to UFV for the specific skillsets in demand to help mobilize funds and develop relevant programs in line with local clean economy business strengths and industries. Additionally, a forum can be created with UFV, XLRator (Fraser Valley tech incubator), local municipalities, and/or regional economic development agencies to strategize around high-tech skilled workers and which skills need targeted training and development.

Serving as an example of the potential for such collaboration, interest has already been garnered around creating training partnerships with local companies to advance skillsets in technology and practices used to manufacture engineered wood products. It is important to leverage and attract local expertise to educate and implement new technologies, policies, and projects, and there are opportunities for government in linking new policies and incentives to local experts and suppliers.
Trends

Artificial Intelligence
2017 saw US$1.52 billion invested in AI start-ups, a 141% increase over 2016. 62% of organizations in the smart workplaces field expect to have AI-powered virtual assistants in the next two years. Over 40% of enterprises will seek to combine AI with robotic process automation (RPA) representing a market valued at US$1.17 billion in 2019 and US$2.9 billion by 2021. The market for AI for AVs is expected to reach US$10.7 billion by 2024, and the cognitive computing market is anticipated to reach US$4.9 billion by 2025.

Immersive Experiences
The global market for virtual reality (VR) is projected to be US$33 billion by 2022, representing a growth of 55% annually. VR applications in the manufacturing sector are anticipated to increase by 98.9% from 2017 to 2021. Combined with augmented reality (AR), the VR/AR market is forecast to reach US$94.4 billion by 2023, with the AR share growing at 73%. AR for mobile devices is expected to drive growth faster than the VR market, with AR glasses and headsets set to ship 22.8 million units by 2020.

Digital Platforms
Emerging blockchain uses include smart contracts, IoT integration, and content streaming load easing. World Economic Forum outcomes suggested 10% of global GDP will be stored on blockchain by 2027. The FinTech-Blockchain market is expected to grow to US$8.3 billion by 2024, from US$207 million in 2017.

The IoT is expected to see business investment reach US$832 billion by 2020, and consumer spending reach US$236 billion by 2020, resulting in a cumulative total of US$6 trillion spent on IoT by 2020.

The cloud computing market is projected to reach $206 billion in 2019, a 17% increase over US$175 billion in 2018. Its fastest growing field is Infrastructure as a Service, expected to reach US$39.5 billion by 2019.

The big data market was estimated at US$23.5 billion in 2015 and forecasted at US$118.5 billion by 2022.

Biotechnology & Advanced Materials
The biotechnology market size was valued at over US$330 billion in 2015 and is expected to double to US$775 billion by 2024. Key growth areas are anticipated to be DNA sequencing, recombinant technology, fermentation, tissue engineering, and nanobiotechnology.

The advanced materials market is anticipated to reach US$102 billion by 2024. Advanced materials include ceramics, glasses, polymers, composites, and metals and alloys. Applications include medical devices, automotive, aerospace, electrical/electronics, industrial, and power. The nano-materials market is expected to rise US$55 billion by 2022, a 20% annual growth from $14.7 billion in 2015. Nano-materials have applications in paints and coatings, adhesives and sealants, electronics, consumer goods, and personal care products.

Additive Manufacturing (AM)
The AM market is anticipated to reach US$205 billion by 2020, with the highest growth expected in tooling components and metal castings.

Desktop 3D printers sold approximately 278,000 units in 2015, and by the end of 2018, a total of 529,000 units are expected to sell. Sales for specialized 3D printers for metal additive manufacturing increased from 983 units in 2016 to 1,768 units in 2017. 4D printing is still an emerging technology that allows the components to transform into another shape when exposed to heat, humidity, or any other environmental stimuli. This market is expected to grow by US$162 million per year to 2022, with the main applications in aerospace and defence, healthcare, automotive, construction, clothing and utilities.

Policy Drivers & Resources

Innovation, Science, and Economic Development Portfolio
17 federal departments and agencies working to build a knowledge-based economy and leverage resources and exploit synergies in:

- Innovation through science and technology – helping firms and non-profits more rapidly turn ideas into new products and services
- Trade and investment – encouraging more firms in more sectors to export to more markets, and helping Canadian firms attract a larger share of foreign direct investment
- Growth of small and medium-sized enterprises – providing access to capital, information, and services
- Economic growth of Canadian communities – fostering new approaches to community economic development based on community strengths and information infrastructure

Clean Tech Working Group Strategy
The Pan-Canadian Climate Change and Clean Growth Framework Working Group on Clean Technology, Innovation and Jobs released their final report in September 2016. The report focused on four areas:

- Building and strengthening early-stage clean technology innovation and research, development, and demonstration
- Accelerating clean technology commercialization and growing Canada’s commercial capacity in clean technology
- Fostering greater clean technology adoption within Canada
- Strengthening and sustaining collaboration in support of clean technology and clean growth and creating metrics for success

BC Tech Fund
A $100 million fund investing in tech companies across multiple sectors, including ICT, digital media, clean tech, and life science/healthcare.
British Columbia’s Venture Capital program
Provides a 30% credit to BC resident investors who invest in eligible BC companies or managed funds. Businesses must be substantially engaged in the manufacture and processing, or research and development for commercial exploitation, of technologies that do one of the following:
• Increase energy efficiency and conservation
• Reduce greenhouse gas emissions
• Reduce the environmental impact of energy production, generation, storage, transmission, delivery, provision, or conversion

BC Provincial Nominee Program Tech Pilot
As part of the overall Provincial Nominee Program (PNP), the BC PNP Tech Pilot works to ensure that the tech sector can attract and retain top talent. Eligible occupations under the program include engineers, technicians, programmers, and other relevant roles.

BC Cleantech Scale-up Program
BC is investing more than $711,000 over the next three years in the Alacrity Foundation of BC’s Cleantech Scale-Up Program. The program guides growing companies in generating international business opportunities and promotes investment in clean tech companies. BC’s support matches federal funding from Western Economic Diversification Canada, along with contributions from Export Development Canada and Alacrity.

Venture Acceleration Program (Innovate BC)
The Venture Acceleration Program (VAP) is a paid structured growth program designed to guide, coach, and grow early-stage tech entrepreneurs and ventures. It helps entrepreneurs define a business model based on a set methodology and set of best practices for growing tech companies.

Foresight Clean Tech Accelerator (Part of the BC Acceleration Network)
Foresight fosters the growth of small and medium size businesses by providing an ecosystem of mentorship, like-minded entrepreneurs, and industry specific guidance. To get companies to commercialization, Foresight has a program with the Business Development Bank of Canada that provides $250,000 in financing to promising early stage companies provided it is matched by at least the same in private investment.

New Ventures Competition (Innovate BC)
Promotes the growth of early-stage tech companies by providing mentorship, business seminars, networking events, and recognition. It attracts entrepreneurs from a wide range of tech industries including cleantech, ICT, software, bioenergy, agritech, and life sciences.

Ignite Program (Innovate BC)
Ignite provides funding to accelerate the commercialization of new technologies and innovations in the natural resources and applied sciences sectors in BC. The program provides awards of up to $300,000 to consortia that are conducting research projects that address a significant demonstrated problem faced by industry and will commercialize a proposed innovation within a 3-year timeframe.

Clean-Tech Innovation Strategy for the Forest Sector
See Sustainable Resource & Ecosystem Management Policy Drivers & Resources (p. 7).

BC Scientific Research & Experimental Tax Credit Program (SR&ED)
Designed to encourage research and development in British Columbia that will lead to new, improved, or technologically advanced products or processes. This tax credit complements the federal SR&ED tax credit.

BC Knowledge Development Fund (KDF)
The KDF contributes to fund equipment and facilities in post-secondary institutions for BC scientists and their students to conduct research. Recent revision of the KDF criteria will contribute to advancing BC’s knowledge regarding its environment, including reducing greenhouse gases, protecting the environment, and creating innovative clean technologies.

Rural Dividend Fund
The BC Rural Dividend Fund is providing $25 million a year to assist rural communities with a population of 25,000 or less to reinvigorate and diversify their local economies. It is focused on supporting worthy projects that help rural communities navigate changes impacting their economies, such as attracting and retaining youth, using innovation to drive economic growth, and developing new and effective partnerships to support shared prosperity. Since 2016/2017, the program has provided over $2.7 million toward 22 cleantech projects across the province.
Summary

This resource guide provides an overview of the Fraser Valley's existing strengths, gaps, and opportunities as they relate to the clean economy, assesses existing industry trends, and identifies supportive federal and provincial policies to lay the foundation for sustainable growth.

The clean economy is a broad field describing the development of industries that reduce the region’s environmental impact while promoting local growth. There is significant overlap between the five sectors identified as the growth or products of one can contribute to the growth of the others. Additionally, the region’s existing strong agricultural and manufacturing base serves as the foundation for the development of all these sectors and, in fact, contributes to its comparative advantage within the clean economy overall. While the development of clean economy industries can be complex, this resource guide provides a reference for stakeholders and decision-makers as they work to develop their own relevant strategies to grow the clean economy in the Fraser Valley.
Policy Drivers and Resources Links

**Agricultural Clean Technology Program**
http://www.agr.gc.ca/eng/programs-and-services/agricultural-clean-technology-program/

**Agritech Innovation Challenge**
https://innovatebc.ca/what-we-offer/innovation-marketplace/agritech-challenge/

**BC Clean Vehicle Program**
https://www2.gov.bc.ca/gov/content/industry/electricity-alternative-energy/transportation-energies/clean-transportation-policies-programs/clean-energy-vehicle-program

**BC Cleantech Scale-up Program**
https://www.alacritycanada.com/programs/cleantech-scale-up/

**BC Energy Step Code**
https://energystepcode.ca/

**BC Knowledge Development Fund (KDF)**
https://www2.gov.bc.ca/gov/content/governments/about-the-bc-government/technology-innovation/bckdf

**BC Ministry Guidelines and Resources for Farm Mechanization**
https://www2.gov.bc.ca/gov/content/industry/agriculture-seafood/business-market-development/structures-mechanization/farm-mechanization

**BC Provincial Nominee Program Tech Pilot**
https://www.welcomebc.ca/Immigrate-to-B-C/B-C-Provincial-Nominee-Program/BC-PNP-Tech-Pilot

**BC Retrofit Initiative**
https://news.gov.bc.ca/releases/2018PREM0084-002249

**BC Scientific Research & Experimental Tax Credit Program (SR&ED)**
https://www2.gov.bc.ca/gov/content/taxes/income-taxes/corporate/credits/scientific-research-development

**BC Tech Fund**
http://www.kcpl.ca/bc-tech-fund/

**BC Transit Low Carbon Fleet Program**
https://www.bctransit.com/low-carbon-fleet-program

**BC ZEV (Zero-Emission Vehicle) Legislation**
https://news.gov.bc.ca/releases/2019EMPR0018-001077

**British Columbia’s capital program**
https://www2.gov.bc.ca/gov/content/employment-business/investment-capital/venture-capital-programs/budget-descriptions

**Canada-BC Agri-Innovation Program**
https://iafbc.ca/agri-innovation/

**CAP Innovation Program**

**CEV (Clean-Energy Vehicle) Advanced Research & Commercialization**
https://arcbc.ca/

**Clean Energy Innovation Program (NRCan)**
Clean Growth Program for Industry

Clean Tech Working Group Strategy
https://www.canada.ca/content/dam/eccc/migration/cc/content/6/4/7/64778dd5-e2d9-4930-be59-d6db7db5cbbc0/working-20group-20on-20clean-20technology-20innovation-20and-20jobs-20final-20report-20en.pdf

CleanBC Communities Fund
https://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/investing-in-canada-infrastructure-program/green-infrastructure/cleanbc-communities-fund

Clean-Tech Innovation Strategy for the Forest Sector
https://www2.gov.bc.ca/assets/gov/farming-natural-resources-and-industry/forestry/competitive-forest-industry/bc_innovation_strategy_2017-01-18.pdf

Federal Clean Fuels Standard

Foresight Clean Tech Accelerator (Part of the BC Acceleration Network)
https://foresightcac.com

Green Municipal Fund

Ignite Program (Innovate BC)
https://innovatebc.ca/what-we-offer/get-funding/ignite/

Innovation, Science, and Economic Development Portfolio
https://www.ic.gc.ca/eic/site/icgc.nsf/eng/h_00022.html

Innovative Clean Energy Fund (ICE Fund)
https://www2.gov.bc.ca/gov/content/industry/electricity-alternative-energy/innovative-clean-energy-solutions/innovative-clean-energy-ice-fund

Investing in Canada Infrastructure Program
https://www2.gov.bc.ca/gov/content/transportation/funding-engagement-permits/funding-grants/investing-in-canada-infrastructure-program

Low Carbon Economy Fund

Low Carbon Leadership Fund

Mission Innovation
http://mission-innovation.net/our-members/canada/

New Ventures Competition (Innovate BC)
https://www.newventuresbc.com/

Renewable & Low Carbon Fuels Requirement Regulation
https://www2.gov.bc.ca/gov/content/industry/electricity-alternative-energy/transportation-energies/renewable-low-carbon-fuels

Rural Dividend Fund
https://www2.gov.bc.ca/gov/content/employment-business/economic-development/support-organizations-community-partners/rural-economic-development/rural-dividend

Venture Acceleration Program (Innovate BC)
https://innovatebc.ca/what-we-offer/connect-with-experts/venture-acceleration-program/
The full Fraser Valley Regional District Clean Economy Study can be found at: www.fvrd.ca
GLOBE 2020 Special Event: 
Opportunities in BC’S Clean Economy: A Spotlight on the Fraser Valley

The Fraser Valley Regional District (FVRD) and local economic development partners would like to invite you to a special “clean economy” event at GLOBE 2020, North America’s largest international business summit on sustainability, taking place in Vancouver from February 11-13, 2020.

The special session will put a spotlight on the project and investment opportunities in the Fraser Valley’s clean economy (link here to GLOBE 2020 session page) in areas that include: green building and low-impact development, renewable power and RNG project development, water technology/infrastructure, smart mobility/low-carbon transportation, agri-tech, and circular/bioeconomy innovation. The session will also include time for networking with international cleantech companies, investors, and partners from around the world who will be in Vancouver for GLOBE 2020.

Date: Tuesday, February 11th, 2020

Time: 9:00 am-11:30 (including coffee networking reception)

Location: Vancouver Convention Centre West Building

Cost:
- There is no cost to attend the Spotlight on the Fraser Valley session (see RSVP information below)
- To participate in the broader GLOBE 2020 event as a full conference delegate or exhibitor, see here.

Mark your calendars and join us for this special session! Please RSVP before January 21, 2020, to confirm a spot by emailing Deanne Bozek at dbozek@fvrd.ca.

GLOBE Series is the largest and longest-running sustainable business summit and innovation showcase in North America, bringing together thousands of delegates from around the world. GLOBE Forum 2020 will mark the 30th anniversary, designed to once again showcase innovation, forge new partnerships, and make a global impact.
To: Regional and Corporate Services Committee  
From: David Urban, Manager of Outdoor Recreation Planning  
Date: 2020-01-14  
File No: 1855-20-Outdoor Rec

Subject: Outdoor Recreation Planning Update

RECOMMENDATION

THAT the Fraser Valley Regional District Board invite Destination BC to present to the Board about both of their Destination Development Strategies related to the Fraser Valley and Gold Rush Trail.

STRATEGIC AREA(S) OF FOCUS
Foster a Strong & Diverse Economy
Support Environmental Stewardship

PRIORITIES
Priority #4 Tourism
Priority #5 Outdoor Recreation

BACKGROUND

Destination BC (DBC) is a provincial Crown corporation that leads the marketing of British Columbia as a tourist destination and promotes the development and growth of the provincial tourism industry. In 2017, DBC began undertaking destination development strategies across the province. These ten year strategies were undertaken to provide a common vision for growth and investment with tourism industry partners. They serve to guide experience development initiatives and enable the development of compelling tourist experiences that match visitor expectations and position the province as a premier tourist destination.

The DBC’s Fraser Valley and Gold Rush Trail strategies cover our region (see Appendix A and B) and were released late last year. These strategies were done through a collaborative process to ensure alignment with existing planning frameworks. Several Board Directors participated in these initial planning sessions. Both strategies took nearly two years to complete since it was an extensive process of gathering, synthesizing, and validating information with tourism partners about the status and future direction of tourism in the Fraser Valley and Canyon. Both strategies will contribute to the tapestry of long-term 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.

Both strategies will help shape the future of outdoor recreation in the region and have a strong emphasis on growing outdoor recreation product development as expressed through their vision statements:
“The Fraser Valley is a vibrant, accessible, world-class destination that is well managed and enhances the visitor economy and destination appeal. Against a backdrop of rich culture and history, the mighty Fraser River and wild mountain vistas, we offer outdoor adventures, farm-fresh experiences, and opportunities to experience our way of life around every corner.”

“The Gold Rush Trail is a highly recognized, iconic touring route that is renowned for its vibrant connected communities, heritage preservation, cultural and indigenous experiences, natural landscapes, and outdoor adventures. The diversity of experiences attracts visitors year-round and generates ongoing, sustainable benefits for residents, businesses, and visitors alike.”

DISCUSSION

DBC’s focus on the supply side of tourism through these strategies is complementary to work the Fraser Valley Regional District (FVRD) is undertaking on the demand side of outdoor recreation. In 2017, the FVRD hosted a multi-stakeholder visioning workshop to discuss the future potential of outdoor recreation and tourism in the region. This workshop identified an information gap relating to outdoor recreation use economic data and the need for a comprehensive region-wide outdoor recreation management plan. A year later, the FVRD was successful in receiving $282,000 through the Gas Tax Strategic Priorities Fund program to fund both a region-wide outdoor recreation economic impact analysis and management plan.

Last year the FVRD conducted a yearlong outdoor recreation economic impact analysis which will quantify the value of outdoor recreation activities, motorized and non-motorized, occurring within the region. This analysis study will provide data about the spending patterns, travel behaviours and characteristics of outdoor recreation users in the region. This vast amount of data is currently being analyzed and a final study is anticipated in March which will be presented to the Board. This information will also inform the outdoor recreation management plan (ORMP) initiative that is underway.

Currently there is no guiding outdoor recreation plan for the entire FVRD. With the Lower Mainland’s population expecting to grow to more than four million by 2051, there will be considerable outdoor recreation pressures on the FVRD. The ORMP is essential for future planning and outdoor recreation infrastructure development. It is being created through in-depth collaboration with local First Nations, and engagement with a wide range of organizations, including federal and provincial agencies, FVRD’s member municipalities, and recreation user groups through surveys, a Web Map, and open houses. This collective approach to achieve a common vision and long-term strategic framework will help guide the future of a more robust and sustainable regional outdoor recreation economy within all our communities. The management plan is anticipated to be completed in April.
As previously mentioned, with DBC’s strategic focus on the supply side of tourism, the complementary work the FVRD is undertaking on the demand side of outdoor recreation will dovetail well with their strategies. Inviting DBC to provide an overview presentation to the Board about both the Fraser Valley and Gold Rush Trail destination development strategies would be quite insightful since it will provide an understanding as to where tourism is headed in our region over the next ten years.

COST

The Gas Tax Strategic Priorities Fund program funds up to 100% of eligible costs. The FVRD received the full amount requested of $282,000 for the FVRD outdoor recreation economic impact analysis and management plan.

CONCLUSION

With the DBC releasing their destination development strategies for our region late last year, both the FVRD’s outdoor recreation economic impact analysis and management plan projects will provide the needed information as to what type of outdoor recreation infrastructure is needed and how best to manage this world class asset.

COMMENTS BY:

Stacey Barker, Director of Regional Services: Reviewed and supported.

Mike Veenbaas, Director of Financial Services: No further financial comment.

Jennifer Kinneman, Acting Chief Administrative Officer: Reviewed and supported.
TABLE OF CONTENTS

I. EXECUTIVE SUMMARY ...............................................................1
   a. Distinctive Destination for the Fraser Valley
   b. Distinctive Direction for the Fraser Valley
II. ACRONYMS ..................................................................................4
1. FOREWORD AND ACKNOWLEDGEMENTS ...............................5
2. INTRODUCING THE STRATEGY ..................................................7
   a. Program Vision and Goals
   b. Purpose of Strategy
   c. A Focus on the Supply and Experience
   d. Methodology
   e. Project Outputs
3. ALIGNMENT .................................................................................12
4. SUCCESS NETWORKS ...............................................................14
5. A DISTINCTIVE DESTINATION ..................................................17
   a. Geographic Description of the Area
   b. Description of the Population base, Communities, and Indigenous Communities
   c. Description of Economy Base — Historical and Current
   d. Overview of Tourism Performance
   e. Key Visitor Markets
   f. Summary of Key Strengths, Challenges, and Opportunities
   g. Experience Potential
6. A DISTINCTIVE DIRECTION .......................................................25
   a. Vision
   b. Goals
   c. Guiding Principles for Destination Development
   d. Motivating Experiences
   e. Development Themes
   f. Interaction of Development Themes and Motivating Experiences
7. STRATEGY AT A GLANCE ..........................................................33
8. STRATEGIC PRIORITIES ............................................................34
   Theme 1: Build tourism strategically by investing and managing growth collaboratively
   Theme 2: Accelerate the visitor-based evolution of Experience the Fraser
   Theme 3: Accelerate river-based and mountain-based product development
   Theme 4: Deliver an exceptional visitor experience
   Theme 5: Build a more success-friendly business environment
   Theme 6: Prepare the destination and tourism businesses for digital transformation
9. IMPLEMENTATION FRAMEWORK ..............................................49
   a. Catalyst Projects
   b. Provincial and Regional Priorities
   c. Funding Programs
10. MEASURING AND MONITORING SUCCESS ..........................56
APPENDIX .......................................................................................57
   Appendix 1: Overview of Planning Process
   Appendix 2: Planning Considerations
   Appendix 3: Objectives by Priority and Implementation Timing
   Appendix 4: Alignment Details — plans reviewed

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

69
EXECUTIVE SUMMARY

A. DISTINCTIVE DESTINATION FOR THE FRASER VALLEY

The Fraser Valley planning area includes Langley and Pitt Meadows to the west, Hope to the east, the US border to the south, the peaks of Golden Ears Provincial Park and Harrison Lake to the north, and all parts in between. It includes portions of the Fraser Valley Regional District (FVRD) and Metro Vancouver, including Langley (City and Township), Mission, Maple Ridge, Pitt Meadows, Abbotsford, Chilliwack, Harrison Hot Springs, Kent, and Hope, as well as smaller communities in FVRD Electoral Areas A to H.
It also includes Indigenous communities and entrepreneurs in the Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations.

The Fraser Valley has stunning landscapes that run the spectrum from prairie-like vistas across the valley to soaring mountains with alpine meadows, glacial lakes, and deep, rocky canyons that are home to the mighty Fraser River. It has active cities and rural communities. The planning area is home to approximately 504,334 residents distributed among nine incorporated municipalities, 30 Indigenous communities, and eight unincorporated Electoral Areas.

The Fraser Valley has robust economies in agriculture, tourism, education, health care, and aerospace. Tourism and recreation opportunities have long been a part of the economy in the Fraser Valley planning area. Economic dependence on agriculture and the natural resource sectors have changed to a more diversified economy that also includes agritourism, viticulture, heritage tourism, manufacturing, and tech start-ups that continue to grow.

The Fraser Valley’s largest visitor base are BC residents whose primary focus is on the Lower Mainland and Vancouver Island. The proximity to Seattle and the US border offer further market opportunities.

Traditional major attractions for the area include Golden Ears Provincial Park, Cultus Lake, Harrison Lake and hot springs, Circle Farm Tours, fishing, history and heritage, and festivals and events. It is also home to trendy restaurants, over 30 wineries, and a growing number of breweries, all emphasizing farm fresh and local ingredients. There is an abundance of outdoor recreation activities for all seasons, for all communities in the Fraser Valley.

The following specific product experiences have potential as iconic products and/or experiences for growth:

- River-based experiences
- Mountain biking
- Trails — cycling, hiking
- Indigenous cultural tourism
- Wildlife viewing — land and waterways
- Culinary
- Festivals and events
The Fraser Valley is a vibrant, accessible, world-class destination that is well managed and enhances the visitor economy and destination appeal.

Against the backdrop of rich culture and history, the mighty Fraser River and wild mountain vistas, we offer outdoor adventures, farm-fresh experiences, and opportunities to experience our way of life around every corner.

The following 10-year vision was created and aligned with existing planning frameworks, as well as the aspirations of the type of destination tourism partners would like to see for the Fraser Valley.

Three destination development goals have been identified to support the vision for the Fraser Valley:

1. Increase the interest in travelling to the Fraser Valley planning area from key markets.
2. Increase total number of visitors.
3. Increase the total contribution of the visitor economy.

These three goals will support the two common provincial goals:

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

Specific motivating experiences identified for destination development include the following; ARTS, CULTURE, AND HERITAGE are main pillars for all seven motivating experiences:

1. Experience the Fraser
2. Outdoor recreation
3. Food and farm experiences
4. Indigenous experiences
5. Sport tourism
6. Touring and/or road trips
7. Festivals and events

Six destination development themes were identified to strengthen the Fraser Valley as a destination. Thirty-six objectives support these themes:

THEME 1: Build tourism strategically by investing and managing growth collaboratively

THEME 2: Accelerate the visitor-based evolution of Experience the Fraser

THEME 3: Accelerate river-based and mountain-based product development

THEME 4: Deliver an exceptional visitor experience

THEME 5: Build a more success-friendly business environment

THEME 6: Prepare the destination and tourism businesses for digital transformation
II. ACRONYMS

AEST  Ministry of Advanced Education, Skills & Training
AGRI  Ministry of Agriculture
ALC  Agricultural Land Commission
ALR  Agricultural Land Reserve
BIA  Business Improvement Area
DBC  Destination British Columbia
DC  Destination Canada
DMO  Destination Marketing Organization
DDS  Destination Development Strategy
EDUC  Ministry of Education
ENV  Ministry of Environment & Climate Change Strategy
ETF  Experience the Fraser
FIN  Ministry of Finance
FLNR  Ministry of Forests, Lands, Natural Resource Operations and Rural Development
FVRD  Fraser Valley Regional District
IRR  Ministry of Indigenous Relations and Reconciliation
ITAC  Indigenous Tourism Association of Canada
ITBC  Indigenous Tourism Association of British Columbia
JTT  Ministry of Jobs, Trade & Technology
MRDT  Municipal Regional District Tax
OCP  Official Community Plan
RDMO  Regional Destination Marketing Organization
RMI  Resort Municipality Initiative
TAC  Ministry of Tourism, Arts and Culture
TIABC  Tourism Industry Association of British Columbia
TRAN  Ministry of Transportation and Infrastructure
UBCM  Union of BC Municipalities
UNDRIP  United Nations Declaration on the Rights of Indigenous Peoples
VCM  Vancouver, Coast & Mountains Tourism Region
FOREWORD

This Destination Development Strategy is the final report resulting from a 21-month, iterative process of gathering, synthesizing, and validating information with tourism partners about the status and future direction of tourism in the Fraser Valley. As one of 20 destination development strategies that will be produced between 2016 and 2019, the Fraser Valley strategy will contribute to the tapestry of long-term 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.
This Destination Development Strategy was guided by input from over 100 tourism partners representing the diversity of communities, organizations, businesses, interests, and passions.

We thank the First Nations on whose traditional territories we gathered for our community meetings including the Stó:lo Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations.

Thank you to our tourism partners who participated in the process by attending planning workshops, conducting interviews, hosting site visits, and responding to surveys. The participation of our partners throughout the process was invaluable, but it is important to note that no endorsement of this strategy or any action listed within was obtained.

Special thanks are offered to members of the Working Group:
- Allison Colthrop, Tourism Chilliwack
- Brigitte Wieronski, Parks Canada, Fort Langley National Historic Site
- Chelsea Woolhouse, Tourism Harrison
- Clare Seeley, City of Mission
- Craig Nichols, Tourism Abbotsford
- David Urban, Fraser Valley Regional District
- Luc Anderson, Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Melissa Phillips, Discover Langley City
- Michael Boronowski, City of Mission/Stave West
- Mike Peters, Ministry of Forests, Lands, Natural Resource Operations and Rural Development
- Mun Bagri, Tourism Langley
- Patrick Earl, AdvantageHOPE
- Ray Ramey, Atchelitz Threshermen’s Association
- Tim Knight, Township of Langley
- Tom Blackbird, Ministry of Forests, Lands, Natural Resource Operations and Rural Development

Special thanks are offered to the facilitators of the Fraser Valley destination development process:
- Susan Rybar, Vardo Creative Inc.
INTRODUCING
THE STRATEGY

Created as part of Destination BC’s Destination Development Program, the Fraser Valley Destination Development Strategy was developed to enhance the competitiveness of the Fraser Valley over the next 10 years and beyond.

The program is a critical part of Destination BC’s corporate strategy and facilitates the collaboration of local, regional, and provincial agencies, Indigenous communities and entrepreneurs, destination marketing organizations (DMOs), tourism operators, and other community interests to guide the long-term growth of tourism in the Fraser Valley.
A. PROGRAM VISION AND GOALS

The provincial vision for the Destination Development Program is:

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

The provincial vision is supported by three goals:

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

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

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

This strategy not only provides underlying support for the goals of the provincial Destination Development Program but also:
- Provides strategic direction for the region and guidance for local and regional planning
- Enhances the Fraser Valley’s ability to leverage their resources and programs
- Fosters joint action and inter-community dialogue

The Fraser Valley Destination Development Strategy is intended to serve as a guide for tourism partners as they proceed with implementation. This document should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, and market conditions. Also, results should be tracked regularly to ensure learnings can help future implementation activities become more effective in increasing economic, environmental, social, and cultural benefits to the entire Fraser Valley planning area.

### C. A FOCUS ON THE SUPPLY AND EXPERIENCE

Destination development is the mechanism whereby the natural life cycle of tourism (e.g., development, stagnation, decline, and rejuvenation) is managed to ensure a destination evolves to remain desirable for the ever-changing consumer and 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). Creative marketing efforts strive to generate short-term demand for a destination and create immediate urgency for people to want to visit. Destination development focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors and entice repeat visitation.

Arguably, in this age of near instantaneous sharing of experiences via social networks (e.g., Facebook, Instagram, Twitter) and third-party platforms allow the traveller to review their experience (e.g., TripAdvisor, Google), the quality of the destination, and the experiences it offers.

---

**FIGURE 1: Tourism Revenue Drivers**

<table>
<thead>
<tr>
<th>DEMAND</th>
<th>SUPPLY</th>
<th>RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOTIVATING INTEREST / PREFERENCE</td>
<td>CREATING A COMPELLING VISITOR EXPERIENCE</td>
<td>INCREASED ECONOMIC SOCIAL + CULTURAL BENEFITS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DEMAND</th>
<th>SUPPLY</th>
<th>RESULT</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOTIVATING INTEREST / PREFERENCE</td>
<td>CREATING A COMPELLING VISITOR EXPERIENCE</td>
<td>INCREASED ECONOMIC SOCIAL + CULTURAL BENEFITS</td>
</tr>
</tbody>
</table>
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 for growth
- 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 visitor expectations
- capability, skills, and training our industry needs so that we all can excel at what we do

These dimensions are illustrated below.

**FIGURE 2: Five Dimensions of Supply — the Visitor Experience**

1. **Setting, Access + Policies**
2. **Investment Enhancement**
3. **Experience + Product Development**
4. **Visitor Servicing**
5. **Capabilities, Skills + Training**
D. METHODOLOGY

The Fraser Valley Destination Development Strategy was developed through an extensive, collaborative effort during a 21-month process that culminated in the creation of a situation analysis report and this strategy.

The destination development planning approach was highly iterative, allowing for multiple opportunities for stakeholder input and validation (Figure 3). The process followed a semi-structured strategic approach created by Destination BC that allowed for flexibility to ensure the distinct considerations of each planning area are assessed and respected. A volunteer Working Group contributed their expertise to reviewing and discussing the key findings from the situation analysis and helped develop the goals and supporting objectives and strategies contained in this strategy.

See Appendix 1 for the full process outline.

### ACTIVITY DATES

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-project staging and document review; interviews and site visits</td>
<td>September–October 2017</td>
</tr>
<tr>
<td>In-community consultation in Langley</td>
<td>October 2017</td>
</tr>
<tr>
<td>Interviews and Industry Survey</td>
<td>November–December 2017</td>
</tr>
<tr>
<td>Draft Situation Analysis</td>
<td>September 2017–January 2018</td>
</tr>
<tr>
<td>Priority setting and preliminary findings with the Working Group: Chilliwack</td>
<td>January 2018</td>
</tr>
<tr>
<td>Draft Destination Development Strategy</td>
<td>February–March 2018</td>
</tr>
<tr>
<td>Review and finalize the Destination Development Strategy</td>
<td>June 2019</td>
</tr>
</tbody>
</table>

E. PROJECT OUTPUTS

The three key outputs from this project include:

1. An asset inventory of accommodations, tourism businesses and attractions, tourism organizations, food and beverage establishments, parks and recreation sites, sports and arts facilities, meeting facilities, transportation, and visitor services.

2. A 124-page Situation Analysis that provides foundational research related to the Fraser Valley, access and infrastructure, key tourism assets, key markets, a destination assessment, and priority planning area considerations to inform the development of the Destination Development Strategy.

3. This Destination Development Strategy.
The destination development strategy for the Fraser Valley is one of six that will be prepared for the Vancouver, Coast & Mountains tourism region and one of 20 within the province (Figure 4).

FIGURE 4: Twenty Destination Development Planning Areas
The five other planning areas in the Vancouver, Coast & Mountains tourism region are: Metro Vancouver, Sunshine Coast, Sea-to-Sky Corridor, Gold Rush Trail, and Highway 3 Corridor. Over the course of Destination BC’s Destination Development Planning Program, each of the six Regional Destination Marketing Organizations (RDMOs) will integrate their planning area plans into one Regional Destination Development Strategy which, in turn, will be used to inform a Provincial Destination Development Strategy.

It is important to recognize that visitors do not make travel decisions based on artificial boundaries created by governments and organizations. As a result, planning areas span multiple jurisdictions thus reinforcing the importance of an integrated approach with a shared vision and prioritized investments.

The destination development strategies themselves will be influenced by, and where appropriate reflect and complement, other strategy initiatives.
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 opportunities to fruition. Successful destination development implementation recognizes that we all have a role to play. The recommendations contained within this Destination Development Strategy form the foundation for additional, focused, and aligned discussions regarding implementation locally, regionally, and provincially.
Organizations identified within each tactical success network will be able to review, locally, 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 this planning area’s and British Columbia’s visitor economy.

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

The stakeholders demonstrated a desire to work together throughout the community consultations. The complexity of the tourism opportunity is understood within the planning area.

TOURISM PARTNERS HAVE ALREADY ARTICULATED THEIR DESIRE TO WORK COOPERATIVELY ON DESTINATION DEVELOPMENT INITIATIVES. IT IS BELIEVED THAT ONLY BY WORKING COLLABORATIVELY THAT THE TRUE POTENTIAL OF THE PLANNING AREA CAN BE REALIZED.
This strategy is intended to inform actions for the future, which over time may be embedded in the local, regional, and provincial decision making. The result will be an integrated system of priorities that will achieve better development decisions, drive greater tourism revenues, and realize benefits for businesses and communities in the planning area. All this will contribute to a thriving, vibrant, and growing economy.

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

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

**FIGURE 6: Key Governmental and Management Organizations**

<table>
<thead>
<tr>
<th>FEDERAL</th>
<th>INDIGENOUS</th>
<th>PROVINCIAL</th>
<th>REGIONAL</th>
<th>LOCAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Destination Canada</td>
<td>• Stó:lō Nation</td>
<td>• Destination BC</td>
<td>• Fraser Valley Regional District</td>
<td>• DMOs (non-government)</td>
</tr>
<tr>
<td>• Western Economic Diversification</td>
<td>• In-SHUCK-ch Nation</td>
<td>• go2HR</td>
<td>• Metro Vancouver Regional District</td>
<td>• Local governments</td>
</tr>
<tr>
<td>• Parks Canada</td>
<td>• Nlaka’pamux Nation</td>
<td>• Ministries/Agencies:</td>
<td>• Post-secondary:</td>
<td>• Chambers of Commerce</td>
</tr>
<tr>
<td>• Canadian Heritage</td>
<td>• Independent First Nations</td>
<td>-Tourism, Arts and Culture</td>
<td>-Fraser Valley</td>
<td>• Business Improvement Associations</td>
</tr>
<tr>
<td>• Department of Fisheries and Oceans</td>
<td>• Indigenous Tourism BC</td>
<td>-Jobs, Trade and Technology</td>
<td>Trinity Western University</td>
<td>• Community Associations</td>
</tr>
<tr>
<td>• Public Safety Canada</td>
<td>• Indigineous Tourism Association of Canada</td>
<td>-Transportation and Infrastructure</td>
<td>-Kwantlen Polytechnic</td>
<td>• Visitor Centres</td>
</tr>
<tr>
<td>• Transport Canada</td>
<td></td>
<td>-Forests, Lands, Natural Resource Operations and Rural Development</td>
<td>-Sprott Shaw College</td>
<td>• Harbour Authorities</td>
</tr>
<tr>
<td>• Public Works and Government Services Canada</td>
<td></td>
<td>-Indigenous Relations and Reconciliation</td>
<td></td>
<td>• Tourism Operators</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Environment &amp; Climate Change Strategy</td>
<td></td>
<td>• Arts, Culture, Heritage Organizations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Agriculture</td>
<td></td>
<td>• Clubs and Volunteer Groups</td>
</tr>
<tr>
<td></td>
<td></td>
<td>-Municipal Affairs and Housing</td>
<td></td>
<td>• Residents</td>
</tr>
</tbody>
</table>
A. GEOGRAPHIC DESCRIPTION OF THE AREA

The Fraser Valley planning area includes Langley and Pitt Meadows to the west, Hope to the east, the US border to the south, the peaks of Golden Ears Provincial Park and Harrison Lake to the north, and all parts in between.

It includes portions of the Fraser Valley Regional District and Metro Vancouver, including Langley (City and Township), Mission, Maple Ridge, Pitt Meadows, Abbotsford, Chilliwack, Harrison Hot Springs, Kent, and Hope, as well as smaller communities in Fraser Valley Regional District (FVRD) Electoral Areas A to H. It also includes Indigenous communities and entrepreneurs in the Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations.

The Fraser Valley has stunning landscapes that run the spectrum from prairie-like vistas across the valley to soaring mountains with alpine meadows and glacial lakes, and deep, rocky canyons that are home to the mighty Fraser River.

The Fraser Valley is accessible by car, airplane, floatplane, train, public transit, and motor coach. There are Visitor Centres throughout the region that provide visitor information, assistance, and advice.
B. DESCRIPTION OF THE POPULATION BASE, COMMUNITIES, AND INDIGENOUS COMMUNITIES

The Fraser Valley has cities and rural communities. The planning area is home to approximately 504,334 residents distributed among nine incorporated municipalities, 30 Indigenous communities, and eight unincorporated Electoral Areas.

C. DESCRIPTION OF ECONOMY BASE — HISTORICAL AND CURRENT

The Fraser Valley has robust economies in agriculture, tourism, education, health care, and aerospace. Tourism and recreation opportunities have long been a part of the economy in the Fraser Valley planning area, and as lifestyle and/or amenity migration has continued, the dependence from agriculture and natural resource based to a more diversified economy that also includes agrotourism, viticulture, heritage tourism, manufacturing, and tech startups has continued to grow.
D. OVERVIEW OF TOURISM PERFORMANCE

There are several indicators available to measure performance of the tourism industry at a local level. The data that exists includes: hotel room revenue, airport volume, hotel average daily rate and occupancy, highway volume, and Visitor Centre statistics. Highlights are included here; full information is available in the situation analysis.

ROOM REVENUES

Year-over-year analysis of room revenue trends between 2010 and 2017 show strong growth in the communities that collect MRDT (Abbotsford, Chilliwack, Langley, and Harrison Hot Springs), particularly between 2014 and 2017 (Figure 7).

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

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

Similar to many areas in BC, the Fraser Valley experiences significant increases in visitation and tourism revenues in the summer months, with a decline in the fall, winter, and spring (Figure 8).

HOTEL OCCUPANCY

Langley/Surrey and Abbotsford/Chilliwack are the only communities in the Fraser Valley whose hotel data is tracked by CBRE Hotels. Year-over-year analysis of occupancy trends for Langley/Surrey show strong growth between 2012 and 2016. Annual occupancy has fluctuated for Abbotsford/Chilliwack from 2012 to 2017. (Figure 9)
FIGURE 10: Abbotsford International Airport Yearly Total Number of Passengers

ABBOTSFORD AIRPORT VOLUME

Abbotsford International Airport has seen significant growth over the last eight years, culminating in a total of 677,653 passengers in 2017. (Figure 10).

E. KEY VISITOR MARKETS

In 2014, the Vancouver, Coast & Mountains tourism region represented 49 percent of provincial overnight visitation and 52 percent of related spending. British Columbia residents make up the largest share of overnight visitation (48 percent), but a much lower share of spending (23 percent) compared to other tourism regions.

On average, BC travellers in the Vancouver, Coast & Mountains tourism region stayed 2.4 nights and spent $107 per night during their trip (figure 11). In addition, the region has the largest market share of Washington and Californian travellers compared to other regions.
Similarly, the Fraser Valley’s largest visitor base is the BC resident with primary focus on the Lower Mainland and Vancouver Island. The key markets outside of BC are identified as Albertans, followed by visitors from other parts of Canada and Washington State.

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

<table>
<thead>
<tr>
<th>Interest Groups</th>
<th>Passion</th>
<th>Tours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Touring and/or Road Trip</td>
<td>Hiking and Parks</td>
<td>Fishing</td>
</tr>
<tr>
<td>Fishing</td>
<td>Rivers, Lakes, and Boating</td>
<td>Skiing and Snowboarding</td>
</tr>
<tr>
<td>Camping and/or Resorts</td>
<td>Cycling (road and/or mountains)</td>
<td>Agritourism and Culinary</td>
</tr>
<tr>
<td>Agritourism and Culinary</td>
<td>Motorized Sports</td>
<td>Culture and Heritage</td>
</tr>
</tbody>
</table>

In terms of Explorer Quotient markets, the segments with the greatest inclination to visit the Fraser Valley are Authentic Experiencers, Cultural Explorers, Free Spirits, and Gentle Explorers.
F. SUMMARY OF KEY STRENGTHS, CHALLENGES, AND OPPORTUNITIES

From a tourism destination perspective, the Fraser Valley benefits from a range of strengths. However, it is also facing several destination development challenges some of which have the potential to impact the future growth and sustainability of the tourism sector.

To build on these strengths and address these challenges, several key opportunities have been identified that form the foundation of the Fraser Valley Destination Development Strategy. These key strengths, challenges, and opportunities are summarized below.

![Figure 12: Strengths, Challenges, and Opportunities](image)

<table>
<thead>
<tr>
<th>KEY STRENGTHS</th>
<th>KEY CHALLENGES</th>
<th>KEY OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proximity to Metro Vancouver/US border</td>
<td>Lack of efficient transportation options</td>
<td>Arts, culture, and heritage tourism including festivals and events</td>
</tr>
<tr>
<td>Commitment to economic development</td>
<td>Decline of visitation in shoulder and off-season</td>
<td>Interest in agritourism and culinary tourism</td>
</tr>
<tr>
<td>Agricultural, rural, and smaller communities</td>
<td>Lack of tourism operators and visitor-ready experiences</td>
<td>Interest in frontcountry and backcountry use</td>
</tr>
<tr>
<td>Significant land base and geographic diversity</td>
<td>Lack of visitor amenities</td>
<td>Investment in trail-based tourism and Experience the Fraser</td>
</tr>
<tr>
<td>Nature-based and river-based tourism assets</td>
<td>Staff constraints including skill sets, housing</td>
<td>Growth at Abbotsford International Airport</td>
</tr>
<tr>
<td>Strong, motivating travel experiences and assets</td>
<td>Inconsistent local support for tourism growth</td>
<td>Indigenous tourism</td>
</tr>
<tr>
<td>Committed volunteers</td>
<td></td>
<td>Cooperative tourism management</td>
</tr>
<tr>
<td>Product assets with potential to expand</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
G. EXPERIENCE POTENTIAL

Traditional major attractions for the area include Golden Ears Provincial Park, Cultus Lake, Harrison Lake and hot springs, Circle Farm Tours, fishing, history and heritage, and festivals and events. It is also home to trendy restaurants, over 30 wineries, and a growing number of breweries, all emphasizing farm fresh and local ingredients.

THERE IS AN ABUNDANCE OF OUTDOOR RECREATION ACTIVITIES FOR ALL SEASONS AND FOR ALL COMMUNITIES IN THE FRASER VALLEY.

SPECIFIC PRODUCT EXPERIENCES

In addition, there are specific product experiences that have potential as iconic products and/or experiences for growth: river-based experiences, mountain biking, trails (both hiking and cycling), Indigenous cultural tourism, wildlife viewing (both land-based and water-based), culinary, and festivals and events.
The following 10-year vision was created and aligned with existing planning frameworks, as well as the aspirations of the type of destination tourism partners would like the Fraser Valley to be in 10 years and beyond.

**A. VISION**

The Fraser Valley is a vibrant, accessible, world-class destination that is well managed and enhances the visitor economy and destination appeal. Against the backdrop of rich culture and history, the mighty Fraser River and wild mountain vistas, we offer outdoor adventures, farm-fresh experiences, and opportunities to experience our way of life around every corner.
B. GOALS

Three destination development goals were identified to support the vision for the Fraser Valley:

1. Increase the interest in travelling to the Fraser Valley from key markets.
2. Increase total number of visitors.
3. Increase the total contribution of the visitor economy.

In addition, the Destination BC Destination Development Program provides two common provincial goals:

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

C. GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

As the journey of destination development continues in the Fraser Valley planning area, choices will have to be made and priorities set. Guiding principles developed by stakeholders are to be used as touchstones for this decision making.

Guiding Principles:

- Growth must recognize ecological limits and not be detrimental to the natural environment.
- The focus must be on sustainable growth that is respectful of the legacy and continued land use by local Indigenous communities, long-term health of ecosystems, supports residents’ way of life, and is true to the area, the agriculture background, and the land capacity.
- Development needs to focus on mechanisms to draw visitors to and throughout the Fraser Valley and develop a stronger destination appeal for the Fraser Valley, not just as a transportation corridor to other destinations.
- Tourism visitation growth must be in tandem with development of adequate visitor’s amenities to ensure any visit to the Fraser Valley is a positive, memorable experience.
• Investing in new tourism businesses and development, must be balanced with the need to elevate the current resident and visitor experience.
• Growth must enhance and support the long-term retention of community character and personality.
• Growth must elevate the Fraser Valley as a preferred destination and as a place to live, ensuring residents support the tourism industry while possible disruptions to communities that come from over-tourism are avoided.
• Growth must be respectful of the rights, title, and cultural history of the Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations, as well as agreements among governments.

D. MOTIVATING EXPERIENCES

We need to identify the motivating experiences that will entice the visitors we want to visit. Differentiating a destination and making it truly distinct from other destinations helps to improve its competitiveness.

Throughout the strategy development planning process, discussions were guided by keeping the desired consumer in mind, predominantly the BC resident, with a primary focus on the Lower Mainland and Vancouver Island. The ideal visitor is respectful and likes to discover and understand more about the destination.

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

A key focus of this strategy is to work together to ensure there is a collective mass of activities for each of the seven motivating experiences. Arts, culture, and heritage are the main motivating experiences. The seven specific motivating product experiences are:

1. Experience the Fraser
2. Outdoor recreation
3. Food and farm experiences
4. Indigenous experiences
5. Sport tourism
6. Touring and/or road trips
7. Festivals and events
Each of the motivating experiences is described below to provide context and explore the opportunities.

| EXPERIENCE THE FRASER (ETF) | One of the premier tourism opportunities with over 550 km of trails (43% of which are already in place) and blueways connecting communities along the Fraser River from Hope to the Salish Sea, the ETF will act as a catalyst to encourage and strengthen tourism and economic development initiatives. The ETF Concept Plan identifies trails and blueways, implementation strategies, and actions that connect communities to each other and to the river, knit together points of interest such as parks, natural features, historic and cultural sites, and festivals with the intention to create one of the world’s great river destinations. This strategy intends to make this vision come alive to ensure the Fraser Valley is seen as a true destination that attracts overnight visitors. |
| OUTDOOR RECREATION | Outdoor recreation is a growing travel motivator for the Fraser Valley with emerging product experiences, strong community support, robust planning work, and strategies and actions underway. These include new trails and routes for hiking, cycling and mountain biking, as well as new water-based activities. These efforts should continue to be enhanced and supported. The adventure travel visitor economy supports over 2,200 businesses in British Columbia and generates over $2 billion in annual income. One of the opportunities for the Fraser Valley to create a distinct and compelling competitive advantage is through building critical mass of mountain-based and river-based product experiences that offer visitors a nearby alternative to similar, more crowded experiences found in Metro Vancouver and the Sea-to-Sky Corridor. There is a need for the development of iconic demand generators in which to build outdoor recreation platforms and create clusters of activities appealing enough to drive increased visitation. |
| FOOD AND FARM EXPERIENCES | The destination has built a reputation for agricultural experiences, local foods, and culinary tourism which aligns to the growing consumer interest in food experiences. Additionally, the Fraser Valley has developed a cross-regional Circle Farm Tour Program which includes self-drive routes highlighting farm-based products and services as well as events. Further developments should continue to be directed towards continuing to offer and enhance year-round local, sustainable food experiences that benefit visitors as well as residents. |
| INDIGENOUS EXPERIENCES | Indigenous cultural tourism is a small, but rapidly growing sector of the British Columbia tourism industry that tends to attract an international visitor who spends more per trip than other visitors. Within the Fraser Valley, significant opportunities exist to enhance the cultural product and experience offerings and participate more fully in this growing segment. It is widely recognized that Indigenous tourism development needs to originate from Indigenous communities. |
| SPORT TOURISM | Sport tourism has become a highly competitive tourism business and is one of the fastest growing segments of the tourism industry. There are existing efforts to generate sport tourism visitation in the Fraser Valley with the Abbotsford Centre and Langley Event Centre as centrepieces offering excellent opportunities to draw national and international sporting events. Sport tourism as a motivating experience helps to focus on strengthening the visitor economy in the spring, fall, and winter. |
| TOURING AND/OR ROAD TRIPS | The Fraser Valley is also included within existing touring routes such as the Circle Farm Tour, Scenic 7, the Gold Rush Trail, and the Coast Mountain Circle Route. A significant portion of BC’s tourism visitation is associated with touring. Self-guided touring provides an ideal way to move around from place to place, experiencing various parts of the Fraser Valley. With distinct, attractive communities and experiences all along either side of the river, the Fraser Valley is a perfect circle tour destination or overnight stop for travellers moving throughout BC. A focus on improving the touring experience will enhance economic opportunities for all businesses and communities within the planning area. |
| FESTIVALS AND EVENTS | From the long-standing Abbotsford Airshow to highly popular Tulip Festivals, the Fraser Valley has demonstrated that the area can sustain short-term visitation and offers potential for further growth. There is significant potential to enhance the year-round visitation from festivals and events and to support the strengths of the destination as well as residents’ quality of life. |

'Regaining the Edge for Adventure Tourism, A Strategy for Adventure Tourism in BC, 2016'
E. DEVELOPMENT THEMES

There is a need to identify development themes that will be a focus of attention for the next 10 years. Destination development strategy themes define the priorities that have surfaced from tourism partners through the process to support the vision and goals, as well as the motivating experiences. Six destination development themes were identified to strengthen the Fraser Valley as a destination. Each theme has objectives and actions identified to support it.

THEME 1: BUILD TOURISM STRATEGICALLY BY INVESTING AND MANAGING GROWTH COLLABORATIVELY

Tourism stakeholders are looking for sustainable growth that is respectful of the legacy and continued land use by Indigenous communities, nurtures the long-term health of the ecosystems, supports residents’ way of life, and is true to the area, the agriculture background, and the land capacity. As such, a structured approach to working together to build tourism and protect the natural and cultural resources that attract visitors to the region will be critical.

Also, there are opportunities to fill capacity in the shoulder seasons and increase the utilization of existing and planned infrastructure and assets. A strong focus on collaborating to develop and market the destination in a way that attracts visitation and business between October and May has to be a key priority that requires working together throughout the entire Fraser Valley.

Theme 1 also includes moving towards more collaborative resource management and better coordination of land use and treaty land rights, cooperating with other industries, and Indigenous communities.
THEME 2: ACCELERATE THE VISITOR-BASED EVOLUTION OF EXPERIENCE THE FRASER

Experience the Fraser is a large recreational, cultural, and heritage development project that has the potential to truly be a world-class, transformational experience, which attracts visitors from around the globe. While great progress has been made to implement the ETF plan through the Illustrative Foundational Program, there is still a long way to go to fully implement the vision of the Experience the Fraser Concept Plan.

THEME 3: ACCELERATE RIVER-BASED AND MOUNTAIN-BASED PRODUCT DEVELOPMENT

The Fraser Valley is a distinct destination with iconic product experiences that showcase the area as a summer playground and holiday destination in a natural setting, including fishing, camping, Cultus Lake, Harrison Lake and hot springs, Golden Ears Provincial Park, trails, and more. It has one of the mildest climates in Canada and there are specific opportunities to grow shoulder and off-season visitation. Efforts should be taken to build on these travel motivations by developing attractive year-round activities and services that create a four-season destination for day trips and overnight stays.

THEME 4: DELIVER AN EXCEPTIONAL VISITOR EXPERIENCE

Over the past decade, there have been substantial shifts in the tourism marketplace that have resulted in the growing importance of the delivery of outstanding travel experiences. High satisfaction with travel experiences is critical to achieve increased visitor spending, longer stays, repeat visits, and positive word of mouth referrals. To prepare for, and enable growth, a strong focus is needed on improving visitor amenities (e.g., parking, garbage pickup, etc.), infrastructure and wayfinding, for road and/or touring routes, and outdoor recreational activities.

Theme 4 also includes improvements to the transportation options to, and throughout, the Fraser Valley, including supporting the Abbotsford International Airport infrastructure expansion. This will increase the capacity of the terminal and bring new visitor markets to the Fraser Valley. As current consumer perceptions of the Fraser Valley are often tied to Highway 1 and congestion, there is a need to look at multi-modal transportation to increase transportation choices and efficiencies.

www.fvrd.ca/EN/main/parks-recreation/experience-the-fraser.html
THEME 5: BUILD A MORE SUCCESS-FRIENDLY BUSINESS ENVIRONMENT

For tourism to grow in the Fraser Valley, a supportive development environment is needed for current businesses as well as new entrepreneurs. Existing tourism businesses and partners identified the need for wider-spread political support for tourism-based economic development, including finding ways to increase business certainty for product and business development.

Having both a skilled workforce and cultivating a robust understanding of the social, cultural, and economic value of tourism will assist with resident support for tourism growth and investment attraction.

THEME 6: PREPARE THE DESTINATION AND TOURISM BUSINESSES FOR DIGITAL TRANSFORMATION

Economic and industrial change is increasing rapidly due to advances in technology. The internet, computer systems, mobile and wearable technologies, and other emerging technologies have revolutionized how people engage in their travel experiences. Businesses have responded by integrating technology into all aspects of operations, providing new services, greater convenience, and new ways of engagement during the complete path to purchase.

Digital disruption will continue to impact the tourism industry. Fraser Valley tourism partners identified the need to better prepare the tourism industry to shift with consumer expectations and technological innovation.

F. INTERACTION OF DEVELOPMENT THEMES AND MOTIVATING EXPERIENCES

For any destination development strategy to achieve its goals, there must be coordinated interaction with the other components of the tourism development process. As mentioned, tourism has two primary revenue drivers — supply and demand. Destination development focuses on the supply side of tourism by providing the setting, access, policy frameworks, investment attraction, experiences, and visitor services to attract new visitors and entice repeat visitation. Demand side marketing efforts strive to create urgency for people to want to visit. While this plan focuses on the supply side, it is important to connect the defined destination themes to the motivating experiences that lead to purchase decisions and result in visitation.

The interaction of supply, demand, development themes, and motivating experiences is cyclical. The process of developing supply drivers such as transportation, policy frameworks, and investment attraction supports the
development of compelling experiences — the supply drivers of products and services. These can then be marketed to potential visitors to generate demand. The marketing demand drivers lead to purchase decisions which result in visitation. Then, a new cycle of supply-side management and investment is set in motion to encourage competitiveness, sustainability, and tourism-driven benefits.

Each of the six development themes will contribute to each of the seven motivating experiences for the Fraser Valley, although they will do so at different levels, based on the actual objectives recommended (Figure 13).

FIGURE 13: Interaction of Development Themes and Motivating Experiences

### DEVELOPMENT THEMES
1. Build tourism strategically by investing and managing growth appropriately
2. Accelerate the visitor-based evolution of Experience the Fraser
3. Accelerate river-based and mountain-based product development
4. Deliver an exceptional visitor experience
5. Build a more success-friendly business environment
6. Prepare the destination and tourism businesses for digital transformation

### MOTIVATING EXPERIENCES
1. Experience the Fraser
2. Outdoor recreation
3. Food and farm experiences
4. Indigenous experiences
5. Sport tourism
6. Touring and/or road trips
7. Festivals and events
*Arts, culture, and heritage are included in all seven motivating experiences
FRASER VALLEY: A DISTINCTIVE DESTINATION

<table>
<thead>
<tr>
<th>VISION</th>
<th>The Fraser Valley is a vibrant, accessible, world-class destination that is well managed and enhances the visitor economy and destination appeal. Against the backdrop of rich culture and history, the mighty Fraser River and wild mountain vistas, we offer outdoor adventures, farm-fresh experiences, and opportunities to experience our way of life around every corner.</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOALS</td>
<td>1. Increase the interest in travelling to the Fraser Valley corridor from key markets. 2. Increase total number of visitors. 3. Increase the total contribution of the visitor economy.</td>
</tr>
<tr>
<td>MOTIVATING EXPERIENCES</td>
<td>• Experience the Fraser • Outdoor recreation • Food and farm experiences • Indigenous experiences • Sport tourism</td>
</tr>
<tr>
<td>DEVELOPMENT THEMES</td>
<td>• Theme 1: Build tourism strategically by investing and managing growth appropriately. • Theme 2: Accelerate the visitor-based evolution of Experience the Fraser. • Theme 3: Accelerate river-based and mountain-based product development. • Theme 4: Deliver an exceptional visitor experience. • Theme 5: Build a more success-friendly business environment. • Theme 6: Prepare the destination and tourism businesses for digital transformation.</td>
</tr>
</tbody>
</table>
The Working Group utilized a framework to determine the prioritization of each objective and the relative timing for implementation:

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

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

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

4. **LEAVE OUT OF PLAN, RE-EVALUATE IN FUTURE**  High complexity and low value, not realistically achieved in the 10-year time frame of this strategy.
Presenting the destination development objectives with a consistent framework will allow the province and the planning area to examine the various priorities to identify those which belong within a regional or provincial strategy. The success network is identified\(^3\), and where the proposed objective has provincial or regional scope beyond this planning area, it is noted. This list does not represent all the opportunities that emerged during the planning process, but those that emerged as a higher priority for tourism destination development.

\(^3\)Organizations and partners listed under the success networks have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward. In no way is this meant to suggest any form of commitment or endorsement of the objective or action.
A. OBJECTIVES AND ACTIONS

In total, 36 objectives have been identified for the Fraser Valley as a tourism destination for the next 10 years. The following section outlines the objectives by each development theme, the priority, and relative timing for implementation. It also identifies the priority actions within each objective. This is not meant to be an exhaustive list of all tactical implementation activities, but highlights priorities. As such, objectives or actions may require a more detailed implementation plan.

A full list of all 36 objectives sorted by priority is included in Appendix 3.

THEME 1: Build tourism strategically by investing and managing growth collaboratively

GOALS:

• Coordinated and collaborative development throughout the Fraser Valley.
• Improve understanding of the value of tourism and community support for tourism.
• Municipal, regional, and Indigenous participation and commitment to tourism growth.
• Understanding and respect of Indigenous title, rights, and land use priorities.
• Ongoing dialogue and coordination between DMOs.
• Alignment to one Fraser Valley tourism brand platform.
• Long-term health of the ecosystems and natural assets.
• Sustainable government funding for tourism development and maintenance.

SUCCESS NETWORK DBC, ITBC, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation and independent First Nations, FVRD

1. Develop a structured approach to working together to build tourism.

ACTIONS

• Create a governance, oversight, and joint planning structure.
• Develop communication and engagement processes to ensure communities and tourism businesses are informed and engaged (e.g., better inter-municipal communication).
• Collaborate with governments and Indigenous communities to ensure tourism priorities and requests are unified and represented in official community plans, economic development plans, regional growth strategies, and land use planning processes.
• Create a signed commitment and/or agreement to support and build on a Fraser Valley destination experience and brand.
• Identify and encourage partnership on legacy projects.
• Articulate roles and responsibilities and identify opportunities for minimizing overlap.

SUCCESS NETWORK DBC, ITBC, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation and independent First Nations, FVRD
### THEME 1: OBJECTIVES AND ACTIONS

#### ACTIONS

2. Work together with ITBC to explore representation for the Vancouver, Coast & Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.

- Work with ITBC to explore representation models and secure funding to support the Vancouver, Coast & Mountains tourism region.
- ITBC lead development efforts specific to increasing Indigenous relations and partnerships in tourism.
- Commit to support the Truth and Reconciliation 94 Calls to Action.
- Understand how to support UNDRIP and Indigenous title, rights, and land use priorities.
- Understand and utilize best practices and models to follow from across the government of BC in engaging and working with Indigenous communities and entrepreneurs.
- Seek out ITBC assistance in supporting initiatives.

**SUCCESS NETWORK** ITBC, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation and independent First Nations, DBC, DMOs, FVRD

3. Explore option of combining as one DMO for entire Fraser Valley.

- Develop a working group to review the options, benefits, and challenges of forming one Fraser Valley DMO to assist in better understanding and evaluating the opportunity.

**SUCCESS NETWORK** DMOs, FVRD, municipalities

4. Unite to provide sustainable funding for tourism initiatives.

- Develop a system to provide pooled funding and investment attraction for tourism.
- Work with the government of BC to ensure there are funding mechanisms for tourism marketing and development, including MRDT and RMI, and that DMOs continue to have access to these funds and/or act as collecting agencies.
- Have a united voice for joint funding applications.
- Encourage Destination BC to expand funding and programs to include destination and business development initiatives.
- Collaborate on regional funding for sport tourism development.

**SUCCESS NETWORK** DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation and independent First Nations, DBC, TAC, FIN, FVRD

5. Implement effective and coordinated planning for land use management and resources.

- Work with FLNR to identify the Fraser Valley as an immediate priority projects for area-specific land use planning in:
  - Sumas
  - Chilliwack River Valley
  - Harrison Lake
- Complete land use management planning and continue to develop a holistic view of the land, identifying restrictions that impact tourism development and work to remove barriers (Priority 1).
  - Link to Fraser Valley Outdoor Recreational Regional Management Strategy (see Objective 6).
  - Include linking between other industries (film, mining, logging), tourism, agriculture, industrial land utilization, and residential housing development.
- Work with municipalities for land use zoning changes.
- Work with the government of BC to improve ALR use for agritourism (See Theme 3).
- Re-evaluate policies for sport fishing to ensure best practices for long-term sustainability and minimize user conflicts.

**SUCCESS NETWORK** FVRD, TIABC, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations, DMOs, ITBC, FLNR, ENV
### THEME 1: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>6. Implement a coordinated approach to visitor use, capacity, and management.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>• Complete a Fraser Valley Outdoor Recreation Regional Management Strategy.</td>
</tr>
<tr>
<td>- Update on a regular basis and ensure sufficient levels of funding are available to implement fully.</td>
</tr>
<tr>
<td>- Include addressing visitor cross-use conflicts (motorized vs. non-motorized, etc.).</td>
</tr>
<tr>
<td>• Encourage the government of BC to increase investment in conservation officer resources for policing and/or adherence.</td>
</tr>
<tr>
<td>• Work closely with government ministries to understand trends and use restrictions.</td>
</tr>
<tr>
<td>• Implement a visitor use management framework that identifies tourism capacities, now and future, based on visitor growth projections, and addresses visitor capacity limits and dispersion strategies.</td>
</tr>
<tr>
<td>• Engage residents in developing an understanding and agreement on visitor use.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> FVRD, Metro Vancouver, TRAN, ENV, FLNR, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations, municipalities, nature-based user groups</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Improve structural policies to better support tourism business growth and success.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>• Work with the government of BC to improve processes and requirements for land use permits, sanctions uses, and strengthens businesses and/or tenure security for adventure tourism operators and events.</td>
</tr>
<tr>
<td>• Work with the government of BC and local governments to review policies on supporting association of users (bikers and hikers, etc.) through contractual agreements to ensure adequate resources for stewardship, maintenance, and administration.</td>
</tr>
<tr>
<td>• Work with the government of BC to identify areas of red tape and improve their nimbleness to create new and change existing policies in a way that matches the speed of tourism businesses ability to grow and develop their visitor experiences.</td>
</tr>
<tr>
<td>• Work to improve policy alignment between Fraser Valley communities to enable tourism businesses to operate more effectively across municipal and regional district boundaries.</td>
</tr>
<tr>
<td>• Encourage ALC to look at agriculture uses and requirements to encourage agritourism and flexibility for farm uses (e.g., tasting rooms, B&amp;Bs, retail, microfarms, liquor licensing, growth of farm gates).</td>
</tr>
<tr>
<td>• Encourage the government of BC and UBCM to coordinate municipal and ALR policies, clarify understanding for agritourism businesses of the limitations and guidelines of how those policies are interpreted, and align implementation/enforcement.</td>
</tr>
<tr>
<td>• Develop a policy for short-term accommodation rentals, ideally for a consistent planning area wide policy.</td>
</tr>
<tr>
<td>• Work with TIABC and the government of BC to increase protection for commercial operators, volunteer groups, land owners and/or managers from liability threats by outdoor recreationists involved in personal injury claims.</td>
</tr>
<tr>
<td>• Work with the FVRD and the government of BC to improve communications and business’ ability to access product sites through resource roads.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> TIABC, TAC, FLNR, ENV, JTT, AGRI, municipalities, FVRD, UBCM</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. Improve data analytics, performance measurements, and research programs.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>• Develop and implement a research plan to better understand the current and potential visitors, to inform decision making, and support entrepreneurial investments.</td>
</tr>
<tr>
<td>• Use data analytics to support ongoing development of amenities, infrastructure, etc.</td>
</tr>
<tr>
<td>• Complete a Fraser Valley economic impact study and update on a regular basis (including growth projections).</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> FVRD, DMOs, tourism businesses, FLNR</td>
</tr>
<tr>
<td>THEME 1: OBJECTIVES AND ACTIONS</td>
</tr>
<tr>
<td>--------------------------------</td>
</tr>
<tr>
<td>9. Work with locals and ensure their broader understanding, support, and involvement for a larger Fraser Valley regional tourism industry.</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>• Develop a communication strategy.</td>
</tr>
<tr>
<td>• Share information, research, and this strategy with residents, reinforce the benefits of implementation, and provide updates on an ongoing basis to keep the community engaged and involved.</td>
</tr>
<tr>
<td>• Educate locals (and local leaders) on the importance and economic value of tourism, including sharing the economic value of agritourism, and outdoor adventure tourism specific to the Fraser Valley.</td>
</tr>
<tr>
<td>• Create a sense of pride in the Fraser Valley communities where the locals feel enabled and/or prepared to share their community and all it has to offer with their guests and family.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> FVRD, TIABC, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations, DMOs, ITBC, FLNR, ENV</td>
</tr>
</tbody>
</table>

| **ACTIONS** | |
| • Monitor progress in other planning areas, the Vancouver, Coast & Mountains Destination Development Strategy, and the Provincial Destination Development Strategy to proactively identify initiatives across planning areas. | |
| **SUCCESS NETWORK** Destination BC | |

| 11. Work cooperatively to support the execution of the Stave West Master Plan, Sasquatch Mountain Resort, Giant Nickel All Season Resort, and any new approved significant tourism development. | |
| **ACTIONS** | |
| • Continue to implement plans, inform stakeholders as to progress, and identify areas of support needed to ensure support for success. | |
| • Conduct regular check-ins to ensure alignment and coordination with the Stave West Master Plan and the Fraser Valley Destination Development Strategy. | |
| • Monitor Stave West visitor experience and determine any actions needed to ensure a total positive visitor experience for the entire Fraser Valley. | |
| • Identify opportunities for shared sport tourism infrastructure that enables the Fraser Valley to be competitive in attracting regional events. | |
| • Share key learnings from plan implementation that can be applied to other development projects in the Fraser Valley. | |
| **SUCCESS NETWORK** FVRD, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, and independent First Nations, other project-specific partners as identified by each development project | |
THEME 2: Accelerate the visitor-based evolution of Experience the Fraser

GOALS:
• Fully implement the vision of Experience the Fraser.
• Position the Fraser Valley as an equally valuable destination to Experience the Fraser (i.e., equal when compared to Metro Vancouver).
• Transform the Fraser Valley experience offering through this new world-class river destination.

12. Develop an Experience the Fraser tourism action plan.

ACTIONS
• Engage the tourism industry in understanding the status of ETF implementation, develop a gap analysis, and identify strategies to fill gaps on visitor-based infrastructure and amenities that encourage overnight stays.
• Identify key actions to elevate Hope as the eastern gateway to ETF.
• Identify key actions to elevate the visitor appeal of the node communities: Hope, Seabird Island, Harrison Hot Springs, Rosedale/Popkum, Sts’ailes/Chehalis, Fraser Mills, Chilliwack waterfront, Barrowtown, Mission Waterfront, Matsqui, Stave, Fort Langley, Port Haney and Bonson.
• Identify lands requiring procurement to enable visitors to access the river for the Recreational Canyon to Coast Blueway.
• Identify a structure that ensures any tourism development is managed and works within the spirit of the greater ETF development design.
• Prioritize tourism-based elements within the Concept Plan and develop business plans and action plans.
• Connect ETF economic development opportunities to showcase and market opportunities to entrepreneurs.

SUCCESS NETWORK FVRD, MVRD, DBC, DMOs, tourism businesses, economic development offices, TAC, JTT, FLNR, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations

13. Fully implement the Illustrative Foundational Program for Experience the Fraser.

ACTIONS
• Complete the remaining 315 kms of the Canyon to Coast Trail (total 550 kms), the Recreational Canyon to Coast Blueway, and identified complementary visitor amenities and trail enhancements.
• Encourage FVRD, MVRD, and the government of BC to create a new, updated Implementation Plan.
• Continue to work with MVRD as a united voice for joint funding applications and regional advocacy to the government of BC to fund ETF.
• Encourage ongoing and consistent funding to implement the ETF plan.
• Foster operational development along the route.

SUCCESS NETWORK FVRD, MVRD, DBC, DMOs, tourism businesses, economic development offices, TAC, JTT, FLNR, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations
### THEME 2: OBJECTIVES AND ACTIONS

14. Encourage investment in a suite of outstanding river-based tourism accommodations, attractions, and activities to draw overnight visitors.

Note: This objective and the following actions have been identified through the planning process but are subject to the completion of the Tourism Plan noted above, which is a critical first step.

#### ACTIONS
- Encourage investment in unique, boutique overnight accommodations that are near the riverfront or are floating accommodations (floatels) and are based on the six themes.
- Create low-impact, bookable camping spots on the islands in the Fraser River.
- Create multi-day river tours that are packaged with either shore-based or island-based accommodations.
- Launch regionally coordinated and annual Fraser River celebrations and events.
- Encourage the development and investment in iconic destination experiences that are true to the original ETF plan and create demand.
- Explore revenue-generating ideas from the ETF Concept Plan: cable car crossings, experiential tourism, floatels, water taxis, river rail tours, underwater viewing cavern. Contenders also include: Fraser-Hope Landstrom Bridge, themed walking tours, snorkeling with the salmon on Harrison River, underwater viewing attraction, iconic accommodations.
- Incorporate history of Indigenous communities into ETF (e.g., Stó:lō tourism and partners to incorporate history of plant identification and traditional use in agritourism).
- Launch a floating event venue (e.g., barge).
- Work with Destination BC to launch a Remarkable Experiences program specific to ETF.
- Launch an ETF application fund that would provide small grants to small businesses and organizations to create new remarkable travel experiences.

#### SUCCESS NETWORK
- FVRD, MVRD, DBC, DMOs, tourism businesses, economic development offices, TAC, JTT, FLNR, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations

### 2. LONGER TERM ACTIONS
THEME 3: Accelerate river-based and mountain-based product development

GOALS:

- Diversify the Fraser Valley experience.
- Increase in overnight stays and/or multi-day stays.
- Increase the number of marketable product experiences.
- A critical mass of visitor-ready product experiences that ensure the Fraser Valley is relevant to visitors.
- Improve and/or develop outdoor recreation product experiences.
- Offer more agritourism and/or culinary experiences.
- Remove the policy barriers to release the creative energy of the agriculture-based entrepreneurs.
- Increase the number of Indigenous cultural tourism products.
- Grow new and/or existing festivals and events.
- Increased quality and diversity of culinary options for travellers.
- Divert recreational use to the east end of the valley.
- Create guided tours and packaged products.

15. Improve and develop new river-based and mountain-based outdoor recreation product experiences.

FOCUS AREAS:
River Life (experiences that supports ETF and access to the river):
- Fishing
- Kayaking, tubing, rafting
- Cycling, hiking, walking the trail
- Wildlife, bird watching

Mountain Life:
- Trails
- Mountain biking
- Rock climbing

ACTIONS
- Work with the government of BC to ensure provincial resources for basic levels of services including enforcement, safety (river safety: floating logs — Vancouver Log Salvage District, mountain safety: wildfires, etc.), contracted (for profit) service providers vs. recreation specific interest groups.
- Work with the government of BC to provide better access to deactivated Forest Service Roads that offer great recreational experiences.
  - Identify resource roads critical to the recreational opportunities and convert to recreation roads that are left open and maintained so product can be accessed consistently.
- Work with the government of BC to reduce time it takes to process permits for outdoor recreational events and sanctioned trail designations.
- Encourage provincial and local governments to protect land-based assets with current and potential tourism development opportunities.
  - Protect developed mountain biking trail systems in Abbotsford (from logging and residential development).
  - Work with the government of BC to protect Sumas Mountain for recreational purposes and against future industrial development.
- Attract tourism operators to develop iconic, world-class river-based and mountain-based experiences, including: Cheam Mountain, caving, guided opportunities, rock climbing, paragliding, commercial rafting, kayaking, SUP’ing, windsurfing, glacial experiences, etc.
- Develop principles for sustainable fishing inclusive of Indigenous and non-Indigenous fishing operators and practices.
- Identify and articulate clear areas and guidelines where motorized and non-motorized recreation is permitted to minimize conflicts.

SUCCESS NETWORK  FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, DMOs, DBC, ITBC, FLNR, conservation organizations, nature-based operators
### THEME 3: OBJECTIVES AND ACTIONS

16. Improve the destination trail products (non-ETF).

**ACTIONS**
- Develop a Fraser Valley Regional District master trails plan, including identifying varying degrees of trail ease of use, consistent signage, etc.
- Identify and support the development of 1-3 destination trails that attract visitors.
- Hire a regionally funded trail coordinator who will focus on planning, building, and maintenance.
- Secure funding for paid administrative support for trail associations.
- Develop regional trail relationship agreements with Stó:lō Resource and Research Management to provide archaeological assessment on trail development and cultural stories to tell on signage, etc. Add new agreements and partnerships for monitoring and maintenance of trails.
- Encourage the government of BC to increase resources for BC Parks and FLNR staff for maintenance of trails and/or parks and processing applications.
- Investigate ways to improve liability insurance opportunities for operators, events, and trail associations operating in the backcountry and on trails.
- Complete the Great Trail build-out with priority for the routes connected to the ETF.

**SUCCESS NETWORK** FVRD, FLNR, ENV, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, FVMB

17. Work with farmers and entrepreneurs to elevate food culture and develop more culinary travel experiences.

**ACTIONS**
- Implement workshops for Fraser Valley tourism operators to gain a better understanding of the ALC Act and ALR Use, Subdivision and Procedure Regulation, and the ability to innovate while remaining consistent with them to create new agri-tourism experiences.
- Encourage tourism businesses and entrepreneurs to offer more river-based and mountain-based culinary experiences, and create more guided opportunities (e.g., wine shuttles, float tours).
- Develop new and iconic festivals and events and support existing festivals and events (e.g., region wide Taste of the Fraser Valley event, Feast on the Fraser at ETF nodes).
- Develop a program to help industry create a stronger culinary tourism culture (e.g., offer programmable space, innovation funding, and networking opportunities).
- Launch largest farmers market in North America including securing space where programmable initiatives that connect growers, sellers, and consumer can thrive, and culinary culture is encouraged.
- Explore development of tours to compliment the Circle Farm Tour and the BC Ale Trail.
- Measure and communicate tangible benefits to culinary tourism in the region.

**SUCCESS NETWORK** FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, DMOs, DBC, ITBC, AGRI, farmers, agriculture organizations, ALC, TRAN

18. Increase Indigenous cultural tourism experiences.

**ACTIONS**
- Participate in ITBC programs for Indigenous destination development.
- Support and engage Indigenous communities and entrepreneurs to create more guided Indigenous cultural experiences. Meet consumer demand through enhanced product development, pairing authentic Indigenous experiences with river-based, mountain-based, and culinary experiences.
- Support Fort Langley Projects, including the development of an Indigenous museum and accommodations.
- Kwantlen Nation to work with neighbouring communities to develop Hatzic Rock as a tourism destination.

**SUCCESS NETWORK** ITBC, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, FVRD, municipalities, DMOs
### THEME 3: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. QUICK WINS</td>
<td>2. LONGER TERM ACTIONS</td>
</tr>
<tr>
<td></td>
<td>2. LONGER TERM ACTIONS</td>
</tr>
<tr>
<td>CATALYST</td>
<td>FRASER VALLEY</td>
</tr>
<tr>
<td>113</td>
<td>44</td>
</tr>
</tbody>
</table>

#### 19. Enhance touring and/or road trip offerings.

**ACTIONS**
- Improve wayfinding and signage, including digital maps and apps, and clear directions to river-based and mountain-based experiences.
- Improve amenities and services for RVs, including parking, sani-dumps, and campsites.
- Attract investment to add more product on Scenic 7.
- Work with go2HR to leverage SuperHost to improve customer service at frontline tourism operations along touring routes (e.g., Highway 1 and Scenic 7).
- Increase number of electric vehicle charging stations.
- Increase product development along S Nation highway (in-SHUCK-ch and Harrison West Forest Service Road) (Indigenous communities must lead).

**SUCCESS NETWORK** FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, DMOs, tourism businesses

#### 20. Grow new and existing festivals and events.

**ACTIONS**
- Better coordinate events to help disperse visitors throughout the year.
- Identify and develop one Fraser Valley festival/event for each season, aligned to the river-based and mountain-based theme.
- Build on existing iconic festivals to expand regionally. Identified festivals include: Fraser Valley Tulip Festival, Bald Eagle Festival, Ride to Conquer Cancer, Pow Wow Week.

**SUCCESS NETWORK** FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, Independent First Nations, DMOs, festival and event organizations, arts and culture associations, chambers of commerce, BIAs

#### 21. Implement Destination BC Remarkable Experiences program.

**ACTIONS**
- Implement Remarkable Experiences program for a Scenic 7 theme.
- Implement Remarkable Experiences program, or a similar program, for an ETF theme.
- Implement Remarkable Experiences program, or a similar program, for a Mountain Life — Outdoor Guides theme.

**SUCCESS NETWORK** DBC, DMOs, tourism businesses
THEME 4: Deliver an exceptional visitor experience

GOALS:

- A consistent, world-class visitor experience.
- Improve transportation to and throughout the Fraser Valley.
- Improve visitor amenities (parking, washrooms, garbage, accessibility, etc.).
- Free wi-fi and connectivity on all travel corridors and at all businesses and experiences throughout the planning area.
- Improve wayfinding signage (apps to maps to signage consistency).
- Increase efforts to cultivate respectful travel and recreation use.
- Increased diversity and capacity of accommodation, camping, and RV options.
- Support long-term retention of community character and personality.
- Support Abbotsford International Airport in being ranked first overall in North America for quality of service among airports with fewer than two million passengers per year.

<table>
<thead>
<tr>
<th>THEME 4: OBJECTIVES AND ACTIONS</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>22. Increase transportation choice and efficiency to and throughout the Fraser Valley.</td>
<td>2. LONGER TERM ACTIONS</td>
</tr>
<tr>
<td>ACTIONS</td>
<td></td>
</tr>
<tr>
<td>• Encourage the government of BC to improve access to remote sites along resource roads and secure FLNR funding for road infrastructure upgrades to go with upgrades to new recreational campgrounds and trails being developed.</td>
<td>CATALYST</td>
</tr>
<tr>
<td>• Advocate for the government of BC to improve highway efficiency to reduce congestion on main travel corridors.</td>
<td>PROVINCIAL SCOPE</td>
</tr>
<tr>
<td>• Upgrade existing interurban tracks from Chilliwack to Surrey to provide light rail transit passenger service (connect to Surrey LRT).</td>
<td>REGIONAL SCOPE</td>
</tr>
<tr>
<td>• Improve travel between communities and amenities (e.g., improve access and maintenance of Forest Service Roads, improve access to Cheam Mountain, purpose-driven tourism product buses and/or shuttles).</td>
<td></td>
</tr>
<tr>
<td>• Open Aldergrove border crossing 24 hours a day.</td>
<td></td>
</tr>
<tr>
<td>SUCCESS NETWORK</td>
<td>FVRD, TRAN, FLNR, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, Canada Border Services Agency, DMOs, CNR, CP Rail, Southern Railway of BC, Deltaport, Fraser Valley Chambers of Commerce, BC Transit</td>
</tr>
</tbody>
</table>

| 23. Improve vibrancy of downtown centres, destination neighbourhoods, and spaces. | 2. LONGER TERM ACTIONS |
| ACTIONS | |
| • Implement existing downtown and neighbourhood beautification and revitalization plans and programs, including the Fort Langley Project. | CATALYST |
| • Encourage communities without downtown beautification and vibrancy plans to create plans and programs. | PROVINCIAL SCOPE |
| • Encourage local businesses to beautify and improve their own locations. | REGIONAL SCOPE |
| SUCCESS NETWORK | FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, DMOs, chambers of commerce, BIAs, community associations |

<p>| 24. Improve quality and number of visitor facilities, amenities, and connectivity. | 1. QUICK WINS |
| ACTIONS | |
| • Increase funds and people to better manage and maintain tourism amenities and assets on Crown land (e.g., garbage, cleanup, outhouses). | CATALYST |
| • Develop a gap analysis to identify and improve visitor amenities along primary travel routes and highway hubs (e.g., Scenic 7, Highway 9/Yale Road area, Bridal Falls area, Whatcom Road area, etc.). | PROVINCIAL SCOPE |
| • Work with the government of BC and telecommunication providers to provide free wi-fi and improve connectivity on primary travel corridors and along the Experience the Fraser trails. | REGIONAL SCOPE |
| SUCCESS NETWORK | FVRD, FLNR, TRAN, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, telecommunications providers |</p>
<table>
<thead>
<tr>
<th>Theme 4: Objectives and Actions</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td>25. Improve major event facilities to ensure they are well maintained.</td>
<td>2. Longer Term Actions</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
<td></td>
</tr>
<tr>
<td>• Work with major event facility owners to identify opportunities to improve their overall experience and ensure they continue to drive visitor growth.</td>
<td></td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong></td>
<td>FVRD, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, DMOs, facility owners and/or operators</td>
</tr>
<tr>
<td>26. Improve signage and wayfinding.</td>
<td>2. Longer Term Actions</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
<td></td>
</tr>
<tr>
<td>• Develop an integrated signage and wayfinding plan, including digital assets and travel planning tools.</td>
<td></td>
</tr>
<tr>
<td>• Work with TRAN and municipalities to improve a coordinated directional agritourism signage program.</td>
<td></td>
</tr>
<tr>
<td>• Work with the government of BC and local governments to improve policy decisions needed around signage, including a visitor-centric audit of highway signage.</td>
<td></td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong></td>
<td>FVRD, MVRD, TRAN, DMOs, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations</td>
</tr>
<tr>
<td>27. Expand accommodation capacity and visitor choice through attracting new, remarkable accommodations.</td>
<td>2. Longer Term Actions</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
<td></td>
</tr>
<tr>
<td>• Encourage development of unique accommodations suitable for families and adventurers.</td>
<td></td>
</tr>
<tr>
<td>• Encourage development of accommodations suitable for group travel (meetings, sports).</td>
<td></td>
</tr>
<tr>
<td>• Increase number of campsites and RV sites within proximity to recreation experiences, paying experiences, and town hubs.</td>
<td></td>
</tr>
<tr>
<td>• Encourage development of an Indigenous cultural accommodation experience.</td>
<td></td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong></td>
<td>Economic development offices, tourism businesses, Stó:lō Nation, In-SHUCK-ch Nation, Nlaka’pamux Nation, independent First Nations, ENV, ITBC</td>
</tr>
<tr>
<td>28. Continue to develop Abbotsford International Airport as a viable alternative to YVR.</td>
<td>2. Longer Term Actions</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
<td></td>
</tr>
<tr>
<td>• Provide support for the Abbotsford International Airport Master Plan execution, including the $7 million terminal expansion (2018) and future terminal expansion plans (2021).</td>
<td></td>
</tr>
<tr>
<td>• Attract entrepreneurs to develop ground services to meet growth demands and requirements of low-cost carrier clientele (e.g., car rentals, shuttles).</td>
<td></td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong></td>
<td>Abbotsford Airport Authority, DMOs, municipalities, FVRD, tourism businesses and/or operators</td>
</tr>
<tr>
<td>29. Increase efforts to cultivate respectful travel and recreation use.</td>
<td>2. Longer Term Actions</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
<td></td>
</tr>
<tr>
<td>• Develop an industry and visitor education program that focuses on protecting the ecosystems and environments that draw visitors to the valley.</td>
<td></td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong></td>
<td>FVRD, DMOs, tourism operators, municipalities, Stó:lō Nation, In-SHUCK-ch Nation, Independent First Nations, BC Parks</td>
</tr>
</tbody>
</table>
THEME 5: Build a more success-friendly business environment

GOALS:

- Increase in business certainty for product and business development.
- Increase number of sustainable tourism businesses.
- Increase number of Indigenous tourism businesses.
- Increase number of Indigenous tourism partnerships.
- Garner wider-spread political support for tourism-based economic development.

<table>
<thead>
<tr>
<th>THEME 5: OBJECTIVES AND ACTIONS</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>30. Create a culture that elevates perceptions of tourism as a strong economic sector.</strong></td>
<td>1. QUICK WINS</td>
</tr>
<tr>
<td>ACTIONS</td>
<td>CATALYST</td>
</tr>
<tr>
<td>• Leverage existing BC value of tourism tools and communications to develop coordinated communications and shareable data and/or infographics to improve understanding of the value of tourism and community support for tourism.</td>
<td>PROVINCIAL SCOPE</td>
</tr>
<tr>
<td>SUCCESS NETWORK Economic development offices, chambers of commerce, BIAs, DMOs, TIABC, FVRD</td>
<td>REGIONAL SCOPE</td>
</tr>
</tbody>
</table>

| **31. Increase efforts to attract new investment and support entrepreneurs for developments that generate visitor attraction.** | 2. LONGER TERM ACTIONS |
| ACTIONS | |
| • Create more awareness of existing labour market programming that is offered to support businesses that are looking to expand and hire new workers or enhance training of existing workers. | |
| • Provide more support and training to entrepreneurs to develop requisite skills. | |
| • Help industry develop a better understanding of available government resources and leverage support being offered. | |
| SUCCESS NETWORK Economic development offices, DBC, ITBC, JTT, TAC | |

| **32. Establish a new Fraser Valley tourism development incentive program.** | 2. LONGER TERM ACTIONS |
| ACTIONS | |
| • Develop an incentives program for developing new or expanding commercial tourism operations. | |
| SUCCESS NETWORK Economic development offices, FVRD, tourism businesses | |

| **33. Ensure businesses have the skilled workforce needed to grow and provide remarkable experiences.** | 2. LONGER TERM ACTIONS |
| ACTIONS | |
| • Work with federal and provincial government ministries to continue and improve Temporary Foreign Worker programs and ensure it is easy to access as a solution for labour shortages. | |
| • Work with the government of BC to encourage more high-school participation in tourism and hospitality programs. | |
| SUCCESS NETWORK TAC, EDUC, LBR, school districts, post-secondary institutions | |
### THEME 6: Prepare the destination and tourism businesses for digital transformation

**GOALS:**
- Establish leadership for supporting businesses and operators in the planning area.
- Improve business and DMO understanding and preparedness for a digital way of doing business.
- Ensure resources (time and/or funds) are not spent on redundant technologies or systems.

<table>
<thead>
<tr>
<th>THEME 6: OBJECTIVES AND ACTIONS</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>34. Offer digital transformation education and mentoring to guide tourism businesses.</td>
<td>1. QUICK WINS</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
<td>CATALYST</td>
</tr>
<tr>
<td>• Work with Destination BC to offer industry learning and training on digital readiness to help tourism businesses understand and use the tools they need to be proficient in connecting with potential visitors.</td>
<td>PROVINCIAL SCOPE</td>
</tr>
<tr>
<td>• Assemble a task force to provide one-on-one mentoring and support for tourism businesses on digital readiness.</td>
<td>REGIONAL SCOPE</td>
</tr>
<tr>
<td>• Invest in professional development and staff education.</td>
<td></td>
</tr>
<tr>
<td>• Work with Destination BC and tourism businesses to identify the tools and support needed that can help access new technologies.</td>
<td></td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> DMOs, DBC, go2HR, post-secondary institutions, JTT, AEST</td>
<td></td>
</tr>
</tbody>
</table>

| 35. Work collaboratively on adoption of technology tools and platforms. | 3. SET ASIDE UNTIL RESOURCES ALLOW |
| **ACTIONS** | |
| • Work to jointly implement and leverage technology tools and platforms needed to provide an exceptional visitor experience, manage the online and digital destination presence, and manage destination growth. | |
| **SUCCESS NETWORK** DMOs, DBC, JTT | |

| 36. Evolve Visitor Services through digital service delivery. | 2. LONGER TERM ACTIONS |
| **ACTIONS** | |
| • Coordinate digital visitor service delivery throughout the Fraser Valley, including resident involvement. | |
| **SUCCESS NETWORK** DMOs, Visitor Centre network | |
The following 17 actions were identified as catalyst projects to immediately move the Fraser Valley Destination Development Strategy into implementation:

- Create a governance, oversight, and joint planning structure (as part of developing a structured approach to building tourism in the planning area). (Objective 1)
- Work with ITBC to explore representation models and secure funding to support the Vancouver, Coast & Mountains tourism region. (Objective 2)
- Work with FLNR to identify the Fraser Valley as an immediate project for area-specific land use planning. (Objective 5)
- Complete a Fraser Valley Outdoor Recreation Regional Management Strategy. (Objective 6)
- Encourage the government of BC to increase investment in conservation officer resources for policing/adherence. (Objective 6)
- Work with the government of BC to improve processes and requirements for land use permits and strengthen business/tenure security for adventure tourism operators and events. (Objective 7)
- Work with the government of BC and local governments to review policies on supporting association of users (bikers, hikers, etc.) through contractual agreements to ensure adequate resources for stewardship, maintenance, and administration. (Objective 7)
- Develop and implement a research plan to better understand the current and potential visitors, to inform decision making, and support entrepreneurial investments. (Objective 8)
Monitor progress in other planning areas, the Vancouver, Coast & Mountains Destination Development Strategy, and the Provincial Destination Development Strategy to proactively identify initiatives across planning areas. (Objective 10)

Engage the tourism industry in understanding the status on ETF implementation, develop a gap analysis, and identify strategies to fill gaps on visitor-based infrastructure and amenities that encourage overnight stays. (Objective 12)

Develop a Fraser Valley Regional District master trails plan, including identifying varying degrees of trail ease of use, consistent signage, etc. (Objective 16)

Implement workshops for Fraser Valley tourism operators to gain a better understanding of the ALC Act and ALR Use, Subdivision and Procedure Regulation, and the ability to innovate while remaining consistent with them to create new agritourism experiences. (Objective 18)

Implement a Remarkable Experiences program with a Scenic 7 theme. (Objective 21)

Encourage the government of BC to improve access to remote sites along resource roads and secure FLNR funding for road infrastructure upgrades to go with RST upgrades. (Objective 22)

Increase funds and people to better manage and maintain tourism amenities and assets on Crown land (e.g., garbage, cleanup, outhouses). (Objective 24)

Leverage existing BC value of tourism tools and communications to develop coordinated communications and shareable data/infographics to improve understanding of the value of tourism and community support for tourism. (Objective 30)

Work with Destination BC to offer industry learning and training on digital readiness to help tourism businesses understand and use the tools they need to be proficient in connecting with potential visitors. (Objective 34)

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

Work with the government of BC to ensure there are funding mechanisms for tourism marketing and development, including MRDT and RMI, and that DMOs continue to have access to these funds and/or act as collecting agencies. (Objective 4)

Work with the government of BC for improving ALR use for agritourism. (Objective 5)

Implement a visitor use management framework that identifies tourism capacities, now and future, based on visitor growth projections, and addresses visitor capacity limits and dispersion strategies. (Objective 6)
• Develop a policy for short-term accommodation rentals, ideally for a consistent planning area-wide policy. (Objective 7)

• Encourage provincial and local governments to protect land-based assets with current and potential tourism development opportunities. (Objective 15)

• Participate in ITBC programs for Indigenous destination development. (Objective 18)

• Identify and develop a festival and/or event for each season. (Objective 20)

• Advocate for the government of BC to improve highway efficiency to reduce congestion on main travel corridors. (Objective 22)

• Develop an integrated signage and wayfinding plan, including digital assets and travel planning tools. (Objective 26)

B. PROVINCIAL AND REGIONAL PRIORITIES

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

This Fraser Valley Destination Development Strategy, together with the other 19 strategies from around the province, will inform the creation of a single Provincial Destination Development Strategy.

Objectives identified as provincial in scope may involve multiple provincial organizations, including Destination BC, ITBC, go2HR, TAC, and TIABC.
It is recommended the following Fraser Valley objectives and actions become provincial initiatives within the Provincial Destination Development strategy:

<table>
<thead>
<tr>
<th>OBJECTIVES AND ACTIONS</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THEME 1: Build tourism strategically by investing and managing growth collaboratively</strong></td>
<td></td>
</tr>
<tr>
<td>4. Work with the government of BC to ensure there are funding mechanisms for tourism marketing and development, including MRDT and RMI, and that DMOs continue to have access to these funds and/or act as collecting agencies.</td>
<td>2</td>
</tr>
<tr>
<td>4. Encourage Destination BC to expand funding and programs to include destination and business development initiatives.</td>
<td>2</td>
</tr>
<tr>
<td>5. Work with FLNR to identify the Fraser Valley as an immediate priority for projects in Sumas, Chilliwack River Valley, and Harrison Lake.</td>
<td>2</td>
</tr>
<tr>
<td>5. Complete land use management planning and continue identifying restrictions that impact tourism development and work to remove barriers.</td>
<td>2</td>
</tr>
<tr>
<td>6. Complete a Fraser Valley Outdoor Recreation Regional Management Strategy.</td>
<td>1</td>
</tr>
<tr>
<td>6. Encourage the government of BC to increase investment in conservation officer resources for policing/adherence.</td>
<td>1</td>
</tr>
<tr>
<td>7. Work with the government of BC to improve processes and requirements for land use permits and strengthen business and/or tenure security for adventure tourism operators and events.</td>
<td>2</td>
</tr>
<tr>
<td>7. Work with the government of BC and local governments to review policies on supporting associations of users (bikers, hikers, etc.) through contractual agreements to ensure adequate resources for stewardship, maintenance, and administration.</td>
<td>2</td>
</tr>
<tr>
<td>7. Work with the government of BC to identify areas of red tape and improve their nimbleness to create new and change existing policies in a way that matches the speed of tourism businesses ability to grow and develop their visitor experiences.</td>
<td>2</td>
</tr>
<tr>
<td>7. Encourage ALC to complete ALR revitalization/review to look at agriculture uses and requirements to encourage agritourism and flexibility for farm uses (e.g., tasting rooms, B&amp;Bs, retail, microfarms, liquor licensing, growth of farm gates).</td>
<td>1</td>
</tr>
<tr>
<td>7. Encourage the government of BC and UBCM to coordinate municipal and ALR policies, clarify understanding for agritourism businesses of the limitations and guidelines of how those policies are interpreted, and align implementation and/or enforcement.</td>
<td>1</td>
</tr>
<tr>
<td>7. Work with TIABC and the government of BC to increase protection for commercial operators, volunteer groups, land owners and/or managers from liability threats by outdoor recreationists involved in personal injury claims.</td>
<td>2</td>
</tr>
<tr>
<td>7. Work with the FVRD and the government of BC to improve communications and business’ ability to access product sites through resource roads.</td>
<td>2</td>
</tr>
<tr>
<td>OBJECTIVES AND ACTIONS</td>
<td>PRIORITY</td>
</tr>
<tr>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>THEME 3: Accelerate river-based and mountain-based product development</strong></td>
<td></td>
</tr>
<tr>
<td>15. Work with the government of BC to ensure provincial resources for basic levels of services including enforcement, safety (river safety: floating logs — Vancouver Log Salvage District, mountain safety: wildfires, etc.), contracted (for profit) service providers vs. recreation specific interest groups.</td>
<td>2</td>
</tr>
<tr>
<td>15. Work with the government of BC to provide better access to deactivated Forest Service Roads that offer great recreational experiences.</td>
<td>2</td>
</tr>
<tr>
<td>16. Improve the destination trail products (non-ETF).</td>
<td>2</td>
</tr>
<tr>
<td>17. Work with TRAN and municipalities to improve a coordinated directional agritourism signage program.</td>
<td>1</td>
</tr>
<tr>
<td>18. Increase Indigenous cultural tourism experiences.</td>
<td>2</td>
</tr>
<tr>
<td><strong>THEME 4: Deliver an exceptional visitor experience</strong></td>
<td></td>
</tr>
<tr>
<td>22. Encourage the government of BC to improve access to remote sites along resource roads and secure FLNR funding for road infrastructure upgrades to go with upgrades to new recreational campgrounds and trails being developed.</td>
<td>1</td>
</tr>
<tr>
<td>22. Advocate for the government of BC to improve highway efficiencies to reduce congestion on main travel corridors.</td>
<td>2</td>
</tr>
<tr>
<td>22. Upgrade existing interurban tracks from Chilliwack to Surrey to provide light rail transit passenger service (connect to Surrey LRT).</td>
<td>2</td>
</tr>
<tr>
<td>22. Open Aldergrove border crossing 24 hours a day.</td>
<td>2</td>
</tr>
<tr>
<td>24. Increase funds and people to better manage and maintain tourism amenities and assets on Crown land (e.g., garbage pickup, cleanup, outhouse).</td>
<td>1</td>
</tr>
<tr>
<td>24. Work with the government of BC and telecommunication providers to provide free wi-fi and improve connectivity on primary travel corridors and along the Experience the Fraser trails.</td>
<td>1</td>
</tr>
<tr>
<td><strong>THEME 5: Build a more success-friendly environment</strong></td>
<td></td>
</tr>
<tr>
<td>30. Create a culture that elevates perceptions of tourism as a strong economic sector.</td>
<td>1</td>
</tr>
<tr>
<td>33. Work with federal and provincial governments to continue and improve Temporary Foreign Worker programs and ensure it is easy to access as a solution for labour shortages.</td>
<td>2</td>
</tr>
<tr>
<td>33. Work with the government of BC to encourage more high-school participation in tourism and hospitality programs.</td>
<td>2</td>
</tr>
<tr>
<td><strong>THEME 6: Prepare our destination and businesses for digital transformation</strong></td>
<td></td>
</tr>
<tr>
<td>34. Offer digital transformation education and mentoring to guide tourism businesses.</td>
<td>1</td>
</tr>
</tbody>
</table>
It is recommended the following Fraser Valley objectives and actions become regional initiatives within the Vancouver, Coast & Mountains Regional Destination Development Strategy:

<table>
<thead>
<tr>
<th>OBJECTIVES AND ACTIONS</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THEME 1: Build tourism strategically by investing and managing growth collaboratively</strong></td>
<td></td>
</tr>
<tr>
<td>2. Work together with ITBC to explore representation for the Vancouver, Coast &amp; Mountains tourism region specific to increasing Indigenous tourism development, relations, and partnerships in tourism.</td>
<td>1</td>
</tr>
<tr>
<td>5. Implement effective and coordinated planning for land use management and resources.</td>
<td>2</td>
</tr>
<tr>
<td>6. Complete a Fraser Valley Outdoor Recreation Regional Management Strategy.</td>
<td>1</td>
</tr>
<tr>
<td>10. Understand and leverage the planning efforts and 10-year destination development strategies for: Sunshine Coast, Gold Rush Trail, Highway 3 Corridor, Sea-to-Sky Corridor, and Metro Vancouver.</td>
<td>1</td>
</tr>
<tr>
<td><strong>THEME 2: Accelerate the visitor-based evolution of Experience the Fraser</strong></td>
<td></td>
</tr>
<tr>
<td>12. Develop an Experience the Fraser tourism action plan.</td>
<td>1</td>
</tr>
<tr>
<td>13. Fully implement the Illustrative Foundational Program for Experience the Fraser.</td>
<td>2</td>
</tr>
<tr>
<td>15. Improve and develop new river-based and mountain-based outdoor recreation product experiences.</td>
<td>2</td>
</tr>
<tr>
<td><strong>THEME 3: Accelerate river-based and mountain-based product development</strong></td>
<td></td>
</tr>
<tr>
<td>16. Improve the destination trail products (non-ETF).</td>
<td>2</td>
</tr>
<tr>
<td>18. Increase Indigenous cultural tourism experiences.</td>
<td>2</td>
</tr>
<tr>
<td>19. Enhance touring and/or road trip offerings.</td>
<td>2</td>
</tr>
<tr>
<td><strong>THEME 4: Deliver an exceptional visitor experience</strong></td>
<td></td>
</tr>
<tr>
<td>22. Increase transportation choice and efficiency to and throughout the Fraser Valley.</td>
<td>2</td>
</tr>
<tr>
<td>24. Improve quality and number of visitor facilities, amenities, and connectivity.</td>
<td>1</td>
</tr>
<tr>
<td>26. Improve signage and wayfinding.</td>
<td>2</td>
</tr>
<tr>
<td><strong>THEME 5: Build a more success-friendly environment</strong></td>
<td></td>
</tr>
<tr>
<td>30. Create a culture that elevates perceptions of tourism as a strong economic sector.</td>
<td>1</td>
</tr>
<tr>
<td>33. Ensure businesses have the skilled workforce needed to grow and provide remarkable experiences.</td>
<td>2</td>
</tr>
<tr>
<td><strong>THEME 6: Prepare our destination and businesses for digital transformation</strong></td>
<td></td>
</tr>
<tr>
<td>34. Offer digital transformation education and mentoring to guide tourism businesses.</td>
<td>1</td>
</tr>
</tbody>
</table>
C. FUNDING PROGRAMS

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

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

Contact Destination BC for a copy of this information sheet.

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

Funding options also include:

- Continuation of the annual Rural Dividend Program.
- Connecting British Columbia program, which extends high-speed internet access to rural and remote communities.
- Investment from the federal government to Indigenous Tourism BC was committed to help ensure Indigenous tourism can grow and sustain itself.
- The government of BC enhanced the scope and guidelines for the Bike BC programs to better support rural communities and environmental initiatives and offer more flexibility for communities looking to improve their cycling and airport infrastructure.
- Hosting BC grants provide funds up to communities for hosting sporting events, while fostering economic, social, and community development throughout the government of BC.
Ultimately, the overall objective of this Destination Development Strategy is to help guide the growth of the Fraser Valley’s tourism sector in an economically, socially, and environmentally sustainable manner over the next 10 years. The following recommended measurements can be used to monitor the success of the tourism industry in the Fraser Valley, and the implementation of this strategy.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>RECOMMENDED MEASUREMENT</th>
<th>SOURCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Increase the interest in travelling to the Fraser Valley corridor from key markets.</td>
<td>Awareness and interest of travelling to the Fraser Valley</td>
<td>Consumer survey in key markets</td>
</tr>
<tr>
<td>2. Increase total number of overnight visitors.</td>
<td>Increase in overnight stays</td>
<td>Accommodation Tracking</td>
</tr>
<tr>
<td>3. Increase the total contribution of the visitor economy.</td>
<td>Economic impact</td>
<td>Destination BC’s Value of Tourism model⁴</td>
</tr>
</tbody>
</table>

APPENDIX

APPENDIX 1: OVERVIEW OF PLANNING PROCESS

The following planning process ensured this strategy was developed thoughtfully and with consistent participation from a diverse group of industry partners that impact tourism either directly or indirectly. The process followed a semi-structured design by Destination BC that was customized specifically for the Fraser Valley.

1. Session 1 — Kick-off and working session with representative stakeholders.
   a. Introduced the program, engaged stakeholders, and began to gather information that helped in understanding the context of the destination.
   b. Reviewed the operating context and captured participants input on markets, destination assessment, constraints, and opportunities.
   c. Reviewed the destination assessment and developed a shared vision, goals, motivating experiences, and destination development themes.
   d. Meeting in Langley on October 19, 2017.
2. Review of planning area reports, strategies, plans, and other information.
   a. For a full list of documents that were reviewed as part of this process, see Appendix 4.

3. Stakeholder interviews and site visits.
   a. Stakeholder interviews were conducted to develop a deeper understanding of the operating context, constraints, and opportunities.
   b. Site visits were conducted to engage front line staff and contribute to the assessment of the destination — understanding firsthand what makes the Fraser Valley unique and a special place to visit, as well as experiencing some of the challenges and opportunities.

4. Industry engagement.
   a. Stakeholders were engaged in the process through a survey to validate and provide further input into the constraints and opportunities identified in Session 1. There were over 90 survey responses from over 400 invites.

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

6. Industry Engagement
   a. Stakeholders were invited to provide feedback on the draft strategy.

APPENDIX 2: PLANNING CONSIDERATIONS

This section summarizes the context from the rest of this document and provides the key directions the Fraser Valley Destination Development Strategy should address.

1. The Fraser Valley benefits from the growing resident population base as well as being located within a short drive from the large and growing area of Metro Vancouver. The appeal of both Vancouver and Whistler as world-class destinations attracts a significant volume and diversity of visitors annually to the Vancouver, Coast & Mountains tourism region. In addition, the Fraser Valley is a thoroughfare for travellers heading east or to the interior (or vice versa). Destination development should include mechanisms to draw these markets to and throughout the Fraser Valley and develop a stronger destination appeal for the Fraser Valley, not just as a transportation corridor to other destinations.

2. The proximity of Seattle, and the U.S. border crossings at Aldergrove and Sumas, have been identified as potential assets that could benefit tourism. This quick access to the US may provide opportunities over the next 10 years.

3. Significant efforts have been spent on developing the Fraser Valley marketing cooperative to build the Fraser Valley experience and brand, such as Circle Farm Tours and the Scenic 7 touring route, to name a couple. These efforts should continue to build community awareness and adoption of the Fraser Valley as a tourism destination; and, include and expand the formal Fraser Valley collaboration to other communities, with a spirit of equality and inclusion.

4. As part of the Vancouver, Coast & Mountains tourism region, the Fraser Valley planning area can benefit from the development of activities of five other planning areas that are within proximity or offer a similar experience: The Sunshine Coast, Gold Rush Trail, Highway 3 Corridor, Sea-to-Sky Corridor, and Metro Vancouver. Efforts should be made to understand and leverage these planning efforts and 10-year destination development strategies.

5. Current consumer perceptions of the Fraser Valley are often tied to Highway 1, including congestion, not venturing from the highway, gas stations, and drive-through food stops. With the highways becoming more congested, there is a need to look at
multi-modal transportation to increase transportation choices and efficiencies. Also, development plans must consider technology advancements such as autonomous vehicles (commercial and personal), electric vehicles, and digital wayfinding and/or signage.

6. Addressing the lack of understanding for, and respect of, Indigenous title, rights, and land use priorities has been identified as an opportunity that the destination development strategy can support. This strategy should support the government of BC’s commitment to the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Calls to Action of the Truth and Reconciliation Commission.

7. Tourism stakeholders are looking for sustainable growth that is respectful of the legacy and continued land use by local First Nations, nurtures the long-term health of the ecosystems, supports the residents' way of life, and is true to the area, the agriculture background, and the land capacity.

8. Indigenous tourism is expanding quickly. In 2012, there were just over 60 market-ready Indigenous tourism operations in BC. Today, there are over 300. Within the Fraser Valley there are a significant number of First Nations communities with existing tourism developments, tourism businesses, and tourism aspirations. It is important that future development efforts support their efforts and aspirations and engage the communities that have not yet determined or realized their tourism potential. This will help effectively meet the growing needs and demands of Indigenous cultural experiences. Efforts should be directed towards improving Indigenous engagement and partnership and increasing Indigenous cultural tourism products.

9. Due to the proximity of Metro Vancouver, day trips to points within the corridor account for a significant volume of visitors (same-day travelers accounted for 49% of visitor volume and 16% of visitor expenditures in the Vancouver, Coast & Mountains tourism region). While day trippers don't spend as much as overnight visitors, they can support tourism businesses (e.g., restaurants, activities, attractions, transportation providers, etc.). Within all communities there is a desire to turn day trippers to overnight visitors, as well as manage any day trippers to ensure they are being respectful visitors that contribute to the visitor economy (e.g., adding to the local economy while not being detrimental to the overall experience or costs of managing amenities such as trails, garbage pickup, washrooms, parking, etc.).

10. There is significant opportunity to fill capacity in the shoulder seasons and increase the utilization of existing and planned infrastructure and assets. A strong focus on developing the destination in a way that attracts visitation and business between October and May has to be a key priority.

11. The Fraser Valley offers iconic product experiences that showcase the area as a summer playground and holiday destination in a natural setting, including fishing, camping, Cultus Lake, Harrison Hot Springs, Golden Ears Provincial Park, trails, etc. Efforts should be taken to ensure these motivators stay fresh and relevant in the minds of potential visitors.

12. There are significant developments and touring experiences that can transform the Fraser Valley offering, including: Experience the Fraser, Stave West, Sasquatch Resort, The Great Trail (Trans-Canada trail), Gold Rush Trail, Giant Nickel Mine, a few significant outdoor destination attractions that are not publicly announced, and the Abbotsford International Airport as a terminal for ultra-low and low-cost carriers. Any future tourism development plans must support and take these existing initiatives into consideration.

13. The Fraser Valley is an area defined by agriculture, and there is significant strength in existing agritourism product. Efforts should support the viability of existing agritourism experiences and farms, enhancing the visitor experience, and nurturing new agritourism experiences that meet consumer demand. There is growing consumer interest in food experiences. Culinary developments should continue to offer and enhance year-round local, sustainable food experiences that benefit visitors as well as residents, including establishing the Fraser Valley as a competitive destination for wineries, cideries, craft breweries, and distilleries.

14. The Fraser Valley has mountains, wildlife, and recreational assets that support a wide range of activities and appeal to a broad range of users and that could attract increased visitation to the planning area in a manner comparable to the Sea-to-Sky corridor. There is a need for the development of iconic demand generators to build the outdoor recreation platform and create clusters of activities appealing enough to drive increased visitation. Outstanding niche products such as heli-skiing motivate fewer, but higher-yield visitors. Also, as identified through FVRD visioning sessions, “development must be done responsibly, respectfully, and through public education about the importance of sustainable development that preserves the ecological and cultural integrity of the natural and heritage assets.”
15. There is a strong desire from tourism stakeholders to continue to move towards more collaborative resource management and better coordination of land use and treaty land rights, working in full cooperation with other industries and First Nations. Land use planning should guide responsible tourism development, ensure environmental protection, provide clarity, and long-term security of access for tourism businesses.

16. With the growth of eco-tourism, there is a need for connectivity and visitor amenities to strengthen existing core attractions (such as Mount Cheam, Cultus Lake, etc.), including signage and/or wayfinding, parking (regular, RV, and overflow), road and trail maintenance, wi-fi, visitor services, etc. In addition, funds and volunteer and/or staff time need to be adequate to maintain amenities to ensure a memorable visitor experience and to maintain trails, parks, and Crown land assets.

17. Festivals and events were identified as a strong motivator for visitation to the Fraser Valley. There is significant potential to enhance the year-round visitation from festivals and events. There is desire from stakeholders to hold authentic experiences that connect to the Fraser Valley way of life, not staged events.

18. Building on a strong base of agritourism, as well as festivals and events, and a growing portfolio of outdoor recreation products, there may be long-term opportunities to diversify the product base with new arts, culture, and heritage products and experiences. This will help to diversify the visitor base and provide additional reasons for extended stays and day trips. Destination development will need to address the challenges associated with this sector, including organizational capacity and development, volunteer management, and revenue generation.

19. The communities within the Fraser Valley have long-established sport tourism plans and efforts, with good results. The destination development strategy should include ensuring the infrastructure and support that is needed to maintain and grow this market segment, as well as put into place safeguards to ensure sport tourism doesn’t negatively impact residents’ way of life.

20. The long-term retention of community character and personality is an important pillar of this strategy. Communities need to continue to strengthen their identities and develop attractive, vibrant downtown cores that also support the Fraser Valley brand.

21. Touring has always been a significant motivator of travel in BC, and recent consumer trends show an increase in the appeal of road trip experiences. The Fraser Valley is well positioned on multiple touring routes (e.g., Drive Scenic 7, Gold Rush Trail, Vancouver to Banff) and can capitalize on this by identifying and developing a few signature/iconic experiences to pull people off the highway.

22. As a central location and more affordable alternative to Metro Vancouver, the Fraser Valley has opportunities to build on its growing Meetings, Incentive Travel, Conventions, and Exhibitions (MICE) business.

23. The Fraser Valley has seen growth of the film industry and may benefit from finding links to tourism through developing niche film-related experiences (e.g., Rambo, Riverdale).

24. While not the top identified constraint to tourism development, there are significant human resource challenges that need to be addressed, including staff skillsets and training that are all critical elements to business success and the visitor experience. go2HR can be a valuable resource to assist in HR related plans and strategies.

25. There is an inconsistent understanding of the value and potential of tourism among key stakeholders, which leads to inconsistent municipal, regional, and First Nations commitment to tourism growth and support for tourism businesses. Building a more success-friendly environment to support and attract businesses and entrepreneurs is needed for the Fraser Valley to be a more competitive tourism destination.

26. Digital disruption is happening now and will impact what we do in the future. Stakeholders have identified the need to better prepare the tourism industry to shift with consumer expectations and technological innovation.

27. The Fraser Valley has a large, diverse population base and, as with any urban environment, has social challenges that reflect on visitors. Crime, safety, and adherence to regulations are issues that need adequate attention, investment, and energy.

28. There is good DMO representation and destination management organizations in the Fraser Valley, but varying levels of tourism management resources (staff and budgets) can make it challenging to look at planning and executing planning area wide initiatives.
## APPENDIX 3: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIORITY 1</strong></td>
<td></td>
</tr>
<tr>
<td>1. Develop a structured approach to working together to build tourism.</td>
<td>1</td>
</tr>
<tr>
<td>2. Work together with ITBC to explore representation for the Vancouver,</td>
<td>1</td>
</tr>
<tr>
<td>Coast &amp; Mountains tourism region specific to increasing Indigenous tourism</td>
<td></td>
</tr>
<tr>
<td>development, relations, and partnerships in tourism.</td>
<td></td>
</tr>
<tr>
<td>6. Implement a coordinated approach to visitor use, capacity, and</td>
<td>1</td>
</tr>
<tr>
<td>management.</td>
<td></td>
</tr>
<tr>
<td>8. Improve data analytics, performance measurements, and research</td>
<td>1</td>
</tr>
<tr>
<td>programs.</td>
<td></td>
</tr>
<tr>
<td>10. Understand and leverage the planning efforts and 10-year destination</td>
<td>1</td>
</tr>
<tr>
<td>development strategies for: Sunshine Coast, Gold Rush Trail, Highway 3</td>
<td></td>
</tr>
<tr>
<td>Corridor, Sea-to-Sky Corridor, and Metro Vancouver.</td>
<td></td>
</tr>
<tr>
<td>12. Develop an Experience the Fraser tourism action plan.</td>
<td>1</td>
</tr>
<tr>
<td>17. Work with farmers and entrepreneurs to elevate food culture and</td>
<td>1</td>
</tr>
<tr>
<td>develop more culinary travel experiences.</td>
<td></td>
</tr>
<tr>
<td>21. Implement the Destination BC Remarkable Experiences program.</td>
<td>1</td>
</tr>
<tr>
<td>24. Improve quality and number of visitor facilities, amenities, and</td>
<td>1</td>
</tr>
<tr>
<td>connectivity.</td>
<td></td>
</tr>
<tr>
<td>30. Create a culture that elevates perceptions of tourism as a strong</td>
<td>1</td>
</tr>
<tr>
<td>economic sector.</td>
<td></td>
</tr>
<tr>
<td>34. Offer digital transformation education and mentoring to guide tourism</td>
<td>1</td>
</tr>
<tr>
<td>businesses.</td>
<td></td>
</tr>
<tr>
<td><strong>PRIORITY 2</strong></td>
<td></td>
</tr>
<tr>
<td>3. Explore option of combining as one DMO for the entire Fraser Valley.</td>
<td>2</td>
</tr>
<tr>
<td>4. Unite to provide sustainable funding for tourism initiatives.</td>
<td>2</td>
</tr>
<tr>
<td>5. Implement effective and coordinated planning for land use management</td>
<td>2</td>
</tr>
<tr>
<td>and resources.</td>
<td></td>
</tr>
<tr>
<td>7. Improve structural policies to better support tourism business growth</td>
<td>2</td>
</tr>
<tr>
<td>and success.</td>
<td></td>
</tr>
<tr>
<td>9. Work with locals and ensure their broader understanding, support, and</td>
<td>2</td>
</tr>
<tr>
<td>involvement for a larger Fraser Valley regional tourism industry.</td>
<td></td>
</tr>
<tr>
<td>11. Work cooperatively to support the execution of the Stave West Master</td>
<td>2</td>
</tr>
<tr>
<td>Plan, Sasquatch Mountain Resort, Giant Nickel All Season Resort, and any</td>
<td></td>
</tr>
<tr>
<td>new approved significant tourism development.</td>
<td></td>
</tr>
<tr>
<td>OBJECTIVES</td>
<td>PRIORITY</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>PRIORITy 2</strong></td>
<td></td>
</tr>
<tr>
<td>13. Fully implement the Illustrative Foundational Program for Experience the Fraser.</td>
<td>2</td>
</tr>
<tr>
<td>14. Encourage investment in a suite of outstanding river-based tourism accommodations, attractions, and activities to draw overnight visitors.</td>
<td>2</td>
</tr>
<tr>
<td>15. Improve and develop new river-based and mountain-based outdoor recreation product experiences.</td>
<td>2</td>
</tr>
<tr>
<td>16. Improve the destination trail products (non-ETF).</td>
<td>2</td>
</tr>
<tr>
<td>18. Increase Indigenous cultural tourism experiences.</td>
<td>2</td>
</tr>
<tr>
<td>19. Enhance touring and/or road trip offerings.</td>
<td>2</td>
</tr>
<tr>
<td>20. Grow new and existing festivals and events.</td>
<td>2</td>
</tr>
<tr>
<td>22. Increase transportation choices and efficiencies to and throughout the Fraser Valley.</td>
<td>2</td>
</tr>
<tr>
<td>23. Improve vibranc of downtown centres, destination neighbourhoods, and spaces.</td>
<td>2</td>
</tr>
<tr>
<td>25. Improve major event facilities to ensure they are well maintained.</td>
<td>2</td>
</tr>
<tr>
<td>26. Improve signage and wayfinding.</td>
<td>2</td>
</tr>
<tr>
<td>27. Expand accommodation capacity and visitor choice through attracting new, remarkable accommodations.</td>
<td>2</td>
</tr>
<tr>
<td>28. Continue to develop Abbotsford International Airport as a viable alternative to the Vancouver Airport</td>
<td>2</td>
</tr>
<tr>
<td>29. Increase efforts to cultivate respectful travel and recreation use</td>
<td>2</td>
</tr>
<tr>
<td>31. Increase efforts to attract new investment and support entrepreneurs for developments that generate visitor attraction.</td>
<td>2</td>
</tr>
<tr>
<td>32. Establish a new Fraser Valley tourism development incentive program.</td>
<td>2</td>
</tr>
<tr>
<td>33. Ensure businesses have the skilled workforce needed to grow and provide remarkable experiences.</td>
<td>2</td>
</tr>
<tr>
<td>36. Evolve Visitor Services through digital service delivery</td>
<td>2</td>
</tr>
<tr>
<td><strong>PRIORITy 3</strong></td>
<td></td>
</tr>
<tr>
<td>35. Work collaboratively on adoption of technology tools and platforms.</td>
<td>3</td>
</tr>
</tbody>
</table>
APPENDIX 4: ALIGNMENT DETAILS — PLANS REVIEWED

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

1. Abbotsford Arts and Heritage Master Plan, 2004
2. Abbotsford Trail Development Strategy, 2004
3. Abbotsford Heritage Strategic Plan, 2005
4. Abbotsford McKee Peak Planning Study, 2005
5. Abbotsford Parks and Recreation Master Plan, 2005
6. Abbotsford International Airport Master Plan, 2006
7. Abbotsford Agriculture Capital of Canada, 2009
8. Abbotsford Strategic Directions, 2012
10. Abbotsford Community Sustainability Strategy, 2013
15. Abbotsford Transit Future Plan, 2013
17. Abbotsford Community Sustainability Planning Initiative, 2014
18. Abbotsford Strategic Plan update, 2016
19. Aboriginal Tourism BC Strategic Plan, 2017
22. Chilliwack 10 Year Financial Plan, 2017–2026
23. Chilliwack Financial Plan Presentation, 2017
25. Chilliwack Age Friendly and Quality of Life Report, 2009
27. Cultus Lake Park Board Financial Statements, 2016
28. Cultus Lake Park Plan, 2016
29. Cultus Lake Park OCP Update, 2013
30. Experience the Fraser Implementation Plan for Local Governments, 2012
31. Experience the Fraser, Lower Fraser River Corridor Project, Concept Plan, 2012
32. Fort Langley Community Plan, 1987
33. Fraser Valley and Metro Vancouver Snapshot Report, 2012
34. Fraser Valley Regional Strategies Summary, 2015
35. Fraser Valley Trade and Exhibition Centre Tradex Five Year Strategy 2018–2022
37. FVRD Financial Statements, 2014
38. FVRD Annual Report, 2016
39. FVRD Area A OCP, 1994
40. FVRD Area B OCP, 1998
41. FVRD Area C OCP, 1998
42. FVRD Area D OCP, 1997
43. FVRD Area F OCP, 2010
44. FVRD Area H OCP, 2015
45. FVRD Areas B&C OCP, 1979
46. FVRD Regional Growth Strategy, 2004
47. FVRD Regional Snapshot Series: Parks and Recreation Outdoor Recreation & Tourism, 2012
48. FVRD Strategic Plan, 2014–2018
49. FVRD Visioning Workshop Summary Report, 2017
51. Harrison Hot Springs OCP, 2007
52. Hemlock Valley OCP, 2000
53. Hemlock Valley Resort Master Plan for Expansion, 2014
55. Hope Branding Initiative, 2012
56. Hope OCP, 2016
57. Hope Economic Profile 2016
59. Kent/Agassiz Annual Report, 2015
60. Kent/Agassiz OCP, 2013
61. Langley City Annual Report, 2016
62. Langley City Financial Plan 2017–2021
63. Langley City Community Survey, 2016
64. Langley City Downtown Business Action Plan, 2014
65. Langley City Downtown Master Plan, 2007
67. Langley City Strategic Plan at a Glance 2017–2021
68. Langley City Sustainability Framework, 2010
69. Langley City Wayfinding Strategy, 2011
70. Langley Township Economic Development Strategy, 2012
71. Langley Township Age Friendly Strategy, 2014
72. Langley Township Aldergrove OCP, 1979
73. Langley Township Brookswood/Fernridge OCP, 1987
74. Langley Township Glouster Industrial Park OCP, 1988
75. Langley Township Murrayville OCP, 1989
76. Langley Township Northwest Langley OCP, 1985
77. Langley Township Walnut Grove OCP, 1979
78. Langley Township Willoughby OCP, 1998
79. Langley Township Willowbrook OCP, 1991
80. Langley Township Rural Community Plan, 1993
81. Langley Township OCP, 2016
82. Langley Township Housing Action Plan, 2013
83. Langley Township Sustainability Charter, 2008
84. Langley Tourism 5 Year Business Plan, 2017–2021
86. Metro Vancouver Board Strategic Plan 2015 to 2018
88. Mission Community Profile, 2017
91. Mission OCP, 2008
93. Mission Stave West Master Plan, 2015
94. Pacific Fisheries Resource Conservation Council, Saving the Heart of the Fraser, 2007
95. Regaining the Edge for Adventure Tourism, A Strategy for Adventure Tourism in BC, 2016
96. Soowahlie Indian Band Financial Statements, 2017
97. Spuzzum First Nation Community Development Plan, 2012
98. Spuzzum First Nation Community Economic Business Profile, 2015
100. Sumas First Nation Financial Statements, 2017
102. Tzeachten First Nation Financial Statements, 2015
103. UFV Abbotsford Campus Master Plan, 2014
GOLD RUSH TRAIL

DESTINATION DEVELOPMENT STRATEGY
TABLE OF CONTENTS

I. EXECUTIVE SUMMARY .................................................................1
   a. Distinctive Destination for the Gold Rush Trail
   b. Distinctive Direction for the Gold Rush Trail

II. ACRONYMS ..................................................................................6

1. FOREWORD AND ACKNOWLEDGEMENTS .........................8

2. INTRODUCING THE STRATEGY ..............................................11
   a. Program Vision and Goals
   b. Purpose of the Strategy
   c. A Focus on the Supply and Experience
   d. Methodology
   e. Project Outputs

3. ALIGNMENT .............................................................................16

4. SUCCESS NETWORKS ............................................................18

5. A DISTINCTIVE DESTINATION ...............................................21
   a. Overview of the Planning Area
   b. Description of the Population Base, Communities Included, and First Nations
   c. Description of Economy Base — Historical and Current
   d. Overview of Tourism Performance
   e. Key Visitor Markets
   f. Summary of Key Strengths, Challenges, and Opportunities
   g. Experience Potential

6. A DISTINCTIVE DIRECTION ....................................................34
   a. Vision
   b. Goals
   c. Guiding Principles for Destination Development
   d. Motivating Experiences
   e. Development Themes
   f. Interaction of Development Themes and Motivating Experiences

7. STRATEGY AT A GLANCE ..........................................................43

8. STRATEGIC PRIORITIES .......................................................44
   THEME 1: Strategically Invest In Targeted Infrastructure Upgrades That Support This Unique Touring Corridor
   THEME 2: Continue to Grow Awareness and Engagement Throughout the GRT Amongst Businesses and Communities to Strengthen the Corridor’s Brand and End-to-End Visitor Experience
   THEME 3: Diversify and Expand the Visitor Experience
   THEME 4: Enable Tourism Business Success and Viability
   THEME 5: Protect The Environment While Managing Tourism Growth
   THEME 6: Support Natural Disaster Recovery

9. IMPLEMENTATION FRAMEWORK ..........................................59
   a. Catalyst Projects
   b. Provincial and Regional Priorities
   c. Funding Programs

10. MEASURING AND MONITORING SUCCESS .......................65

APPENDIX .....................................................................................66

APPENDIX 1: Communities and First Nations in the Planning Area
APPENDIX 2: Overview of the Planning Process
APPENDIX 3: Defining the Vision
APPENDIX 4: Planning Area Considerations
APPENDIX 5: Objectives by Priority and Implementation Timing
APPENDIX 6: Bibliography

FRONT COVER PHOTO: BARKERVILLE HISTORIC TOWN AND PARK, Thomas Drasdauskis

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

A. DISTINCTIVE DESTINATION FOR THE GOLD RUSH TRAIL

The Gold Rush Trail (GRT) is a stunning 750km corridor following the Fraser River and Fraser Canyon that follows traditional Indigenous trading routes utilized during the fur trade and expanded through the gold rushes of 1858–1862. As the only major, stand-alone, branded touring corridor in BC that is intimately tied to the confederation of British Columbia and the development that followed the Cariboo Gold Rush, this planning area delivers a distinct, scenic, heritage experience that can’t be found anywhere else in the province.
The planning area is comprised of 47 diverse communities and 58 First Nations, spanning five regional districts and three of BC’s tourism regions: the Cariboo Chilcotin Coast, the Thompson Okanagan, and the Vancouver, Coast & Mountains (Appendix 1). This diversity provides a rich tapestry of stories, culture, and heritage within the region. Along its 750km length, the climate, geography, and ecology are diverse, ranging from wet, mild weather in the Fraser Valley, to the mountainous regions of the Cariboo, to the semi-arid grasslands around Cache Creek and Ashcroft.

Touring and outdoor recreation are the primary demand generators in the planning area. Key heritage attractions that draw visitors include the national historic sites of Barkerville and Fort Langley, along with an array of smaller historic, cultural, and Indigenous attractions scattered throughout the corridor.

Beyond its gold rush history, this corridor also represents the significant stories of the Fraser River, Indigenous history, Chinese history, and other stories that have contributed to the region’s development like the Sasquatch, the miracle of the salmon and the sturgeon, the Hudson’s Bay Company, the railway, and more.

The Fraser River and Fraser Canyon, as well as the stunning landscapes throughout the planning area, provide a backdrop for numerous outdoor recreational activities that draw visitors to the region such as river rafting, winter sports, hiking, mountain biking, ATV/off-roading, swimming, and paddling. The planning area is home to several highly popular provincial parks that attract visitors. There is the Bowron Lake Provincial Park for canoeing/kayaking, the Stein Valley Nlaka’pamux Heritage Park, and South Chilcotin Mountain Park for backcountry pursuits including horseback riding, hiking, and mountain biking. Activity-based attractors include fishing, river rafting, wildlife viewing, horseback riding and guest ranch vacations, hiking, rodeos, hunting, canoeing and kayaking, camping, off-roading, heli-skiing, and snowmobiling.

People have been drawn to the GRT for centuries to harvest the riches of the area. As the natural riches that have sustained residents and the corridor’s economy diminish new sustainable economic opportunities (including tourism) are being sought. These opportunities are accompanied by challenges. Changes in transportation patterns as a result of the Coquihalla Highway which diverts much of the eastbound traffic away from Highways 1 and 97. Additionally, the cancellation of the Port Hardy to Bella Coola ferry has in part, contributed to altered travel patterns which stakeholders report has stunted tourism growth. And, tragically, the wildfires of 2017 and 2018 along with the 2018 floods have left long-lasting direct, indirect, and induced impacts for the tourism businesses and communities that will require targeted investments to lay the foundation for the future.
Long-term success in the GRT will be based on attracting niche markets. This is a region that appeals to the travel interests and motivations of Authentic Experiencers, Cultural Explorers, and Cultural History Buffs, as these segments have a higher propensity for independent travel, getting off the beaten path, and seeking authentic interactions with local people to learn about the culture and ways of life. Despite the alignment of the target visitors’ interests with the natural assets of the planning area, visitation is highly seasonal. There is an identified need for enhanced infrastructure to support the touring experience including more purchasable products, guided experiences, as well as self-discovery activities, to entice visitors to stay longer and spend more.

Over the past seven years the Gold Rush Trail Management Committee has been working collaboratively to enhance branding, product development, and capacity building throughout the corridor in an effort to rejuvenate tourism and attract more target visitors.

**While many positive strides have been made, opportunities exist to continue strengthening the awareness and visitor experience along the corridor.**

The return of the direct Port Hardy to Bella Coola ferry in 2018 and the designation of the Great Bear Rainforest as a protected area, which is bringing increased notoriety to BC, are major initiatives in the adjacent planning area that can be leveraged to grow visitation along this heritage corridor. As these initiatives evolve and expand, there is an opportunity for visitors to stay longer and experience the GRT as part of their journey.
As British Columbia’s longest, most historical route, the GRT is diverse with distinctions between the opportunities from New Westminster to Hope and Hope through to Barkerville. Yet despite this diversity, stakeholders were unified in their vision for the planning area:

Four destination development goals were identified to support the vision for this planning area:

1. Demonstrate leadership through strategic, collaborative planning, development, and investment in touring routes.
2. Amplify awareness of the GRT along the entire corridor amongst visitors, businesses, and residents alike.
3. Incrementally grow the benefits from tourism while respecting the limited carrying capacity of the land, people, cultural, and heritage assets.
4. Maintain a keen awareness and understanding of the customer, adapt to the changing needs of the market, and develop experiences that enhance the visitor journey to attract more travellers, increase length of stay and spend throughout the year.

The current and future experiences that will motivate travel and differentiate the planning area include:

1. Independent touring by car/RV
2. The Gold Rush story with anchor historic sites of Fort Langley National Historic Site and Barkerville Historic Town and Park
3. The Fraser River and Fraser Canyon
4. Back and frontcountry adventure — river rafting, horseback riding, hiking, mountain biking, etc.
5. Salmon, sturgeon, and freshwater fishing.
6. Well known parks including Bowron Lake, Stein Valley Nlaka’pamux Heritage Park, and South Chilcotin Mountains
7. Indigenous Tourism
8. A variety of festivals and events
9. McAbee Fossil Beds
THIRTY-SIX DESTINATION DEVELOPMENT OBJECTIVES, AlIGNED WITHIN SIX THEMES, AND 16 CATALYST PROJECTS ARE DESCRIBED WITHIN THIS STRATEGY, ALONG WITH THE IDENTIFIED ORGANIZATIONS WITHIN THE SUCCESS NETWORKS NEEDED TO REALIZE IMPLEMENTATION.

The first five themes are directly related to the 10-year destination development opportunities identified. The sixth theme acknowledges and responds to the wildfire and flood realities that emerged during the planning process and will have a long-term impact on the planning area, yet there is an opportunity to engage in various short-term initiatives.

**THEME 1:** Strategically invest in targeted infrastructure upgrades that support this unique heritage touring corridor

**THEME 2:** Lead strategic growth through continued collaboration to strengthen the corridor’s end-to-end visitor experience

**THEME 3:** Diversify and expand the visitor experience

**THEME 4:** Enable tourism business viability and success

**THEME 5:** Protect the environment while managing tourism growth

**THEME 6:** Support natural disaster recovery

The composite nature of tourism necessitates collaboration to succeed. Stakeholders along the GRT have demonstrated their ability to collaborate, stand behind a distinct visitor brand and support the initiatives led by the Gold Rush Trail Management Committee and cross-regional stakeholders. Done well along the GRT, this process could forge a new model for tourism development of key touring corridors and circle routes and demonstrate leadership that supports BC’s overarching visitor experience goals.
II. ACRONYMS

BCFROA  BC Fishing Resorts and Outfitters Association
BCLCA  BC Lodging & Camping Association
BCHA  BC Hotel Association
CCCTA  Cariboo Chilcotin Coast Tourism Association
CF  Community Futures
CRD  Cariboo Regional District
DBC  Destination BC
DDP  Destination Development Program
DMO  Destination Management Organization
EDO  Economic Development Offices
EMBC  Emergency Management BC
GRT  Gold Rush Trail
GRTMC  Gold Rush Trail Management Committee
FFGRD  Fraser Fort George Regional District
FN  First Nations
FVRD  Fraser Valley Regional District
go2HR  The British Columbia Human Resource Organization for Tourism
ICBC  Insurance Company of British Columbia
ITBC  Indigenous Tourism British Columbia
MLA  Member of the Legislative Assembly
MRDT  Municipal Regional District Tax (referred to as the “Hotel Tax”)
NPTG  New Pathways to Gold
NDIT  Northern Development Initiative Trust
OCP  Official Community Plan
RD  Regional District
RDMO  Regional Destination Management Organization
SLRD  Squamish-Lillooet Regional District
TIABC  Tourism Industry Association of British Columbia
TOTA  Thompson Okanagan Tourism Association
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>TNG</td>
<td>Tsilhqot’in National Government</td>
</tr>
<tr>
<td>TNRD</td>
<td>Thompson Nicola Regional District</td>
</tr>
<tr>
<td>VCM</td>
<td>Vancouver, Coast &amp; Mountains</td>
</tr>
<tr>
<td>UNWTO</td>
<td>UN World Tourism Organization</td>
</tr>
<tr>
<td>PROVINCIAL MINISTRIES</td>
<td></td>
</tr>
<tr>
<td>AEST</td>
<td>Ministry of Advanced Education, Skills and Training</td>
</tr>
<tr>
<td>AGRI</td>
<td>Ministry of Agriculture</td>
</tr>
<tr>
<td>MCS</td>
<td>Ministry of Citizen Services</td>
</tr>
<tr>
<td>EDUC</td>
<td>Ministry of Education</td>
</tr>
<tr>
<td>EMPR</td>
<td>Ministry of Energy, Mines and Petroleum Resources</td>
</tr>
<tr>
<td>ENV</td>
<td>Ministry of Environment and Climate Change Strategy</td>
</tr>
<tr>
<td>FIN</td>
<td>Ministry of Finance</td>
</tr>
<tr>
<td>FLNR</td>
<td>Ministry of Forest, Lands, Natural Resource Operations and Rural Development</td>
</tr>
<tr>
<td>JTT</td>
<td>Ministry of Jobs, Trade and Technology</td>
</tr>
<tr>
<td>IRR</td>
<td>Ministry of Indigenous Relations and Reconciliation</td>
</tr>
<tr>
<td>LBR</td>
<td>Ministry of Labour</td>
</tr>
<tr>
<td>MAH</td>
<td>Ministry of Municipal Affairs and Housing</td>
</tr>
<tr>
<td>MPSSG</td>
<td>Ministry of Public Safety &amp; Solicitor General</td>
</tr>
<tr>
<td>TAC</td>
<td>Ministry of Tourism, Arts and Culture</td>
</tr>
<tr>
<td>TRAN</td>
<td>Ministry of Transportation and Infrastructure</td>
</tr>
<tr>
<td>FEDERAL MINISTRIES/ENTITIES</td>
<td></td>
</tr>
<tr>
<td>DC</td>
<td>Destination Canada</td>
</tr>
<tr>
<td>INAC</td>
<td>Indigenous and Northern Affairs Canada</td>
</tr>
<tr>
<td>ITAC</td>
<td>Indigenous Tourism Association of Canada</td>
</tr>
<tr>
<td>MIC</td>
<td>Ministry of Immigration and Citizenship</td>
</tr>
<tr>
<td>TIAC</td>
<td>Tourism Industry Association of Canada</td>
</tr>
<tr>
<td>THRC</td>
<td>Tourism HR Canada</td>
</tr>
<tr>
<td>WED</td>
<td>Western Economic Diversification</td>
</tr>
</tbody>
</table>
This Destination Development Strategy is the final report resulting from an 18-month, iterative process of gathering, synthesizing, and validating information with stakeholders about the current status of tourism along the Gold Rush Trail (GRT) tourism area of British Columbia. This strategy synthesizes primary and secondary research gathered from multiple stakeholder conversations, documents, plans, studies, and input from the project working group.

As one of 20 planning area strategies, the Gold Rush Trail strategy contributes to the tapestry of long-term regional and provincial planning that supports the development of British Columbia as a world-class tourism destination. The participation of our partners throughout the process was invaluable; however, this does not represent endorsement of this strategy.
Destination British Columbia’s Destination Development team, the Vancouver, Coast & Mountains (VCM) representative, the Cariboo Chilcotin Coast Tourism Association (CCCTA), and the Thompson Okanagan Tourism Association (TOTA) wish to thank the many stakeholders in multiple communities who contributed to informing this strategy.

Opportunities to contribute included:
- attending community meetings
- participating in surveys and/or stakeholder interviews
- contributing to and validating the asset inventory
- providing relevant documents

We extend our sincere thanks to the Indigenous people on whose traditional territories we gathered for our community meetings including:

Quesnel home of the Southern Dekal Nations Alliance, 100 Mile House and Williams Lake home of the Secwepemc, Ashcroft home of the Nlaka’pamux, Hope home of the Sto:lo and Lillooet home of the St’at’imc.

With 58 Indigenous bands identified within the planning area, we further acknowledge that many land agreements are currently in varying stages of negotiations, resulting from successful cooperation between the Indigenous and non-Indigenous people, the private sector, government, non-for-profit organizations and passionate volunteers.

Special thanks are offered to members of the working group:
- Angela Bissat, Lillooet Agriculture and Food Society, District of Tourism for Chamber
- Dawn Rueckl, Ministry of Tourism, Arts and Culture
- Deb Arnott, General Manager, Community Futures Sun Country
- Emily Colombo, FLNR and Regional Lead for Wildlife Recovery
- James Douglas, Manager Visitor Experiences, and Public Relations, Barkerville National Historic Site
- Jason Ryll, Councillor, City of Williams Lake
- Kate Rottluff, FLNR, Tenure Authorizations
- Kevan Bracewell, Chilcotin Holidays
- Lynn-Ann Cheverie, Ministry of Transportation and Infrastructure
- Mark Shane, Horsting Farm Market
- Patrick Earl, Advantage Hope
- Peggy Zorn, Ecotours BC and Pynateeah Lodge
- Steve Rice, Packing House
Restaurant, TNRD, GC Community Society Board
• Sue Baerg, Fraser River Rafting
• Shawna Leung, Vancouver, Coast & Mountains representative

Special thanks are also offered to members of the Gold Rush Trail Management Committee:
• Brent Rutherford, Cariboo Regional District Heritage Steering Committee (Lac La Hache)
• Florence Jack, Xwisten Indian Band and Xwisten Experience Tours (Lillooet)
• James Douglas, Barkerville Historic Town & Park and Cottonwood Historic Site (Wells)
• Julie Dinsdale, Big Canyon Rafting (Quesnel)
• John Massier, Cariboo Regional District (elected official)
• Paula Cranmer Underhill, Spapium “Little Prairie” Farm (Lytton)
• Sue Baerg, Fraser River Rafting and Fraser Canyon corridor (Yale)
• Terry Raymond, Siska First Nations, Tuckkwiowhum Heritage Village, and Fraser Valley Regional District (elected official — Boston Bar)
• Ursula Pfähler, Province of BC Heritage Branch
• Dana Schoahs, Indigenous Tourism Association of BC
• Simone Carlyle-Smith, Thompson Okanagan Tourism Association (TOTA)
• Shawna Leung, Vancouver, Coast & Mountains representative
• Amy Thacker, Cariboo Chilcotin Coast Tourism Association (CCCTA)

Additionally, special thanks are offered to the facilitators of the Gold Rush Trail destination development process:
Nancy Arsenault (Project Lead) and Lesley Anderson of the Tourism Café Canada.

British Columbia’s Devastating Wildfire and Floods
The wildfires of 2017 and 2018 were the two most significant years in British Columbia’s history. It was a period of devastation for many who lost homes, businesses, and tourism revenues. It was also a time of coming together as communities and citizens reached out to help each other in time of need. The spring of 2018 brought flooding in multiple communities along the Gold Rush Trail, which like the wildfires, impacted and destroyed some businesses.

The direct, indirect, and induced impacts of these natural disasters impacting communities will be felt significantly in 2018 and beyond as the recovery activities continue. Gratitude is extended to everyone who contributed to emergency services, firefighting, communication, evacuation, and supporting those in need in a multitude of ways. Events such as these demonstrate the tourism industry’s fragility and resilience and the strength of the human spirit to endure adversity.
INTRODUCING THE STRATEGY

The Gold Rush Trail Destination Development Strategy is designed to enhance the competitiveness of the Gold Rush Trail over the next 10 years and beyond. The strategy is part of Destination BC’s Destination Development Program. The program is a critical part of Destination BC’s corporate strategy and facilitates the collaboration of local, regional and provincial agencies, First Nations bands, destination marketing organizations (DMOs), tourism operators, and other community interests to guide the long-term growth of tourism along the Gold Rush Trail.

A. PROGRAM VISION AND GOALS

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

- BC is a world-class tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectations, and align with BC’s brand.
The provincial vision is supported by three goals:

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

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

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

B. PURPOSE OF THE STRATEGY

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

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

The strategy is intended to serve as a guide for tourism partners as they proceed with implementation. This strategy should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, and market conditions. Additionally, results should be tracked regularly to ensure future implementation activities be even more effective in increasing economic, social, and cultural benefits to the Gold Rush Trail.
C. A FOCUS ON THE SUPPLY AND EXPERIENCE

Destination development is the mechanism whereby the natural life cycle of tourism (e.g., development, stagnation, decline, and rejuvenation) is managed to ensure a destination remains desirable for the ever-changing consumer and 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). Creative marketing efforts strive to generate short-term demand for a destination and create immediate urgency for people to want to visit. Destination development focuses on the supply side of tourism by creating a compelling visitor experience to attract new visitors and entice repeat visitation. Sharing via social networks, like Facebook, Twitter, and TripAdvisor, allow travellers to review their experiences and the quality of the destination making social media an essential element of the marketing toolbox.

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

- The setting in which our experiences take place and how to access them.
- Policies that establish and maintain opportunities and growth barriers.
- The investment enhancement framework.
- Products and experiences matched to consumer interests, including infrastructure and amenities (which are all often public in nature and used by residents as well as visitors).
- Visitor servicing programs that meets and exceeds guest expectations.
- Capability, skills, and training the tourism industry needs so that we all can excel at what we do. These dimensions are in Figure 2.

FIGURE 2: Five Dimensions of Supply — the Visitor Experience

1. Setting, Access + Policies
2. Investment Enhancement
3. Experience + Product Development
4. Visitor Servicing
5. Capabilities, Skills + Training
D. METHODOLOGY

This strategy was developed based on extensive, collaborative effort during a 18-month process. The destination development planning approach was highly iterative, allowing for multiple opportunities for stakeholder input and validation and the anticipated time frame for project completion was delayed due to the 2017 wildfires and subsequent priority recovery activities (Figure 3).

The process followed a semi-structured strategic approach, created by Destination BC, that allowed for flexibility to ensure the considerations of each planning area were assessed and respected. A volunteer Working Committee, plus the Gold Rush Trail Management Committee, contributed their expertise to reviewing and discussing the key findings from the Situation Analysis and helped develop the goals, supporting objectives and strategies contained in this strategy.

### FIGURE 3: Key Project Timelines

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-project staging and document review</td>
<td>March 2017</td>
</tr>
<tr>
<td>1st in-community consultations in Hope, Ashcroft, 100 Mile House, Quesnel and an online session</td>
<td>March–April 2017</td>
</tr>
<tr>
<td>Interviews asset inventory research and stakeholder interview</td>
<td>April–July 2017</td>
</tr>
<tr>
<td>2nd in-community consultation in Hope, Lillooet, Williams Lake and an online session</td>
<td>May 2017</td>
</tr>
<tr>
<td>Project pause due to the 2017 wildfire crises in British Columbia</td>
<td>July–October 2017</td>
</tr>
<tr>
<td>Draft the situation analysis</td>
<td>July–September, 2017</td>
</tr>
<tr>
<td>Working Group meeting in Cache Creek to review key findings and set priorities to inform the draft strategy</td>
<td>October 2017</td>
</tr>
<tr>
<td>Project delays for wildfire recovery activities with government and stakeholders plus conducting research on the wildfire impacts to the region</td>
<td>October 2017–April 2018</td>
</tr>
<tr>
<td>Industry survey</td>
<td>October–November 2017</td>
</tr>
<tr>
<td>Situation analysis completed, draft the Destination Development Strategy</td>
<td>December 2017–February 2018</td>
</tr>
<tr>
<td>Review of the Destination Development Strategy by government, the GRT working group and the GRT Management Committee</td>
<td>March–August 2018</td>
</tr>
<tr>
<td>Finalize the strategy with consideration of the wildfire and flood impacts on priorities and catalyst projects</td>
<td>September 2018</td>
</tr>
</tbody>
</table>

E. PROJECT OUTPUTS

The three key outputs from this project include:

(1) An asset inventory of accommodation, tourism businesses and attractions, tourism organizations, food and beverage establishments, parks and recreation sites, sports and arts facilities, meeting facilities, transportation, and visitor services.

(2) A Situation Analysis that provides detailed insights of the industry and Gold Rush Trail context and the planning area assessment and considerations.

The Destination Development Strategy for the Gold Rush Trail is one of 20 within the province (Figure 4). Over the course of Destination BC’s Destination Development Program, each of the province’s six tourism regions will integrate their planning area strategies into six Regional Destination Development Strategies which, in turn, will be used to inform an overarching Provincial Destination Development Strategy (Figure 5). The destination development
strategies themselves will be influenced by, and where
appropriate reflect and complement, other planning initiatives. Additionally, as this planning area overlaps with the Vancouver,
Coast & Mountains and Thompson Okanagan regions, the Gold Rush Trail Destination Development Strategy will be referenced in these regional strategies.

In addition to government planning processes related to tourism, other layers of planning that are relevant to the destination development strategy process include:

1. ASSOCIATIONS AND AGENCIES REPRESENTING DIFFERENT TOURISM SUB-SECTORS (e.g., culinary, sport fishing, kayaking, boating) AND SERVICES (e.g., advocacy, human resources, marketing): These organizations play an important role in many aspects of the demand-side of tourism sector development, specifically in relation to the involvement and interests of the private sector.

2. DESTINATION MARKETING AND MANAGEMENT ORGANIZATIONS (DMOS): The marketing and promotional (and, in some cases, destination development) efforts of community DMOs are relevant to the destination development strategy process as these efforts are typically focused on the supply-side of a community’s tourism sector (e.g., marketing the community’s tourism assets).

3. LOCAL GOVERNMENT COMMUNITY AND REGIONAL STRATEGIES: These strategies can have direct or indirect implications for tourism destination development and the marketing of these assets (e.g., trail development, zoning for commercial short-term accommodation, protection of visual/scenic assets, commercial property tax frameworks, regulation of the sharing economy, etc.).

4. FIRST NATIONS BANDS, TRIBAL COUNCILS, AND NATIONAL GOVERNMENTS: The planning area, regional, and provincial destination development strategies will impact Indigenous Nations communities to varying degrees, as well as the provincial and national associations working to advance their interests.

FIGURE 5: Levels of Destination Development Planning
Success networks represent the clusters of businesses and organizations (private sector, government, and not-for-profit) who are encouraged to collaborate and work in harmony to bring the opportunity to fruition. Successful destination development implementation recognizes that “we all have a role to play”.

The recommendations contained within this Destination Development Strategy form the foundation for additional focused and aligned discussions regarding implementation locally, regionally, and provincially. Organizations identified within each tactical success network will be in a position to review, locally, 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 this planning area’s and British Columbia’s visitor economy.

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

The stakeholders demonstrated a desire to work together throughout the community consultations. The complexity of the tourism opportunity is understood along the Gold Rush Trail. It is believed that only by working collaboratively that the true potential of the Gold Rush Trail can be realized.
### FIGURE 6: Key Governmental and Management Organizations

<table>
<thead>
<tr>
<th>FEDERAL</th>
<th>PROVINCIAL</th>
<th>REGIONAL</th>
<th>LOCAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Destination Canada</td>
<td>• Destination BC (DBC)</td>
<td>• Cariboo Regional District</td>
<td>• City of Abbotsford</td>
</tr>
<tr>
<td>• Department of Fisheries &amp; Oceans</td>
<td>• BC Parks</td>
<td>• Thompson Nicola Regional District</td>
<td>• City of Chilliwack</td>
</tr>
<tr>
<td>• Canadian Heritage</td>
<td>• Ministries:</td>
<td>• Fraser Fort George Regional District</td>
<td>• City of Quesnel</td>
</tr>
<tr>
<td>• Environment &amp; Climate Change</td>
<td>- Advanced Education, Skills &amp; Training</td>
<td>• Squamish Lilooet Regional District</td>
<td>• City of New Westminster</td>
</tr>
<tr>
<td>• Indigenous and Northern Affairs</td>
<td>- Agriculture</td>
<td>• Fraser Valley Regional District</td>
<td>• City of Williams Lake</td>
</tr>
<tr>
<td>• Small Business &amp; Tourism</td>
<td>- Environment &amp; Climate Change Strategy</td>
<td>• Gold Rush Trail Management Committee</td>
<td>• District of 100 Mile House</td>
</tr>
<tr>
<td>• Western Economic Diversification</td>
<td>- Finance</td>
<td>• Cariboo Chilcotin Coast Tourism Association</td>
<td>• District of Hope</td>
</tr>
<tr>
<td>• Indigenous Tourism Association of Canada</td>
<td>- Forests, Lands, Natural Resource Operations &amp; Rural Development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Indigenous Tourism Association of Canada</td>
<td>- Indigenous Relations &amp; Reconciliation</td>
<td>• Thompson Okanagan Tourism Association</td>
<td>• District of Lillooet</td>
</tr>
<tr>
<td></td>
<td>- Jobs, Trade &amp; Technology</td>
<td>• Community Futures</td>
<td>• District of Mission</td>
</tr>
<tr>
<td></td>
<td>- Municipal Affairs &amp; Housing</td>
<td>• Northern Development Initiative Trust</td>
<td>• District of Wells</td>
</tr>
<tr>
<td></td>
<td>- Public Safety and Solicitor General</td>
<td>• Southern Interior Development Initiative Trust</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Tourism, Arts &amp; Culture</td>
<td>• Gold Country Communities Society</td>
<td>• Village of Ashcroft</td>
</tr>
<tr>
<td></td>
<td>- Transportation &amp; Infrastructure</td>
<td></td>
<td>• Village of Cache Creek</td>
</tr>
<tr>
<td></td>
<td>• Indigenous Tourism Association of BC</td>
<td></td>
<td>• Village of Clinton</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Village of Lytton</td>
</tr>
</tbody>
</table>
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:

This strategy is intended to inform actions for the future, which over time may be embedded in the local, regional, and provincial decision making. The result will be an integrated system of priorities that will achieve better development decisions, drive greater tourism revenues, and realize benefits for businesses and communities along the Gold Rush Trail.

ALL THIS WILL CONTRIBUTE TO A THRIVING, VIBRANT, AND GROWING ECONOMY.

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

The regional representatives (Vancouver, Coast & Mountains, Thompson Okanagan, and the Cariboo Chilcotin Coast) have important roles to play as regional destination development champions in addition to the Gold Rush Trail Management Committee. As this planning process is not intended to duplicate ongoing efforts or create new organizational or administrative structures, the implementation of this strategy should first be executed through existing organizations, where possible.
A. OVERVIEW OF THE PLANNING AREA

The GRT planning area encompasses a 750km corridor stretching from New Westminster to Barkerville and north to Stone Creek, following the traditional Indigenous peoples’ trading routes utilized during the fur trade and expanded during the gold rushes of 1858–1862 (Figure 7).

The list of communities in the GRT planning area is located in Appendix 1.

The northern geographic boundary includes West Twin, Bowron Lake, and Fraser River Provincial Parks and stretches to the town of Stoner on Highway 97. The western portion of the planning area is bounded primarily by, and includes, the Fraser River, but stretches west of the Fraser River to include Nazko and Blackwater in the north, Riske Creek and Churn Creek Protected Area in the central area and Gold Bridge, Seton Portage, Stein Valley / Nlaka’pamux Heritage Park, and Harrison Lake in the southern area of the corridor. The southern portion of the planning area extends along Highway 1 from Hope to New Westminster. The eastern border is bounded by Highway 1 to Cache Creek and includes Logan Lake, Ashcroft and Walhachin. It also includes Highway 97 from Cache Creek to 150 Mile house, at which point the border moves east to include Crooked Lake, Quesnel Lake, and West Twin.
B. DESCRIPTION OF THE POPULATION BASE, COMMUNITIES INCLUDED, AND FIRST NATIONS

Geographic boundaries demarcating electoral areas vary from the boundaries identified for Destination BC’s GRT planning area.

The planning area population has been estimated using regional district electoral areas: CRD Areas A–G, FFGRD Areas D and E, TNRD Areas E and I, SLRD Areas A and B, FVRD Area A, B, D, and E and the six municipalities of Abbotsford, Mission, Chilliwack, Kent, Harrison Hot Springs, and Hope. The population of the entire planning area is estimated at approximately 572,400; it does not include New Westminster.

The northern portion represents about 13% of the total corridor population, with 75,800 residents, and the southern portion of the GRT the other 87% of the population, with 496,600 residents.

Destination BC and Indigenous Tourism BC identified, using the BC Economic Atlas, that there are 58 First Nation communities in this planning area (Figure 7). British Columbia has 203 First Nation Bands, this single planning area represents 29% of the province’s Indigenous communities. When combined with the 11 First Nations in the Chilcotin Central Coast planning area and two in the Interlakes planning area, this brings the total to 71 First Nations in the Cariboo Chilcotin Coast tourism region, or 35% of the province’s Indigenous communities.

C. DESCRIPTION OF ECONOMY BASE — HISTORICAL AND CURRENT

Historically the communities along the northern portion of the GRT relied on natural resources with a strong emphasis on forestry and secondarily on mining, agriculture, and tourism.

With the forest industry in decline, particularly due to the mountain pine beetle and market-driven forestry decline over the last five to ten years, regional districts within the planning area — the Cariboo, Fraser Valley, and Squamish-Lillooet Regional Districts — have been looking to reinvigorate and diversify their economies. While the forestry industry is anticipated to continue to be strong and vibrant, but on a smaller scale and with fewer jobs, tourism represents an opportunity for economic growth and diversification throughout the planning area.

The Squamish-Lillooet Regional District (SLRD) is already known for its outdoor recreation and this reputation now extends east along the Highway 99 corridor towards Lillooet driving new tourism opportunities. In addition to tourism, agriculture is a focus for economic development. The Lillooet region has a long history of cattle ranching, farming, and fruit production. Recent ventures into hops, grape-growing, wine-making, and value-added processing are fueling excitement about the area’s agricultural potential. In this area construction, forestry, renewable energy, and mining add to the diverse mix of economic opportunities.

www.bcstats.gov.bc.ca/StatisticsBySubject/Census/2016Census/PopulationHousing/MunicipalitiesByRegionalDistrict.aspx
The economy in the Fraser Valley is more diverse than the Cariboo Regional District and the Squamish-Lillooet Regional District as it is impacted by its larger population and closer proximity to the Metro Vancouver area. Traditionally, the economy relied on agriculture and the resource industry sectors. While these sectors are still present and represent an important ongoing source of jobs, the employment base has diversified and now includes a variety of manufacturing, aerospace, service, and high-tech fields.

Within the Fraser Valley Regional District (FVRD), the larger communities are Abbotsford, Chilliwack, and Mission have a higher share of manufacturing, retail, trade, and construction and often act as suppliers of commercial services to smaller communities such as the District of Kent or the Electoral Areas. Recreation and tourism represent opportunities for growth throughout the entire FVRD and its communities.

\[\text{1}\text{The Fraser Fort George and Thompson Nicola Regional Districts do not provide specific information on economic development initiatives or programs on their websites.}\]

\[\text{2}http://lillooetbc.ca/Business-Investment/Economic-Development.aspx\]

D. OVERVIEW OF TOURISM PERFORMANCE

The 750 km Gold Rush Trail traverses through three of British Columbia’s six destination management regions:

The Cariboo Chilcotin Coast, Vancouver, Coast & Mountains, and the Thompson Okanagan, making it challenging to ascertain tourism performance for the planning area. Chapter four in the Situation Analysis provides a high-level snapshot of tourism performance in these three regions with the greatest level of detail in the region managed by the Cariboo Chilcotin Coast Tourism Association (CCCTA) and the Vancouver, Coast & Mountains (VCM) as most of the GRT is in these two regions. However, with little data available for the Cariboo Chilcotin Coast region and even less at planning area level, it is challenging to report on tourism performance. At the time of this research there was no Municipal Regional District Tax (MRDT) being collected by the CCCTA to provide accommodation occupancy and rate statistics, although the application has been approved and implementation began in May 2018.

ACCOMMODATIONS

Detailed accommodation revenue data available for most regions is provided in the Provincial Tourism Indicators, 2015 Year in Review report except in the Cariboo Chilcotin Coast where there is no MRDT. In 2015, Vancouver, Coast & Mountains generated 58% of BC’s room revenue ($1.3 billion) and the Thompson Okanagan region generated 13% ($256 million).

1. One-third to one-half of BC residents spent nights in the residences of friends and family, depending on the region — the highest proportion of visiting friends and family for BC residents is in the Thompson Okanagan region and for other Canadians is in the Vancouver, Coast & Mountains region.

2. The Cariboo Chilcotin Coast and Thompson Okanagan regions are more popular for camping.

3. The most popular paid accommodation for US residents and other international travellers was hotel, followed by camping/RV Parks. US residents most often stayed in camping/RV Parks or with friends and family in the CCC area (Figure 8).

---

1. Note: The Cariboo Chilcotin Coast Tourism Association has been actively advancing the community engagement and application requirements to request the MRDT be approved in the region and administered through their organization.

FIGURE 8: Regional Accommodation by Visitor Origin (2015)

### Vancouver, Coast & Mountains

<table>
<thead>
<tr>
<th>PRIMARY ACCOMMODATION*</th>
<th>BC RESIDENTS</th>
<th>OTHER CANADIANS</th>
<th>US RESIDENTS</th>
<th>OTHER INTERNATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends and Family</td>
<td>48%</td>
<td>56%</td>
<td>27%</td>
<td>50%</td>
</tr>
<tr>
<td>Hotel</td>
<td>20%</td>
<td>33%</td>
<td>48%</td>
<td>20%</td>
</tr>
<tr>
<td>Motel</td>
<td>1%</td>
<td>2%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>Other Commercial Fixed Roof**</td>
<td>8%</td>
<td>6%</td>
<td>19%</td>
<td>27%</td>
</tr>
<tr>
<td>Camping / RV Parks</td>
<td>11%</td>
<td>2%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>

### Cariboo Chilcotin Coast

<table>
<thead>
<tr>
<th>PRIMARY ACCOMMODATION*</th>
<th>BC RESIDENTS</th>
<th>OTHER CANADIANS**</th>
<th>US RESIDENTS**</th>
<th>OTHER INTERNATIONAL**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends and Family</td>
<td>36%</td>
<td>27%</td>
<td>17%</td>
<td>5%</td>
</tr>
<tr>
<td>Hotel</td>
<td>10%</td>
<td>5%</td>
<td>5%</td>
<td>37%</td>
</tr>
<tr>
<td>Motel</td>
<td>2%</td>
<td>8%</td>
<td>15%</td>
<td>6%</td>
</tr>
<tr>
<td>Other Commercial Fixed Roof**</td>
<td>5%</td>
<td>8%</td>
<td>6%</td>
<td>15%</td>
</tr>
<tr>
<td>Camping / RV Parks</td>
<td>17%</td>
<td>13%</td>
<td>19%</td>
<td>25%</td>
</tr>
</tbody>
</table>

### Thompson Okanagan

<table>
<thead>
<tr>
<th>PRIMARY ACCOMMODATION*</th>
<th>BC RESIDENTS</th>
<th>OTHER CANADIANS</th>
<th>US RESIDENTS**</th>
<th>OTHER INTERNATIONAL**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friends and Family</td>
<td>50%</td>
<td>37%</td>
<td>39%</td>
<td>44%</td>
</tr>
<tr>
<td>Hotel</td>
<td>14%</td>
<td>17%</td>
<td>20%</td>
<td>28%</td>
</tr>
<tr>
<td>Motel</td>
<td>3%</td>
<td>5%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Other Commercial Fixed Roof**</td>
<td>6%</td>
<td>8%</td>
<td>1%</td>
<td>10%</td>
</tr>
<tr>
<td>Camping / RV Parks</td>
<td>18%</td>
<td>21%</td>
<td>8%</td>
<td>8%</td>
</tr>
</tbody>
</table>

*Please note the sum will not equal 100% for each market as other accommodation is not included in the table.

**Due to small unweighted sample size, use extreme caution when interpreting.

***Other commercial fixed roof could include B&Bs, wilderness lodges or commercial vacation rentals.
E. KEY VISITOR MARKETS

PRIMARY VISITOR PROFILES

Success along the Gold Rush Trail will be based on attracting niche markets — visitors with a certain profile. There are nine primary Explorer Quotient types for Canada, three of which Destination BC is targeting: Authentic Experiencers, Cultural Explorers, and Free Spirits.

Through a series of stakeholder engagement sessions in 2015 and 2016, it was determined that the Authentic Experiencers (AE), Cultural Explorers (CE) and Cultural History Buffs (CHB) were best aligned with the types of visitors currently visiting the GRT (Figure 9). These were then re-validated with stakeholders as part of the destination development planning process.

FIGURE 9: Gold Rush Trail Target EQ Profiles

**AUTHENTIC EXPERIENCER**

Understated travellers looking for authentic engagement. Most appealing activities in BC: walking, wildlife viewing, experiencing nature and local culture, local food and experience, connecting with others. Less interested in relaxation and shopping.

- Spontaneous travellers
- Enjoy sampling cultures
- Not out to impress others
- Not big consumers when travelling
- Don’t need luxury food/accommodations
- Visit places where important historical events took place
- Believe the best way to experience a culture is to interact as deeply as possible
- Enjoy being places where most tourists don’t go
- OK stepping out of their comfort zone

**CULTURAL EXPLORER**

Defined by their love constant travel and continuous opportunities to embrace, discover, and immerse in the culture of people, and settings of places they visit.

- Spontaneous
- Enjoy learning about diverse cultures
- Concerned for the environment
- Don’t need to impress others
- Not big consumers when travelling
- Constant travellers
- Seek cultural immersion
- Independent, unstructured travel
- Appreciation for nature travel
- Visit places where important historical events occurred
- Don’t require luxury

**CULTURAL HISTORY BUFF**

Similar to cultural explorers, cultural history buffs travel to further research their hobbies and interests. Discovering culture and history are their main motivations for travelling.

- Spontaneous
- Enjoy learning about diverse cultures
- Interested in the history of places they visit
- Not big consumers when travelling
- Choose destinations to experience natural beauty
- Appreciation for cultural interaction
- Constant travellers
- Don’t require luxury or pampering
- Want to travel with like-minded people
These EQ segments are all independent travellers who enjoy multi-day touring by car, and who tend to stay away from organized tours. They enjoy a mix of self-discovery and paid, guided activities and experiences — having these experiences available is important to enhance the overall visitor experience for these types of travellers.

Additionally, these EQ types\(^4\) have a high interest in Indigenous events and attractions. The GRT corridor would benefit from increased availability of Indigenous products and experiences to draw people to the planning area and provide more activities of high appeal to increase stay length and spend.

**KEY VISITOR MARKETS AND THE PRIMARY VISITOR PROFILES**

- British Columbia residents make up the largest share of overnight visitation in all three regions, but they are not spending as much as visitors from farther away (Figure 10).
- Interestingly, in the Thompson Okanagan, Albertans only represent 19\% of visitation but 28\% of spending, indicating that they are high yield travellers to that region. Likewise, but to a lesser extent, Albertans represent 6\% of visitation in Vancouver, Coast & Mountains and 8\% of spending. In the CCC they represent 11\% of visitation and only 8\% of spending.
- Californian visitors are the highest yield visitors in the CCC representing 2\% of visitation, but 12\% of spending (Figure 11).

**FIGURE 10: Top Markets Visitation and Spending**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. British Columbia</td>
<td>4%</td>
<td>1. British Columbia</td>
<td>7%</td>
<td>1. British Columbia</td>
<td>6%</td>
</tr>
<tr>
<td>2. Washington</td>
<td>8%</td>
<td>2. Alberta</td>
<td>1%</td>
<td>2. Alberta</td>
<td>1%</td>
</tr>
<tr>
<td>3. Alberta</td>
<td>6%</td>
<td>3. Washington</td>
<td>3%</td>
<td>3. United Kingdom</td>
<td>2%</td>
</tr>
<tr>
<td>4. Ontario</td>
<td>5%</td>
<td>4. Germany</td>
<td>2%</td>
<td>4. Australia</td>
<td>2%</td>
</tr>
<tr>
<td>5. California</td>
<td>4%</td>
<td>5. California</td>
<td>2%</td>
<td>5. Ontario</td>
<td>2%</td>
</tr>
</tbody>
</table>

**FIGURE 11: Regional Trip Characteristic Comparison (2014 data, % change over 2013)**

<table>
<thead>
<tr>
<th></th>
<th>VANCOUVER, COAST, &amp; MOUNTAINS</th>
<th>CARIBOO CHILCOTIN COAST</th>
<th>THOMPSON OKANAGAN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average spending for all travellers</td>
<td>$522 (4% increase)</td>
<td>$321 (24% increase)</td>
<td>$378 (2% decrease)</td>
</tr>
<tr>
<td>Average number of nights</td>
<td>4.7 (9% increase)</td>
<td>3.3 (2% increase)</td>
<td>3.6 (3% decrease)</td>
</tr>
<tr>
<td>Average spending per visitor per night</td>
<td>$111</td>
<td>$99</td>
<td>$105</td>
</tr>
</tbody>
</table>

SEASONALITY

The majority of visitation in all regions occurs during the spring/summer season from April through September. With its milder climate, Vancouver, Coast & Mountains sees more visitors throughout the year, including winter. BC residents and other Canadians are more likely to visit the Vancouver, Coast & Mountains region during the fall and winter months than US residents and overseas visitors (Figure 12).

**FIGURE 12:**
Regional Seasonality by Visitor Origin (2015)

**Vancouver, Coast & Mountains**

<table>
<thead>
<tr>
<th>SEASON OF TRAVEL</th>
<th>BC RESIDENTS</th>
<th>OTHER CANADIANS</th>
<th>US RESIDENTS</th>
<th>OTHER INTERNATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>January to March</td>
<td>21%</td>
<td>18%</td>
<td>15%</td>
<td>12%</td>
</tr>
<tr>
<td>April to June</td>
<td>19%</td>
<td>29%</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>July to September</td>
<td>36%</td>
<td>33%</td>
<td>40%</td>
<td>46%</td>
</tr>
<tr>
<td>October to December</td>
<td>24%</td>
<td>20%</td>
<td>17%</td>
<td>14%</td>
</tr>
</tbody>
</table>

**Cariboo Chilcotin Coast**

<table>
<thead>
<tr>
<th>SEASON OF TRAVEL</th>
<th>BC RESIDENTS</th>
<th>OTHER CANADIANS</th>
<th>US RESIDENTS</th>
<th>OTHER INTERNATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>January to March</td>
<td>15%</td>
<td>27%</td>
<td>0%</td>
<td>1%</td>
</tr>
<tr>
<td>April to June</td>
<td>22%</td>
<td>14%</td>
<td>45%</td>
<td>36%</td>
</tr>
<tr>
<td>July to September</td>
<td>54%</td>
<td>53%</td>
<td>51%</td>
<td>57%</td>
</tr>
<tr>
<td>October to December</td>
<td>9%</td>
<td>5%</td>
<td>4%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Thompson Okanagan**

<table>
<thead>
<tr>
<th>SEASON OF TRAVEL</th>
<th>BC RESIDENTS</th>
<th>OTHER CANADIANS</th>
<th>US RESIDENTS</th>
<th>OTHER INTERNATIONAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>January to March</td>
<td>14%</td>
<td>8%</td>
<td>16%</td>
<td>7%</td>
</tr>
<tr>
<td>April to June</td>
<td>24%</td>
<td>18%</td>
<td>19%</td>
<td>37%</td>
</tr>
<tr>
<td>July to September</td>
<td>45%</td>
<td>61%</td>
<td>54%</td>
<td>51%</td>
</tr>
<tr>
<td>October to December</td>
<td>18%</td>
<td>12%</td>
<td>11%</td>
<td>5%</td>
</tr>
</tbody>
</table>
OVER-ARCHING TOURISM DEVELOPMENT: THE IMPACTS OF ABORIGINAL TITLE LAND AGREEMENTS

Specific within the opportunity for leadership through collaboration, Aboriginal Title Lands will continue to influence decisions regarding the tourism future for much of the planning area. The Supreme Court of Canada declared Aboriginal title to approximately 1750 square kilometres of land in the central part of the Chilcotin Central Coast planning area in 2014 (Figure 13). The title area lies primarily within the Xeni Gwet’in traditional territory.

The Supreme Court of Canada declaration of Aboriginal title granted the Tsilhqot’in Nation “the right to decide how the land will be used, the right of enjoyment and occupancy of the land, the right to possess the land, the right to the economic benefits of the land, and the right to pro-actively use and manage the land.”

The Nenqay Deni Accord is a five-year agreement between the Tsilhqot’in Nation and the Provincial Government aimed at establishing a shared vision, principles and structures to negotiate one or more agreements related to the management and control of land, including the right to enact laws and decide land uses, within the claimed Tsilhqot’in traditional territory.

The Nemiah Declaration is a separate agreement from both the Aboriginal title lands ruling and the Nenqay Deni Accord and creates a framework for agreement amongst the six Tsilhqot’in member bands on land use within the title and rights areas.

---

**FIGURE 13:** Tsilhqot’in Land Title and Rights

Disclaimer: This map is potentially subject to minor revisions.

F. SUMMARY OF KEY STRENGTHS, CHALLENGES, AND OPPORTUNITIES

From a tourism destination perspective, the Gold Rush Trail benefits from a range of distinct strengths. However, it also faces numerous destination development challenges, some of which have the potential to impact the future growth and sustainability of the tourism sector.

In no specific order, the key strengths, challenges, and opportunities are identified in Figure 14. A full SWOT analysis is located in the Situation Analysis (available upon request).

FIGURE 14: Strengths, Challenges, and Opportunities

<table>
<thead>
<tr>
<th>KEY STRENGTHS</th>
<th>KEY CHALLENGES</th>
<th>KEY OPPORTUNITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>• One of only two major heritage touring corridors in BC</td>
<td>• Business recovery after 2017 wildfires and environmental disasters impacting the destination reputation</td>
<td>• McAbee Fossil beds — one of the richest beds in the world</td>
</tr>
<tr>
<td>• Plentiful historic and cultural assets</td>
<td>• Lack of specific infrastructure to support the touring experience</td>
<td>• Leverage return of the Port Hardy — Bella Coola ferry service and circle route</td>
</tr>
<tr>
<td>• The Fraser Canyon and the heritage significance of the Fraser River</td>
<td>• Limited cell and Wi-Fi service</td>
<td>• Strengthen awareness of the Gold Rush Trail amongst stakeholders and visitors</td>
</tr>
<tr>
<td>• Stunning diverse landscapes that support abundant flora, fauna, and recreation</td>
<td>• Lack of purchasable tourism and guided experiences</td>
<td>• Develop best practices in multi-modal touring corridor development</td>
</tr>
<tr>
<td>• Opportunities for uncrowded, remote adventure in nature</td>
<td>• Highly seasonal destination</td>
<td>• Strengthen Indigenous capacity for tourism development</td>
</tr>
<tr>
<td>• 58 First Nations</td>
<td>• Limited public and alternative transportation options</td>
<td>• Invest in the development and maintenance of Gold Rush Trail’s heritage assets</td>
</tr>
<tr>
<td>• Committed, passionate stakeholders and leaders with seven years of collaborative development work in place</td>
<td>• Carrying capacity of pristine wilderness</td>
<td></td>
</tr>
</tbody>
</table>
G. EXPERIENCE POTENTIAL

UNIQUE SELLING PROPOSITIONS

The unique selling propositions (USPs) that define the Gold Rush Trail include:

1. A unique, scenic, heritage touring route offering visitors an opportunity to connect with British Columbia’s history and the heritage of its people.
   a. This touring route is anchored by two significant historic sites including Fort Langley National Historic Site — the “Birthplace of BC” — and Barkerville Historic Town and Park — the largest historic site in western North America.
   b. Traces or sections of the historic Cariboo Wagon Road that was used by more than 10,000 gold rush prospectors during the 1860s.
   c. Offers an array of historic and heritage sites, as well as attractions, to enhance the visitor journey.

2. The Fraser River — BC’s longest river — and the stunning Fraser Canyon.
   a. The river represents a major historic transportation route for the Indigenous people of British Columbia, explorers and settlers to British Columbia, and is designated a Canadian Heritage River for its natural and human heritage values.
   b. Home to one of the first recorded settlements of Indigenous people.
   c. Known for its world-class fishing as it hosts all six species of Pacific salmon and one of only three rivers in BC where the prehistoric white sturgeon thrive and spawn.
   d. An essential transportation route between the interior and southern coast and the primary route for prospectors during the gold rush.

3. Backcountry and frontcountry outdoor adventure in expansive wilderness environments.
   a. This area epitomizes Super, Natural British Columbia™ offering some of BC’s most diverse landscapes and geoclimatic zones.
   b. An area that is known and recognized for its thrilling white water rafting adventures.
   c. Offers winter adventure on the Goldrush Snowmobile Trail that has been legally established from 70 Mile House to Horsefly as well as skiing at Sasquatch, Timothy and Troll mountains, and many nordic options.
   d. Home to several highly popular provincial parks that draw visitors including Bowron Lake, Stein Valley Nlaka’pamux Heritage Park, and the South Chilcotin Mountains Park.
4. A rich cultural heritage with diverse stories to share:

a. Home to 58 diverse First Nations, offering 17 market-ready Indigenous tourism experiences, along with others that wish to develop additional tourism opportunities to share their stories.

b. Opportunities to connect with cowboy culture through ranch and horseback riding vacations.

c. Opportunities to connect with the stories of the Chinese and other nationalities that contributed to the planning area’s settlement. Connected to Hudson’s Bay Company trading routes, some of which can be retraced on hikes and walks in the planning area.

SPECIFIC PRODUCT EXPERIENCES

The specific experiences identified that have potential as iconic products for growth.

1. A unique, scenic, heritage touring route connecting visitors to BC’s history.

2. The Fraser River and Fraser Canyon.

3. Backcountry and frontcountry outdoor adventure in expansive wilderness.

4. A rich cultural heritage with diverse stories to share related to the Indigenous people of the region, the Chinese immigrants, and the Cariboo Gold Rush.
A. VISION

The reasons travellers come to and enjoy this corridor is a combination of the stunning natural landscapes that provide a beautiful backdrop for the historic communities located along the corridor, combined with the opportunity to connect with the heritage stories of British Columbia and its people. There is a strong sense of place along the corridor — one that was described by several stakeholders as spiritual.

Based on the input from seven community meetings, two online consultation sessions, working group discussions, and an online survey for government, operators, and not-for-profits, the vision for this planning area is defined as:

THE GOLD RUSH TRAIL IS A HIGHLY RECOGNIZED, ICONIC TOURING ROUTE THAT IS RENOWNED FOR ITS VIBRANT CONNECTED COMMUNITIES, HERITAGE PRESERVATION, CULTURAL AND INDIGENOUS EXPERIENCES, NATURAL LANDSCAPES, AND OUTDOOR ADVENTURES. THE DIVERSITY OF EXPERIENCES ATTRACTS VISITORS YEAR-ROUND AND GENERATES ONGOING, SUSTAINABLE BENEFITS FOR RESIDENTS, BUSINESSES, AND VISITORS ALIKE.
B. GOALS

Four destination development goals were identified to support the vision for this planning area:

1. Demonstrate leadership provincially through strategic collaborative planning, development, and investment in touring routes.
2. Amplify awareness of the GRT along the entire corridor amongst visitors, businesses, and residents alike.
3. Incrementally grow the benefits from tourism while respecting the limited carrying capacity of the land, people, cultural, and heritage assets.
4. Maintain a keen awareness and understanding of the customer, adapt to the changing needs of the market, develop experiences that enhance the visitor journey to attract more travellers, increase length of stay, and spend throughout the year.

C. GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

Six key principles, developed with stakeholders participating in the destination planning sessions, served as filters for establishing the priorities for this planning area:

1. Recognize and respect our people, culture, tradition, heritage, and environment as well as our travellers.
2. Generate new and strengthen existing economic opportunities for the long-term benefit of businesses and communities.
3. Prioritize support and enhancement of existing assets before investing to create new.
4. Strengthen collaboration and coalesce around a common stakeholder language.
5. Be authentic to the Gold Rush Trail and its Indigenous history.
6. Grow revenue, length of stay, and lengthen season along the entire corridor.
D. MOTIVATING EXPERIENCES

The current and future experiences that will motivate travel and differentiate the destination with a compelling, sustainable visitor experience include:

1. Independent touring by car/RV

2. The Gold Rush story with anchor historic sites of Fort Langley National Historic Site and Barkerville Historic Town and Park

3. The Fraser River and Fraser Canyon

4. Back and frontcountry adventure — river rafting, horseback riding, hiking, mountain biking, etc.

5. Salmon, sturgeon, and freshwater fishing

6. Well known parks including Bowron Lake, Stein Valley Nlaka’pamux Heritage Parks and South Chilcotin Mountains

7. Indigenous tourism

8. A wide variety of festivals and events

9. McAbee Fossil Beds
INDEPENDENT TOURING BY CAR/RV
As a stand-alone touring corridor encompassing 750km of stunning natural scenery, combined with heritage that is tied to First Nations, the confederation of British Columbia and the Cariboo Gold Rush, this route offers a diversity of nature, culture, and heritage opportunities for the independent touring visitor. The GRT’s connection as part of the Discovery Coast Circle Tour and the 2018 commencement of the direct ferry service from Port Hardy to Bella Coola will re-establish the opportunity for visitors to experience some of BC’s most distinct natural landscapes and history.

THE GOLD RUSH STORY with anchor historic sites of Fort Langley National Historic Site (NHS) and Barkerville Historic Town and Park
This corridor is tied intimately to the story of the development that followed the Cariboo Gold Rush along the Fraser River, delivering a heritage experience not offered elsewhere in Canada. It is bookended by two of BC’s most significant national historic sites. Fort Langley NHS is the Birthplace of BC and the starting point for the historic journey north. Barkerville Historic Town and Park is considered the “El Dorado” of the gold rush trail and is the largest historic site in western North America where visitors can experience life when Billy Barker struck gold in 1862.

THE FRASER RIVER AND FRASER CANYON
Stretching over 1,375km, the Fraser River is the longest river in BC. Designated a Canadian Heritage River for its natural and human heritage values, much of BC’s provincial history is bound to this river. Its stunning natural landscapes make a beautiful backdrop for touring visitors travelling north and south along Highways 1 and 97.

BACK AND FRONTCOUNTRY ADVENTURE
The extensive waterways and wilderness make the GRT an ideal location for back and frontcountry adventure. Outdoor recreation opportunities are plentiful and visitors are drawn to enjoy some of BC’s most thrilling river rafting, paddling, hiking, mountain biking, ATV/off-roading, horseback riding, and winter adventure. The northern portion of the corridor is home to a multitude of guest ranches that provide visitors an opportunity to learn about western culture and ranching life, and with the planning area home to the long-distance Gold Rush Snowmobile Trail, snowmobiling draws visitors through the winter months.

SALMON, STURGEON AND FRESH WATER FISHING
BC is an anglers’ paradise. The planning area is home to numerous freshwater lakes. The Fraser River hosts all six species of Pacific salmon and is one of only three rivers in BC where the prehistoric white sturgeon thrive and spawn.

VISITING WELL KNOWN PARKS
The GRT is home to three of BC’s highly popular parks including Bowron Lake, Stein Valley Nlaka’pamux Heritage Park, and the South Chilcotin Mountains. Bowron Lake is a renowned canoe circuit encompassing 116km of lakes, waterways, and connecting portages. Stein Valley Nlaka’pamux has been an extremely important location for the Nlaka’pamux people for thousands of years and visitors come to experience the spectacular scenery and outstanding historical, cultural, and spiritual values of the park. The South Chilcotin Mountains is famous for its stunning scenery, remote wilderness, and network of backcountry trails for mountain biking, hiking, and horseback riding.

MCA BEE FOSSIL BEDS
The McAbee Fossil Beds are part of an old lake bed that was deposited 50 million years ago. There is an incredible abundance, diversity, and high quality of fossils at the site, and is known in BC for its plants and insects from the Eocene Epoch.

INDIGENOUS TOURISM
With 58 First Nations in the planning area, visitors have the opportunity to learn about Canada’s First People at a variety of sites including Xwisten, Tuckwiowhum and Xat’sull Heritage Sites and Villages. While there are currently 17 market-ready, Indigenous tourism experiences offered, the interest in Indigenous tourism will serve to grow the availability of offers in the future.

FESTIVALS AND EVENTS
The planning area is home to an assortment of festivals and events that draw visitors including the Abbotsford Air Show, Abbotsford Agrifair, Chilliwack Air Show, Fraser River Gold Panning Days, Hope Brigade Days, Williams Lake Stampede, First Nations Powwows, Billy Barker Days, and more.
E. DEVELOPMENT THEMES

Through the planning process six destination development themes emerged:

THEME 1: Strategically invest in targeted infrastructure upgrades that support this unique heritage touring corridor

Touring/road trips is one of the province’s five key positioning themes. As a touring corridor, the GRT is aligned with this key theme and stands to strengthen its tourism visitation and revenues as the province markets itself as a touring destination. The GRT is the only, 100% BC-based, provincially brand aligned, touring corridor that celebrates the confederation of the province. It is a terrific complement to the well-known Alaska Highway that sees hundreds of thousands of visitors annually travelling through northern BC en-route to the Yukon and Alaska.

A LEADERSHIP OPPORTUNITY EXISTS TO DEMONSTRATE HOW INTEGRATED, COLLABORATIVE, CROSS-GOVERNMENT PLANNING, DEVELOPMENT, AND MAINTENANCE OF TOURING CORRIDORS SUPPORT THE VISITOR APPEAL OF A DESTINATION WHILE SIMULTANEOUSLY IMPROVING SERVICES FOR LOCAL CITIZENS.

Between provincial, regional, and municipal governments this applies to ground communication, signage, transportation needs, (particularly pull-outs, washrooms, and signage) forest road identification, and maintenance for roads most commonly travelled by visitors. Relative to the private sector there is a need for investments to upgrade existing accommodations that have become tired, don’t meet modern standards (i.e., for accessibility) and to invest in new, contemporary types of accommodation sought by today’s travellers. Consideration should be given to the evolving visitor interest in sleeping experiences beyond a traditional hotel/inn. Camping/RV’ing is very popular within this area, with many campgrounds sold out during the peak season. BC Parks and BC Recreation, Sites and Trails are working to increase the number of campsites available within BC, and some new sites will be added in the GRT planning area.
THEME 2: Lead strategic growth through continued collaboration to strengthen the corridor’s end-to-end visitor experience

Recognizing that significant work has been completed to date with limited resources, stakeholder input confirmed there is still much to do to grow awareness and engagement amongst businesses, residents, and consumers along the length of the corridor.

The in-community stakeholder sessions revealed a north-south divide along the corridor. Distinct differences in infrastructure, the availability of visitor activities and services, and tourism development needs exist in the northern GRT planning area from Hope to Stoner versus the southern portion of the GRT from New Westminster to Hope. Awareness and engagement in the GRT initiative was significantly stronger in the north than in the south, except for the key historic sites at Fort Langley and Kilby, as these sites are strongly tied to the heritage theme of the GRT corridor and share similar target visitor profiles. Stakeholders expressed a desire to engage but require support to understand the opportunities and how they can be aligned.

Increasing collaboration, both within communities as well as across multiple communities, to increase referrals and provide better visitor information about what’s available up and down the entire length of the corridor was raised as a significant opportunity to strengthen the brand and visitor experience. Working together to identify stories that can be told in each community and weaving them together to entice visitors to move through the corridor and stop in each community to broaden their overall understanding of the GRT, is one way to foster increased collaboration.

THEME 3: Diversify and expand the visitor experience

Increasing the diversity of the visitor experience to broaden the appeal was identified as a key opportunity. Areas of focus include expanding the types of experiences linked to the Gold Rush theme along the Fraser River with broader stories from the province’s Indigenous past and bring the “history” element of the “history shaped by nature” brand to life.

THE RICH TAPESTRY OF INDIGENOUS HISTORY IN THIS AREA LENDS ITSELF TO GROWTH OF PURCHASABLE INDIGENOUS CULTURAL EXPERIENCES, AN AREA OF GROWING INTEREST AND DEMAND AMONGST TRAVELLERS.

Outdoor recreation and trails represent the “nature” part of the “history shaped by nature” brand. This is strongly evidenced in the Fraser Valley, where stakeholders have demonstrated a collective interest in working together between municipalities to grow their potential in this area. This theme stretches all the way to Quesnel, where this city is positioning itself as a place to experience nature, with heritage being a secondary theme.

The breadth of food and dining establishments available in the planning area is good. However, operating hours and staffing challenges were identified as key issues that impact the dining experience for visitors.
THEME 4: Enable tourism business viability and success

Three key areas emerged relative to business viability that will impact long-term sustainable development along the GRT and inspire investment:

1. Building the tourism human resource capacity as it relates to tourism staffing. Traditional approaches to recruiting, training, development, and capacity building no longer suffice in the current environment. Attracting new talent into the tourism industry requires innovative thinking — it’s no longer possible to recruit staff using the methods of the past.

2. Foreign ownership of tourism businesses is on the rise in the GRT. Many of these new owners arrive with limited knowledge of doing business in Canada and little, or no experience in tourism. Suggestions for specialty training programs in the owners’ languages could expedite their learning curve and benefit both visitors and other businesses. Collaboration to support and integrate these businesses into the GRT network and the tourism system is critical for the success of the region.

3. Government support is needed to leverage investment in a variety of areas for tourism businesses to thrive and grow in the future, particularly in light of the 2017 and 2018 wildfires that devastated much of this planning area. Prior to the fires, stakeholder consultation indicated that insurance costs, government complexity, policy and regulations, funding, and investment were areas that created barriers for the small and medium-sized businesses that comprise the majority of the tourism industry.

THEME 5: Protect the environment while managing tourism growth

The reasons travellers come to and enjoy this corridor is a combination of the stunning natural landscapes that provide a beautiful backdrop for the historic communities located along the corridor, combined with the opportunity to connect with the heritage stories of British Columbia and its people.

There are a host of conflicts that exist related to land management — extractive industries vs. tourism, user conflicts such as motorized vs. non-motorized pursuits — along with capacity management requirements to ensure the long-term sustainability of the natural and cultural assets upon which tourism relies. While not an issue in this area today, over-tourism is better planned for in advance than once it becomes an issue.

THEME 6: Support natural disaster recovery

The 2017 and 2018 wildfires and 2018 spring floods devastated parts of this planning area and places businesses and livelihoods at physical and long-term financial risk due to the loss of business and destination reputation. All businesses and communities must engage with all governments, including their band council’s emergency preparedness initiatives, to ensure resident and visitor safety, as well as access to, and influence, regarding recovery programs.
F. INTERACTION OF DEVELOPMENT THEMES AND MOTIVATING EXPERIENCES

For any destination development strategy to achieve its goals, there must be coordinated interaction with the other components of the tourism development process.

Tourism has two primary revenue drivers — supply and demand. Destination development focuses on the supply side of tourism by providing the setting, access, policy framework, investment attraction, experiences, and visitor services to attract new visitors and entice repeat visitation. Demand side marketing efforts strive to create urgency for people to want...

FIGURE 15: Interaction of Development Themes and Experiences
Themes for the Gold Rush Trail

<table>
<thead>
<tr>
<th>DEVELOPMENT THEMES</th>
<th>SUPPLY</th>
<th>SUPPLY</th>
<th>DEMAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strategically invest in targeted infrastructure upgrades</td>
<td>INFRASTRUCTURE, REGULATORY FRAMEWORK, AND INVESTMENT ATTRACTION</td>
<td>COMPELLING EXPERIENCES</td>
<td>COMPELLING MARKETING</td>
</tr>
<tr>
<td>2. Lead strategic growth through continued collaboration to strengthen the corridor’s end-to-end visitor experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Diversify the visitor experience</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Enable tourism business viability and success</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>5. Protect the environment while managing tourism growth</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Support natural disaster recovery</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MOTIVATING EXPERIENCES</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Independent touring by car/RV</td>
<td>4. Back and frontcountry adventure — river rafting, horseback riding, hiking, mountain biking, etc.</td>
</tr>
<tr>
<td>2. The Gold Rush story with anchor historic sites of Fort Langley National Historic Site and Barkerville Historic Town and Park</td>
<td>5. Salmon and sturgeon fishing and freshwater fishing</td>
</tr>
<tr>
<td>3. The Fraser River and Fraser Canyon</td>
<td>6. Well known parks including Bowron Lake, Stein Valley Nlaka’pamux</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
to visit. While this strategy focuses on the supply side, it is important to connect the defined destination themes to the motivating experiences that lead to purchase decisions and result in visitation.

The interaction of supply, demand, development themes, and motivating experiences is cyclical. The process of developing supply drivers such as transportation, policy frameworks, and investment attraction support the development of compelling experiences — the supply drivers of products and services. These are then able to be marketed to potential visitors to generate demand. The marketing demand drivers lead to purchase decisions which result in visitation. Then, a new cycle of supply-side management and investment is set in motion to encourage competitiveness, sustainability, and tourism-driven benefits over the long term.

Each of the six development themes contribute to each of the ten motivating experiences identified for the Gold Rush Trail, although they will do so at different levels, based on the actual objectives recommended (Figure 15).
GOLD RUSH TRAIL: A DISTINCTIVE DESTINATION

The Gold Rush Trail is a highly recognized, iconic touring route that is renowned for its vibrant connected communities, heritage preservation, cultural and Indigenous experiences, natural landscapes, and outdoor adventures. The diversity of experiences attracts visitors year-round and generates ongoing, sustainable benefits for residents, businesses and visitors alike.

THEME 1: Strategically invest in targeted infrastructure upgrades that support this unique heritage touring corridor

THEME 2: Continue to grow awareness and engagement throughout the GRT amongst businesses and communities to strengthening the corridor’s brand and end-to-end visitor experience

THEME 3: Diversify and expand the visitor experience to increase the destination appeal

THEME 4: Enable business viability and success

THEME 5: Protect the environment while managing growth

THEME 6: Support natural disaster recovery
The story of British Columbia can be found along the Gold Rush Trail. It is “history shaped by nature” that reaches back centuries, long before British Columbia became a province of Canada.\textsuperscript{11}

People have been drawn here for centuries to harvest the riches of the planning area. But as the natural riches that have sustained residents and the corridor’s economy decline, new economic opportunities are being sought through tourism.

The wildfires of 2017 and 2018, and the 2018 floods will leave a long-lasting impact for the tourism businesses directly and indirectly affected, for the communities, and rebuilding the perception of the destination will take time.

Other negative tourism impacts identified along the corridor are related to changes in transportation patterns resulting from the construction of the Coquihalla Highway that now diverts much of the eastbound traffic away from Highways 1 and 97. Fewer visitors results in less investment by private sector which has led to stagnation (Figure 16). With the support of the Gold Rush Trail Management Committee, significant and on-going efforts over the past seven years are aimed at rejuvenating the planning area through enhanced branding, product development, and capacity building to generate demand. Destination development now targets the supply side of building the areas tourism potential.

\textsuperscript{11}From the GRT brand story and video narrative. Provided by the CCCTA.
THE FRAMEWORK

Destination BC provided a priority setting framework for all 20-planning areas to organize and align their objectives and actions in ways that allow for regional and provincial plans to be developed with consistency (Figure 17).

Presenting the destination development strategies with a consistent framework will allow the province and the tourism regions to examine priorities across all planning areas to confirm which belong within the regional or provincial strategies.

The working group and facilitation team used this framework to discuss the priorities of each strategy and the relative timing for implementation:

1. **QUICK WINS** high value tactics with low complexity and can be achieved within 3 years (2018–2021).

2. **LONGER TERM ACTIONS** high value, high complexity that require 4 to 10 years to achieve the result (2022–2028) albeit activities can begin immediately to achieve the outcome.

---

**FIGURE 16:** The Planning Area Lifecycle

Hyphothetical Evolution of a Tourist Area
(Adapted from Miller and Gallucci, 2004).
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.

The success network is identified, and
where the proposed objective has
provincial implications, it is noted. As
this strategy impacts three tourism
regions, where a proposed objective
impacts a region (CCCTA, TOTA,
VCM), it is noted. The objectives listed
within the themes do not represent all
the opportunities that emerged during
the planning process, but those that
emerged as a higher priority for tourism
destination development.

12Organizations and partners listed under the success networks have been identified collectively through the strategy
development process as likely playing a role in moving a potential objective or action forward. In no way is this meant
to suggest any form of commitment or endorsement of the objective or action.
### THEME 1: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>2. LONGER TERM ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>CATALYST</td>
</tr>
<tr>
<td></td>
<td>PROVINCIAL SCOPE</td>
</tr>
<tr>
<td></td>
<td>REGIONAL SCOPE</td>
</tr>
</tbody>
</table>

#### PRIORITY

**1. Land Access Improvements:** Enhance existing and develop new rest stops with washrooms and e-charging stations along Highways 1 & 97.

**ACTIONS**
- Obtain an inventory of existing stops from TRAN and the available amenities.
- Work with TRAN to rank sites in order of priority.
- Identify and prioritize new investments needed, then secure funding.
- Secure a commitment for progressive investment.
- Create a joint communication for industry.

**SUCCESS NETWORK** TRAN, municipalities, RDs, MLAs, FIN, TAC, GRTMC, First Nations, BC Hydro, Visitor Information Centres, DBC

**2. Land Access Improvements:** Build public washroom facilities in Lillooet to service buses during peak season.

**ACTIONS**
- Prepare and present the rationale for town council and the SLRD.
- Secure an investment commitment and communicate this to the travel trade.

**SUCCESS NETWORK** SLRD, Town of Lillooet, bus tour operators

**3. Land Access Improvements:** Improve emergency services and safety for visitors and citizens alike, travelling by road along the Gold Rush Trail.

**ACTIONS**
- Work collaboratively with the TRAN to improve emergency services along the GRT:
  - Meet with partners to determine any imminent improvements as a result of the 2017 wildfire learning.
  - Enhance the wildfire/emergency exits along the circle route.
  - Determine individuals from each success network that could form a short-term working group to identify next step priorities and serve as a champion for change within their organization.
- Upgrade road infrastructure in slide-prone areas.
- Inventory key forest service roads used for tourism and wildfire access, escape.

**SUCCESS NETWORK** RDs, municipalities, First Nations, BC Ambulance, MCS, MPSSG, Fire Service, FLNR, TRAN, RDs, ENV, RDMO, MLAs, DBC

---

**THEME 1: Strategically Invest In Targeted Infrastructure Upgrades That Support This Unique Touring Corridor**

Improved ground transportation and forest service roads emerged as the two most important needs to accommodate present and future visitor growth along the Gold Rush Trail. Strong multi-government collaboration will be required to secure commitment and investment.
# Theme 1: Objectives and Actions

## 4. Land Access Improvements: Work collaboratively with FLNR on a tourism road inventory that will identify the FLNR road infrastructure that supports tourism operators, and lobby for the retention and maintenance of those roads which are important for tourism access.

**ACTIONS**
- CCCTA secure resources to be the catalyst that can lead the project.
- Vancouver, Coast & Mountains and TOTA provide input support and contribute to engaging stakeholders.

**SUCCESS NETWORK** FLNR, CCCTA, First Nations, tourism operators, and other land interest groups/organizations

## 5. Land Access Improvements: Work with tourism and community stakeholders to provide the Ministry of Transport and Infrastructure with clear local guidance on regional directional and interpretive signage opportunities.

**ACTIONS**
- Meet with TRAN and industry to confirm the priority locations.
- Incorporate First Nations language and English.
- Consider a 'common look and feel' for the area (similar to the Gold Rush Trail signage).

**SUCCESS NETWORK** CCCTA, DBC, TOTA, TRAN, municipalities, RD, First Nations, businesses

## 6. Public and Shared Transportation: Address the shortage of public and shared transportation options.

**ACTIONS**
- Explore stakeholder interest in developing the business case for expansion of public and private transportation services for affordable public and shared transportation options including expanded car rentals, one-way rental/drop off service, taxis, ride-sharing and/or car-sharing services, and shuttle services.
- Establish a committee to examine airport car rental service in all regional airports that addresses growth as visitation increases and to ensure the vehicles are properly equipped for the GRT road conditions.

**SUCCESS NETWORK** Municipalities, BC Transit, RDs, businesses, First Nations, Car rental companies, ride-share companies, ICBC

## 7. Rail Access: Secure the return of passenger rail service to the GRT.

**ACTIONS**
- Strike a special taskforce of interested businesses and communities to develop a plan and meet with Via Rail.

**SUCCESS NETWORK** Via Rail, businesses, municipalities, TRAN
### THEME 1: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>1. QUICK WINS</th>
<th>2. LONGER TERM ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>8. Connectivity Improvements: Identify key locations for cell coverage and wi-fi hotspots along highways 1, 97 north of Hope and ensure all businesses are aware of these and they are promoted to travellers.</td>
<td><strong>ACTIONS</strong>&lt;br&gt;- Meet with TRAN and industry to confirm the priority locations.&lt;br&gt;- RDMOs and DBC ensure businesses and the visitor service network is aware of where and what connectivity is available along the GRT.</td>
<td><strong>SUCCESS NETWORK</strong> TRAN, municipalities, RDs, First Nations, cell carriers, SHAW, DBC, RDMOs</td>
</tr>
<tr>
<td>9. Connectivity Improvements: Increase the accuracy of Google mapping along the GRT.</td>
<td><strong>ACTIONS</strong>&lt;br&gt;- Incorporate this priority in the RDMO google partnership.</td>
<td><strong>SUCCESS NETWORK</strong> RDMOs, DMOs, DBC, tourism businesses, Google</td>
</tr>
<tr>
<td>10. Air Access Improvements: Advance targeted air improvement initiatives.</td>
<td><strong>ACTIONS</strong>&lt;br&gt;- Attract a major carrier (one with interline connections to international flights/airlines) to provide service into the GRT.&lt;br&gt;- Enhance scheduled service and capacity into Williams Lake on existing carriers.</td>
<td><strong>SUCCESS NETWORK</strong> Airport authorities, airlines, municipalities, TAC, TIABC, RDs, CCCTA</td>
</tr>
</tbody>
</table>
THEME 2: Continue to Grow Awareness and Engagement Throughout the GRT Amongst Businesses and Communities to Strengthen the Corridor’s Brand and End-to-End Visitor Experience

Recognizing that significant work has been done to date with limited resources, stakeholder input confirmed that there is still much to do to grow awareness and engagement amongst businesses, residents, and consumers along the length of the corridor (recognizing the north-south divide distinction regarding tourism development needs from Hope to Stoner versus New Westminster to Hope).

### THEME 2: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>1. QUICK WINS</th>
<th>2. LONGER TERM ACTIONS</th>
<th>CATALYST</th>
<th>REGIONAL SCOPE</th>
</tr>
</thead>
</table>

**11. Improve the understanding with local citizens and businesses of the tourism eco-system, the value of tourism and the importance of working collaboratively under the GRT Destination BC approved brand.**

**ACTIONS**
- Support and encourage incorporating tourism development interests and activities in Official Community Plans and/or strategic planning documents/band council documents. This includes any land use interests, evolutions, environmental/cultural protection and allowed/encouraged visitor activities.
- Actively, and continually, invite new players into local, regional, and provincial tourism conversations to garner diverse input and create advocates who can speak on behalf of the industry.
- Promote and continue to educate communities, politicians, and citizens about the value of tourism and the benefits of a robust visitor economy.
- Consider the creation of a Tourism Ambassador program that fits the needs of this travel corridor.
- Increase visitor referrals between businesses and communities.
- Enhance training for visitor info centre staff on GRT along the entire corridor.

**SUCCESS NETWORK** TiABC, DBC, TAC, RDMOs, DMOs, Chambers of Commerce, BIAs, CF, First Nations, municipalities, VICs, GRTMC

**12. Optimize the benefits from MRDT status for the 3% tax to support tourism growth in the CCCTA.**

**ACTIONS**
- Finalize and submit the application for a 3% MRDT tax across CCCTA (MRTD approved during the term of the study).
- Identify the key projects to be supported, relative to destination development from these funds.

**SUCCESS NETWORK** CCCTA, DBC, GRTMC
### THEME 3: Diversify and Expand the Visitor Experience

In broadening the destination appeal, new and enhanced tourism products, services, and experiences are needed to encourage visitors to stay longer and spend more while travelling. This theme describes the product development initiatives that emerged with the greatest need and priority for the region, presented in no specific order or priority.

#### THEME 3: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>1. QUICK WINS</th>
</tr>
</thead>
<tbody>
<tr>
<td>CATALYST</td>
<td>2. LONGER TERM ACTIONS</td>
</tr>
</tbody>
</table>

13. Continue to invest in current and future primary heritage demand generators.

**ACTIONS**
- Advance the McAbee Fossil Beds Development plan.
- Diversify the cultural activity and story development for Indigenous interpretation at Barkerville Historic Town and Park.
- Invest in more technology-enabled self-guided driving tours that incorporate multiple stories and communities.
- Complete the Alexandra bridge upgrade and expansion.
- Invest in the Kilby Heritage Site campground expansion.

**SUCCESS NETWORK**
- Communities (Cache Creek/Ashcroft), CF Sun Country, Bonaparte First Nations, FLNR, GRTMC, Barkerville, Skeetchestn First Nation, Heritage BC, Entrepreneurs, ITBC

14. Invest in product development that broadens the breadth of visitor experiences and stories along the GRT to capture the full richness of the heritage and history of the corridor.

**ACTIONS**
- Expand the Kaoham Shuttle.
- Add historic transportation tours on the Fraser River.
- Advance the Stein Valley Interpretive Centre Plan.
- Create more travel packages.
- Identify specific Indigenous tourism development opportunities and work with Indigenous communities to communicate and support Indigenous business development opportunities for more purchasable tours/products that bring the cultural, traditions and Indigenous heritage to life.
- Develop new agritourism experiences.

**SUCCESS NETWORK**
- First Nations, tourism businesses, ITBC, CCCTA, ITAC, CFs, RDMOs, DBC, DMOs, NPTG, Spuzzum First Nation, TRAN, CN, Lillooet, INAC, RDs with agriculture focus, AGRI, Lytton, ENV, BC Parks
### THEME 3: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>2. LONGER TERM ACTIONS</th>
<th>3. SET ASIDE UNTIL RESOURCES ALLOW</th>
<th>1. QUICK WINS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>15.</strong> Strike a taskforce with provincial government and First Nations to create a local area trail strategy to guide strategic investment.</td>
<td>• Complete the GRT trails review, looking at the potential from a tourism demand driver perspective. • Strike a taskforce of committed individuals with a vested interest in enhancing the trails system and supporting amenities as part of a land strategy. • Address tourism vs. non-tourism activities. • Address motorized vs. non-motorized activities. • Address multi-user conflicts in the backcountry. • Investigate the use of a harmonized trail head strategy for those to be aligned and promoted by the GRT. • Address ongoing maintenance issues relative to trails promoted and accessible by travellers. • Improve the basic amenities at trails that will be promoted for visitors; this includes parking, washrooms, maps, emergency information, garbage cans, wi-fi hotspots. • Seek funding to create a single user-friendly place where visitors can find trail information with consistent maps information regardless if it is owned/managed by different entities including a digital map project (complete with PDFs for off-the-grid reference). • Identify sources of sustainable funding for trail development and maintenance and develop an emergency management plan for trails.</td>
<td>SUCCESS NETWORK FLNR, BC Parks, Rec Sites &amp; Trails, First Nations, CCCTA, RDs, TRAN, operators, CF, EMPR, IRR, sector associations, user groups, municipalities, GRTMC</td>
<td>SUCCESS NETWORK Tourism businesses, FLNR, ENV, DFO, RDs, RDMOs, municipalities, service clubs, GRTMC</td>
</tr>
</tbody>
</table>

| **16.** Build on the collective interest in diversifying the outdoor recreation opportunities along the GRT. | • Increase the number of boat access points on the Fraser River and Quesnel River, complete with identification and amenities. • Increase access and infrastructure for fishing on lakes – particularly in the north. • Encourage the development of more winter product/experiences. • Enhance support services for outdoor recreation activities (e.g., retail to purchase gear, secure/access transportation, storage, repairs, rentals, etc.). | SUCCESS NETWORK Tourism businesses, FLNR, ENV, DFO, RDs, RDMOs, municipalities, service clubs, GRTMC | SUCCESS NETWORK Operators, RDMOs, RDs, AGRI, CFIA, CF, FIN, Entrepreneurs, DMOs, Banks, EDOs, Chambers of Commerce |

| **17.** Encourage the growth and diversity of food and beverage opportunities, particularly north of Hope. | • Develop a forum for business owners to discuss solutions to staff challenges and business hours. • Expand the diversity of food options, responding to visitors’ interests in local, traditional foods as part of their travel experience. • Provide support to entrepreneurs to access investment and start-up funds. | SUCCESS NETWORK Operators, RDMOs, RDs, AGRI, CFIA, CF, FIN, Entrepreneurs, DMOs, Banks, EDOs, Chambers of Commerce |
### THEME 3: OBJECTIVES AND ACTIONS

#### 18. Upgrade existing accommodations that have become tired and/or don’t meet modern standards for accessibility and today’s visitor expectations.

**ACTIONS**
- Work with CCCTA to include in the accessible BC program.
- Create a no-interest or low interest capital investment fund that tourism operators could access to invest in their property.
- Renovate/improve existing accommodation for enhanced accessibility for visitors with disabilities and mobility issues.
- Encourage operators to new niche accommodation options (yurts, huts, heritage accommodation, hostels, etc.)
- Encourage operators to consider additional higher-end accommodations north of Hope.
- Explore non-traditional accommodation opportunities (i.e., Airbnb, etc.) through adding additional unique accommodation that reflect the character of the region and remote guest experience.

**SUCCESS NETWORK**   
Private / public sector accommodators, First Nations, EDOs, municipalities, RDs, BCLCA, BCHA, RDMOs, Access BC, NDIT, Spinal Cord BC

#### 19. Camping/RVing Accommodations: Increase the availability of recreational vehicle services along Highways 1 & 97 and more traditional campgrounds/campsites.

**ACTIONS**
- Identify where there is capacity, municipal or provincial will to add campground capacity, and prioritize opportunities.
- Explore opportunities to connect travellers to accommodation availability through new technologies (e.g., Campnab).

**SUCCESS NETWORK**   
Municipalities, tourism businesses, First Nations, BCLCA, RD, ENV, FLNR, BC Parks, Recreation Sites and Trails BC, RDMOs, DMOs, DBC

---

### 2. LONGER TERM ACTIONS

**PRIORITY**

**CATALYST**

**REGIONAL SCOPE**

**PROVINCIAL SCOPE**

**REGIONAL SCOPE**
THEME 4: Enable Tourism Business Success and Viability

Three primary areas of long-term strategic development emerged along the Gold Rush Trail including building the human resource capacity, foreign ownership, and training and inter-governmental collaboration.

### THEME 4: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>191 QUICK WINS</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.</td>
<td>Support efforts by TIABC and tourism operators to improve government processes including the time/ process to secure tenure, permits and development approvals to decrease risk and uncertainty.</td>
</tr>
<tr>
<td>ACTIONS</td>
<td></td>
</tr>
<tr>
<td>•</td>
<td>Meet with TIABC for an update on any policy changes that would positively impact the challenges and reduce the red tape issues with government.</td>
</tr>
<tr>
<td>•</td>
<td>Continue to support TIABCs actions, currently underway on these matters.</td>
</tr>
<tr>
<td>SUCCESS NETWORK</td>
<td></td>
</tr>
<tr>
<td>TIABC, RDMOs, RD, First Nations, Operators, DBC, BC Sector Associations such as Guide Outfitters, River Outfitters, Fishing Resorts &amp; Outfitters, Helicat Canada, etc. TRAN, FLNR, ENV, IRR, MAH, EMPR, FIN, AGRI, municipalities</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>191 QUICK WINS</th>
<th>21. Address need for business succession planning and foreign ownership policies.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTIONS</td>
<td></td>
</tr>
<tr>
<td>•</td>
<td>Create a working group for communities and businesses most impacted to identify the list of issues, needs, and opportunities.</td>
</tr>
<tr>
<td>SUCCESS NETWORK</td>
<td></td>
</tr>
<tr>
<td>Tourism businesses, RDs, Chambers of Commerce, EDOs, municipalities, go2HR, CFs, THRC, Ventures Connect</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>191 QUICK WINS</th>
<th>22. Invest in providing support and training to new foreign investors and their staff to fast-track their understanding of the Canadian tourism eco-system, laws, opportunities, and limitations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTIONS</td>
<td></td>
</tr>
<tr>
<td>•</td>
<td>Identify the types of support needed to support new, foreign business owners integrating into the tourism community.</td>
</tr>
<tr>
<td>•</td>
<td>Provide training on adapting to new workforce realities</td>
</tr>
<tr>
<td>SUCCESS NETWORK</td>
<td></td>
</tr>
<tr>
<td>JTT, TAC, DBC, RDMOs, EDOs, go2HR, THRC, municipalities, Chambers of Commerce, go2HR, tourism businesses, ITAC</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>191 QUICK WINS</th>
<th>23. Address the need for affordable tourism staff housing.</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACTIONS</td>
<td></td>
</tr>
<tr>
<td>•</td>
<td>Strike a regional or multi-stakeholder taskforce to brainstorm short-term solutions that can be implemented.</td>
</tr>
<tr>
<td>•</td>
<td>Engage TAC to address the mounting tourism housing challenges.</td>
</tr>
<tr>
<td>SUCCESS NETWORK</td>
<td></td>
</tr>
<tr>
<td>TAC, Municipalities, RDs, MAH, tourism businesses, RDMOs, DBC</td>
<td></td>
</tr>
</tbody>
</table>
### THEME 4: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>24. Improve sustainable funding to not-for-profit heritage organizations in ways that allows them to strategically invest in product development, long-term asset maintenance, and maintain operations.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>• Engage the Minister of Tourism, Arts and Culture to revisit the current approach to funding heritage and determine if there are new, alternative, incentive, and performance-based ways to increase investment.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> NDIT, Heritage BC, Heritage Canada, TAC, CF, RDs, municipalities, FLNR, Barkerville, Hat Creek, Yale Historic Sites</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>25. Create a consolidated list of training programs that are available to Indigenous and non-Indigenous operators (front-line to owner/operator/manager) needed and the organizations that can support delivery.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>• Launch a research project to create a central area for tourism industry development programs to make it easier for operators to locate.</td>
</tr>
<tr>
<td>• Address need for Indigenous tourism business training including cultural understanding, authentic activities, wellness.</td>
</tr>
<tr>
<td>• Collaboratively identify and invest in training that responds to the First Nations training topic areas identified for learning associated with: First Nations business, product development, entrepreneurship, guiding, market vs. export readiness, World/First Host, small business coaching, business succession planning, and customer service training.</td>
</tr>
<tr>
<td>• Collaboratively invest in non-Indigenous training topic areas identified: customer service, World/First Host, small business entrepreneurship in tourism, product development, succession planning, First Nations cultural sensitivity training.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> go2HR, ITBC, First Nations, RDMOS, Cariboo Chilcotin Aboriginal Training Employment Centre, DBC, ITAC, CF</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>26. Establish a framework for collaborative action between CCCTA, ITBC, and ITAC to leverage the long-term destination development opportunities for the best interest of business opportunities and visitor outcomes.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>• Align the relationship building and the destination development goals between ITBC, CCCTA, and ITAC to build on past strengths and build new bridges and relationships.</td>
</tr>
<tr>
<td>• Secure funding for a full-time Indigenous liaison staff person within the CCCTA to build relationships with Indigenous communities, train and support tourism development, align and manage development opportunities.</td>
</tr>
<tr>
<td>• Secure funding to update the 2013 Cariboo Chilcotin Coast regional Indigenous tourism strategy to reflect new regional developments and align with ITBC’s and ITAC’s 5-year strategies.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> NETWORK, CCCTA, ITBC, ITAC</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>27. Develop a long-term labour market/business development and human resource training strategy that addresses growth and challenges from increased tourism activities and marketing. Include barriers to growth, access to staff training, business development resources, and address volunteer burnout.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>• Go2HR to conduct research, supported, and informed by the RDMOs and businesses to determine the key challenges and range of solutions businesses have considered. The goal would be to produce a list of options and ideas to support the labour market limitations, identify new government incentive programs, and other solutions.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> RDMOs, go2HR, TAC, ITAC, ITBC, First Nations, NDIT, CF, IRR, operators</td>
</tr>
<tr>
<td>THEME: OBJECTIVES AND ACTIONS</td>
</tr>
<tr>
<td>-------------------------------</td>
</tr>
<tr>
<td><strong>28.</strong> Support product development through training such as Remarkable Experiences.</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>- Launch the Remarkable Experiences program in the CCCTA region.</td>
</tr>
<tr>
<td>- Identify opportunities to align product development support between DBC Remarkable Experiences program, ITBC, ITAC, Economic Development, and Community Futures.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> CCCTA, DBC, tourism businesses, CFs, Economic Development Offices</td>
</tr>
<tr>
<td><strong>29.</strong> Investigate the cost of liability insurance for small operators who only need seasonal insurance. Compare to co-op models in other sectors.</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>- Identify other planning areas with a similar need, host a meeting to discuss needs, focus and challenges, then set forth a course of action.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> TIABC, Tourism Operators, Sector Associations, RDMOs, DBC, EDOs, insurance companies</td>
</tr>
<tr>
<td><strong>30.</strong> Foster tourism strategic investment.</td>
</tr>
<tr>
<td><strong>ACTIONS</strong></td>
</tr>
<tr>
<td>- Create accessible incentive programs that leverage government and private sector to enhance co-investment in tourism business growth, infrastructure enhancements, new product/service development.</td>
</tr>
<tr>
<td>- Ensure tourism is addressed within OCPs and community plans.</td>
</tr>
<tr>
<td>- Invest in planning-area specific research to help inform investment.</td>
</tr>
<tr>
<td><strong>SUCCESS NETWORK</strong> DBC, TAC, NDTI, IRR, ITBC, FLNR, RDMOs, ITAC, WD, rural districts, municipalities, First Nations, RDs, tourism businesses</td>
</tr>
</tbody>
</table>
### THEME 5: Protect The Environment While Managing Tourism Growth

#### THEME 5: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>REGIONAL SCOPE</th>
<th>PROVINCIAL SCOPE</th>
</tr>
</thead>
<tbody>
<tr>
<td>31. Safeguard the natural environment while managing strategic growth of the land and waters.</td>
<td>2. LONGER TERM ACTIONS</td>
<td>2. LONGER TERM ACTIONS</td>
</tr>
</tbody>
</table>

**ACTIONS**
- Assess the opportunity to create a sustainability charter for the entire GRT planning area including reviewing the TOTA charter for key learnings.
- Proactively review wildlife management plans for hunting, fishing, and other key wildlife corridors balancing traditional ways of life with commercial tourism opportunities.
- Improve environmental monitoring.

**SUCCESS NETWORK**
NDIT, Heritage Canada, TAC, CF, RDs, municipalities, ENV, First Nations, FLNR, BC Parks, Recreation Sites and Trails, GRTMC

<table>
<thead>
<tr>
<th>32. Safeguard the natural environments while managing strategic growth within the capacity of the land and communities to sustain the investments.</th>
<th>2. LONGER TERM ACTIONS</th>
</tr>
</thead>
</table>

**ACTIONS**
- Advance the Hemlock Valley Master Plan.
- Advance the Stave West Master Plan.
- Continue to invest in the Experience the Fraser Project.

**SUCCESS NETWORK**
GRTMC, ENV, BC Parks, Hemlock Resort, Sts’aləs First Nations, FVRD, RDMO, DBC, DMOs, FLNR, municipalities

<table>
<thead>
<tr>
<th>33. Harmonize land use management between government departments.</th>
<th>2. LONGER TERM ACTIONS</th>
</tr>
</thead>
</table>

**ACTIONS**
- Address the need and opportunity in the provincial destination development plan.

**SUCCESS NETWORK**
TAC, TRAN, FLNR, ENV, IRR, EMPR, RD
THEME 6: Support Natural Disaster Recovery

The economic and social impacts of the 2017 wildfire and 2018 flood tragedies continue to be studied by various governments. Multi-pronged support will be needed to assist businesses and communities who were impacted in one of three ways:

1. Direct impacts (initial expenditures (or losses) minus consumption taxes) — 100% of which are incurred by the destination, itself.

2. Indirect impacts (income losses by suppliers of the expenditure-related businesses — e.g., a construction or warehousing businesses supplying hotels and restaurants).

3. Induced impacts (income losses by businesses serving resident employees of tourism businesses — e.g., recirculated salaries of hotel and restaurant employees in local grocery stores).

A whole of government approach is required at times of natural disasters combined with the necessity to draw on local area expertise to ensuring impacted business and communities can recovery as quickly as possible and receive the supported needed.

### THEME 6: OBJECTIVES AND ACTIONS

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>THEME 6: OBJECTIVES AND ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. QUICK WINS</td>
<td>34. Secure temporary tax relief and operating permit relief (2018–2021) for tourism businesses impacted by the 2017 wildfire and 2018 flood tragedies.</td>
</tr>
<tr>
<td>CATALYST</td>
<td>ACTIONS</td>
</tr>
<tr>
<td>PROVINCIAL SCOPE</td>
<td>• Province to provide a 3-year, temporary property tax, business tax relief and/or deferral for 2019–2021.</td>
</tr>
<tr>
<td>REGIONAL SCOPE</td>
<td>• Province to provide temporary operating permit relief (e.g., tenures, park use permits) 2019–2021.</td>
</tr>
<tr>
<td>SUCCESS NETWORK</td>
<td>FIN, FLNR, BC Parks, municipalities, RDs, GRTMC</td>
</tr>
</tbody>
</table>

| 2. LONGER TERM ACTIONS | 35. In light of the 2017 wildfires 2018 floods, develop tourism focused natural disaster plans that includes: (i) a climate change mitigation and adaption plan for tourism operators, and (ii) a regional tourism emergency preparedness, response, and recovery plan. |
| PROVINCIAL SCOPE | ACTIONS |
| • Municipalities and RDMOs to strike a taskforce to identify the key elements that must be addressed by government over the long-term. |
| SUCCESS NETWORK | ENV, FLNR, EMBC, TRAN, MPSSG, insurance companies, tourism businesses, BC Parks, municipalities, TAC, RDs, RDMOs, GRTMC, First Nations, DBC |

| 1. QUICK WINS | 36. Share consistent messages with all businesses in the impacted wildfire areas that can be used in their visitor communications. |
| PROVINCIAL SCOPE | SUCCESS NETWORK |
| • ENV, FLNR, EMBC, TRAN, MPSSG, TIABC, sector associations, tourism businesses, BC Parks, municipalities, TAC, RDs, RDMOs, GRTMC, First Nations, DBC | REGIONAL SCOPE |
The following 16 actions were identified as catalyst projects for immediately moving the Gold Rush Trail Destination Development Strategy into implementation:

1. **ENHANCE** existing and develop new rest stops with washrooms and e-charging stations along Highways 1 & 97 starting with an inventory of existing stops from TRAN and the available amenities then ranking them in order of priority to identify investment needs (Objective 1).

2. **BUILD** public washroom facilities in Lillooet to service buses during peak season (Objective 2).

3. **IMPROVE** emergency services and safety for visitors and citizens alike, travelling by road along the Gold Rush Trail (Objective 3).

4. **WORK** with tourism and community stakeholders to provide the Ministry of Transportation and Infrastructure with clear local guidance on regional directional and interpretive signage opportunities (Objective 5).

5. **IDENTIFY** key locations for cell coverage and wi-fi hotspots along highways 1, 97, and north of Hope, and ensure all businesses are aware of these and they are promoted to travellers (Objective 8).

6. **INCREASE** the accuracy of Google mapping along the GRT (Objective 9).

7. **IMPROVE** the understanding with local citizens and businesses of the tourism eco-system, the value of tourism, and work collaboratively under the GRT Destination BC approved brand (Objective 11).

8. **CONTINUE** to invest in current and future primary heritage demand generators, with a priority on the McAbee Fossil Beds and the Alexandra Bridge projects currently underway. (Objective 13).
9. **STRIKE** a taskforce with provincial government and First Nations to create a local area trail strategy to guide strategic investment (Objective 15).

10. **UPGRADE** existing accommodations that have become tired and/or don’t meet modern standards for accessibility and today’s visitor expectations (Objective 18).

11. **INCREASE** the availability of recreational vehicle services along Highways 1 & 97 and more traditional campgrounds/campsites (Objective 19).

12. **INVEST** in providing support and training to new foreign investors and their staff to fast-track their understanding of the Canadian tourism eco-system, laws, opportunities, and limitations (Objective 22).

13. **ADDRESS** the need for affordable tourism staff housing (Objective 23).

14. **ESTABLISH** a framework for collaborative action between CCCTA, ITBC, and ITAC to leverage the long-term destination development opportunities for the best interest of business opportunities and visitor outcomes (Objective 26).

15. **SUPPORT** product development through training such as Remarkable Experiences (Objective 28).

16. **SECURE** temporary tax relief and operating permit relief (2018–2021) for tourism businesses impacted by the 2017 wildfire and 2018 flood tragedies (Objective 34).
B. PROVINCIAL AND REGIONAL PRIORITIES

A key deliverable of the Destination BC Destination Development Program is the creation of regional and provincial strategies.

Objectives and actions that are commonly shared along the Gold Rush Trail may become regional priorities within the Cariboo Chilcotin Coast, Thomson Okanagan, and Vancouver, Coast & Mountains tourism regional destination development strategies.

This strategy, along with 19 other planning area strategies in British Columbia will inform the creation of a provincial destination development strategy. Objectives identified as provincial in scope, often involve multiple provincial government organizations including Destination BC, TAC, ITBC, go2HR, and TIABC.

It is recommended the following Gold Rush Trail priority 1 and 2 level objectives and actions become provincial initiatives within the provincial destination development strategy.

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>THEME 1: Strategically Invest in Targeted Infrastructure Upgrades that Support this Unique Touring Corridor</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Land Access Improvements: Enhance existing and develop new rest stops with washrooms and e-charging stations along Highways 1 &amp; 97.</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Land Access Improvements: Improve emergency services and safety for visitors and citizens alike, travelling by road along the Gold Rush Trail.</td>
<td>1</td>
</tr>
<tr>
<td>8</td>
<td>Connectivity Improvements: Identify key locations for cell coverage and wi-fi hotspots along highways 1, 97, and north of Hope, and ensure all businesses are aware of these and they are promoted to travellers.</td>
<td>1</td>
</tr>
<tr>
<td>10</td>
<td>Through the Nenqay Deni Accord, and working in partnership with the Province and the Tsilhqot’in Nation, advance tourism management and communications activities between the Indigenous and non-Indigenous tourism stakeholders.</td>
<td>1</td>
</tr>
</tbody>
</table>

<p>| THEME 3: Diversify and Expand the Visitor Experience | | |
|-----------------------------------------------------|--------|
| 19                                                  |         |</p>
<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THEME 4: Enable Tourism Business Success and Viability</strong></td>
<td></td>
</tr>
<tr>
<td>20  Support efforts by TiABC and tourism operators to improve government processes including the time/process to secure tenure, permits, and development approvals to decrease risk and uncertainty.</td>
<td>1</td>
</tr>
<tr>
<td>21  Address need for business succession planning and foreign ownership policies.</td>
<td>1</td>
</tr>
<tr>
<td>22  Invest in providing support and training to new foreign investors and their staff to fast-track their understanding of the Canadian tourism eco-system, laws, opportunities, and limitations.</td>
<td>1</td>
</tr>
<tr>
<td>23  Address the need for affordable tourism staff housing.</td>
<td>1</td>
</tr>
<tr>
<td>24  Improve sustainable funding to not-for-profit heritage organizations in ways that allows them to strategically invest in product development, long-term asset maintenance, and maintain operations.</td>
<td>2</td>
</tr>
<tr>
<td>30  Foster tourism strategic tourism investment.</td>
<td>2</td>
</tr>
<tr>
<td><strong>THEME 5: Protect the environment while managing tourism growth</strong></td>
<td></td>
</tr>
<tr>
<td>23  Harmonize land use management between government departments.</td>
<td>1</td>
</tr>
<tr>
<td><strong>THEME 6: Support natural disaster recovery</strong></td>
<td></td>
</tr>
<tr>
<td>34  Secure temporary tax relief and operating permit relief (2018–2021) for tourism businesses impacted by the 2017 wildfire and 2018 flood tragedies.</td>
<td>1</td>
</tr>
<tr>
<td>35  In light of the 2017 wildfires 2018 floods, and potential future risk, develop tourism focused natural disaster plans.</td>
<td>1</td>
</tr>
<tr>
<td>36  Share consistent messages with all businesses in the impacted wildfire and flood areas that be used in their visitor communications.</td>
<td>1</td>
</tr>
</tbody>
</table>
It is recommended the following Gold Rush Trail objectives and actions become regional initiatives with the Cariboo Chilcotin Coast Regional Destination Development Strategy. It is acknowledged that all provincial initiatives identified will impact and be relevant to the regional strategy. Additional objectives to be included in the regional strategy are identified in the table that follows.

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>PRIORITY</th>
<th>CCCTA</th>
<th>VCM</th>
<th>TOTA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>THEME 1: Strategically Invest in Targeted Infrastructure Upgrades that Support this Unique Touring Corridor</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5 Land Access Improvements: Work with tourism and community stakeholders to provide the Ministry of Transportation and Infrastructure with clear local guidance on regional signage opportunities.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>9 Connectivity Improvements: Increase the accuracy of Google mapping along the GRT.</td>
<td>1</td>
<td>1</td>
<td>—</td>
<td></td>
</tr>
<tr>
<td>10 Air Access Improvements: Advance targeted air improvement initiatives.</td>
<td>2</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>THEME 2: Continue to Grow Awareness and Engagement Throughout the GRT Amongst Businesses and Communities to Strengthen the Corridor’s Brand and End-to-End Visitor Experience</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 Improve the understanding with local citizens and businesses of the tourism eco-system, the value of tourism, and the benefits of working collaboratively under the GRT Destination BC approved brand.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>12 Optimize the benefits from MRDT status for the 3% tax to support tourism growth in the CCCTA.</td>
<td>1</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td><strong>THEME 3: Diversify and Expand the Visitor Experience</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 Strike a taskforce with provincial government and First Nations to create a local area trail strategy to ensure the strategic investment and integration of trail expansions along the GRT.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>18 Upgrade existing accommodations that have become tired and/or don’t meet modern standards for accessibility and today’s visitor expectations.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td><strong>THEME 4: Enable Tourism Business Success and Viability</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 Establish a framework for collaborative action between CCCTA, ITBC, and ITAC to leverage the long-term destination development opportunities for the best interest of business opportunities and visitor outcomes.</td>
<td>1</td>
<td>—</td>
<td>—</td>
<td>—</td>
</tr>
<tr>
<td>28 Support product development through training such as Remarkable Experiences.</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td><strong>THEME 6: Support Natural Disaster Recovery</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>31 Safeguard the natural environment while managing strategic growth of the land and waters.</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>
C. FUNDING PROGRAMS

To support the Gold Rush Trail with their implementation efforts, Destination BC has compiled a list of funding programs.

The different funding options highlighted in the planning area’s situation analysis report include: Municipal and Regional District Tax (MRDT), Destination BC programs, Western Economic Diversification Canada (WD), Ministry of Transportation and Infrastructure programs, Community Gaming Grants, Community Trusts, Municipal Funding and Business Levies.

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

**Funding options also include:**

• Continuation of the annual $25 million in funding for the Rural Dividend Program, to 2019/20.

• $40 million in additional funding for the Connecting British Columbia program, which extends high-speed internet access to rural and remote communities. Applications are reviewed as received.

• Northern Development offers a range of funding programs suited to a diverse set of economic and development priorities in central and northern BC, with $20 million available in the Cariboo-Chilcotin-Lillooet region.

• 2017 TAC ministerial mandate letter includes to “Double the Province’s investment in the BC Arts Council over four years.” Once established, this will have positive impacts for communities across the province with increased opportunities to engage in the arts.

• 2017 TAC ministerial mandate letter includes to “Establish an arts infrastructure fund to help provide space for BC artists.” Once established, the new infrastructure fund should improve and increase art spaces across the province.

• Various Indigenous tourism and business development initiatives federally and provincially.

• Wildfire and flood recovery programs.
The key measures of success for monitoring progress within the GRT planning are summarized in Table 1.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>PERFORMANCE MEASURES</th>
</tr>
</thead>
</table>
| 1. Lead the province in local area strategic, systematic growth, collaboration, and communication to achieve mutually beneficial tourism development outcomes for all businesses in the planning area. | • Establish research measures  
• # shared use/collaboration agreements  
• # strategic, collaborative project outcomes |
| 2. Incrementally increase the benefits from tourism while respecting the limited capacity of the land and its people in this region; and, develop memorable visitor experiences without sacrificing authenticity and the lifestyle of the people living in the GRT. | • Increase in visitor spend  
• Increase in length of stay  
• Increase in # overnight stays  
• Increase in # authentic Indigenous experiences  
• Net Promoter Score$^a$ |
| 3. Amplify awareness through developing cultural experiences that allow the sharing of traditional cultures while teaching and preserving the way of life. | • # of education/training opportunities  
• # participants in professional training  
• Various measures for consumer marketing$^b$ |
| 4. Maintain a keen awareness and understanding of the customer and adapt to the changing needs of the market to attract travellers who value and appreciate what the planning area offers. | • Visitor surveys  
• MRDT data |

The Ministry of Jobs, Trade and Technology provides a community economic development measurement tool that may be useful in tracking progress: [www2.gov.bc.ca/gov/content/employment-business/economic-development/plan-and-measure/performance-measurement-toolkit?keyword=economic&keyword=development&keyword=measurement&keyword=tool](http://www2.gov.bc.ca/gov/content/employment-business/economic-development/plan-and-measure/performance-measurement-toolkit?keyword=economic&keyword=development&keyword=measurement&keyword=tool)

$^a$Net Promoter Score calculation: [www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx](http://www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx)

$^b$Marketing is not part of BC’s destination development planning program, measures of marketing success can be secured from Destination BC’s marketing department.
APPENDIX

APPENDIX 1: COMMUNITIES AND FIRST NATIONS IN THE PLANNING AREA

GRT SOUTH (New Westminster to Hope)
1. Abbotsford
2. Agassiz
3. Chilliwack
4. Fort Langley
5. Harrison Mills
6. Harrison Hot Springs
7. Hope
8. Langley
9. Mission
10. New Westminster

GRT NORTH (Haig to Stone Creek)
11. Alkali Lake
12. Ashcroft
13. Barkerville
14. Boston Bar
15. Bouchie Creek
16. Bowron Lake
17. Bralorne
18. Cache Creek
19. Canim Lake
20. Clinton
21. Forest Grove
22. Gold Bridge
23. Hixon
24. Horsefly
25. Kersley
26. Lac La Hache
27. Likely
28. Lillooet
29. Logan Lake
30. Loon Lake
31. Lytton
32. McLeese Lake
33. Pavilion
34. Quesnel
35. Savona
36. Seton Portage
37. Springhouse
38. Spence’s Bridge
39. Spuzzum
40. Stone Creek
41. Wells
42. Williams Lake
43. Yale
44. 70 Mile House
45. 108 Mile Ranch
46. 100 Mile House
47. 150 Mile House
FIRST NATIONS WITHIN THE GOLD RUSH TRAIL DESTINATION DEVELOPMENT PLANNING AREA

1. ?Esdilagh (Alexandria) Indian Band
2. Aitchelitz Band
3. Ashcroft Indian Band
4. Bonaparte Indian Band
5. Boothroyd Indian Band
6. Boston Bar First Nation
7. Canim Lake Indian Band
8. Cayoose Creek (Sekw’el’was) Band
9. Chawathil Indian Band
10. Cheam First Nation
11. Clinton Indian Band
12. Cook’s Ferry Indian Band
13. Esk’etemc First Nation
14. High Bar First Nation
15. Kanaka Bar Indian Band
16. Katzie First Nation
17. Kluskus Indian Band
18. Kwaw-kwaw-apilt First Nation
19. Kwaw-kwaw-apilt First Nation
20. Kwikwetlem First Nation
21. Leq’a:mel First Nation
22. Lytton First Nation
23. Matsqui First Nation
24. Nazko First Nation
25. Nicomen Indian Band
26. Oregon Jack Creek Band
27. Pavillion (Ts’kw’aylaxw) Band
28. Peters Band
29. Popkum Indian Band
30. Qayqayt First Nation
31. Red Bluff Indian Band
32. Scowlitz First Nation
33. Seabird Island Band
34. Seton Lake Band
35. Shackan Indian Band
36. Shx’wha:y Village
37. Shxw’OwHamel First Nation
38. Siska Indian Band
39. Skawahlook First Nation
40. Skowkale First Nation
41. Skuppah Indian Band
42. Skwah First Nation
43. Soowahlie First Nation
44. Spuzzum Indian Band
45. Squala First Nation
46. Sts’ailes First Nation
47. Stswecem’c Xgat’tem (Canoe Creek) First Nation
48. Sumas First Nation
49. T’it’q’et (Lillooet Indian Band)
50. Tsay Keh Dene Band
51. Tzeachten First Nation
52. Union Bar Band
53. Williams Lake Indian Band
54. Xat’sull (Soda Creek) First Nation
55. Xaxli’p First Nation (Fountain)
56. Xwisten First Nation (Bridge River Indian Band)
57. Yakweakwioosse First Nation
58. Yale First Nation

APPENDIX 2: OVERVIEW OF THE PLANNING PROCESS

Designed by Destination BC, the following planning process was followed to ensure this strategy was developed in the same manner as the other 19 destination development planning areas. This was a semi-structured, yet customized process for the Gold Rush Trail.

1. PROJECT STAGING AND PRELIMINARY DOCUMENT REVIEW
   a. Designed to set the stage for the process with launching project communications with stakeholders.
   b. Reviewed area documentation to familiarize the consulting team with the DBC and regional plans, studies, and reports provided, plus the draft asset inventory.

2. FIRST IN-COMMUNITY AND ONLINE CONSULTATION
   a. Introduced the program, engaged tourism partners, launched discussions on the vision, visitor profile, destination development opportunities and challenges and invited additional to help inform the context for the GRT.
   b. Hosted five sessions, four in-person (Hope, Ashcroft, 100 Mile House, Quesnel) and one online.
3. DOCUMENT REVIEW, ASSET INVENTORY, AND STAKEHOLDER INVENTORIES

a. Completed review of 169 plans, studies, and reports.

b. Completed a review of various documents provided by Destination BC including: 10 Macro Trend Reports, 11 Consumer Trends Reports, 6 Tourism Industry Reports, 1 Tourism Funding Report, 16 Industry Performance Reports, and 8 Key Products and Potential Reports. Appendix 5 provides the bibliographic references.

c. Conducted 15 formal and 5 informal stakeholder interviews.

4. ASSET INVENTORY

a. This is a vital document that provided base line information on the: Planning area description, accommodations, provincial parks and recreation sites, food and beverage, key tourism features, area administration and tourism organizations, tourism businesses and attractions, access and transportation, sport and meeting facilities, festival and events, visitor services.

b. Incorporated First Nations asset information (provided by ITBC) regarding products in market and under development, First Nation Bands active in tourism.

c. Merged the asset Destination BC and First Nations inventories, then invited the RDMOs to review for accuracy and make any additions or eliminations.

d. Each community then received their element of the inventory to review for accuracy and make any additions or eliminations.

e. All feedback incorporated and a final verification by CCCTA prior to using the data in the Situation Analysis and future stakeholder conversations.

5. SECOND IN-COMMUNITY AND ONLINE CONSULTATION

a. Reviewed the information revealed in the draft situation analysis.

b. Hosted four sessions, three in-person (Hope, Lilooet, and Williams Lake) and one online.

6. WORKING GROUP MEETING

a. Hosted a 2-day meeting to discuss the opportunities emerging from the situation analysis, set priorities, affirm short-term and long-term actions, those that should be set aside until resources are found and elements that should not be included in the final strategy.

b. Finalized the vision, success networks, monitor, and evaluation elements.

7. STAKEHOLDER SURVEYS

a. Completed an online stakeholder survey to gather preliminary information into the priorities of stakeholders.

b. Completed an online stakeholder survey to broaden the stakeholder input after incorporating the inputs from the second in-community consultations, working group meeting, draft situation analysis and asset inventory.

8. COMPLETED THE SITUATION ANALYSIS

9. DRAFTED AND FINALIZED THE DESTINATION DEVELOPMENT STRATEGY
APPENDIX 3: DEFINING THE VISION

Several Explorer Quotient sessions were held in the GRT area since 2014, providing opportunities for input from stakeholders on their ideal visitor. This led to strong consensus during the in-community sessions regarding the type of visitors to whom this region appeals — Cultural Explorers, Authentic Experiencers, and Cultural History Buffs.

The reasons travellers come to and enjoy this corridor is a combination of the stunning natural landscapes that provide a beautiful backdrop for the historic communities located along the corridor, combined with the opportunity to connect with the heritage stories of British Columbia and its people. There is a strong sense of place along the corridor — one that was described by several stakeholders as spiritual.

Through progressive discussions and refinement, a vision for the area was narrowed to two statements that were tested with stakeholders through the online survey conducted Oct–Nov 2017.

VISION STATEMENT #1:
The Gold Rush Trail is one of the most recognized, iconic routes in North America where history and nature come alive. World-class cultural and Indigenous experiences showcase the corridor’s diverse stories, engage travellers in the past and present, and attract visitors year-round to bring sustainable benefits to the communities, residents, and businesses.

VISION STATEMENT #2:
The Gold Rush Trail is an accessible, iconic driving route that is renowned for its vibrant connected communities, heritage preservation, cultural and Indigenous experiences, natural landscapes, and outdoor adventures. The diversity of experiences attracts visitors year-round, and generates ongoing, sustainable benefits for residents, businesses, and visitors alike.

Slight refinements based on input from the online survey and advisory committee resulted in the following, final version of the vision statement for the GRT:

THE GOLD RUSH TRAIL IS A HIGHLY RECOGNIZED, ICONIC TOURING ROUTE THAT IS RENOWNED FOR ITS VIBRANT CONNECTED COMMUNITIES, HERITAGE PRESERVATION, CULTURAL AND INDIGENOUS EXPERIENCES, NATURAL LANDSCAPES, AND OUTDOOR ADVENTURES.

The diversity of experiences attracts visitors year-round, and generates ongoing, sustainable benefits for residents, businesses, and visitors alike.

Additionally, filters — key principles emerged from stakeholder discussions establishing that for the GRT planning area initiatives in this play must exemplify the following principles:

• Recognizes and respects our people, culture, tradition, heritage, and environment as well as our travellers.
• Sustainably invests in economic opportunities that generate benefits for businesses and communities for sustainable development generate economic opportunity for communities.
• Prioritizes support and enhancement of existing assets before investing to create new.
• Strengthens collaboration and coalesces around common language goals and terminology.
• Be authentic to the Gold Rush Trail.
• Grow revenue, length of stay, and lengthen season along the entire corridor.
APPENDIX 4: PLANNING AREA CONSIDERATIONS

This appendix provides highlights of key planning considerations important to developing tourism along the Gold Rush Trail.

THE GRT TOURING CORRIDOR: A LEADERSHIP OPPORTUNITY

Touring/road trips is one of the province’s five key positioning themes. As a touring corridor, the GRT is aligned with this key theme and stands to strengthen its tourism visitation and revenues as the province markets itself as a touring destination. The GRT is the only major, stand-alone, branded, touring corridor in BC and is a terrific complement to the well-known Alaska Highway that sees hundreds of thousands of visitors annually travelling through northern BC.

The “Gold Rush” theme links it to both the Cariboo Gold Rush, that was through BC’s interior, as well as the Klondike Gold Rush in the Yukon, which is tied to the Alaska Highway experience. These links, combined with the importance of Barkerville as one of BC’s first national historic sites (1924), and one of only two historic towns in Canada with full interpretation and immersion into the past, create an opportunity to leverage the visitor experience planning, development, and maintenance of touring corridors in BC.

Growing the touring market will require continued and increased collaboration between municipalities and the various ministries responsible for land use, road/communication infrastructure, signage, marketing and promotion, and decision-making that considers the needs and desires of visitors. Affirming the progressive, strategic investments required between ministries that will benefit travellers and citizens alike will require a commitment to an integrated planning, development, and maintenance process. Done well along the GRT, this process could forge a new model for tourism development of key touring corridors and circle routes and demonstrate leadership that supports BC’s overarching visitor experience goals.
The North/South Divide

The in-community stakeholder sessions revealed distinct differences in infrastructure, the availability of visitor activities and services and tourism development needs in the northern GRT planning area (north of Hope) versus the southern portion (New Westminster to Hope). Awareness and engagement in the GRT initiative was significantly stronger in the north than in the south, except for the key historic sites at Fort Langley and Kilby, as they tie strongly to the heritage theme of the GRT corridor and share similar target visitor profiles.

The urban nature of the Fraser Valley and its communities, and its proximity to Vancouver, lends itself to attracting a broader visitor audience that does not necessarily align fully with the target visitor profiles for the GRT. The primary visitor experience in the northern portion of the trail centers around the rural towns, stunning natural landscapes, the Fraser Canyon, and the cultural and heritage stories of the people, whereas the visitor experience in the south is more focused on outdoor recreation, agritourism, culinary and urban experiences, with heritage playing a secondary role as a demand generator.

There is opportunity to strengthen engagement in the southern part of the corridor and the demonstrated interest amongst stakeholders in attending the DDP consultation sessions sparked new interest and awareness. The Fraser River is the common natural, geographic feature that ties the north and the south together. The development needs are different in each of these areas of the corridor and both government and private industry play an integral role in responding to these needs. But by advancing opportunities for visitors to connect with the river and its stories, the overall experience of the GRT corridor can be enhanced from end to end.

DEVELOPING A HERITAGE CORRIDOR REQUIRES SUPPORT FOR HERITAGE

The GRT represents a key part of BC’s history, beginning with the Indigenous people who have lived on the land dating back at least 8,000 years. Europeans arrived, following James Cook’s mapping expedition in 1778.

In 1858, 30,000 gold seekers raced to the Fraser River Gold Rush, securing a license in Victoria and gathering their wares at Fort Langley before proceeding up the Fraser River to seek their fortune in the Cariboo Gold Rush. To benefit from extracting the “soft yellow stone” the Indigenous people knew of but were not commercializing, settlers from China, the USA, and other nationalities came to BC. In 1870, British Columbia became a province, and by 1924, Barkerville was recognized as a National Historic Site.

History abounds in this region, but a visible heritage comes at a cost. Preservation and education, which makes heritage accessible to modern audiences and whose costs fall to governments or not-for-profit organizations, has become a challenge. In 2009, the BC government severed funding to heritage sites and Heritage BC. By 2011, pleas for citizens to write to their MLAs were initiated by Heritage BC.\(^\text{16}\)

To date, pockets of funding can be found through various organizations including the BC Arts Council, Community Gaming Grants, Creative BC\(^\text{17}\), and Canadian Heritage, but for many small historic sites and museums that rely on volunteers, small or seasonal staff, keeping abreast of all the potential funding sources and having the time and skill to write multiple funding proposals can be beyond the reach of those who could most benefit.

The funding challenge further extends to the various private businesses that are working to preserve heritage assets that they own, but for which they are unable to secure insurance and ineligible for public heritage funding. Whether public or private, these heritage assets contribute to the visitor experience and visitor motivation for coming to the GRT. If the GRT is to succeed and the visitor experience is to be enhanced to grow visitation in this heritage corridor, ways to address these funding gaps must be identified.


\(^{17}\)http://www2.gov.bc.ca/gov/content/sports-culture/arts-culture/funding
The diversity of the visitor experience along the GRT has four distinct thematic anchor, two of which represent substantial bookends. The first relates to the heritage and the Gold Rush story which, while represented throughout the corridor, is most prominent from Yale to Barkerville. The second major experience anchor is outdoor recreation and trails, which are found from the Fraser Valley through to the City of Quesnel. Investment in trail development for mountain biking, ATVing, cross-country skiing, and hiking is evident throughout the GRT region. Both the Fraser Valley Regional District and Quesnel are actively working to develop their brand positioning around trails and outdoor enjoyment to encourage visitors to come and stay.

Indigenous and culinary experiences are the third and fourth thematic anchors, and are found in pockets along the GRT, with areas such as the Fraser Valley, Lillooet, and the North Cariboo working actively to develop culinary and agri-tourism opportunities. Both these thematic anchors represent potential to enhance the tourism offer.

Outdoor recreation and trails are the second major theme, representing the “nature” part of the “history shaped by nature” brand. This is strongly evidenced in the Fraser Valley, where stakeholders have demonstrated a collective interest in working together between municipalities to grow their potential in this area. This theme stretches all the way to Quesnel, where this city is positioning itself as a place to experience nature, with heritage being a secondary theme. Indigenous and culinary experiences can be found in nodes along the 750-km corridor and represent overarching development areas. Culinary has been included as it touches all travellers. There are opportunities to create culinary hubs along the trail to encourage people to experience everything from local fare, to a traditional Indigenous meal, to dining like a miner. For existing restaurants, it was identified that service issues such as opening hours, seasonality, and menu diversity could all be improved to deliver better consistency in the culinary offer and enhance the visitor experience throughout the corridor.

Festivals, events, and sporting functions emerged often as local area drivers, versus long-term tourism demand generators for the GRT and its target travellers. There are a host of events that attract significant visitors, and while they make an important contribution to visitation and revenue, many of these events lack ties relative to the four thematic anchors, to strengthen the GRT “history shaped by nature” brand. There is an opportunity to inventory existing, or develop new, events that align with the thematic anchors, but this did not emerge as a priority at this stage in the research process.

---

Infrastructure Enhancements

Essential to success in increasing destination appeal for independent and group travellers is a mix of foundational infrastructure. This situation analysis identified variances in accommodations, food and beverage, trails, and amenities that would benefit from a strategic development focus.

Infrastructure — Accommodation

There is an investment need to upgrade existing accommodation that have become tired and aren’t as responsive to the new, contemporary types of accommodation sought by today’s travellers. Consideration should be given to the evolving visitor interest in sleeping experiences beyond a traditional hotel/inn. These accommodation options typically require less capital investment than traditional fixed-roof accommodation. With the seasonal nature of tourism in the corridor, lower capital cost accommodation options may prove to be advantageous for owners, while at the same time diversifying the available options for visitors. Fort Langley, as a Parks Canada National Historic Site, has invested in O’tentiks and reported a 150% increase in demand in 2017.18

Emerging non-traditional accommodation options continue to grow in the market include yurts, comfort camping/oTENTik-style (furnished canvas tents) and sleeping spheres that provide a mid to higher-range unique offering and different price points. This type of accommodation could be helpful in alleviating shortages of cabins on fishing lakes in the north which are also very popular as a form of accommodation and are in short supply compared to demand.

Camping and RV’ing is very popular within this area, with many campgrounds sold out during the peak season. BC Parks and Rec Sites and Trails BC are working to increase the number of campsites available within BC, new sites which will be added in the GRT planning area, but demand will continue to outstrip supply.

The stakeholder survey queried the importance of seven accommodation options emerging from the stakeholder consultation. The number in brackets represents the percentage of respondents who indicated it was absolutely critical or very important to address these accommodation options.

• Renovate/improve existing accommodation (68%)
• New niche accommodation options (yurts, huts, heritage accommodation, etc.) (59%)
• More handicap accessible accommodation (57%)
• New RV sites (55%)
• More traditional campgrounds/campsites (50%)
• More higher-end accommodation (47%)
• More hostel accommodation (28%)

INFRASTRUCTURE — FOOD AND BEVERAGE.

The breadth of food and dining establishments available in the planning area is good. There is a wide variety of restaurants that deliver interesting, authentic dining experiences. Anecdotally, stakeholders suggested this diversity may not align with the visitor, plus communities north of Hope could benefit from more dining options. More research would be required to understand whether this is perception or reality.

Operating hours and staffing challenges were identified as key issues that impact the dining experience for visitors. Staffing shortages in certain areas result in restaurants having to be closed more than they might like to be. The few restaurants that are open are sometimes overwhelmed with the traffic (both business and leisure) and are inundated to the point that they cannot provide good customer service, and run out of food. This was an issue that was particularly acute in Lillooet, where there is a high concentration of construction, hydro, and mining crews working in the area.

The food and beverage options to meet demand are diversifying to meet traveller demands. Food trucks, brown bag lunches and picnics, and the increased variety and availability of higher quality, local pre-made takeaway food and meal options at retail stores, could provide lower cost solutions to the challenges experienced in the food and beverage sector. Along with requiring lower capital costs, these options have the added advantage of being easily transportable to move where there are festivals, sporting events, pow wows, rodeos, and other special occasions where people are gathered. Support to entrepreneurs to write business plans and secure start-up funding would help kick-start these types of initiatives.

Infrastructure — Trails, Trailheads, and Amenities

Many of the communities within the GRT are developing or already have trail master plans that address the growing desire for trails as part of creating appealing communities in which to live, work, visit, and play. In most instances, these trails cater to residents and can benefit visitors, but are not primary tourism demand generators until they are connected in networks, or include multi-day, iconic routes.

The research suggests that few hiking trails are networked, with the exception of mountain biking trails in the Abbotsford/Chilliwack region, 108 Mile House, Williams Lake, and Gold Bridge/South Chilcotin Mountains. A few iconic hiking trails exist in the Hope and Stein Valley areas currently, with good potential for future development in these areas and others, such as Quesnel.

The asset inventory indicated that there are a wide variety of trails in the northern portion of the GRT that exist but that lack signage, mapping and maintenance, making them unappealing to visitors and therefore unlikely to attract increased tourism to the planning area.

ACTIVITIES/SERVICES — WATER, NATURE, AND AGRICULTURE-BASED

The popularity of water-based activities, such as kayaking, canoeing and stand-up paddle (SUP) boarding, and the rising popularity of cycling, are providing new, alternative ways for visitors to enjoy themselves in nature and be active at the same time. However, appropriate services are needed to support the growth of these types of niche activities. Enthusiasts who pursue any sport have specific needs. They may want to purchase gear, secure/access transportation, storage, repairs, rentals, etc. Destinations need to develop support services for these active travel/soft adventure segments to thrive and grow. It is sometimes assumed that these travellers will bring their own gear and equipment, but to attract higher-yield, fly-in visitors, the need for support services is/will be critical for success.

Fishing is a popular activity in the planning area — particularly for popular species like sturgeon and salmon. In the southern portion of the GRT, stakeholders have identified the need for more access points along the Fraser River for both fishing and boating. In the north, fishing needs to be supported by better access to fishing lakes and an adequate number of camping/RV sites and accommodation (e.g., cabins) to support the visitors who come to pursue this passion. Responses from the online survey indicated that 54% of respondents felt it was critical or very important to increase access and infrastructure for fishing on lakes and 38% responded that the number of boat access points on the Fraser River should be increased.

Agritourism development — which includes activities such as farm visits, winery visits, and local culinary experiences — is an opportunity that is being pursued in several communities within the region including the Fraser Valley, Lillooet, and the Northern Cariboo. Experiencing local food and cuisine appeals highly to the GRT’s target travellers and culinary experiences are becoming an increasingly important influencer on destination choice. Supporting the development of agritourism experiences and incorporating local culinary choices into GRT promotion and itineraries will increase the availability of a secondary demand generator, thus enhancing the appeal of the GRT.

Horseback riding, ranch vacations, and hunting are also popular activities in the area. The debate on hunting as a tourism demand generator is ongoing and will need to be carefully managed as it has an impact on the wildlife, existing businesses and visitors’ perceptions of the region.
PEOPLE AND PROGRAM EXPERIENCES

A variety of paid and unpaid experiences are necessary to deliver a good destination visitor experience along the GRT corridor. The primary gap identified in the stakeholder consultations in the GRT was in purchasable, guided activities and experiences, and connections to Indigenous people, culture, arts, and crafts.

To ensure safe, responsible, and culturally appropriate access to the land and the people, while simultaneously responding to travellers desires for more authentic, meaningful experiences, and the growing demand for Indigenous tourism experiences, an opportunity exists to:

- Increase the availability of guided services for purchasable activities and experiences throughout the GRT, particularly for wildlife viewing, which stakeholders indicated was in demand but for which there were fewer guides and tours available.
- Explore if there is a willingness and interest amongst some of the 58 First Nations bands within the planning area to partner with small group tour operators, or individual experience providers, to develop and offer Indigenous experiences that feature storytellers.
- Diversify the availability of cultural experiences by identifying storytellers who could bring to life the multitude of stories about the different people who have contributed to the development of the region including Chinese, Japanese, Indigenous, European peoples as well as prospectors.
- Develop culinary experiences where visitors could learn to forage for locally-grown foods, learn about, and cook using traditional methods of the Indigenous people and early settlers.
- Examine which festivals and events might be appropriate to offer visitors an opportunity for a behind the scenes, VIP experience that could include meeting or spending time with and/or dining with a featured personality associated with the event such as a rodeo rider, musician or elder.

SUPPORTING INDIGENOUS TOURISM CAPACITY BUILDING

Given the composition of this region, the large geographic area over which it is spread and the diversity of 58 First Nations bands, the approach to developing tourism would benefit from a niche/personalized approach versus a more traditional large group approach that covers generic content in a workshop format.

TOTA and NBCTA recently added Aboriginal Tourism Specialists to their staff who are responsible for providing direct support to Indigenous tourism development. In the Chilcotin Central Coast Destination Development Strategy, completed in June 2017, the need for a full-time Indigenous tourism liaison officer to support tourism development was recommended.

SUPPORT NEAR-TERM WINS AND KEY PROJECTS IN PROGRESS

Stakeholder interviews and community sessions revealed that there are many significant projects in the pipeline currently underway within the planning area, several of which have existing funding secured (these are in addition to initiatives listed in the Indigenous section.

Prioritizing support for these projects and identifying connections to the GRT (where they may not already exist) will be important to enhance the breadth and depth of visitor experiences available along the corridor from a story and product perspective.

These projects include:
- Alexandra bridge upgrade and expansion
- McAbee Fossil Site development plan
- Stein Valley Interpretive Centre plan
- Hemlock Valley Master Plan
- Stave West Master Plan
- Experience the Fraser Project
- Barkerville cultural activity and story development for Indigenous interpretation
- Lillooet heritage train excursion
EVOLVE THE GRT BRAND STORY

Since the GRT Committee launched its first efforts six years ago to benefit communities, tourism businesses and travellers alike, significant effort has been directed at developing the GRT brand and visitor communications. Amongst stakeholders, varying levels of awareness and engagement in GRT activities was evident. North of Hope there was a stronger understanding of the GRT program and a deeper sense of connection to the GRT story. In the south, awareness and engagement was lower.

Recognizing that significant work has been done to date with limited resources, stakeholder interviews and community sessions confirmed that distinguishing this trail and increasing its appeal will need to ensure the perceived visitor experience matches product realities. There is much more investment needed in energy and resources to close the gap between a potential GRT brand promise and the on-the-ground visitor experience.

It is not uncommon when a destination is branded and marketed (e.g., Great Bear Rainforest, Tumbler Ridge Geopark, Gold Rush Trail), for marketing to get ahead of product development and for community readiness to meet visitor expectations and international service standards.

The 2013 GRT Brand Awareness and Perceptions and Consumer Survey remains aligned with the core story themes emerging from this situation analysis.

This can serve to harmonize the stories of current visitor experiences related to the grand narrative — the Cariboo Gold Rush — and the significant sub-narratives that more fully convey the richness of the opportunity.

As development occurs throughout the corridor, it must be kept in mind that while growth is desired, stakeholders expressed that any growth strategy must also look to carrying capacity management of the natural resources in the area to ensure that growth happens at a pace that can be sustained in the long-term.

Steady, Progressive Transportation, Infrastructure, and Communication Investment

AS A MAJOR TOURING CORRIDOR, transportation and communication gaps exist. Stakeholders identified that urgent attention/investment is needed to benefit visitors and locals alike. Visitors’ information needs while touring, are higher than those who are getting from point A to B. The journey is just as important as the destination and therefore needs to be supported by a variety of services and amenities that contribute to the overall experience.

Ground Transportation and Washrooms

The need for improved ground transportation options was identified as important. Where the current ground infrastructure is oriented towards the cars we see on the roads today, a strong sentiment was expressed to look toward the future and developing options that respond to shifting demand (e.g., electric bikes, bike sharing, car share programs, ride sharing, etc.) as well as developing affordable public transportation options. It was also evident from stakeholder input that RV traffic is significant and growing, but the infrastructure to support the RV experience is lacking.

The need for more pull-outs at scenic viewpoints, rest stops with washrooms, RV services, and better cell service were cited by stakeholders as needed to enhance the GRT experience. Stakeholder consultations confirmed there is a desire towards investments and solutions that support long-term growth and examine future transportation needs versus what has been done in the past. This was defined by stakeholders as responding proactively to evolving modes of transportation (e.g., electric vehicles) and the changing transportation desires of tomorrow’s travellers (e.g., sharing economy, low carbon footprint, etc.).
More washrooms were identified as a major priority by stakeholders in the community session. Specifically:

- Public washroom facilities in Lillooet to service the hundreds of buses arriving during peak season.
- Public market in Lillooet, or short activities of 1 hour, that bus visitors could visit quickly as they pass through town.

**Forest Service Roads** play an important part of the touring infrastructure in this planning area both in providing access to more off-the-beaten-track towns, wilderness areas, campgrounds, lakes, guest ranches/fishing lodges, etc. but also as ways to create circle routes — versus back-tracking — that deliver a more interesting visitor experience. Stakeholders indicated that unsuspecting visitors head down these roads in vehicles and RVs not suitable for gravel and rough conditions. There was an expressed desire for strengthened collaboration with Ministry of Forest, Lands, Natural Resource (FLNR), who maintains these forest service roads, to identify the roads most commonly travelled by visitors and earmark them for regular maintenance and upkeep, and to provide better communication/information on forest service road conditions where tourists routinely drive.

**Air Transportation**

The GRT is relatively well-served by three airports in Abbotsford (international), Williams Lake, and Quesnel (domestic). However, air access still proves to be an issue on a variety of fronts.

Stakeholders identified three limitations impacting the ability to attract visitors:

- **High Fares, Limited Schedule, and Capacity:** Fares to fly into the GRT via Williams Lake or Quesnel are high, as competition is limited. Only Central Mountain Air and Pacific Coastal fly into Williams Lake. Quesnel is only serviced by Central Mountain Air. Scheduled service is limited to one to three flights per day in each direction, depending on the day of week, on small aircraft.

- **No Major Carriers:** With the exception of Abbotsford, neither Air Canada nor WestJet have scheduled service into the GRT. Visitors arriving from other parts of Canada on a major Canadian carrier, those who wish to vacation for shorter periods of time, or those who may be heading to a destination resort/ranch vacation in the northern part of the planning area, have limited options for getting to the north other than a long drive. Forty percent (40%) of respondents to the online survey indicated that it was either critical or very important to attract a major carrier to service this planning area.

- **Connecting Flights:** Interline connections to domestic and international flights are only available through Central Mountain Air’s partnership with Air Canada for flights connecting in Vancouver. Travellers (domestic or international) flying on non-Star Alliance carriers would have to purchase a separate ticket to Williams Lake or Quesnel, meaning that they are unable to take advantage of lower through-fares versus a stand-alone ticket. Passengers arriving at Vancouver International Airport and flying onward via Pacific Coastal must also change terminals to YVR South, incurring further inconvenience, and the possibility of a missed connection that is not protected as a through-ticket would be.

**Visitor Servicing**

The need for improved communication and signage was identified as important. While communication and technology services are plentiful in the southern portion of the planning area, from Hope north cell service diminishes the farther north one travels. Recent investments in new cell towers in the Clinton and Hell’s Gate areas have improved coverage, but there are still many parts of the planning area that lack cell coverage.

With cell service limited along the main highways 1 & 97 going north, visitor centres/kiosks and print communications remains important. This is further heightened given that Highway 20, the main road connecting the GRT to the Discovery Coast Circle Trail, has little to no cell service and print materials are the only way to communicate offerings to travellers as they pass through this region and into the GRT.

As Destination BC and DMOs move increasingly towards digital communication, it is important to remember that not all regions have access to some basic connective services taken for granted in urban centres. Compound this with no regional budget within the CCCTA for print communications, efforts to establish a balance between print and online communications is needed over the next few years, then a reassessment done. Given the rapid nature of change in technology and communication, this will require review every two to three years to see if visitor needs and communication infrastructure have changed.
Human Resources, Evolutions, and Staffing Challenges

Adequate tourism staffing, new foreign ownership, and capacity building were identified as issues in this planning area.

STAFF SHORTAGES related to the availability of affordable housing, lack of potential employees with the needed skills in all areas from frontline staff, to product development, to destination management were all challenges faced by tourism stakeholders in the GRT. Tourism stakeholders in the GRT indicated while they have often attracted younger workers to fill seasonal and part-time positions, they now need to look to a variety of demographics to attract the needed staff to operate. Additionally, managers and owners said they are faced with evolving demands to attract and retain staff that need accommodation. There was a sentiment expressed that while potential for development exists and ideas are unlimited, the reality of staffing shortages is the single-most important factor limiting growth.

The need for staff — be they seasonal or year-round — is, and will remain, one of the greatest challenges for the tourism industry. Traditional approaches to recruiting, training, development, and capacity building no longer suffice in the current environment. Attracting new talent into the tourism industry requires innovative thinking — it’s no longer possible to recruit staff using the methods of the past. Education about tourism careers needs to start earlier in school, new partnerships with educational institutions are needed to develop sources of skilled human resources, and recruitment efforts need to look to attracting a variety of age groups.

New, foreign ownership of tourism related businesses in the Fraser Valley was also flagged as a trend that could have benefits. Helping new owners and general managers fast-track their knowledge of the Canadian and BC tourism industry, its practices, standards, visitor markets, HR procedures, and packaging with non-foreign owned operators, would be advantageous.

Collaborate to Compete

Increasing collaboration both within communities as well as across multiple communities to increase referrals and provide better visitor information about what’s available along the entire length of the corridor is key. Initiatives include:

- multi-community fam trips for visitor information and front-line staff
- working together to identify distinct stories that can be told in each community but woven together with complementarity to develop and enhance the visitor journey
- collaboratively addressing whether there is potential to grow the shoulder or winter season
- developing a harmonious approach to view-scape management
- trail and road development/ maintenance and multi vs. single-use trail designations, etc.
- investing in region-specific research
## APPENDIX 5: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

<table>
<thead>
<tr>
<th>OBJECTIVES</th>
<th>PRIORITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PRIORITY 1</strong></td>
<td></td>
</tr>
<tr>
<td>2. Land Access Improvements: Build public washroom facilities in Lillooet to service buses during peak season.</td>
<td>1</td>
</tr>
<tr>
<td>3. Land Access Improvements: Improve emergency services and safety for visitors and citizens alike, travelling by road along the Gold Rush Trail</td>
<td>1</td>
</tr>
<tr>
<td>8. Connectivity Improvements: Identify key locations for cell coverage and wi-fi hotspots along highways 1, 97, and north of Hope and ensure all businesses are aware of these and they are promoted to travellers.</td>
<td>1</td>
</tr>
<tr>
<td>9. Connectivity Improvements: Increase the accuracy of Google mapping along the GRT.</td>
<td>1</td>
</tr>
<tr>
<td>12. Optimize the benefits from MRDT status for the 3% tax to support tourism growth in the CCCTA.</td>
<td>1</td>
</tr>
<tr>
<td>13. Continue to invest in current and future primary heritage demand generators.</td>
<td>1</td>
</tr>
<tr>
<td>17. Encourage the growth and diversity of food and beverage opportunities, particularly north of Hope.</td>
<td>1</td>
</tr>
<tr>
<td>20. Support efforts by TIABC and tourism operators to improve government processes including the time/process to secure tenure, permits, and development approvals to decrease risk and uncertainty.</td>
<td>1</td>
</tr>
<tr>
<td>21. Address need for business succession planning and foreign ownership policies.</td>
<td>1</td>
</tr>
<tr>
<td>22. Invest in providing support and training to new foreign investors and their staff to fast-track their understanding of the Canadian tourism eco-system, laws, opportunities, and limitations.</td>
<td>1</td>
</tr>
<tr>
<td>23. Address the need for affordable tourism staff housing.</td>
<td>1</td>
</tr>
<tr>
<td>26. Establish a framework for collaborative action between CCCTA, ITBC, and ITAC to leverage the long-term destination development opportunities for the best interest of business opportunities and visitor outcomes.</td>
<td>1</td>
</tr>
<tr>
<td>28. Support product development through training such as Remarkable Experiences.</td>
<td>1</td>
</tr>
<tr>
<td>36. Share consistent messages with all businesses in the impacted wildfire areas that be used in their visitor communications.</td>
<td>1</td>
</tr>
<tr>
<td>OBJECTIVES</td>
<td>PRIORITY</td>
</tr>
<tr>
<td>---------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>PRIORITY 2</strong></td>
<td></td>
</tr>
<tr>
<td>1. Land Access Improvements: Enhance existing and develop new rest stops with washrooms and electric charging stations along Highway 1 &amp; 97.</td>
<td>2</td>
</tr>
<tr>
<td>5. Land Access Improvements: Work with tourism and community stakeholders to provide the Ministry of Transportation and Infrastructure with clear local guidance on regional directional and interpretive signage opportunities</td>
<td>2</td>
</tr>
<tr>
<td>6. Public and Shared Transportation: Address the shortage of public and shared transportation options.</td>
<td>2</td>
</tr>
<tr>
<td>7. Rail Access: Secure the return of passenger rail service to the GRT.</td>
<td>2</td>
</tr>
<tr>
<td>10. Air Access Improvements: Advance targeted air improvement initiatives.</td>
<td>2</td>
</tr>
<tr>
<td>11. Improve the understanding with local citizens and businesses of the tourism eco-system, the value of tourism, and work collaboratively under the GRT Destination BC approved brand.</td>
<td>2</td>
</tr>
<tr>
<td>14. Invest in product development that broadens the breadth of visitor experiences and stories along the GRT to capture the full richness of the heritage and history of the corridor.</td>
<td>2</td>
</tr>
<tr>
<td>15. Strike a taskforce with provincial government and First Nations to create a local area trail strategy to guide strategic investment.</td>
<td>2</td>
</tr>
<tr>
<td>18. Upgrade existing accommodations that have become tired and/or don’t meet modern standards for accessibility and today’s visitor expectations.</td>
<td>2</td>
</tr>
<tr>
<td>19. Camping/RVing Accommodations: Increase the availability of recreational vehicle services along Highways 1 &amp; 97 and more traditional campgrounds/campsites</td>
<td>2</td>
</tr>
<tr>
<td>24. Improve sustainable funding to not-for-profit heritage organizations in ways that allows them to strategically invest in product development, long-term asset maintenance, and maintain operations.</td>
<td>2</td>
</tr>
<tr>
<td>30. Foster tourism strategic tourism investment.</td>
<td>2</td>
</tr>
<tr>
<td>31. Safeguard the natural environment while managing strategic growth of the land and waters.</td>
<td>2</td>
</tr>
<tr>
<td>32. Safeguard the natural environments while managing strategic growth within the capacity of the land and communities to sustain the investments.</td>
<td>2</td>
</tr>
<tr>
<td>33. Harmonize land use management between government departments.</td>
<td>2</td>
</tr>
<tr>
<td>35. In light of the 2017 wildfires 2018 floods, and potential future risk, develop tourism focused natural disaster plans.</td>
<td>2</td>
</tr>
</tbody>
</table>
OBJECTIVES

PRIORITIZATION

4. Land Access Improvements: Work collaboratively with FLNR on a tourism road inventory that will identify the FLNR road infrastructure that supports tourism operators, and lobby for the retention of those roads which are important for tourism access.

16. Build on the collective interest in diversifying the outdoor recreation opportunities along the GRT.

25. Create a consolidated list of training programs that are available to Indigenous and non-Indigenous operators (front-line to owner/operator/manager) needed and the organizations that can support delivery.

29. Investigate the cost of liability insurance for small operators who only need seasonal insurance. Compare to co-op models in other sectors.

APPENDIX 6: BIBLIOGRAPHY

This bibliography provides a list of documents received and reviewed in creating the Situation Analysis Report that provided the foundation, along with industry input, to create this Destination Development Strategy.


Fraser Valley Regional District. (n.d.). Regional parks strategic plan 2014–2024. A document provided by the Fraser Valley Regional District.


Sellers, B. (2013). They called me number one: Secrets and sat an Indian residential school. Talon Books: Vancouver, BC.


<table>
<thead>
<tr>
<th>LIST OF MACRO TRENDS REPORTS BY DESTINATION BRITISH COLUMBIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Global Economic Outlook, May 2016.</td>
</tr>
<tr>
<td>1.2 Global Tourism Trends, December 2015.</td>
</tr>
<tr>
<td>1.3 Tourism Mega Trends, December 2015.</td>
</tr>
<tr>
<td>1.4 Changing Demographics, December 2015.</td>
</tr>
<tr>
<td>1.6A Competitive Review: Overview, December 2015.</td>
</tr>
<tr>
<td>1.6B Competitive Review: Canada, December 2015.</td>
</tr>
<tr>
<td>1.6C Competitive Review: United States, December 2015.</td>
</tr>
<tr>
<td>1.6D Competitive Review: Overseas, December 2015.</td>
</tr>
<tr>
<td>1.7 Visitor Services Trends, December 2015.</td>
</tr>
<tr>
<td>1.8 Climate Change and Tourism, December 2015.</td>
</tr>
<tr>
<td>1.9 Parks, Recreation Areas and Trails, March 2016.</td>
</tr>
<tr>
<td>1.10 Provincial Land Use Policies for Tourism, January 2016</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIST OF CONSUMER TRENDS REPORTS BY DESTINATION BRITISH COLUMBIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Increase in World Tourism, December 2015.</td>
</tr>
<tr>
<td>2.2 Trends in Values and Attitudes, December 2015.</td>
</tr>
<tr>
<td>2.3 Explorer Quotient, December 2015.</td>
</tr>
<tr>
<td>2.4 Mobile and Other Technology, February 2016.</td>
</tr>
<tr>
<td>2.5 Path to Purchase, February 2016.</td>
</tr>
<tr>
<td>2.6 Travel Information Sources, December 2015.</td>
</tr>
<tr>
<td>2.7 Traveller Advocacy, February 2016.</td>
</tr>
<tr>
<td>2.8 Sharing Economy: Ride-Sharing and Short-Term Accommodation, December 2015.</td>
</tr>
<tr>
<td>2.9 Net Promoter Score, March 2016.</td>
</tr>
<tr>
<td>2.10 Millennials, February 2015.</td>
</tr>
<tr>
<td>2.11 International Students: Programs &amp; Policies, December 2015.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIST OF BC TOURISM INDUSTRY REPORTS BY DESTINATION BRITISH COLUMBIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 BC Tourism Industry Structure, December 2015.</td>
</tr>
<tr>
<td>3.2 Tourism Industry Associations and Organizations, December 2015.</td>
</tr>
<tr>
<td>3.3 Destination Canada, December 2015.</td>
</tr>
<tr>
<td>3.4 Destination BC &amp; the Ministry of Jobs, Tourism &amp; Skills Training, December 2015.</td>
</tr>
<tr>
<td>3.5 Destination BC Brand, December 2015.</td>
</tr>
<tr>
<td>3.6 Regional &amp; Community Destination Management Organizations, December 2015.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIST OF TOURISM FUNDING REPORTS BY DESTINATION BRITISH COLUMBIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Tourism Funding Sources, February 2016.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LIST OF TOURISM INDUSTRY PERFORMANCE REPORTS BY DESTINATION BRITISH COLUMBIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Revenue and GDP, March 2016.</td>
</tr>
<tr>
<td>5.2 Overall Visitation to BC, March 2016.</td>
</tr>
<tr>
<td>5.3 Regional Visitation, November 2015.</td>
</tr>
<tr>
<td>5.4 Community Value of Tourism, March 2016.</td>
</tr>
<tr>
<td>5.5 Overview of Market Profiles, February 2016.</td>
</tr>
<tr>
<td>5.6 Australia at a Glance, February 2016.</td>
</tr>
<tr>
<td>5.7 China at a Glance, February 2016.</td>
</tr>
<tr>
<td>5.8 Germany at a Glance, February 2016.</td>
</tr>
<tr>
<td>5.9 Japan at a Glance, February 2016.</td>
</tr>
<tr>
<td>5.10 Mexico at a Glance, February 2016.</td>
</tr>
<tr>
<td>5.11 UK at a Glance, February 2016.</td>
</tr>
</tbody>
</table>
LIST OF KEY PRODUCTS AND POTENTIAL REPORTS BY DESTINATION BRITISH COLUMBIA

6.1 Overview of Key Products/Sectors, March 2016.
6.2 Downhill Skiing/Snowboarding, March 2016.
6.3 Aboriginal Cultural Tourism, March 2016.
6.4 Outdoor Adventure Tourism, March 2016.
6.5 Touring, March 2016.
6.6 City Stays, May 2016.
6.7 Sport Tourism, December 2015.
6.8 Meeting, Incentives, Conferences and Exhibitions, March 2016.

OTHER DATA PROVIDED BY DESTINATION BRITISH COLUMBIA

Indigenous Business Development Inventory from Indigenous Tourism Association Canada