

HIGHWAY 1 CORRIDOR

DESTINATION DEVELOPMENT STRATEGY



DESTINATION
BRITISH COLUMBIA®





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FRONT COVER PHOTO: YOHO NATIONAL PARK, Albert Normandin.

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EXECUTIVE SUMMARY

DISTINCTIVE DESTINATION FOR THE HIGHWAY 1 CORRIDOR

Arguably the premiere touring route through British Columbia, the Highway 1 Corridor offers travellers from around the world an experience that includes incredible scenery, diverse ecosystems, and a series of interesting communities.

Stretching 550 kilometres from the Alberta border in the east, to Kamloops and Savona in the west, this planning area is home to approximately 185,000 residents, spread across two regional districts and eight communities, and is within the traditional territories of the Ktunaxa Nation, the Secwepemc (Shuswap) peoples, and the Sinixt.

Communities in the Highway 1 Corridor typically enjoy diversified economies, with contributions from tourism, forestry, manufacturing, retail, services, government, education, and health care. Agriculture and railways are also

significant contributors, with a significant land base in the Agricultural Land Reserve (ALR) in the western portion of the planning area, and major rail lines and hubs found throughout. Sun Peaks Mountain Resort Municipality differs from the rest of the planning area, with its robust tourism-based economy.

In the spring, summer, and fall, visitors are drawn to the possibilities provided by the rich landscape of the Highway 1 Corridor: from white water rafting, houseboating, fishing and rock climbing, to championship golf courses, bird watching in the Columbia Wetlands,



VISION

The Highway 1 Corridor

invites travellers from near and far to explore their world and themselves — to experience adventure however they choose to define it. It is both a safe and efficient route to one of the many outstanding destinations along the way, where visitor experiences are woven together in a tapestry of unfolding stories of the land and people, both past and present. Travellers come to experience one of Canada's most iconic road trips and its destinations in all seasons, enjoying remarkable experiences in a depth and density that simultaneously sates their passion, and leaves them yearning for more. Communities embrace tourism and support growth that is in keeping with their values, working collectively with visitors to preserve the health of the incredible ecosystems that surround them.

and the excellent camping, hiking, and mountain biking opportunities afforded by the national (Yoho, Glacier, and Mt. Revelstoke) and provincial parks within its boundaries. In the winter, a well-deserved reputation for fantastic

powder draws visitors to experience it from a downhill resort (Kicking Horse Mountain, Revelstoke Mountain, Sun Peaks), from one of many back-country lodges, or via heli- or cat-skiing operations.

DISTINCTIVE DIRECTION FOR THE HIGHWAY 1 CORRIDOR

The vision for the Highway 1 Corridor is not only aligned with existing community plans and planning frameworks, but is also tied to the aspirations of its tourism partners as to the type of destination they would like to be in 10 years.

Seven overarching destination development goals were identified to support the 10-year vision for the Highway 1 Corridor:

1. Improve actual and perceived quality and safety of the Highway 1 Corridor journey.
2. Increase the total contribution of the visitor economy, indicated by increasing visitor length of stay in each season across the planning area collectively in each destination en route, and by increasing visitor spending.
3. Increase visitor intention to return and stay longer.

4. Enhance the overall visitor experience of the Highway 1 Corridor as a preferred destination, as indicated by a Net Promoter Score ranked in the top five for Canadian touring routes.
5. Maintain or improve environmental health and sustainability.
6. Increase community resiliency as measured by resident quality of life indicators.
7. Increase the number and value of multi-community collaborative projects.

Destination development in the Highway 1 Corridor will be guided by the imperatives to:

- Support safe and reliable travel
- Respect all living things, Indigenous rights and titles, community values, and sense of place in each community
- Support an emotional connection by visitors to place
- Contribute to resident quality of life and overall community resiliency
- Contribute to environmental sustainability and promote stewardship by visitors and residents alike
- Retain authenticity and celebrate that which is local
- Seek to collaborate and recognize both what is shared, and what is different amongst communities

Six themes, containing 38 development objectives, are described within this strategy, along with their priority actions and the success networks needed to realize implementation. The six themes are:

1. Travel Quality and Safety: Create a safe and enjoyable journey for travellers
2. Business Climate: Create an attractive business climate for new and expanding tourism businesses, including a pool of year-round skilled staff, adequate affordable housing, locally delivered service training programs and supportive communities and local governments
3. Environmental Sustainability: Protect the natural environment and manage tourism impacts
4. Community and Social Resiliency: Maintain and enhance community character and resiliency
5. Year-Round Experiential Quality and Variety: Maintain current experiential strengths and support the introduction of additional year-round memorable experiences
6. Relationships and Collaboration: Work together collaboratively and effectively for mutual gain

II. ACRONYMS

AEST	Ministry of Advanced Education, Skills & and Training	go2HR	The British Columbia Human Resource Organization for Tourism	OCP	Official Community Plan
AGRI	Ministry of Agriculture	ITAC	Indigenous Tourism Association of Canada	RDMO	Regional Destination Management Organization
CFD	Ministry of Children and Family Development	IRR	Ministry of Indigenous Relations and Reconciliation	TAC	Ministry of Tourism, Arts and Culture
DMO	Destination Marketing Organization	ITBC	Indigenous Tourism British Columbia	TOTA	Thompson Okanagan Tourism Association
DBC	Destination British Columbia	JTT	Ministry of Jobs, Trade and Technology	TIABC	Tourism Industry Association of British Columbia
DC	Destination Canada	KRT	Kootenay Rockies Tourism	TRAN	Ministry of Transportation and Infrastructure
DDP	Destination Development Program	LBR	Ministry of Labour	WD	Western Diversification
FIN	Ministry of Finance	MAH	Ministry of Municipal Affairs and Housing	WTA	Wilderness Tourism Association
FLNR	Ministry of Forests, Lands, Natural Resource Operations, and Rural Development	MRDT	Municipal and Regional District Tax (commonly referred to as the “Hotel Tax”)		

A person in a blue shirt and red shorts is running on a dirt trail through a dense forest with many trees and green foliage. The scene is captured from a low angle, looking down the trail.

1

FOREWORD AND ACKNOWLEDGEMENTS

REVELSTOKE MOUNTAIN RESORT
Photo: Ryan Creary

FOREWORD This Destination Development Strategy is the final report resulting from an eighteen-month iterative process of gathering, synthesizing and validating information with stakeholders about the current status and future direction of tourism in the Highway 1 Corridor planning area.

As one of 20 destination development strategies that will be produced between 2016 and 2019, the Highway 1 Corridor 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.

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.

The Highway 1 Corridor planning area includes portions of the Kootenay Rockies Tourism Region and the Thompson Okanagan Tourism Region. In identifying development priorities for the Highway 1 Corridor, consideration was given to building on the Embracing Our Potential (November 2012) strategic framework. Embracing Our Potential is the Thompson Okanagan's ten-year regional tourism strategy.

ACKNOWLEDGEMENTS

Destination British Columbia (DBC), Indigenous Tourism BC (ITBC), Kootenay Rockies Tourism (KRT), Thompson Okanagan Tourism Association (TOTA), and the project facilitation team thank the stakeholders who contributed throughout the process by:

- attending community meetings,
- participating in surveys, stakeholder interviews, and follow-up conversations
- forwarding relevant documents that provided the background information for the situation analysis

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.

We thank the Ktunaxa, Secwepemc, and Sinixt First Nations on whose traditional territories we gathered for our community meetings.

Special thanks are offered to members of the working group:

- Robin Cyr, Shuswap Economic Development; Tourism Shuswap
- Phil McIntyre-Paul, Shuswap Trails Alliance
- Rhys Laug, Quaaout Lodge
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- Arlene Schieven, Tourism Sun Peaks
- Ian Tomm, Heli Sector

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- Alyssa Salloway, Parks Canada
- Rick Reynolds, Parks Canada
- Magi Scallion, Snowmobile Golden
- Kevin Manuel, Revelstoke Mountain Resort
- Veronika Stevenson, Sky Trek Adventure Park
- Arthur McClean
- Brad Harrison, Backcountry Sector
- Treena Coney, Prestige Hotel Golden
- Nicole Fricot, Revelstoke Economic Development
- Jon Wilsgard, Town of Golden
- Laura Code, Ministry of Agriculture
- Toby Barrett, Kicking Horse Resort
- Monica Dickinson, Tourism Kamloops
- John Hull, Thompson Rivers University

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Special thanks are offered to the facilitator of the Highway 1 Corridor destination development process:

Suzanne Denbak, Cadence Strategies.



2

INTRODUCING THE STRATEGY

KAMLOOPS
Photo: Tanya Goehring

The Highway 1 Corridor Destination Development Strategy has been developed to enhance the competitiveness of the Highway 1 Corridor planning area over the next 10 years and beyond. The strategy was developed as 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, destination marketing organizations (DMOs), tourism operators, and other community interests to guide the long-term growth of tourism along the Highway 1 Corridor.

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 and experiences available.
- Outline key priorities for new product, infrastructure, and amenity development.
- Identify impediments to development and tourism growth (e.g., potential policy or capacity issues, available funding, access to funding, etc.).

FIGURE 1:
Tourism Revenue
Drivers



B. PURPOSE OF STRATEGY

This strategy not only provides underlying support for the goals of the provincial Destination Development Program but also:

- Provides strategic direction for the planning area and guidance for local and regional planning.
- Enhances the individual and collective ability of communities along the Highway 1 Corridor to leverage their resources and programs.
- Fosters joint action and inter-community dialogue.

The Highway 1 Corridor 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 lessons learned help future implementation activities become more effective in increasing economic, social, and cultural benefits to the entire Highway 1 Corridor.

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 visitors' experiences 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. 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, Twitter) and third-party platforms allowing the traveller to “review” their experience (e.g., TripAdvisor), the quality of the destination and the experiences it offers is now an essential element of the marketing toolbox.

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

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

These dimensions are illustrated in Figure 2.

FIGURE 2:
Five Dimensions of Supply — the Visitor Experience



D. METHODOLOGY

The Highway 1 Corridor Destination Development Strategy was developed based on an extensive, collaborative effort during an eighteen-month process that culminated in the creation of a situation analysis report and this Destination Development Strategy.

The destination development planning approach was highly iterative and allowed multiple opportunities for stakeholder input and validation (Figure 3). The process followed a semi-structured strategic approach, created by Destination BC, which allowed for flexibility to ensure the unique considerations of each planning area

were assessed and respected. A volunteer working group contributed their expertise to reviewing and discussing the key findings from the Highway 1 Corridor Situation Analysis and helped develop the goals, supporting objectives, and actions contained in this strategy. See Appendix 1 for the full process outline.

FIGURE 3:
Key Project
Timelines

ACTIVITY	DATES
Project staging and document review	October – November 2017
In-community consultations in Golden, Revelstoke, and Kamloops	October – December 2017
Industry Survey #1 and Stakeholder Interviews	January – March 2018
Draft Situation Analysis	December 2017 – March 2018
Priority setting and preliminary findings with the Working Committee <ul style="list-style-type: none">• Workshops in Golden and Chase• Four follow up conference calls	February – March 2018
Draft Destination Development Strategy	March 2018
Review and finalize the Destination Development Strategy	March – November 2018
Strategy launch	May – June 2019

The three key outputs of this planning process are:

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 185-page situation analysis that provides foundational research related to the Highway 1 Corridor, including access and infrastructure, key tourism assets, key markets, a destination assessment, and priority Highway 1 Corridor planning considerations, all of which were used to inform the development of the Destination Development Strategy.
3. This Destination Development Strategy.

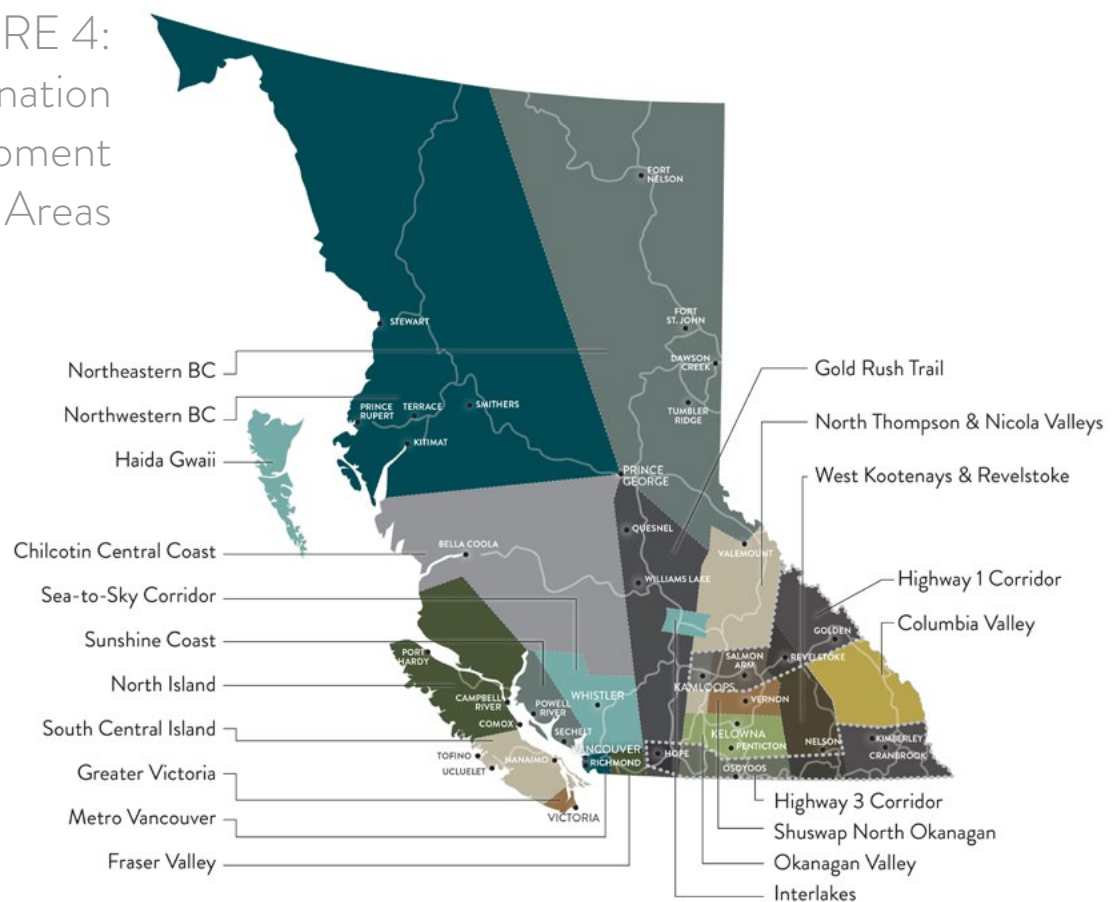
3

ALIGNMENT

EMERALD LAKE
Photo: Dave Heath

The destination development strategy for the Highway 1 Corridor is one of four that will be prepared for the Kootenay Rockies tourism region, and one of 20 for the province as a whole (Figure 4). The planning area also lies within the Thompson Okanagan tourism region to the west and is one of six strategies for that region.

FIGURE 4:
Twenty Destination
Development
Planning Areas



The three other planning areas in the Kootenay Rockies region are: West Kootenays & Revelstoke, the Highway 3 Corridor, and the Columbia Valley. The five other planning areas in the Thompson Okanagan region are: Interlakes, Okanagan Valley, Shuswap North Okanagan, North Thompson & Nicola Valleys, and the Highway 3 Corridor (Highway 3 similarly spans three regions). It is important to recognize that visitors do not make travel decisions based on artificial boundaries created by governments and organizations, and, as a result, planning areas span multiple jurisdictions thus reinforcing the importance of an integrated approach, with a shared vision and prioritized investments.

Over the course of Destination BC's Destination Development Planning Program, each of the province's tourism regions will integrate the strategies in their region into one Regional Destination Development Strategy which, in turn, will be used to inform a single, over-arching Provincial Destination Development Strategy (Figure 5.)

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

MOUNT BURGESS, YOHO NATIONAL PARK
Photo: Paul Zizka

FIGURE 5:
Levels of Destination Development Planning



FIGURE 6:
Levels of Destination Development Planning



4

SUCCESS NETWORK

KICKING HORSE MOUNTAIN RESORT

Photo: Ryan Creary

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 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 Highway 1 Corridor. A number of tourism partners have already articulated their desire to work cooperatively, as a unified Highway 1 Corridor, on destination development initiatives. Only by working collaboratively can the true potential of the Highway 1 Corridor be realized.

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

FIGURE 7: Key Government and Management Organizations

FEDERAL	FIRST NATIONS	PROVINCIAL	REGIONAL	LOCAL
<ul style="list-style-type: none"> • Destination Canada • Indigenous Tourism Association of Canada • Western Economic Diversification • Parks Canada • Canadian Heritage • Public Works and Government Services Canada 	<ul style="list-style-type: none"> • Secwepemc First Nation • Ktunaxa First Nation • Sinixt First Nation 	<ul style="list-style-type: none"> • Destination BC • Indigenous Tourism BC • Sector based organizations • Ministries and Agencies: <ul style="list-style-type: none"> Tourism, Arts, and Culture Indigenous Relations and Reconciliation Transportation and Infrastructure Forests, Lands, and Natural Resource Operations, including Rec Sites and Trails, and Heritage Environment including BC Parks Agriculture 	<ul style="list-style-type: none"> • Columbia Shuswap Regional District • Thompson-Nicola Regional District • Kootenay Rockies Tourism • Thompson Okanagan Tourism Association • Imagine Kootenay • Shuswap Economic Development • Thompson Rivers University • College of the Rockies 	<ul style="list-style-type: none"> • Community DMOs • Chambers of Commerce • Community Economic Development orgs • Visitor Centres • Tourism Operators • Arts Culture, Heritage Organizations • Clubs and Volunteer Groups • Residents

This strategy is intended to inform actions for the future, which over time may be embedded in the local, regional, and provincial decision making. The result will be an integrated system of priorities that will achieve better development decisions, drive greater tourism revenues, and realize benefits for businesses and communities on the Highway 1 Corridor. 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 representatives, Thompson Okanagan Tourism Association (TOTA) and Kootenay Rockies Tourism (KRT), have important roles to play as regional destination development champions. As this planning process is not intended to duplicate ongoing efforts or create new organizational or administrative structures, the implementation of this strategy should first be executed through existing organizations, where possible.



5

A DISTINCTIVE DESTINATION

SUN PEAKS RESORT
Photo: Ryan Creary

OVERVIEW OF HIGHWAY 1

A. GEOGRAPHIC DESCRIPTION OF THE AREA

The Highway 1 Corridor planning area stretches from the Alberta border in the east, to Kamloops and Savona in the west, and includes Yoho National Park, Glacier National Park, and Revelstoke National Park, as well as numerous provincial parks.

This portion of the Trans-Canada Highway extends some 550 kilometres and includes the Village of Field (unincorporated), the Town of Golden, the City of Revelstoke, the District of Sicamous, the City of Salmon Arm, the Village of Chase, the City of Kamloops, and Sun Peaks Mountain Resort

Municipality. Two regional districts have governing authority in the planning area — Areas J, L, O, P of the Thompson Nicola Regional District, and all the electoral Areas (A–F) of the Columbia Shuswap Regional District.

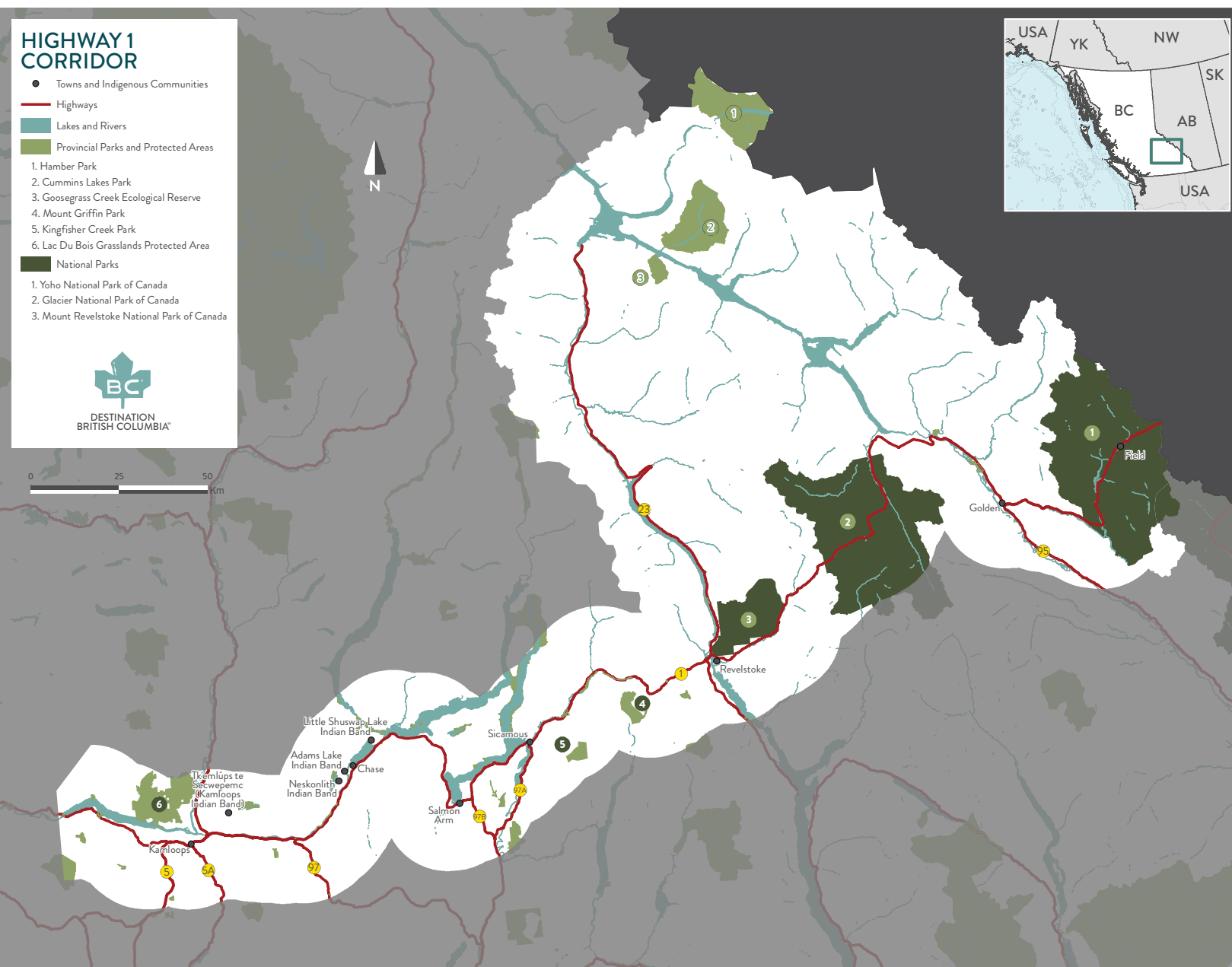
The planning area embraces a wide range of biogeoclimatic zones and their associated ecosystems, and this diversity itself contributes to the quality of the journey, offering visitors a chance to experience high alpine meadows situated above the tree line, grasslands, and an inland rainforest below.

Kamloops and the Shuswap area have a semi-arid climate due to their location on the Interior Plateau, in the rain shadow of the Coast Mountains. Winters are generally mild, with cold snaps occurring when Arctic air crosses the Rockies and the Columbia Mountains, then flows to the Interior. Summers on the Interior Plateau are sunny, hot, and dry.

Communities located in the Columbia Mountains (Monashee, Selkirk, Purcell ranges) and the Rocky Mountain Range, such as Revelstoke, Golden, and Field experience warm and

moderately dry summers, and cold, moderately wet winters; ideal for both summer recreation and access to deep powder snow in winter.

The planning area has some of the richest diversity of wildlife in North America. Big game species include grizzly and black bear, elk, white-tailed and mule deer, caribou, cougar, moose, bighorn sheep, and mountain goat. It also contains key winter habitat and travel corridors for a number of species. The abundance of streams and lakes in the planning area support a vibrant sport fishery and serve as important spawning and rearing grounds for a range of species. The prized angling species are salmon, rainbow trout, bull trout, cutthroat trout, Rocky Mountain whitefish, and Kokanee salmon. The Adams River salmon run in particular is world-renowned for both fishing and viewing.





The planning area contains important grasslands that provide winter range for ungulates, wildlife habitat, and feature endangered and unique plant species. The grasslands provide habitat for several provincially red and blue listed animal and bird species.

The Columbia Wetlands were recognized under the Ramsar Convention on Wetlands in 2005 as a “Wetland of Significant Importance.” The wetlands and Lake Windermere are part of the Pacific Flyway, which extends from Alaska to Mexico and South America, providing critical habitat for migratory birds. They also provide habitat for the great blue heron, staging areas for geese, ducks and other birds, and habitat for beavers and muskrats.

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

The Highway 1 Corridor is within the traditional territories of the Ktunaxa Nation, the Secwepemc (Shuswap) peoples, and the Sinixt.

The planning area includes the following municipalities and rural communities:

- Village of Field (unincorporated)
- Town of Golden
- City of Revelstoke
- District of Sicamous
- City of Salmon Arm
- Village of Chase
- City of Kamloops
- Sun Peaks Mountain Resort Municipality

Two regional districts have governing authority in the planning area — Areas J, L, O, P of the Thompson Nicola Regional District, and all electoral Areas (A–F) of the Columbia Shuswap Regional District.

In total, there are approximately 185,468 people residing along the Highway 1 Corridor, with Kamloops as the major urban centre.¹

¹Source: BC Stats

COMMUNITY	POPULATION 2016	POPULATION 2011	% CHANGE
Town of Golden	3,708	3,701	0.2%
City of Revelstoke	7,547	7,139	5.7%
District of Sicamous	2,429	2,441	-0.5%
City of Salmon Arm	17,706	17,464	1.4%
Village of Chase	2,286	2,495	-8.4%
City of Kamloops	90,280	85,678	5.4%
Sun Peaks	616	371	66%
TNRD – J	1,580	1,560	1.3%
TNRD – L	2,955	3,049	-3.1%
TNRD – O	1,323	1,335	-0.9%
TNRD – P	3,672	3,620	1.4%
CSRD Total	CSRD Total	51,366	1.7%
CSRD – A	CSRD – A	3,148	2.7%
CSRD – B	CSRD – B	598	8.3%
CSRD – C	CSRD – C	7,921	3.4%
CSRD – D	CSRD – D	4,044	-0.1%
CSRD – E	CSRD – E	1,184	-11.2%
CSRD – F	CSRD – F	2,454	3.6%

A brief description of each community can be found in the situation analysis that accompanies this strategy.

C. DESCRIPTION OF ECONOMY BASE — HISTORICAL AND CURRENT

Apart from Sun Peaks Mountain Resort Municipality, which is tourism focused, the economies of Highway 1 Corridor planning area communities are diversified. Beyond tourism and the visitor economy, the economies include contributions from forestry activities (both primary extraction and value-added activities), transportation (road/rail), agriculture, manufacturing, retail, services, government, education, and health care. Stakeholder interviews identified that many of these communities have a high proportion of self-employed individuals and attract entrepreneurs who are seeking a recreation-based lifestyle and can operate remotely from their customers. This is particularly true for the mountain communities of Golden and Revelstoke. While Shuswap communities also attract these entrepreneurs, they tend to have an older demographic of retirees in their mix as well. Second homeowners are also drawn to the lifestyle and climate offered.

Kamloops, as the largest city in the planning area, has the greatest range of economic activities, with businesses in most economic sectors. Agriculture also plays an

important role in most western Highway 1 Corridor communities, and there is a significant land base in the Agricultural Land Reserve (ALR) around Salmon Arm, Chase, and Kamloops.

The national parks of Yoho, Glacier, and Mount Revelstoke are significant factors in the eastern communities of Field, Golden, and Revelstoke. In many of these communities, the combination of ALR lands, and lands within national parks, creates unique considerations for future growth and development.

Across the planning area the role of rail transportation is noteworthy, with major rail lines and/or rail hubs found along the length of the planning area. Rail activity contributes to local economies, but also creates land use and access restrictions. Canadian Pacific Railway's primary route through BC parallels Highway 1.

BC Hydro is also an economic force around Revelstoke, with the Revelstoke Generating Station and Mica Generating Station nearby.

D. OVERVIEW OF TOURISM PERFORMANCE

There are few indicators available to measure the performance of the tourism industry at a planning area level. The three Resort Municipality Initiative (RMI) communities in the Highway 1 Corridor report the following direct, indirect, and induced provincial impacts²:

COMMUNITY	GOLDEN	REVELSTOKE	SUN PEAKS
Tourism Revenue	\$71.6 million	\$121.8 million	\$107.5 million
GDP (Value Added)	\$56.3 million	\$92.3 million	\$77.4 million
Labour Income	\$35.2 million	\$58.4 million	\$49.3 million
Employment	900	1,499	1,260
Taxes	21.6 million	\$33.8 million	\$29.6 million

ACCOMMODATION SEASONALITY

Room revenues by municipal jurisdiction, reported by BC Stats³, reveal summer and winter peaks in visitation with significant opportunity to utilize capacity in both spring and fall. Stakeholders have identified the opportunity to grow both mid-week and shoulder season visitation, as well as to encourage longer lengths of stay.

THOMPSON OKANAGAN	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Kamloops	1,423	2,085	3,240	4,557	6,383	6,053	8,761	8,496	6,922	4,074	3,055	2,597
Kelowna	2,641	3,949	5,957	6,434	9,342	9,584	15,765	16,250	12,309	7,301	4,630	3,892
Big White	*	*	*	*	*	*	*	*	*	*	*	-
Merritt	-	-	-	-	-	-	-	-	-	-	-	-
Osoyoos	205	448	602	824	1,649	2,089	5,120	5,663	3,176	878	388	329
Penticton	342	715	1,381	1,245	2,353	3,330	6,151	6,923	4,139	1,233	890	729
Sun Peaks	*	*	2,854	*	*	*	*	*	849	*	*	3,078
Valemount	379	377	452	539	705	1,118	1,701	1,707	1,221	587	295	464
Vernon	1,044	1,774	2,069	2,369	1,986	3,896	5,622	5,611	4,308	2,638	2,054	2,076
Thompson/Nicola	128	165	270	240	624	1,130	1,634	1,750	1,379	515	214	457

²Resort Municipality Collaborative Impact Study, 2016 by Pacific Analytics and Cadence Strategies

³www.bcstats.gov.bc.ca/Files/c071216f-989d-42ea-9a8c-f68e885274ec/TourismRoomRevenue.xlsx

BC ROCKIES	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Columbia Shuswap-Golden/K.H.	1,212	2,156	2,302	1,155	1,453	2,021	5,145	5,320	4,186	1,525	853	1,904
East Kootenay-Fernie	1,535	2,732	2,268	634	566	1,073	1,897	2,016	1,250	763	453	1,870
Kimberley	*	*	775	127	*	730	579	659	662	301	141	564
Revelstoke	3,156	4,286	3,762	1,296	1,579	1,848	4,563	4,652	3,083	1,867	1,197	3,197
Castlegar, Nelson, Rossland	1,868	2,431	2,398	1,517	1,892	2,107	2,965	3,428	3,085	1,786	1,324	2,006
Invermere, Radium	1,559	1,474	1,184	878	855	1,604	2,883	2,603	1,759	623	436	1,203

E. KEY VISITOR MARKETS

Key markets being pursued by the Community DMOs in the planning area include:

- Ski and snowboard enthusiasts from BC, Alberta (AB), Other Canada, Europe, Australia
- Snowmobile enthusiasts from BC, AB, Other Canada, US markets
- Outdoor adventure seekers including campers, hikers, mountain bikers, trail runners, white water rafters and those that enjoy lake-based activities including paddling, and angling
- Families and summer vacation travel from BC, AB and US markets (WA, OR, CA)
- Touring travellers from all markets
- Arts, culture, and heritage (including festivals and events) enthusiasts particularly to build shoulder seasons
- Destination weddings
- Golfers from BC, AB, and US markets (WA, OR, CA)

In addition to the markets drawn by the opportunity to relax and unwind, enjoy outdoor recreation, and the arts, culture, and heritage experiences available, there is also opportunity related to:

- Meetings and retreats sector, specifically during the off-seasons, with a goal to attract not only small to medium sized corporate meetings and retreats to Highway 1 Corridor communities, but also to generate repeat leisure visitations from meeting participants.
- Sport tourism, with facilities for a range of summer and winter events located throughout the planning area, including mountain-based activities in Golden, Revelstoke, and Sun Peaks; sporting events requiring larger facilities in Kamloops; smaller regional tournaments utilizing community fields and arenas in all communities; and trail-based events in all communities.

F. OVERVIEW OF TOURISM ASSETS, INFRASTRUCTURE, AND UNIQUE SELLING PROPOSITIONS

Arguably the Highway 1 Corridor is the premiere touring route through British Columbia, offering travellers from around the world an experience that encompasses incredible scenery, diverse ecosystems, and a series of interesting communities, which are destinations in their own right. The eastern portion of the Highway 1 Corridor planning area is more heavily dependent on the Alberta market, while the entire planning area experiences significant international and domestic visitation.

To permit more organized planning discussions, the planning area is described as having four anchor communities and their surrounding areas:

- Golden and Area
- Revelstoke and Area
- the Shuswap Area (including Sicamous, Salmon Arm, and Chase)
- Kamloops and Area (including Sun Peaks Mountain Resort Municipality)

In spring, summer, and fall, the combination of national and provincial parks and their associated trail systems offers excellent camping and hiking opportunities. Mountain biking has grown in popularity in recent years with Golden, Revelstoke, the Shuswap, and Kamloops developing trail networks and

mountain biking events that draw an ever-growing number of enthusiasts. Road cycling is also popular both along Highway 1 itself, and on the many quieter paved backroads around various communities in the planning area.

All forms of water-based experiences can be enjoyed in the planning area, including beginner to expert white water rafting on several rivers, like the Kicking Horse, Illecillewaet, and Adams Rivers. There are also many opportunities for calmer canoeing, kayaking, standup paddle boarding, and river floats. Shuswap Lake is famous for its houseboats, beaches, and all manner of water-based fun. There is a wide range of angling opportunities in the planning area's many lakes and rivers, including iconic



spots such as the Thompson, Adams, and Columbia rivers. There are two hot pools along the Highway 1 Corridor (Canyon Hot Springs and Crazy Creek), as well as easy access to the hot springs in the Columbia Valley by travelling south from Golden to Radium Hot Springs, and Fairmont Hot Springs, and by travelling south from Revelstoke to Halcyon Hot Springs, Nakusp Hot Springs, and onwards to Ainsworth Hot Springs.

Wildlife viewing and bird watching can be experienced roadside, or on tours of areas such as the Columbia Wetlands — a Wetlands of International Significance. Visitors can also see guaranteed wildlife sightings at the grizzly bear habitat at Kicking Horse Mountain, the Northern Lights Centre near Golden, and the BC Wildlife Park near Kamloops.

Golfers can experience championship courses in Golden, Revelstoke, and in the Shuswap and Kamloops areas.

Traditional major winter attractions for the planning area revolve around its access to “epic powder”, including downhill skiing and boarding at Kicking Horse Mountain Resort, Revelstoke Mountain Resort, and Sun Peaks Resort. The planning area is home to a significant number of BC’s cat-ski operations, and backcountry lodges offering heli-skiing and/or heli-access to backcountry touring. Many of these lodges also offer summer hiking or heli-hiking programs. Each anchor community along the route offers excellent networks of trails for Nordic skiing and snowshoeing. Yoho and Glacier National Parks in particular are renowned for their backcountry ski touring opportunities. Snowmobiling is also considered world-class in areas

around Golden and Revelstoke (high elevation touring) as well as longer touring routes in the Shuswap and Kamloops area.

Scuba diving, paragliding, ice climbing, and rock climbing enthusiasts can also sate their appetites, with the planning area offering guided and self-guided opportunities for each of these activities.

The planning area also benefits from many talented artists, interesting heritage attractions, and numerous festivals and events. Easily accessible roadside family-type attractions can also be visited along the way (e.g., Enchanted Forest, SkyTrek, picnic areas, easy hikes, etc).

In summary, the Highway 1 Corridor planning area offers visitor experiences year-round, including:

- Three national parks — Yoho, Glacier and Mount Revelstoke, offering hiking and wildlife viewing experiences
- Columbia Wetlands
- Provincial parks, including highly visited parks like Roderick Haig-Brown Provincial Park, home of the Adams River salmon run; Marl Creek Provincial Park; Martha Creek Provincial Park; Burges James Gadsden Provincial Park; Shuswap Lake Provincial Park; the Shuswap Marine Parks; and Herald Provincial Park
- Countless lakes and rivers, including waterways world-renowned for activities like white water rafting, angling, houseboating, paddling, and salmon-run viewing



- Mountain biking networks drawing multi-night stays in Golden, Revelstoke, Shuswap, and Kamloops
- Road cycling and touring
- Rock climbing and mountaineering
- Paragliding and skydiving
- Scuba diving
- Three major ski areas — Kicking Horse Mountain Resort, Revelstoke Mountain Resort, Sun Peaks Resort all of which are now also offering summer activities including the highly popular Mountain Coaster ride at Revelstoke Mountain Resort
- One smaller ski area — Harper Mountain
- A high density of cat-ski operations and backcountry lodges offering heli-accessed skiing and boarding, and summer sightseeing and/or hiking programs
- Snowmobiling experiences ranging from high alpine bowls to cross-country touring
- Nordic skiing and/or snowshoeing trails
- Ice climbing
- A variety of local shops, art galleries, cafes, restaurants, pubs, and attractions
- Growing culinary and craft brewing and winery scene
- Numerous festivals and events in communities along the length of the Highway 1 Corridor planning area
- Heritage experiences including several national historical sites (Rogers Pass, Last Spike) and several museums
- Indigenous cultural experiences
- Farmers markets — Golden, Revelstoke, Salmon Arm, North Shuswap, Chase, Enderby, Scotch Creek, Sorrento, and Kamloops
- Championship golf courses located in Golden, Revelstoke, Shuswap, Kamloops, and Tobiano
- Extensive sport tourism and/or hosting facilities in larger communities, like Kamloops, and resorts
- Non-stop scenic vistas throughout the journey

The Highway 1 Corridor planning area is accessible by air (international airports in Vancouver and Calgary; regional airports with service from Vancouver to Kamloops and Revelstoke) and by road. RV touring is very popular in the summer season (May to October).

There are visitor centres in Field, Golden, Revelstoke, South Shuswap (Info Kiosk), Sicamous, Salmon Arm, Enderby, Chase, and Kamloops that provide visitor information, assistance, and advice.

G. SPECIFIC PRODUCT EXPERIENCES

There are a number of specific product experiences that are, or have potential as, iconic products and/or experiences for growth:

ICONIC TODAY

MOUNTAIN-BASED EXPERIENCES

Yoho, Glacier and Mount
Revelstoke National Park

Heli/Cat-Skiing/Backcountry Lodge
Winter Experience

Hiking/Camping/Backcountry Lodge
Summer Experiences

Kicking Horse Mountain Resort

Golden Area Mountain Biking

Revelstoke Mountain Resort

Revelstoke Area Snowmobiling

Sun Peaks Resort

WATER-BASED EXPERIENCES

Columbia Wetlands

Shuswap Lake Houseboating

Beaches/Lake-based Activities
and Provincial Parks

Angling

Salmon-run viewing

OTHER EXPERIENCES

Sports Tourism (Kamloops)

Golf (selected courses)



POTENTIALLY ICONIC

ARTS/CULTURE/HERITAGE

Heritage Tours within
and between Communities

Indigenous Cultural Tourism

Art/Artisans Tours
within and between Communities

Agritourism and Field to Table
Experiences including
Wineries/Craft Breweries

Festivals/Events

H. SUMMARY OF KEY STRENGTHS, CHALLENGES, AND OPPORTUNITIES

From a tourism destination perspective, the Highway 1 Corridor benefits from a range of strengths, however, it is also facing a number of destination development challenges, some of which have the potential to impact the future growth and sustainability of the tourism sector. To build on these strengths and address these challenges, the planning area’s

tourism stakeholders have identified a number of key opportunities that formed the foundation of the Highway 1 Corridor Destination Development Strategy. These key strengths, challenges, and opportunities are summarized below in no particular order.

FIGURE 8: Strengths, Weaknesses, and Opportunities

KEY STRENGTHS	KEY CHALLENGES	KEY OPPORTUNITIES
<ul style="list-style-type: none">• Natural assets (Canadian Rockies, Columbia Wetlands, Columbia Mountain Ranges, warm lakes, rolling hills, grasslands)• National and Provincial Parks• Established destinations with own brand equity• High quality tourism infrastructure• Growing depth of arts, culture, heritage, and culinary experiences• Authentic mountain towns with passionate residents• Sophisticated tourism stakeholders	<ul style="list-style-type: none">• Actual and perceived safety of travel on Highway 1• Infrastructure, services, and amenities to support travel quality• Year-round staff constraints, incl. skillsets, affordable housing• Conflicts on the land and/or water base• Sustainable growth• Dependency on summer season and limited experiences and opening hours outside of peak seasons• Local support for tourism	<ul style="list-style-type: none">• Improve actual and perceived safety of travel on Highway 1• Build strong, collaborative relationships• Improve quality of Highway 1 journey• Improve business climate and policy framework for tourism operators• Encourage launch of additional visitor experiences in shoulder season• Improve quality and consistency of service• Recruiting, retaining, and training staff including sufficient affordable housing• Develop in a manner that respects environmental health and community resiliency and values

I. EXPERIENCE POTENTIAL

Any destination, when considering its potential and the many ways in which it can develop in the future, needs to consider the visitor perspective. The visitor engages in a variety of destination experiences, some of which are offered by the private sector, and some of which arise from the efforts of community groups, various levels of government, and non-governmental organizations (NGOs). All of these experiences occur within the natural and cultural environment of the destination. A policy box surrounds all aspects of the destination experience. These policies inform, support, limit, or otherwise affect the natural and cultural environment, and the ability of private sector and community groups to deliver experiences to the visitor.

Destination experience potential identifies the current, developing, and potential destination strengths for priority consideration in destination development, as well as the key assets in the natural and cultural environment that offer points of leverage. Finally, surrounding this, are the policy considerations critical to successful destination development.

In the Highway 1 Corridor planning area, the experiences offered by the private, government, NGO, and community sectors are categorized as follows:

	CURRENT STRENGTH Maintain Support Through Destination Development	DEVELOPING STRENGTH Initiate Support as Part of Destination Development	POTENTIAL STRENGTH Consider Support as Part of Destination Development
PRIVATE SECTOR DELIVERED	Ski Resorts Heli/Cat-ski Operations and Backcountry Lodges Golf Courses Houseboating Rafting and Paddling	Restaurants and Dining Retail Shops	Guided Tours Equipment Rentals
GOVERNMENT/ NGO/ COMMUNITY DELIVERED	Snowmobiling Backcountry Touring Camping and Hiking National and Provincial Parks Sport Tourism and Tournaments Lakes and River Experiences	Trail-based Activities (Hiking, Mountain Biking, Nordic Skiing) Road Cycling Arts, Culture, and Heritage, including Indigenous Culture and Agri-tourism or Culinary Festivals and Events	

The key assets offering significant leverage for destination development in the Highway 1 Planning Area:

NATURAL ENVIRONMENT Assets to Leverage in Destination Development	CULTURAL ENVIRONMENT Assets to Leverage in Destination Development
Scenic Vistas Mountains Grasslands Lakes Rivers and Wetlands Wildlife and Birdlife Farmland	Indigenous Culture Local Artists, Artisans, and Heritage Community Infrastructure Community ‘Sense of Place’ and Authenticity

The key policy considerations for the planning area are:

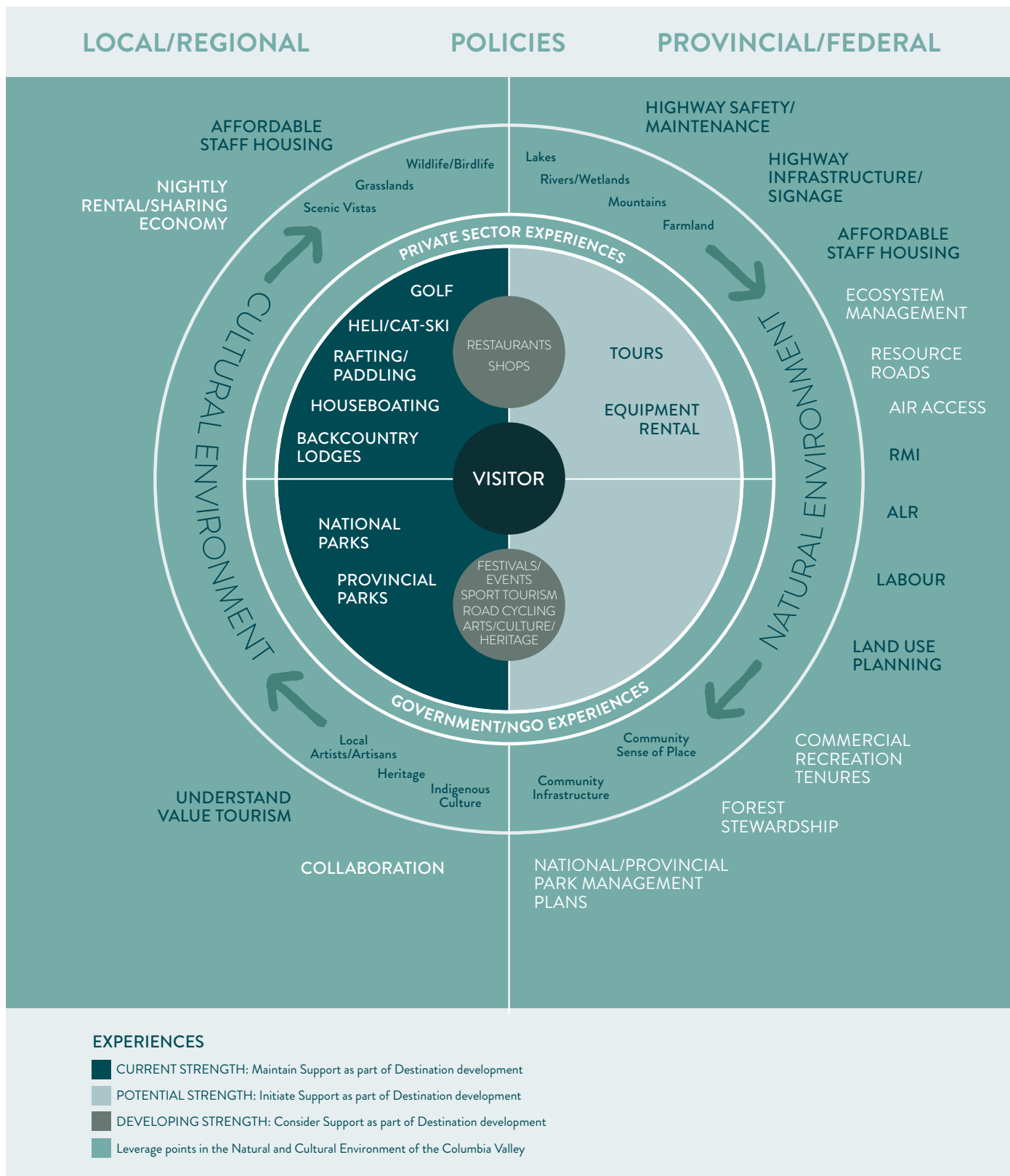
Key LOCAL/REGIONAL Policy Considerations of Primary Relevance to the Highway 1 Planning Area	Key PROVINCIAL AND FEDERAL Policy Considerations of Primary Relevance to the Highway 1 Planning Area
Local and regional collaboration Nightly rental and sharing economy regulation and support for affordable housing Educate on the value of tourism, and embed tourism values in local and regional planning	Highway Safety and Maintenance Highway Infrastructure and Signage Land Use Planning and Management Process and Resources Use of ALR Resource Road Maintenance and Access Labour Supply and Immigration Policy Training and Education, and Employee Insurance Ecosystem Integrity and Sustainability Funding tools for Local Governments

The following figure summarizes the Highway 1 Corridor as a destination today, from a visitor’s perspective. There are a range of experiences currently offered, some of which are considered a current strength, others with immediate potential to become strengths, and still others that could eventually develop into experiential strengths with support and investment.

This categorization serves to inform whether support for these experiences should be maintained, initiated, or considered over the 10-year timeframe of this strategy.

These experiences reside within a natural and cultural environment or context within the planning area. This natural and cultural context provides important points of leverage for destination development that will serve to enhance competitive advantages and distinctiveness.

Both the nature of experiences available to visitors and the natural and cultural environment are influenced by policies at the local, regional, provincial, and federal levels. Policies having significant impact on destination success over the next 10 years, as identified by the working group, are indicated in bold.





6

A DISTINCTIVE DIRECTION

KICKING HORSE MOUNTAIN RESORT
Photo: Reuben Krabbe

THE DIRECTION FOR THE STRATEGY

A. VISION

The following 10-year vision story was created based on alignment to existing community plans and other planning frameworks, as well as the aspirations of destination tourism partners as to what type of destination they would like the Highway 1 Corridor to be in 10 years. The goals, strategies, and actions within this strategy have been prioritized to achieve the elements identified within this vision.



The Highway 1 Corridor invites travellers from near and far to explore their world and themselves — to experience adventure however they choose to define it. This is the quintessential Canadian journey; from the Rockies, to grasslands, to rainforest. First taken by Canada's Indigenous peoples as trading routes, then by European explorers, fur traders, and railroad builders. It is both a safe and efficient route to one of the many outstanding destinations along the way, and one of the most highly desired road trips to experience in North America. Travellers from around the world come at all times of year to experience outdoor recreation, culture and history and, once en route, find magnificent landscapes and real towns filled with welcoming locals and opportunities to learn. Whether they have come to experience one, several, or all, of the many unique communities, visitor experiences are woven together in a tapestry of the unfolding stories of the land and people, both past and present.

World-class safety and emergency response, roadside services, and amenities contribute to the quality of the journey. Travellers are encouraged through intriguing, journey-branded interpretation, and compelling information to experience each community as a destination and

build their own adventure, whether in powder snow, raging white water, epic single track, gentle walks or in immersion in the rich art, culture, and heritage that permeates this route. There are experiences for all ages and all levels of expertise and mobility that grant access and a window into this majestic landscape. Travellers come to experience one of Canada's most iconic road trips and its destinations in all seasons and enjoy remarkable experiences in a depth and density that simultaneously sates their passion and leaves them yearning for more.

Communities embrace tourism and support growth that is in keeping with their values. Collaboration amongst communities, businesses, and governments of all levels fuels this success. Tourism businesses thrive and business volumes allow them to be open throughout the year. There is sufficient affordable staff housing in each community and a pool of skilled tourism workers, some of whom are choosing a career, others a lifestyle, and still others just a short adventure. Together, and alongside residents, they are trained and united to provide exceptional service, and share their passion for this route and their community with visitors, and collectively they work to preserve the health of the incredible ecosystems that surround them.

B. GOALS

Seven overarching destination development goals have been identified to support the 10-year vision for the Highway 1 Corridor. For each goal, priority focus areas have also been identified:

1. Improve actual and perceived quality and safety of the Highway 1 Corridor journey
2. Increase the total contribution of the visitor economy, indicated by increasing visitor length of stay in each season across the planning area collectively, in each destination en route, and by increasing visitor spending
3. Increase visitor intention to return and stay longer
4. Enhance the overall visitor experience of the Highway 1 Corridor as a preferred destination, as indicated by a Net Promoter Score ranked in the top five for Canadian touring routes
5. Maintain or improve environmental health and sustainability
6. Increase community resiliency as measured by resident quality of life indicators
7. Increase the number and value of multi-community collaborative projects

In addition, the Destination BC Destination Development Program provides two common provincial goals that all 20 planning areas around BC will support:

8. Lead Canada in growth of overnight visitor expenditures

9. Secure the highest Net Promoter Score in North America

GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

As the journey of destination development continues in the Highway 1 Corridor, choices will have to be made and priorities set. The following guiding principles, developed by stakeholders, are to be used as touchstones for decision-making.

Destination development in the Highway 1 Corridor will be guided by the imperatives to:

- Support safe and reliable travel
- Respect all living things, Indigenous rights and titles, community values, and sense of place in each community
- Support an emotional connection by visitors to place
- Contribute to resident quality of life and overall community resiliency
- Contribute to environmental sustainability and promote stewardship by visitors and residents alike
- Retain authenticity and celebrate that which is local
- Seek to collaborate and recognize both what is shared, and what is different amongst communities

C. MOTIVATING EXPERIENCES

What do we focus our attention on for the next 10 years that will set Highway 1 Corridor apart as a competitive and sustainable destination? We need to identify the motivating experiences that we will focus our attention on, that will set the destination apart, and will entice the visitors we want to visit. Differentiating a destination, and making it truly unique from other destinations, helps to improve its competitiveness.

Throughout the strategy development, discussions were guided by keeping the desired consumer in mind. Using the categories of the Explorer Quotient Traveller Types, the Highway 1 Corridor is predominantly seeking Authentic Experiencers, Cultural Explorers, Free Spirits, Rejuvenators, No-Hassle Travellers, and Gentle Explorers from a wide range of markets led by Alberta and British Columbia. Longer-haul international travellers are also a focus both from the perspective of touring the entire corridor and travel to specific destinations.

Nine 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 nine motivating experiences to motivate travel throughout the Highway 1 Corridor planning area.

The motivating experiences are:

FIGURE 9: Motivating Experiences in the Columbia Valley



Golf
Arts/Culture/Heritage
— Including Culinary
Meetings/Conferences



Lakes, Rivers, Wetlands
Touring
Skiing/Boarding/
Heli-ski/Cat-ski



Trails-based Experiences
Mountains/
Lodges/Parks
Sport Tourism

The table below summarizes the context and opportunities for each motivating experience.

Lakes, Rivers, and Wetlands based Experiences	The planning area's many lakes and rivers offer a wealth of visitor experiences including angling, white water rafting, houseboating, swimming, paddling, salmon run viewing, or simply enjoying a scenic waterfall. The Columbia Wetlands are an internationally significant wetlands area with outstanding bird watching and wildlife viewing opportunities.
Snow based Experiences	Skiing and snowboarding are offered at destination resorts: Kicking Horse, Revelstoke, Sun Peaks, and at the smaller Harper Mountain. Backcountry lodge experiences offer access to backcountry powder as part of an all-inclusive multi-day package. Heli-ski and cat-ski day trips are also available. Snowmobiling is found throughout the planning area, from high alpine terrain, to cross country touring. Nordic trail networks are growing in all planning area communities.
Golf Experiences	The Highway 1 Corridor has a series of championship and regional golf courses that offer outstanding golf and a strong value proposition.
Mountains, Lodges, and Parks	The planning area has three national parks (Yoho, Glacier, and Mt. Revelstoke) and numerous provincial parks, with trail networks, camping, interpretive programs, and in some cases lodge accommodations. There are many backcountry lodge operators offering both summer and winter programs.
Trails Based Experiences	In addition to the trails offered in the national and provincial parks, there is a growing network of trails throughout Highway 1 Corridor communities for motorized and non-motorized use. These trails support hiking, mountain biking, trail running, snowmobiling, snowshoeing, and Nordic skiing activities. Increasingly, there have also been investments made in accessible trail-based experiences for residents and travellers with mobility challenges.
Arts, Culture, and Heritage including Indigenous Culture, Culinary, Festivals, and Events	Each Highway 1 Corridor community offers visitors a range of existing and developing arts, culture, and heritage experiences (including culinary and/or agritourism) that, with strategic support, have the potential to anchor shoulder season visitation and create compelling reasons for longer lengths of stay. There are three Indigenous cultural experiences, and growing interest from First Nations communities in the development of more.
Touring the Corridor	The journey along the Highway 1 Corridor is itself a reason for travel, and the combined experience of the scenic vistas, the opportunities for outdoor adventure, and the interesting and authentic communities en route makes Highway 1 from Alberta to Kamloops one of BC's most frequented touring routes.
Sport Tourism	Community infrastructure (e.g., arenas, fields, etc.) supports the attraction of regional, provincial, and national scale sporting events (capacity varies in each community), and with continued support, offers potential for additional shoulder season stays.
Meetings and/or Conferences	Each Highway 1 Corridor community offers both private and community facilities to serve meeting and/or conference business, with the potential to attract groups in the shoulder seasons.

D. DEVELOPMENT THEMES

Development themes that will be the focus of attention for the next 10 years were also identified. These themes reflect the priorities that surfaced from tourism partners through the planning process and support the planning area's vision and goals. Six destination development themes were identified to focus strategic efforts for strengthening the Highway 1 Corridor as a destination. Each theme has objectives, with actions identified to support them.

The six themes are:

1. Travel Quality and Safety: Create a safe and enjoyable journey for travellers
2. Business Climate: Create an attractive business climate for new and expanding tourism businesses, including a pool of year-round skilled staff, adequate affordable housing, locally delivered service training programs and supportive communities and local governments

3. Environmental Sustainability: Protect the natural environment and manage tourism impacts

4. Community and Social Resiliency: Maintain and enhance community character and resiliency

5. Year-Round Experiential Quality and Variety: Maintain current experiential strengths and support the introduction of additional year-round memorable experiences

6. Relationships and Collaboration: Work together collaboratively and effectively for mutual gain

Destination success in the Highway 1 Corridor over the next 10 years will require actions to be taken in each of these theme areas.

FIGURE 10:
Key Attributes
and Experience
Themes



Context for each development theme is found in the table below:

Theme 1: Travel Quality and Safety	Continued investment in highway safety improvements and enhanced communications efforts related to travel conditions will improve actual and perceived travel quality. Consideration of highway maintenance standards in all seasons, improvements in driver education, and additional resources for enforcement and response represent priority opportunities. Coordinated, timely and accurate communication of highway conditions and closures is important. Highway infrastructure, services, and amenities (e.g., rest stops, wi-fi, cellular, etc.) play an important role in enhancing the quality of the journey, as well as providing information to encourage travellers to stop and experience each destination community, helping to increase lengths of stay. Air access and plane capacity can be improved, along with improved bus service. Road cycling safety considerations, ideally in the form of a parallel, separate path, should be considered in the current twinning projects. Certainty of access and maintenance of resource roads connecting visitors to key recreational areas is needed.
Theme 2: Business Climate	<p>To support an increase in the number and/or size of private enterprises offering motivating visitor experiences, opportunities to improve the Highway 1 Corridor business climate were identified. These are:</p> <ul style="list-style-type: none"> • policy issues related to affordable staff housing • the ability to secure skilled labour • community understanding of the value of tourism • support for the industry <p>A land and water management framework to provide clarity on appropriate types and/or levels of usage was identified as essential.</p>
Theme 3: Environmental Sustainability	The quality of the natural environment and its continued integrity are recognized as foundational to future destination success. The impacts of tourism should be measured, managed, and mitigated.
Theme 4: Community and Social Sustainability	Respect for community values, and the ability to develop the destination in a manner that also contributes to community health and vibrancy, are considered essential to destination success. Reliable funding tools for communities to service a visitor base significantly greater than their permanent population are needed.
Theme 5: Year-Round Experiential Quality and Variety	Maintaining Highway 1 Corridor's current experiential strengths (with some demand management at select popular locations) and supporting the development of emerging strengths, with a particular focus on shoulder seasons, offers opportunity to attract both greater volumes of desired visitors (in off-peak times) and longer lengths of stay in all seasons. Service quality and consistency improvements through accessible and affordable training will support the delivery of remarkable experiences.
Theme 6: Relationships and Collaboration	The visitor experience in the Highway 1 Corridor transcends political and sector boundaries and destination development will most effectively occur when there are strong relationships and active collaboration.

E. INTERACTION OF DEVELOPMENT THEMES AND MOTIVATING EXPERIENCES

For any destination development plan 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 service to attract new visitors and entice repeat visitation. Demand-side marketing efforts strive to create urgency for people to want to visit. While this strategy focuses on the supply side, it is important to connect the defined destination themes to the motivating experiences that lead to purchase decisions and result in visitation.

The interaction of supply, demand, development themes, and motivating experiences is cyclical. The process of

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

Each of the six development themes will contribute to each of the eight motivating experiences that were determined for the Highway 1 Corridor, although they will do so at different levels, based on the actual objectives recommended.

FIGURE 9: Interaction of Development Themes and Motivating Experiences



7

STRATEGIC PRIORITIES

MARA LAKE
Photo: Shuswap Tourism

HIGHWAY 1 CORRIDOR PLAN AT A GLANCE

VISION	One of the most highly desired road trips to experience in North America and a safe, efficient route to your destination.		
GOALS	<ol style="list-style-type: none"> 1. Improve actual and perceived quality and safety of the Highway 1 Corridor journey 2. Increase the total contribution of the visitor economy, indicated by increasing visitor length of stay in each season across the planning area collectively, in each destination en route, and by increasing visitor spending 3. Increase visitor intention to return and stay longer 4. Enhance the overall visitor experience of the Highway 1 Corridor as a preferred destination, as indicated by a Net Promoter Score ranked in the top five for Canadian touring routes 5. Maintain or improve environmental health and sustainability 6. Increase community resiliency as measured by resident quality of life indicators 7. Increase the number and value of multi-community collaborative projects 		
DEVELOPMENT THEMES	<ol style="list-style-type: none"> 1. Safety and Quality of the Journey 2. Business Climate 3. Environmental Sustainability 4. Community Sustainability 5. Year Round Experiential Quality and Variety 6. Relationships and Collaboration 		
MOTIVATING EXPERIENCES	<ol style="list-style-type: none"> 1. Lakes, Rivers, and Wetlands 2. Snow-based Experiences 3. Golf Experiences 4. Touring the Corridor 5. Mountains, Lodges, and Parks 6. Trails-based Experiences 7. Arts, Culture, and Heritage 8. Sport Tourism 9. Meetings and Conferences 		

8

STRATEGIC
PRIORITIESMOUNT REVELSTOKE NATIONAL PARK
Photo: Ryan Creary

The Highway 1 Corridor Destination Development Working Group utilized the following framework to prioritize each objective and its 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.

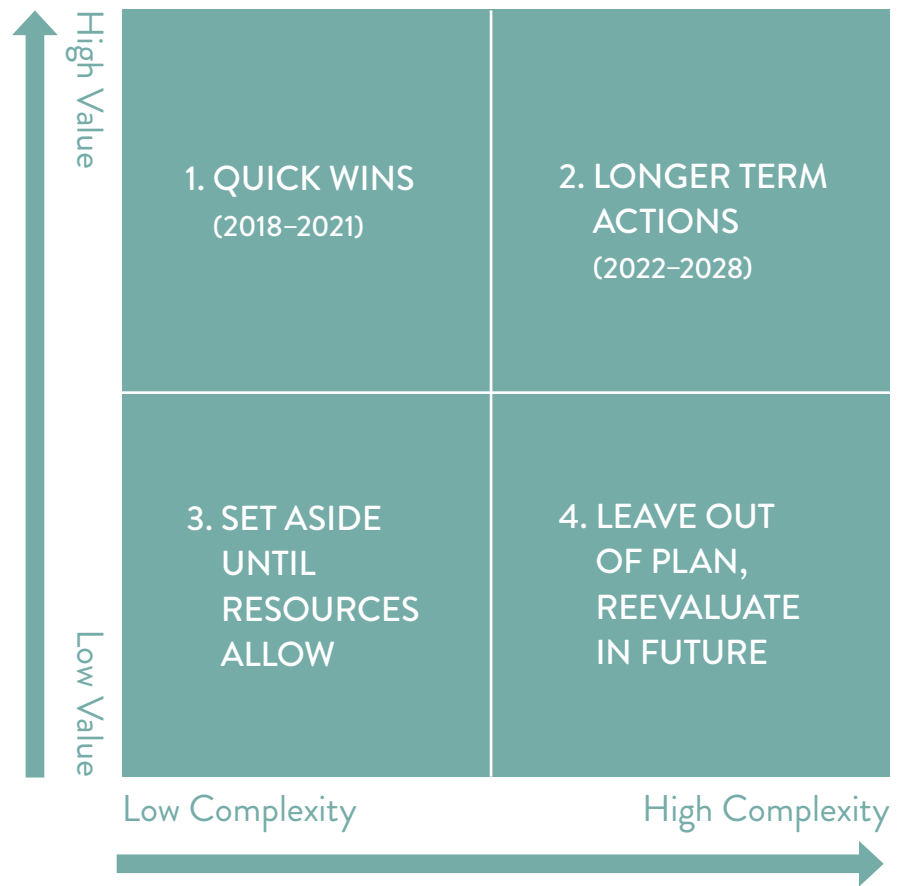
3. SET ASIDE UNTIL RESOURCES ALLOW low complexity and low value, address when time and resources exist.

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

Presenting the destination development objectives within a consistent framework will allow the province to examine the various priorities across all planning areas to identify those that belong within a regional or provincial strategy. The success network is identified⁴, and where the proposed objective has provincial or regional scope beyond this planning area, it is noted. This list does not represent all the opportunities that emerged during the planning process but rather those that emerged as a higher priority for tourism destination development. The full list of planning considerations that informed the prioritization can be found in Appendix 2.

⁴Organizations and partners listed under the success networks have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward. In no way is this meant to suggest any form of commitment or endorsement of the objective or action.

FIGURE 13: Priority Setting Framework



OBJECTIVES AND ACTIONS

Thirty-eight objectives, containing 114 actions, were identified for the Highway 1 Corridor as a tourism destination over the next 10 years.

The following section outlines the objectives by each development theme, the priority, and the 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 functions to highlight the priorities. As such, objectives or actions may require a more detailed implementation plan. A full list of all 114 actions sorted by priority is included in Appendix 3.

THEME 1: TRAVEL QUALITY AND SAFETY

TRAVEL QUALITY AND SAFETY GOAL STATEMENT:

Highway infrastructure and its maintenance contribute favourably to the overall visitor experience, including adequate passing lanes, timely pavement resurfacing, and suitable road maintenance in all seasons. The journey along the Highway 1 Corridor is both safe and perceived as safe by travellers. Well-located rest stops offer both respite for weary travellers, and an opportunity for learning through interpretation as part of a more comprehensive story told along the entire route. Travellers are impressed with the services and amenities available along the Highway 1 Corridor, including cellular and wi-fi access, information about upcoming communities, and stops of interest, etc.

There is sufficient and affordable air access to various launch points for the traveller's journey. Longer stays are supported through the creation of intriguing side-trips, and circle routes leading visitors off the highway. Visitors can enjoy the safe and internationally renowned road cycling both on and off the highway. Resource roads that are used to access key recreational features and areas are open and maintained.

OBJECTIVES FOR TRAVEL QUALITY AND SAFETY:

- Highway conditions support the quality and safety of visitor travel whether by vehicle, RV, bicycle, motorcycle, or by other means.
- Rest stops are well located, well-maintained, and offer travellers the services and amenities they desire, as well as provide information to promote longer lengths of stay in upcoming communities.
- There is uninterrupted cellular service and free wi-fi at rest stops along the length of the Highway 1 Corridor, and en route to adjacent destinations.
- Road cycling is safe and enjoyable for routes both parallel to, but separated from, the highway and along the network of paved roads around each community.
- Air capacity into international (YVR/YYC) and regional airports is sufficient and reliable.
- Circle routes and side-trips are supported, encouraging travellers to venture off the highway and stay longer in each community.
- There are attractive options to experience the Highway 1 Corridor and/or arrive at destination communities along the highway without the use of a private vehicle.
- Resource roads that lead to exceptional and established recreation areas are open and maintained.

THEME 1: Objectives	Priority
1. Objective: Highway conditions support the quality and safety of visitor travel whether by vehicle, RV, bicycle, motorcycle, or other means. ACTIONS <ul style="list-style-type: none"> • Advocate for resources proportional to the emergency response responsibilities of small communities along the Highway 1 Corridor. SUCCESS NETWORK Local/Regional governments, Emergency responders	2. LONGER TERM ACTIONS
ACTIONS <ul style="list-style-type: none"> • Work collaboratively to achieve improved commercial vehicle driver training and enforcement of training and licensing. SUCCESS NETWORK Local/Regional governments, TRAN, RCMP, Trucking Associations, BCAA, CAA	2. LONGER TERM ACTIONS
	CATALYST
	PROVINCIAL SCOPE

THEME 1: Objectives	Priority
ACTIONS <ul style="list-style-type: none"> Work collaboratively to design and launch consistent RV driver training as a part of all RV rental contracts in BC and Alberta. SUCCESS NETWORK RV/Camping Association, RV Rental Association, RV Rental companies, TRAN	1. QUICK WINS
	PROVINCIAL SCOPE
ACTIONS <ul style="list-style-type: none"> Support the introduction of periodic driver safety training for BC licensed motorists, and offer insurance discounts for training participation (e.g., winter driving course taken and passed results in a discount on insurance). SUCCESS NETWORK ICBC, BCAA, Attorney General	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
ACTIONS <ul style="list-style-type: none"> Work collaboratively with TRAN to review the standards of road maintenance and avalanche control included in operator contracts, and to ensure standards are adhered to throughout the year. SUCCESS NETWORK Local/Regional governments, TRAN, DMOs, Chambers, TOTA, KRT, Maintenance operators	2. LONGER TERM ACTIONS
	CATALYST
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Advocate for car rental companies to require renter declaration of intended travel, so that travellers intending to drive in winter road conditions are forewarned and given the opportunity to change to a more appropriate vehicle and/or tires. SUCCESS NETWORK Car rental companies, DMOs, Chambers, TOTA, KRT, TAC	2. LONGER TERM ACTIONS
	CATALYST
	PROVINCIAL SCOPE
ACTIONS <ul style="list-style-type: none"> Support car rental companies that offer winter rated tires to vehicle renters at no, or minimal, charge through preferred supplier promotions. SUCCESS NETWORK Car rental companies, DMOs, Chambers, BCAA, TOTA, KRT	1. QUICK WINS
	CATALYST
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Support the introduction of a variable speed corridor along the entire length of Highway 1 and lower speed limits for commercial traffic. SUCCESS NETWORK Local/Regional governments, TRAN, DMOs, Chambers, TOTA, KRT, Trucking Association, BCAA, ICBC	1. QUICK WINS
	CATALYST
	REGIONAL SCOPE

THEME 1: Objectives	Priority
ACTIONS <ul style="list-style-type: none"> Advocate for improved avalanche risk management infrastructure (e.g., snow sheds) and avalanche prevention scheduling to reduce the number and duration of closures. SUCCESS NETWORK DMOs, Chambers, Local/Regional governments, Economic Development agencies, Avalanche Association of BC, Federal government, TOTA, KRT, Trucking Association	2. LONGER TERM ACTIONS
	CATALYST
	REGIONAL SCOPE
	1. QUICK WINS
ACTIONS <ul style="list-style-type: none"> Support TRAN in the completion of passing lanes where needed. SUCCESS NETWORK Local/Regional governments, DMOs, Chambers	
	1. QUICK WINS
	1. QUICK WINS
ACTIONS <ul style="list-style-type: none"> Identify locations along the corridor, for highway mitigations (overpasses or underpasses), to reduce wildlife collisions. SUCCESS NETWORK TRAN, ENV, Local/regional governments, DMOs, TOTA, KRT, Wildsight	
	1. QUICK WINS
	1. QUICK WINS
	CATALYST
ACTIONS <ul style="list-style-type: none"> Continue to upgrade the Trans-Canada Highway 1 including: <ul style="list-style-type: none"> Hoffman's Bluff to Jade Mountain Project Salmon Arm West Project Bruhn Bridge replacement Project SUCCESS NETWORK TRAN	
	1. QUICK WINS
	CATALYST
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Work collaboratively with DriveBC/TRAN to develop and communicate consistent branded messaging about Highway 1, including enhanced content, and information to improve perceptions of safety. SUCCESS NETWORK Local/Regional governments, DMOs, Chambers, KRT, TOTA	
	1. QUICK WINS
	CATALYST
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Work collaboratively with Drive BC/AB, emergency responders, RCMP, and TRAN to align communications across provincial boundaries and to ensure positive and open for business facts are promoted through DriveBC/AB as well as accurate, factual, and timely information regarding incidents. SUCCESS NETWORK Local/Regional governments, Economic Development agencies, DBC, TOTA, KRT, TAC	
	1. QUICK WINS
	CATALYST
	PROVINCIAL SCOPE

THEME 1: Objectives	Priority
<p>2. Rest stops are well located, well maintained, and offer travellers the services and amenities they desire; signage provides information to promote longer lengths of stay in upcoming communities.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work in collaboration with TRAN to identify appropriate locations for new (and to improve existing) rest stops, including visitor services, and commercial trucker services and amenities (e.g., open access and/or free wi-fi, washrooms, etc.). <p>SUCCESS NETWORK DMOs, Chambers, Local/Regional governments, TOTA, KRT, BC Trucking Association</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work collaboratively with Parks Canada to provide a collective vision and a clear definition of the need for traveller services and amenities at Rogers Pass. <p>SUCCESS NETWORK DMOs, Chambers, Local/Regional government, TRAN, KRT</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work in collaboration with TRAN and TAC to improve and brand signage along Highway 1 and at rest stops; including information (including digital options) about upcoming communities, experiences, and education; interpretation in multiple languages should be included. <p>SUCCESS NETWORK DMOs, Chambers, TRAN, TOTA, KRT, TAC</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work collaboratively with Secwepemc, Sinixt, and Ktunaxa Nations to identify the First Nations aspirations and recommendations around the display of oral histories and incorporate oral histories and place names into rest stop interpretative signage where deemed appropriate. <p>SUCCESS NETWORK First Nations, TRAN, ITBC, TOTA, KRT, TAC</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
	1. QUICK WINS
	CATALYST
	REGIONAL SCOPE
	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p>3. There is uninterrupted cellular service and free wi-fi at rest stops along the length of Highway 1 and en route to adjacent destinations.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for uninterrupted cellular service along the length of the Highway 1 Corridor and en route to adjacent destinations. <p>SUCCESS NETWORK DMOs, Chambers, Local/Regional governments, cellular and wi-fi service providers, Federal government, TOTA, KRT</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for enhanced data infrastructure in communities to provide adequate bandwidth. <p>SUCCESS NETWORK Local/Regional governments, Economic Development agencies</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for consistent wi-fi service levels at all rest stops along Highway 1. <p>SUCCESS NETWORK Local/Regional governments, DMOs, Chambers, KRT, TOTA</p>	1. QUICK WINS
	REGIONAL SCOPE
	1. QUICK WINS
	REGIONAL SCOPE
	2. LONGER TERM ACTIONS
	REGIONAL SCOPE

THEME 1: Objectives	Priority
<p>4. Road cycling is safe and enjoyable for routes both parallel to, but separated from, the highway and along the network of paved roads around each community.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Present information on increasing road cycle usage both on Highway 1 and on paved routes around communities along the Highway 1 Corridor, and the associated tourism potential to TRAN, with the objective of securing separate paved trails wherever possible, and minimum shoulder widths where separation is not feasible. <p>SUCCESS NETWORK TRAN, DMOs, Chambers, TOTA, KRT, TAC, Trail Associations, Cycling Associations, Bike BC</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p>5. Air capacity into international (YVR/YYC) and regional airports is sufficient, and service is reliable.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for increased lift through international and regional airports. <p>SUCCESS NETWORK DMOs, Chambers, Local/Regional governments, Economic development agencies, Airlines, DBC, TOTA, KRT, Destination Canada</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE
<p>ACTIONS</p> <ul style="list-style-type: none"> Advocate continued improvements to regional airports to support increased capacity and more reliable access in mountain terrain and/or weather conditions. Monitor Castlegar improvements to assess their success and transferability to Revelstoke. <p>SUCCESS NETWORK DMOs, Chambers, Local/Regional governments, Economic Development agencies, TOTA, KRT</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for improved service and increased capacity for luggage, bikes, and skis at regional airports. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development agencies</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p>6. Circle routes and side-trips are supported, encouraging travellers to venture off the highway and stay longer in each community.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Identify scenic side-trips and circle routes that would motivate longer stays and greater spending in Highway 1 Corridor communities and/or resorts, and present business plan for associated road improvements to TRAN. <p>SUCCESS NETWORK DMOs, Chambers, Local/Regional government, TAC, TOTA, KRT</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p>ACTIONS</p> <ul style="list-style-type: none"> Pursue the opportunity to develop the Squilax (Chase) to Sun Peaks road in order to provide alternative emergency access and an interesting circle route option for travellers. <p>SUCCESS NETWORK Sun Peaks Mountain Resort Municipality, First Nations (Little Shuswap Lake Indian Band, Adams Lake Indian Band, Neskonlith), TRAN, DMOs, Chambers, TOTA, FLNR</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE

THEME 1: Objectives	Priority
<p>7. There are attractive options to experience the Highway 1 Corridor and/or arrive at destination communities along the highways beyond the use of a private vehicle.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Review shuttle service viability, subsidy options for scheduled services, and/or improve public transit options for staff and visitor movement between gateway airports, communities and experiences. <p>SUCCESS NETWORK Greyhound, Private shuttle operators, DMOs, Chambers, Economic Development agencies, TOTA, KRT, Local/Regional governments, JTT, FLNRO Economic Development Regional Managers</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p>ACTIONS</p> <ul style="list-style-type: none"> Consider the capacity of existing tourism operators with shuttles and insurance in place and encourage partnerships and the potential for a B-to-B platform for ride sharing. Review the pros and cons of ride sharing and of platforms such as Uber and Kootenay RideShare. <p>SUCCESS NETWORK Private shuttle operators, DMOs, Chambers, Tourism businesses with transfer needs</p>	2. LONGER TERM ACTIONS
<p>ACTIONS</p> <ul style="list-style-type: none"> Investigate possible passenger rail enhancements, additional stops and/or stations, and improved schedules and services on existing rail infrastructure. <p>SUCCESS NETWORK CP Rail, VIA Rail, Local/Regional governments, TOTA, KRT, DMOs, Chambers, Economic Development agencies, Transport Canada</p>	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p>8. Resource roads that lead to exceptional and established recreation areas are open and maintained.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work collaboratively to identify the network of resource roads considered essential for access to trail heads and recreation areas; negotiate long-term certainty and funding commitments to ensure they remain open and maintained. <p>SUCCESS NETWORK Economic Development agencies, DMOs, Chambers, Local/Regional governments, Trail associations, Recreation clubs and/or users, Commercial recreation, Resource extraction tenure holders</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE

THEME 2: ATTRACTIVE BUSINESS CLIMATE

Business Climate Goal Statement: The Highway 1 Corridor offers an attractive business climate for private investors wishing to launch or expand tourism experiences that align with the corridor-wide vision and values. As a consequence, invested capital is growing, and visitors have a wealth of year-round experiences from which to choose.

BUSINESS CLIMATE OBJECTIVES:

- Residents, other industries, and ministries are supportive of the tourism industry, and understand the value of tourism.
- Tourism values are incorporated in local and regional planning processes; there are clear and streamlined local and provincial government processes and policies for the approval of tourism business startups and expansions; inquiries receive timely responses throughout this process.
- First Nations are respectfully and productively engaged in tourism development.
- Staff and new entrepreneurs are housed locally and affordably.
- There is a year-round, skilled, pool of tourism labourers (entry through management positions) who are seeking employment along the Highway 1 Corridor.
- Relevant and affordable staff training and education programs are offered locally.
- Business development support and the amount of capital available through organizations (e.g., Community Futures, Canada Development Bank) to tourism entrepreneurs are growing.
- There is a framework for land use planning that provides reasonable certainty for private tourism investors and a process for resolving inter-industry conflicts.

THEME 2: Objectives	Priority
<p>9. Residents, other industries, and ministries are supportive of tourism, and understand the value of the industry.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Benchmark, communicate and educate residents, other industries, and provincial ministries on the value of tourism in each community, and collectively along the Highway 1 Corridor. <p>SUCCESS NETWORK DMOs, Chambers, Tourism operators, TOTA, KRT, DBC, Economic Development agencies, Local/Regional governments, Community based societies, Roundtables, Councils (trails, arts, culture, etc.), Community members, TAC, Local media outlets</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Create opportunities for business owners, front-line staff, and residents to experience local and regional visitor offerings (and become ambassadors themselves); industry and/or resident familiarization tours and education to build awareness of individual contribution to the larger visitor experience. <p>SUCCESS NETWORK DMOs, Chambers, Tourism operators, Economic Development agencies, Community members, Visitor Centres</p>	1. QUICK WINS
	REGIONAL SCOPE
	1. QUICK WINS

THEME 2: Objectives	Priority
<p>9. Residents, other industries, and ministries are supportive of tourism, and understand the value of the industry.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Benchmark, communicate and educate residents, other industries, and provincial ministries on the value of tourism in each community, and collectively along the Highway 1 Corridor. <p>SUCCESS NETWORK DMOs, Chambers, Tourism operators, TOTA, KRT, DBC, Economic Development agencies, Local/Regional governments, Community based societies, Roundtables, Councils (trails, arts, culture, etc.), Community members, TAC, Local media outlets</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Create opportunities for business owners, front-line staff, and residents to experience local and regional visitor offerings (and become ambassadors themselves); industry and/or resident familiarization tours and education to build awareness of individual contribution to the larger visitor experience. <p>SUCCESS NETWORK DMOs, Chambers, Tourism operators, Economic Development agencies, Community members, Visitor Centres</p>	1. QUICK WINS
	REGIONAL SCOPE
	1. QUICK WINS
<p>10. Tourism values are incorporated in local and regional planning processes.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work collaboratively to create a source of best policies and practices for consideration by Local/Regional governments wishing to create a supportive policy and regulatory framework for tourism. <p>SUCCESS NETWORK Local/Regional governments, Educational institutions, Industry and sector associations, TAC, TIABC</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for, and enact, local, regional, and provincial government policies and enforcement related to the sharing economy (e.g., Airbnb, etc.) to protect the inventory of longer-term rentals available for employees and new entrepreneurs, and to level the financial playing field with regards to MRDT collection. <p>SUCCESS NETWORK TIABC, Local/Regional governments</p>	1. QUICK WINS
	PROVINCIAL SCOPE
	2. LONGER TERM ACTIONS
<p>11. First Nations are respectfully and productively engaged in tourism development.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Educate tourism operators and community groups (new and potential) on protocols for engaging with First Nations, and on operating in traditional territories. <p>SUCCESS NETWORK First Nations communities, ITBC, TOTA, KRT, Tourism operators, DMOs, Chambers, Economic Development agencies, Community -based societies, Roundtables, Councils (trails, arts, culture, etc.), MAH, IRR</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for resources to support capacity for engagement at local community and First Nation level. <p>SUCCESS NETWORK TIABC, ITBC, ITAC, TOTA, KRT, First People's Cultural Commission, Local/Regional governments, Economic Development agencies, DMOs, Chambers, Community -based societies, Roundtables, Councils (trails, arts, culture, etc.), First Nations communities</p>	PROVINCIAL SCOPE
	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE

THEME 2: Objectives	Priority
<p>12. Staff and new entrepreneurs are housed locally and affordably.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Develop a local and/or regional affordable housing strategy (learning from best practices of other communities), and secure resources to implement the initial phase of recommendations. <p>SUCCESS NETWORK Local/Regional governments, Tourism operators, Economic Development agencies, DMOs, Chambers, TAC, MAH, TOTA, KRT, Interior Health, Social and/or community services organizations, Healthy Communities organizations</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Inform and contribute to local planning processes; embed discussion of affordable housing in all forums including review of employment lands, development permits, and zoning requirements to support housing. <p>SUCCESS NETWORK Local/Regional governments, Tourism operators, Economic Development agencies, DMOs, Chambers, Interior Health, Social and community services organizations, Healthy Communities organizations</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for a province-wide review of sources of existing and incremental funding to support the implementation of an affordable housing strategy. <p>SUCCESS NETWORK TIABC, DMOs, Chambers, Tourism operators, Economic Development agencies, Local/Regional governments, TOTA, KRT, DBC</p>	2. LONGER TERM ACTIONS
	CATALYST
	PROVINCIAL SCOPE
	REGIONAL SCOPE
	2. LONGER TERM ACTIONS
	1. QUICK WINS
	CATALYST
	PROVINCIAL SCOPE
	REGIONAL SCOPE
<p>13. There is a year-round, skilled, pool of tourism labourers (entry through management positions) who are seeking employment along the Highway 1 Corridor.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Create a cross-season and/or cross-business job pool to support year-round staff retention within, and between, communities. <p>SUCCESS NETWORK Tourism operators, DMOs, Chambers, go2HR, TOTA, KRT, TAC, FLNR</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Build awareness of employment opportunities in tourism for Indigenous communities and create the necessary support for interested individuals. <p>SUCCESS NETWORK go2HR, Tourism operators, Community and social support organizations, DMOs, Chambers, Economic Development agencies, KRT, TOTA, ITBC, Aboriginal Skills and Employment Training Strategy (Employment and Social Development Canada program), Educational institutions</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Promote tourism career paths, from entry-level to management or entrepreneurship, featuring the lifestyle and/or balance benefits of careers in tourism. <p>SUCCESS NETWORK Educational institutions, TOTA, KRT, go2HR, Economic Development agencies</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Continue to work closely with post-secondary institutions to ensure the curriculums offered and tourism industry needs align. <p>SUCCESS NETWORK Educational institutions, TOTA, KRT, go2HR, Economic Development agencies, AEST, TAC</p>	1. QUICK WINS
	REGIONAL SCOPE
	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
	REGIONAL SCOPE
	1. QUICK WINS
	REGIONAL SCOPE
	1. QUICK WINS
	REGIONAL SCOPE

THEME 2: Objectives		Priority
ACTIONS <ul style="list-style-type: none"> Work with provincial and federal governments to improve the Foreign Workers Program, and the Provincial Nominee program to supplement domestic tourism labour. Also, consider unique local conditions and other programs (e.g., Mobilité Francophone). SUCCESS NETWORK Federal Immigration Canada, DMOs, Chambers, Economic Development agencies, Local/Regional governments, Tourism operators, TIABC, Sector associations, TOTA, KRT, JTT, LBR		2. LONGER TERM ACTIONS
		PROVINCIAL SCOPE
ACTIONS <ul style="list-style-type: none"> Advocate for changes to Employment Insurance legislation (e.g., minimum hours to qualify) to permit access to the program by long-term seasonal workers. SUCCESS NETWORK Economic Development agencies, Local/Regional governments, Tourism operators, TIABC, Sector associations, TOTA, KRT		2. LONGER TERM ACTIONS
		PROVINCIAL SCOPE
14. Relevant and affordable staff training programs are offered locally.		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Build awareness of existing training programs available through the new Workforce Development Agreement, of training grants and wage support programs (e.g., Employer Training Grant, Canada BC Job grant) and of other services available through Small Business BC. SUCCESS NETWORK Economic Development agencies, Chambers, go2HR, TAC, LBR, Federal government, TOTA, KRT		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Identify and communicate training opportunities that are relevant, affordable, and that can be delivered on the business premises and promote them to owners and staff (e.g., three-hour modules). A regional train-the-trainer program should be included to support the reach and affordability of training. SUCCESS NETWORK go2HR, Educational institutions, TOTA, KRT, Tourism operators, DBC		1. QUICK WINS
		REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Cross-educate visitor centres, front-line staff, and other potential visitor ambassadors along Highway 1 Corridor (via familiarization tours or experience showcases); participate in broader resident and cross-industry education programs. SUCCESS NETWORK Visitor Centres, Chambers, DMOs, Tourism operators, TOTA, KRT, DBC		1. QUICK WINS
		REGIONAL SCOPE

THEME 2: Objectives		Priority
<p>15. Business development support and the amount of capital available is growing.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Improve communications and continue to promote existing business support programs and sources of capital available through Business Development Bank of Canada, Small Business BC, Community Futures, Basin Business Advisors, Imagine Kootenay for investment attraction, business mentoring, leveraging and research to support business development and/or investment attraction and loans. <p>SUCCESS NETWORK Economic Development agencies, Local/Regional governments, TOTA, KRT, CBT</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Investigate possible pooled liability insurance programs for land-based and water-based activity operators, transportation and/or shuttle operators and other tourism experience providers; identify sector organizations who have, or are, working on pooled liability programs (e.g., Paddle Canada, Backcountry Lodges, HeliCat Canada, Commercial Snowmobile, etc.). <p>SUCCESS NETWORK TIABC, Sector organizations, TOTA, KRT, Chambers, Economic Development agencies</p>	1. QUICK WINS	REGIONAL SCOPE
	1. QUICK WINS	PROVINCIAL SCOPE
		REGIONAL SCOPE
<p>16. There is a framework of land use planning that provides reasonable certainty of long-term use for private tourism investors, adequate land base for experiential quality, and a process for resolving inter-industry conflicts.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work collaboratively with the provincial and federal government to develop and resource a process for inter-industry mediation, as well as a land and water management framework (front, mid, and backcountry), and a shared stewardship and enforcement model (including lakes and rivers) to provide reasonable certainty for tourism development, environmental protection, Indigenous rights and values, motorized and non-motorized use, public and commercial recreation uses, and views. Incorporate recommendations of the master plan for visitor services, infrastructure, and amenities (Reference Theme 5). <p>SUCCESS NETWORK Tourism operators, Commercial recreation tenure holders, Local stewardship groups, Community-based societies, Roundtables, Councils (trails, arts, culture, etc.), Forestry license holders, DMOs, Chambers, Local/Regional governments, Economic Development agencies, Public recreation clubs and/or societies, TOTA, KRT, First Nations FLNR, TAC, TIABC, IRR, ENV, Parks Canada, Indigenous Affairs and Northern Relations Canada</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Review employment lands and create an inventory of developable lands vis-à-vis national park boundaries, ALR designations, and allowable uses, and identify opportunities to increase the amount of available land where appropriate. <p>SUCCESS NETWORK Local/Regional governments, Economic Development Agencies, AALR, AGRI, TAC, Parks Canada, Chambers, First Nations</p>	2. LONGER TERM ACTIONS	CATALYST
		PROVINCIAL SCOPE
	2. LONGER TERM ACTIONS	

THEME 3: ENVIRONMENTAL SUSTAINABILITY

Environmental Sustainability Goal Statement: Communities and experience providers along the Highway 1 Corridor measure and manage the impacts of tourism, to ensure long-term health of all ecosystems.

ENVIRONMENTAL SUSTAINABILITY OBJECTIVES:

- A recreational land and water management plan is in place, recognizing scientifically-supported thresholds of acceptable use and impact, identifying zones of acceptably types of use, and protecting sensitive areas.
- Sufficient measurement, monitoring, and enforcement resources are in place.
- A decreasing trend in conflicts between motorized and non-motorized recreationalists, between tourism and resource extraction industries, and between humans and wildlife.
- Invasive species are prevented, and continued prevention and mitigation strategies are in place.
- Attain Sustainable Tourism Destination accreditation from an internationally recognized process and organization.

THEME 3: Objectives	Priority
<div>17. A recreational land and water management plan is in place, recognizing scientifically-supported thresholds of acceptable use and impact, identifying zones of acceptably types of use, and protecting sensitive areas.</div> <div>ACTIONS<ul style="list-style-type: none">• Work collaboratively with provincial and federal governments to develop, and resource, a process for inter-industry mediation based upon a land and water management framework (front, mid, and backcountry), and a shared stewardship and enforcement model (including lakes and rivers). By so doing, provide reasonable certainty of land use for tourism development, environmental protection, Indigenous rights and values, motorized and non-motorized use, public and commercial recreation uses, and viewscapes. (Reference Theme 5.).</div> <div>SUCCESS NETWORK Tourism operators, Commercial recreation tenure holders, Local stewardship groups, Forestry license holders, DMOs, Chambers, Local/Regional governments, Economic Development agencies, Public recreation clubs and/or societies, TOTA, KRT, First Nations FLNR, TAC, TIABC, IRR, Indigenous Relations and Northern Affairs Canada, ENV, Parks Canada</div>	2. LONGER TERM ACTIONS
	CATALYST
	PROVINCIAL SCOPE

THEME 3: Objectives		Priority
<p>18. Sufficient measurement, monitoring, and enforcement resources are in place.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work collaboratively to identify sustainable funding for resources dedicated to planning, enforcement, and a shared stewardship model of the land and water management framework. <p>SUCCESS NETWORK Tourism operators, Commercial recreation tenure holders, Local stewardship groups, Forestry license holders, DMOs, Chambers, Local/Regional governments, Economic Development agencies, Public recreation clubs and/or societies, TOTA, KRT, First Nations, FLNR, TAC, TIABC, IRR, AANDC, ENV, Parks Canada</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work with government agencies to identify and agree on measures and collect data on the impacts of tourism on ecosystem health leading to recommendations for mitigation and management. <p>SUCCESS NETWORK Tourism operators, Commercial recreation tenure holders, Local stewardship groups, Forestry license holders, DMOs, Chambers, Local/Regional governments, Economic Development agencies, Public recreation clubs and/or societies, TOTA, KRT, First Nations, FLNR, TAC, TIABC, IRR, AANDC, ENV, Parks Canada</p>		2. LONGER TERM ACTIONS
		CATALYST
		PROVINCIAL SCOPE
		2. LONGER TERM ACTIONS
		PROVINCIAL SCOPE
		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE
<p>19. A decreasing trend in conflicts between motorized and non-motorized recreationalists, between tourism and resource extraction industries, and between humans and wildlife.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Work collaboratively to create and communicate a code of respectful conduct, and a shared story (including invasive species education) for front, mid, and backcountry, to educate both residents and visitors; distribution should be both to public recreationalists, and also to visitors via operators. <p>SUCCESS NETWORK Tourism operators, Commercial recreation tenure holders, Local stewardship groups, Forestry license holders, DMOs, Chambers, Local/Regional governments, Economic Development agencies, Public recreation clubs and/or societies, BC Adventure Tourism Coalition, TOTA, KRT, First Nations, Invasive Species societies, FLNR, TAC, TIABC, IRR, AANDC, ENV, TAC, Parks Canada</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Promote the need for, and conduct, legal trail building, and trail maintenance to the highest standards and best practices, with respect to environmental impacts; support local trail societies and work with government agencies to secure enforcement resources to prevent rogue trail building. <p>SUCCESS NETWORK Trail Societies, Tourism operators, BC Adventure Tourism Coalition, Local/Regional governments, First Nations, FLNR, Recreation, Sites and Trails, ENV, Parks Canada</p>		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE
		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE
		1. QUICK WINS
		PROVINCIAL SCOPE
<p>20. Invasive species are prevented, and continued prevention and mitigation strategies are in place.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for adequate resources to continue invasive species education and eradication; BC check stations for invasive species in key locations. <p>SUCCESS NETWORK Invasive Species societies, Local/Regional governments, Local stewardship groups, First Nations, TIABC</p>		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE

THEME 4: COMMUNITY SUSTAINABILITY

Community Sustainability Goal Statement: The visitor economy assists Highway 1 Corridor communities and destinations to maintain and celebrate their unique character and values and contributes to overall community health.

COMMUNITY SUSTAINABILITY OBJECTIVES:

- Downtown cores are attractive, vibrant spaces for visitors and residents alike.
- Community values with respect to tourism have been documented in various plans and are respected.
- There is a strong volunteer base to support experience delivery.
- Adequate resources are in place for community support and/or social services such as food banks, shelters, etc.

THEME 4: Objectives	Priority
<p>21. Downtown cores are attractive, vibrant spaces for visitors and residents alike.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Continue to beautify and invest in the vibrancy and animation of public spaces, corridors, and gathering spaces in communities along the Highway 1 Corridor, to encourage longer lengths of stay and enhance both the visitor experience, and the resident quality of life. <p>SUCCESS NETWORK Local/Regional governments, DMOs, Chambers, Economic Development agencies, Local arts, culture, and heritage organizations, Healthy community organizations, TRAN, TAC, FLNR, Parks Canada, Local businesses</p>	1. QUICK WINS
<p>ACTIONS</p> <ul style="list-style-type: none"> • Work collaboratively to ensure the continuation of Resort Municipality Initiative funding and review the funding formula to support the ability of resort communities (Golden, Revelstoke, and Sun Peaks) to deliver visitor services and amenities despite their small resident and/or property tax base. <p>SUCCESS NETWORK RMI Communities, DMOs, Chambers, Economic Development agencies, Local/Regional governments, Tourism operators, TIABC, TAC, FIN</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
<p>ACTIONS</p> <ul style="list-style-type: none"> • Investigate and secure other funding tools for local governments to help pay for visitor-induced strain on infrastructure and on social services (e.g., Gas Tax, Rural Dividend continuation, etc.). <p>SUCCESS NETWORK Local/Regional governments, DMOs, Chambers, Economic Development agencies, Tourism operators, TAC, FIN</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE

THEME 4: Objectives	Priority
<p>22. Community values with respect to tourism have been documented in various plans and are respected.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Continue to consciously align pursued target markets with community values and migrate mix of visitation to optimal alignment over time. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development agencies, Tourism operators, TOTA, KRT, DBC, Parks Canada</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Embed community values, aspirations, and limits on the extent and nature of tourism in policy documents (e.g., Community OCP's, Comprehensive Sustainability Plans, Comprehensive Community Plans etc.), and strive for timely review where changes are occurring. <p>SUCCESS NETWORK Local/Regional governments</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Introduce local and regional policy measures that support community values and their preferred visitor values (e.g., non-smoking policy, plastic bags, dogs on leash and/or not allowed in certain areas, etc.). <p>SUCCESS NETWORK Local/Regional governments, DMOs, Chambers, Tourism operators, Economic Development agencies, Community groups</p>	1. QUICK WINS
	REGIONAL SCOPE
	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
<p>23. There is a strong volunteer base to support experience delivery.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Investigate and share best practices in volunteer acquisition, retention, and recognition and continue to improve existing programs. <p>SUCCESS NETWORK Event organizers, Tourism operators, Local/Regional governments, Community groups, DMOs, Chambers, Economic Development agencies, Volunteer BC, TAC, MAH</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Communicate volunteer opportunities and their associated recognition or incentive programs. <p>SUCCESS NETWORK Local/Regional governments, DMOs, Chambers, Economic Development agencies, Community groups</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Advocate for additional leveraged funding against documented in-kind volunteer contributions (e.g., BC Gaming funds). <p>SUCCESS NETWORK TIABC, DMOs, Chambers, Economic Development agencies</p>	1. QUICK WINS
	PROVINCIAL SCOPE
	REGIONAL SCOPE
	1. QUICK WINS
	1. QUICK WINS
	PROVINCIAL SCOPE

THEME 4: Objectives	Priority
<p>24. Adequate resources are in place for community support and/or social services such as food banks, shelters, search and rescue, etc.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> • Work collaboratively with community service providers and local businesses (e.g., ski resorts) to assess the current and anticipated need, identify resource shortfalls, and identify sources for potential incremental funds. <p>SUCCESS NETWORK Local/Regional governments, Community and/or social service groups, Search and Rescue groups, Tourism operators</p>	2. LONGER TERM ACTIONS
<p>ACTIONS</p> <ul style="list-style-type: none"> • Explore sustainable funding models (e.g., user fees to support Search and Rescue) and secure incremental resources. <p>SUCCESS NETWORK Local/Regional governments, Community and/or social service groups, Search and Rescue groups, Tourism operators, DMOs, Chambers, Economic Development agencies, TAC, FIN, FLNR, MAH, TIABC, Sector associations</p>	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE
<p>ACTIONS</p> <ul style="list-style-type: none"> • Educate and communicate with visitors and residents alike, including temporary seasonal staff, in regard to safety, including backcountry safety (AdventureSMART), drug and alcohol safety, water safety, etc. <p>SUCCESS NETWORK Local/Regional governments, Tourism operators, DMOs, Chambers, Economic Development agencies, Trail societies, Public recreation organizations and/or clubs, RCMP, Healthy Community organizations, Local stewardship groups, ENV, Parks Canada</p>	1. QUICK WINS
	PROVINCIAL SCOPE
	REGIONAL SCOPE
<p>ACTIONS</p> <ul style="list-style-type: none"> • Improve the relationships between the tourism industry and various community support organizations. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development agencies, Community organizations, Public recreation organizations and/or clubs, Local/Regional governments, Tourism operators</p>	1. QUICK WINS

THEME 5: EXPERIENTIAL MIX AND QUALITY

Experiential Mix and Quality Goal Statement: Visitors travelling the Highway 1 Corridor enjoy four seasons of remarkable experiences that both enhance the journey to their ultimate destination and collectively create a compelling trip.

EXPERIENTIAL MIX AND QUALITY OBJECTIVES:

- There are a growing number of tourism businesses open and viable year-round.
- There are an increasing number of weather-independent visitor experiences available throughout the year.
- There are an increasing number of entry-level, age-friendly, accessible, and family-friendly experiences available throughout the year.
- Service quality ratings are improving, and an ever-increasing number of Highway 1 Corridor experiences are considered remarkable.
- Public services, infrastructure, and amenities are in place to support a remarkable visitor experience (e.g., parking, public washrooms, etc.).
- Golf-based experiences remain a key travel motivator.
- Ski resorts and snow sports (e.g., snowmobile, Nordic, backcountry ski touring, snowshoeing, etc.) remain key travel motivators.
- Mountain and lodge-based experiences, including national parks, provincial parks, nature-appreciation in all its forms, camping and hiking remain key travel motivators and offer experiences for all ages, levels of expertise and mobility.
- Water-based experiences remain a key travel motivator, including houseboating, angling, white water rafting, and paddling.
- There is a network of strategically inter-connected legalized trails and circle routes (some of which are known for their accessible design) that support activities like mountain biking, road cycling, hiking, trail running, motorized use (e.g., ATVs, quads, dual, etc.) and winter use.
- Art, culture, and heritage experiences (including agritourism and culinary, Indigenous cultural tourism, and festivals and events) are travel motivators, particularly in the shoulder seasons, and the number of those experiences that motivate travel is growing.
- Sport tourism and sports event visitation is growing in shoulder seasons.
- Meetings and/or conference travel is growing in shoulder seasons.

THEME 5: Objectives	Priority
<p>25. There are a growing number of tourism businesses open and viable year-round.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Create an inventory and gap analysis of the experiences available to visitors on a year-round basis. Encourage investments by the public and private sectors to address any identified gaps, and leverage experiences available to build the volume of shoulder season visitations. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, Tourism operators, Parks Canada, ENV, TAC, Financial institutions</p>	1. QUICK WINS
<p>ACTIONS</p> <ul style="list-style-type: none"> Communicate and encourage local businesses to adjust their hours of operation to meet and build visitor demand. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, Tourism operators</p>	1. QUICK WINS
<p>ACTIONS</p> <ul style="list-style-type: none"> Communicate the opportunity for, and encourage the opening of, additional evening experiences (after 5:00 p.m.). <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, Tourism operators</p>	1. QUICK WINS
<p>26. There are an increasing number of weather-independent visitor experiences available throughout the year.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Identify the inventory of, and gaps in, current weather-independent visitor experiences, and promote investment opportunities by the public and private sectors to launch additional experiences where needed, including accessible and age-friendly experiences. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, Tourism operators, Parks Canada, ENV, TAC, MAH, Financial institutions</p>	1. QUICK WINS
<p>27. There are an increasing number of entry-level, age-friendly, accessible, and family-friendly experiences available throughout the year.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Identify the inventory of, and gaps in, current entry-level, age-friendly, accessible, family-friendly and pet-friendly visitor experiences, and promote investment opportunities by the public and private sectors for additional experiences where needed. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, Tourism operators, Parks Canada, ENV, TAC, MAH, Financial institutions</p>	1. QUICK WINS
<p>ACTIONS</p> <ul style="list-style-type: none"> Provide training and education to businesses and experiences with regard to how best to serve and educate the growing number of travellers from emerging markets, as well as new Canadians (e.g., Asia/Pacific — China, South Korea, etc.). <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, Tourism operators, Parks Canada, ENV, TAC, MAH, go2HR, TOTA, KRT</p>	1. QUICK WINS PROVINCIAL SCOPE

THEME 5: Objectives		Priority
ACTIONS <ul style="list-style-type: none"> Encourage investments in infrastructure to support ready-to-camp experiences. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, tourism operators, Parks Canada, ENV, TAC, MAH, Financial institutions		1. QUICK WINS
		REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Work collaboratively to offer increased family-friendly and accessible interpretations of Burgess Shale. SUCCESS NETWORK DMOs, KRT, Parks Canada, National GeoScience Foundation, Royal Ontario Museum		1. QUICK WINS
		REGIONAL SCOPE
28. Service quality ratings are improving, and an ever-increasing number of Highway 1 Corridor experiences are considered remarkable.		1. QUICK WINS
		REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Encourage Highway 1 Corridor tourism experience providers to participate in Destination BC's Remarkable Experiences program or other similar training opportunities. Begin to baseline and measure quality of visitor experience (e.g., Net Promoter Score). SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, go2HR, TOTA, KRT, DBC, TAC, Educational institutions		
		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Identify and communicate training opportunities that are relevant, affordable, and that can be delivered on the business premises and promote them to owners and staff (e.g., three-hour modules). A regional train-the-trainer program should be included to support the reach and affordability of training. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, go2HR, TOTA, KRT, DBC, TAC, Educational institutions		
		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Build awareness of existing funding and/or training grants and other available resources. Advocate for additional resources to support small businesses access to training. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, go2HR, TOTA, KRT, DBC, TAC, Educational institutions, TIABC		
		1. QUICK WINS
		PROVINCIAL SCOPE
		REGIONAL SCOPE

THEME 5: Objectives	Priority
29. Public services, infrastructure, and amenities are in place to support a remarkable visitor experience. ACTIONS <ul style="list-style-type: none"> Collaborate to create a master planning area map of high use areas and high sensitivity areas (land and water) to be used to inform land management planning processes (Theme 2), and other plans for infrastructure development in these areas (e.g., rest stops, lookouts, washrooms, parking for private vehicles, buses, bike racks, signage, lookouts, water access, boat launches, marinas, shelters, wi-fi and/or connectivity, accessibility considerations, invasive species cleaning stations, etc.). SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Community groups, Trail societies, Local/Regional governments, FLNR, ENV, TRAN, TAC, Tourism operators, Parks Canada, TOTA, KRT, DFO	2. LONGER TERM ACTIONS
	CATALYST
	REGIONAL SCOPE
30. Golf-based experiences remain a key travel motivator. ACTIONS <ul style="list-style-type: none"> Encourage the introduction of golf experiences that appeal to Millennials and to new entrants to the sport (e.g., Grade 5 golf pass concept). SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Golf courses, Educational institutions, Provincial golf organizations and/or associations	1. QUICK WINS
	PROVINCIAL SCOPE
	REGIONAL SCOPE
31. Ski resorts and winter-based snow sports remain key travel motivators. ACTIONS <ul style="list-style-type: none"> Identify the inventory of, and gaps in, current snow-based experiences (e.g., ski, snowboard, heli/cat access, snowmobile, snowshoe, fatbiking, Nordic, backcountry touring, ice-climbing, etc.), and promote opportunities to launch additional experiences where needed. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local community clubs and societies, TOTA, KRT, Provincial sector-based organizations (e.g., CWSA, BCLBC, etc.)	1. QUICK WINS
	REGIONAL SCOPE
32. Mountain and lodge-based experiences, including national parks, provincial parks, nature appreciation, camping, and hiking remain key travel motivators. ACTIONS <ul style="list-style-type: none"> Identify the inventory of, and gaps in, current offerings of mountain, lodge, parks and nature appreciation-based experiences, and promote investment opportunities by the public and private sectors for additional experiences where needed. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, BCLBC, Local/Regional governments, Local community groups and societies, Parks Canada, TOTA, KRT, ENV ACTIONS <ul style="list-style-type: none"> Continue to expand high season camping capacity in strategic locations (Parks Canada, Rec Sites, potential new municipally-owned campgrounds), review seasonal opening and closings, and review reserve and drop in ratios and policies at park sites to ensure greater overall occupancy. SUCCESS NETWORK Parks Canada, ENV, Local/Regional governments, Private campground operators, DMOs, Chambers, Economic Development organizations, TOTA, KRT	1. QUICK WINS
	REGIONAL SCOPE
	1. QUICK WINS
	REGIONAL SCOPE

THEME 5: Objectives	Priority
<p>33. Water-based experiences remain a key travel motivator, including houseboating, angling, white water rafting, and paddling.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Identify the inventory of, and gaps in, current offerings of lakes, rivers and wetlands experiences, and promote investment opportunities by the public and private sectors for additional water-based experiences, gear rental, and guided tours where needed. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, TOTA, KRT, Tourism operators, Local/Regional governments, Community groups and societies, Parks Canada ,ENV</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p>
<p>34. There is a network of strategically inter-connected legalized trails and circle routes that support mountain biking, road cycling, hiking, and motorized use where appropriate.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Identify the inventory of, and gaps in, current trail-based offerings, and promote investment opportunities by the public and private sectors including gear rental (e.g., bikes, etc.), shuttling services, and guided tours where needed. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, TOTA, KRT, Tourism operators, Local/Regional governments, Community groups and trail societies, Parks Canada, ENV</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Continue to support processes to achieve trail legalization in all Highway 1 Corridor communities. <p>SUCCESS NETWORK First Nations, DMOs, Chambers, Economic Development organizations, Tourism operators, Local/Regional governments, Community groups and trail societies, FLNR, TAC</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Collaborate to achieve a wide range of trail-based experiences and strategic inter-connectivity in each community and across multiple communities in the Highway 1 Corridor (e.g., epic high alpine, family-friendly, age-friendly, accessible, dog-friendly, motorized, etc.). <p>SUCCESS NETWORK First Nations, DMOs, Chambers, Economic Development organizations, TOTA, KRT, Tourism operators, Local/Regional governments, Community groups and trail societies, FLNR, TAC, ENV, Parks Canada</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Collaborate to achieve sustainable funding to support efforts around trail building and maintenance (including training), and to advocate for greater allocation of funds to support those trails deemed iconic (including funds for trail maintenance and the associated visitor infrastructure required). <p>SUCCESS NETWORK First Nations, DMOs, Chambers, Economic Development organizations, TOTA, KRT, Tourism operators, Local/Regional governments, Community groups and trail societies, FLNR, TAC, ENV, Parks Canada</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p> <p>2. LONGER TERM ACTIONS</p> <p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p> <p>2. LONGER TERM ACTIONS</p> <p>REGIONAL SCOPE</p>
<p>35. Art, culture, and heritage experiences (including agri-tourism, culinary, breweries, wineries, Indigenous cultural tourism, and festivals and events) are travel motivators, particularly in the shoulder seasons.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Identify the inventory of, and gaps in, current offerings of arts, culture and heritage events, including agritourism, culinary, festivals and events, and Indigenous cultural experiences, and promote investment opportunities for the public and private sectors to develop additional experiences where needed. <p>SUCCESS NETWORK First Nations, DMOs, Chambers, Economic Development organizations, TOTA, KRT, Tourism operators, Local/Regional governments, Community groups and societies, TAC, ENV, FLNR, AGRI, Parks Canada</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p>

THEME 5: Objectives	Priority
ACTIONS <ul style="list-style-type: none"> Work with provincial ministries to review potential additional uses of Agricultural Land Reserve for tourism business opportunities. SUCCESS NETWORK Local/Regional governments, Landowners, Tourism operators, DMOs, Chambers, Economic Development organizations, Community groups (food security), AGRI, TAC	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Provide market intelligence and guidance to local Indigenous communities and entrepreneurs looking to start their own tourism businesses; help facilitate connections to ITBC and ITAC for capacity building and business planning support. SUCCESS NETWORK First Nations communities, ITBC, Local/Regional governments, DMOs, Chambers, Economic Development organizations, TOTA, KRT, Tourism operators	1. QUICK WINS
ACTIONS <ul style="list-style-type: none"> Secure a regional resource within KRT (similar to TOTA) to work with First Nations communities and support tourism development. SUCCESS NETWORK First Nations communities, ITBC, Local/Regional governments, DMOs, Chambers, Economic Development organizations, TOTA, KRT, Tourism operators	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Convene an ongoing strategic forum to review the nature and timing of existing festivals and events within and across communities in the planning area and collaborate in a manner (categorize as: signature today; potential to become signature; community focus) that would advance collective tourism objectives, including the desire for growth in shoulder season visitation. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Event organizers, Community groups, Local/Regional governments, TOTA, KRT, TAC, DBC	2. LONGER TERM ACTIONS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Coordinate the various heritage stories being told like chapters in a book; collaborate to develop a heritage tour along the Highway 1 Corridor, using anchors such as community museums as links to the next experience. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Event organizers, Community heritage groups and societies, Local/Regional governments, TOTA, KRT, TAC, TRAN, FLNR, ENV, Parks Canada	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Advocate for sustainable funding to support arts, culture, and heritage, experiences that motivate or contribute to the quality of visitor experiences and resident quality of life. SUCCESS NETWORK TIABC, TOTA, KRT, FIN, Local/Regional governments, Community groups and societies, DMOs, Chambers, Economic Development organizations, Federal arts, culture, and heritage funding programs	2. LONGER TERM ACTIONS
	PROVINCIAL SCOPE

THEME 5: Objectives	Priority
<p>36. Sport tourism visitation is growing in shoulder seasons.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Encourage efforts to secure single or multi-community sport tourism events (e.g., tournaments, races, etc.). <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, TAC, TOTA, KRT, MAH, ENV, Parks Canada, Local sport clubs and volunteer groups, Event organizers</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Participate in various feasibility studies related to additional sport tourism infrastructure <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, Local sport clubs and volunteer groups</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p> <p>1. QUICK WINS</p>
<p>37. Meetings and/or conference travel is growing in shoulder seasons.</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Encourage Highway 1 Corridor community efforts to secure incremental meetings and/or conference visitation, particularly in shoulder seasons. <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments, Meetings and conference service providers, Accommodation providers</p> <p>ACTIONS</p> <ul style="list-style-type: none"> Participate in various feasibility studies related to additional meetings and/or conference infrastructure <p>SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Local/Regional governments</p>	<p>1. QUICK WINS</p> <p>REGIONAL SCOPE</p> <p>1. QUICK WINS</p>

THEME 6: COLLABORATION

Collaboration Goal Statement: The Highway 1 Corridor planning area is a model of destination collaboration, with residents, business operators, First Nations, provincial and federal government, Local/Regional governments (staff and elected officials) and the not-for-profit sector (staff and volunteers) all working together to improve the planning area.

COLLABORATION OBJECTIVES:

- Increase in the number of inter-community collaborative projects and in the dollar value of leveraged resources invested in multi-community initiatives.

THEME 6: Objectives	Priority
38. Increase in the number of inter-community collaborative projects and in the dollar value of leveraged resources deployed. ACTIONS <ul style="list-style-type: none"> • Convene a facilitated workshop to discuss the roles and responsibilities and the collaborative model for working together moving forward (e.g., model after Highway 3 Mayors and Chairs Coalition). SUCCESS NETWORK First Nations, Local/Regional governments, FLNR, TAC, TOTA, KRT, DMOs, Chambers, Economic Development organizations, Community -based societies, Roundtables, Councils (trails, arts, culture, etc.)	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> • Secure resources, and create, a series of planning area-wide collaboratives, where experience-themed multi-community dialogue and information sharing would occur, in a manner beneficial to all participants. SUCCESS NETWORK Local/Regional governments, TOTA, KRT, DMOs, Chambers, Economic Development organizations	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> • Create a collaborative of Highway 1 Corridor DMOs, Chambers of Commerce, and Economic Development Organizations, who meet regularly to communicate, align and leverage their activities to support destination development. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, TOTA, KRT	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> • Create a planning area wide collaborative of Highway 1 Corridor arts and culture NGOs and key partners, who meet regularly to communicate, align, and leverage their activities to support destination development. SUCCESS NETWORK Regional/local Arts and Culture groups and societies, TOTA, KRT	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> • Create a planning area wide collaborative of Highway 1 Corridor heritage NGOs and key partners who meet regularly to communicate, align, and leverage their activities to support destination development. SUCCESS NETWORK Regional/local heritage groups and societies, Heritage Canada, FLNR (Heritage Branch), TOTA, KRT	1. QUICK WINS
	REGIONAL SCOPE

THEME 6: Objectives	Priority
ACTIONS <ul style="list-style-type: none"> Create a planning area wide collaborative of Highway 1 Corridor environmental stewardship groups who meet regularly to communicate, align, and leverage their activities to support destination development. SUCCESS NETWORK Regional and local environmental stewardship groups, Parks Canada, ENV, FLNR, First Nations, TOTA, KRT	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Create a planning area wide collaborative of Highway 1 Corridor trails groups who meet regularly to communicate, align, and leverage their activities to support destination development. SUCCESS NETWORK Regional and local trails groups and societies, Roundtables, FLNR and Rec Sites and Trails, First Nations, TOTA, KRT	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Value collaboration and support a larger branded journey along the Highway 1 Corridor, uniting communities and experiences. SUCCESS NETWORK Local/Regional governments, DMOs, Chambers, Economic Development organizations, Tourism operators, TOTA, KRT	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Advocate for RDMO inclusion in cross-ministry regional staff meetings, to share tourism priorities and perspectives on land and resource use, visual quality, etc. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, TOTA, KRT	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Continue dialogue between tourism and other industries. Examples include: <ul style="list-style-type: none"> With local trail societies and forest license holders regarding the impacts of cut blocks on trails. With Canadian Pacific Railway regarding access for rafting companies. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, TOTA, KRT, TAC, FLNR, CP Rail	1. QUICK WINS
	REGIONAL SCOPE
ACTIONS <ul style="list-style-type: none"> Build relationships with local environmental stewardship groups, search and rescue groups, trail societies and other community groups supporting and/or being impacted by visitation, and work to educate and improve their understanding of both the benefits and challenges of the tourism economy. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, Tourism operators, Community-based societies, Roundtables, councils (trails, arts, and culture, etc.)	1. QUICK WINS
ACTIONS <ul style="list-style-type: none"> Secure resources and implement a consistent methodology to measure and communicate the value of the tourism industry in each community, and across the planning area. SUCCESS NETWORK DMOs, Chambers, Economic Development organizations, TOTA, KRT, DBC, Local/Regional governments	1. QUICK WINS
	PROVINCIAL SCOPE
	REGIONAL SCOPE

IMPLEMENTATION FRAMEWORK

REVELSTOKE MOUNTAIN RESORT

Photo: Ryan Creary

A. CATALYST PROJECTS

The following 19 actions were identified as catalyst projects for Highway 1 Corridor Destination Development.

PRIORITY CATALYST PROJECTS

- Work collaboratively to achieve improved commercial vehicle driver training and enforcement of training and licensing.
- Work collaboratively with TRAN to review the standards of road maintenance and avalanche control included in operator contracts, and to ensure standards are adhered to throughout the year.
- Advocate for car rental companies to require renter declaration of intended travel, so that travellers intending to drive in winter road conditions are forewarned and given the opportunity to change to a more appropriate vehicle and/or tires.
- Support car rental companies that offer winter rated tires to vehicle renters at no, or minimal, charge through preferred supplier promotions.
- Support the introduction of a variable speed corridor along the entire length of Highway 1 and lower speed limits for commercial traffic.
- Advocate for improved avalanche risk management infrastructure (e.g., snow sheds) and avalanche prevention scheduling to reduce the number and duration of closures.

- Continue to upgrade the Trans-Canada Highway 1 including:
 - Hoffman's Bluff to Jade Mountain Project
 - Salmon Arm West Project
 - Bruhn Bridge replacement Project
- Work collaboratively with DriveBC/TRAN to develop and communicate consistent branded messaging about Highway 1, including enhanced content, and information to improve perceptions of safety.
- Work collaboratively with Drive BC/AB, emergency responders, RCMP, and TRAN to align communications across provincial boundaries and to ensure positive and open for business facts are promoted through DriveBC/AB as well as accurate, factual, and timely information regarding incidents.
- Work collaboratively with Parks Canada to provide a collective vision and a clear definition of the need for traveller services and amenities at Rogers Pass.
- Present information on increasing road cycle usage both on Highway 1 and on paved routes around communities along the Highway 1 Corridor, and the associated tourism potential to TRAN, with the objective of securing separate paved trails wherever possible, and minimum shoulder widths where separation is not feasible.
- Educate tourism operators and community groups (new and potential) on protocols for engaging with First Nations, and on operating in traditional territories.
- Develop a local and/or regional affordable housing strategy (learning from best practices of other communities), and secure resources to implement the initial phase of recommendations.
- Advocate for a province-wide review of sources of existing and incremental funding to support the implementation of an affordable housing strategy.
- Work collaboratively with provincial and federal governments to develop, and resource, a process for inter-industry mediation based upon a land and water management framework (front, mid, and backcountry), and a shared stewardship and enforcement model (including lakes and rivers). By so doing, provide reasonable certainty of land use for tourism development, environmental protection, Indigenous rights and values, motorized and non-motorized use, public and commercial recreation uses, and viewsapes. (Reference Theme 5.)
- Work collaboratively to identify sustainable funding for resources dedicated to planning, enforcement, and a shared stewardship model of the land and water management framework.
- Collaborate to create a master planning area map of high use areas and high sensitivity areas (land and water) to be used to inform land management planning processes (Theme 2), and other plans for infrastructure development in these areas (e.g., rest stops, lookouts, washrooms, parking for private vehicles, buses, bike racks, signage, lookouts, water access, boat launches, marinas, shelters, wi-fi and/or connectivity, accessibility considerations, invasive species cleaning stations, etc.).
- Convene a facilitated workshop to discuss the roles and responsibilities and the collaborative model for working together moving forward (e.g., model after Highway 3 Mayors and Chairs Coalition).

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 Kootenay Rockies and Thompson Okanagan tourism regions may become regional priorities, but, at the very least will help to inform the creation of these Regional Destination Development Strategies.

This Highway 1 Corridor Destination Development Strategy, together with the other 19 strategies from around the province, will also inform the creation of a single Provincial Destination Development Strategy.

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

It is recommended the following Highway 1 Corridor actions become provincial initiatives within the Provincial Destination Development strategy:

ACTIONS	PRIORITY
THEME 1: Travel Quality and Safety	
Work collaboratively to achieve improved commercial vehicle driver training and enforcement of training and licensing.	2
Work collaboratively to design and launch consistent RV driver training as a part of all RV rental contracts in BC and Alberta.	1
Support the introduction of periodic driver safety training for BC licensed motorists, and offer insurance discounts for training participation (e.g., winter driving course taken and passed results in a discount on insurance).	2
Advocate for car rental companies to require renter declaration of intended travel, so that travellers intending to drive in winter road conditions are forewarned and given the opportunity to change to a more appropriate vehicle and/or tires.	2
Work collaboratively with Drive BC/AB, emergency responders, RCMP, and TRAN to align communications across provincial boundaries and to ensure positive and open for business facts are promoted through DriveBC/AB as well as accurate, factual, and timely information regarding incidents.	1
Advocate for increased lift through international and regional airports.	2
Work collaboratively to identify the network of resource roads considered essential for access to trail heads and recreation areas and negotiate long-term certainty and funding commitments to ensure they remain open and maintained.	2

ACTIONS	PRIORITY
THEME 2: Business Climate	
Work collaboratively to create a source of best policies and practices for consideration by Local/Regional governments wishing to create a supportive policy and regulatory framework for tourism.	2
Advocate for, and enact, local, regional, and provincial government policies and enforcement related to the sharing economy (e.g., Airbnb, etc.) to protect the inventory of longer-term rentals available for employees and new entrepreneurs, and to level the financial playing field with regards to MRDT collection.	1
Educate tourism operators and community groups (new and potential) on protocols for engaging with First Nations, and on operating in traditional territories.	2
Advocate for resources to support capacity for engagement at local community and First Nation level.	2
Develop a local and/or regional affordable housing strategy (learning from best practices of other communities), and secure resources to implement the initial phase of recommendations.	1
Advocate for a province-wide review of sources of existing and incremental funding to support the implementation of an affordable housing strategy.	2
Build awareness of employment opportunities in tourism for Indigenous communities and create the necessary support for interested individuals.	2
Work with provincial and federal governments to improve the Foreign Workers Program, and the Provincial Nominee program to supplement domestic tourism labour. Also, consider unique local conditions and other programs (e.g., Mobilité Francophone).	2
Advocate for changes to Employment Insurance legislation (e.g., minimum hours to qualify) to permit access to the program by long-term seasonal workers.	2
Build awareness of existing training programs available through the new Workforce Development Agreement, of training grants and wage support programs (e.g., Employer Training Grant, Canada BC Job grant) and of other services available through Small Business BC.	1
Identify and communicate training opportunities that are relevant, affordable, and that can be delivered on the business premises and promote them to owners and staff (e.g., three-hour modules). A regional train-the-trainer program should be included to support the reach and affordability of training.	1
Investigate possible pooled liability insurance programs for land-based and water-based activity operators, transportation and/or shuttle operators and other tourism experience providers; identify sector organizations who have, or are, working on pooled liability programs (e.g., Paddle Canada, Backcountry Lodges, HeliCat Canada, Commercial Snowmobile, etc.).	1
Work collaboratively with the provincial and federal government to develop and resource a process for inter-industry mediation, as well as a land and water management framework (front, mid, and backcountry), and a shared stewardship and enforcement model (including lakes and rivers) to provide reasonable certainty for tourism development, environmental protection, Indigenous rights and values, motorized and non-motorized use, public and commercial recreation uses, and views. Incorporate recommendations of the master plan for visitor services, infrastructure, and amenities (Reference Theme 5).	2

ACTIONS	PRIORITY
THEME 2: Business Climate	
Work collaboratively to identify sustainable funding for resources dedicated to planning, enforcement, and a shared stewardship model of the land and water management framework.	2
Work with government agencies to identify and agree on measures and collect data on the impacts of tourism on ecosystem health leading to recommendations for mitigation and management.	1
Work collaboratively to create and communicate a code of respectful conduct, and a shared story (including invasive species education) for front, mid, and backcountry, to educate both residents and visitors; distribution should be both to public recreationalists, and also to visitors via operators.	2
Promote the need for, and conduct, legal trail building, and trail maintenance to the highest standards and best practices, with respect to environmental impacts; support local trail societies and work with government agencies to secure enforcement resources to prevent rogue trail building.	1
Advocate for adequate resources to continue invasive species education and eradication; BC check stations for invasive species in key locations.	2
Work collaboratively with all Highway 1 Corridor tourism stakeholders to achieve an internationally recognized certification as a sustainable tourism destination under a program such as Biosphere certified by the Responsible Tourism Institute.	2
THEME 3: Environmental Sustainability	
Work collaboratively to identify sustainable funding for resources dedicated to planning, enforcement, and a shared stewardship model of the land and water management framework.	2
Work with government agencies to identify and agree on measures and collect data on the impacts of tourism on ecosystem health leading to recommendations for mitigation and management.	2
Work collaboratively to create and communicate a code of respectful conduct, and a shared story (including invasive species education) for front, mid, and backcountry, to educate both residents and visitors; distribution should be both to public recreationalists, and also to visitors via operators.	1
Promote the need for, and conduct, legal trail building, and trail maintenance to the highest standards and best practices, with respect to environmental impacts; support local trail societies and work with government agencies to secure enforcement resources to prevent rogue trail building.	1
Advocate for adequate resources to continue invasive species education and eradication; BC check stations for invasive species in key locations.	1
Work collaboratively with all Highway 1 Corridor tourism stakeholders to achieve an internationally recognized certification as a sustainable tourism destination under a program such as Biosphere certified by the Responsible Tourism Institute.	1

ACTIONS	PRIORITY
THEME 4: Community Resiliency	
Work collaboratively to ensure the continuation of Resort Municipality Initiative funding and review the funding formula to support the ability of resort communities (Golden, Revelstoke, and Sun Peaks) to deliver visitor services and amenities despite their small resident and/or property tax base.	2
Investigate and secure other funding tools for local governments to help pay for visitor-induced strain on infrastructure and on social services (e.g., Gas Tax, Rural Dividend continuation, etc.).	2
Investigate and share best practices in volunteer acquisition, retention, and recognition and continue to improve existing programs.	1
Advocate for additional leveraged funding against documented in-kind volunteer contributions (e.g., BC Gaming funds).	1
Explore sustainable funding models (e.g., user fees to support Search and Rescue) and secure incremental resources.	2
Educate and communicate with visitors and residents alike, including temporary seasonal staff, in regard to safety, including backcountry safety (AdventureSMART), drug and alcohol safety, water safety, etc.	1
THEME 5: Experience Development	
Provide training and education to businesses and experiences with regard to how best to serve and educate the growing number of travellers from emerging markets, as well as new Canadians (e.g., Asia/Pacific – China, South Korea, etc.).	1
Identify and communicate training opportunities that are relevant, affordable, and that can be delivered on the business premises and promote them to owners and staff (e.g., three-hour modules). A regional train-the-trainer program should be included to support the reach and affordability of training.	1
Build awareness of existing funding and/or training grants and other available resources. Advocate for additional resources to support small businesses access to training.	1
Encourage introduction of golf experiences that appeal to Millennials and new entrants to the sport (e.g., Grade 5 golf pass concept).	1
Advocate for sustainable funding to support arts, culture, and heritage experiences that motivate or contribute to the quality of visitor experiences and resident quality of life.	2
THEME 6: Collaboration	
Secure resources and implement a consistent methodology to measure and communicate the value of the tourism industry in each community, and across the planning area.	1

It is recommended the following Highway 1 Corridor objectives and actions become regional initiatives within the Regional Destination Development Strategy:

ACTIONS	PRIORITY
THEME 1: Travel Quality and Safety	
Work collaboratively with TRAN to review the standards of road maintenance and avalanche control included in operator contracts, and to ensure standards are adhered to throughout the year.	2
Support car rental companies that offer winter rated tires to vehicle renters at no, or minimal, charge through preferred supplier promotions.	2
Support the introduction of a variable speed corridor along the entire length of Highway 1 and lower speed limits for commercial traffic.	1
Advocate for improved avalanche risk management infrastructure (e.g., snow sheds) and avalanche prevention scheduling to reduce the number and duration of closures.	2
Work collaboratively with DriveBC/TRAN to develop and communicate consistent branded messaging about Highway 1, including enhanced content, and information to improve perceptions of safety.	1
Work in collaboration with TRAN to identify appropriate locations for new (and to improve existing) rest stops, including visitor services, and commercial trucker services and amenities (e.g., open access and/or free wi-fi, washrooms, etc.).	2
Work collaboratively with Parks Canada to provide a collective vision and a clear definition of the need for traveller services and amenities at Rogers Pass.	1
Work in collaboration with TRAN and TAC to improve and brand signage along Highway 1 and at rest stops; including information (including digital options) about upcoming communities, experiences, and education; interpretation in multiple languages should be included.	2
Work collaboratively with Secwepemc, Sinixt, and Ktunaxa Nations to identify the First Nations aspirations and recommendations around the display of oral histories and incorporate oral histories and place names into rest stop interpretative signage where deemed appropriate.	2
Advocate for uninterrupted cellular service along the length of the Highway 1 Corridor and en route to adjacent destinations.	1
Advocate for enhanced data infrastructure in communities to provide adequate bandwidth.	1
Advocate for consistent wi-fi service levels at all rest stops along Highway 1.	2
Present information on increasing road cycle usage both on Highway 1 and on paved routes around communities along the Highway 1 Corridor, and the associated tourism potential to TRAN, with the objective of securing separate paved trails wherever possible, and minimum shoulder widths where separation is not feasible.	2
Advocate for increased lift through international and regional airports.	2
Advocate continued improvements to regional airports to support increased capacity and more reliable access in mountain terrain and/or weather conditions. Monitor Castlegar improvements to assess their success and transferability to Revelstoke.	2
Advocate for improved service and increased capacity for luggage, bikes, and skis at regional airports.	2

ACTIONS	PRIORITY
Identify scenic side-trips and circle routes that would motivate longer stays and greater spending in Highway 1 Corridor communities and/or resorts, and present business plan for associated road improvements to TRAN.	2
Pursue the opportunity to develop the Squilax (Chase) to Sun Peaks road in order to provide alternative emergency access and an interesting circle route option for travellers.	2
Review shuttle service viability, subsidy options for scheduled services, and/or improve public transit options for staff and visitor movement between gateway airports, communities, and experiences.	2
Investigate possible passenger rail enhancements, additional stops and/or stations, and improved schedules and services on existing rail infrastructure.	2
THEME 2: Business Climate	
Benchmark, communicate and educate residents, other industries, and provincial ministries on the value of tourism in each community, and collectively along the Highway 1 Corridor.	1
Educate tourism operators and community groups (new and potential) on protocols for engaging with First Nations, and on operating in traditional territories.	1
Advocate for resources to support capacity for engagement at local community and First Nation level.	1
Develop a local and/or regional affordable housing strategy (learning from best practices of other communities), and secure resources to implement the initial phase of recommendations.	2
Advocate for a province-wide review of sources of existing and incremental funding to support the implementation of an affordable housing strategy.	2
Create a cross-season and/or cross-business job pool to support year-round staff retention within, and between, communities.	1
Build awareness of employment opportunities in tourism for Indigenous communities and create the necessary support for interested individuals.	2
Promote tourism career paths, from entry-level to management or entrepreneurship, featuring the lifestyle and/or balance benefits of careers in tourism.	1
Continue to work closely with post-secondary institutions to ensure the curriculums offered and tourism industry needs align.	1
Build awareness of existing training programs available through the new Workforce Development Agreement, of training grants and wage support programs (e.g., Employer Training Grant, Canada BC Job grant) and of other services available through Small Business BC.	1
Identify and communicate training opportunities that are relevant, affordable, and that can be delivered on the business premises and promote them to owners and staff (e.g., three- hour modules). A regional train-the-trainer program should be included to support the reach and affordability of training.	1
Cross-educate visitor centres, front-line staff, and other potential visitor ambassadors along Highway 1 Corridor (via familiarization tours or experience showcases); participate in broader resident and cross-industry education programs.	1
Improve communications and continue to promote existing business support programs and sources of capital available through Business Development Bank of Canada, Small Business BC, Community Futures, Basin Business Advisors, Imagine Kootenay for investment attraction, business mentoring, leveraging and research to support business development and/or investment attraction and loans.	1
Investigate possible pooled liability insurance programs for land-based and water-based activity operators, transportation and/or shuttle operators and other tourism experience providers; identify sector organizations who have, or are, working on pooled liability programs (e.g., Paddle Canada, Backcountry Lodges, HeliCat Canada, Commercial Snowmobile, etc.).	1

ACTIONS	PRIORITY
THEME 3: Environmental Sustainability	
Work collaboratively to create and communicate a code of respectful conduct, and a shared story (including invasive species education) for front, mid, and backcountry, to educate both residents and visitors; distribution should be both to public recreationalists, and also to visitors via operators.	1
Promote the need for, and conduct, legal trail building, and trail maintenance to the highest standards and best practices, with respect to environmental impacts; support local trail societies and work with government agencies to secure enforcement resources to prevent rogue trail building.	1
Advocate for adequate resources to continue invasive species education and eradication; BC check stations for invasive species in key locations.	1
Work collaboratively with all Highway 1 Corridor tourism stakeholders to achieve an internationally recognized certification as a sustainable tourism destination under a program such as Biosphere certified by the Responsible Tourism Institute.	1
THEME 4: Community Resiliency	
Continue to consciously align pursued target markets with community values and migrate mix of visitation to optimal alignment over time.	1
Embed community values, aspirations and limits on the extent and nature of tourism in policy documents (e.g., Community OCP's, Comprehensive Sustainability Plans, Comprehensive Community Plans, etc.), and strive for timely review where changes are occurring.	2
Introduce local and regional policy measures that support community values and their preferred visitor values (e.g., non-smoking policy, plastic bags, dogs on leash and/or not allowed in certain areas, etc.).	2
Investigate and share best practices in volunteer acquisition, retention, and recognition and continue to improve existing programs.	1
Educate and communicate with visitors and residents alike, including temporary seasonal staff, in regard to safety, including backcountry safety (AdventureSMART), drug and alcohol safety, water safety, etc.	1
THEME 5: Experiential Mix and Quality	
Encourage investments in infrastructure to support ready-to-camp experiences.	1
Work collaboratively to offer increased family-friendly and accessible interpretations of Burgess Shale.	1
Encourage Highway 1 Corridor tourism experience providers to participate in Destination BC's Remarkable Experiences program or other similar training opportunities. Begin to baseline and measure quality of visitor experience (e.g., Net Promoter Score).	1
Identify and communicate training opportunities that are relevant, affordable, and that can be delivered on the business premises and promote them to owners and staff (e.g., three- hour modules). A regional train-the-trainer program should be included to support the reach and affordability of training.	1
Build awareness of existing funding and/or training grants and other available resources. Advocate for additional resources to support small businesses access to training.	1
Collaborate to create a master planning area map of high use areas and high sensitivity areas (land and water) to be used to inform land management planning processes (Theme 2), and other plans for infrastructure development in these areas (e.g., rest stops, lookouts, washrooms, parking for private vehicles, buses, bike racks, signage, lookouts, water access, boat launches, marinas, shelters, wi-fi and/or connectivity, accessibility considerations, invasive species cleaning stations, etc.).	2
Encourage the introduction of golf experiences that appeal to Millennials and to new entrants to the sport (e.g., Grade 5 golf pass concept).	1

ACTIONS	PRIORITY
Identify the inventory of, and gaps in, current snow-based experiences (e.g., ski, snowboard, heli/cat access, snowmobile, snowshoe, fatbiking, Nordic, backcountry touring, ice-climbing, etc.), and promote opportunities to launch additional experiences where needed.	1
Identify the inventory of, and gaps in, current offerings of mountain, lodge, parks and nature appreciation-based experiences, and promote investment opportunities by the public and private sectors for additional experiences where needed.	1
Continue to expand high season camping capacity in strategic locations (Parks Canada, Rec Sites, potential new municipally-owned campgrounds), review seasonal opening and closings, and review reserve and drop in ratios and policies at park sites to ensure greater overall occupancy.	1
Identify the inventory of, and gaps in, current offerings of lakes, rivers and wetlands experiences, and promote investment opportunities by the public and private sectors for additional water-based experiences, gear rental, and guided tours where needed.	1
Identify the inventory of, and gaps in, current trail-based offerings, and promote investment opportunities by the public and private sectors including gear rental (e.g., bikes, etc.), shuttling services, and guided tours where needed.	1
Collaborate to achieve a wide range of trail-based experiences and strategic inter-connectivity in each community and across multiple communities in the Highway 1 Corridor (e.g., epic high alpine, family-friendly, age-friendly, accessible, dog-friendly, motorized, etc.).	2
Collaborate to achieve sustainable funding to support efforts around trail building and maintenance (including training), and to advocate for greater allocation of funds to support those trails deemed iconic (including funds for trail maintenance and the associated visitor infrastructure required).	2
Identify the inventory of, and gaps in, current offerings of arts, culture and heritage events, including agritourism, culinary, festivals and events, and Indigenous cultural experiences, and promote investment opportunities for the public and private sectors to develop additional experiences where needed.	1
Work with provincial ministries to review potential additional uses of Agricultural Land Reserve for tourism business opportunities.	2
Secure a regional resource within KRT (similar to TOTA) to work with First Nations communities and support tourism development.	1
Convene an ongoing strategic forum to review the nature and timing of existing festivals and events within and across communities in the planning area, and collaborate in a manner (categorize as: signature today; potential to become signature; community focus) that would advance collective tourism objectives, including the desire for growth in shoulder season visitation.	2
Coordinate the various heritage stories being told like chapters in a book; collaborate to develop a heritage tour along the Highway 1 Corridor, using anchors such as community museums as links to the next experience.	1
Encourage efforts to secure single or multi-community sport tourism events (e.g., tournaments, races, etc.).	1
Encourage Highway 1 Corridor community efforts to secure incremental meetings and/or conference visitation, particularly in shoulder seasons.	1

ACTIONS	PRIORITY
THEME 6: Collaboration	
Convene a facilitated workshop to discuss the roles and responsibilities and the collaborative model for working together moving forward (e.g., model after Highway 3 Mayors and Chairs Coalition).	1
Secure resources, and create, a series of planning area-wide collaboratives, where experience-themed multi-community dialogue and information sharing would occur, in a manner beneficial to all participants.	1
Create a collaborative of Highway 1 Corridor DMOs, Chambers of Commerce, and Economic Development Organizations, who meet regularly to communicate, align and leverage their activities to support destination development.	1
Create a planning area wide collaborative of Highway 1 Corridor arts and culture NGOs and key partners, who meet regularly to communicate, align, and leverage their activities to support destination development.	1
Create a planning area wide collaborative of Highway 1 Corridor heritage NGOs and key partners who meet regularly to communicate, align, and leverage their activities to support destination development.	1
Create a planning area wide collaborative of Highway 1 Corridor environmental stewardship groups who meet regularly to communicate, align, and leverage their activities to support destination development.	1
Create a planning area wide collaborative of Highway 1 Corridor trails groups who meet regularly to communicate, align, and leverage their activities to support destination development.	1
Value collaboration and support a larger branded journey along the Highway 1 Corridor, uniting communities and experiences.	1
Advocate for RDMO inclusion in cross-ministry regional staff meetings, to share tourism priorities and perspectives on land and resource use, visual quality, etc.	1
Continue dialogue between tourism and other industries. Examples include: <ul style="list-style-type: none"> - With local trail societies and forest license holders regarding the impacts of cut blocks on trails. - With Canadian Pacific Railway regarding access for rafting companies. 	1
Secure resources and implement a consistent methodology to measure and communicate the value of the tourism industry in each community, and across the planning area.	1

C. FUNDING PROGRAMS

To assist planning areas such as the Highway 1 Corridor in their implementation efforts, Destination BC compiled a list of funding programs as a part of the Situation Analysis.

The different funding options highlighted include:

- Municipal and Regional District Tax (MRDT)
- Destination BC programs
- Western Economic Diversification Canada
- Ministry of Transportation and Infrastructure Programs
- Community Gaming Grants
- BC Parks Foundation
- Community Trusts
- Resort Municipality Initiative
- Municipal Funding
- Business Levies

Contact Destination BC for a copy of this information sheet.

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

Funding options also include:

- Columbia Basin Trust
- Rural Dividend
- Southern Interior Development Initiative Trust



10

MEASURING AND MONITORING SUCCESS

KICKING HORSE MOUNTAIN RESORT
Photo: Reuben Krabbe

Ultimately, the overall objective of this Destination Development Strategy is to help guide the growth of Highway 1 Corridor's tourism sector in an economically, socially, and environmentally sustainable manner over the next 10 years. The following measurements are recommended to monitor the success of the tourism industry along the Highway 1 Corridor, and the implementation of this strategy.



GOAL	PERFORMANCE MEASURES	SOURCES
1. Improve the actual and perceived quality and safety of the Highway 1 Corridor journey.	<ul style="list-style-type: none"> No. of road closures and/or incidents Ratings of quality of journey 	<ul style="list-style-type: none"> TRAN, RCMP, ICBC Consumer survey
2. Increase the total contribution of the visitor economy.	<ul style="list-style-type: none"> Growth in MRDT revenues Increase in overnight stays and length of stay Economic Impact 	<ul style="list-style-type: none"> Ministry of Finance Accommodation Tracking Destination BC's Value of Tourism model⁵
3. Increase visitor intention to return and stay longer.	<ul style="list-style-type: none"> Net Promoter Score⁶ Perceptions and/or Intentions Indicators 	<ul style="list-style-type: none"> Consumer survey Consumer survey
4. Enhance the overall visitor experience of the Highway 1 Corridor as a preferred destination, as indicated by a Net Promoter Score ranked in top five for Canadian touring routes.	<ul style="list-style-type: none"> Net Promoter Score⁷ 	<ul style="list-style-type: none"> Consumer survey
5. Maintain or improve environmental health and sustainability.	<ul style="list-style-type: none"> Indicator species Wildlife conflicts 	<ul style="list-style-type: none"> ENV, BC Parks, Parks Canada, Stewardship groups, Local government
6. Increase community resiliency as measured by resident quality of life indicators.	<ul style="list-style-type: none"> Increasing value of multi-community and valley-wide programs and/or investments 	<ul style="list-style-type: none"> Local government, Economic Development organizations
7. Increase the number and value of multi-community collaborative projects.	<ul style="list-style-type: none"> Increasing value of multi-community and valley-wide programs and/or investments 	<ul style="list-style-type: none"> Local governments, DMOs, Chambers, Economic Development organizations

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

⁶Net Promoter Score calculation: www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx

⁷Net Promoter Score calculation: www.destinationbc.ca/Resources/Monitoring-and-Evaluation/Net-Promoter-Score.aspx

APPENDIX

APPENDIX 1: OVERVIEW OF PLANNING PROCESS

The following planning process ensured this strategy was developed based on a thoughtful process, with consistent participation from a diverse group of industry partners who impact tourism either directly or indirectly. The process followed a semi-structured design by Destination BC that was customized for the Highway 1 Corridor.

PROCESS TIMELINES

Pre-project logistics and document review	OCT 2017–MAR 2018
Community workshop — Golden	OCT 24, 2017
Community workshop — Revelstoke	OCT 25, 2017
Community workshop — Kamloops	NOV 21, 2017
Follow up Survey and Tabulation of Responses	JAN–FEB 2018
Preparation of Situation Analysis	NOV 2017–FEB 2018
Interviews	FEB–MAR 2018
Review of Situation Analysis	MAR–APR 2018
Formation of the Working Group	DEC 2017–JAN 2018
Preparation of Working Group workbook	JAN 2018
Working Committee Meeting #1 — Golden/Conference Call due to road closure	FEB 5, 2018
Working Committee Meeting #2 — Chase	FEB 6, 2018
Working Committee Meeting #3 — Conference Call	FEB 16, 2018
Working Committee Meeting #4 — Conference Call	FEB 21, 2018
Working Committee Meeting #5 — Conference Call	FEB 23, 2018
Working Committee Meeting #6 — Conference Call	FEB 28, 2018
Working Committee Meeting #7 — Conference Call	MAR 1, 2018
Preparation of Draft Destination Development Strategy	MAR 2018

APPENDIX 2: PLANNING CONSIDERATIONS

The destination assessment gives rise to a series of planning issues and considerations that in turn provide the key direction(s) that the Highway 1 Corridor planning area Destination Development Strategy should address. These planning issues and considerations include:

- The Highway 1 Corridor is both a route to a specific destination, and a journey unto itself and must serve these dual markets. It must be both an efficient and safe route to a specific destination, and an intriguing journey for those seeking to tour and explore.
- Consequently, destination development must consider both the need for a safe and efficient travel corridor and the need to create a compelling themed journey.
- The communication of accurate and timely information to travellers, is an essential base condition for destination success. Actual and perceived safety of travel was a priority consideration for Highway 1 Corridor stakeholders. Safety embraces all seasons and includes vehicle standards, driver education, emergency response planning and resources to communities responsible for responding to incidents.
- For all markets there is opportunity through destination development to enhance the quality of the visitor journey, and to encourage visitation to each community along the route, supporting longer lengths of stay.
- Enhancements to travel quality will require strategic investment in well-located infrastructure, services and amenities, including compelling information about upcoming communities and attractions that motivate visitation and longer stays. Circle route opportunities and scenic side-trips also offer the potential to enhance the traveller experience, and to support longer lengths of stay and increased spending in local economies.
- The overall lift into and capacity of regional airports to handle luggage, skis, etc. must be addressed in order to support increasing international visitation.
- Municipal and social services, as well as the capacity of volunteer clubs and organizations, are being strained by increasing levels of visitation. It is important to continue to provide these services and support local experiences (e.g., trails, festivals) but additional financial tools are needed to relieve the burden placed on small resident populations.
- The health of the environment is considered vital to the current and ongoing success of Highway 1 Corridor communities, and the impacts of tourism visitation should be measured, monitored and mitigated. Community authenticity and local values should be both celebrated and supported throughout destination development.
- Collaboration within and between communities, businesses and non-profits will further individual and collective goals, and support the creation of multi-community itineraries and a themed journey along the Highway 1 Corridor.
- A supportive business climate for tourism success is needed. Constraints such as inadequate staffing, lack of training, unavailability of affordable housing and a lack of year-round jobs must be addressed in destination development.
- A comprehensive land use planning and management framework is needed that will provide reasonable certainty of long-term access to the land base to tourism operators. This process should fully engage with First Nations, public and commercial recreationalists, motorized/non-motorized users, residents and other industries. Such a process will require resources both for planning, and for ongoing management and enforcement.
- The experiences available to visitors is diverse in the planning area, particularly in outdoor adventure experiences, and some demand management is needed in peak season, at high visitation locations.

- Additional shoulder season and entry-level experiences would be beneficial to encourage travel throughout the year.
- There are a number of core motivating experiences that currently draw visitation to the Highway 1 Corridor planning area, including snow-based activities (ski resorts, cat-ski, heli-ski, backcountry lodges, snowmobiling, Nordic, snowshoeing), trail-based activities (hiking, mountain biking), water-based experiences (houseboating, paddling), camping, and visiting the many national and provincial parks along or near the Highway 1 Corridor. The continued success of these motivating experiences must be supported throughout destination development.
- There is a growing base of art, culture, heritage, culinary and/or agritourism and Indigenous cultural experiences in the planning area. Destination development should support the continued growth and success of these experiences, as they contribute to the visitor experience, as well as to year-round business sustainability and overall resident quality of life.
- There is a need for additional entry-level, family friendly experiences and attractions that can be enjoyed in all seasons in order to build year-round visitation and increase lengths of stay.

APPENDIX 3: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

OBJECTIVES AND ACTIONS – PRIORITY 1	PRIORITY
Theme 1: Travel Quality and Safety	
Work collaboratively to design and launch consistent RV driver training as a part of all RV rental contracts in BC and Alberta.	1
Support car rental companies that offer winter rated tires to vehicle renters at no, or minimal, charge through preferred supplier promotions.	1
Support the introduction of a variable speed corridor along the entire length of Highway 1 and lower speed limits for commercial traffic.	1
Support TRAN in the completion of passing lanes where needed.	1
Continue to upgrade the Trans-Canada Highway 1 including: Hoffman's Bluff to Jade Mountain Project; Salmon Arm West Project; Bruhn Bridge replacement Project.	1
Work collaboratively with DriveBC/TRAN to develop and communicate consistent branded messaging about Highway 1, including enhanced content, and information to improve perceptions of safety.	1
Work collaboratively with Drive BC/AB, emergency responders, RCMP, and TRAN to align communications across provincial boundaries and to ensure positive and open for business facts are promoted through DriveBC/AB as well as accurate, factual, and timely information regarding incidents.	1
Work collaboratively with Parks Canada to provide a collective vision and a clear definition of the need for traveller services and amenities at Rogers Pass.	1
Advocate for uninterrupted cellular service along the length of the Highway 1 Corridor and en route to adjacent destinations.	1
Advocate for consistent wi-fi service levels at all rest stops along Highway 1.	1

OBJECTIVES AND ACTIONS – PRIORITY 1	PRIORITY
Theme 2: Business Climate	
Benchmark, communicate and educate residents, other industries and provincial ministries on the value of tourism in each community, and collectively along the Highway 1 Corridor.	1
Create opportunities for business owners, front-line staff, and residents to experience local and regional visitor offerings (and become ambassadors themselves); industry and/or resident familiarization tours and education to build awareness of individual contribution to the larger visitor experience.	1
Work collaboratively to create a source of best policies and practices for consideration by Local/Regional governments wishing to create a supportive policy and regulatory framework for tourism.	1
Educate tourism operators and community groups (new and potential) on protocols for engaging with First Nations, and on operating in traditional territories.	1
Advocate for resources to support capacity for engagement at local community and First Nation level.	1
Advocate for a province-wide review of sources of existing and incremental funding to support the implementation of an affordable housing strategy.	1
Create a cross-season and/or cross-business job pool to support year-round staff retention within, and between, communities.	1
Promote tourism career paths, from entry-level to management or entrepreneurship, featuring the lifestyle and/or balance benefits of careers in tourism.	1
Continue to work closely with post-secondary institutions to ensure the curriculums offered and tourism industry needs align.	1
Build awareness of existing training programs available through the new Workforce Development Agreement, of training grants and wage support programs (e.g., Employer Training Grant, Canada BC Job grant) and of other services available through Small Business BC.	1
Identify and communicate training opportunities that are relevant, affordable, and that can be delivered on the business premises and promote them to owners and staff (e.g., three-hour modules). A regional train-the-trainer program should be included to support the reach and affordability of training.	1
Cross-educate visitor centres, front-line staff and other potential visitor ambassadors along Highway 1 Corridor (via familiarization tours or experience showcases); participate in broader resident and cross-industry education programs.	1
Improve communications and continue to promote existing business support programs and sources of capital available through Business Development Bank of Canada, Small Business BC, Community Futures, Basin Business Advisors, Imagine Kootenay for investment attraction, business mentoring, leveraging and research to support business development and/or investment attraction and loans.	1
Investigate possible pooled liability insurance programs for land-based and water-based activity operators, transportation and/or shuttle operators and other tourism experience providers; identify sector organizations who have, or are, working on pooled liability programs (e.g., Paddle Canada, Backcountry Lodges, HeliCat Canada, Commercial Snowmobile, etc.).	1

OBJECTIVES AND ACTIONS – PRIORITY 1	PRIORITY
Theme 3: Environmental Sustainability	
Work collaboratively to create and communicate a code of respectful conduct, and a shared story (including invasive species education) for front, mid, and backcountry, to educate both residents and visitors; distribution should be both to public recreationalists, and also to visitors via operators.	1
Promote the need for, and conduct, legal trail building, and trail maintenance to the highest standards and best practices, with respect to environmental impacts; support local trail societies and work with government agencies to secure enforcement resources to prevent rogue trail building.	1
Advocate for adequate resources to continue invasive species education and eradication; BC check stations for invasive species in key locations.	1
Work collaboratively with all Highway 1 Corridor tourism stakeholders to achieve an internationally recognized certification as a sustainable tourism destination under a program such as Biosphere certified by the Responsible Tourism Institute.	1
Theme 4: Community Resiliency	
Continue to beautify and invest in the vibrancy and animation of public spaces, corridors, and gathering spaces in communities along the Highway 1 Corridor, to encourage longer lengths of stay and enhance both the visitor experience, and the resident quality of life.	1
Continue to consciously align pursued target markets with community values and migrate mix of visitation to optimal alignment over time.	1
Investigate and share best practices in volunteer acquisition, retention, and recognition and continue to improve existing programs.	1
Communicate volunteer opportunities and their associated recognition or incentive programs.	1
Advocate for additional leveraged funding against documented in-kind volunteer contributions (e.g., BC Gaming funds).	1
Educate and communicate with visitors and residents alike, including temporary seasonal staff, in regard to safety, including backcountry safety (AdventureSMART), drug and alcohol safety, water safety, etc.	1
Improve the relationships between the tourism industry and various community support organizations.	1

OBJECTIVES AND ACTIONS – PRIORITY 1

PRIORITY

Theme 5: Experiential Mix and Quality

Create an inventory and gap analysis of the experiences available to visitors on a year-round basis. Encourage investments by the public and private sectors to address any identified gaps, and leverage experiences available to build the volume of shoulder season visitations.	1
Communicate and encourage local businesses to adjust their hours of operation to meet and build visitor demand.	1
Communicate the opportunity for, and encourage the opening of, additional evening experiences (after 5:00 p.m.).	1
Identify the inventory of, and gaps in, current weather-independent visitor experiences, and promote investment opportunities by the public and private sectors to launch additional experiences where needed, including accessible and age-friendly experiences.	1
Identify the inventory of, and gaps in, current entry-level, age-friendly, accessible, family-friendly and pet-friendly visitor experiences, and promote investment opportunities by the public and private sectors for additional experiences where needed.	1
Provide training and education to businesses and experiences with regard to how best to serve and educate the growing number of travellers from emerging markets, as well as new Canadians (e.g., Asia/Pacific – China, South Korea, etc.).	1
Encourage investments in infrastructure to support ready-to-camp experiences.	1
Work collaboratively to offer increased family-friendly and accessible interpretations of Burgess Shale.	1
Encourage Highway 1 Corridor tourism experience providers to participate in Destination BC's Remarkable Experiences program or other similar training opportunities. Begin to baseline and measure quality of visitor experience (e.g., Net Promoter Score).	1
Identify and communicate training opportunities that are relevant, affordable, and that can be delivered on the business premises and promote them to owners and staff (e.g., three- hour modules). A regional train-the-trainer program should be included to support the reach and affordability of training.	1
Build awareness of existing funding and/or training grants and other available resources. Advocate for additional resources to support small businesses access to training.	1
Encourage the introduction of golf experiences that appeal to Millennials and to new entrants to the sport (e.g., Grade 5 golf pass concept).	1
Identify the inventory of, and gaps in, current snow-based experiences (e.g., ski, snowboard, heli/cat access, snowmobile, snowshoe, fatbiking, Nordic, backcountry touring, ice-climbing, etc.), and promote opportunities to launch additional experiences where needed.	1
Identify the inventory of, and gaps in, current offerings of mountain, lodge, parks and nature appreciation-based experiences, and promote investment opportunities by the public and private sectors for additional experiences where needed.	1
Continue to expand high season camping capacity in strategic locations (Parks Canada, Rec Sites, potential new municipally-owned campgrounds), review seasonal opening and closings, and review reserve and drop in ratios and policies at park sites to ensure greater overall occupancy.	1
Identify the inventory of, and gaps in, current offerings of lakes, rivers and wetlands experiences, and promote investment opportunities by the public and private sectors for additional water-based experiences, gear rental and guided tours where needed.	1

OBJECTIVES AND ACTIONS – PRIORITY 1

PRIORITY

Identify the inventory of, and gaps in, current trail-based offerings, and promote investment opportunities by the public and private sectors including gear rental (e.g., bikes, etc.), shuttling services, and guided tours where needed.	1
Identify the inventory of, and gaps in, current offerings of arts, culture and heritage events, including agritourism, culinary, festivals and events, and Indigenous cultural experiences, and promote investment opportunities for the public and private sectors to develop additional experiences where needed.	1
Provide market intelligence and guidance to local Indigenous communities and entrepreneurs looking to start their own tourism businesses; help facilitate connections to ITBC and ITAC for capacity building and business planning support.	1
Secure a regional resource within KRT (similar to TOTA) to work with First Nations communities and support tourism development.	1
Coordinate the various heritage stories being told like chapters in a book; collaborate to develop a heritage tour along the Highway 1 Corridor, using anchors such as community museums as links to the next experience.	1
Encourage efforts to secure single or multi-community sport tourism events (e.g., tournaments, races, etc.).	1
Participate in various feasibility studies related to additional sport tourism infrastructure.	1
Encourage Highway 1 Corridor community efforts to secure incremental meetings and/or conference visitation, particularly in shoulder seasons.	1
Participate in various feasibility studies related to additional meetings and/or conference infrastructure.	1

Theme 6: Collaboration

Convene a facilitated workshop to discuss the roles and responsibilities and the collaborative model for working together moving forward (e.g., model after Highway 3 Mayors and Chairs Coalition).	1
Secure resources, and create, a series of planning area-wide collaboratives, where experience-themed multi-community dialogue and information sharing would occur, in a manner beneficial to all participants.	1
Create a collaborative of Highway 1 Corridor DMOs, Chambers of Commerce, and Economic Development Organizations, who meet regularly to communicate, align and leverage their activities to support destination development.	1
Create a planning area wide collaborative of Highway 1 Corridor arts and culture NGOs and key partners, who meet regularly to communicate, align, and leverage their activities to support destination development.	1
Create a planning area wide collaborative of Highway 1 Corridor heritage NGOs and key partners who meet regularly to communicate, align, and leverage their activities to support destination development.	1
Create a planning area wide collaborative of Highway 1 Corridor environmental stewardship groups who meet regularly to communicate, align, and leverage their activities to support destination development.	1
Create a planning area wide collaborative of Highway 1 Corridor trails groups who meet regularly to communicate, align, and leverage their activities to support destination development.	1

OBJECTIVES AND ACTIONS – PRIORITY 1		PRIORITY
Value collaboration and support a larger branded journey along the Highway 1 Corridor, uniting communities and experiences.		1
Advocate for RDMO inclusion in cross-ministry regional staff meetings, to share tourism priorities and perspectives on land and resource use, visual quality, etc.		1
Continue dialogue between tourism and other industries. Examples include:		1
- With local trail societies and forest license holders regarding the impacts of cut blocks on trails.		
- With Canadian Pacific Railway regarding access for rafting companies.		
Build relationships with local environmental stewardship groups, search and rescue groups, trail societies and other community groups supporting and/or being impacted by visitation, and work to educate and improve their understanding of both the benefits and challenges of the tourism economy.		1
Secure resources and implement a consistent methodology to measure and communicate the value of the tourism industry in each community, and across the planning area.		1
OBJECTIVES AND ACTIONS – PRIORITY 2		PRIORITY
Theme 1: Travel Quality and Safety		
Advocate for resources proportional to the emergency response responsibilities of small communities along the Highway 1 Corridor.		2
Work collaboratively to achieve improved commercial vehicle driver training and enforcement of training and licensing.		2
Support the introduction of periodic driver safety training for BC licensed motorists, and offer insurance discounts for training participation (e.g., winter driving course taken and passed results in a discount on insurance).		2
Work collaboratively with TRAN to review the standards of road maintenance and avalanche control included in operator contracts, and to ensure standards are adhered to throughout the year.		2
Advocate for car rental companies to require renter declaration of intended travel, so that travellers intending to drive in winter road conditions are forewarned and given the opportunity to change to a more appropriate vehicle and/or tires.		2
Advocate for improved avalanche risk management infrastructure (e.g., snow sheds) and avalanche prevention scheduling to reduce the number and duration of closures.		2
Work in collaboration with TRAN to identify appropriate locations for new (and to improve existing) rest stops, including visitor services, and commercial trucker services and amenities (e.g., open access and/or free wi-fi, washrooms, etc.).		2
Work in collaboration with TRAN and TAC to improve and brand signage along Highway 1 and at rest stops; including information (including digital options) about upcoming communities, experiences, and education; interpretation in multiple languages should be included.		2
Work collaboratively with Secwepemc, Sinixt, and Ktunaxa Nations to identify the First Nations aspirations and recommendations around the display of oral histories and incorporate oral histories and place names into rest stop interpretative signage where deemed appropriate.		2

OBJECTIVES AND ACTIONS – PRIORITY 2	PRIORITY
Theme 1: Travel Quality and Safety	
Advocate for consistent wi-fi service levels at all rest stops along Highway 1.	2
Present information on increasing road cycle usage both on Highway 1 and on paved routes around communities along the Highway 1 Corridor, and the associated tourism potential to TRAN, with the objective of securing separate paved trails wherever possible, and minimum shoulder widths where separation is not feasible.	2
Advocate for increased lift through international and regional airports.	2
Advocate continued improvements to regional airports to support increased capacity and more reliable access in mountain terrain and/or weather conditions. Monitor Castlegar improvements to assess their success and transferability to Revelstoke.	2
Advocate for improved service and increased capacity for luggage, bikes, and skis at regional airports.	2
Identify scenic side-trips and circle routes that would motivate longer stays and greater spending in Highway 1 Corridor communities and/or resorts, and present business plan for associated road improvements to TRAN.	2
Pursue the opportunity to develop the Squilax (Chase) to Sun Peaks road in order to provide alternative emergency access and an interesting circle route option for travellers.	2
Review shuttle service viability, subsidy options for scheduled services, and/or improve public transit options for staff and visitor movement between gateway airports, communities, and experiences.	2
Consider the capacity of existing tourism operators with shuttles and insurance in place and encourage partnerships and the potential for a B-to-B platform for ride sharing. Review the pros and cons of ride sharing and of platforms such as Uber and Kootenay RideShare.	2
Investigate possible passenger rail enhancements, additional stops and/or stations, and improved schedules and services on existing rail infrastructure.	2
Work collaboratively to identify the network of resource roads considered essential for access to trail heads and recreation areas and negotiate long-term certainty and funding commitments to ensure they remain open and maintained.	2
Theme 2: Business Climate	
Advocate for, and enact, local, regional and provincial government policies and enforcement related to the sharing economy (e.g., Airbnb, etc.) to protect the inventory of longer-term rentals available for employees and new entrepreneurs, and to level the financial playing field with regards to MRDT collection.	2
Develop a local and/or regional affordable housing strategy (learning from best practices of other communities), and secure resources to implement the initial phase of recommendations.	2
Inform and contribute to local planning processes; embed discussion of affordable housing in all forums including review of employment lands, development permits and zoning requirements to support housing.	2
Build awareness of employment opportunities in tourism for Indigenous communities, and create the necessary support for interested individuals.	2
Work with provincial and federal governments to improve the Foreign Workers Program, and the Provincial Nominee program to supplement domestic tourism labour. Also, consider unique local conditions and other programs (e.g., Mobilité Francophone).	2

OBJECTIVES AND ACTIONS – PRIORITY 2

PRIORITY

Advocate for changes to Employment Insurance legislation (minimum hours to qualify) to permit access to the program by long-term seasonal workers. 2

Work collaboratively with the provincial and federal government to develop and resource a process for inter-industry mediation, as well as a land and water management framework (front, mid, and backcountry), and a shared stewardship and enforcement model (including lakes and rivers) to provide reasonable certainty for tourism development, environmental protection, Indigenous rights and values, motorized and non-motorized use, public and commercial recreation uses, and views. Incorporate recommendations of the master plan for visitor services, infrastructure, and amenities (Reference Theme 5). 2

Review employment lands and create an inventory of developable lands vis-à-vis national park boundaries, ALR designations, and allowable uses, and identify opportunities to increase the amount of available land where appropriate. 2

Theme 3: Environmental Sustainability

Work collaboratively to identify sustainable funding for resources dedicated to planning, enforcement, and a shared stewardship model of the land and water management framework. 2

Work with government agencies to identify and agree on measures and collect data on the impacts of tourism on ecosystem health leading to recommendations for mitigation and management. 2

Theme 4: Community Resiliency

Work collaboratively to ensure the continuation of Resort Municipality Initiative funding and review the funding formula to support the ability of resort communities (Golden, Revelstoke, and Sun Peaks) to deliver visitor services and amenities despite their small resident and/or property tax base. 2

Investigate and secure other funding tools for local governments to help pay for visitor-induced strain on infrastructure and on social services (Gas Tax, Rural Dividend continuation, etc.). 2

Embed community values, aspirations and limits on the extent and nature of tourism in policy documents (e.g., Community OCP's, Comprehensive Sustainability Plans, Comprehensive Community Plans, etc.), and strive for timely review where changes are occurring. 2

Introduce local and regional policy measures that support community values and their preferred visitor values (e.g., non-smoking policy, plastic bags, dogs on leash and/or not allowed in certain areas, etc.). 2

Work collaboratively with community service providers and local businesses (e.g., ski resorts) to assess the current and anticipated need, identify resource shortfalls and identify sources for potential incremental funds. 2

Explore sustainable funding models (e.g., user fees to support Search and Rescue) and secure incremental resources. 2

OBJECTIVES AND ACTIONS – PRIORITY 2

PRIORITY

Theme 5: Experiential Mix and Quality

Collaborate to create a master planning area map of high use areas and high sensitivity areas (land and water) to be used to inform land management planning processes (Theme 2), and other plans for infrastructure development in these areas (e.g., rest stops, lookouts, washrooms, parking for private vehicles, buses, bike racks, signage, lookouts, water access, boat launches, marinas, shelters, wi-fi and/or connectivity, accessibility considerations, invasive species cleaning stations, etc.).	2
Continue to support processes to achieve trail legalization in all Highway 1 Corridor communities.	2
Collaborate to achieve a wide range of trail-based experiences and strategic inter-connectivity in each community and across multiple communities in the Highway 1 Corridor (e.g., epic high alpine, family-friendly, age-friendly, accessible, dog-friendly, motorized, etc.).	2
Collaborate to achieve sustainable funding to support efforts around trail building and maintenance (including training), and to advocate for greater allocation of funds to support those trails deemed iconic (including funds for trail maintenance and the associated visitor infrastructure required).	2
Work with provincial ministries to review potential additional uses of Agricultural Land Reserve for tourism business opportunities.	2
Convene an ongoing strategic forum to review the nature and timing of existing festivals and events within and across communities in the planning area and collaborate in a manner (categorize as: signature today; potential to become signature; community focus) that would advance collective tourism objectives, including the desire for growth in shoulder season visitation.	2
Advocate for sustainable funding to support arts, culture, and heritage experiences that motivate or contribute to the quality of visitor experiences and resident quality of life.	2

APPENDIX 4: ALIGNMENT DETAILS – PLANS REVIEWED

The following reports and background studies were reviewed and provided context, along with a significant amount of online information reviewed via websites:

- Adventure Tourism Strategy for BC
- Parks Canada Visitor Research reports
 - POS Market Analysis for Mount Revelstoke & Glacier National Parks
- Columbia Shuswap Regional District
 - Area A Regional Trails Strategy
 - Area A Parks Plan
 - South Shuswap Official Community Plan
 - North Shuswap Official Community Plan
 - CSRD Area B (Rural Revelstoke) Official Community Plan
- Thompson Nicola Regional District
 - TNRD Strategic Plan
- Golden
 - Golden Official Community Plan
 - Resort Development Strategy
 - Highway 1 Enhancement Opportunities Plan
 - Golden Summer Visitors Survey 2017
- Revelstoke
 - Revelstoke Official Community Plan
 - Revelstoke Resort Development Strategy
 - Revelstoke Destination Tourism Strategy, 2018–2022
 - Revelstoke Community Economic Development Plan, 2017–2021
 - Revelstoke Community Profile, Revised August 2015
 - Revelstoke Integrated Community Sustainability Plan
 - Revelstoke Food Security Strategy
 - Revelstoke Technology Strategy
- Shuswap
 - Village of Chase, Official Community Plan
 - Salmon Arm Official Community Plan
 - SAEDS Action Plan
 - Salmon Arm Agricultural Area Plan
 - Salmon Arm Heritage Strategy
- Kamloops
 - City Of Kamloops, Official Community Plan
 - City of Kamloops Parks Master Plan
 - Kamloops Trails Master Plan
 - Kamloops Affordable Housing Developers Package
 - Kamloops Official Community Plan — Land Use Handbook
 - Kamloops Cultural Strategic Plan
 - Kamloops Environmentally Sensitive Lands
 - Kamloops Intersection Master Plan
 - Kamloops Regional Context Statement
- Sun Peaks
 - Sun Peaks Official Community Plan
 - Sun Peaks Resort Development Strategy

