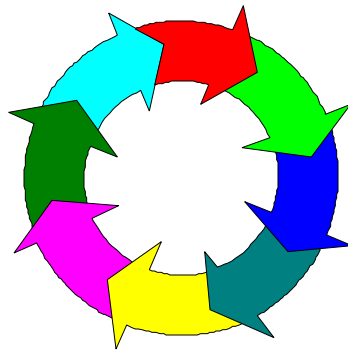


# Sunshine Coast Tourism Partnership (SCTP)

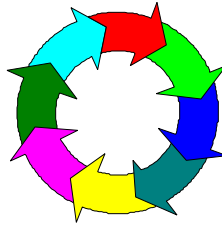
*A proposal to establish a community destination marketing organization*



October 23, 2001

*Working together to build a stronger future for our economy.*

**Sunshine Coast Tourism Partnership (SCTP)**  
*A proposal to establish a community destination marketing organization*



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## ***Introduction***

This document was originally drafted for a funding application to the provincial government to develop the strategic plan to establish a destination marketing organization (DMO). Although the provincial program has been cut, this document continues to communicate the concept to industry, the public and stakeholders. Your input is valuable and we would encourage your feedback. Both the final plan and budget will be developed with the realization it would reflect the needs and resources of the lower Sunshine Coast. A budget for project elements was drafted as a separate document that reflects industry standards, however until the project moves beyond a concept plan we will not be able to determine costs for planning or implementation. Please note the appendix items are on file at the CFDC-SC office.

### ***Why do we need a community destination marketing organization?***

By building on the strengths of existing organizations, current product and market demands, the Sunshine Coast is well positioned to develop tourism as an economic generator. Collectively the tourism potential of the “Sunshine Coast” region can be achieved and promoted through strategic alliances both locally and regionally. Many individuals and organizations are making advances in this area, but gaps remain. Presenting the product as a region and developing new product, sensitive to market trends, will allow us to grow this opportunity in an effective way. We have identified *what* we want to accomplish; we now need to determine *how* we will achieve this.

The lower Sunshine Coast is the only sub-region within both the Vancouver Coast and Mountains and Vancouver Island regions of Tourism BC that does NOT have a community driven destination marketing organization (DMO). The possibilities for partnerships and strategic alliances can only be exploited if we have the “point of contact” organization to create and manage these opportunities.

### ***Why will this concept work, when previous attempts have failed?***

In order for this to work, we must consider the big picture in tourism marketing. We are competing with other destinations, not ourselves. We need to have a loud voice and strong presence as a united front in order to make any significant impact in the marketplace. By promoting a destination we promote all products, we do not serve select operators; we are accountable to the community as a region. Operators will have opportunities to participate in value added promotional strategies, however this is only one function of a DMO. The framework of the local and regional partnerships coupled with the tourism partnership makes an unprecedented opportunity for communication, collective participation, leadership, efficiency and a strong united voice for the region. This tourism partnership brings diversified groups together to work as one entity while maintaining their independence.

*Sunshine Coast Tourism Partnership Development Proposal*

**SECTION A: APPLICANT AND PARTNER INFORMATION**

*Who is the applicant, registered legal name, street and mailing address, society number, and a brief description of the history of the applicant and their capacity to administer, implement, and evaluate the project?*

Applicant: Community Futures Development Corporation of the Sunshine Coast (CFDC-SC)  
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Telephone: 604-885-1959  
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Canada Corp. Act Registration No: 313232-3-M

**Community Futures Development Corporation of the Sunshine Coast (CFDC-SC)** is a federally incorporated not-for-profit corporation that has been operating on the Sunshine Coast for 13 years. Its locally appointed board of directors determines its economic development mandate. CFDC-SC promotes and assists the development of community partnerships, and the fund-raising required for partnership-supported projects. CFDC- SC is a member of the Fisheries Legacy Trust, an organization of the 13 coastal Community Futures Corporations. CFDC-SC operates a number of other programs under contract to Federal and Provincial governments.

Facilitated by CFDC-SC, a series of public and industry forums made up of residents, businesses, organizations and various levels of government have come together throughout 2000/2001 to establish a shared vision for a healthy and vibrant region. The **Sunshine Coast Tourism Partnership (SCTP)** emerged from these concerned citizens, business operators and organizations.

A Protocol Agreement was set out as the general framework for the implementation of a development strategy. The partners agreed that implementation of the Tourism Development Partnership should be accomplished through a formal permanent organizational structure that provides for representation from each party. The following organizations have signed the Tourism Protocol Agreement in support of this tourism partnership (see next page). The SCTP steering committee is made up of representatives from these organizations.

<b>SUNSHINE COAST TOURISM PARTNERSHIP</b>		
Coast Cultural Alliance	Gibsons Landing Business Association	Pender Harbour and Egmont Chamber of Commerce
Community Futures Development Corporation of the Sunshine Coast	Sechelt & District Chamber of Commerce	Pender Harbour Growth & Development Partnership
	Sechelt Economic Development Partnership	Pender Harbour Tourism Association
Gibsons Economic Development Partnership	Sunshine Coast B&B and Cottage Owners Association	Vancouver Coast & Mountains Tourism Region

Administration of the project will be accommodated by CFDC-SC, with direction from the steering committee in association with paid consultants and contractors as funds become available. The SCTP steering committee in association with all the partners will undertake evaluation of the project by comparing outcomes with objectives as set out during the project.

### **Why does the applicant want to do the project?**

Historically the Sunshine Coast has enjoyed the economic benefits of a resource-based economy. The continuing downturn in forestry and fishing requires a strategic plan to diversify the economy. The goal is to create employment that will contribute to the long-term sustainability of the region balancing social, environmental and economic needs. Community leaders identified tourism as one of the major economic generators. The Sunshine Coast has depended heavily on volunteerism and requires additional resources (both human and financial) in order to make a significant impact to fulfill its goals. In partnership with industry we seek to establish a community destination marketing organization (DMO) that will lead, direct, manage and grow opportunities in tourism.

The geographic make up of the lower Sunshine Coast has contributed to the historical fragmentation as approximately 25,000 residents are spread along 84 kilometers, with three main communities (Gibsons, Sechelt and Pender Harbour) and several smaller communities making up the region. Each community has their own organizations working at various capacities. Although past efforts have been attempted in tourism, they have not been fully inclusive on a regional scale. The downturn in the economy has effected many residents and business owners/operators throughout the region, resulting in an unprecedented climate of cooperation.

In the tourism industry, the Sunshine Coast is one of four sub-regions within the destination area included in the Vancouver, Coast & Mountains tourism region of Super, Natural British Columbia. Although this region has the largest visitation of all BC regions, only a mere 1.8% of visitors stay in Gibsons and only 5.4% in Pender Harbour. As tourism revenues continue to grow (\$9.3 billion in 2000 according to Tourism British Columbia), the Sunshine Coast continues to fail to capture their fair share of the market. Strategically we are located between the three primary destinations in BC; Vancouver, Whistler and Victoria.

In order for the Sunshine Coast to compete in local, regional, national, international and global markets, a destination marketing organization must be established to lead tourism management

for the region. The partnership model allows for organizations and tourism industry sectors to be represented resulting in an efficient and effective approach to developing the organization.

The establishment of a community destination marketing organization (DMO), will allow the Sunshine Coast to not only compete, but it will also allow for unprecedented growth, development and partnerships within the industry providing the ability to leverage financial resources to approximately 4:1.

***What other groups, agencies or bodies will partner to implement this project? Who supports this project?***

Economic development partnerships have emerged from the three main communities in the past couple of years and these groups have formed a regional organization known as the **Sunshine Coast Community Economic Development Partnership (SCCEDP)**. This community driven, organization is currently developing a mission, goals, objectives, and strategic plan. The SCCEDP is made up from the **Gibsons Economic Development Partnership**, the **Pender Harbour Growth and Development Partnership**, the **Sechelt Economic Development Partnership** and **Community Futures Development Corporation of the Sunshine Coast** and other industry sector partners.

- The **Gibsons Economic Development Partnership** partners include the Gibsons and District Chamber of Commerce, the Sunshine Coast Labour Council, the Town of Gibsons, the Gibsons Landing Business Association and the Gibsons Harbour Authority and Community Futures Development Corporation of the Sunshine Coast.
- The **Pender Harbour Growth and Development Partnership** partners include the Pender Harbour and Egmont Chamber of Commerce, the United Fishermen and Allied Workers Union, the Pender Harbour Community School, the Pender Harbour Fire Department, the Pender Harbour Health Centre, School District # 46, community members at large and Community Futures Development Corporation of the Sunshine Coast.
- The **Sechelt Economic Development Partnership** partners include the District of Sechelt, the Sechelt and District Chamber of Commerce, Capilano College, the Sunshine Coast Credit Union, the Canadian Imperial Bank of Commerce, the Sechelt Downtown Business Association, the Sunshine Coast Labour Council, the Royal Bank of Canada, Clark Hamilton Enterprises and Community Futures Development Corporation of the Sunshine Coast.

The Sunshine Coast Tourism Partnership (SCTP) is a working committee of the Sunshine Coast Community Economic Development Partnership (SCCEDP).

The Sunshine Coast is part of the region of Vancouver Coast and Mountains Tourism Region (VCM). This regional destination marketing organization is responsible for promoting Greater Vancouver, Sea to Sky Country (which includes Whistler and Squamish), Mighty Fraser Country and the Sunshine Coast (including Powell River). In partnership with Tourism British Columbia, VCM initiated two meetings with community stakeholders to identify a mission and begin the strategic marketing process. The Gibsons Economic Development Partnership recognized that a

consolidated regional strategy would best serve their area for the long term and put their support toward a coast-wide initiative. Over the past several months, meetings were held to inform the general public and stakeholders of the Sunshine Coast Tourism Partnership.

***Other activities in progress that are tourism related in the region, supporting the need for a regional strategy.***

Various organizations on the Sunshine Coast are developing initiatives that will complement and supplement the objectives of a community destination marketing organization. These initiatives are focused on either a sector or have geographic boundaries within the region. Building on the strengths of the current initiatives, the community destination marketing organization (DMO) will fill the gaps and promote the region as a whole while providing distinct services that fall under the mandate of a DMO such as external marketing and product development.

The following organizations are actively participating in tourism activities.

***Coast Cultural Alliance (CCA)***

The (CCA), is a non-profit society representing a network of more than 200 arts, cultural and heritage groups and individuals, from Bowen Island to Powell River, working to enhance the economic vitality of the Sunshine Coast through cultural sector development. A major strategy is to develop cultural tourism here. Initiatives are underway to attract off-Coast visitors to experience the full spectrum of arts and cultural opportunities ranging from gallery visits, shopping and live performances, to workshops, seminars and apprenticeships. The CCA will partner with the community Destination Marketing Organization (DMO) in developing cultural sector product, cooperative marketing, program development, co-branding and other projects as identified through the business and marketing plan.

***The Pender Harbour Growth & Development Partnership (PHGDP)***

The PHGDP is developing tourism product and marketing initiatives for the Pender Harbour area. This partnership will administer programs for their area with the Pender Harbour Tourism Association while partnering with the community DMO for product development, co-op marketing, program development, co-branding and other projects as identified through the business and marketing plan.

***Pender Harbour Tourism Association (PHTA)***

The PHTA has been promoting the Sunshine Coast as a tourist destination for almost eight years. Each year the association is directed by their annual membership and is solely supported by membership revenue. The mandate has always been to market the Pender Harbour area and the Sunshine Coast off-coast. The association showcases the Sunshine Coast and the Pender Harbour area with their display booth at travel and trade shows in BC, Alberta and Washington.

***The Gibsons and District Chamber of Commerce (GDCC) Gateway Visitor Info Centre***

The GDCC is currently undertaking the building and management of a new Visitor Information Centre (VIC) on the main highway bypass located in Gibsons. The majority of visitors to the region travel via BC Ferries from Horseshoe Bay to Langdale and will pass by the new centre,

offering unprecedented exposure for drive-by traffic. This new facility will become the gateway visitor information centre for the entire Sunshine Coast.

#### *The Sunshine Coast Chambers of Commerce – Visitor Information Centres (VIC)*

Gibsons, Sechelt, Pender Harbour & Egmont Chambers of Commerce

Each Chamber provides Visitor Services in their respective communities. By establishing comprehensive marketing materials that include all communities in the region, the DMO supports the VIC's in their task of fulfilling visitor inquiries prior to coming to the area. This service will extend to visitors arriving at the VIC centres in search of information as well. The chambers promote the entire Sunshine Coast creating awareness of the attributes within the region resulting in extended visitor stays. The VIC centres can assist the DMO by collecting valuable data for the marketing strategy.

#### *Sunshine Coast Bed & Breakfast and Cottage Owners Association (SCBBCOA)*

This regional organization (including Powell River) participates in developing tourism product, packaging, partnerships and marketing initiatives for this accommodation sector. SCBBCOA will partner with the community DMO for product development, co-op marketing, program development, co-branding and other projects as identified through the business and marketing plan.

#### *Industry Partners – Potential Partnerships*

Tourism related businesses both assist and benefit a community DMO by providing partnering opportunities as they are specialized in their product or service. Having a licensed in-bound tour operator in the region allows for product development and packaging opportunities that support all product sectors. Tourism service providers in marketing such as web site development, branding and promotional strategy will also assist both the DMO and operators.

#### *Local Governments*

With limited resources throughout all sectors in the economy, partnerships have become an effective way of creating greater returns on investment allowing us to achieve collectively what is not possible on our own. Credibility must be demonstrated to local governments in order to secure the core funding necessary to start up and maintain the organization. Without core funding, monies can not be partnered with industry, provincial and federal programs. Sustainable financial strategies will be addressed in the business plan.

#### *Regional Support*

Tourism industry partners are not limited to the local area; the following organizations support the project.

#### *Vancouver Coast and Mountains Tourism Region (VCM)*

Currently the Sunshine Coast is unable to fully participate in VCM programs, or partner in research or other initiatives due to the lack of human and financial resources. By establishing a community DMO, opportunities to further extend reach through marketing opportunities can be exploited as well as the ability to create new opportunities. VCM partners with Tourism Vancouver Island on initiatives that the Sunshine Coast could participate in. Three of the sixteen board seats on VCM are reserved for operators from the Sunshine Coast. Organizations may

participate on the marketing committee. Established city and resort DMO's in the Vancouver Coast and Mountains region include *Tourism Vancouver* and *Tourism Whistler*.

#### *Tourism Powell River*

The Sunshine Coast is known to the general public to include the area from Howe Sound to Desolation Sound. The area for this project includes “the lower” section of the Sunshine Coast while “the upper” Sunshine Coast includes the Powell River area. In June 2001 Powell River established their first community destination marketing organization, Tourism Powell River. This organization will be a key partner in product development and marketing initiatives, including the full sharing of the brand name “The Sunshine Coast.”

#### *Tourism Managers Alliance of Vancouver Island and the Sunshine Coast*

Vancouver Island has nine community or city based destination marketing organizations. Opportunities to partner with these organizations can include co-branding, packaging, co-op marketing and mentorship. The Tourism Managers Alliance is made up of the marketing managers who develop the marketing plans for each sub-region of Vancouver Island and the Sunshine Coast. Projects are available for our area to participate in, once resources become available.

#### *Tourism BC (TBC) and the Canadian Tourism Commission (CTC)*

Programs and support are available through the provincial and national bodies that are responsible for tourism in Canada. Programs provide for organizations and independent businesses. The CTC Product Club Program supports an under-developed industry sector by facilitating its becoming “market-ready.” e.g. the multiple regions of Sunshine Coast, Vancouver and Vancouver Island may cooperatively develop a program to market “lighthouse, dive and/or arts and culture tours” etc.)

#### ***Letters of support and partnership commitments to the project***

The partners agree that expansion of the tourism industry on the Sunshine Coast will provide an opportunity to grow and diversify community economies. In addition to the community groups signing the Tourism Protocol Agreement the following provided letters of support (see Appendix):

- BC Lodging and Campground Association
- District of Sechelt
- Gibsons and District Chamber of Commerce
- Tourism Managers Alliance of Vancouver Island & the Sunshine Coast
- Tourism Powell River
- Town of Gibsons
- Vancouver Coast and Mountains Tourism Region

Also supportive in the context of the broader coast-wide Community Economic Development Partnership, with tourism as a component, is the Sunshine Coast Regional District.

The Sechelt Indian Band and BC Ferries have also indicated support.

## **SECTION B: PROJECT DESCRIPTION**

### *What is the purpose of the project?*

The Sunshine Coast Tourism Partnership is a direct result of public and industry consultation. This consultation clearly called for the integration of economic development, including tourism, on a regional scope. It is believed that this approach will pay significant dividends in the form of new investment, new business, jobs and increased tax revenues for the region. It is anticipated that economic benefits will far exceed any costs incurred in the process.

Establishing a new organization requires a strategic plan to create the foundation for long-term sustainability. The plan will identify opportunities that will grow the organization from the start up stage to sustainability. Transitioning from volunteer based working boards to an organization supported by staff and or contractors, the project will undertake the task of establishing an industry driven community destination marketing organization, the Sunshine Coast Tourism Partnership.

Through stakeholder input sessions, branding and promotional strategies have been identified as priorities, however the function of a destination marketing organization (DMO), is not only to promote the region but to partner in initiatives that will create new product resulting in a diversified economy. The strategic business and marketing plan will outline a five-year product development plan, while creating an integrated promotional strategy for existing product and identify new markets and revenue streams for long-term sustainability. By creating an inventory database of the current tourism product the long-term strategies will be more effective. The governance plan will be based on the partnership structure. From researching other community destination marketing organizations, core programs, services and marketing tactics have been identified. In order for the Sunshine Coast to be effective as a destination marketing organization and partner with all levels of industry the plan will need to develop the organization to industry standards while customizing the programs, services and marketing strategies to reflect the unique circumstances of the Sunshine Coast.

By promoting the Sunshine Coast as a destination we will be able to create a regional presence in a globally competitive industry, this requires a committed relationship with Tourism Powell River. Promotional strategies will be directed outside of the region, while operator programs will be targeted locally. Partnering with community groups, industry and government agencies at all levels will be necessary in order for the region to achieve success.

Branding is a key issue in the marketing strategy and will be addressed in partnership with Tourism Powell River. The Sunshine Coast is located from Howe Sound to Desolation Sound. Since this area is separated by water it is commonly referred to as the “upper” and “lower” coast, the “lower coast” being from Howe Sound to Earls Cove and the “upper coast” from Saltry Bay to Desolation Sound. “The Sunshine Coast” technically includes both the lower and upper areas therefore the region requires branding which, represents The Sunshine Coast, from Howe Sound to Desolation Sound.

*What is the target community or geographic reference?*



The “lower” Sunshine Coast is part of the mainland coast along the northeast shores of the Strait of Georgia. The coast stretches 84 km from **Langdale** on Howe Sound to **Earl’s Cove** on Jarvis Inlet. This coastline can only be accessed by boat or air creating an island atmosphere. The proximity to Vancouver and the large number of potential visitor markets is a strength whereas, the limited means of travelling to and from the Sunshine Coast is a challenge.

*Who will benefit from this project?*

There are a number of beneficiaries to establishing a regional partnership approach.

- The stakeholders on the Sunshine Coast will benefit by having a coordinated body manage limited resources resulting an efficient and effective approach to tourism marketing management
- All financial contributors will benefit by leveraging funds, resulting in more activities, up to a ratio of 4:1
- All partners will benefit by unprecedented communication amongst the various groups
- All the communities on the Sunshine Coast will benefit by increasing their economic base, which will provide jobs ranging from youth employment opportunities to new business
- Investors will benefit by receiving support for development
- Local governments will benefit by having community leaders manage the economic plans for the region, allowing core funding to be leveraged and tax bases to increase
- Operators will benefit by increased demand for their products and services
- Other communities outside our region will benefit the partnership will share information
- Provincial government will benefit by taking ownership in a community initiative that will be successful
- Residents will benefit by improved quality of life and expansion of services

- The community benefits by having a collective effort drive product development which will identify opportunities that will support the community economic development (SCCEDP) initiative for capital projects, while providing marketing support of those projects
- The smaller communities along the 84 kilometer stretch of highway will benefit by having one regional organization include all areas and sectors in tourism
- The tourism community benefits by having a collective voice for the tourism industry
- The visitor will benefit by distinguishing our region from those around us within the Vancouver Coast and Mountains region
- Visitors will benefit by having a satisfying experience from the decision making process to actual visitation
- Volunteer based working boards will benefit by receiving support for their efforts
- Youth will benefit by having access to local employment opportunities allowing them to stay on the Sunshine Coast

### ***Why is funding needed?***

Historically the region has been fragmented in their approach to tourism marketing, however the formation of the Sunshine Coast Tourism Partnership brings key stakeholders together for the first time. This demonstrates the organization is committed to working together giving the project the credibility it needs to provide confidence to local government that the communities are working cooperatively for long term sustainability. Provincial “bridge” funding is sought to provide a foundation to establish this organization.

All stakeholders in tourism will need to participate and support this initiative. In order to identify the roles of each stakeholder, the plan will address how the organization will be established and how it will grow to sustain itself. Local governments will require a solid plan before making long-term commitments to core funding. The volunteer support for this initiative has been tremendous and demands on volunteers are too great for this type of undertaking. The industry expertise that the steering committee brings to the mix requires supplementation with professional consultants, who are specialist in their area of expertise.

### ***What project activities/deliverables will be undertaken? & What is the timeline for each activity, and who will be responsible for deliverables?***

The program will establish the first community driven destination marketing organization for the lower Sunshine Coast. A partnership strategy has been used for the structure of the organization as well as the strategy for building on the strengths currently available for marketing projects. The core organization will manage the programs and services. Programs and services will be tailored to the needs of our unique situation while maintaining industry standards. Phase II of the project will focus on product inventory and the development of the business and marketing plans as well as sustainable funding sources while Phase III will focus on the implementation of the plan.

The project is subject to the ability to secure funds and is presented as an ideal scenario. Please see the table below for full details.

<b>SECTION B: SUNSHINE COAST TOURISM PARTNERSHIP WORK PLAN</b>			
It's imperative the sequence for the plan is undertaken in a linear fashion. Each step flows from the previous step. In order to be effective the plan must be developed over a period of time. Some components may be developed concurrently, however final timelines will be refined when all the consultants who will make up the team have been selected.			
<b>Tasks</b>	<b>Outcomes</b>	<b>Potential Partners</b>	<b>Timeline</b>
<b>PROGRAM &amp; SERVICE DELIVERABLES &amp; CORE ORGANIZATION IN SEQUENCE</b>			
<b>Consultants Search</b>	<i>CFDC-SC with committee of the SCTP.</i> RFP preparation, advertising, short-listing, interviewing, selection		November 2001 4 weeks
<b>Business Plan</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP.</i> Five year strategic plan for establishment of the organization, start up and growth. Identify sustainable funding sources, revenue streams, market opportunities, product opportunities, product/market match, operations, marketing, membership program, partnership strategies, industry consultations. Lead consultant understanding the entire scope of the project and how the other contractors need to fit in.	Local and regional tourism organizations	November 2001 to March 2002  Starts process: 5 months
<b>Marketing Director and administrative support search</b>	<i>CFDC-SC with committee of the SCTP.</i> Advertising, short-listing, interviewing, selection		November 2001
<b>Product Inventory</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP.</i> Compile data of inventory, build on existing information and prepare for database development. Record: Product, Facilities, and Industry contacts.	Bad Dog Design for on-line inventory listing and base. Coast Cultural Alliance & PHGDP for sector inventory.	November 2001 to January 2002  3 months
<b>Product Development Strategy</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP.</i> Product evaluation, gap analysis, packaging, partnership strategies, identify potential products and needs for development.	Tourism Powell River	November 2001 to January 2002  3 months
<b>Database</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP.</i> Database design and set-up, report designs and communications strategy. Product, Facilities, Industry contacts.	Bad Dog Design for on-line inventory listing and base. Coast Cultural Alliance & PHGDP for sector inventory.	November 2001 to January 2002  3 months
<b>Governance Plan</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP.</i>		November 2001 to January 2002

**Sunshine Coast Tourism Partnership SCTP Proposal – October 23, 2001**

Contact Al Mulholland Interim Chair c/o Community Futures Development Corporation of the Sunshine Coast  
Phone (604) 885-1959 fax (604) 885-2707 Email al.mulholland@communityfutures.org

	Governance Plan based on partnership structure and protocol agreement. Society set-up, constitution and bylaws. Set-up first AGM.		3 months
<b>Funding Researcher</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP.</i> Identify various funding sources, government programs (provincial & federal), foundations, etc. Match criteria for programs being developed by the business and marketing plans.	CFDC-SC	December 2001 to February 2002  3 months
<b>Marketing Consultant</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP.</i> Marketing Strategy for 2002-2006 Marketing Plan for 2002-2004 Internal for organization/External for product. Collaborate with Marketing Director.		December 2001 to March 2002  4 months
<b>Hire Marketing Director</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP</i> One year contract: Collaborate with consultants during marketing strategy stage, implement marketing plan, build relationships for partnerships		November 2001 to October 2002  12 months
<b>Hire Administrative support</b>	<i>Consultant under the direction of CFDC-SC with committee of the SCTP</i> One year contract for Administrative Assistant to work with Marketing Director to implement plans and manage programs		November 2001 to October 2002  12 months
<b>Office space &amp; overhead</b>	<i>CFDC-SC to Accommodate</i> Computers, printers, photocopier, facsimile, office supplies		November 2001 to October 2002
<b>Telephone</b>	<i>CFDC-SC to Accommodate</i> Leased rental system		November 2001 to October 2002
<b>Management &amp; Finance</b>	<i>CFDC-SC to Accommodate</i> Part-time management of contractors, administrative expenses and marketing costs		November 2001 to October 2002
<b>Board members SCTP</b>	<i>CFDC-SC to Accommodate</i> Expenses incurred during meetings attended on behalf of SCTP for public consultation, recruitment, and scheduled meetings. Volunteer based working boards, contributing time to be on committees and board of directors		November 2001 to October 2002
<b>Industry Consultations</b>	<i>Business, Marketing Plan &amp; Branding Consultants, Marketing Director under the direction of CFDC-SC with committee of the SCTP.</i> Combination of public and industry consultations to gather information regarding the business and marketing	Industry	November 2001  1 month

	plans and branding strategies.		
<b>Branding &amp; Graphic Design</b>	<i>Hire branding design firm under the direction of Marketing Director with committee of the SCTP.</i> Produce CD and usage guide for regional brand, logo and positioning statements for communities for various media, core photography for community brands. Corporate identity for SCTP.	Tourism Powell River (Regional brand Sunshine Coast)	January 2002 to March 2002  3 months
<b>Photo Bank</b>	<i>Hire branding design firm under the direction of Marketing Director with committee of the SCTP.</i> Compile stock photos for full ownership of SCTP and art direct photo-shoots for signature shots for each community and region as a whole.	Tourism Powell River (Regional brand Sunshine Coast)	January 2002 to March 2002 3 months  Photo shoot timeframe to be determined.
<b>Visitor Guide</b>	<i>Hire suppliers under direction of the Marketing Director with committee of the SCTP.</i> Produce high quality magazine style visitor guide including all 8 tourism sectors. Regional to include Powell River. Include distribution to all VIC's in BC. Primary fulfillment piece.	Tourism Powell River Marketing Managers Alliance of Vancouver Island & the Sunshine Coast	Winter / Spring 2001/2002  8 months
<b>Communications</b>	<i>Community Futures SC to administer</i> Communications to the public at large and industry partners on project progress. Coast Connector and broadcast emails, intranet through CFDC website.		Fall 2001 to Spring 2002
<b>Show booth, signage</b>	<i>Marketing Director under the direction of committee of the SCTP</i> Purchase show booth, hire design firm to create signage with new regional branding	Branding with Tourism Powell River	December 2001 1 month
<b>Web development</b>	<i>Marketing Director under the direction of committee of the SCTP</i> Partnership with regional web site provider, branding the.sunshinecoast.com, co-branding site sections, content for the DMO, media section, links, inventory on-line, industry development sessions.	Bad Dog Design with Tourism Powell River Regional web site/thesunshinecoast.com	December 2001 to January 2002  2 months
<b>Consumer Travel Shows &amp; Mall Shows</b>	<i>Marketing Director under the direction of committee of the SCTP</i> Attend shows, or partner with others for extended reach. Space, shipping, travel and accommodations costs.	Tourism Powell River Marketing Managers Alliance of Vancouver Island & the Sunshine Coast, VCM	January 2002 to May 2002 5 month "show" season Mall shows: Spring/Fall 2002

<b>Advertising</b>	<p><i>Marketing Director under the direction of committee of the SCTP</i> Partnership strategy, placement of ads in targeted markets primarily tourism publications in lower mainland &amp; PNW. Print, radio, other.</p> <p><i>Hire design firm under the direction of the Marketing Director.</i> Design and production costs for print ad materials.</p>	<p>Destination partners &amp; tourism industry Bad Dog Design regional web site Tourism Powell River, Vancouver Coast and Mountains Tourism Region</p>	<p>Fall 2001 to Summer 2002</p> <p>Space booking fall/artwork after branding</p> <p>Various - depends on deadlines for each tactic.</p>
<b>Media relations</b>	<p><i>Marketing Director under the direction of committee of the SCTP</i> Hire professional writer to complete a series of signature feature stories of the region, press release format, and distribution (with digital photos) throughout North America, primarily PNW. Recruit travel writers to visit the area, coordinate familiarization tours with industry. Recruit coverage through regional broadcasters CKVU, Global, morning show hosting, general coverage for events, get-a-ways, etc.</p>	<p>Industry, Vancouver Coast and Mountains Tourism Region, Tourism Powell River</p>	<p>January 2002 to February 2002 2 months writing/recruitment of media coverage Spring 2002 and on-going</p>
<b>Web Maintenance</b>	<p><i>Marketing Director under the direction of committee of the SCTP</i>  Portal strategy, posting new content, links</p>	<p>Bad Dog Design with Tourism Powell River Regional web site/thesunshinecoast.com</p>	<p>March 2002 to February 2003</p>
<b>Familiarization tours for media and trade relations</b>	<p><i>Marketing Director under the direction of committee of the SCTP</i> Coordinate host properties and suppliers, step-on guide, etc. to provide tours for visiting media and trade contacts.</p>	<p>Industry, Vancouver Coast and Mountains Tourism Region, Tourism Powell River</p>	<p>Spring 2002 Start program and continue on-going</p>
<b>Visitor Guide fulfillment</b>	<p><i>VIC's under the direction of committee of the SCTP</i> 1-800# and web requests, postage and handling</p>	<p>Visitor Information Centres Gibsons, Sechelt, Pender Harbour Tourism Powell River</p>	<p>Upon publication of visitor guide Spring 2002, then year-round</p>

***How are the project activities linked to community economic diversification?***

The Sunshine Coast Tourism Partnership is a working committee of the Sunshine Coast Community Economic Development Partnership and will work in tandem with this organization. The management of regional tourism in a coordinated manner has never been approached before. This project will enhance public access to amenities, improve the consumer awareness of local destinations that make up the region, while building on local community efforts to recruit and maintain business.

Tourism is a natural fit for this region, as it is strategically located between the three key destinations in BC, Whistler, Vancouver, Victoria. A short 40 minute ferry ride from West Vancouver, makes the Sunshine Coast an ideal get-a-way destination or an add on to other destinations. The natural beauty of the surrounding area and quaint townships provide a unique alternative to our surrounding destinations. The Sunshine Coast offers an authentic and natural experience in one of BC's most beautiful rain forests.

Improvements to facilities and the development of new facilities will benefit residents through improved quality of life, while sharing the financial burden as visitor dollars support facilities enjoyed by residents. Tourism dollars are spread throughout the community in the form of support services to the industry owners/operators and their employees. It is common for visitors to come here on their vacation and then make the decision to reside here.

***What is the timeline for each activity, and who will be responsible for deliverables?***

Tourism planning occurs at least one year prior to activities, for fall/winter 2001/2002 we will explore short-term opportunities for 2002, while the main focus of the plan will be for 2003 and beyond. Please refer to the table in the previous section for full details of the work plan.

***How does the project link to community plans and goals?***

Each community within the region has undertaken its own community economic development strategic process. The Sunshine Coast Tourism Partnership is an important component to the overall community economic development plan, with tourism being a major focus. The partners in the organization are made up of all tourism stakeholders and as such create a grass roots or community driven approach which creates the most effective solution.

***What community strengths does this project build on/develop?***

The plan builds on the strengths of existing organizations with their sector specific or geographic boundaries within the region, it fills the gap so all communities and sectors have equal representation.

Community demand generators will be evaluated during the situation analysis, however early indicators would suggest, the Sunshine Coast as a destination will appeal to current market

trends with product such as cultural tourism, educational tourism, natural and authentic experiences.

Through a process of public consultation throughout the region an initial strengths, weaknesses, opportunities and threats (SWOT) analysis has been completed by a group led by Vancouver, Coast & Mountains Tourism Region. (see Appendix).

Specifically the project, among other things, will build on and develop the communities in the region and tourism sector strengths as follows:

- stimulate business for the underutilized capacity in existing tourism properties
- develop appeal as a mini-getaway for the major resident market in the lower mainland
- promote the arts and cultural community festivals and events
- recognize the importance of the First Nations culture, the arts and education
- increase the profile of marine activities including marine parks, Skookumchuck Narrows and Princess Louisa Inlet.

### ***How is this project innovative and collaborative?***

This project will provide a unified approach to tourism management in the region. This approach allows each special interest group to participate while maintaining their own organizations. This avoids duplication of effort by multi-levels of stakeholders. This grass-roots system will direct feedback into the organization from the stakeholders and create a hands on approach to decision making. This allows the values of the citizens to be protected while taking a pro-active approach to economic development. The external marketing efforts will pro-actively pursue tourism business on behalf of businesses and services located within the region.

The collaboration between organized tourism related groups, partnered with Provincial government, regional governments, local governments, local businesses, industry sector stakeholders and resident volunteers will be a benchmark by which all other regional tourism efforts may be measured.

### ***How will best practices be documented and shared?***

The SCTP philosophy is based on the value of partnerships and sharing of resources, therefore SCTP policies and plans will be documented and shared with other communities. The SCTP will set standards and guidelines for best practices and make this information part of the programs it creates.

## SECTION C:            **REPORTING, OUTCOMES AND EVALUATION**

### ***What project activities/deliverables were undertaken?***

- The establishment of a partnership strategy for economic development for tourism
- The establishment of an industry driven Community Destination Marketing Organization for the lower Sunshine Coast, supported by local and regional communities
- Public and industry consultation at the beginning and the end of the work program to allow for participation and feedback from stakeholders
- Terms of Reference for the board, partners and contractors of the SCTP
- Business plan with financial projections, product development plan, governance plan, marketing strategy and marketing plan, inventory database and communications plan
- To quantify and qualify financial commitments for the organization from the public sector and the local governments
- To create a regional brand with our partner Tourism Powell River while defining the uniqueness of each community that makes up the Sunshine Coast (lower)
- To promote standards and guidelines for best practices

### ***What are the project's anticipated outcomes? (What long and short-term benefits do you hope will result in your community)?***

- Unprecedented opportunity for collective participation, collaboration and communication
- Stimulation of a poor economy
- Increase in employment and business development opportunities
- Improved business practices with a central resource available to assist business owners/operators
- Diversification of the economy
- Increase in the quality of life through new and improved facilities that will benefit residents and visitors

### ***How will the project be evaluated?***

Measures of success and evaluation will be conducted through:

- buy in by the tourism industry and the communities into a long-term vision for the region demonstrated through participation and formal partnership agreements
- the growth of partnerships between the lower and upper section of the Sunshine Coast
- monitoring of revenue through accommodations tax revenue streams and other industry indicators
- the growth of industry memberships
- community input sessions will be semi-annual to ensure evaluation and feedback from stakeholders

### ***How and when will the report to partners, community and stakeholders be done?***

Regular reports, minutes of meetings and project developments will encompass:

- progress reports to businesses and tourism industry sectors
- accounting reports to all funders
- communication reports to the community at-large

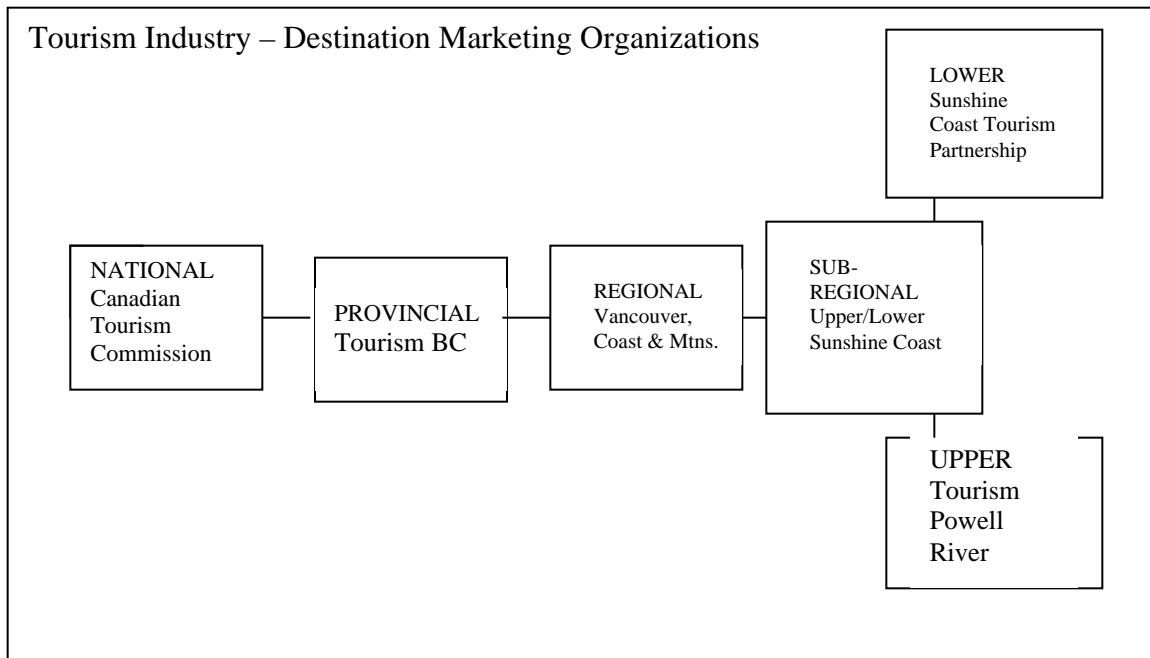
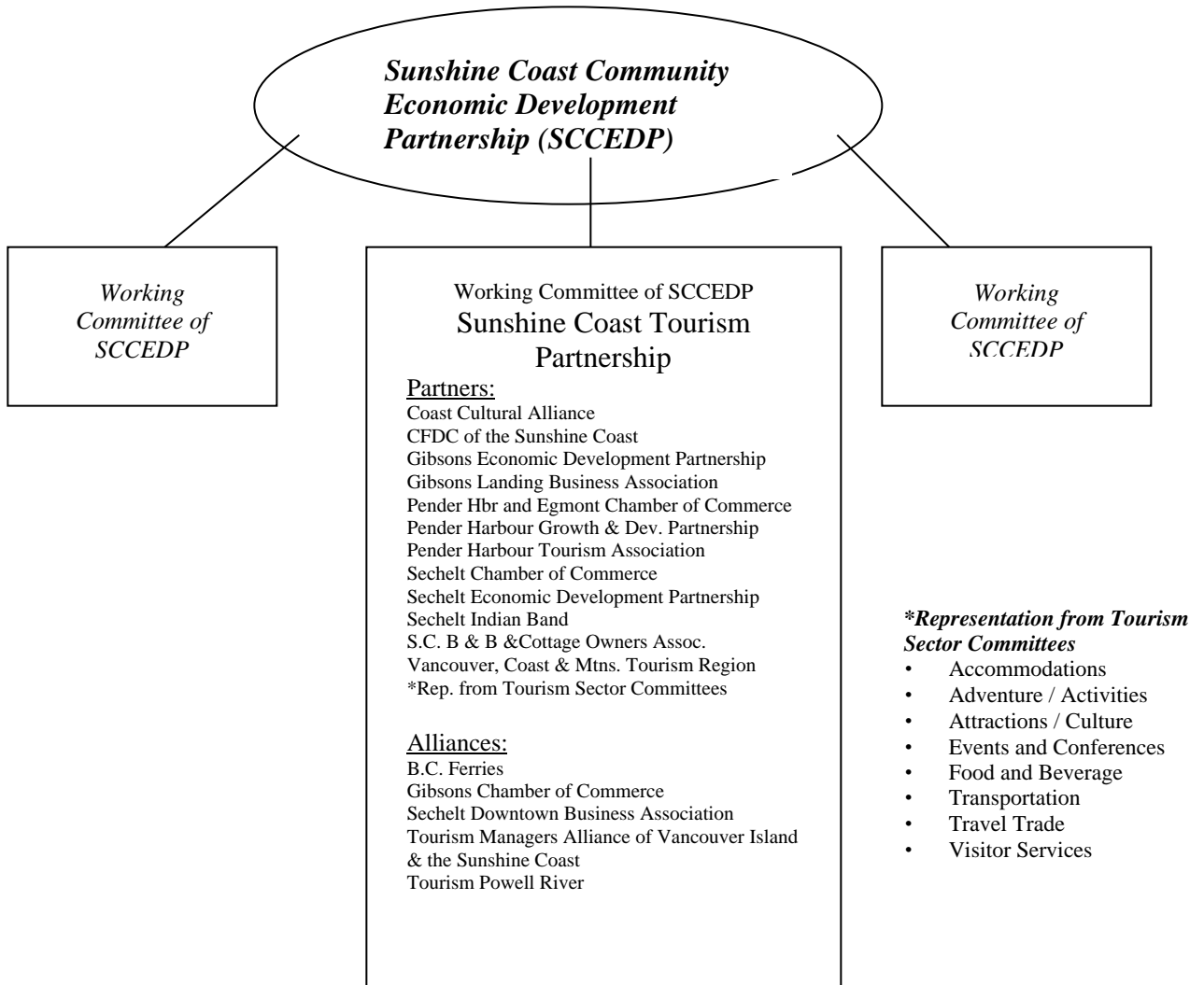
- Web site intranet site (internal web site) for the organization will be set-up to allow for all meetings, minutes, reports to government and stakeholders to be readily available in a timely manner. Marketing plans and partnership opportunities will also be included.

***How will the project outcomes be financially sustained?***

Core funding through local and government support partnered with private sector participation (through membership and other means) will be explored in the business plan.

The business and marketing plan will also explore methods to facilitate tourism sales on a “for-profit” basis. This may include the establishment of a central reservation / documentation / coordination facility (business incubation centre) to primarily “package” tourism products and services operated on the lower Sunshine Coast. The facility would be operated on a “for-profit” basis through commission sales.

## Relationships of the Sunshine Coast Tourism Partnership



## ***DMO Purpose and Primary Functions***

### ***Purpose***

The primary purpose of a DMO is to market the destination. Building on the strengths of existing organizations and industry the DMO leads and directs the marketing effort on behalf of the region. The destination is promoted outside the region (external marketing); market research and product development initiatives keep the destination competitive. Visitor services complete the tourism experience (internal marketing); therefore, the DMO works closely with those organizations delivering this service.

### ***Primary Functions***

- Market research / market development
- Database management (product inventory, local visitor trends, contacts)
- Product development
- Promotion

**The organization is currently in Phase 1 – Pre-planning.**

### ***Phase 2 - DMO Planning***

Develop DMO plan

- Business plan
- Human Resource plan
- Governance plan
- Information systems plan
- Product development strategy
- Marketing plan
- Operations plan

### ***Phase 3 - DMO Implementation***

DMO - organization set-up

- Product development programs
  - ✓ Alliances Powell River and Vancouver Island
  - ✓ Market research
  - ✓ New business opportunities
  - ✓ Packaging
  - ✓ Trade sales
  - ✓ Training programs
- Database operational
  - ✓ Product inventory
  - ✓ Contacts - internal/external
  - ✓ Research - local visitor trends
- Integrated promotional strategy
  - ✓ Advertising (print, radio, web)
  - ✓ Familiarization - media/trade
  - ✓ Media relations
  - ✓ Photo and editorial bank
  - ✓ Sub-regional branding - The Sunshine Coast with Powell River
  - ✓ Trade and consumer shows
  - ✓ Visitor guide (regional with Powell River)
  - ✓ Web development

## *Community Contacts*

<b>ORGANIZATIONS</b>	<b>CONTACT</b>	<b>MAILING ADDRESS</b>	<b>PHONE</b>	<b>FAX</b>	<b>EMAIL</b>
BC Ferries Corp.	Gerry Parker	Langdale Terminal	886-2242		
Coast Cultural Alliance	Wendy Charters	Box 282 Gibsons V0N 1V0	886-4278 886-4292	886-4293	artesiaculture@dccnet.com
Community Futures Development Corporation of the Sunshine Coast	Allan Mulholland	Suite 205 5710 Teredo St PO Box 128 Sechelt, BC V0N 3A0	604-885-1959	604-885-2707	al.mulholland@communityfutures.org
District of Sechelt	Bill Brown Bruce Milne	Box 129 Sechelt V0N 3A0	885-1986	885-7591	bmilne@district.sechelt.bc.ca
Gibsons Economic Development Partnership	Gerry Tretick	Box 256 Gibsons V0N 1V0	886-0663	886-9200	gerald_tretick@sunshine.net
Gibsons Landing Business Association	Sue Bailey	Box 1696 Gibsons V0N 1V0	886-7888	886-4906	marinahouse@sunshine.net
Pender Harbour and Egmont Chamber of Commerce	John McLeod	c/o Duncan Cove Resort	883-2424	883-2414	
Pender Harbour Growth & Dev. Partnership	Larry Curtiss	Box 92 Madeira Park V0N 2H0	883-2040	883-0515	reservations@lowesresort.bc.ca
Pender Harbour Tourism Partnership	Marlene Cymbalist Davina Morton	C/-Box 153 Madeira Park V0N 2H0	883-2456	883-2474	marlenec@dccnet.com visit@lowesresort.bc.ca
Sechelt Chamber of Commerce	Claude Boisvert	Box 360 Sechelt V0N 3A0	885-0662	885-0691	secheltchamber@dccnet.com claud_e_boisvert@sunshine.net
Sechelt Economic Development Partnership	Bob Buckle	C/- Box 128 Sechelt V0N 3A0	885-1005	885-9162	bob_buckle@dccnet.com
Sunshine Coast Bed & Breakfast, Cottage Owners Association	Christopher McNaughton	6378 Gale Ave. North Sechelt, BC V0N 3A0	885-0900	885-8353	beachcomber@sunshine.net
Sunshine Coast Regional District	Brian Chambers Paul Fenwick	Box 800 Sechelt V0N 3A0	885-2261	885-7909	paul.fenwick@scrd.bc.ca
Town of Gibsons	Tina Penney Barry Janyk	Box 340 Gibsons V0N 1V0	886-2274	886-9735	tinapenney@town.gibsons.bc.ca
Vancouver, Coast & Mountains Tourism Region	Kevan Ridgway	Suite 250 1508 West 2 <sup>nd</sup> Vancouver, BC V6J 1H2	604-638-6930	604-739-0153	kevan@coastandmountains.bc.ca

## **APPENDICES**

(Note: These items are on file at the Community Futures office.)

### **Protocol Agreements**

- Signed protocol agreements from all the partners of Sunshine Coast Tourism Partnership

### **VCM SWOT**

- Vancouver Coast and Mountains – SWOT

### **Letters of Support**

- BC Lodging & Campground Association
- District of Sechelt
- Gibsons & District Chamber of Commerce
- Tourism Managers Alliance of Vancouver Island & the Sunshine Coast
- Tourism Powell River
- Town of Gibsons
- Vancouver Coast and Mountains Tourism Region