



SUNSHINE COAST TOURISM

STRATEGIC PLAN 2021-2026



Sunshine Coast
TOURISM

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Big Picture Overview

The Sunshine Coast is a premier BC destination; the expression “Sunshine Coast” reflects a powerful and attractive tourism brand for the region. Building on the successful collaboration between the Sunshine Coast and qathet Regional Districts, the Sunshine Coast Tourism Strategic Plan 2021-2026 will continue to advance the destination development and tourism aspirations of the region.

Our Mission

Sunshine Coast Tourism’s mission is to build a strong tourism economy on the Sunshine Coast consistent with the values of its residents.

Our Vision

We are a unified Sunshine Coast, working together to increase the social, cultural, and economic benefits from our year-round visitor economy. With vibrant coastal communities amid exceptional outdoor adventures, we attract respectful visitors who like to discover and understand more about our laid-back lifestyle and the wild, natural places that nourish us.

Our Strategy

Our team works diligently to create destination brand awareness through inspiring and engaging marketing campaigns that motivate visitors to plan their trip to the Sunshine Coast. We support the traveller experience with our network of visitor centres and also engage all levels of government to advocate and support sustainable destination development and infrastructure projects that enhance both our communities and the overall visitor experience.

OUR VALUES

A sense of curiosity
– intellectually and emotionally.

Respect for all – a desire
for all to co-exist here.

A love for where we
work and play.

Respect for the land and
its history – ecologically
conscious and strive
toward sustainability.



Our Funding

The primary funding source for Sunshine Coast Tourism is via the two percent Municipal and Regional District Tax (MRDT). Other funding sources include local governments, contract fees for management of visitor centres, Destination BC co-op funding and federal summer job grants.

Our Governance

An 11 person volunteer industry-led advisory board of directors governs Sunshine Coast Tourism. A team of 4 full-time staff and 3 part-time specialized contractors manages day-to-day operations.

MRDT Designation

Designated Recipient:	Sunshine Coast Tourism
Designated Accommodation Area:	qathet & Sunshine Coast Regional Districts (and all municipalities therein)
MRDT Term Expiry Date:	August 1, 2021
Next Five Year Period:	August 1, 2021 to August 1, 2026
Rate:	2%



Destination BC and Sunshine Coast Tourism have long enjoyed a close partnership since the inception of our Co-operative Marketing Program five years ago. Industry collaboration is a strong pillar of the Co-operative Marketing Program and Sunshine Coast Tourism has embodied this through project participation and support in numerous sectors including mountain biking, ocean boating, fishing, and farmer's markets. They were instrumental in pioneering the BC Ale Trail, and leading the project through to the success that many craft brewers across the province are seeing today. Destination BC is extremely grateful to the team for their support in our program and of the Super, Natural British Columbia® brand, and we look forward to continued success, together, in the future."

~ KIM HOOD, MANAGER OF
DESTINATION BC COOPERATIVE
MARKETING PROGRAM

Message from the President

Sunshine Coast Tourism, J.L. (Jack) Barr

I would like to start by recognizing the tremendous period of growth and success the Sunshine Coast has seen since 2016. The increased funding, primarily through the MRDT, combined with ongoing support from our valued industry partners and the dedicated work of our staff has enabled us to accomplish more than we ever have before.

We are also fortunate to be generously endowed with the natural attributes, cultural experiences and world-class hospitality that together make us a preferred tourism destination by local and international travellers alike.

Unfortunately, the world looks quite different now, as we all navigate a global pandemic. The impacts on our families, communities, businesses – and of course the debilitating repercussions for our industry sector – are yet to be fully comprehended.

The road ahead will undoubtedly challenge us, as the COVID-19 crisis squarely hits tourism like few other industries. With the worldwide economy suffering, industry leaders are bracing for a long road to recovery and some stiff competition as all destinations move to rebuild in local markets first.

Nevertheless, in our part of the world we have a great deal to be grateful for, including our incredible value proposition, our collaborative approach to common objectives, and a solid local market of dedicated tourists that is likely to grow in the near term. Working together, we are well positioned to contribute to economic recovery in our region and help to restore the productivity and optimism that characterizes British Columbia.

Now more than ever, a strong and unified strategy, supported by renewed funding, will not only help to drive market recovery on the Coast – it will ensure that we thrive and sustain our business landscape like never before.

Sincerely,
J.L. (Jack) Barr



Message from the Executive Director

Sunshine Coast Tourism, Paul Kamon

When I first joined the Sunshine Coast Tourism team in 2011, we were just beginning to feel the worst effects of the global financial crisis after riding the euphoric wave of the 2010 Winter Olympics. Investment in the tourism sector quickly dried up; service cuts and annual fare increases from BC Ferries dampened growth in the market, and the prospect of introducing the Municipal Regional District Tax (MRDT) to fund destination marketing for the region was met with tenuous support. Over time, with new operators seeking growth opportunities for their businesses, sentiment shifted toward the MRDT and the Sunshine Coast successfully entered the program in August of 2016.

Since that time, tourism has made a remarkable turnaround on the Sunshine Coast. With awareness of the region as a premier travel destination increasing with our enhanced marketing efforts, BC Ferries ridership in the region also grew to its highest levels in over 20 years. Room revenues rose by over 31% from 2015-2019, with annual growth averaging over 6% year over year. And most importantly, growth was occurring even faster (12%) in the shoulder-season months (October-April). The goal of becoming a year-round tourism destination was taking hold.


By early spring of 2020, all signs were pointing toward another record season of tourism business on the Sunshine Coast.

Then the COVID-19 global pandemic took over and changed everything. But within this incredibly challenging and chaotic time, we were also presented with a unique opportunity for introspection. This time allowed us to refocus and better understand our communities' growing concerns of "over tourism" and unchecked development. It also allowed us time to better articulate our core message of safe, responsible and respectful travel to both our visitors and host businesses as we are all guests on the traditional lands of our four Coast Salish nations: Tla'amin, Klahoose, shíshálh, Squamish.

With this renewed sense of purpose, along with a commitment for deeper engagement with our communities, stakeholders, and Indigenous partners, I look forward to navigating safely through this pandemic to work with you to build a truly sustainable and more equitable tourism industry for the Sunshine Coast.

Paul Kamon,
Executive Director



A woman in a blue shirt and light-colored jacket is walking through a dense vineyard. The vines are covered in green leaves and small yellow flowers. Orange markers are visible on the vines. The scene is bright and sunny.

"The BC Ale Trail provides visitors and British Columbians the opportunity to explore BC's rich "beer-centric" culture through the BC breweries. The BC Ale Trail's founding team included Paul Kamon, Executive Director of Sunshine Coast Tourism. Paul's tourism background and guidance were integral in forming partnerships with Destination Marketing Organizations. Using the Sunshine Coast Ale Trail as the template for expansion has provided the framework we needed to roll the program out. The BC Ale Trail now works with over 40 DMOs on 19 Ale Trails around the province."

~ KEN BEATTIE, EXECUTIVE DIRECTOR OF BC CRAFT BREWERS GUILD

Key Achievements

The following are key achievements made through the 2016-2020 strategic planning cycle:

1. Completion of a **10 Year Sunshine Coast Destination Development Strategy**; currently in Year 3 of implementation.
2. **Improved seasonal dispersion**. Over the last three years room revenues on the Sunshine Coast exhibited a higher increase in the shoulder and low season (October-April) than the peak season – 12% v 6%.
3. **Increase** in organic growth **of user generated content** as a result of the 210,383+ uses of **#SunshineCoastBC**.
4. Built and **launched a new website** with a dynamic booking engine that in 2019 provided 198,250 referral clicks to stakeholders.
5. On average **hosted 45+ media and social influencers** from around the world that resulted in a record 1,000+ travel articles about the region generating **over 500+ million impressions** in high value publications and broadcast outlets, annually.
6. Signed contracts to manage the **Visitor Information Centre** for the Town of **Gibsons** and the District of **Sechelt**. Developed and began implementation of the “Sunshine Coast Regional Visitor Services Strategy” to help guide and facilitate **deeper collaboration amongst the communities**.



Performance Measures

The following are key performance measures related to tourism in the Sunshine Coast.

- **31% increase in room revenues** for lodging with 4+ rooms between 2015 and 2019.
- **107% increase in web users** between 2017 and 2019 with a 91% increase in page views for **[sunshinecoastcanada.com](https://www.sunshinecoastcanada.com)**.
- A social audience that numbered **24.8k Instagram** followers, **12,168 Facebook** followers and **5,488 twitter** followers at the end of 2019.
- **A strong Net Promoter Score** of 63.8 among BC residents and **65.4 among Alberta residents** who would consider the Sunshine Coast as a destination for an overnight visit. This is similar to past Net Promoter Scores for the province.
- **A strong Tourism Sentiment Index score** of 52 (54% promoters; only 2% detractors) that is in the high range for the Sunshine Coast's competitive set (small coastal and outdoor oriented communities).

* Destination BC changed its performance metric from a Net Promoter Score to being ranked #1 within its competitive set in its target markets. While closely aligned to NPS it is not the same. Past NPS scores for BC ranged from 58 to 68; similar to that achieved by the Sunshine Coast.





"SCT does more than manage tourism marketing for the Coast. They are stakeholders in our community. The work they do improves our local economy but it also builds community pride. Our local governments have strong relationships with SCT problem solving issues, strategizing improvements, and celebrating many successes - together."

~ DARNELDA SIEGERS, MAYOR,
DISTRICT OF SECHelt

COVID-19 Impacts

The impact of COVID-19 on tourism business was immediate and the long term implications of the crisis are still unknown. Current future thinking as summarized by Maya Lange, VP Global Marketing on a recent Destination BC update indicated the following shifts in traveller attitudes and trends which will have an impact on travel in general and the Sunshine Coast specifically.

TRAVELLER ATTITUDES/TRENDS	IMPLICATIONS FOR THE SUNSHINE COAST
<p>Rising prices, reduced incomes, desire to be alone/ within a tight bubble.</p> <ul style="list-style-type: none">■ Increased prices due to additional cleaning costs, and the need for social distancing will result in reduced volumes and higher costs per person.■ Lower employment and income levels for many, reducing the base of people able to afford travel.■ Travellers looking for places they can be on their own, away from others (increased desire for private villas/islands at the high end and private homes/condos, over traditional hotels; countryside over cities). Travel trending towards longer stays.	<p>Travel has become a luxury item.</p> <ul style="list-style-type: none">■ If only the rich can afford long distance travel and they are looking for a more private and exclusive experience, what does this suggest for the Sunshine Coast? Should the focus, for the first few years, be exclusively on local/regional travellers? Does there need to be a change in the types of experiences being provided?■ What opportunities are there for visitors to fly in and if this type of access grows, what will these customers be looking for in terms of experiences?

TRAVELLER ATTITUDES/TRENDS	IMPLICATIONS FOR THE SUNSHINE COAST
<p>Changes to the experience and past expectations of the experience.</p> <ul style="list-style-type: none"> ■ Tourism operators are having to cut back on added value items they had been providing and that customers had come to expect (i.e., closed pools, spas). ■ Travellers are being managed more (staggered arrival times); restrictions on where and when they can visit – off the beaten trail experiences may gain greater use. ■ Shift in resident views of travellers – residents are taking back their cities and do not want to see the same numbers and type of travellers – preference for those who will stay longer and act more like a resident than a fly through tourist. 	<p>Diminished value proposition.</p> <ul style="list-style-type: none"> ■ Operators need to develop a new understanding of hospitality and create more opportunities to get off the beaten path in ways that do not feel managed. ■ Destination development and growth will need to be well managed to address and balance the views of residents, visitors and place.
<p>Increased use of and comfort with digital platforms.</p> <ul style="list-style-type: none"> ■ Companies and people have become much more tech savvy – according to a McKinsey article the last three months have seen 10-years' growth in the speed at which e-commerce has replaced physical channels. ■ People are on-line learning about places they want to visit. ■ An increase in the use of social media, especially Instagram. 	<p>Supersonic Digitization.</p> <ul style="list-style-type: none"> ■ Individual operators will need to be tech savvy and provide the ability to book and schedule on-line. Potentially opening an opportunity for SCT to provide more than referrals and manage visitor bookings/scheduling for smaller operators. ■ Travellers are likely to have a better understanding of what the experience is that they are coming to. Operators will have to be careful to accurately reflect their experiences. Re-prioritizing of digital spend towards media that provide highly targeted digital ads and align with the current and potential visitor profile.

Sunshine Coast Specific COVID-19 Impacts

- 50% decline in passenger traffic and a 36% decline in vehicle traffic in the first six months of 2020 compared to the previous year for the main Horseshoe Bay to Langdale ferry route. This decline is anticipated to hold through Q3 and potentially through Q4.
 - Given that traffic on this route is the primary way to access the area and had been relatively constant for the previous five years with average annual increases a little over 1%, the reduction in ferry sailings and capacity has had a substantive impact on tourism in the area. Furthermore, without a return to previous sailing frequencies and capacities, the Sunshine Coast is unlikely to see the number of travellers return to pre-COVID-19 levels. Additionally, those that do come may be looking for different experiences.
- A decline of 63% in year over year lodging revenues for the first five months of 2020. However, conversations with industry suggest the decline has eased.
- Tourism Sentiment Index score of +29 is a decline but remains positive.
- As of August 1st there was a 15% increase in uses of #sunshinecoastbc and a 20% increase in Instagram followers.
- Decrease of approx 60% in July-August visitor traffic at the Powell River, Gibsons and Sechelt Visitor Information Centres over the same period last year.



Potential Future Scenarios

COVID-19 has resulted in significant and substantive impacts on people's desire to travel. The immediate impacts can be seen from the current estimates of room revenues for the Sunshine Coast where it is estimated we will finish the year 52% lower than 2019. While this is not as far behind as after the first five months it is still a significant and substantial loss.

Further, given access to the area is highly dependent on BC Ferries future, rebound scenarios are centred on how quickly BC Ferries resumes sailings and increases capacity levels. Lodging revenues and therefore the MRDT funding are aligned with BC Ferries traffic volumes. Consumer awareness of the area and visitor attitudes and behaviours, while important, play a secondary role at this time.



	Scenario 1 - Slow Return		Scenario 2 - Medium Return		Scenario 3 - Fast Return	
Year	Room Revenue	% Change	Room Revenue	% Change	Room Revenue	% Change
2019	\$20,318,458	14%	\$20,318,458	14%	\$20,318,458	14%
2020	\$10,702,002	-47%	\$10,702,002	-47%	\$10,702,002	-47%
2021	\$12,687,630	19%	\$13,451,074	26%	\$15,041,215	41%
2022	\$14,892,740	17%	\$16,656,464	24%	\$20,724,827	38%
2023	\$17,481,099	17%	\$20,623,234	24%	\$22,797,309	10%
2024	\$20,521,642	17%	\$21,654,396	5%	\$25,077,040	10%
2025	\$20,726,858	1%	\$21,979,212	2%	\$25,578,581	2%
2026	\$20,934,127	1%	\$22,308,900	1%	\$26,090,153	2%

ASSUMPTIONS	Scenario 1 - Slow Return	Scenario 2 - Medium Return	Scenario 3 - Fast Return
Ferry Traffic	Return to pre-COVID-19 volume by 2024; 1% increase p.a. thereafter	Return to pre-COVID-19 volume by 2023; 5% increase for 1 year and 1% increase p.a. thereafter	Return to pre-COVID-19 volume by 2022; 10% increase p.a. for 2 years and 1% increase p.a. thereafter
Increase in Room Rate	1%/year beginning in 2021	1.5%/year beginning in 2021	2%/year beginning in 2021
Awareness & Sentiment	Continues to grow, primarily organically	Continues to grow, organically and through active marketing	Continues to grow, primarily organically
Attitude on Outdoors	Continued desire for outdoor activities	Continued desire for outdoor activities	Continued desire for outdoor activities
Attitudes on Travel	Easing of restrictions but little desire to travel beyond region	Easing of restrictions and people want to travel	Desire to travel beyond region



Four Strategic Pillars

Sunshine Coast Tourism has identified four goals for continued success:

1. Continue building awareness and regional brand equity.
2. Increase our Net Promoter Score to be in the top 5 in BC.
3. Continue to score in the Tourism Sentiment Index's high category for our competitive set (small waterfront communities).
4. Drive room revenues up 25% from pre-COVID-19 levels to \$25+ million by 2026 (a 150% increase from anticipated revenues for 2020).

Four strategic pillars to achieve our goals have been identified to provide a lens and framework for the 2021-2026 Strategic Plan:

ONE Strength Through Alignment

TWO Data Driven Decision Making (Data Intelligence)

THREE Holistic and Sustainable Management of Tourism Growth
(Sustainability / Tourism Growth Management)

FOUR Organizational Excellence

Strength Through Alignment

Why it's important

Funds are limited; by focusing our resources in the areas that are likely to have the most positive results we are assured of a higher return on our marketing investment.

Key Strategies

1. Leverage the power of partnerships by aligning efforts with Destination BC and other tourism partners that have a similar target focus.

Consumer Focus

- Primarily – Learners, specifically the Authentic Experiencers and Cultural Explorers.
- Additionally, at certain times of the year – Free Spirits and Gentle Explorers.

Attitude/Behavioural Focus

- Interest in the Canadian wilderness – nature and the outdoors.
- Outdoor activities, especially marine touring, mountain biking, cycling, hiking, snowshoeing and paddle sports.
- Health and wellness, including forest bathing, meditation retreats and spas, etc.
- Culinary interests, especially food and beverage trails, farmers markets and festivals.

Market Focus (post COVID-19)

- Local – BC (Lower Mainland).
- Regional – Alberta (Calgary & Edmonton) and Washington state (Seattle).
- International – Western Europe, especially Germany, the Netherlands, Switzerland and the UK.

2. Tie marketing and media relations efforts to at least one of the Sunshine Coast's unique selling propositions (USPs):
 - A string of rural, ocean-side communities.
 - Outdoor Adventure.
 - Arts, Culture & Heritage.

PILLAR ONE



3. Address the need for geographic dispersion to less busy areas, especially during the summer months and seasonal dispersion to the quieter off-peak (October-April) months. Given COVID-19 impacts put a renewed focus on off-season visitation.

Outcomes:

1. Effective marketing spend – the ability to increase marketing spend by receiving additional dollars from Destination BC's Cooperative Marketing Program.
2. A more geographically dispersed visitor base across the region.
3. A higher share of visitors and an increase in visitation to the region October to April.
4. A higher share of target customers move completely through the path to purchase – from inspiration and awareness, through to active planning and booking.

Sunshine Coast Target Visitor Segments

Research has shown that values provide a better understanding of travellers and the experiences they desire than traditional demographics. As a result we use the Explorer Quotient framework developed by Destination Canada to describe our target visitors, who are:

Authentic Experiencers & Cultural Explorers: Independent travellers with a desire to get off the beaten path, be in nature, learn about an area's history and culture and interact with locals in an authentic way, meaning they align well with our experience offering and values.

Free Spirits: Seek fun and will be interested in the more social, hedonistic and thrill-seeking experiences we provide.

Gentle Explorers: Seek travel experiences that are easy and provide the comforts of home; many of them return year after year to relax in familiar surroundings.

A Data-Smart Destination

Why it's important

Data driven decision-making addresses the continued move to ensure all decisions are the result of analysis and insights. New technologies provide access to visitor information and big data as input to intelligent strategic decision-making. Investing in becoming a “data-smart destination” will help Sunshine Coast Tourism showcase the true value of tourism in the local economy and provide valuable information across government agencies.

Key Strategies

1. Leverage opportunities provided through Destination BC’s marketing hub.
2. Leverage continued investments in data-driven marketing and analysis technologies to generate and manage leads and referrals to tourism partners.
3. Focus on channels and tools that provide the ability to measure performance as close to real time as possible, and that will build a better understanding of our visitors.

Outcomes:

1. Marketing resources are determined based on real data.
2. Marketing spend is based on Return on Investment (ROI).
3. Marketing team understands how to collect and apply learnings to marketing decision-making.

Tourism Sentiment Index Live

Tourism Sentiment Index Live (TSI) is a powerful tool that analyzes data from more than 500,000 online sources, peer-to-peer communication platforms, including all major social networks and review sites.

TSI will allow Sunshine Coast Tourism to measure what people really feel and what they find most worthy to share about our destination in real time. Having the ability to gauge sentiment changes through an online dashboard that is updated daily means our digital marketing is able to address and capitalize on shifts in consumer and community sentiment in close to real time.

PILLAR THREE

Sustainable Tourism Growth Management

Why it's important

If the changes seen as a result of COVID-19 have identified anything, it is that the tenets of sustainability are critical to ensuring tourism is a strong, vibrant component of the economy. This is not about a short-term fix, rather an on-going commitment to a strategy that will be incorporated into all aspects of our business and future plans.

It is everyone's role to ensure tourism is developed and managed carefully, in a sustainable way that meets the vision for the destination based on capacity levels that residents and the area's infrastructure are willing and able to support. It is key that we protect the natural and cultural resources that attract visitors to our region.

Key Strategies

1. Manage tourism growth on the Sunshine Coast in a manner that ensures positive visitor experiences are balanced with community capacity and protection of natural places, and aligned with philosophies of Indigenous stewardship of the land.
2. Facilitate the development of programming and experiences that result in a more geographically dispersed visitor base during the peak summer period (to less busy areas) and an increase in visitation to the region during the quieter fall through spring period.
3. Work with the provincial government and industry partners to influence BC Ferries to increase the frequency and volume of sailings from the Lower Mainland to Langdale.
4. Align with provincial and local governments for infrastructure projects and to access additional grant funding in developing a sense of place for the region.
5. Use the Visitor Centres as physical and digital hubs that can address the needs of a sustainably managed tourism industry through visitor communications before, during and after their trip.



PILLAR THREE

Outcomes:

1. A better tourism experience for the visitor.
2. A more resilient tourism sector.
3. A resident and business community that better understands the benefits of tourism and is aligned with the future plans for the industry in the area.
4. Increased / easier access to the area.
5. A visitor base that is aware of and interested in taking a sustainable and more environmentally and culturally sensitive approach to visiting the Sunshine Coast.
6. A better community experience for residents and visitors based on providing a strong sense of place.
7. Stronger working relationship with the local Indigenous peoples.

Indigenous Tourism

The Sunshine Coast region lies within the traditional territories of four Coast Salish Nations (Tla'amin, Klahoose, shíshálh, Squamish).

Indigenous tourism is one of the fastest growing market segments in Canada and the opportunity on the Sunshine Coast, with its close proximity to 3 major urban centres (Vancouver, Victoria, Seattle), is significant and important to the future economy.

From the shíshálh nation's exceptional tems swiya Museum, the Tla'amin expansion of the Lund Resort at Klah ah men, and the Klahoose nation's recent purchase of Homfray Lodge overlooking Desolation Sound, Indigenous tourism on the Sunshine Coast is on the rise.



PILLAR FOUR

Organizational Excellence

Why it's important

Without the right people and systems in place, success is unlikely. Further, we want to ensure we provide a culture that promotes learning and data-based decision making so that our staff feel confident and empowered to make the real-time decisions required to ensure the right information is getting to the right visitors at the right time.

Key Strategies

1. Foster a staff culture of curiosity, learning and responsibility for decision-making.
2. Empower all staff to engage with visitors and assist them with their travel decisions.
3. Empower all staff to engage with the industry and make appropriate decisions.
4. Move from a member based to a more inclusive stakeholder based organization.

Outcomes:

1. A highly engaged staff.
2. Enhance reputation and increase visitation to the visitor information centres.
3. High levels of trust between staff and the industry.
4. Able to consider and address the larger tourism industry in addition to focusing on individual member concerns.



PILLAR FOUR



Sunshine Coast Visitor Services

The Sunshine Coast's visitor services teams work together as ambassadors for the region to help shape a remarkable visitor experience that makes our guests want to come back, and to recommend the Sunshine Coast as a great place to visit.

The following six goals were identified in the Visitor Services Strategy for the Sunshine Coast:

1. Achieve a unified Sunshine Coast visitor services team.
2. Drive longer stays throughout the entire Sunshine Coast.
3. Increase the number of visitors that come back for a repeat visit.
4. Lead BC as the friendliest place to visit.
5. Increase the number of people who would recommend the Sunshine Coast as a place to visit.
6. Support the development of a year round visitor economy.

Scorecard

Strategic Pillar	Key Strategy / Desired Outcome	Year 1 (2022) Target	Year 5 (2026) Target
Strength in Alignment	1. Leverage the power of partnerships.	Maintain participation in co-op programs at 2019 levels.	Raise co-op program to 50% beyond 2019 level.
	2. Tie marketing and media relations efforts to at least one of the SCT's USPs.	80% of efforts address 2 of the USPs.	100% of efforts address 2 of the USPs.
	3. Address geographic dispersion.	Quieter areas capture 20% of summer visits.	Quieter areas capture 35% of summer visits.
	4. Address seasonal dispersion.	Low season captures 20% of visits.	Low season captures 35% of visits.
A Data Smart Destination	1. Able to track and make marketing spend decisions based on Return on Investment (ROI).	50% of marketing spend is based on data and ROI.	75% of marketing spend is based on data and ROI.
	2. Visitor Centre staff adopt current technology in communicating with visitors.	50% of staff use current technology.	100% of staff use current technology.
Sustainable Tourism Growth Management	1. Improved visitor sentiment scores.	Score of +30.	Score of +40.
	2. Increase frequency and volume of BC Ferries sailings on Route 3.	Peak schedule back to 2019 levels.	Second vessel operating on Route 3.
	3. Increase in grant funding.	Sustain 2019 levels (excluding Fed Grants).	Double 2019 levels.
Organizational Excellence	1. Increase registered stakeholders.	10% increase.	25% increase.


Budget

The following budget is based on a potential future using Scenario 2, which showed a return to pre-COVID-19 ferry traffic and base lodging revenues (i.e., before adding an increase to room rates) by 2023. for purposes of comparison it presents 2019 along with Year 1 (2020-2021) and Year 5 (2025-2026) of the plan.

SCT Fiscal, May-April	2019-2020	2020-2021	2025-2026
Revenues			
Stakeholder Investment	56,909	12,000	53,000
Local Governments	82,000	82,000	82,000
Grants (Federal, Provincial)	22,790	87,088	12,000
Destination BC (Matched Funds)	157,500	250,890	175,750
Consumer Investment (MRDT@2%)*	399,765	142,750	450,000
Visitor Services	132,600	131,600	138,180
Other Projects	16,950	34,350	20,000
TOTAL REVENUES	\$868,514	\$740,678	\$930,930
Expenses			
Project Expenses (DBC Coop)	290,000	278,838	375,000
Other Marketing	45,350	35,200	47,618
Visitor Services	152,600	150,600	160,230
Development	17,000	31,988	50,000
Board & Committee	9,300	8,500	11,000
Payroll/HR	203,719	151,923	200,000
Office/Admin	54,929	53,629	57,082
Contingency	12,535	30,000	30,000
TOTAL EXPENSES	\$785,433	\$740,678	\$930,930
Gain/Loss	\$83,081	\$0	\$0

*MRDT revenues collected from online accommodation platforms (OAP) such as Airbnb is not included in these figures. OAP funds are restricted MRDT funds with criteria allowing for affordable housing projects from local governments and at the time of writing this report, the OAP distribution guidelines had not been finalized.



A person wearing a green helmet and a blue and green jacket is riding a mountain bike across a wooden bridge. The bridge is made of wooden planks and has wooden railings. In the background, there are other people on bikes and a waterfall. The scene is set in a forest with many trees and ferns.

"Sunshine Coast Tourism has been a big supporter of many marketing initiatives with the Mountain Bike Tourism Association to showcase the region's diverse mountain biking opportunities that have been created with passion by local riders and trail builders. With it's easy ferry access from the Lower Mainland and Vancouver Island, the Sunshine Coast has become an increasingly popular destination for mountain bikers from around the province and beyond."

~ MARTIN LITTLEJOHN, EXECUTIVE DIRECTOR OF MOUNTAIN BIKE TOURISM ASSOCIATION

SCT Staff



Paul Kamon
Executive Director



Annie Wise
Marketing Director



Wendy Wright
*SCT Administration
and Gibsons Visitor
Centre Manager*



**Andrea
Wickham Foxwell**
*Media/Stakeholder Relations
Specialist (contractor)*



**Sheena
Macdonald**
*Sechelt Visitor
Centre Manager*

SCT 2020 Board of Directors

Executive

- **J.L. (Jack) Barr, *President*** – Beach Gardens/Town Centre Hotel, *Large Accommodation, North*
- **Christine Hollmann, *Vice President*** – Terracentric Coastal Adventures, *Member at Large, North*
- **Theressa Logan, *Secretary*** – Sunshine Coast Air, *Recreation*
- **Heather Newman, *Treasurer*** – Pointhouse Suites on Sergeant Bay, *Large Accommodation, South*

Directors

- **John Hermesen** – Footprint Nature Explorations, *Member at Large, North*
- **Chris Greenfield** – 101 Brewhouse + Distillery, *Member at Large, South*
- **Jamie Mani** – Alpha Adventures, *Member at Large, South*
- **Linda Williams** – Coast Cultural Alliance, *Arts, Culture, & Heritage*
- **Chris Tait** – Klahoose Resort/Klahoose Coastal Adventures, *Large Accommodation, North*
- **Shangxuan Ma** – Gibsons Garden Hotel, *Large Accommodation, South*
- **Gary Bearchell** – Alfie the A-Frame, *Small Accommodation & Campground*

Contact

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