



# A Community-Based Responsible Visitation Plan for **BOWEN ISLAND**

2023

Tourism Bowen Island Association

This project was supported and funded in part by  
Pacific Economic Development Canada



# Land Acknowledgment

We respectfully acknowledge that Bowen Island's ancestral name is Nexwlélexwm and is part of the unceded traditional territory of the Skwxwú7mesh Úxwumixw, whose people have been stewards of these lands and waters for many millennia.

We are grateful to call this place home and we commit to strengthening our relationship with the Skwxwú7mesh Úxwumixw through a process of reconciliation, so that collectively we can leave a thriving place for future generations.



## FORWARD

Welcome. We're pleased to share this vision and strategy with you: *A Community-Based Responsible Visitation Plan for Bowen Island*. As the name suggests, this plan is written for the community and outlines initiatives aimed at balancing the values and wellbeing of residents, environment, economy and visitors. This plan is a living document and the first step towards developing a regenerative tourism ecosystem on Bowen Island. We hope this plan will create dialogue, foster engagement, inform community planning and be the catalyst for positive change.

We wish to acknowledge the residents and individuals who shared thoughtful comments and ideas during this plan's engagement process. Your contributions were valuable and have informed this strategy. We also gratefully acknowledge

the support and funding in part by Pacific Economic Development Canada. A grant from the Tourism Relief Fund enabled the development of this strategy.

The success of this plan is dependent on community support, collaborations and cross-sectoral partnerships. While tourism in its simplest form may be defined as the act and movement of people spending time away from home, tourism as an industry is much more complex: a social, cultural and economic system of interacting, interrelated and interdependent elements. Local, regional and global challenges such as population growth, migration, inflation, affordable housing, aging infrastructure, climate change and biodiversity loss are all issues interconnected to the tourism ecosystem – Bowen Island's tourism ecosystem.

As a collective community, the challenges that we face are often the same as our neighbours and other communities across the globe. This plan references places, countries and organizations that are practicing the UN's sustainable development goals, regenerative tourism and other regenerative approaches such as circular economics. Our aim is to learn from innovators and adopt best practices that are feasible and applicable to Bowen's context.

While Tourism Bowen Island Association (TBI) will endeavour to lead and contribute to this community-based responsible visitor plan, as a small non-profit organization TBI has limited fiscal and resource capacities. Implementation of any initiatives outlined in this plan is dependent on securing new funding. Provincial and federal governments are signaling the shift towards regenerative tourism and both Destination BC and Destination Canada are rolling out some industry supports. It's timely for Bowen Island to embark on a journey towards regenerative tourism and, hopefully, benefit from synergistic opportunities.

We're all part of the tourism. Whether we travel for leisure, work, or host friends and family when they visit Bowen. We're all visitors sometimes and we're all part Bowen Island's tourism ecosystem.

## OUR VISION

We envision Bowen Island being a thriving sustainable community - A place where residents flourish, businesses prosper, ecosystems are preserved for future generations, and visitors are welcomed as contributors to the island's balanced, resilient and valued way of life.

If you have an interest in Bowen Island's tourism ecosystem and if you'd like to contribute to positive change, we invite you to consider joining a new resident advisory committee. This plan has four strategic goals and a broad scope with over 50 initiatives. The success of these initiatives is dependent upon collaborative efforts.

We hope you'll consider joining us as we begin the journey towards a regenerative tourism ecosystem on Bowen Island.

*Jody Lorenz, Executive Director  
Board of Directors  
Tourism Bowen Island Association*

## **STEERING COMMITTEE**

*Elizabeth Nankin, Chair, Tourism Bowen Island (TBI)*

*Jody Lorenz, Executive Director, TBI*

*Les Meszaros, Bowen Island Golf Club*

*Murray Atherton, Former Chair, TBI*

*Paul Vallee, Director (TBI)*

*Stef Shortt, Bowen Island Municipality*

## **CONSULTING TEAM**

**InterVISTAS Consulting Inc.**

*Paul Clark*

*Jordan Young*

*Roeland Visser*

*Heather Woolley*

**GainingEdge**

*Stephen Pearce*

**Vardo Creative**

*Susan Rybar*



“

*Bowen started with tourism, and that's not going to change. We have to take advantage of this, and create better conditions for tourism throughout the year, instead of focusing on just a limited period, like spring and summer. Create tourism and travel fees and with the value of this fee, include more attractions during autumn and winter, bring more security and better guidance to visitors during the high season (especially related to the ferry and traffic), but not with volunteers only. And why not work with BC Ferries to collect the return ticket for visitors only and thereby improve the conditions and capacity of our ferry. Since tourism is a reality and people will come anyway, we must take advantage of it economically. It would also be a great way to control the flow of tourists.*

*- Resident Comment*

# Table of Contents

1. Introduction	1
2. Why A Community-Based Responsible Visitation Plan for Bowen Island?	5
3. Project Plan Outline	11
4. Responsible Visitation Research Review	15
5. Key Takeaways	25
6. Vision for Bowen Island	27
7. Strategic Goals & Initiatives	31
8. Appendix	47
9. Glossary	57
10. Bibliography	61



# 1. Introduction

“

*We succeeded! Bowen is 'on the map' for plenty of people. There's a limit and we've hit it.*

*Visitors are one of the things I love about the island. We live in an area that people vacation. I love meeting new people and showing them the place.*

*... the benefits of tourism to Bowen will be positive if we focus on sustainability and conservation measures. If the focus is strictly on narrow financial benefits, then tourism could be very negative in the impacts.*

*- Resident Comments*



Tourism Bowen Island commissioned a Community-Based Responsible Visitation Plan to engage local stakeholders—residents, businesses, organizations, civic partners and Squamish Nation – in the development of a purposeful and sustainable approach to island visitation in the years ahead. With strong ongoing annual tourism visitation from Metro Vancouver and beyond, and a steadily growing resident base, Tourism Bowen Island sought a long-term strategy to foster community and environmental wellbeing in relation to the island’s tourism ecosystem.

Bowen Island is a place where people live, people work and people visit. It is important to recognize the ways in which tourism benefits and impacts the community. This plan proposes initiatives to facilitate responsible and managed visitation so that tourism continues to provide a positive economic contribution yet preserves the island’s natural environment and the community’s quality of life.

This responsible visitation plan is designed to build a shared community vision and foster collaborative efforts. It is a living document that serves as a starting point and will be revised and updated as needed. This plan has not been created to increase visitor volume, nor is it necessarily about increasing visitor revenues, although that may be a desirable outcome. This plan is focused on finding and sustaining balance: creating an equilibrium that is rooted in the values important to the quality of life in the community and in managing Bowen’s tourism ecosystem so that visitors are positive contributors.

Developed through a community-engagement process and informed by local research, global sustainable development goals, and regenerative tourism practices, this community-based responsible visitation plan outlines four strategic goals and over fifty initiatives.



**Visitor Management** – to foster responsible visits and reduce negative impacts.



**Community Engagement and Regional Collaboration** – build community and stakeholder collaborations and partnerships to increase positive impacts and benefits.



**Infrastructure and Investment** – governance, planning, practices, infrastructure and funding to implement and manage Bowen Island's tourism ecosystem.

**Environmental Protection and Regenerative Tourism** – advance community-wide regenerative practices.

## This document outlines the following Plan elements:

- additional context on why a community-based responsible visitation Plan is necessary for Bowen Island (p. 5)
- outline of the Plan development process and methodology (p. 11)
- relevant highlights of the responsible visitation research review (p.15)
- key takeaways of the research and stakeholder engagement (p. 25) the vision for the Plan (p. 27)
- the strategic goals, initiatives and implementation steps for the Plan (p. 31)
- appendices providing additional details on the analysis conducted, and additional reference document links (p. 49)





## 2. Why A Responsible Visitation Plan for Bowen Island?

“

*Tourism is important to BI's economy. However, our inability to effectively manage tourism( ferry overloads, weekend crowds, etc. needs to be addressed. It's not the quantity of visitors we want, rather it is visitors who will respect nature, our community, our home, our values. It is called 'target marketing' and is not a new marketing concept*

*- Resident Comment*

While there is ongoing recognition of the significant and direct role tourism visitation continues to play in supporting the economy and many resident jobs and livelihoods throughout the island, there has been a growing sentiment on-island to develop a formalized overarching visitor management approach. The need for a Community-Based Responsible Visitation Plan was identified and has been driven in part by this desired new management framework for visitation to the island. It has also been driven by a confluence of other factors, some of which are influencing the accelerated scale and pattern of visitor travel and resident travel to and from the island. These contributing factors are described in more detail below to set the context for their role in validating the need to create Bowen Island's Community-Based Responsible Visitation Plan.



### **A PLACE TO LIVE, WORK, AND VISIT**

The Squamish Coast Salish were the first visitors and early inhabitants of Nexwlélexwm / Bowen Island. Oral history and archaeological finds indicate that seasonal summer camps were erected to pursue hunting, fishing, food gathering and other cultural practices.

Early colonial settlers pre-empted lands in the late 1800s and soon after started the island's early tourism industry. The Terminal Steam Navigation Company and Captain

Cates established the island's first hotel in 1900. In 1920 the Union Steamship Company bought the Terminal Steam Navigation Company, expanding and creating a thriving tourism ecosystem until the late 1950s when the resort closed, and properties were sold.

Like the region, Bowen Island's population has grown steadily over the decades, transforming the community into a residential municipality within Metro Vancouver. While there are many different reasons people choose to live on Bowen, often the proximity to Vancouver is a top consideration – the ability to commute to work, school and urban amenities. Bowen offers the best of both worlds: a small community surrounded by nature that is just far enough away but also within easy reach of a world-class city. The reasons people choose to live on Bowen Island are typically the same reasons people visit. Tourism continues to be an economic and socio-cultural contributor to life on Bowen Island.

As residents increase, so too visitors. It's estimated that the largest segment of visitors to Bowen are our friends and family. According to Vancouver Coast Mountains' 2017 Regional Tourism Profile, 36% of travellers reported visiting friends and relatives (VFR) as the main purpose of their trip. Due to continued residential growth projections for Bowen and Metro Vancouver, it's vital to incorporate tourism planning and management within municipal and regional planning.



## **THE CONTINUING VALUE OF TOURISM VISITATION TO BOWEN ISLAND'S ECONOMY**

For more than 120 years, tourism visitation has been a constant and important economic and socio-cultural contributor to life on Bowen Island. For generations visitors have been drawn to the island's natural assets and unique community character. The island continues to attract new residents who are seeking a less urban lifestyle and gentler pace of life. Many of the island's permanent residents, both long-term and newer arrivals, were once regular visitors themselves before converting to full-time residency.



## **ONGOING PRESSURE OF RESIDENT GROWTH IN METRO VANCOUVER AND ON BOWEN ISLAND**

B.C.'s population, currently at 5.2 million, is forecast to grow by between 600,000 and one million, over the next decade according to Statistics Canada. About half of that growth can be expected to be concentrated in the Metro Vancouver region, which already has a population of close to 2.8 million and represents 53 per cent of B.C.'s total population. The implication here is that interest and visitation to the island will continue to grow and needs to be thoughtfully managed now and in the years ahead.

## **PREVIOUS WORK ON DEVELOPING A SUSTAINABLE COMMUNITY WITH RESPONSIBLE VISITATION**



The foundation for this Responsible Visitation Plan originates in a series of past plans, reports and research programs for Bowen Island over the years, particularly the island's Official Community Plan and the 2021 Community Economic Development Plan. These prior plans recognize tourism's critical and valued economic role, yet articulate the need to create responsible, low-impact visitation that preserves, respects and sustains the environment, community values and well-being.

Bowen Island's population as of the 2021 census was 4,256. This represents a 44% increase since 2001, or growth at an annualized rate of 1.8%. This exceeds the growth rate of the province overall which was 1.5% per year. More recently, the population growth rate on Bowen Island has increased at 2.95% per year between 2016 and 2021. Projections for future growth are difficult to estimate and are dependent on many factors, not the least of which is available housing. Yet it is reasonable to assume that population growth on Bowen Island will range between the provincial estimates of 0.6%-1.6% per year. This suggests Bowen Island will grow by another 400-1,100 residents within the next ten years. The growth in local population will

naturally increase the stress on the island's infrastructure, resources, and transportation system to/from the island, and on-island.



### **BC FERRIES SERVICES AND CAPACITY ISSUES**

A review of BC Ferries monthly data to/from Bowen Island shows that vehicle capacity reaches a maximum threshold on a regular basis during peak sailings throughout the year. This is not restricted to just the summer season but occurs year-round. The pattern reflects Bowen Island's proximity to Metro Vancouver and also its marked evolution as a resident commuter hub. Tourism visitation compounds the situation at peak times and summer months. Volume at peak times has further implications in terms of parking queues and congestion on the island, as well as resident anxiety regarding possible travel disruptions, and access to and from the island for work, educational, medical and other purposes.



### **DESIGNATION AND MANAGEMENT OF THE ÁTL'KA7TSEM/HOWE SOUND BIOSPHERE REGION**

In 2021, the Átl'ka7tsem/Howe Sound region was announced as Canada's 19th UNESCO Biosphere Region. The Átl'ka7tsem/Howe Sound Biosphere Region covers 218,723 hectares of land and sea encompassing Bowen Island and the entire Howe Sound watershed. This area is now globally recognized for its rich Indigenous culture, unique marine and land ecosystems, biodiversity and distinct geography, traversing five BC Provincial Parks, one BC Provincial Conservancy, and several marine refuges. International designations are prestigious and generate worldwide attention and visitation as areas of global ecological significance to protect, study and experience. It is anticipated that Bowen Island will increasingly be called upon to express views and coordinate Biosphere planning activities with the Átl'ka7tsem/Howe Sound Biosphere Society, First Nations communities, other regional municipalities, Destination British Columbia, and the province.



## A PROPOSED REGIONAL PARK AT CAPE ROGER CURTIS

Metro Vancouver began a consultation and planning process with the Municipality in 2023 to preserve a section of ecologically sensitive land at Cape Roger Curtis for a new regional park. In keeping with Metro Vancouver's mandate to protect natural areas, connect people to nature, and to build a network of regional parks and greenways, the proposed park offers many environmental, climate and recreational benefits. But there are concerns that the island does not have the infrastructure, services, and capacity to accommodate more visitors and camping, particularly given the park is eight kilometers from the ferry, road access is narrow without a shoulder for cyclists or walkers, and the area is not accessible by public transit.



## RESIDENT SENTIMENT ON ISLAND VISITATION

Friction between residents on Bowen Island and visitors has become more tangible in the past few years. A recent online community survey revealed a strong perception that tourism negatively impacts Bowen Island and the community's well-being. This survey also expressed the sentiment that increased tourism increases safety concerns, degrades the environment, and threatens wildlife.

All these issues speak to the need for an overarching plan that protects the quality of life for residents, and enhances the quality of place for residents and visitors alike.





“

*We are all tourists/visitors/travellers in this world... and each one of us (or our families) was a visitor to Bowen at some point in time in the past.*

*- Resident Comment*



# ● ● ● ● ● 3. Project Plan Outline

“

*The breadth of amenities (restaurants, cideries and parks) available to residents because of the support of tourism is a definite win, but the increase in traffic on island and ferry overloads are equal challenges.*

*- Resident Comment*

With oversight from Tourism Bowen Island's Project Steering Committee, the Community-Based Responsible Visitation Plan was developed using the following approach to gather market intelligence, receive community input, and construct the Plan:

### **RESEARCH REVIEW**

Prior and current research/reports/plans, and best practices on tourism visitation and new visitation trends at local, regional, national, and international levels were reviewed.

### **ONE-ON-ONE DISCOVERY INTERVIEWS**

Twenty in-depth discussions with key community and regional stakeholders were undertaken to solicit insights on the island's current visitation situation and to explore future directions and options for visitation.

### **COMMUNITY FOCUS GROUPS**

Six focus groups were conducted on-island with more than 50 residents in total representing Council, community organizations and businesses. These focus groups generated wide-ranging input and opinion on tourism visitation's benefits and impacts, and an ideal future state for Bowen and tourism visitation.

### **REGIONAL COMMUNITY LEADERS VIRTUAL WORKSHOP**

A virtual planning session was designed and delivered involving 15 core stakeholders and partners of Bowen Island. Participants representing Skwxwú7mesh Úxwumixw | Squamish Nation, Sunshine Coast destination management organizations, and other influential private and public sector groups, provided insights on future opportunities and partnerships to assist Bowen Island in achieving a future state of responsible, sustainable visitation



### **ONLINE COMMUNITY SURVEY**

More than 259 residents completed a detailed survey that captured resident sentiment towards tourism visitation, visitor management approaches, and to solicit opinion on Bowen's future relationship with non-resident visitors.

### **COMMUNITY OPEN HOUSES**

The project team hosted 1 in-person and 1 virtual sessions, attracting a further 20 residents to hear of the Plan's objectives and to share their views on current and future visitation to the island.

### **ASSESSMENT AND INTERPRETATION**

A detailed assessment of the industry and best practices research and all community input led to a series of key takeaways being devised.

### **DEVELOPMENT OF A VISION, STRATEGIC GOALS, INITIATIVES, AND IMPLEMENTATION PLANNING**

The key takeaways informed the construction of a new responsible visitation vision for Bowen Island, along with an aligned set of strategic goals and initiatives. The initiatives were re-reviewed and prioritized by assessed level of impact, and ease and immediacy of implementation, and then were built into an implementation action grid with associated timeframes and proposed roles/responsibilities for Tourism Bowen Island and other stakeholder groups.

### **TESTING THE VISION, STRATEGIC GOALS AND INITIATIVES**

A community workshop was conducted to gather residents to evaluate and validate the vision, goals and initiatives developed.



“

*Use tourism to build out wider paths and get these cyclists off the roads either through new paths or wider roads. Both locals and tourists benefit.*

*I believe we need to carefully monitor the scale of tourism. I agree we want to welcome visitors and we have always done so. However, there comes a time when the scale of tourism will kill the very aspects of the island that bring visitors here in the first place. I rather feel we are quite close to that point already. The recent revelations from the owners of Xenia is a telling example. I personally avoid the Cove on weekends in the summer because I might as well go to Park Royal for the same experience.*

*It's always a fine line between having enough tourism to support a local economy and having too much that it has a negative impact on residents. The topography of the island makes it especially tricky, a single road with no shoulders means any significant increase in traffic can cause enormous problems for the residents who rely on that road to access their homes. Bowen has to be extremely careful to monitor this balance because it's tough (and sometimes impossible) to retract poor decisions.*

*- Resident Comments*



# 4. Responsible Visitation Research Review

The research phase of the project included a comprehensive review of Bowen Island from a variety of sources, including municipal, BC Ferries, Metro Vancouver and Tourism Bowen Island. Bowen Island Municipality has a wealth of research, projects and plans that have been developed over the years through extensive community engagement and this strategy is informed by this work.

Regional, provincial and national studies and initiatives were also reviewed. This broader context is particularly relevant to Bowen Island's position within the region, the Canadian tourism industry and national economic and environmental strategies.

This plan is also informed by a scan of international research and tourism trends, particularly in the areas of tourism management, the UN's Sustainable Development Goals (SDGs) and regenerative tourism practices.

Highlights of this customized research are presented on the following pages.



## The Evolution of Travel and Tourism

The travel and tourism industry is constantly evolving in response to a variety of economic, social, political, technological and environmental influences and variables. For instance, sustainability is no longer an aspirational goal. It's an imperative. Moreover, there's growing consensus that the travel and tourism industry has to be more accountable and responsible. Regenerative tourism goes beyond traditional sustainability goals and is based on the foundational principles of restoring health and vitality to ecological and social systems.

This perspective is reflected in the shifting preferences of many travellers, the need to protect the environment, the desire for authentic, meaningful experiences, and the importance of being aligned with the values and needs of the community.

“Sustainable” in this context is an approach to tourism that seeks to minimize the negative impacts of tourism on the environment, community, and culture while maximizing the positive contributions it can make. By adopting sustainable practices, tourism can contribute positively to the well-being of the host community, protect natural assets, and provide travellers with meaningful and authentic experiences that align with their desire for responsible travel.

In 2015, the UN adopted 17 Sustainable Development Goals (SDGs) as a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. Several of the goals have specific implications for tourism and are being adopted by destinations interested in sustainable practices with respect to stewardship of the destination and the visitor economy. Eight SDGs have been adopted as part of this management plan framework for Bowen Island.

### Sustainable Development Goals

- #3 Good Health and Well-being
- #8 Decent Work and Economic Growth
- #11 Sustainable Cities and Communities
- #12 Responsible Consumption and Production
- #13 Climate Action
- #14 Life Below Water
- #15 Life on Land
- #17 Partnerships for the Goals



## Global Trends in Travel and Tourism

Global tourism is on the path to recovery post the COVID-19 pandemic. As consumers, the act of travel both inspires and defines us. Travellers are looking for deep, meaningful connections to the places that they visit. Travel brands and destinations are tapping into values-based tourism products and services that resonate more with consumers that seek out transformational travel experiences.

At the same time, the sector is facing up to an existential crisis. Dependent upon the carrying capacity of fragile destinations and highly carbon intensive travel, there is a growing collective desire to minimize impact on the environment and on the communities affected. This has several implications in terms of how consumers are choosing to travel and how communities and travel brands are responding.



## SUSTAINABLE TRAVEL

According to the Euromonitor, sustainable travel packages (adventure, culture and heritage, eco-tourism, and wellness) are forecast to amount to USD134 billion in 2023, and will be the larger share of overall packages compared to typical mass-market tourism products like sun/sea-themed vacations.

More significantly, customers are willing to pay more for sustainable products and services, such as using renewables, carbon offsetting, paying specific price levels to ensure a fair or living wage, or sourcing local food and drink. In a recent survey, 74 percent of Virtuoso travellers said they were willing to pay more to travel sustainably if they know where their money is going.

American Express echoed this sentiment with their observation that travellers want to discover lesser-known locations, while helping to support local communities. The 2023 Global Travel Trends Report found that 69% of all respondents agreed that they would be willing to spend more on a vacation if they knew it supported the local community.



“

*The word is out on social media and travel blogs and the tourists will keep coming whether the community wants them or not. So we need to continue working to reduce the negative impacts associated with tourism.*

*- Resident Comment*



## WELLNESS

Health and wellness have become important motivations for travel. The 2023 Global Travel Trends Report shared that a large majority of respondents (75%) are planning to decrease screen time while travelling to better their mental health and/or seeking to surround themselves with nature to focus on mental clarity (68%). The Euromonitor expects that values-based offers such as sports, wellness and eco-tourism are all expected to outperform standard packages over 2023-2027, with average value growth of over 12% per year.



## BLENDED TRAVEL

Closely related to the wellness trend is the growing importance of balancing work and play. Blended business and leisure travel is a growing trend, where consumers are redefining their work-life balance and experiencing the joy of travel, whether through “workcations” or work from anywhere policies. Forbes reported in 2022 that 89% of people plan to add personal vacation time to their business travel - many of whom will bring family and friends along.



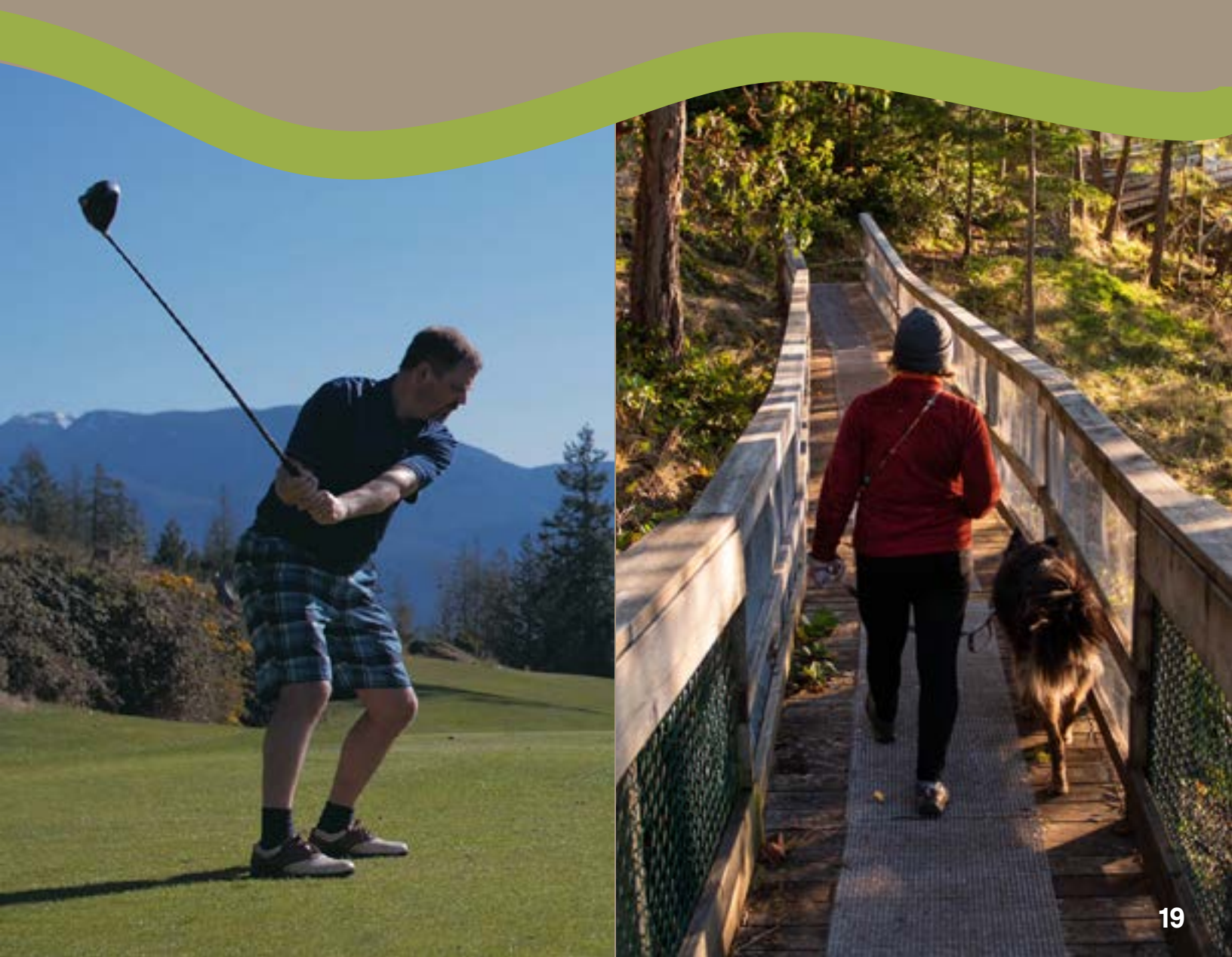
## SOCIAL MEDIA

The immersive audio-visual experience of social media can present an invaluable source of information. A recent survey from Skyscanner revealed that around half of its respondents made travel plans that were inspired by the content they had seen on social media. Instagram was the most popular source of travel ideas, followed by Facebook and TikTok. The default device for planning and booking has become mobile, and consumers increasingly look to social media for travel ideas and inspiration. American Express reported that 75% of respondents agree that they have been inspired to travel to a specific destination by social media, and 57% of respondents agree that they like to capture content for their social media accounts during their travels. This can obviously have negative repercussions as destinations “off the beaten path” can suddenly become popularized with a tsunami of social media impressions.

# Global Case Studies

Destinations coping with the effects of too much popularity and too many visitors have found innovative ways to mitigate negative impacts. All strategies share two common attributes: 1) they are community-based with extensive engagement and ongoing consultation between residents and tourism stakeholders; and 2) they engage the visitor as being part of the solution.

Some examples are provided that may have implications for Bowen Island.





## Faroe Islands, Denmark

The Faroe Islands, an autonomous territory of the Kingdom of Denmark, are a group of islands in the North Atlantic Ocean located between Iceland and the Shetland Islands, Scotland. With a population base of 54,600, Faroe Islanders experience annual visitation of more than 100,000. Tactics deployed to mitigate impact on the natural environment and the resident community include the following:

- **Closed for Maintenance:** The Faroe Islands launched a unique initiative where they closed some popular tourist sites for maintenance to protect the environment and ensure a sustainable experience for visitors. This approach encourages tourists to explore less crowded areas.
- **Voluntourism:** The Faroe Islands initiated a voluntourism program, allowing travellers to participate in conservation efforts and engage with local communities while visiting. This approach fosters a sense of responsibility among tourists.
- **Tourism Tax:** In 2020, the Faroe Islands introduced a voluntary tourism tax for visitors. This tax contributes directly to the preservation of the natural beauty of the islands and community infrastructure improvements.
- **Visitor Limits:** Some popular sites have implemented visitor limits to prevent overcrowding and environmental degradation, ensuring a more enjoyable and responsible tourism experience.
- **Sustainable Gastronomy:** The Faroe Islands promote sustainable and locally sourced food through initiatives like the “New Nordic Cuisine” movement, reducing the carbon footprint with more localized food delivery networks, and ensuring the financial viability and prosperity of Faroe Island producers and suppliers.

The Faroe Islands has also adopted seven SDG goals from the UN to focus their efforts and are in the process of obtaining a “Green Key” environmental certification.

# Azores, Portugal

The Azores is an autonomous region of Portugal. It is an archipelago consisting of nine volcanic islands in the North Atlantic Ocean, about 1,400 km (870 mi) west of Lisbon. The Azores was designated a UNESCO Biosphere Reserve in 2009, emphasizing a commitment to sustainable development and the conservation of the unique natural environment.

The population base is 236,440 and annual visitation is more than 650,000. Tactics that they have employed to mitigate impact include:

- **Community-Based Tourism:** The Azores promote community-based tourism where local residents are encouraged to become hosts, tour guides, or engage in small-scale businesses, ensuring that the community directly benefits from tourism.
- **Cultural Preservation:** Residents are actively involved in preserving and promoting their cultural heritage, participating in events and initiatives that showcase local traditions and folklore.
- **Environmental Stewardship:** Environmental organizations collaborate with residents on conservation projects and ecological monitoring, emphasizing the importance of preserving the Azores' unique natural environment.
- **Local Sourcing:** Encouragement of local sourcing in the tourism industry ensures that residents, especially farmers and artisans, can sell their products and services to tourists.
- **Community Tourism Associations:** These associations empower local communities to have a say in tourism management, and they often collaborate with the government and other stakeholders in decision-making processes.
- **Eco-Friendly Accommodations:** The Azores encourage the development of eco-friendly accommodations, such as eco-lodges and sustainable hotels, to minimize the environmental impact of tourism.





## Palau, Micronesia

Palau is a Micronesian country located in the western Pacific Ocean. It is an archipelago of over 500 islands, with a population of around 18,000 people. In 2019, Palau received 94,000 visitors. Tactics that they have employed to mitigate impact on the natural environment and community include the following:

- **Eco-Pledge:** Palau introduced the Palau Pledge, a visitor's promise stamped on passports, encouraging responsible behavior and respect for the local environment and culture.
- **Marine Sanctuary:** Palau established one of the world's largest marine sanctuaries, protecting over 80% of its maritime territory from fishing and other harmful activities, showing a strong commitment to conservation.
- **Environmental Entry Fee:** Visitors are required to pay an environmental fee, which funds conservation efforts, waste management, and sustainable tourism initiatives.
- **Cultural Exchange:** Palau promotes cultural exchanges between visitors and local communities, fostering understanding and respect for Palauan culture and traditions.
- **Low Impact Tourism:** Palau limits the number of tourists at popular sites and requires guides for certain activities to minimize the environmental impact of tourism.



## Iceland

Iceland is a Nordic island country located in the North Atlantic Ocean. The population base is 376,248 and they hosted two million visitors in 2019. Tactics that they have employed to mitigate impact include:

- **Infrastructure Investment:** Iceland is investing in infrastructure to reduce overcrowding and environmental impact at popular sites.
- **Visitor Education:** They provide education to tourists about respecting fragile ecosystems and nature.
- **Car Rental Restrictions:** To reduce traffic congestion, they have restricted car rentals in certain areas.
- **Responsible Adventure Tourism:** Iceland promotes adventure tourism with a focus on minimizing environmental impact, including glacier and volcano tours.
- **Sustainable Energy:** Iceland utilizes its geothermal and hydropower resources to power the tourism industry in an eco-friendly way.

Iceland also encourages travellers to complete an online visitor pledge and to calculate their carbon footprint, with the option of paying it directly to a local charity.

# Tofino, Canada

Tofino is a small coastal town located at the western edge of Vancouver Island, British Columbia, Canada. It is situated within the traditional territory of the Tla-o-qui-aht First Nation, in the heart of the Clayoquot Sound UNESCO Biosphere Region. Tofino has a population base of 2,516 residents and hosted 600,000 visitors in 2018. Tactics that they have employed to mitigate impact on the natural environment and community include the following:

- **Indigenous Tourism:** Tofino actively promotes indigenous tourism experiences, allowing visitors to learn about the Nuu-chah-nulth culture and heritage.
- **Sustainable Fishing Practices:** The community encourages responsible fishing practices and supports sustainable seafood options in local restaurants.
- **Zero Waste Initiatives:** Tofino has implemented zero-waste initiatives, reducing plastic use and promoting recycling and composting.
- **Eco-Friendly Accommodations:** Many accommodations in Tofino are eco-friendly, using renewable energy and practicing water conservation.
- **Coastal Conservation:** The community actively participates in coastal conservation efforts, protecting marine life and the surrounding natural beauty.

Tofino also offers interpretive programs and learning opportunities on its web site to deepen the connection that visitors have with the community and region.





# 5. Key Takeaways

During the engagement phase of developing this plan, several themes began to emerge as key takeaways that helped to guide the development of the vision, goals, and initiatives.

1. Adapting to increased growth on Bowen Island will be a constant challenge – the island population will never be smaller, and the number of visitors will never be less.
2. Visitation to the island will increase by virtue of its proximity to the GVRD. And that will naturally occur regardless of any promotional or marketing efforts.
3. Improvements to the current ferry marshaling area can provide better line-up guidance and help mitigate problems.
4. Customer service, programming, and visitor management on the island will be of increasing importance to ensure businesses, residents, and visitors are supported and aligned with the island’s capacities and resources.
5. Insufficient funds are available to manage demand. There is a need for either the MRDT or a voluntary levy/destination management fee of some kind.
6. Residents and visitors have a vested interest as stewards of the natural environment on Bowen Island.
7. The UNESCO Biosphere Region designation is a unique opportunity to celebrate and position the island as a centre of excellence and sustainability.
8. Tourism Bowen Island can play a role in advising and providing visitor management practices and policies if a new park is established at Cape Roger Curtis.
9. The lack of long-term rental housing for workers is a constraint on service and labour supply.
10. Solutions for tourism need to be addressed as part of a comprehensive strategy that addresses infrastructure solutions for Bowen Island.



11. Bowen Island's population has grown at a faster rate than the province. This contributes to stress on infrastructure, resources, and community services. Increased resident population naturally results in increased visitor traffic from visiting friends and relatives.
12. Higher growth in residents and visitor passenger traffic combined with increased vehicle use has compounded competition for ferry access.
13. Before the pandemic, there were more alternative modes of transportation for commuters (e.g., Peter King's bus, water taxi). Alternative modes of transportation (e.g., passenger ferry) will benefit both residents and visitors.
14. As an island, Bowen is dependent upon BC Ferries for essential services and for visitation. Changes to supply/demand and scheduling have an immediate impact upon most facets of the local economy, including tourism.
15. Developing value-added tourism experiences during the shoulder and off season, such as wellness, food, retreats, and corporate events, will support economic resilience.
16. Develop sustainable and regenerative policies and practices so that tourism is a force for good, fostering environmental protections, supporting social and cultural enrichment, and creating community economic resiliency.





● ● ● ● ●

## 6. Vision for Bowen Island

“

*Less focus on mass tourism and more focus on sustainable, balanced visitors who come with a light footprint and leave no trace behind.*

*Guests coming to visit and whether they know it or not, are coming to rest, relax, go into nature.*

*- Resident Comments*

There is a need to design and support the sustained delivery of responsible and regenerative tourism on Bowen Island now and into the future. To do so, the plan needs to define and articulate a desired future state and vision for the community of Bowen Island as a place where people live, people work, and people visit. This vision should be informed by residents, visitors, and all stakeholders to strive and create balance between the needs and priorities of all.

This destination vision for Bowen should be aspirational yet achievable. It should be memorable and resonate with all. Residents should believe in it, and rally around it. Visitors should identify with it, value it, and wish to experience it.

The overarching destination vision was built and expanded upon from a foundation of four recurring signature themes that were identified and shaped from all community and stakeholder engagements and interactions, and the research and planning process generally.

**Signature Theme 1: *Visitation with purpose***  
From the early Coast Salish journeys to the settlers of the late 1800s and early 1900s, through the Union Steamship era, and on to today, Bowen Island has always been visited with purpose. It is known as a place to retreat, replenish, rest and regenerate.

**Signature Theme 2: *Stewardship***  
We are all visitors. We have a responsibility to protect and conserve this land for future generations.

**Signature Theme 3: *Community***  
Belonging and sense of place is important on Bowen Island. We celebrate our creativity and our connectedness. We look out for one another.

**Signature Theme 4: *Nature***  
Nature always inspires. It provides us with extraordinary spaces to celebrate life, to recover, and to quietly contemplate. It is why we are here.

Drawing from these 4 signature elements, the following vision was developed.





## **VISION**

**We envision Bowen Island being a thriving sustainable community - A place where residents flourish, businesses prosper, ecosystems are preserved for future generations, and visitors are welcomed as contributors to a balanced, resilient and valued way of life.**

“

*Tourism is a key industry in support of land preservation, but only if people can actually go see those lands without stomping on them. I support Tourism, but we do need to ameliorate impacts or stand to lose what we are advertising as the benefits of coming here. We are all tourists, there is no fairness in simply blaming the industry for traffic. But there need to be real mechanisms and monitoring in place.*

*No need to promote Bowen as a destination. Word is out and plenty of word-of-mouth visitors now. We have a responsibility to try and protect our natural areas in this biosphere area and stop adding more people. Discourage motorized use of our trails. Try and keep trails natural and wild for hikers.*

*We live next to a major metropolitan area and we should be a bit more willing to share our Island - we don't think of how we impact our neighbour- nearly hourly ferry traffic through the North Shore.*

*- Resident Comments*



# 7. Strategic Goals & Initiatives



Four strategic goals were developed for the Responsible Visitation Plan to provide focus and clarity on how public and private sector organizations can collaborate to ensure an ideal future state for managed visitation and sustainable tourism activity on Bowen Island. These four goals are:

- Goal #1 - Visitor Management;
- Goal #2 - Community Engagement and Regional Collaboration;
- Goal #3 - Infrastructure and Investment;
- Goal #4 - Environmental Protection and Regenerative Tourism.

A series of aligned initiatives were then produced for each goal, as well as targeted time frames and proposed accountabilities for their implementation.

These strategic goals and initiatives for the plan were determined and initially assessed during a series of structured and coordinated individual and group community engagement sessions between February and March, 2023. These community consultations included a resident survey, a series of one-on-one interviews with key stakeholders, focus groups with a wide range of community representatives, and a visioning workshop for the community at large.

Upon generating and discussing this series of responsible visitation goals and initiatives with the community, an additional two-step qualitative assessment was conducted to further evaluate the viability, priority and potential impact of each initiative developed for implementation.

**1** The first assessment step was to evaluate each initiative for Bowen Island using a Tourism Initiatives and Evaluation Rating System (TIERS) analysis. A TIERS analysis is a qualitative framework that was deployed to rate and validate each initiative based on the following criteria: level of benefit and enhancement produced for the host community; the time frame to realize the benefits produced by the initiative; degree of complexity involved to realize the benefit; level of resources required; alignment with sustainable tourism; level of opportunities provided for residents and local business owners; and the level of connection and support for the community vision.

**2** The second initiative assessment step took the Alignment with Sustainable Tourism TIERS criteria used in the first assessment and conducted an additional cross-check against specific United Nations Sustainable Development Goals (SDGs) deemed relevant for Bowen Island. There are 8 identified SDGs that are relevant to Bowen Island and this plan. These are:

- #3 - Good Health and Well-being
- #8 - Decent Work and Economic Growth
- #11 - Sustainable Cities and Communities
- #12 - Responsible Consumption and Production
- #13 - Climate Action
- #14 - Life Below Water
- #15 - Life on Land
- #17 - Partnerships for the Goals



This second step deepened the evaluation and consideration of sustainability across all initiatives developed for the Responsible Visitation Plan.

The following pages present the Plan's four strategic goals in more detail. These strategic goals also display the aligned initiatives and implementation steps validated as an outcome of the community engagement and additional assessment steps described.

Initiatives are not listed in any specific order of importance or priority.

“

*“For me, visitors are only an issue with regard to the ferry in the summer months (overloads and ignorance of line-up etiquette). Otherwise, I don't have a problem with them*

*- Resident Comment*



“

*Absolutely need to fix ferry marshalling on Bowen. Tourists have no idea what to do. It causes mayhem and frustration on a continual basis during tourist season.*

*I've spent a lot of time explaining to tourists how to line up for the ferry on both Bowen Island and Horseshoe Bay. It's not user friendly for tourists and it frustrates locals. Proximity to Vancouver complicates our ability to manage.*

*- Resident Comments*



# Strategic Goal 1: Visitor Management

The Visitor Management goal addresses the need to manage and balance tourism with community and environmental wellbeing. The direct, indirect, and induced economic benefits of tourism on Bowen Island are significant. Many local businesses, facilities and attractions rely on the direct revenues brought by tourism to protect and sustain their operations and ensure local employment opportunities. These tourism visitation revenues and associated taxes help support municipal infrastructure, facilities, and programs, and contribute to commercial and residential construction projects.

Numerous community members and business owners surveyed or interviewed also confirmed they were former regular visitors who became residents, with many other residents acknowledging they supplement their incomes by providing visitor accommodation, event space/event management services, and other trip experience packages.

Yet at the same time, it is critical for Bowen Islanders to ensure that sharing their home with visitors results in a harmonious positive experience for both groups, that retains or enhances resident quality of life, does not impede movements on-Island, or access to and from the Island. It is equally critical that guest visits purposefully preserve the sensitive natural environment of Bowen Island, as well as the community's social values and cultural identity.

Respecting and ultimately fulfilling these outcomes will benefit locals and lead to visitors being fully appreciated, not only as critical to the economy but, also, openly welcomed as advocates, partners, and stewards of Bowen Island. Achieving these outcomes is conditional on proactively designing and acting upon a clear visitor management plan. The key initiatives of this visitor management plan are shared below.



# Key Initiatives & Implementation

INITIATIVE	TIMELINE		
	<3 YRS	3-6 YRS	6+ YRS
a) Develop a Code of Conduct pledge to encourage responsible respectful behaviours that sustain the environment and quality of life on Bowen Island			
b) Communicate and influence advance ongoing pre-journey and pre-arrival messages on purposeful and responsible travel while on Bowen Island.			
c) Work with BC Ferries and other tourism and transportation partners to explore a no-car incentive for visitors to Bowen Island.			
d) Develop visitor management resources that can be used by other businesses, vacation rentals and organizations. The resources will support the goals and objectives of the visitor management plan and will encourage visitor management best practices and policies.			
e) Create a visitor dispersal strategy to spread and balance arrivals and departures throughout the day, throughout the island, and throughout the year.			
f) In collaboration with the municipality, BC Ferries, and other stakeholders, work collaboratively to improve ferry marshaling, visitor education, alternate modes of transportation and off-peak travel.			
g) Improve communication and collaboration with municipality and Metro Vancouver to support visitor management goals and practices.			
h) Create and coordinate a reporting and monitoring system for on-island accommodation providers, event planners and other visitor generators, to input advance bookings and special events to forecast and manage visitor volumes and capacity throughout the year.			
i) Develop a whole-island visitor management plan in collaboration with municipality, local businesses and community, outlining goals, roles, responsibilities and best practices. The plan can facilitate community-based alignment with Metro Vancouver, BC Ferries and other regional stakeholders			
j) Provide staff training sessions, particularly prior to peak season.			
k) Continue to develop new visitor resources and maintain Tourism Bowen Island's website and social channels at the go-to resource for visitor information.			
l) Continue to explore ways to improve and enhance wayfinding, including digital wayfinding.			
m) Create opportunities to include visitors in stewardship and regenerative practices, from Leave No Trace practices to volunteer opportunities, such as beach cleanups.			

# Strategic Goal 2: Community Engagement & Collaboration

The Community Engagement & Regional Collaboration goal focuses on the advantages of building relationships and partnerships with local and regional entities.

It is the Bowen Island community that hosts visitors and as such it is important that the residents, government, partner organizations and service providers are working together to tackle challenges, pursue opportunities and effectively manage the visitor economy. The residents of Bowen Island have a strong attachment to their home and desire to actively participate in community affairs.

Being a part of Metro Vancouver, Bowen Island both requires and benefits from collaborative efforts with others. The actions of external parties have a significant impact on the community, and it relies on working together and utilizing available resources and partnerships to achieve more collectively than it could on its own.



## Key Initiatives & Implementation

INITIATIVE	TIMELINE		
	<3 YRS	3-6 YRS	6+ YRS
a) Work with Municipality, BC Ferries, Islands Trust, Rural Island Economic Partnership, Metro Vancouver, and the UNESCO Biosphere to establish processes and better ways of working together to better manage tourism more collaboratively on Bowen Island.	[Progress bar spanning all three timeline categories]		
b) Develop a resident engagement plan to ensure continued input and connection with passionate residents that benefit from and/or are impacted by tourism. This includes an annual resident satisfaction survey with achievable targets for improved resident sentiment towards tourism and the creation of a Resident Committee to represent the community and work with Tourism Bowen Island on issues of importance.	[Progress bar spanning the first two timeline categories]		

# INITIATIVE

<3 YRS

TIMELINE

3-6 YRS

6+ YRS

c) Engage Skwxwú7mesh Úxwumixw to strengthen Indigenous voices, values, and presence within Tourism Bowen Island work, including visitor services, visitor information, marketing content and campaigns.

d) Where appropriate, support and contribute to the transportation committees working with BC Ferries and the water taxi providers to develop a reservation priority or loading priority at peak commuter rush-hour times for residents.

e) Work with BC Ferries, regional tourism operators, CDMMOs and businesses to increase awareness of the capacity constraints on Bowen Island and ensure key messaging is being shared with visitors about travelling to Bowen Island, such as best times to visit, encouraging travel without a vehicle, capacity constraints in peak season etc.

f) Conduct a robust economic impact assessment to formally record and communicate the economic, quality of life, and environmental value of tourism to the Bowen Island economy.

g) Continue to work with Vancouver, Coast and Mountains tourism region as well as Metro Vancouver, the Sea-to-Sky Destination Management Council, Rural Islands and other CDMMOs to participate in and benefit from regional destination collaboration and funding efforts, and to ensure Bowen Island is actively coordinating and driving visitor education and seasonal dispersion plans.

h) Where appropriate, work with TransLink and BC Ferries to improve transit and ferry connectivity schedules for a seamless transfer between downtown Vancouver and Bowen Island, and a frequent connecting transfer across the island by bus/shuttle in peak season.

i) Work with Municipality and regional partners such as go2HR to support, retain and grow the skilled service professional workforce.

j) Work with Municipality and regional partners to ensure attainable staff housing availability.

k) Provide cultural sensitivity training for tourism staff and local businesses to ensure respectful interactions with Squamish culture and traditions.

l) Promote cultural tours or experiences that are led by Squamish Nation members. Support or co-create cultural events and festivals that celebrate Squamish heritage. This can be an effective way to engage both tourists and locals in appreciating and learning about Squamish culture.

m) Conduct annual visitor and business surveys to listen, learn, collect data, identify issues and address problems.

n) Continue to work in partnership with local businesses, groups, organizations, local producers and growers. Facilitate community economic development, cultural activities, events and sustainability.

# Strategic Goal 3: Infrastructure & Investment

Infrastructure and Investment looks at the structures and resources required to plan and manage Bowen Island as a place where people live, people work, and people visit. The challenges resulting from Bowen Island being a growing municipality within Metro Vancouver and broader external impacts, such as climate change, migration and inflation, require concerted planning and management to ensure the wellbeing of residents, community, environment and the local economy. Moreover, planning and management requires community and regional stakeholder alignment, collaborations and cross-sectoral partnerships.

Tourism has a long history on Bowen Island and is an integral social and economic driver that is interrelated and interdependent with virtually all aspects of island life. Ensuring tourism planning and management is integrated within municipal and regional planning, and is based upon community values and priorities, is central to this strategy.

This strategy highlights the importance of clearly defining and establishing the roles and responsibilities of managing Bowen Island's tourism ecosystem. What roles and responsibilities are municipal? What roles and responsibilities are entrusted to an entity, e.g. Tourism Bowen Island Association or to another entity? Equally important is the necessity of ensuring adequate long-term funding for tourism management and planning.



# Key Initiatives & Implementation

INITIATIVE	TIMELINE		
	<3 YRS	3-6 YRS	6+ YRS
a) Promote the development of a year-round, high-frequency scheduled passenger-only water taxi service to/from Snug Cove and/or Seymour Bay to supplement BC Ferries service with links to on-island transportation.			
b) Reposition Tourism Bowen Island whose primary mandate is fostering a sustainable tourism ecosystem in partnership with residents, government, business, regional stakeholders, and visitors. Consider rebranding and a potential name may be "Host Bowen Island".			
c) Implement staff training throughout the tourism sector, including visitor management best practices, standardized visitor information and resources. Encourage and support businesses to adopt sustainable practices, to reduce carbon footprint, improve Equity/Diversity/Inclusion/Accessibility and other social development goals.			
d) Advocate for improvements to road infrastructure, access, and safety features throughout Bowen (road widening, barriers, signage, integrated bicycle lanes, dedicated separate stretches of bicycle and pedestrian paths). Infrastructure improvements benefit both residents and the visitors.			
e) Continue updating Tourism Bowen Island's website, social media and print materials as the go-to resources to educate, inform and manage responsible visitations.			
f) Ferry traffic, congestion and ferry marshalling were the most fraught and discussed issues during the community engagement process. While ferry-related infrastructure solutions are beyond the scope of this plan, various low-cost opportunities for improvements were identified, including the following suggestions: <ul style="list-style-type: none"> <li>i) Change the ferry lane markings to better guide cars as they lineup. The current line markings and ferry queue process are not clear and both residents and visitors often mistakenly park or stop where they shouldn't.</li> <li>ii) Work with the Ferry Advisory Committee to advocate for potential improvements such as a reservation service or priority boarding for residents and incentivizing nonpeak travel.</li> <li>iii) Create a shared planning resource for businesses, community events, and government to plan high-impact ferry days, such as paving trucks, large weddings and community festivals. This resource would be accessible to residents so that they can plan travel accordingly.</li> <li>iv) Support opportunities to encourage visitors to leave their car at home and take advantage of public and private transportation on the island. Tourism Bowen Island can be an advocate for alternative options and ensure that communications inform visitors during the planning stage of their journey.</li> </ul>			

# Key Initiatives & Implementation (cont.)

## INITIATIVE

<3 YRS

TIMELINE

3-6 YRS

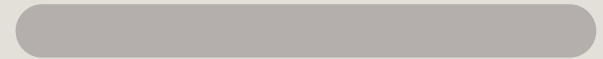
6+ YRS

g) Increase research, data analysis and monitoring of Bowen's tourism ecosystem to improve planning, policies and practices. Currently there is limited tracking, measurement and understanding of who's visiting, what they're doing, the value of tourism, challenges and opportunities.



h) Explore options to increase revenues for responsible tourism planning and management on Bowen Island

- i) Facilitate the adoption of The Municipal Regional District Tax (MRDT), a province-wide tax program that provides funding for local tourism marketing, programs and projects. The Resort Municipality Initiative (RMI) is another provincial tax program; however, intake is currently closed.
- ii) A visitor levy or tourism tax is an approach that is being adopted in various locations across the globe. The levy can fund visitor management and tourism planning, infrastructure development, cultural and environmental protections, or other priorities.
- iii) Collaborate with tourism operators and tourism-dependent businesses with the goal of increased funding for responsible tourism management on Bowen Island.
- iv) Consider mandatory membership with Tourism Bowen Island for any businesses operating on Bowen Island, this could be tied to business licenses. Both Tourism Whistler and Sun Peaks have mandatory membership, and the fees support the organization's work and services in the community.
- v) Another more broad-based option might be the creation of a Business Improvement Area with the mandate to support and manage the visitor economy. This would be a property-based assessment versus visitor-based.
- vi) The United States has introduced the framework of a Tourism Improvement District as a variation of the traditional BIA, and this may be something to consider given the unique circumstances and challenges of Bowen Island.



i) Support opportunities to develop fixed-roof accommodation outside of Snug Cove that increases year-round overnight stays while reducing reliance on short-term rentals in neighbourhoods where residents live. Consideration would be for retreats, spas, and boutique options that are integrated into the environment and sustainable. Overnight visitors spend more money in the community, tend to have more immersive and cultural experiences, and can be less of a burden on the ferry.



j) Facilitate sustainable community economic development that benefits both residents and visitors. Connect visitors with local businesses, services and organizations.



k) Support off-peak initiatives to build year-round resiliency and to help minimize unwanted negative impacts. Support low-impact and sustainable products and services.





# INITIATIVE

<3 YRS

TIMELINE

3-6 YRS

6+ YRS

l) Work with the Municipality to define the roles and responsibilities of tourism planning and management and to determine a sustainable funding model. Consider regional and provincial stakeholders and opportunities for collaborations and partnerships.

- i) Explore the viability of merging the mandates of economic development, chamber of commerce, and destination management into a single entity, either municipal or nongovernment.
- ii) Review and update the terms and conditions of the municipal fee-for-service agreement if Tourism Bowen Island is designated to continue visitor and tourism planning and management on behalf of the municipality. The agreement should reflect the services, staffing and expenses based on a 365-day calendar year.

m) Work collaboratively with regional stakeholders, such as Destination BC, Átl'ka7tsem/Howe Sound Biosphere Region, Metro Vancouver, Rural Island Economic Partnership, BC Transit and BC Ferries to advance local and regional infrastructure improvements. - Bowen Island needs strong advocates and partnerships at both the regional and local levels with a sustained commitment to improving transportation access to and on the island

n) Advocate for improvements and expansion of the island's public and private transportation systems, including public buses, shuttle services, bike sharing and passenger ferry service. Support the development of the island's active transportation network. Improvements will reduce carbon footprint, alleviate traffic congestion, enhance accessibility for both residents and visitors.

o) The potential park development at Cape Roger Curtis is additional impetus to plan and develop active transportation and alternative transportation options. Options might include: 1) the operation of a publicly subsidized shuttle; 2) the operation of an on-island taxi service and/or rideshare service such as Uber or Lyft, or 3) providing infrastructure to support electric car and bike charging stations.

p) Continue educating and encouraging visitors to leave their car at home and take advantage of public and private transportation on the island. Tourism Bowen Island can be an advocate for alternative options and ensure that communications inform visitors during the planning stage of their journey.

q) Improve visitor wayfinding, resources, and community amenities such as public toilets. Wayfinding includes digital tools, such as Google Maps.

r) Explore collaborative placemaking initiatives with community members, Squamish Nation and the Municipality.

s) The Official Community Plan already has provision for small, fixed roof accommodation development. Support the development of a facility with a shuttle that would encourage pedestrian traffic and extended stays on a year-round basis.

# Strategic Goal 4: Environmental Protection & Regenerative Tourism

As stated in the vision, we are all visitors and have a responsibility to protect and conserve the planet for future generations. The Environmental Protection & Regenerative Tourism goal considers tourism's impacts and opportunities to advance positive change.

The UN's Sustainable Development Goals (SDGs) provide an international framework to address the urgent challenges and inequities across the globe. The framework strives to build global partnerships to foster peace and prosperity for all peoples and the planet. The SDGs are being adopted regionally and locally by many organizations, including Átl'ka7tsem / Howe Sound Biosphere Region.

To regenerate is to regrow, renew or replace loss or damage. Therefore, regenerative tourism goes beyond sustainability. While the policies and practices of regenerative tourism may be applied differently in each community due to local challenges and priorities, the goal of regenerative tourism is to ensure that tourism positively benefits the people, culture and ecosystems of each place.

These initiatives offer opportunities to improve tourism management, mitigate negative impacts and foster partnerships with local and regional organizations. Tourism can and should protect and conserve natural and built environments. Tourism is also an opportunity to engage visitors in meaningful stewardship practices, lessons that each visitor can take back home.



# Key Initiatives & Implementation

INITIATIVE	TIMELINE		
	<3 YRS	3-6 YRS	6+ YRS
a) Adopt UN Sustainable Development Goals as a framework for annual targets. Work collaboratively with municipality, local businesses and organizations to adopt SDGs.			
b) Continue to identify opportunities for visitors to participate in nature stewardship efforts at grassroots level while on Bowen Island.			
c) Educate visitors and advocate for low-impact tourism (e.g., leave no trace, etc.). Continue partnerships and build new opportunities with surrounding communities on their initiatives such as “Don’t Love it to Death”, the Sea-to-Sky education initiative.			
d) Create a sustainability and resilience plan for Bowen Island, adopting the relevant practices and principles established by international organizations such as the Future of Tourism Coalition.			
e) Support tourism operators in reducing their ecological footprint through adoption of sustainability initiatives.			
f) Get accreditation for Bowen Island as a Green Destination			
g) Determine how Bowen Island can be leveraged to learn and adjust for regenerative tourism as part of the Átl'ka7tsem/Howe Sound Biosphere, as a member of the Canadian Biosphere Reserve, and as part of the World Network of Biosphere Reserves.			
h) Work with Skwxwú7mesh Úxwumixw and Átl'ka7tsem/Howe Sound Biosphere to identify actions for an increased role in visitor management in preserving, protecting, and interpreting the area, which may include areas designated as no-visitation zones.			
i) Work collaboratively with local conservation groups to identify areas of potential land and marine degradation due to visitor volumes/actions and implement environmental monitoring and remediation strategies to ensure ecosystem health over time.			
j) Explore development of Bowen Island as a regenerative tourism centre, and packaging of spa retreats with Biosphere tours etc.			
k) Continue partnerships and build new opportunities with local organizations, businesses and regional stakeholders, such as the Sea-to-Sky responsible recreation initiative “Don’t Love it to Death.”			

# 8. Tourism Bowen Island



“

*I often run across tourists while I'm out walking my dog, and I have never had trouble with them; we often stop to chat. Even in Crippen in the summer, which some people call "crowded," is still not crowded.*

*There needs to be a "Big Plan" and every single decision should be carefully weighed with as much community input as possible, so often big decisions aren't fully explored by asking many folks for their input.*

*- Resident Comments*

Tourism Bowen Island Association (TBI) is a member-based non-profit society that was established in 2015. The municipality's community economic development committee identified tourism as one of the island's key economic drivers. A volunteer committee established TBI as a destination marketing organization, the most common nonprofit tourism model recognized by the provincial government.

With the mandate to be the centralized structure for tourism on Bowen Island and with the mission to facilitate community economic development through tourism, TBI created a website and built partnerships with businesses and organizations. In 2017 TBI took over the operation of the Visitor Information Centre from the arts council and has operated the Centre on behalf of the municipality, from May to September each year, based on a fee-for-service agreement.

TBI is governed by a volunteer board of directors. As a small nonprofit the organization's revenue stream is primarily grants and service agreements. Staff is limited and also grant-dependent.

This community-based responsible visitation plan presents a vision and outlines initiatives to improve the planning and management of tourism on Bowen Island over the next ten years. With the goal of balancing the island's tourism ecosystem with community and environmental wellbeing, this plan draws on the principles of sustainable development goals and regenerative tourism.

While TBI would like to lead many of the initiatives outlined in this plan, the organization has limited fiscal resources and capacity. Implementation is dependent on securing grant funding or new revenue streams. Success will be achieved through collaborative work and stakeholder partnerships.

## MISSION STATEMENT

To create and manage a community-based and regenerative tourism ecosystem that balances the needs, values and wellbeing of residents, environment, economy and visitors.

## CORE VALUES

- 1. Community-based:** Use place and values-based planning and practices.
- 2. Sustainability:** Adopt sustainable development goals framework to support people, planet, prosperity, peace and partnership.
- 3. Regenerative tourism:** Facilitate a responsible tourism ecosystem that reduces negative impacts and stewards the community and environment.
- 4. Partnerships and cross-sectoral collaborations:** Planning, policies, best practices and management developed collaboratively with citizens, businesses, government, industry partners, regional and provincial stakeholders.
- 5. Progressive and responsive planning and management:** Measure, evaluate, adapt. Think globally. Act locally.



# ● ● ● ● ● Appendix A: Bowen Island Today



“

*What people I don't think realize is that tourism allows a lot of people to work locally on the island and would have to commute to the mainland otherwise. This would overload the ferry likely even more than tourists would on a consistent basis. A lot of the businesses we all love to use are possible from tourism.*

*- Resident Comment*

The following research from several sources was reviewed and assessed to help inform the development of the plan.

### FERRY TRAFFIC

BC Ferries operates an intermediate class ferry called the Queen of Capilano which has served the Horseshoe Bay – Bowen Island route since 1991 (route 8). It went through a major refit in 2015. Vehicle capacity is 100 automobile equivalents (AEQs), with peak capacity generally considered to be 87 AEQs. Passenger capacity is 462 with peak capacity estimated at around 405 passengers.

A review of 2022 BC Ferries monthly data on route 8 illustrates that vehicle capacity reaches a maximum threshold on a regular basis during peak sailings throughout the year. An analysis of 2022 BC ferry data by local resident Mr. Travis Beals clearly shows average vehicle capacity throughout

the year either meeting or exceeding official capacity. Charts for July 2022 and for the period of November to April are illustrated below. Dark red indicates capacity at 90% or greater, light red indicates that has exceeded 75%.

Ferry capacity limitations are an issue on a year-round basis during peak sailing periods. From May to October during weekends and holidays the load factors are even higher and more widespread, affecting both peak and offpeak periods.

Tourism visitation may contribute to the stress on the system but is not a causative factor. The pattern reflects Bowen Island’s proximity to Metro Vancouver and its evolution as a commuter hub. Visitors can generally adapt their planning to timeframes that are less congested. The same cannot be said for residents who are commuting on a regular basis for work.

**July 2022 Average Ferry Vehicle Capacity Utilization by Sailing**

	Su	Mo	Tu	We	Th	Fr	Sa
<b>Horseshoe Bay Departures</b>							
5:50 AM	2%	15%	13%	11%	17%	10%	6%
6:50 AM	10%	62%	91%	88%	83%	61%	19%
8:00 AM	28%	89%	96%	98%	92%	83%	48%
9:05 AM	48%	61%	83%	10%	76%	68%	80%
10:10 AM	80%	72%	82%	103%	80%	89%	108%
11:15 AM	89%	85%	92%	93%	94%	102%	108%
12:40 PM	84%	75%	88%	81%	90%	112%	107%
1:55 PM	82%	84%	80%	93%	106%	109%	108%
3:20 PM	85%	105%	103%	114%	112%	114%	98%
4:40 PM	69%	111%	113%	114%	114%	166%	99%
5:45 PM	53%	110%	118%	113%	117%	103%	84%
6:50 PM	55%	79%	88%	88%	112%	86%	55%
7:50 PM	33%	46%	57%	58%	83%	64%	
9:20 PM	33%	44%	57%	54%	60%	62%	55%
10:20 PM	18%	14%	22%	23%	22%	23%	16%
<b>Sailing</b>							
<b>Snug Cove Departures</b>							
5:20 AM		36%	38%	32%	33%	27%	13%
6:20 AM	22%	88%	97%	84%	79%	48%	25%
7:20 AM	35%	108%	114%	108%	110%	65%	33%
8:35 AM	56%	70%	119%	107%	116%	83%	59%
9:35 AM	82%	100%	102%	112%	112%	88%	77%
10:40 AM	102%	109%	104%	101%	110%	82%	70%
12:45 PM	105%	109%	112%	108%	103%	73%	71%
1:15 PM	108%	85%	68%	97%	112%	81%	50%
2:40 PM	103%	71%	103%	113%	107%	91%	62%
4:00 PM	101%	96%	109%	6%	100%	86%	78%
5:10 PM	101%	90%	93%	114%	112%	70%	80%
6:15 PM	96%	57%	56%	98%	71%	55%	88%
7:30 PM	86%	35%	28%	35%	29%	33%	
8:50 PM	54%	25%	24%	28%	26%	32%	90%
9:50 PM	38%	12%	14%	12%	12%	11%	40%
10:50 PM	10%	3%	3%	4%	4%	9%	10%

**Nov-Apr Average Ferry Vehicle Capacity Utilization by Sailing**

	Su	Mo	Tu	We	Th	Fr	Sa
<b>Horseshoe Bay Departures</b>							
5:50 AM	2%	11%	9%	8%	15%	7%	2%
6:50 AM	3%	71%	89%	81%	79%	68%	16%
8:00 AM	16%	79%	89%	93%	90%	82%	20%
9:05 AM	26%	48%	61%	15%	62%	62%	46%
10:15 AM	52%	55%	53%	81%	59%	56%	65%
11:25 AM	59%	58%	51%	52%	57%	67%	72%
12:35 PM	66%	58%	60%	64%	64%	77%	82%
2:20 PM	82%	90%	94%	90%	97%	107%	95%
3:30 PM	70%	85%	89%	105%	100%	100%	87%
4:35 PM	64%	83%	110%	107%	100%	100%	77%
5:45 PM	62%	81%	102%	100%	106%	108%	78%
6:50 PM	46%	62%	74%	71%	81%	64%	59%
8:00 PM	30%	48%	52%	59%	56%	64%	0%
9:20 PM	20%	48%	53%	55%	61%	64%	0%
9:50 PM	27%	23%	31%	35%	41%	38%	45%
9:30 PM	19%	35%	38%	28%	34%	32%	6%
10:00 PM	12%	18%	21%	26%	29%	26%	32%
<b>Sailing</b>							
<b>Snug Cove Departures</b>							
5:20 AM	0%	35%	35%	35%	30%	22%	8%
6:20 AM	17%	89%	89%	75%	71%	67%	19%
7:30 AM	24%	95%	104%	100%	98%	82%	38%
8:35 AM	47%	91%	103%	99%	101%	102%	66%
9:40 AM	66%	89%	102%	103%	104%	94%	86%
10:50 AM	87%	88%	97%	99%	97%	82%	83%
12:00 PM	92%	82%	86%	81%	82%	61%	77%
1:10 PM	85%	82%	85%	76%	89%	89%	66%
2:55 PM	88%	80%	92%	100%	96%	101%	74%
4:00 PM	65%	84%	90%	11%	21%	82%	67%
5:10 PM	55%	63%	65%	102%	74%	61%	55%
6:15 PM	44%	32%	39%	51%	37%	34%	44%
7:25 PM	36%	18%	17%	17%	24%	16%	0%
7:40 PM	30%	18%	18%	17%	16%	14%	0%
8:30 PM	26%	12%	8%	12%	12%	16%	30%
8:55 PM	10%	8%	7%	8%	8%	10%	0%
9:30 PM	14%	7%	5%	6%	5%	10%	17%
10:00 PM	6%	3%	2%	3%	4%	4%	0%
10:30 PM	8%	2%	4%	3%	2%	6%	8%

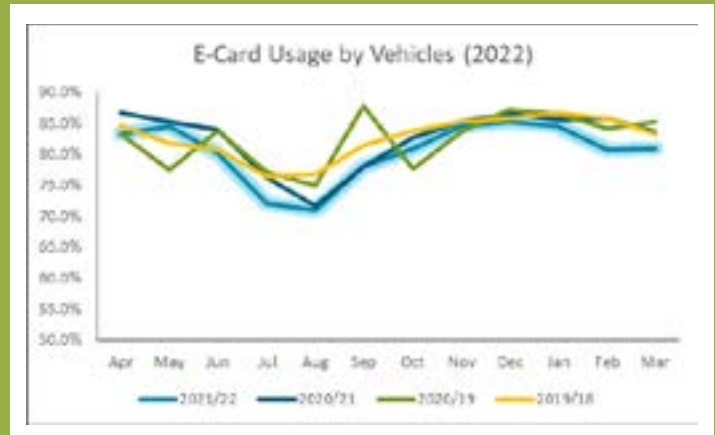
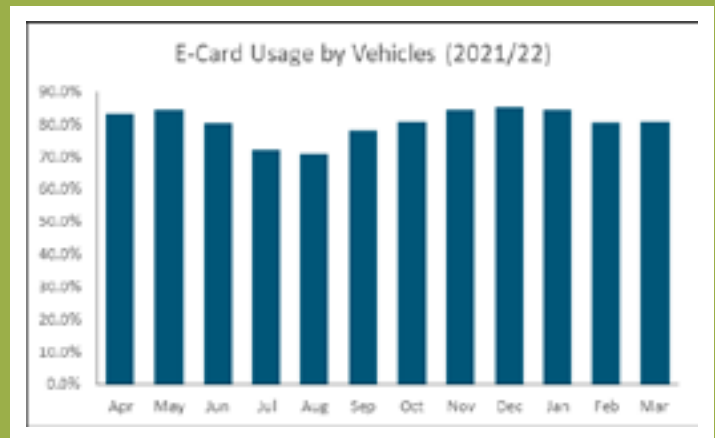
Similarly, trades, service, and education also compete for space to travel on the ferry during peak periods.

There are no plans by BC Ferries to add additional capacity to route 8 in the future. Yet demand will continue to grow notwithstanding the expected increase in resident population over the next ten-year period. The potential impact of the proposed Metro campground is another consideration. It is reasonable to expect that without increases in capacity or a radical adjustment in what constitutes “peak travel” that the quality of the ferry experience will continue to degrade. Travis Beals has also created charts depicting growth scenarios of 5%, 10% and 20% increases.

What options are available for consideration? That would depend upon the interest and engagement from BC Ferries. Failing an increase in capacity, choices are limited to trying to influence the pattern of demand. Possible tactics might include implementing a reservation system, differential pricing to encourage travelling at certain times outside the peak period, or possibly incentives to encourage travellers to leave their car at home.

Further to the analysis provided by Mr. Beals, his recommendations are also sound:

*“BC Ferries needs to work closely with the Municipality, Metro Van Parks, and Translink to ensure they all have a common, realistic set of assumptions. Second, BC Ferries needs to model the Snug Cove - Horseshoe Bay ferry appropriately as a commuter link.*



An overview of 2021/22 traffic with the proportion of e-card usage versus full-fare is shown in the chart below. The accompanying chart shows the same information for the past several years (2021/22 is bolded for emphasis).

E-card usage for vehicles on BC Ferries to Bowen Island, on an annual basis, ranges from 80-82%. There is a marked decrease in July and August which coincides with the busiest visitor months.

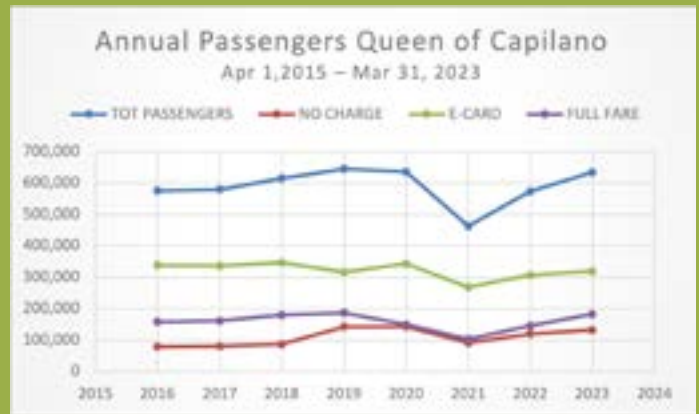


## EXPERIENCE CARD / FULL FARE TICKETS AS VISITOR ESTIMATE

In comparison to communities that are accessible by road 24/7, Bowen's ferry limits how many people can access the island and provides a reliable measurement of the number of people and vehicles using the route. BC Ferries collects a variety of data points for each run, including different fares and vehicle types. It was proposed years ago that BC Ferries' data can provide a reasonable visitor estimate because virtually all people access Bowen via the ferry, except for a small percentage of boaters and even fewer plane passengers and sea kayakers.

BC Ferries provides Tourism Bowen Island with statistical summaries for Experience Card, no-charge, full-fare and vehicle users. Tourism Bowen Island's assumption is that Experience Card passengers are primarily residents and full-fare passengers are primarily visitors. Of course, this is not a precise formula because frequent non-resident visitors, such as friends & relatives and commercial operators, may use the Experience Card. Also, a percentage of visitors travel as no-charge passengers – children under 5, students and seniors Mon-Thurs. However, even with these considerations, this data analysis offers a reasonable visitor estimate, particularly when looking at usage and trends over time.

BC Ferries' fiscal year is April 1 – March 31. Tourism Bowen Island's analysis here covers the years April 1, 2015 – March 31, 2022.



This chart plots the annual total passengers on the year-end date March 31. For the year 2015 - 2016, there were 575,897 total annual passengers. By the year 2022 - 2023 there was a 10% increase to 634,973 total annual passengers. It's worth noting Bowen Island's population increased by 15.7% between 2016 (3,680) and 2021 (4,256).

This chart shows visitor estimates range from a low of 23% of passengers during COVID, to a high of 29.7% for the year 2018 - 2019. Except for the two COVID years, the annual visitor estimates range between 26% - 29.7% of total annual passengers.



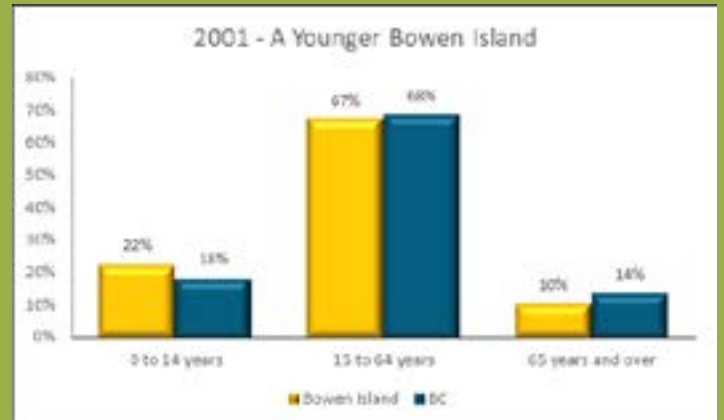
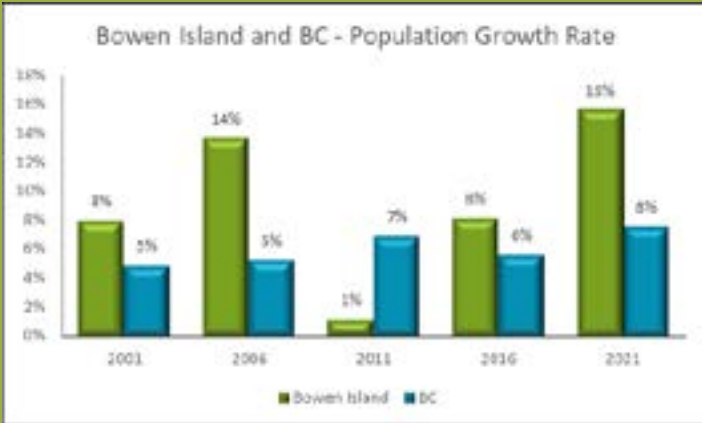
Summer is naturally the most popular time to travel and pursue outdoor recreation. July and August are peak visitor months for Bowen Island and BC Ferries consistently records the highest passenger counts during these two months. In July and August 2015 the visitor estimate is 37% of total passengers. In 2022 the visitor estimate is 41.7% of total passengers.

# POPULATION

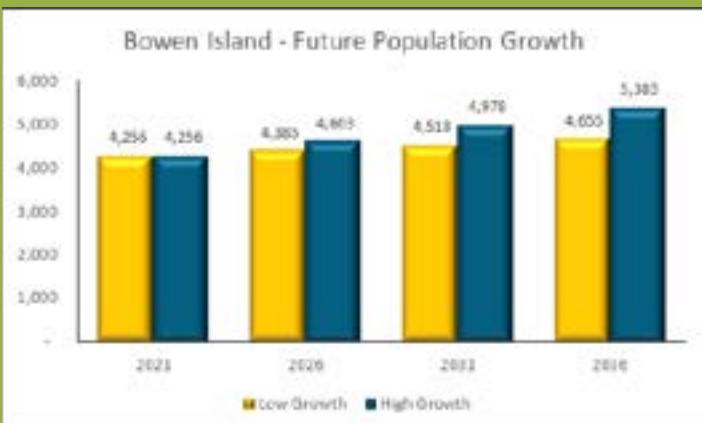
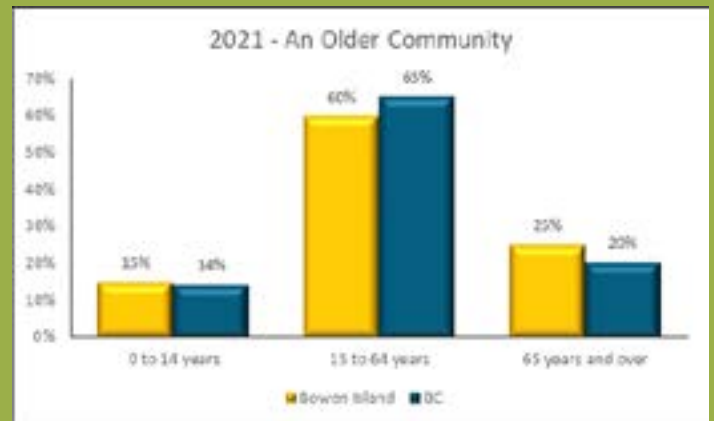
Bowen Island’s population as of the 2021 census was 4,256. This represents a 44% increase since 2001, or growth at an annualized rate of 1.8%. This exceeds the growth rate of the province overall which was 1.5% per year. More recently, the population growth rate on Bowen Island has increased at 2.95% per year between 2016 and 2021.

The population on Bowen Island is also getting older.

In the 2001 census, when compared to the province, Bowen Island had a larger cohort aged 0-14 years and a smaller cohort aged 65 years or older. By 2021, the gap with the younger population had shrunk considerably, and the 65 years or older demographic had grown (from 11% of Bowen’s population to 25%). The changes are reflected in the charts below.



Projections for future growth are difficult and dependent on many factors, not the least of which is available housing. But it is reasonable to assume that population growth on Bowen Island will range between the provincial estimates of 0.6%-1.6% per year. That suggests another 400-1,100 residents within the next ten years.



## **BOWEN ISLAND BUSINESS AND ECONOMY**

Situated within walking distance of the ferry terminal, the shops and restaurants in Snug Cove are highly visible and are the commercial hub of the island. The purpose-built mixed commercial-residential Artisan Square has a small collection of food, retail, accommodation and health services. With new residential developments outside of Snug Cove, there's been recent commercial development, too, including two cideries and a retreat centre. Seymour Bay is a popular hub given the golf course and the long-term vision for Seymour Landing includes an inn, retreat centre and passenger ferry to Vancouver.

The community economic development plan *Creating a Resilient Bowen Island, 2021*, provides an overview of the island's economy and suggestions for sustainable development aligned with community values.

It's no surprise that Bowen's businesses are small, with 76% of business license holders reporting 1 or 0 employees. The industry sectors associated with construction, development and real estate constitute 43% of total license holders and 86% of non-Bowen license holders. Business licenses associated with Bowen's tourism industry, including accommodation, commercial/retail, food/agriculture, and arts/culture, account for between 30 –35% of total licenses.

Without a hotel or lodge, the island's accommodation options are a small collection of independently-owned cottages, suites and short-term vacation rentals listed on booking platforms, such as AirBnB. As of 2022, business licenses have been issued for 44 bed & breakfast and 63 residential guest accommodations. There are two commercial operators with a combined total of 22 beds. The island also has three retreat centres, though accommodation is primarily only available to program-based attendees. During the peak summer months and when there are special events, demand for accommodation often exceeds availability.

## RESIDENT SENTIMENT TOWARD TOURISM

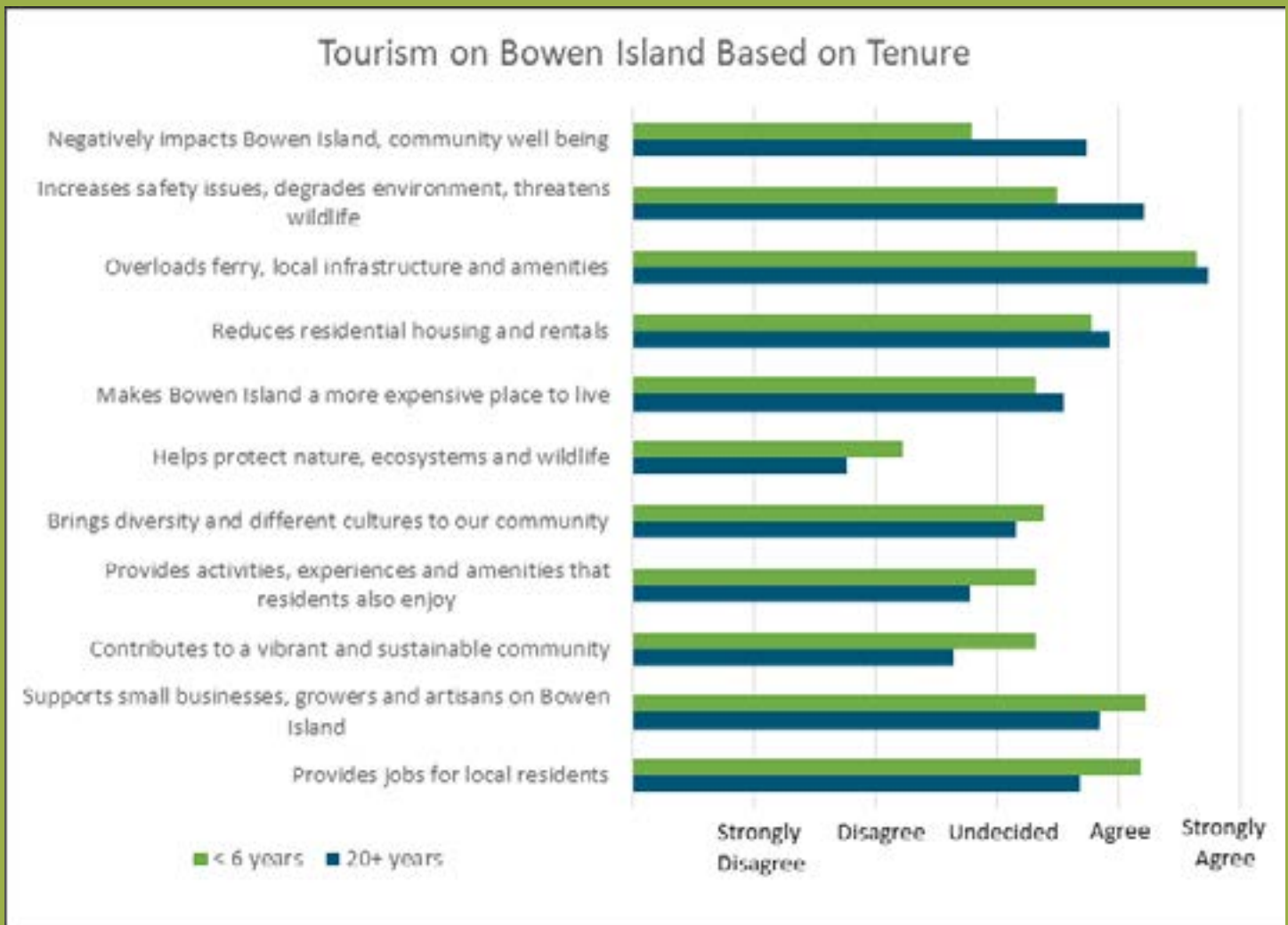
A resident sentiment online survey was undertaken early in the study process. More than 250 resident responses were received which was further segmented by tenure on the island and whether a respondent was employed in a tourism-related business (which may create a bias).

There was little variation based on segmentation although residents with less tenure on the island tended to be more positively predisposed toward the impact and benefits of visitors to the island.

There was unanimity on several issues including benefits to local businesses, providing employment opportunities to locals, and contribution to congestion and stress on the ferry system, local infrastructure, and amenities.

Residents with long tenure on the island tended to feel that tourism negatively impacts Bowen Island, and the community's well-being. They were also inclined to agree that increased tourism increases safety issues, degrades the environment, and threatens wildlife.

Results are summarized in the following chart.



the highest frequencies  
Spicy  
Mac & cheese  
Veggie Burrito  
Beef  
STEAK  
Tenderloin  
Ribeye

“

*I believe there are aspects of life on Bowen that are dependent on tourism, and will flourish if tourism is carefully promoted, balanced with needs of Bowen residents.*

*- Resident Comments*



FARM

FRESH



● ● ● ● ●

# Appendix B: Strategic Framework Development and Analysis

“

*I think there are sustainable levels of tourism that help support the community but that don't detract from island life. We don't need to be a big tourism destination.*

*- Resident Comment*

”

The Tourism Initiative Evaluation Rating System (TIERS) analysis is a framework for evaluating a broad range of proposed initiatives to bring focus to those initiatives that would be the most meaningful for the destination. It is a qualitative framework that includes criteria such as the following:

- Destination Enhancement
- Timeline to Realize Benefits
- Complexity of Project to Realize Benefits
- Resource Requirements
- Alignment With Sustainable Tourism
- Provision of opportunities for residents and local business owners
- Connects and supports the vision for the destination

Destination/Host Community Enhancement considers whether the initiative has the potential to generate excitement and praise for the destination/host community, whether it can be a catalyst for change, increase interest in visitation, expand the scope of products/services offered, and truly differentiate the destination/host community. Scoring options vary from “significant” to “not likely”.

Timeline to Realize Benefits assesses the time frame for payback to the destination in terms of return on investment, economic benefits to the community, and incremental visitation or extension of visit. A short timeline is less than two years; a long timeline is greater than five years.

Complexity of Project to Realize Benefits assesses the capital cost required, ownership, and the number of stakeholders that need to be involved to see the project through. A low risk/uncomplicated initiative

would have minimal costs and require no partners; a high risk/complicated venture would entail high capital costs, ongoing operational obligations, and a multitude of stakeholders.

Resource Requirements examines ongoing operational obligations in terms of staff and costs. The scope would be a low level of investment where time and costs are nominal, to a high level of investment.

Alignment with Sustainable Tourism assesses the fit between the proposed initiative and support for environmental, socio/cultural, and economic sustainability. The scoring system ranges from “unlikely” to “highly likely”.

Provides Opportunities for Residents and Local Business Owners assesses the likelihood of the proposed initiative to deliver direct support for community stakeholders. Scoring options would vary from “yes” to “negligible”.

Connects and Supports the Vision for the Destination/Host Community examines the alignment between the proposed initiative and the values shaping the vision for Bowen Island. Range of responses would vary from “yes” (strong support) to “negligible” (not aligned with the vision).

Each of the criterion in the TIERS analysis was ranked equally with a maximum value of 3 and a minimum value of 1. Even if a criterion had several dimensions (e.g., destination enhancement), the total score for that criterion could not exceed 3 points. The highest value for an initiative that scored perfectly across all seven criteria would be 21, and the lowest value would be 7.



● ● ● ● ●

# Appendix C: Glossary of Tourism Terms & Bibliography

“

*If managed well, tourism can be advantageous, including the possibility of a tourism tax to help local businesses in less busy seasons, help with traffic and control the amount of tourism during busy seasons.*

*- Resident Comment*

”



# Tourism Glossary

**Destination** is a geographical area consisting of all the services and infrastructure necessary for the stay of a specific tourist or tourism segment. Destinations are the competitive units of incoming tourism.

**Destination Management Organization** is an organization responsible for the implementation of strategic tourism policies, product development and co-ordinated management of all the elements that make up a destination (accommodation, attractions, access, marketing, human resources, image). The form and structure of a DMO can vary, depending on the context in which it operates. Global Sustainable Tourism Council, <https://www.gstcouncil.org/gstc-criteria/glossary/>

**Destination stewardship** is defined by the Global Sustainable Tourism Council as “a process by which local communities, governmental agencies, NGOs, and the tourism industry take a multi-stakeholder approach to maintaining the cultural, environmental, economic, and aesthetic integrity of their country, region, or town.” It is about protecting the very qualities that make a place first and foremost a wonderful place to live, with the added benefit of being a wonderful place to visit. <https://www.responsibletravel.org/blog/community-centered-destination-stewardship/>

**Regenerative tourism** not only avoids harm, it also seeks to create the conditions for life to thrive. It preserves the wellness of residents, the authenticity of cultures, and the beauty of natural spaces. It is a transformative approach that prioritizes the healing of damaged systems, both natural and social. BC Tourism Sustainability Network <https://tourismsustainability.ca/help-topics/sustainable-amp-regenerative-tourism/>

**Sustainability** is using resources in an environmentally responsible, socially fair and economically viable manner, so that by meeting the needs of current users, the possibility of their use by future generations is not compromised. <https://www.gstcouncil.org/gstc-criteria/glossary/>

**Sustainable Destination Strategy** is a plan of action, based on stakeholder consultation and engagement, which sets out the agreed vision, objectives and direction for sustainable tourism in a destination and designed to be used as a basis for identifying destination management actions. <https://www.gstcouncil.org/gstc-criteria/glossary/>

**Sustainable tourism** is tourism that takes full account of its current and future economic, social, and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. <https://www.unwto.org/sustainable-development>

**Sustainable tourism** is a concept that covers the complete tourism experience, including concern for economic, social and environmental issues as well as attention to improving tourists' experiences and addressing the needs of host communities.

*Wikipedia (overview with references)*  
[https://en.wikipedia.org/wiki/Sustainable\\_tourism](https://en.wikipedia.org/wiki/Sustainable_tourism)

**Sustainable tourism** takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. Sustainable tourism should make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity; respect the sociocultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to intercultural understanding and tolerance; ensure viable, long-term economic operations, providing socioeconomic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation. <https://www.gstcouncil.org/gstc-criteria/glossary/>

**Tourism** is a social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure. <https://www.unwto.org/glossary-tourism-terms>

**Visitor** is a traveller taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure or other personal purpose) other than to be employed by a resident entity in the country or place visited. These trips taken by visitors qualify as tourism trips. Tourism refers to the activity of visitors. [https://unstats.un.org/unsd/publication/SeriesM/SeriesM\\_83rev1e.pdf#page=21](https://unstats.un.org/unsd/publication/SeriesM/SeriesM_83rev1e.pdf#page=21)

**Visitor Management** is managing visitor movements and influencing visitor behaviour in order to protect the values and attributes of a destination or site and contribute to a high quality visitor experience

**Traveller** is a person making an entry into Canada for any purpose and any duration. Travellers can then be sub-divided into visitors and other travellers.

**Visitor** is a traveller whose trip purpose is related to tourism, namely personal, business, study, to be a crew member in a private vehicle (private aircraft or private boat) or whose purpose is not known, and whose trip duration is less than one year. Visitors can be split further into excursionists and tourists.

**Excursionist** is a visitor without an overnight stay, meaning that the arrival and departure occurs in the same calendar day. Also referred to as a “same-day visitor”

**Tourist** is a visitor with a trip duration of at least one night, meaning that the arrival and departure occur in different calendar days. Also referred to as an “overnight visitor”.

**Other traveller** refers to a traveller whose trip purpose is not related to tourism, namely to be a crew member in a commercial vehicle (commercial aircraft, ferry, cruise ship or other commercial boat, truck, bus or train), a traveller with an other non-tourism related purpose (work, immigration, military service, diplomats or consular staff), or a traveller whose trip purpose is related to tourism, but has a trip duration of 365 or more nights.

*Travellers, Visitors, Excursionists and Tourists – definitions and conceptual relationship Statistics Canada, [https://www.statcan.gc.ca/en/statistical-programs/document/5005\\_D3\\_V1](https://www.statcan.gc.ca/en/statistical-programs/document/5005_D3_V1)*

**Tourism Demand** is defined as the spending of Canadian and non-resident visitors on domestically produced commodities. It is the sum of tourism domestic demand and tourism exports.

**Tourism Exports** is spending by foreign visitors on Canadian-produced goods and services. It includes spending that may take place outside of Canada, for instance, the purchase of an airline ticket from a Canadian international carrier, to travel to Canada. Destination BC Tourism Glossary <https://www.destinationbc.ca/glossary/>

**For more tourism terms and concepts, visit these webpages:**

Destination BC’s Tourism Glossary - <https://www.destinationbc.ca/glossary/>

Destination Canada Glossary - <https://www.destinationcanada.com/en/glossary>

Global Sustainable Tourism Council Glossary <https://www.gstcouncil.org/gstc-criteria/glossary/>

Statistics Canada - Tourism <https://www150.statcan.gc.ca/n1/pub/13-607-x/2016001/1383-eng.htm>

United Nations <https://www.unwto.org/glossary-tourism-terms>

# Bibliography

## **Bowen Island**

Bowen Island Community Foundation - Vital Conversations - <https://bowenfoundation.com/vital-conversations/>

### ***Bowen Island Visitor Information Centre***

Visitor Centre Statistics and Reports - <https://drive.google.com/file/d/1o7TyEuFIDbrZhBd3MeJ8Ghh8fsPuRIRP/view?usp=sharing>

### ***Ferry, Statistics, Visitor Estimates***

Bowen Island Ferry Data - Travis Beals

Ferry load analysis and growth scenarios, 2022 - [https://docs.google.com/spreadsheets/d/1sjpJAACuWrYtlpPGjANXkQNxG6X\\_9WYWgyWnS1S7S-Q/preview#gid=0](https://docs.google.com/spreadsheets/d/1sjpJAACuWrYtlpPGjANXkQNxG6X_9WYWgyWnS1S7S-Q/preview#gid=0)

Estimating Visitors: Experience Card versus Full Fare Passengers - Tourism Bowen Island - [https://drive.google.com/drive/folders/1GDnL2yPNH2MJcp\\_8f5VdD336PI7QLG9E](https://drive.google.com/drive/folders/1GDnL2yPNH2MJcp_8f5VdD336PI7QLG9E)

This Commuter Island: a report on ferry use from and to Bowen Island, 2005 - <https://bowenland.civicweb.net/document/27851/This%20Commuter%20Island%20-%20Bruce%20Howlett%202003.pdf?handle=8EE81FE4FD7F4B258DCC8E98ED9DF24F>

### ***Jack Little - histories of Bowen Island***

Vancouver's Playground: Leisure and Sociability on Bowen Island, 1902-57, Jack Little - [https://drive.google.com/drive/folders/1Vs0QZR49nA8Vbjb4zH\\_Z8V45PW-2xuTW?usp=sharing](https://drive.google.com/drive/folders/1Vs0QZR49nA8Vbjb4zH_Z8V45PW-2xuTW?usp=sharing)

The Recreation/Ecology/Heritage Triangle: Developing Bowen Island's Crippen Regional Park, 1978-2005, Jack Little, 2012 - [https://drive.google.com/drive/folders/1Vs0QZR49nA8Vbjb4zH\\_Z8V45PW-2xuTW?usp=sharing](https://drive.google.com/drive/folders/1Vs0QZR49nA8Vbjb4zH_Z8V45PW-2xuTW?usp=sharing)

In the Metropolitan Shadow: Bowen Island - Jack Little, 2018 (video) - <https://www.youtube.com/watch?v=kKInYV4chT8>

## **Bowen Island Municipality**

Bowen Island Climate Action Plan - <https://bowenlandmunicipality.ca/parks-recreation-culture/environment/climate-action-program/>

Bowen Island Community Profile - <https://bowenislandmunicipality.ca/our-community/community-profile/>

Bowen Island Council Strategic Plan - <https://bowenislandmunicipality.ca/2023/04/26/council-strategic-plan-2023-2026/>

Bowen Island Cultural Master Plan - <https://bowenislandmunicipality.ca/parks-recreation-culture/the-hearth-arts-on-bowen/cultural-master-plan/>

Bowen Island - Island Plan - <https://bowenislandmunicipality.ca/our-government/island-plan/>

Bowen Island - Island Survey - <https://bowenislandmunicipality.ca/our-government/island-plan/island-survey/>

Bowen Island Parks Plan - <https://bowenislandmunicipality.ca/parks-recreation-culture/parks/parks-plan/>

Bowen Island Transportation Plan - 2018 - 2038 - <https://bowenisland.civicweb.net/document/158885/>

## **Bowen Island Community Economic Development Committee**

Creating a Resilient Bowen Island: a community economic development plan for our sustainable future - <https://bowenisland.civicweb.net/filepro/documents/?notices=True&expanded=4618,259367,27701,27722&preview=265659>

The Bowen Branding Initiative: resident survey, 2015 - <https://bowenisland.civicweb.net/document/85572/>

The Bowen Visitor Story: Connecting with what matters most, 2014 - <https://bowenisland.civicweb.net/filepro/documents/?notices=True&expanded=4618,27701,27722&preview=236109>

Conversations with Bowen Businesses, 2016 - <https://bowenisland.civicweb.net/document/92427/>

Bowen Island Community Brand - <https://bowenislandmunicipality.ca/our-government/committees/community-economic-development-committee/bowen-island-community-brand/>

## Regional

Átl'ka7tsem/Howe Sound Biosphere Region - <https://www.howesoundbri.org/>

Don't Love it to Death - <https://dontloveittodeath.com/>

Island's Trust - <https://islandstrust.bc.ca/>

Islands Trust Area Census Profile 2021 - <https://islandstrust.bc.ca/document/islands-trust-area-census-profile-2021/>

Rural Island Economic Partnership - [https://ruralislandspartnership.ca/?doing\\_wp\\_cron=1708652245.1383481025695800781250](https://ruralislandspartnership.ca/?doing_wp_cron=1708652245.1383481025695800781250)

## Squamish Nation

Squamish Nation - <https://www.squamish.net/>

Squamish Atlas - <https://squamishatlas.com/>

Mythologies of the Squamish Nation - <https://indigenouspeoplenet.wordpress.com/2022/12/22/mythologies-of-the-squamish-nation/>

Native Languages of the Americas: Squamish Indian Legends - <http://www.native-languages.org/squamish-legends.htm>

Skwxwú7mesh-ulh Temíxw (Squamish) Territories / Skwxwú7mesh Úxwumixw (Squamish) - <https://native-land.ca/maps/territories/skwxwu7mesh-uxwumixw/>

Cultural Journey Sea-to-Sky - <https://slcc.ca/cultural-journey-self-guided-cultural-journey-squamish-lilwat-first-nations/>

## Province of BC

Ministry of Tourism, Arts, Culture and Sport - <https://www2.gov.bc.ca/gov/content/governments/organizational-structure/ministries-organizations/ministries/tourism-arts-culture>

## Destination BC

Destination BC - Destination Development and Regions  
<https://blog.hellobc.com/what-we-do/destination-management/destination-development/>

Vancouver, Coast & Mountains - <https://www.hellobc.com/places-to-go/vancouver-coast-mountains/>

Vancouver, Coast & Mountains 2017 Regional Tourism Profile - [https://www.destinationbc.ca/content/uploads/2018/05/Vancouver-Coast-Mountains-Regional-Tourism-Profile\\_2017.pdf](https://www.destinationbc.ca/content/uploads/2018/05/Vancouver-Coast-Mountains-Regional-Tourism-Profile_2017.pdf)

Vancouver Coast Mountains Strategic Plan 2022 - 2023 - <https://drive.google.com/file/d/1gjQnqTzjbvNYjFN0LMzeEQjSfUPeWZzV/view>

Vancouver, Coast & Mountains Destination Management and Development Implementation Guide, 2023 - [https://www.destinationbc.ca/content/uploads/2023/09/VCM-Destination-Development-Strategy-Implementation-Guide\\_Aug2023\\_vs3\\_FINAL-1.pdf](https://www.destinationbc.ca/content/uploads/2023/09/VCM-Destination-Development-Strategy-Implementation-Guide_Aug2023_vs3_FINAL-1.pdf)

Vancouver, Coast & Mountains Regional Destination Development Strategy, 2019 - 2029 - <https://www.destinationbc.ca/content/uploads/2023/07/VCM-RDDS-Final.pdf>

Indigenous Tourism BC - <https://www.indigenousbc.com/>

Vancouver Coast Mountains - Sustainability Council - <https://www.destinationbc.ca/what-we-do/destination-management/destination-development/vancouver-coast-and-mountains/vancouver-coast-mountains-sustainability-council/>

Focus Areas and Action Plans, 2023 - [https://www.destinationbc.ca/content/uploads/2023/07/310\\_VCM\\_FocusActionPlan\\_Final.pdf](https://www.destinationbc.ca/content/uploads/2023/07/310_VCM_FocusActionPlan_Final.pdf)

Sustainability Playbook, 2023 - [https://www.destinationbc.ca/content/uploads/2023/07/The-Vancouver-Coast-Mountains-Sustainability-Playbook\\_Final\\_July-25-V5.pdf](https://www.destinationbc.ca/content/uploads/2023/07/The-Vancouver-Coast-Mountains-Sustainability-Playbook_Final_July-25-V5.pdf)

## **Government of Canada**

A Regenerative Approach to Tourism in Canada - Destination Canada - [https://www.destinationcanada.com/sites/default/files/archive/1872-A%20Regenerative%20Approach%20to%20Tourism%20in%20Canada/A-Regenerative-Approach-to-Tourism-in-Canada\\_EN.pdf](https://www.destinationcanada.com/sites/default/files/archive/1872-A%20Regenerative%20Approach%20to%20Tourism%20in%20Canada/A-Regenerative-Approach-to-Tourism-in-Canada_EN.pdf)

Destination Canada (crown corporation) - <https://www.destinationcanada.com/en>

Canada's Tourism Renaissance - Destination Canada, 2022 - [https://www.destinationcanada.com/sites/default/files/archive/1641-Canada%27s%20Tourism%20Renaissance%3A%20Our%20Strategy%20for%20Recovery/PlainLanguageStrategy-ShortForm\\_EN-Jun21-accessible.pdf](https://www.destinationcanada.com/sites/default/files/archive/1641-Canada%27s%20Tourism%20Renaissance%3A%20Our%20Strategy%20for%20Recovery/PlainLanguageStrategy-ShortForm_EN-Jun21-accessible.pdf)

Tourism's Big Shift: Key Trends Shaping the Future of Canada's Tourism Industry - Destination Canada, 2021

[https://www.destinationcanada.com/sites/default/files/archive/1515-Tourism%27s%20Big%20Shift%3A%20Key%20Trends%20Shaping%20the%20Future%20of%20Canada%27s%20Tourism%20Industry%20-%20November%202021/Destination%20Canada\\_Tourism%26%23039%3Bs%20Big%20Shift\\_Re](https://www.destinationcanada.com/sites/default/files/archive/1515-Tourism%27s%20Big%20Shift%3A%20Key%20Trends%20Shaping%20the%20Future%20of%20Canada%27s%20Tourism%20Industry%20-%20November%202021/Destination%20Canada_Tourism%26%23039%3Bs%20Big%20Shift_Re)

Innovation, Science and Economic Development  
*Canada 365: Welcoming the World. Every Day, 2023*

The Federal Tourism Growth Strategy

<https://ised-isde.canada.ca/site/canadian-tourism-sector/en/canada-365-welcoming-world-every-day-federal-tourism-growth-strategy>

## **Funding**

Municipal Regional District Tax - <https://www.destinationbc.ca/what-we-do/funding-sources/mrdt/>

Resort Municipality Initiative - <https://www2.gov.bc.ca/gov/content/tourism-immigration/tourism-resources/tourism-funding-programs/resort-municipality-funding-rmi>

Tourism Whistler Membership Overview - <https://members.whistler.com/membership/>

## **International Tourism**

Centre for Responsible Travel - <https://www.responsibletravel.org/>

City Destinations Alliance - <https://citydestinationsalliance.eu/our-strategy-wegeneration/>

Destinations at Risk: The Invisible Burden of Tourism - <https://www.thetravelfoundation.org.uk/invisible-burden/>

Green Destinations - <https://www.greendestinations.org/>

Future of Tourism - <https://www.futureoftourism.org/>

Guiding Principles - <https://www.futureoftourism.org/guiding-principles>

Islanders Way: Hosting Visitors the Islander Way - <https://www.islanderway.co/post/hosting-visitors-the-islander-way>

Responsible Tourism Institute - <https://www.responsibletourismstitute.com/en>

The Tourism CoLab - <https://www.thetourismcolab.com.au/>



The Travel Foundation - <https://www.thetravelfoundation.org.uk/>

UN World Tourism Organization

Recommendations for the Transition to Green Travel and Tourism Economy - [https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2021-05/210504-Recommendations-for-the-Transition-to-a-Green-Travel-and-Tourism-Economy.pdf?VersionId=wiwmhIGgXT4zwXles\\_Q8ycdlITGIQfaMt](https://webunwto.s3.eu-west-1.amazonaws.com/s3fs-public/2021-05/210504-Recommendations-for-the-Transition-to-a-Green-Travel-and-Tourism-Economy.pdf?VersionId=wiwmhIGgXT4zwXles_Q8ycdlITGIQfaMt)

## **Regenerative Tourism**

A Regenerative Approach to Tourism in Canada - Destination Canada - [https://www.destinationcanada.com/sites/default/files/archive/1872-A%20Regenerative%20Approach%20to%20Tourism%20in%20Canada/A-Regenerative-Approach-to-Tourism-in-Canada\\_EN.pdf](https://www.destinationcanada.com/sites/default/files/archive/1872-A%20Regenerative%20Approach%20to%20Tourism%20in%20Canada/A-Regenerative-Approach-to-Tourism-in-Canada_EN.pdf)

Coalition Culture Regeneration Roadmap - <https://coalitionculture.co/resources>

## **Sustainable Development Goals**

Achieving the Sustainable Development Goals Through Tourism: Toolkit of Indicators for Projects (TIPs) 2023 - <https://www.e-unwto.org/doi/epdf/10.18111/9789284424344>

Biosphere Tourism - <https://www.biospheretourism.com/en>

Canadian Indicator Framework for Sustainable Development Goals - <https://sdgcif-data-canada-oddcic-donnee.github.io/>

Global Sustainability Tourism Council, Destination Stewardship Starter Kit - <https://www.gstcouncil.org/introducing-the-gstc-destination-stewardship-starter-kit/>

GOA Roadmap for Tourism as a Vehicle for Achieving the Sustainable Development Goals, 2023 - <https://www.e-unwto.org/doi/epdf/10.18111/9789284424443>

Open SDG - <https://open-sdg.org/>

Tourism for SDGs - <https://tourism4sdgs.org/>

UN World Trade Organization - <https://www.unwto.org/tourism4sdgs>

UNWTO Tourism in 2030 - <https://www.unwto.org/tourism-in-2030-agenda>

University of Surrey

School of Hospitality and Tourism Management

<https://www.surrey.ac.uk/school-hospitality-tourism-management/research/centre-sustainability-and-wellbeing-visitor-economy>

## **Measurements - Key Performance Indicators**

Future of Tourism Metrics & Measurements - <https://toolkit.futureoftourism.org/main>

Global Sustainable Tourism Council

Destination Criteria with Performance Indicators and SDGs, 2019 - <https://www.gstcouncil.org/wp-content/uploads/GSTC-Destination-Criteria-v2.0-with-SDGs.pdf>

## **Wellbeing**

Measuring What Matters: Toward a Quality of Life Strategy for Canada

<https://www.canada.ca/en/department-finance/services/publications/measuring-what-matters-toward-quality-life-strategy-canada.html>

Quality of Life Hub

Statistics Canada

<https://www160.statcan.gc.ca/index-eng.htm>

The Organization for Economic Co-operation and Development (OECD)

<https://www.oecd.org/stories/well-being-knowledge-exchange-platform/practices/canada-s-quality-of-life-framework-9f92bdde/>

## **Circular Economy**

UN World Travel Organization - <https://www.unwto.org/sustainable-development/circular-economy>

One Planet Network - <https://www.oneplanetnetwork.org/>

Circular Economy in Tourism - <https://www.oneplanetnetwork.org/programmes/sustainable-tourism/circular-economy/tools-resources>

Ellen Macarthur Foundation - <https://www.ellenmacarthurfoundation.org/>

## Visitor Economy

Visitor Economy Research Group - University of Derby - <https://www.derby.ac.uk/research/centres-groups/visitor-economy/>

Unlocking the Potential of Canada's Visitor Economy - Destination Canada, 2018 - [https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy\\_WEB.pdf](https://www.destinationcanada.com/sites/default/files/archive/804-Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy/Unlocking%20the%20Potential%20of%20Canadas%20Visitor%20Economy_WEB.pdf)

\*\*\*

An updated version of this bibliography and resources can be accessed here:  
[https://drive.google.com/drive/folders/1CRaqfeKsFM6-1V\\_zFsiH-0O\\_QeP50VWd?usp=sharing](https://drive.google.com/drive/folders/1CRaqfeKsFM6-1V_zFsiH-0O_QeP50VWd?usp=sharing)