

**PARKSVILLE
QUALICUM BEACH**

FIVE-YEAR IMPLEMENTATION PLAN

**WHERE IT ALL
COMES TOGETHER**

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LAND ACKNOWLEDGMENT

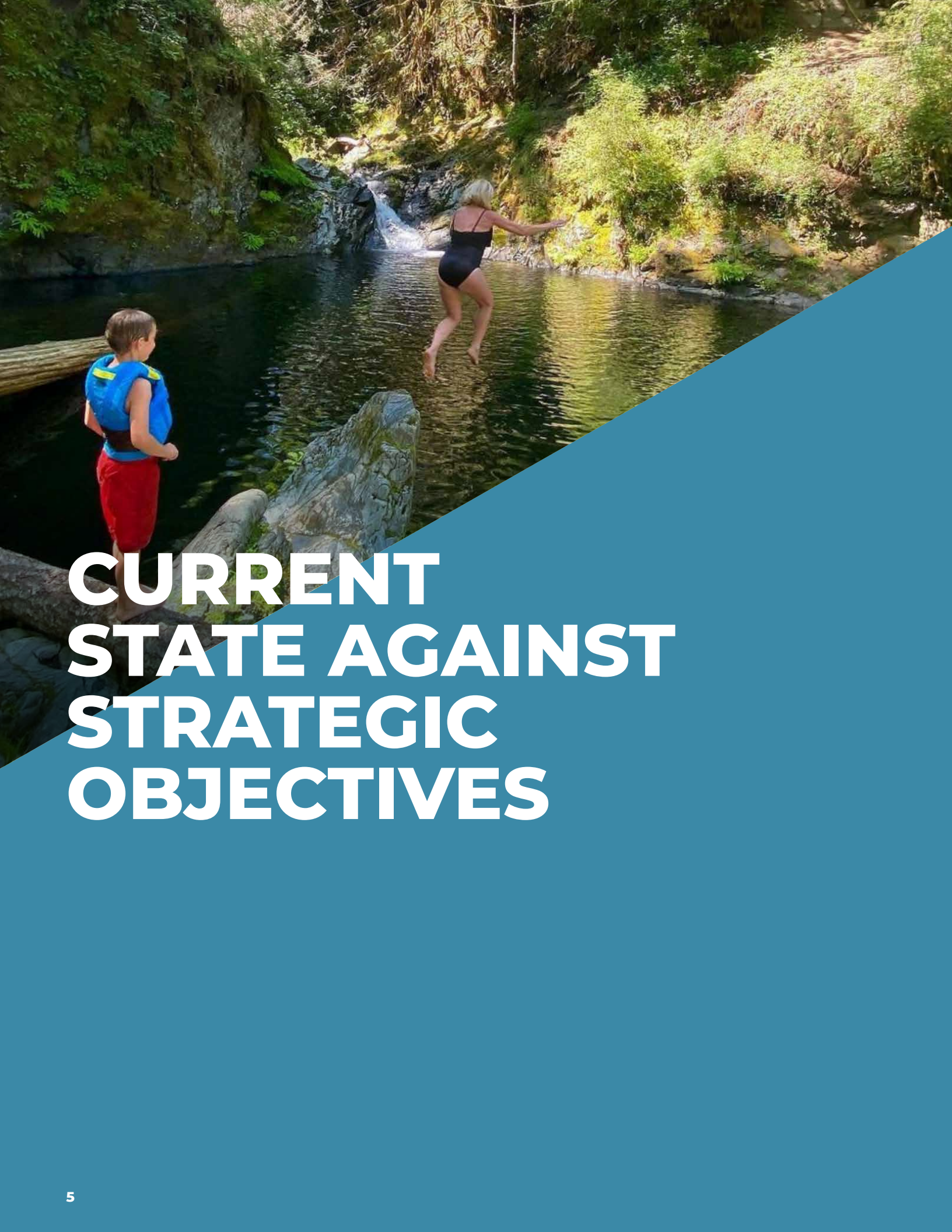
We acknowledge and give thanks to the Qualicum and Snaw-Naw-As First Nations on whose ancestral lands we operate and welcome visitors to.

INTRODUCTION

As with its global peers, tourism growth in Parksville Qualicum Beach has been largely organic, driven by the region's pristine natural environment, human-made assets and cultural attractions. This has spurred visitor demand, stimulating an entrepreneurial response with the creation of various tourism businesses. This entrepreneurial vigour has, in turn, attracted more visitors, creating a cycle of growth and prosperity.

Recognizing the potential risk of this cycle leading to unchecked mass tourism, Parksville Qualicum Beach's tourism industry has taken the initiative to pre-emptively counteract this risk. The product of this foresight is a comprehensive Destination Development Strategy and an innovative five-year roadmap that incrementally advances the industry towards a sustainable, long-term tourism vision.

This paradigm shift, however, calls for substantial foundational work to fulfill the plan's ambitious objectives. Among the top priorities is the need to capitalize on and strengthen existing relationships while nurturing new ones. The successful implementation of the plan hinges on the cooperation of a diverse range of stakeholders beyond just the tourism industry. As such, nurturing these relationships becomes an invaluable skill in our strategic toolkit



CURRENT STATE AGAINST STRATEGIC OBJECTIVES

A resilient tourism industry that is adaptable to changing trends, market demands, resident sentiment and climate impacts.

Parksville Qualicum Beach's (PQB) tourism industry exhibited significant adaptability and resilience in the face of the Covid-19 pandemic, a testament to its strong standing in proximate markets. The primary drivers of visitation and the positive reputation of the region have served as a foundation for its resilience, making it a preferred destination for near-in visitors who continue to buoy its operations during unpredictable times.

However, the industry's resilience could be put to the test by key challenges, notably in the areas of workforce and housing. Many operators are grappling with these issues, which pose a significant barrier to maintaining the industry's robustness and continued growth.

Adding to this, the inherent seasonality of the destination presents a fundamental challenge. This high seasonality not only impacts the industry's revenue streams but also exacerbates other issues. For example, the off-peak season can strain resources and result in underutilization, thereby putting pressure on the industry's adaptability and resilience.

A year-round visitor economy that delivers a well-rounded experience every day of the year.

Parksville Qualicum Beach holds a spot as one of the most seasonal destinations in British Columbia. While many businesses have devised innovative strategies to grapple with off-peak periods, these quieter times pose opportunities for heightened growth and resilience, and they also underpin a host of other challenges.

Amplifying the appeal of the off-season to such an extent that it supports year-round businesses and lures new entrepreneurs into the market is a pivotal aspect of our current objectives. This will enhance the competitive edge of the destination while new operators can support the business owners who prefer not to extend their operational times or hours.

Visitor experiences aligned with the destination brand that lead to high satisfaction and repeat visitation.

Parksville Qualicum Beach (PQB) is recognized for delivering top-tier visitor experiences, with its natural attributes, such as the pristine beach, favourable climate, and provincial parks, playing a critical role in distinguishing it from other destinations on Vancouver Island. The unique offerings of PQB have been etched in the minds of British Columbia residents, often evoking a sense of positive nostalgia. This powerful emotional connection is a strength, however, it's important to balance this nostalgia with a need for innovation and meeting contemporary visitor expectations, to ensure that PQB doesn't risk appearing outdated or behind the times.

Despite these strengths, there are areas in need of improvement. For instance, some infrastructure in PQB does not meet contemporary safety standards, which can pose challenges for visitors. Moreover, the current state of transportation requires visitors to possess a personal vehicle to fully explore and experience the destination. This dependency on personal vehicles could potentially limit accessibility for some tourists.

Because of the seasonal aspect of the destination, there is a gap in off-season experiences that cater to visitors throughout the year while nighttime dining and entertainment options are not as robust as they could be. These gaps highlight opportunities for PQB to enhance its offerings and further align visitor experiences with the destination brand, ultimately leading to higher satisfaction and repeat visitation.

Positive resident sentiment towards tourism, with diverse groups collaborating to support the destination's success.

The general sentiment of local residents towards the tourism industry is largely favourable. The economic advantages brought by tourism, including job creation and revenue generation, are well-recognized by the community. However, there are early indications that this positive sentiment may not be unshakeable, indicating a need for concerted efforts to consolidate and amplify these positive perceptions.

Areas for improvement are the perceived disconnection between the tourism industry and the residents' quality of life and environmental sustainability. This gap in understanding creates an opportunity for more focused communication and engagement with residents about the holistic benefits of a thriving tourism sector.

Based on discovery research, there aren't any discernible factors suggesting that our practices fall short of contemporary norms and standards for inclusivity and respect in the tourism sector.

Anecdotally, tourism operators have observed a significant shift in visitor demographics, indicating an increased diversity among guests. This shift not only reinforces the importance of this goal but also illustrates that our destination is successfully attracting a wider variety of visitors

Achieve reconciliation, equity, and shared prosperity through collaboration with First Nations

The region presents few Indigenous tourism experiences and visibility of Indigenous culture. Despite the relatively small size of the two local First Nations communities, there is a desire, coupled with a significant opportunity, to collaborate and develop a destination experience that is authentically reflective of Indigenous culture.

A vibrant arts and culture scene, contributing to the region's unique identity and appeal.

Parksville Qualicum Beach (PQB) has a solid foundation in arts and culture, which is key to the region's unique character. This sector, ranging from local galleries to cultural events, adds considerable value to the community.

Residents of PQB show strong appreciation for the arts and culture, recognizing its positive impact on local life. Although some aspects of this sector are mostly resident-focused, they also contribute to the region's appeal to tourists. However, PQB's reputation for arts and culture doesn't fully reflect its actual strengths in this area.

Resident and visitor access to recreational activities, well-maintained infrastructure, public spaces, with a safe, comfortable environment.

Parksville Qualicum Beach (PQB) is widely recognized for its clean, welcoming, and safe environment. The vast majority of the region is easily navigable by car, providing straightforward access to visitor experiences.

There are certain areas where the safety standards of infrastructure, primarily related to parking and pedestrian and biking safety. This falls short of what is expected for a destination of PQB's caliber. This issue needs immediate attention to ensure both residents and visitors can enjoy their experiences safely.

Continued investments have been made to improve accessibility, notably through the development of pedestrian and bicycle paths that connect popular tourist areas. Although these initiatives have made considerable progress, they are not yet fully completed.

A sustainable tourism destination where responsible tourism practices maintain its pristine natural environment.

Parksville Qualicum Beach is renowned for its pristine natural environment, which serves as a cornerstone of its appeal to visitors. Both residents and tourism operators in the region place a high value on sustainability, recognizing the importance of preserving the area's natural beauty for future generations.

To this end, numerous tourism operators have implemented sustainability plans aimed at minimizing their environmental footprint. However, concerns among residents persist regarding the potential negative impact of tourism growth on the natural environment. These concerns underscore the need for ongoing dialogue and cooperation between the tourism industry and local communities to ensure that growth is managed responsibly.



FIVE-YEAR PRIORITIES RELATED TO STRATEGIC GOALS

As a component of a comprehensive engagement process during the development of the Destination Development Strategy, several priorities were identified for the first five years of the implementation of the strategy, reflecting the interests of both the tourism industry and the local residents.

This multifaceted process incorporated diverse methods, such as resident and visitor surveys, a dedicated questionnaire for tourism industry stakeholders, listening sessions with residents, focus groups, industry-specific workshops, as well as personalized interviews and collaborative co-creation sessions.

Destination Think, with their expertise and extensive experience in the tourism sector, analyzed all qualitative and quantitative results derived from this research, focusing particularly on aspects relevant to the tourism industry. Furthermore, they interpreted these findings to identify and articulate their own set of recommended priorities.

Stakeholder collaboration priorities:

- Align stakeholders behind this strategy
- Formalize the ongoing engagement of stakeholders impacted by the visitor economy

Visitor experience:

- Address traffic safety in key areas of the region
- Develop transportation options to travel without a private vehicle
- Return festival and events lost during the pandemic
- Maintain and strengthen the quality of experiences
- Develop additional visitor experiences
- Grow the off-season and offer a robust off-season destination experience
- Increase opening hours and nighttime vibrancy

Social and cultural:

- Strengthen the visibility of Indigenous culture
- Advocate for affordable housing
- Strengthen resident sentiment towards tourism

Environmental:

- Increase environmentally sustainable practices and reduce carbon emissions

A detailed breakdown of priorities by stakeholder group is included in Appendix A.



FIVE-YEAR STRATEGIES AND ACTIONS

1.

STAKEHOLDER COLLABORATION

Five-year objectives for this strategic pillar:

- Reorganize Parksville Qualicum Beach Tourism as the custodian of the Destination Development Strategy.
- Impacted stakeholders, groups and representative identified and engagement and communication formalized.
- Destination Development Strategy is adopted by key stakeholder groups in one of the following ways
 - ~ **Full Adoption:** Complete agreement with all aspects of the plan, with a commitment to execute or support all its components.
 - ~ **Partial Adoption:** Agreement with some, but not all, aspects of the plan, and a commitment to execute or support only the agreed-upon components.
 - ~ **Conditional Adoption:** General agreement with the plan, with specific reservations or conditions that need to be addressed before committing to its execution or support.
 - ~ **Adoption with Modifications:** Agreement with the plan's fundamental direction, but desire for certain changes or modifications to be made before providing full support.
 - ~ **In-Principle Adoption:** Agreement with the overall goal or vision of the plan, but not necessarily with the specific strategies or steps outlined.
- 75% of tourism operators have fully or partially committed to the guiding principles including specific actions for one or more commitments.

Engage and communicate with stakeholders impacted by the visitor economy.

ACTIONS:

- Reorganize Parksville Qualicum Beach Tourism to effectively be the custodian of this strategy.
- Identify stakeholder groups and their key representatives, taking into account their interests and concerns related to the visitor economy.
- Establish and nurture relationships with each stakeholder group, implementing formalized engagement, communication, and feedback processes tailored to their specific needs and priorities.
- Seek and secure formal adoption of the destination development strategy, or for relevant aspects of the strategy, from each stakeholder group.
- Obtain formal commitments from tourism operators to adhere to the 10 commitments outlined in the strategy, ensuring consistency and collaboration across the industry.

Align all stakeholders required to implement the strategy.

ACTIONS:

- Identify the priorities and objectives of stakeholders to find common ground and shared interests that align with the destination development strategy.
- Explore opportunities for formal partnerships or collaborations with non-tourism stakeholders to work together on specific projects, initiatives, or aspects of the destination development strategy.
- Acknowledge and appreciate the contributions and support of stakeholders in the execution of the strategy and celebrate successes and achievements.

2.

VISITOR EXPERIENCE

Five-year objectives:

- A systematic approach to identifying global trends and sharing solutions to all stakeholders in place.
- A bi-annual assessment of tourism experiences to:
 - ~ Identify the quantity and quality of experiences across seasons and perform a gap analysis.
 - ~ Identify the nighttime dining and entertainment options across seasons and weekdays and perform a gap analysis.
 - ~ Identify alignment with Place DNA® and the destination brand.
- Increased number of off-season products, experiences and events with a focus on educational experiences, arts and culture and family-oriented activities.
- A destination-wide approach to managing annual arts & festivals and events programming is in place, coordinated with all (event) stakeholders.
- Zoning and bylaws better reflect the destination's tourism ambitions and importance in a responsible way.
- A Parksville Qualicum Beach experience design guide is created for stakeholders with recommendations about aligning experiences with the regional Place DNA® with local nuances.
- Increased availability, reputation and the number of educational visitor experiences across the seasons.
- A "Parksville Nighttime Quarter" (see details below) plan is approved by all stakeholders.
- Increased (non-franchise) nighttime dining options available that meet visitor and resident needs.
- Increased number of nighttime entertainment options.
- A temporary traffic solution in place for Cathedral Grove, MacMillan Provincial Park with a long-term plan approved by all stakeholders.
- Increased safety for parking in the Coombs market area in progress.

- Studies completed related to long-term sustainable transportation options in the region.
- Pilot programs conducted or planned to test non-private vehicle transporting for visitors.
- Cross-regional pedestrian and cycling trail plan in place.
- Wayfinding improved for existing cycling and pedestrian trails.
- Alignment of experiences with visiting friends and relatives and retirees market segments prioritized..

Adapt to changing traveller behaviours and technology innovations.

Numerous global and local trends and event impact changes across the purchase cycle. In many cases this process accelerated. It is imperative to stay abreast of these trends in order to stay relevant and competitive.

ACTIONS:

- Conduct systematic research into global and local trends that affect visitor expectations, behaviours and product delivery across the purchase cycle.
- Leverage technology to:
 - ~ Create a complete understanding of visitor profiles.
 - ~ Understand visitor patterns in the destination.
- Stay relevant and competitive by adapting to new visitor expectations, behaviours and technological innovations.

2.

VISITOR EXPERIENCE

Grow off-season experiences while elevating existing offerings (with a focus on VFR and retirement market segments).

ACTIONS:

- Perform a bi-annual evaluation of products and experiences available across all seasons, identifying gaps and assessing their overall appeal and effectiveness.
- Fill gaps and diversify offerings with existing and new entrepreneurs.
- Growing awareness of educational experiences strengthen and expand these experiences across the seasons.
- Elevate arts and cultural experiences across the seasons by offering promotional support, establishing a destination-wide approach to event programming and offering support to grow the offerings.
- Ensure alignment with zoning, bylaws and plans to foster a supportive environment to expand off-season experiences..

Develop evening and nighttime options for residents and visitors.

ACTIONS:

- Identify a “Parksville Nighttime Quarter” in Parksville where evening vibrancy can be centralized without disturbing local residents.
- Create a vision for a Parksville Nighttime Quarter that meets all stakeholder needs.
- Create a business-friendly environment for entrepreneurs.
- Assist entrepreneurs who are looking to establish new business with business plans and promotional support.
- Establish a minimum base of nighttime options and increase the options based on demand by aligning opening days and times.

Strengthen the experience differentiation through alignment with Place DNA® and the destination brand.

ACTIONS:

- Create a destination style guide for tourism operators and other relevant stakeholders to:
 - ~ Align modern additions and innovations to products and experiences with timeless, historic or nostalgic elements.
 - ~ Incorporate (nostalgic) storytelling into all aspects of the visitor experience.
 - ~ Account for local nuances throughout the region.
 - ~ Align with the future story of the destination.
- Find resources and support to strengthen the alignment between experiences and the destination style guide.

Increase connectivity for pedestrians and cyclists to safely access popular tourism areas, products and experiences.

ACTIONS:

- Develop and start implementing a comprehensive plan for enhancing regional pedestrian and cyclist infrastructure, prioritizing connectivity between the Parksville Resort Area, downtown Parksville, Coombs, downtown Qualicum Beach and the waterfront.
- Improve wayfinding and informational signage by installing clear and informative signage to guide pedestrians and cyclists to popular tourism spots, ensuring a seamless and enjoyable experience for visitors.
- Work with local businesses, attractions, and accommodations to provide bike rentals, storage facilities, and information on cycling routes and pedestrian-friendly areas.

2.

VISITOR EXPERIENCE

Address traffic congestion challenges, sustainable transportation options and improved safety in transportation infrastructure.

ACTIONS:

- Develop comprehensive transportation plans that outline short-term and long-term strategies for managing traffic congestion, enhancing transportation safety, and promoting sustainable mobility options, with a priority focus on:
 - ~ Cathedral Grove, MacMillan Provincial Park
 - ~ Coombs market area
 - ~ Downtown Qualicum Beach
 - ~ Downtown Parksville connection to the waterfront and Resort Drive
- Expand and develop sustainable transportation options, including public transit, cycling, and pedestrian infrastructure, to provide visitors and residents with convenient, eco-friendly alternatives to private vehicle use.
- Study the feasibility of shuttle services between popular attractions across the region, run tests and implement them when feasible..

3.

CULTURAL AND SOCIAL

Five-year objectives:

- A formalized resident advisory committee in place.
- Bi-annual resident survey conducted showing improved sentiment towards tourism.
- Annual “Community Shared Value” report generated.
- Tourism industry “diversity and inclusion” policy in place and adopted by a majority of tourism operators.
- An assessment with recommendations and opportunities conducted for enhanced accessibility for less able people.
- A bi-annual assessment conducted with recommendations to review the industry’s performance related to inclusivity, diversity and accessibility.
- A strong relationship between First Nations and the tourism industry
- The tourism industry is a recognized stakeholder in the planning and development of affordable housing in the region.
- Regulations on short-term rental properties are developed and enforced in alignment with visitor demand and resident impact and sentiment in different parts of the region.
- Pilot initiatives conducted to improve transportation access, or reduce costs, for workers outside the regions.
- Workforce needs assessment conducted.
- Resources and training opportunities available through (tourism) partner networks.

Establish a respectful and meaningful relationship with the Qualicum and Snaw-Naw-As First Nations.

ACTIONS:

- Engage an Indigenous consultant in a process that leads to a respectful and meaningful relationship with the Qualicum and Snaw-Naw-As First Nations.
- Proactively incorporate Indigenous values into visitor experiences.
- Adopt an Indigenous cultural training program for all staff members and stakeholders within the visitor economy to better understand and incorporate Indigenous values and traditions into their services.

Create space for Indigenous culture, perspectives and participation in the visitor economy.

ACTIONS:

- Utilize the established relationships to explore mutually beneficial opportunities within the visitor economy. These explorations should be guided by the First Nations’ interests and aspirations.
- Be open and proactive in including Indigenous perspectives and opportunities in all aspects of the visitor economy, constantly providing opportunities for input in the implementation process.

3.

CULTURAL AND SOCIAL

Maintain resident support with the visitor economy.

ACTIONS:

- Establish a resident advisory committee that represents diverse community voices in tourism development and promotion to ensure their perspectives are heard and considered.
- Conduct bi-annual resident surveys to benchmark and gather insights into resident sentiment, allowing for adjustments and improvements based on their feedback.
- Publish an annual 'community shared value' report that outlines projects and initiatives undertaken, addresses specific concerns raised by residents, and shares plans for the immediate future.

Create a welcoming and inclusive destination for all people.

ACTIONS:

- Develop or adopt a diversity and inclusion policy for the destination that outlines guidelines and best practices for businesses and organizations to create accessible and inclusive experiences for all visitors, regardless of their background, age, or ability.
- Develop inclusive and accessible infrastructure, such as ramps, wide walkways, and clear signage, to ensure all visitors can comfortably navigate and enjoy the destination based on recommendation from an assessment.
- Enhance industry operators and front-line staff's understanding of inclusive practices and cultural sensitivity through training
- Showcase the region's unique artistic and cultural offerings through inclusion of tourism experiences and promotional activities.
- Develop and promote a diverse calendar of events that cater to a wide range of interests, age groups, and cultural backgrounds, showcasing the region's rich arts and culture scene.
- Incorporate the destination's commitment to inclusivity, accessibility, and its vibrant arts, culture, and events offerings in marketing promotions.

Establish affordable housing for residents and the workforce.

ACTIONS:

- Promote the importance of affordable housing and its impact on the overall health and sustainability of the tourism industry.
- Identify housing needs and increase affordable housing development.
- Stronger enforcement of regulations on short-term rental properties to ensure fair housing opportunities.
- Partnering with existing not-for-profit organizations to engage in affordable housing projects.
- Explore and experiment with alternative solutions that make it convenient and appealing for tourism staff living outside the region to work in the area.

Strengthen tourism workforce attraction, retention, skill development and growth.

ACTIONS:

- Conduct a comprehensive workforce needs assessment in order to identify the skill gaps and training requirements.
- Offer workshops, seminars, and certifications to tourism employees, enabling them to continually update their skills and stay current with industry trends and best practices.
- Leverage existing resources from tourism partner organizations and share best practices.

4.

ENVIRONMENTAL

Five-year objectives:

- Benchmark the total emissions of Parksville Qualicum Beach's visitor economy (Scope 1, 2 and 3) in place.
- Best practice green procurement, waste management, energy and water efficiency policies in place for operators to adopt or leverage.
- Best practices, resources and funding opportunities identified to tourism operators to reduce individual business' environmental footprint and increase sustainable business practices.
- A credible environmental certification program identified for operators to participate in.
- Sustainability projects, programs and activities throughout the region incorporated in the visitor experience and promotional messaging.
- A report with recommendations to assess the environmental impact to regional ecosystems as a result of tourism is in place.

Eliminate the tourism industry's carbon footprint.

ACTIONS:

- Conduct an assessment of the total emissions of Parksville Qualicum Beach's visitor economy (Scopes 1, 2 and 3).
- Conduct assessments of a number of individual businesses' total emissions.
- Reduce emissions of individual operators.
- Increase the availability of carbon neutral energy sources and transportation options.

Develop sustainable business practices within the tourism industry.

ACTIONS:

- Collectively set goals and targets for sustainable business practices.
- Establish best practice green procurement, waste management, energy and water efficiency policies for operators to adopt or leverage.
- Collaborate with local organizations and experts to offer training sessions and workshops that teach tourism operators about sustainable business practices, helping them implement environmentally-friendly strategies in their operations.
- Adopt a sustainability certification or recognition program for operators to participate in.
- Find organizations and grant programs that offer financial incentives or other benefits for tourism businesses that adopt and maintain sustainable practices.
- Highlight the region's commitment to sustainability, attracting environmentally-conscious visitors and educating visitors on sustainable lifestyle practices through communications.

Preserve and protect terrestrial and aquatic ecosystems from tourism impacts.

ACTIONS:

- Assess the environmental impact to regional ecosystems as a result of tourism.
- Determine an ongoing process for measurement of negative and positive impacts on the environment as a result of tourism.
- Prioritize working with local environmental agencies (Mount Arrowsmith Biosphere Region) to establish best practices and implementation of sustainable and regenerative practices. This includes promoting native species, maintaining healthy soil, managing water resources, reducing pollution, minimizing waste and effectively managing non-native species to mitigate their potential negative impacts on local ecosystems.
- Pursue the transition and expansion of no-impact access to the natural environment.
- Maintain the pristine, undeveloped aspects of natural experiences supported by up-to-date responsible outdoor recreation guidelines for residents and visitors such as Leave No Trace.



COMMUNITY ENGAGEMENT PLAN

The Community Engagement Plan outlines the approach for fostering meaningful engagement with resident stakeholders of the Stakeholder Collaboration strategic pillar, ensuring they're informed, heard and valued.

Resident Engagement

The five-year implementation plan calls for reorganizing Parksville Qualicum Beach Tourism to serve effectively as the custodian of this strategy under the "Engage and communicate with stakeholders impacted by the visitor economy" strategy. The plan outlines the following key actions:

- **Stakeholder Identification:** Define stakeholder groups and their representatives, considering their interests and concerns related to the visitor economy.
- **Relationship Building:** Foster relationships with each stakeholder group, developing formalized engagement, communication and feedback processes tailored to their needs and priorities.
- **Strategy Adoption:** Seek and secure formal adoption of the destination development strategy, or relevant aspects of the strategy, from each stakeholder group.

In the "Maintain resident support with the visitor economy" strategy, the following actions are proposed:

- **Resident Advisory Committee:** Establish a committee that represents diverse community voices in tourism development and promotion, ensuring their perspectives are heard and considered.
- **Bi-annual Resident Surveys:** Conduct surveys to gather insights into resident sentiment, allowing for improvements based on their feedback.
- **Annual Community Shared Value Report:** Publish a report that outlines projects and initiatives undertaken, addresses specific concerns raised by residents and shares plans for the immediate future. This report will also include updates on the status of goals and actions related to the destination development strategy.

Ongoing Engagement

To ensure continuous dialogue and engagement, regular open forums and town hall meetings will be held. These will serve as platforms for residents to voice their opinions, ask questions and provide input on various aspects of the destination development strategy.

Communication of Actions and Results

To ensure transparency and demonstrate the benefits of the destination development strategy, a communication plan will be developed. This will cover the release of press statements, the publication of success stories on the organization's website, and the use of social media to reach a wider audience. This will aid in the dissemination of key actions, the progress of goals and the benefits accruing to the community.



MONITOR AND EVALUATION PLAN

Parksville Qualicum Beach Tourism oversees the implementation of the Monitor and Evaluation Plan. This plan tracks the yearly progress of the destination development strategy, establishing a foundation for continuous improvement and responsiveness to shifting circumstances.

Reporting on Goals and Progress

An annual progress report is produced, covering both the strategy's activities and its outcomes. This report serves as the cornerstone of the "Community Shared Value Report."

Parksville Qualicum Beach Tourism spearheads the information collection from relevant stakeholders responsible for the execution of various aspects of the strategy. The annual report will detail:

- Performance measurements against the predefined objectives and key performance indicators (KPIs) of the destination development strategy. KPIs may include visitor numbers, tourist spend, satisfaction rates, etc.
- Progress made in relation to specific actions set out in the five-year plan.

Recognizing that some KPIs might currently lack benchmarks or have no feasible data collection methods, a pragmatic approach will be established. This will allow for progress assessment based on the best available evidence.

Revising the Plan

The strategy is updated annually based on the findings of the evaluation. Changes are proposed in response to the lessons learned throughout the year. The process for updating the strategy includes:

- PQBTA reviews the progress and recommends changes based on the information gathered. Significant proposed changes are shared for review with stakeholders who have adopted the strategy.
- If needed, PQBTA organizes a meeting with impacted stakeholders to reach a consensus on the proposed changes. If disputes arise, a conflict resolution process may be initiated to ensure all voices are heard and considered.
- The strategy is revised and published based on the agreed changes.
- This methodology ensures that the strategy remains dynamic and capable of adapting to the evolving needs and circumstances of Parksville Qualicum Beach and its stakeholders.

MONITOR AND EVALUATION PLAN

The following table is a starting point for the Monitor and Evaluation Report.

	Year 1	Year 2	Year 3	Year 4	Year 5
STAKEHOLDER COLLABORATION					
Reorganize Parksville Qualicum Beach Tourism as the custodian of the Destination Development Strategy.	Initiated Completed				
Impacted stakeholders, groups and representatives identified and engagement and communication formalized.	Initiated	Completed			
Destination Development Strategy is adopted by key stakeholder groups.	Initiated				Completed
75% of tourism operators have fully or partially committed to the guiding principles, including specific actions for one or more commitments.	Initiated 25% completed	40% completed	50% completed	60% completed	75% completed

VISITOR EXPERIENCE

A systematic approach to identifying global trends and sharing solutions with all stakeholders in place.	Initiated Completed				
A bi-annual assessment of tourism experiences to: - Identify the quantity and quality of experiences across seasons and perform a gap analysis. - Identify the nighttime dining and entertainment options across seasons and weekdays and perform a gap analysis. - Identify alignment with Place DNA® and the destination brand.	Initiated	Completed		Updated	
Increased number of off-season products, experiences and events with a focus on educational experiences, arts and culture, and family-oriented activities.		Benchmark established	Measure	Measure	Measure
A destination-wide approach to managing an annual arts & festivals and events calendar is in place, coordinated with all (event) stakeholders.		Initiated	Completed	Updated	Updated
Zoning and bylaws better reflect the destination's tourism ambitions and importance in a responsible way.		Initiated	Ongoing	Ongoing	Ongoing
A Parksville Qualicum Beach experience design guide is created for stakeholders with recommendations about aligning experiences with the regional Place DNA® with local nuances.			Initiated	Completed	
Increased availability, reputation and number of educational visitor experiences across the seasons.		Benchmark established	Measure	Measure	Measure
A Parksville "Cultural Quarter" plan is approved by all stakeholders.		Initiated		Identified	Approved

MONITOR AND EVALUATION PLAN

	Year 1	Year 2	Year 3	Year 4	Year 5
Increased (non-franchise) nighttime dining options available until 9pm, seven days a week, across all seasons.		Benchmark established	Measure	Measure	Measure
Increased number of nighttime entertainment options.		Benchmark established	Measure	Measure	Measure
A temporary traffic solution in place for Cathedral Grove, MacMillan Provincial Park, with a long-term plan approved by all stakeholders.		Working group established	Temporary plan developed		Temporary plan implemented
Increased safely for parking in the Coombs market area in progress toward achievement.		Working group established	Temporary plan developed		Temporary plan implemented
Studies completed related to long-term sustainable transportation options in the region.		Working group established	Initiated		Completed
Pilot programs conducted or planned to test non-private vehicle transportation for visitors.		Working group established	Initiated		Completed
Cross-regional pedestrian and cycling trail plan in place.			Working group established	Initiated	Completed
Wayfinding improved for existing cycling and pedestrian trails.		Initiated	Implementation started	Project completed	
Alignment of experiences with visiting friends and relatives and retirees market segments prioritized.		Benchmark established	Measure	Measure	Measure

SOCIAL AND CULTURAL

A formalized resident advisory committee in place.	Established				
Bi-annual resident survey conducted showing improved sentiment towards tourism.		Survey completed			Survey completed
Annual "Community Shared Value" report generated.		Template developed Report produced	Report produced	Report produced	Report produced
Tourism industry "diversity and inclusion" policy in place and adopted by a majority of tourism operators.			Initiated	Completed	
An assessment with recommendations and opportunities conducted for enhanced accessibility for less abled people.			Initiated	Completed	
A bi-annual assessment conducted with recommendations to review the industry's performance related to inclusivity, diversity and accessibility.					Completed
Indigenous advisory group in place.	Established				
Indigenous-led tourism strategy completed.		Initiated			Completed
Tourism industry is a recognized stakeholder in the planning and development of affordable housing in the region.					Established
Regulations on short-term rental properties are more strongly enforced.		Initiated	Established		

MONITOR AND EVALUATION PLAN

	Year 1	Year 2	Year 3	Year 4	Year 5
Pilot initiatives conducted to improve transportation access, or reduce costs, for workers outside the regions.		Working group established	Pilots conducted	Pilots conducted	Pilots conducted
Workforce needs assessment conducted.				Initiated	Completed
Resources and training opportunities available through (tourism) partner networks.	Initiated	In place			

ENVIRONMENTAL

Benchmark for the total emissions of Parksville Qualicum Beach's visitor economy (Scopes 1, 2 and 3) in place.		Partner found	Initiated	Completed	
Best-practice green procurement, waste management, energy and water efficiency policies in place for operators to adopt or leverage.			Initiated	Completed	
Best practices, resources and funding opportunities identified for tourism operators to reduce individual business' environmental footprint and increase sustainable business practices.			Initiated	Completed	
A credible environmental certification program identified for operators to participate in.			Initiated	Completed	
Sustainability projects, programs and activities throughout the region incorporated into the visitor experience and promotional messaging.		Initiated			
A report with recommendations to assess the environmental impact on regional ecosystems as a result of tourism is in place.				Initiated	Completed

APPENDIX A – PRIORITIES ASSESSMENT

	Industry	Residents	Destination Think
SOCIAL AND CULTURAL			
Reduce congestion (in key places)	Low	Low	Low
Alternative modes of transportation	High	High	High
Support local arts community	Medium	Low	Medium
Bring back festivals and events	Medium	High	High
Increase Indigenous representation in the visitor experience and economy	High	High	High
VISITOR EXPERIENCE			
Maintain/upgrade quality of experiences	High		High
New experience development	High	Medium	Medium
Grow the off-season	High	Medium	High
Improve wayfinding	Low	Medium	Medium
Increase safety	Low	Medium	High
Increase opening hours	High	Medium	High
Affordable/workforce housing	Medium	High	Medium
Trails development	Low	Medium	Medium
Workforce development	Medium		Medium
ENVIRONMENT			
Commit to climate action	Medium	Low	High
Commit to local sustainability/regenerative initiatives	High	Medium	High
Commit to sustainable development (no new land development)	Low	Low	Low

PARKSVILLE
QUALICUM**BEACH**