

The Value of Tourism on Vancouver's North Shore

(Calendar Year 2018)

Commissioned by
Vancouver's North Shore Tourism
Association (VNSTA)

Report by
Larose Research & Strategy



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Title page image courtesy of Vancouver’s North Shore Tourism Association (VNSTA)

Figure A: Aerial View of Vancouver’s North Shore



Photo credit: Tourism Vancouver (www.tourismvancouver.com)

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- North Vancouver Hotels, Motels, Campgrounds, and RV Parks (not named individually for data confidentiality purposes)
- District of North Vancouver
- City of North Vancouver
- District of West Vancouver
- North Vancouver Chamber of Commerce
- Lower Lonsdale Business Improvement Association
- West Vancouver Business Improvement Association
- North Vancouver Visitor Centre
- Capilano Suspension Bridge
- Mount Seymour
- Murdo Frazer Golf Course
- Mountain Biking B.C. and North Shore Mountain Biking Association
- go2HR
- Deep Cove Kayak

Visitor volume and expenditure data were produced by Destination British Columbia.



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Executive Summary

Vancouver's North Shore Tourism Association (VNSTA) commissioned Larose Research & Strategy to undertake a Value of Tourism study for the City of North Vancouver, District of North Vancouver, and District of West Vancouver – collectively "The North Shore."

These estimates of the "value" of tourism include tourism visitation volumes, tourist expenditures, employment/jobs, direct tax revenues, and measures to improve the quality of the visitor and local resident experience related to tourism.

Regarding the management of visitor and resident experiences, the report also includes a summary of constraints to growth due to tourist crowding at key attractions, and provides a summative evaluation of strategies being taken to sustainably manage visitor capacity in the region. Tourism can only grow and thrive when its volumes are managed in a way that local residents and tourists themselves are able to fully appreciate destinations without suffering the adverse consequences of crowding and congestion, and the North Shore has one of the most comprehensive arrays of strategies and tactics to ensure this outcome.

Destination B.C.'s Value of Tourism model was used to estimate visitor volumes and direct tourism revenues for 2018. The primary main data source for these estimates is commercial accommodation statistics in the study area. An accommodations questionnaire gathered data from local hotels and motels, and for the first time for a B.C. community, data from Airbnb properties were incorporated in the estimates, using AirDNA™ statistics for the three municipalities. Destination B.C.'s Research, Planning and Evaluation team then worked with Larose Research & Strategy to evaluate data modelling parameters, gather and evaluate relevant statistics from key attractions, and historical trends in tourism product sectors, to generate a conservative estimate of visitor volumes and direct tourism expenditures on the North Shore, broken down by key segments.

Many of the region's key attractions, municipal governments, and related agencies such as Mountain Biking B.C. & the North Shore Mountain Biking Association (NSMBA) also provided data on visitor volumes and characteristics to assist with the estimates.

Additional economic impacts were also estimated by Larose Research & Strategy using Statistics Canada's Provincial-Territorial Input-Output Model (2013). These impact measures include total economic impacts (direct, indirect, induced), and tourism related jobs / employment. Finally, tourism related taxation revenues were also estimated, and an evaluation of the value of geographic visitor markets (tourist origins) was conducted, via an additional survey of commercial accommodation properties.

The Value of Tourism results are significant because they quantify an important source of economic activity in the region, which have not been estimated since 2012. The results of this project provide a significant contribution to the level of understanding of the overall local tourism industry, its economic significance to the community, and how it is ensuring that adequate strategies are in place to ensure to ensure positive visitor and local resident experiences with tourism in one of the most remarkable tourism destinations in the world: Vancouver's North Shore.

Summary of Methodology

This study uses a “mixed methods” approach to analyzing a variety of elements related to the value of tourism on the North Shore. The following is a high-level summary of the different research methods utilized. Details are provided in each relevant section of the report.

- Visitor Volumes and Expenditures: Destination B.C.’s Value of Tourism Input-Output Model, utilizing accommodation data and visitor statistics from key attractions to estimate direct visitor volumes and tourism related expenditures.
- Additional Economic Impacts: Statistics Canada Provincial-Territorial Input-Output Model (2013)¹ was used to estimate indirect, induced, and total economic impacts, as well as tourism related jobs.
- Overnight Visitor Booking Type/Channels and Origins: A survey of commercial accommodation properties was produced to gather information on overnight visitor market origins, as well as booking channel / type of visitor (independent, group, tour/trade generated, business, etc.).
- Employment: Ratios of tourism employment-to-revenues were generated using proportions in the Vancouver, Coast and Mountains tourism region² based on Destination BC regional profile data.
- Tax Revenues: Data derived from Statistics Canada, “Government Revenues Attributable to Tourism, 2011.” Catalogue no. 13-604-M-No. 71.
- Visitor Volumes and Sustainability Actions at Key Attractions: Informant interviews and desk research were conducted to identify information and statistics related to visitor volumes at key attractions, as well as issues and strategies related to visitor congestion and capacity management.
- Other Regional Statistics and Trends: Informant interviews with North Shore tourism representatives, government stakeholders, and business support agencies were conducted to identify relevant statistics, patterns, and perspectives related to tourism on the North Shore.

¹ Statistics Canada, Input-Output Model Simulations (Interprovincial Model), 2015, 15F0009X2019001, release date April 4, 2019. <https://www150.statcan.gc.ca/n1/en/catalogue/15F0009X2019001>

² Destination B.C., “Regional Tourism Profile: Vancouver, Coast and Mountains,” May 2017. https://www.destinationbc.ca/content/uploads/2018/05/Vancouver-Coast-Mountains-Regional-Tourism-Profile_2017.pdf

Key Findings

Tourism Capacity Management Strategies

With the popularity of the North Shore as a tourist destination and its status as one of the premier Metro Vancouver resident recreation areas, managing high visitor volumes at key attractions is a major focus of governments, support agencies, and businesses themselves. It is somewhat of a paradox that perhaps the biggest constraint to growth of tourism in the region is the popularity of the region, itself. Accordingly, the sustainable management of tourism has been a key focus, ensuring the many positive benefits of tourism while mitigating the possible adverse impacts on local residents.

A summary of the main capacity management strategies is provided below. These include imposing caps on visitation in key areas, de-marketing specific attractions in peak seasons/times, educating visitors, improving transportation and parking infrastructure, and managing the rapid growth of the Airbnb visitor segment.

Further details on these strategies are provided in the body of the report.

Visitor Caps, (De)Marketing, and Visitor Education

- Marketing of the region's Destination Management Organization (DMO) – VNSTA - focuses almost exclusively on shoulder and low seasons, to avoid further congestion during peak summer months;
- Specific attractions such as Quarry Rock / Deep Cove are not actively promoted, and are de-marketed (visitors are discouraged from visiting) during peak seasons and times of day.
- User volume caps have been imposed on Quarry Rock in Deep Cove, with a limit of 70 users at once, accompanied by active monitoring and enforcement by the District of North Vancouver (DNV).
- Capilano Suspension Bridge has introduced a heavily discounted "twilight rate" (30% off) for visitors who attend the park in the non-peak periods. Operating hours were also extended by one hour in 2018 to spread out visitor arrivals.
- Mountain Biking B.C. and the North Shore Mountain Biking Association (NSMBA) conducted numerous planning sessions involving local residents in recent years, with the primary outcome being an agreed-upon promotional strategy that focuses promotions on off-peak seasons (Fall and Spring).
- Deep Cove Kayak Centre focuses its social media marketing on shoulder and low seasons, and remains open even during the slowest periods of the year to smooth visitor demand and provide residents with recreation opportunities outside the often-crowded peak summer season.

Transportation Management

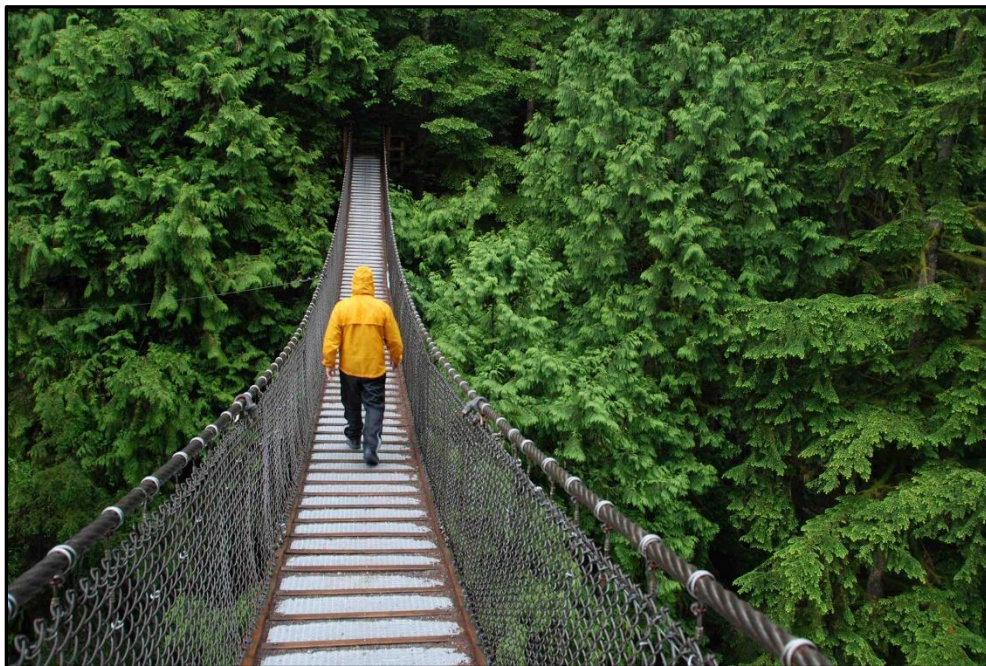
- Focused enhancements to public transit have been made in the region to address peak visitor demand cycles – including SeaBus expansion, enhanced bus capacity, and planned expansion of commuter buses such as the Translink B-Line.
- Comprehensive evaluation of future transportation infrastructure has been undertaken by the North Vancouver Chamber of Commerce and partners, including a possible "fixed link" rail line connecting to Metro Vancouver.
- The District of North Vancouver (DNV) established a bylaw in 2017 to prohibit commercial tour buses (24 seats or greater) from entering Deep Cove and parts of Lynn Canyon – this bylaw has been extended and is in place currently.
- DNV traffic flaggers are now installed at popular tourist junctions, particularly Deep Cove and Lynn Valley, and the municipal government has also increased enforcement of traffic rules, including illegal parking.
- Capilano Suspension Bridge provides their own traffic flaggers seven days a week from May to September to assist with maintaining traffic flow. The business also invested in a free guest shuttle bus, which will carry a large portion of its guests – estimated at 275,000 people in 2019.
- In its marketing and promotional materials, Deep Cove Kayak Centre recommends carpooling or public transit for visitors throughout the summer season, to reduce traffic and parking area congestion.

Parking and Visitor Navigation

- Numerous parking areas have been expanded by the DNV in key congestion “hot spots” on the North Shore, accompanied by increased enforcement.
- Navigational support (signage, marketing information) has been expanded throughout the region, to ensure that visitors use designated lots, avoiding street parking and congestion.
- The Lynn Canyon parking area was expanded and tour buses are now restricted from parking lots other than the east parking lot on the north end of Lillooet Rd.
- Capilano Suspension Bridge rented Handsworth Secondary School parking lot throughout the summer months from Friday - Monday each week as an overflow parking lot, to reduce parking and congestion in the neighbourhood. The property adjacent to its business parking lot was purchased to add significant additional surface parking.
- Mountain bike area parking and staging areas were constructed by the DNV to limit neighbourhood road congestion and “site harden” the main traffic areas of mountain bikers. The Mount Seymour parking area was also expanded at the base of Seymour Rd., with new mountain bike trails accessed from the Old Buck parking lot, limiting resident impacts.

Airbnb Management

- The region’s DMO (VNSTA) now possesses an initial snapshot of Airbnb statistics for the region, which provides an enhanced understanding of the informal accommodation volumes on the North Shore.
- Airbnb and other short-term vacation rental properties are now paying 3.5% of gross revenues to the Government of B.C., which is remitted to local governments for tourism destination management strategies, including affordable housing.



Lynn Canyon Suspension Bridge. Photo courtesy of VNSTA.

1.0 Background and Context

This section summarizes the purpose and objectives of the report, and provides an overview of the main tourism industry context for the region.

1.1 Report Purpose

The primary purpose of this report is to estimate the value of tourism on Vancouver's North Shore, including the District of North Vancouver, City of North Vancouver, and the District of West Vancouver.

Section 2 of the report measures the value of tourism, including the following components:

- ⊙ Same day and overnight visitor volumes
- ⊙ Direct visitor expenditures
- ⊙ Total economic impacts (direct, indirect, induced)
- ⊙ Employment
- ⊙ Taxation

This section also identifies visitation volumes, and in some cases, associated economic impacts for key attractions in the region, including ski resorts, trails, and other attractions.

The report also identifies strategies and actions related to destination “sustainability” – that is, how the destination planners, businesses, and support agencies work together to minimize the negative impacts of tourist congestion and maximize the benefits of tourism for local residents. The main strategies are related to visitor capacity management, ensuring that the right visitors are in the right places at the right time.

The North Shore possesses some of the most widely visited attractions in all of British Columbia, and also has notable transportation challenges – for tourists and residents – being bounded by bridges to the east and south, and within close proximity of Vancouver and its associated high visitation levels. As a result, the region has developed perhaps the most comprehensive array of strategies and actions to ensure that tourism can continue to provide significant economic opportunities, while maintaining a positive experience for both visitors and local residents.

1.2 ABOUT the REGION

Vancouver's North Shore includes three municipalities: The City of North Vancouver, the District of North Vancouver, and the District of West Vancouver. All three regions are included in this report, as well as major attractions directly adjacent to the municipalities.

The region falls within the un-ceded traditional territory of the Squamish, Tseil-Watuth, and Musqueam Indigenous peoples, who have inhabited the land for at least 4,000 years. The cultural traditions of the region's Indigenous peoples is one of the fastest growing tourism sectors, and the region possesses two of Canada's most well recognized and longstanding authentic Indigenous Tourism companies: Talaysay Tours (<https://talaysay.com/>) and Takaya Tours (<https://takayatours.com/>).

The area possesses a highly educated, wealthy, and physically active population that is drawn to the region's awe-inspiring natural treasures and recreational opportunities within the urban centre of Metro Vancouver. These demographics, combined with the transportation and urban planning challenges associated with the region being separated from Metro Vancouver by two bridges to the east and south, have contributed to the region having a longstanding legacy in "sustainable development" and healthy lifestyles. This includes a legacy of integrated resource planning and management, massive cycling infrastructure – urban and mountain, sustainable building and energy (with one of Canada's first major District Energy systems), a diversified economy, and other sustainable development strategies.

Figure 1: North Vancouver (City and District)



1.21 City of North Vancouver

The City of North Vancouver is the densely populated urban core of the North Shore, with a land base of only 11.83 square kilometres, and a population of 52,898 (2016 Census). The District of North Vancouver surrounds the City to the north, east and west, while the south perimeter is bounded by Burrard Inlet.

The City's economy was founded on the shipbuilding and logging industries, with the waterfront serving as an important port for the region's economy.

With its compact design, ample public transportation, and walkable layout, the City boasts dozens of world class eateries, shops, galleries, craft breweries, and retail outlets to satisfy the most refined traveller needs.

Lonsdale Quay

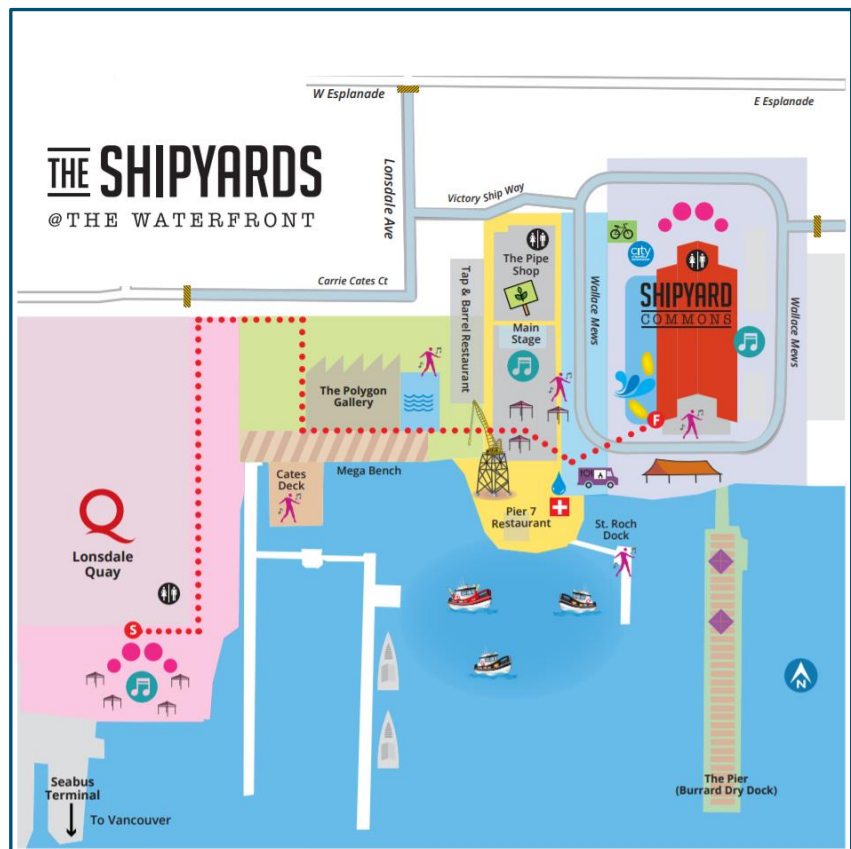
The core attraction of the City is Lonsdale Quay, with over 80 shops and services – all independent and locally owned – including a fresh food Market with local products, an international food court, specialty shops featuring local designers, kids shops & play area, restaurants, and a boutique hotel. (<https://lonsdalequay.com/>)

The Shipyards

On July 20, 2019 a massive, transformational new attraction opened adjacent to Lonsdale Quay: The Shipyards @The Waterfront. This unique, interactive, year-round destination includes over 85,000 square feet of commercial and community amenity space, featuring restaurants, cafes, shops and services, a boutique hotel, space for community events, concerts and markets. The Shipyards also has the region's largest outdoor skating rink in the winter and a water park in the summer.

(www.cnv.org/TheShipyards)

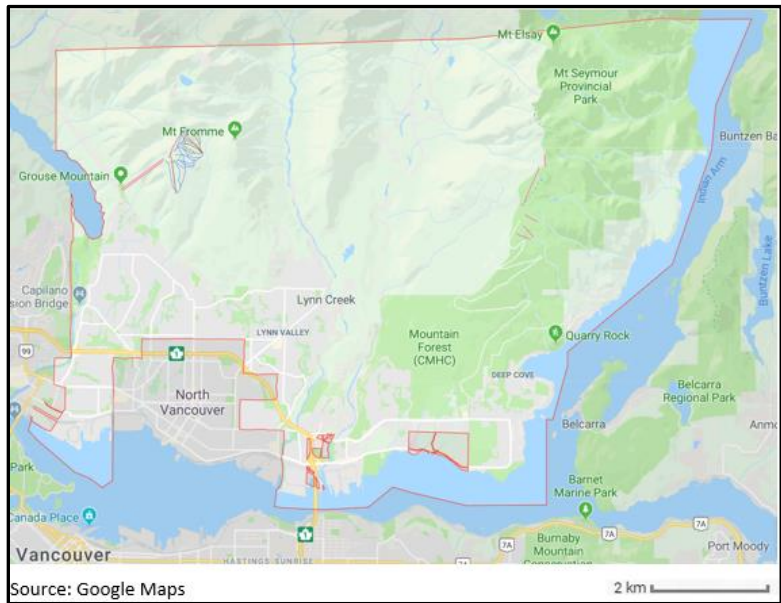
Figure 2: The Shipyards @The Waterfront



1.22 District of North Vancouver

While the City of North Vancouver is (arguably) best known for its urban amenities, the District, whose 161 sq km and population of 85,000 surround the City, is globally renowned for its natural amenities. These include hundreds of kilometres of spectacular hiking and biking trails, the region's three major ski resorts (Cypress, Grouse, and Seymour Mountains), the majestic neighbourhood of Deep Cove, the Capilano River and Capilano Suspension Bridge, Lynn Canyon, and Mt. Seymour Provincial Park.

Figure 3: District of North Vancouver



Similar to the City of North Vancouver and the District of West Vancouver, the District of North Vancouver is in the un-ceded traditional territory of the Squamish Nation and their kin Tsleil-Waututh Nation, and the Musqueam Nation. The traditional cultures of the region's Coast Salish peoples (including Squamish and Tsleil-Waututh Nations) are flourishing in the region, and are now key elements of the mainstream tourism industry.

The North Shore has two of Canada's most well established and longstanding authentic Indigenous tourism businesses that share stories of their rich culture and history with visitors and residents: Takaya Cultural Tours (www.takayatours.com) and Talaysay Tours (www.talaysay.com).

We pride ourselves on educating people about Tsleil-wauth (the people of the inlet) and Coast Salish territories," says James Healy, Assistant Manager of Takaya Tours. "Travelling on the ancestral highways in the ocean going canoes we take people on a journey to the summer, winter and other culturally significant places of the Tsleil-wauth Nation.

Takaya Tours (Tsleil-Waututh Nation)



Photo courtesy of Takaya Tours (www.takayatours.com)

1.23 District of West Vancouver

The District of West Vancouver is the westernmost municipality on the North Shore, with 87 sq km of area encapsulating Horseshoe Bay in the west, one of North America's busiest ferry terminals, Cypress Provincial Park and Cypress Mountain

Figure 4: District of West Vancouver

Mountain to the North, the iconic Lighthouse Park in the southwest, and the bustling waterfront and shopping district of Ambleside Park in the southwest.

The world-renowned Baden Powell Trail also traverses the northern perimeter of West Vancouver, encapsulating the majestic vistas of the North Shore mountains and Cypress Provincial Park.

Dundarave Village is well known for its boutique shops and eateries that suit all tastes and budgets, within walking distance of the bustling Ambleside Beach and SeaWalk.



2.0 Value of Tourism on the North Shore

2.1 About Destination B.C.'s Value of Tourism Model

It is more important than ever to have credible estimates of tourism's contribution to a community, to help inform tourism development and planning, to strengthen support for tourism amongst residents and other community stakeholders – including local and Indigenous governments – and perhaps most importantly, to help identify ways in which tourism benefits can be maximized for businesses, residents, and visitors themselves.

The purpose of the Destination British Columbia (DBC) Value of Tourism model is “To provide a conservative and credible estimate of visitor volume and direct tourism expenditures within a community.”

The core data collection component of the model is an accommodation survey to gather the most recent annual performance data from commercial accommodation operators. This information is then combined with local, regional, provincial and national tourism indicators to provide an estimate of the total number of visitors (overnight, day, and visiting friends & relatives) and their expenditures in the community.

Several communities in B.C. have applied the Value of Tourism model in recent years, including but not limited to Kamloops, Lillooet, Squamish, Terrace, and Smithers.

2.2 Economic Spinoffs, Attractions Evaluation, and Capacity Management

Vancouver's North Shore Tourism Association (VNSTA) also identified a number of other critical information gaps that are required to help support the responsible development and management of tourism on the North Shore. These gaps included the following:

- Clearer understanding of the total economic impact beyond visitor expenditures, including the total economic value (including spinoffs);
- Tourism employment and tax revenues;
- Analysis of metrics for key tourism demand drivers (tourism “attractions”) in the region that generate tourism visitation and economic development;
- Recent growth in the total number of accommodation units being offered through Airbnb; and
- Actions taken by various stakeholders – businesses, support agencies, and governments – to ensure the responsible and sustainable development of tourism in the region.

This ambitious project to understand the wide array of factors impacting tourism development on the North Shore would provide VNSTA and its stakeholders with some of the most detailed insights on community tourism development factors in B.C.

2.3 Research Method

The survey tools used for this study are included as Appendix #2. A complete inventory of all commercial accommodations in the community was required to complete the Value of Tourism model, including key statistics from all fixed-roof hotels, motels, and campgrounds/RV Parks.

This ground-breaking study is also the first undertaken by Destination BC that incorporates the impact of Airbnb properties, through the use of AirDNA™ data for the period 2014-2018. With the rapid growth of Airbnb as a traveller accommodation mode, as well as recent legislation to inventory and tax these businesses by the Government of B.C., these insights are critical to understanding Airbnb visitation, growth trends, and taxation potential.

Participating commercial properties (not including Airbnb properties) were asked to provide monthly information for the most recent calendar year (2018), including the following: i) Number of Rooms Available; ii) Total Occupied Room Nights; iii) Average Achieved Daily Rate; iv) Average Length of Stay; and v) Average Party Size. Where applicable, the data were also segmented between business and leisure guests.

The completed forms were emailed to the Project Manager, Larose Research & Strategy. All the data collected are strictly confidential and individual accommodation information is not published. The objective of the accommodation survey process was to ensure at least 50% participation of the total room/site base and for each accommodation type. Once the representative sample of commercial accommodations was obtained, the information was combined with AirDNA™ data for Airbnb properties, and entered into the Value of Tourism model.

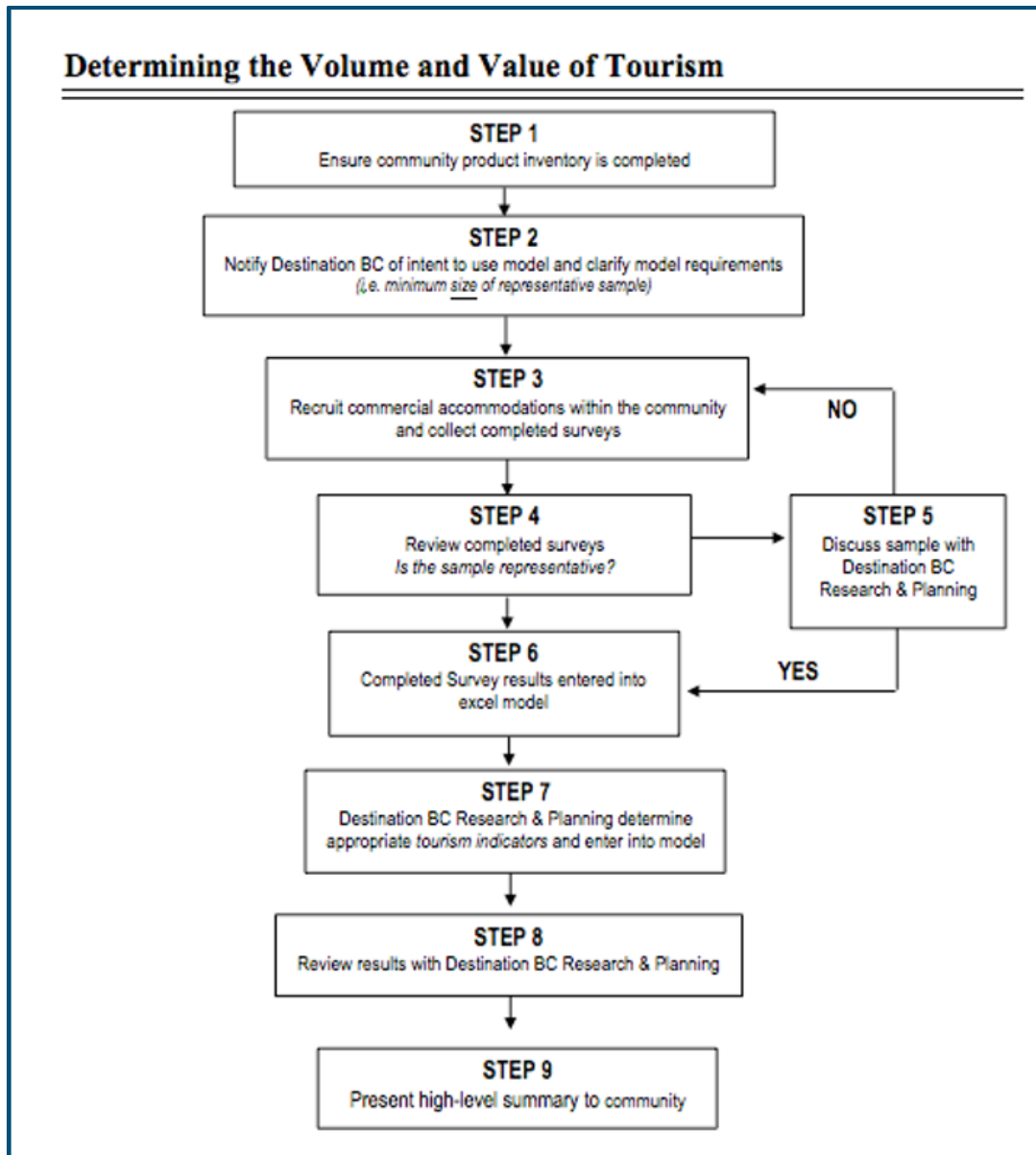
With the region possessing two of British Columbia's largest tourist attractions – Grouse Mountain and Capilano Suspension Bridge – visitor statistics were also collected for these businesses. Information for Capilano Suspension Bridge was provided by the organization itself, whereas Grouse Mountain data were taken from published statistics³ (data were not provided by Grouse Mountain).

After data entry, DBC implemented the Value of Tourism model, selecting appropriate regional, provincial and national tourism indicators for estimating the visitor volume and direct tourism expenditures within the communities of the District of North Vancouver, City of North Vancouver, and District of West Vancouver.

Destination BC's Value of Tourism survey methodology follows the path outlined in the flowchart below.

³ Business in Vancouver, "Biggest Tourist Attractions in B.C. in 2019," February 5, 2019. See <https://biv.com/datatables/biggest-tourist-attractions-bc-2019>.

Figure 5: Destination B.C. Value of Tourism Process Model



3.5 Overnight Visitor Booking Type and Origins

Preliminary data on overnight visitor booking type/channel and geographic origins were assessed based on reporting information from local accommodation providers, including hotels, motels, and campgrounds/RV Parks. See Table 4, below. Airbnb visitor origins were not used, due to inconsistencies in reporting and uncertainties in the underlying accounting.

Table 4: Booking Type and Channel of Overnight Visitors

| | Room Nights | % of Market |
|--|----------------|--------------|
| INDEPENDENT TRAVELLERS | 108,970 | 85.3% |
| Leisure (personal / pleasure) | 75,133 | 58.8% |
| Long Stay (30 days plus) | 1,357 | 1.1% |
| Corporate (Individual business traveller) | 21,593 | 16.9% |
| Government (gov't employee) | 6,160 | 4.8% |
| Travel Trade / Receptive / Tour Operator | 4,726 | 3.7% |
| GROUP TRAVELLERS (min 5 rooms) | 18,735 | 14.7% |
| Association | 808 | 0.6% |
| Corporate / Incentive (Business groups) | 8,065 | 6.3% |
| Government | 632 | 0.5% |
| Sport Tourism (Booked for Sporting Events) | 3,481 | 2.7% |
| Tour and Travel Trade | 3,580 | 2.8% |
| Other Group | 2,168 | 1.7% |

Note to Table: The data were aggregated to the most discrete geographic unit, where applicable. Data for some geographic sub-regions were shared to those sub-regions based on the proportions provided by other respondents, where the totals for the reported sub-regions was greater than 50% of the total reported for the broader regional amalgam.

A significant majority (85%) of visitors to Vancouver's North Shore were independent travellers, with over half (59%) of these being leisure travellers. The next largest travel segment is for independent corporate travel, constituting nearly 17% of the overnight market.

Perhaps surprisingly, visitors travelling as part of organized tours ("Tour and Travel Trade") constitute only 5.5% of the total overnight travel market to the North Shore (3.7% as independent travellers and 2.8% as part of a group tour).

3.6 Market Origin of Overnight Visitors

As Table 5 below shows, by far the largest geographic market for overnight visitors to the North Shore are from within B.C., with nearly half (48.1) being from within B.C. Compared with market origin statistics for B.C. overall, the North Shore has a very similar visitor composition (see Figures 7 and 8).

Table 5: Geographic Origin of Visitors to Vancouver's North Shore

| Market Origin | % of Market |
|-----------------------------------|---------------|
| TOTAL BC | 48.1% |
| TOTAL AB | 11.2% |
| Rest of Western Canada | 2.4% |
| Ontario - East and Other Canada | 11.5% |
| TOTAL OTHER CAN | 13.9% |
| Pac NW (Wash State, Oregon, Mont) | 15.6% |
| California | 2.1% |
| Other US / Mexico | 2.9% |
| TOTAL US / MEX | 20.6% |
| Europe | 2.1% |
| Australia / New Zealand | 0.9% |
| Japan | 0.5% |
| China | 1.0% |
| Korea | 0.5% |
| Other Asia Pacific | 0.3% |
| Other International | 0.6% |
| TOTAL INT'L (EXCL US/MEX) | 5.9% |
| Undefined / Unknown | 0.4% |
| TOTALS | 100.0% |

Figure 7: Overnight Visitor Origins on North Shore

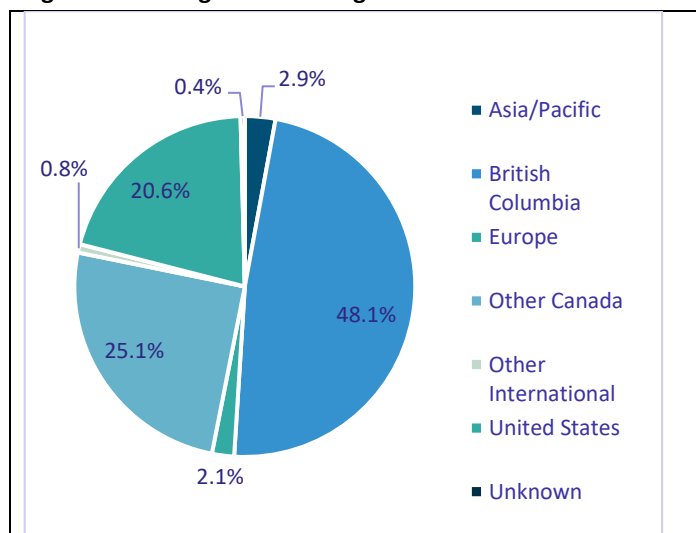
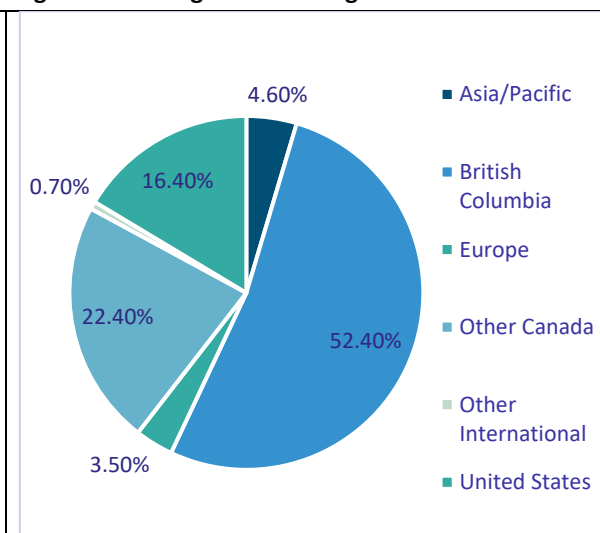


Figure 8: Overnight Visitor Origins for B.C. Overall



3.7 Tourist Expenditures by Market



Capilano Suspension Bridge. Photo courtesy of VNSTA.

3.8 Tourism Generated Tax Revenues

3.9 North Vancouver Visitor Centre Statistics

The North Vancouver Visitor Centre (VC) in Lower Lonsdale is one of the busiest Visitor Centres in British Columbia, with over 1,600 visitors in July and August 2018, and nearly 10,000 visitors for all of 2018.

Table 6: North Vancouver Visitor Centre Monthly Visitation (2018 / 2017)

| Month | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Total |
|--------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|--------|
| # of Visitors 2018 | 359 | 373 | 475 | 530 | 980 | 1,274 | 1,621 | 1,686 | 1,216 | 594 | 311 | 365 | 9,784 |
| # of Visitors 2017 | 661 | 702 | 770 | 796 | 1,317 | 1,753 | 1,823 | 1,810 | 1,356 | 859 | 450 | 503 | 12,800 |
| % Change from 2017 | -45.7 | -46.9 | -38.3 | -33.4 | -25.6 | -27.3 | -11.1 | -6.9 | -10.3 | -30.8 | -30.9 | -27.4 | -23.6 |

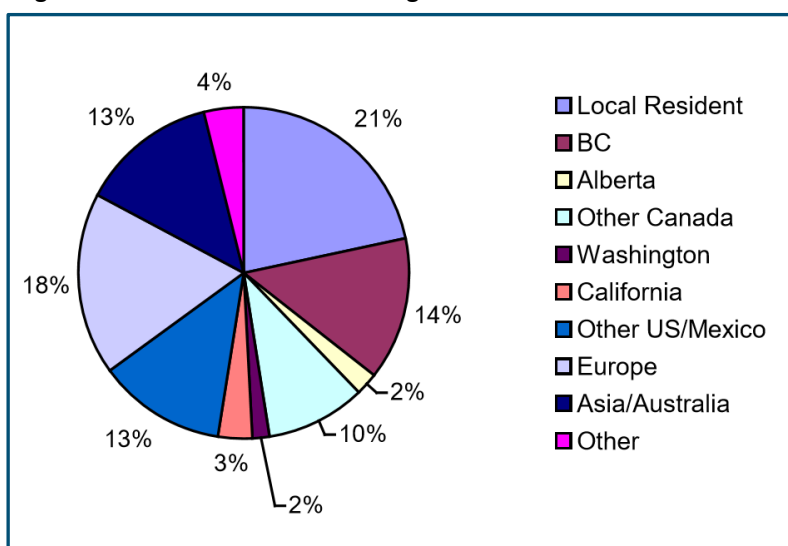
In addition to on-site visits the VC also has a Roaming Ambassador program that engages with travellers at key attractions and businesses across North Vancouver. In 2018 the Roaming Ambassador Program engaged with 1,845 visitors in total, with more than three-quarters being in the months of July and August.

3.91 Origins of VC Visitors

Visitors are from a variety of origins, with the highest proportion being local residents (21%) and Europe (18%) – see Figure 9 below. It is noteworthy that visitors to the VC are in different proportions than the overnight origins in Part 3 of this report. Overall there is much lower use of the VC by domestic travellers and much higher use by international visitors. This suggests that key markets with lengthier stays and higher average spends per visitor are utilizing the VC in high proportions.

Some key markets that use the VC in lower proportion relative to overnight stays are for visitors from other parts of B.C. (47% of overnight stays and only 14% of VC visits), and Alberta (14% of overnight stays and 2% of VC visits). Markets that use the VC in higher proportion than overnight stay proportions include Asia/Australia (13% of VC visits and only 2.3% of overnight stays) and even more dramatically, Europe (18% of VC visits versus only 2.0% of total overnight stays).

Figure 9: North Shore VC Visitor Origins



4.0 Visitor Attractions Evaluation

This section summarizes information about the value of visitor attractions on the North Shore, including individual businesses and natural attractions such as trails and specific natural features. This is not an exhaustive listing of all attractions but rather those that are considered key drivers of destination visitation and for which key user statistics are known and shared by the appropriate organizations – businesses, governments, and support agencies.

The section also includes key actions taken by businesses, governments, and support agencies to manage visitor carrying capacity in a way that ensures positive experiences with tourism for local area residents, as well as for visitors themselves. The District of North Vancouver, District of West Vancouver, and City of North Vancouver, along with their planning partners in government, support agencies, businesses, and resident associations, have implemented one of the most comprehensive sets of strategies to limit congestion, maintain or enhance positive visitor experiences, and limit negative impacts on local residents and the environment. These are summarized below.

4.1 North Shore Trails

4.11 Grouse Grind

Visitation: with over 150,000 hikers per year⁴ the Grouse Grind is one of the busiest trails in British Columbia.

Capacity Management Strategies: to maintain positive visitor and resident experiences amidst such strong visitor demand, the Grouse Grind has become a longstanding “planning laboratory” for sustainable recreation. With an expanded parking lot, strict seasonal closures, rules against hiking down (to avoid rockfall hazard and congestion), and efforts to “smooth” usage through marketing focused on shoulder seasons and less crowded times of day, the Grouse Grind continues to be a popular urban hiking destination while maintaining positive experiences for local residents and trail users. Visitors are also informed of trail etiquette through the use of signage and wayfinding, as well as through online resources. The continued high level of demand, coupled with repeat visitation and the (relatively) low frequency of user conflicts, suggest that efforts to manage user congestion and experiential quality have been largely successful to date.

Lynn Canyon

Lynn Canyon is another extremely popular area of the North Shore, for regional and international park users visiting the Ecology Centre, Suspension Bridge and trails during the summer in particular.

Visitation: From June 1 – August 31, 2018 there were 280,621 visitors to the Suspension Bridge, for a daily average of 3,340 visitors. The main access via Peter Road saw an average of 1,321 vehicles per day in this period.

Capacity Management Strategies: With such high volume of users, the District of North Vancouver (DNV) has put in place a number of capacity management measures. Visitor education and management strategies are as

⁴ See <https://www.grousemountain.com/grousegrind>.

comprehensive as possible without restricting use volumes or enacting user caps. The four large parking areas disperse visitors throughout the park rather than funneling via one large parking lot.

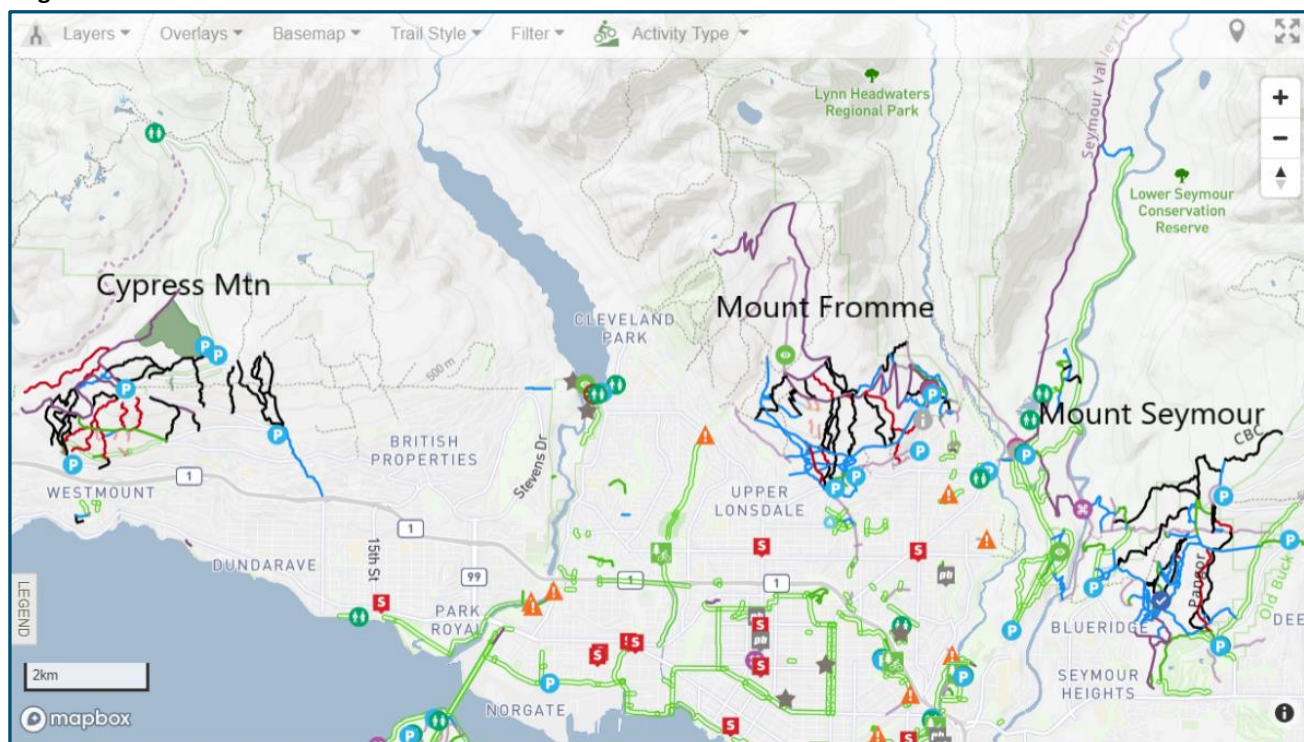
Visitor education is the key focus, with extensive signage and information provided to visitors to ensure their safe and responsible use of the park. The District of North Vancouver also partners with Adventure Smart BC (www.adventuresmart.ca) and North Shore Search and Rescue (www.northshorerescue.com) to educate visitors on how to be safe and responsible in the rugged wilderness of the North Shore.

The District and marketing partners also limit promotion of the Park during the peak summer season, warning potential visitors of high traffic volumes and encouraging them to visit during low volume times of day such as early mornings. The park is also gated in the evenings (at 6:00 PM in winter and 9:00 PM in summer) and opens at 7:00 AM, preventing vandalism, inappropriate use, and unsafe night-time use.

4.12 Mountain Biking

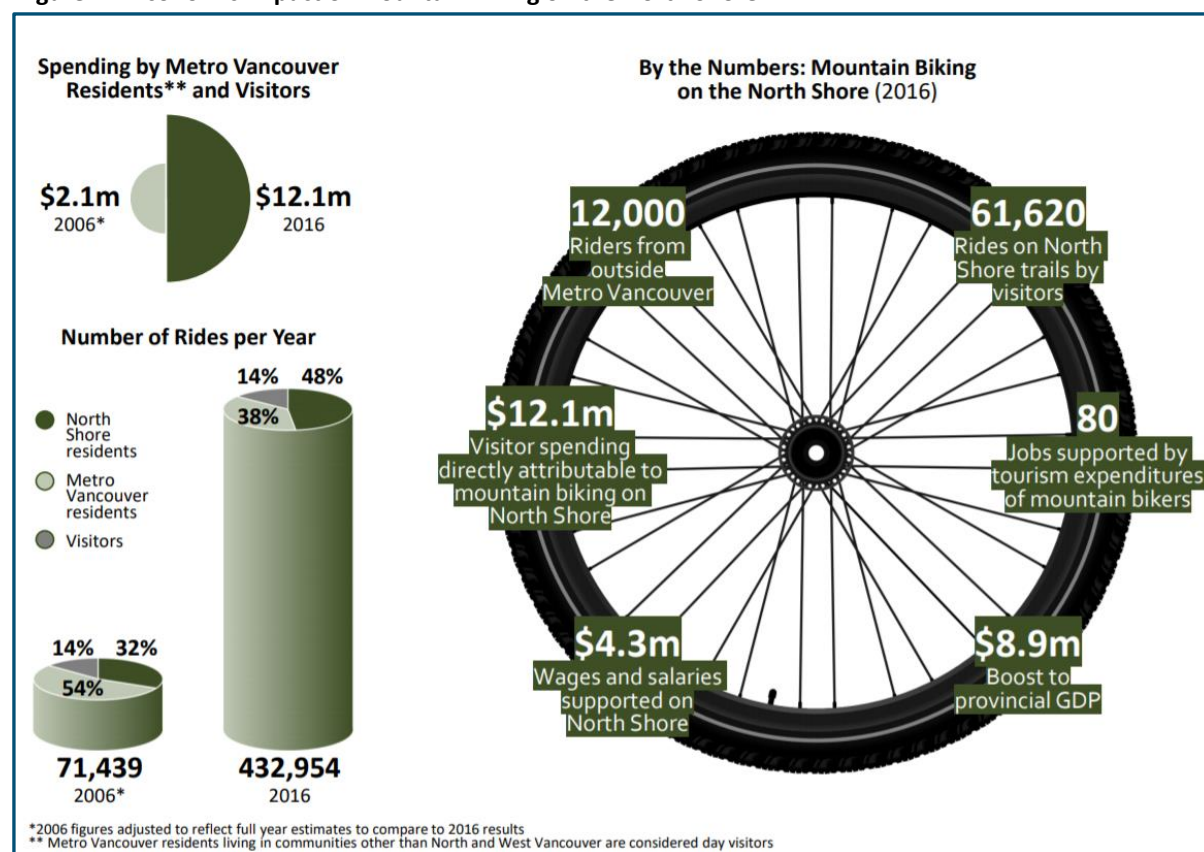
Visitation: the North Shore is one of the most renowned mountain biking destinations in the world, and according to official statistics on mountain bike ridership assembled by Trailforks (www.trailforks.com), has the two highest volume of users in the world: Mount Fromme and Mount Seymour, in addition to the Cypress Mountain riding area. See Figure 10 below.

Figure 10: North Shore Mountain Bike Areas



The following infographic (Figure 11, below) from the Mountain Biking BC / North Shore Mountain Biking Association report⁵ summarizes key mountain biking economic impact data for the North Shore.

Figure 11: Economic Impact of Mountain Biking on the North Shore



Capacity Management Strategies: with the rapid growth of mountain biking on the North Shore since 2006, the North Shore Mountain Bike Association, Mountain Biking BC, the District of North Vancouver, and other stakeholders have implemented a number of strategies to ensure the safe and responsible development of the mountain biking industry on the North Shore. A summary of the main capacity management strategies are as follows:

Marketing – community partners were engaged in a series of engagement sessions to identify appropriate marketing and promotions for the region, with the main outcome being to focus marketing almost exclusively on the spring and fall seasons.

Parking and “site hardening” - Parking and staging areas for trail users were constructed by the DNV to limit neighbourhood road congestion and “harden” the main traffic areas of mountain bikers. The Mount Seymour parking area was also expanded at the base of Seymour Rd., with new mountain bike trails being accessed from the Old Buck parking lot.

⁵ Western Mountain Bike Tourism Association, “2016 Sea to Sky Corridor Overall Economic Impact of Mountain Biking,” 2017. <https://www.mbta.ca/wp-content/uploads/2018/06/2016-Sea-to-Sky-MTB-EI-Study-Overall-Results-Summary-June-8-2018.pdf>

4.2 Capilano Suspension Bridge

Visitation: Capilano Suspension Bridge is one of the most popular tourist attractions in all of British Columbia, with 1.2 million visitors each year and resulting in tens-of-millions of dollars in economic impact on the North Shore each year. This level of visitation has remained stable for over a decade, with the business focusing on increasing visitor experiences and average yields rather than just volume.

Capacity Management Strategies: Capilano Suspension Bridge has undertaken one of the most comprehensive strategies to maximize the positive impact of the business to local community and mitigate negative impacts to the greatest extent possible. Some of the key sustainability actions include the following:

- ✓ Traffic flaggers are in place seven days a week from May to September to assist with maintaining traffic flow.
- ✓ Additional team members are hired and positioned at the pedestrian crosswalk/traffic light to allow larger breaks between the light stoppages when traffic is heavy.
- ✓ A shuttle bus was purchased and is free for guests, which has helped reduce the number of cars visiting the Park, eliminating approximately 700 cars daily from travelling up Capilano Road daily in peak season. The free shuttle will carry 275,000 people in 2019.
- ✓ Handsworth Secondary School parking lot is rented throughout the summer months from Friday - Monday each week as an overflow parking lot, to reduce parking and congestion in the neighbourhood.
- ✓ A sharply discounted “twilight rate” (30% off) is offered for visitors who attend the park in the evenings, to encourage guests to visit outside of peak operating hours.
- ✓ Operating hours were extended by one hour in 2018 to spread out visitor arrivals, allowing visitors to stay in the park from 8:00 am to 9:00 pm daily.
- ✓ Property adjacent to the business parking lot was purchased to add significant additional surface parking. This would potentially allow a right-hand turn lane into the main parking lot, a left hand turn lane for buses turning into the bus lot, and allowing through-traffic to proceed unimpeded up Capilano Road.

4.3 Deep Cove

Visitation: The community of Deep Cove is a key tourism attraction on the North Shore, welcoming hundreds of thousands of visitors per year (official statistics are not available). One of the area’s signature attractions is Quarry Rock, which saw an average of 2,000 weekly visitors from June 1 – September 12, 2018.

Capacity Management Strategies:

In recent years the District of North Vancouver (DNV) has implemented a number of actions to manage the high volume of tourists and regional residents to the Deep Cove area. Some of these strategies include the following:

- New parking regulations and increased enforcement;
- Additional traffic control at key traffic volume areas and choke points;
- Increased community liaison staff and park rangers;
- Quarry Rock user caps – limited to 70 people on Quarry Rock at a time; trail caps are imposed during busy periods to limit overall user volumes on the trail;
- Commercial bus restrictions for Deep Cove and parts of Lynn Canyon.

Regarding commercial bus restrictions, the DNV has implemented a bylaw to require a permit for commercial tour buses with capacity of 24 seats or greater (8,850 kg or more) from entering residential streets in Deep Cove, and from entering or parking in the west parking lot at Lynn Canyon or neighbouring streets to the west. These vehicles are still able to use the east parking lot located off the north end of Lillooet Road near the Lower Seymour Conservation Area.

4.31 Deep Cove Kayak Centre

One of the few commercial businesses in the Deep Cove beach area, the Deep Cove Kayak Centre has taken a number of measures to manage visitor capacity and minimize overcrowding during peak periods. These measures include:

- Focusing social media marketing on shoulder / low seasons;
- Recommending carpooling or public transit for visitors throughout the summer season;
- Remaining open during the slowest periods of the year to smooth overall visitor demand and provide residents with the ability to recreate during quiet periods;
- Hiring locally to reduce staff commuting and minimize transit disruption impacts on business continuity;
- Establishing and marketing events catered to locals and families, and make donations to local charities, to support the local community.

4.4 Summary: Sustainable Tourism on the North Shore

Vancouver's North Shore has been a leader in sustainable (tourism) development for decades, with some of the most comprehensive cycling infrastructure networks, recreation management plans, integrated land use planning to support outdoor recreation, community energy systems (one of Canada's first major District Energy systems) – among others. The experience in these areas has resulted in a strategic approach to tourism and recreation capacity management that has enabled continued growth of tourism in the region while balancing the needs of local residents and visitors themselves.

These strategies focus primarily on capacity management and including voluntary strategies such as visitor education, guidelines, signage/wayfinding, Codes of Conduct, and visitor education in partnership with agencies such as Adventure Smart B.C., North Shore Search and Rescue, and the region's Destination Management Organization (DMO), Vancouver's North Shore Tourism Association (VNSTA).

These “voluntary measures” have been buttressed by comprehensive public transportation initiatives, such as large commercial vehicle restrictions, focused user caps at congested attractions, parking area expansion, traffic management, and public transportation system development – among others.

4.5 Supporting Sustainable Tourism Growth for the Future

The region’s confined geography poses challenges for the movement of visitors and residents throughout the region, with three main transportation choke points to access Metro Vancouver: the Sea Bus, Ironworkers Memorial Bridge (“Second Narrows”), and Lions Gate Bridge.

Going forward, community and business stakeholders have been working with local, provincial, and federal governments to develop additional transportation options to limit single car use and congestion in the region.

Discussions have been underway in recent years to assess the feasibility of establishing a “fixed link” rail line to Metro Vancouver, such as a SkyTrain or other rapid transit system.

Plans are also currently underway to enhance SeaBus capacity with the replacement of older vessels with more modern, faster vessels that would support higher volumes of use, removing vehicles from the already congested main arteries and communities adjacent to key attractions.

Considering the current capacity limitations for vehicles in particular, as well as challenges with staff commuting during the peak travel season and peak hours, these public transportation enhancements would be welcome additions by the local tourism industry to help sustainably manage visitor flows in the region.



Grouse Mountain Cable Car. Photo courtesy of VNSTA

5.0 Airbnb Listings and Visitor Volumes

Airbnb and other short-term vacation rentals have become a major component of the tourism system on the North Shore and around the world. Overnight user statistics were gathered to assess volumes of use and patterns in short term vacation rentals, to provide VNSTA, governments, and stakeholders with critical information on this fast-growing sector.

6.0 Conclusion

Tourism has become a key economic driver, employment source, and taxation revenue generator for the economy of the North Shore, welcoming over two-million visitors per year, who spend a combined \$355 million in the three municipalities each year. This produces a total economic impact of over a half-billion dollars, employs approximately 5,000 people, and directly generates nearly \$100 million in tax revenues for all three levels of government combined.

To put this in context, the \$355 million in direct annual tourist expenditures equates to \$1,961 for each of the 181,000 residents of the three municipalities combined.

The North Shore has developed one of the most comprehensive suites of visitor capacity management and “sustainability” initiatives of any tourism destination in the world. Governments at all levels, support agencies such as VNSTA, the region’s Chambers of Commerce, Business Improvement Associations, non-profits, and businesses themselves have redoubled efforts to ensure positive visitor experiences, minimize congestion at key attractions, and ensure a positive visitor experience.

It should also be noted that total visitation to the region has stabilized, with the main attractions having nearly identical visitor volumes in 2018 as in 2013, when the first Value of Tourism study was completed for the North Shore. Additionally, a number of the region’s popular attractions have had restrictive measures put in place to stabilize or even decrease visitation, while enhancing the visitor experience and limiting negative impacts on local residents.

The main area of growth in recent years has been the result of the popularity of short-term vacation rentals, particularly Airbnb, which has resulted in an increase in the total overnight visitor capacity and an associated increase in total visitor expenditures, tax revenues, and employment. Airbnb properties are now being taxed by the provincial government, with the tax revenues being earmarked for affordable housing initiatives within the relevant local government jurisdiction for which taxes were collected.

The development of new visitor attractions in the urban core of the region, as well as a reinvigorated focus on enhancing visitor experiences and visitor yields (average revenues per visitor) will help ensure that the total “value” of tourism will continue to grow, improving the visitor experience and ensuring that area residents realize the maximum possible benefits and the fewest possible adverse effects. The region is well positioned to ensure these laudable objectives are achieved, now and in the future.

APPENDIX A: Destination BC Questionnaire to Commercial Accommodations



The Value of Tourism in Vancouver's North Shore Fixed Roof Accommodations Form

Please complete the following information on your property for all months of <YEAR> and return the completed form to:

< Contact>, Destination BC

OR

<Project Coordinator>, <Company>

Email: <Email>/Fax: <Fax Number>

Email: <Email>/Fax: <Fax Number>

The information provided will be kept CONFIDENTIAL and only used by Tourism BC and the project coordinator for this project. Data will only be reported in aggregate and where one cannot infer from the data that performance of individual properties.

| Property Name | | | | | | | | | | | | |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Property Type | | | | | | | | | | | | |
| All Guests | Jan-18 | Feb-18 | Mar-18 | Apr-18 | May-18 | Jun-18 | Jul-18 | Aug-18 | Sep-18 | Oct-18 | Nov-18 | Dec-18 |
| Number of Available Rooms | | | | | | | | | | | | |
| Total Occupied Room Nights | | | | | | | | | | | | |
| Average Achieved Daily Rate | | | | | | | | | | | | |
| Business Guests | | | | | | | | | | | | |
| Total Occupied Room Nights | | | | | | | | | | | | |
| Average Length of Stay | | | | | | | | | | | | |
| Average Party Size | | | | | | | | | | | | |
| Leisure Guests | | | | | | | | | | | | |
| Total Occupied Room Nights | | | | | | | | | | | | |
| Average Length of Stay | | | | | | | | | | | | |
| Average Party Size | | | | | | | | | | | | |

Note: If your business includes **more than one** type of accommodation (e.g. Motel & RV sites), please complete a separate form for each "type" of accommodation.



The Value of Tourism in <Community> RV Parks & Campgrounds Form

Please complete the following information on your property for all months of <Year> and return the completed form to:

<Contact>, Destination BC

OR

<Project Coordinator>, <Company>

Email: <Email>/Fax: <Fax Number>

Email: <Email>/Fax: <Fax Number>

The information provided will be kept CONFIDENTIAL and only used by Tourism BC and the project coordinator for this project. Data will only be reported in aggregate and where one cannot infer from the data that performance of individual properties.

| | | | | | | | | | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Property Name | | | | | | | | | | | | |
| Property Type | | | | | | | | | | | | |
| All Guests | Jan-10 | Feb-10 | Mar-10 | Apr-10 | May-10 | Jun-10 | Jul-10 | Aug-10 | Sep-10 | Oct-10 | Nov-10 | Dec-10 |
| Number of Available Sites | | | | | | | | | | | | |
| Total Occupied Site Nights | | | | | | | | | | | | |
| Average Length of Stay | | | | | | | | | | | | |
| Average Party Size | | | | | | | | | | | | |
| RV – Hook up Guests | | | | | | | | | | | | |
| Number of Available Sites | | | | | | | | | | | | |
| Total Occupied Site Nights | | | | | | | | | | | | |
| Average Achieved Daily Rate | | | | | | | | | | | | |
| Average Length of Stay | | | | | | | | | | | | |
| Average Party Size | | | | | | | | | | | | |
| Tenting Guests | | | | | | | | | | | | |
| Number of Available Sites | | | | | | | | | | | | |
| Total Occupied Site Nights | | | | | | | | | | | | |
| Average Achieved Daily Rate | | | | | | | | | | | | |
| Average Length of Stay | | | | | | | | | | | | |
| Average Party Size | | | | | | | | | | | | |

Note: If your business includes **more than one** type of accommodation (e.g. Motel & RV sites), please complete a separate form for each “type” of accommodation.