PORT CLEMENTS TOURISM DEVELOPMENT ROADMAP

Dr. John Colton
Acadia University, Department of Community Development
Wolfville, Nova Scotia
October, 2016
# Table of Contents

- Acknowledgements .................................................................................................................. 3
- Introduction ............................................................................................................................... 4
- Research Methods ..................................................................................................................... 4
- Tourism Market and Destination Marketing ............................................................................. 4
- Village of Port Clements Profile ............................................................................................... 5
- 2016 Port Clements Tourism Amenities Review ....................................................................... 7
- Port Clements Tourism Development Opportunities: Short to Long Term ............................ 8
- Recommendations Years 1-3 .................................................................................................... 9
  - Non-Profit Tourism Association .......................................................................................... 9
  - Port Clements Theming and Branding Development ......................................................... 10
  - Signage ................................................................................................................................. 11
  - Community Art .................................................................................................................... 11
  - Golden Spruce Extension Loop ........................................................................................... 12
  - St. Mark’s Garden Development and Portable Commercial Stalls/Kiosks .......................... 12
  - Village of Port Clements Website and Social Media ........................................................ 13
- Recommendations Years 3-5 .................................................................................................. 14
  - Boardwalk/Covered Sidewalk ............................................................................................ 14
  - Sunset Trail and Golden Spruce Trail Extension and Connection ....................................... 15
  - Guided Historical and Cultural Tours ................................................................................ 15
  - Port Clements Museum and Sort and Tug at Waterfront .................................................. 16
  - Dyson Corner Enhancement ............................................................................................... 16
  - Rainbow Pier Upgrades and Kiosk ..................................................................................... 16
  - Heritage Plaques .................................................................................................................. 17
- Recommendations Years 5-10 ............................................................................................... 17
  - Wharf and Waterfront Development .................................................................................. 17
  - Bird Tower and Yakoun River Bridges ............................................................................... 18
  - Chevron Property Remediation and Development ............................................................ 19
- Strategies for Tourism Development in Port Clements ........................................................ 20
  - Community Buy-In ............................................................................................................. 20
  - Municipal/Political Buy-In ................................................................................................. 21
  - Village of Port Clements Tax Base (Reserves) .................................................................. 22
  - Gwaii Trust Society ............................................................................................................ 22
  - Misty Isle Economic Development Society (MIEDS) ....................................................... 22
  - Tourism Development Association ..................................................................................... 23
  - Haida Gwaii Higher Education Society (HGHES) and Other Education Partnerships ....... 24
- Final Considerations ................................................................................................................ 24
- Tourism Development Resources ........................................................................................... 26
Acknowledgements
The author of this report expresses his gratitude to the Village of Port Clements and the residents in the community who participated in this project. I would specifically like to acknowledge those who took time out of their day to speak with me directly and share a part of their world.

Funding for this tourism study was provided by the Gwaii Trust Society. Grant writing support was provided by the Misty Isles Economic Development Society.
Introduction
Port Clements is a relatively undiscovered destination with rich natural and cultural heritage of which the community should be proud. Located on the shores of the Masset Inlet, this community attracts a moderate amount of visitors annually. While Port Clements hosts a number of visitor attractions and services, there is potential to develop additional tourism experiences and services.

The purpose of this report is to identify short, medium, and long term tourism development opportunities for the Village of Port Clements through consultation with the community. This report explores these tourism development opportunities and highlights and prioritizes key initiatives and development strategies for further consideration.

Research Methods
Research for this report was supported by an on-site visit between September 6-17, 2016. During this visit the following activities were undertaken in order to better understand the tourism opportunities for the Village of Port Clements:

- Interviews with members of the Tourism Advisory Committee
- Interview with Misty Isle Economic Development Society (MIEDS) representative
- Interviews with other Port Clements residents and owner/operators of tourism amenities (e.g., B & B’s, service station/café, delivery services, sea kayaking)
- Focus group session with members of council and tourism committee
- Tour of community tourism amenities/assets
- Tour/hike of recreation areas adjacent to Port Clements and forest regions along Yakoun River
- Kayak of the Yakoun River to Port Clements waterfront
- Walk of Golden Spruce and Sunset Trails
- Cultural and recreation resources tour with Dale Lord
- Tour/hike in region of Rennell Sound
- Tour of other island communities (Masset, Old Masset, Skidegate, Queen Charlotte, Sandspit, Tlell) and tourism amenities including North Beach, Tow Hill, and Haida House at Tlaal

The interviews and activities provided insightful knowledge of the tourism opportunities for the Village of Port Clements. Review of the 2008 Tourism Development Action Plan, Statistics Canada, Port Clements website and community blog provide additional information useful to the development of this report.

Tourism Market and Destination Marketing
Tourism in British Columbia is significant generating $14.6 billion (2014) in revenue and contributing $825 million in provincial taxes. While considerable tourism growth is centered in the lower mainland (Vancouver-Victoria regions), the Caribou Chilcotin Coast and Mountains region has seen considerable growth.

Haida Gwaii has experienced tourism growth as well and much of this present growth has been guided in part by tourism planning from 2007-2009 supported by Tourism British Columbia’s Community Tourism Foundations program and the efforts of local tourism businesses and tourism associations. Since that time, the Misty Isles Economic Development Society (MIEDS) has provided leadership as a coordinator for tourism destination marketing on Hiada Gwaii.
In 2015 the Misty Isle Economic Development Society (MIEDS) developed an exit survey which captured 200 responses from visitors leaving Haida Gwaii. While this represents only a snapshot of visitor numbers for 2015 and possible motivations for travel to Haida Gwaii (and other important information), it provides a very good basis for understanding the tourism market in Haida Gwaii.

Over 81% of visitors to Haida Gwaii are over 45 years old. The majority of visitors are from B.C. (52%) followed by Alberta (20%). 12% of visitors surveyed were from the United States. The annual income of 75% of the visitors was over $40,000. Spending while in Haida Gwaii was significant with 30% of visitors spending between $1,000-$2,000 during their trip.

Trip planning to Haida Gwaii was supported largely by word of mouth and the website GoHaidaGwai.ca. Municipal websites were visited by 15% of travelers. This is an important to note as many municipal websites do a poor job of promoting tourism in their community. The primary reasons for taking a trip to Haida Gwaii were the following:

- To participate in outdoor activities
- To sightsee
- To visit Gwaii Haanas
- To learn about local culture
- To learn about the area’s history
- To learn about nature

Of the many tourist types documented by Destination Canada (formerly the Canadian Tourism Commission), two types are particularly important for Haida Gwaii and Port Clements specifically. These are:

- Cultural Explorers are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit.

- Authentic Experiencers are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit.

Destination Canada

The types of tourists traveling to Haida Gwaii and their reasons for travelling indicates that Port Clements is very well positioned to further develop tourism experiences. Given its proximity to world-class natural attractions and opportunities to learn more about the heritage of Port Clements, the natural history of the area and culture of the Haida, Port Clements should work to attract more visitors to its community. Doing so will require planning and investment in tourism related infrastructure and services.

Village of Port Clements Profile
Port Clements is centrally located on Haida Gwaii, British Columbia. According to Statistics Canada, its population in 2011 was 378 people down 14.1% from 2006’s census of 440 people. Over 83% of its population is over the age of 15. A review of 2006 census data suggests its population is getting
older with fewer young families and young people between the ages of 19-34. This presents some challenges to Port Clements long term viability. While tourism development may provide some opportunities for people in the community it will be important to also consider other economic diversification strategies in the community and island wide development. Specific attention might be paid to value added products related to forestry.

In 2008, the Village of Port Clements developed a Tourism Development Action Plan. Objectives of this plan included:

- To create a sustainable tourism economy for Port Clements
- To enhance the tourist infrastructure in and around Port Clements
- To market Port Clements as a central location for tourists to discover the Islands.
- To build partnerships with local businesses and residents and other communities to promote tourism in Port Clements and other Islands communities
- To seek funding from different sources, government and private, for implementation of the Plan
- To provide incentives to tourism related businesses and entrepreneurs
- To create awareness of economic benefits of tourism in the community

As part of this plan a SWOT analysis was conducted. Under strengths the following items were listed:

<table>
<thead>
<tr>
<th>2008 Tourism Strengths</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central location</td>
</tr>
<tr>
<td>Sunset Trail</td>
</tr>
<tr>
<td>Freshwater fishing</td>
</tr>
<tr>
<td>Museum</td>
</tr>
<tr>
<td>Boat launch</td>
</tr>
<tr>
<td>Masset Inlet</td>
</tr>
<tr>
<td>St. Mark’s Church</td>
</tr>
<tr>
<td>Haida Canoe</td>
</tr>
<tr>
<td>Marie Lake Fish Hatchery</td>
</tr>
<tr>
<td>Juskatla Inlet</td>
</tr>
<tr>
<td>Government dock</td>
</tr>
</tbody>
</table>

Since 2008, opportunities for tourism development based on these strengths remains unchanged. There is incredible potential to leverage these strengths (now referred to as tourism amenities) into tourism experiences and services appropriate for the Village of Port Clements.

Challenges were highlighted in the 2008 Tourism Development Action Plan. These challenges remain the same but some have been updated for this report. Challenges include:

- Lack of all season recreation or tourist infrastructure
- Lack of tourism information on Port Clements website
- Lack of hours of services, tourist high end accommodations
- Lack of transportation on the Islands
- Port Clements voice mail and on hold music (message for on hold could be used to promote the community)
- Transient population
• Liability issues with use of logging roads
• Deactivated logging roads
• Lack of accessibility and isolation of the Islands
• Village appearance, ditches, roadside, brushing, vacant lots, etc.
• Land beside grocery store
• State of accommodations in Port Clements
• Lack of adequate and attractive signage
• Lack of tourist information facilities
• High costs of ferry
• Gap in logging history (1940’s-1980’s)
• Overreliance on volunteers
• Lack of laundry and shower facilities
• Appearance of the roadside on the southern approach to the Village
• Alder overgrowth (highway and village)
• Need to address parking issue at small harbor
• Lack of awareness in the community of positive tourism benefits
• High cost of insurance for outdoor tourism and nature-based businesses
• Lack of access to back country
• Lack of off-peak activities for the tourists, all weather infrastructure
• Short tourist season

Broader island wide tourism challenges are primarily associated with access, transportation, and capacity issues. Mainland ferry service can be limited. Local ferry service (Sandspit to Skidegate) is limited to daytime hours with no services in the evenings. For summer 2016, accommodation providers were at capacity and some are booking at full capacity for summer 2017. While this presents challenges, it also allows Haida Gwaii to manage its tourism growth carefully and with respect to sustainability.

2016 Port Clements Tourism Amenities Review
Tourism development depends on a range of tourism amenities and services. Collectively, these amenities must be positioned and promoted in order to encourage growth in tourism. It is important that the right combination of tourism amenities and services exist. In the case of Port Clements, there is a range of amenities and services that can support more emphasis on tourism development. The table below highlights key amenities and services in Port Clements.

<table>
<thead>
<tr>
<th>2016 Port Clements Tourism Amenities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Port Clements Museum</td>
</tr>
<tr>
<td>Golden Spruce Trail</td>
</tr>
<tr>
<td>Sunset Trail RV and camp sites</td>
</tr>
<tr>
<td>Government wharf</td>
</tr>
<tr>
<td>Bayview Market</td>
</tr>
<tr>
<td>B &amp; B’s</td>
</tr>
<tr>
<td>Sea Kayaking</td>
</tr>
<tr>
<td>Haida Canoe</td>
</tr>
<tr>
<td>Community festivals and events</td>
</tr>
<tr>
<td>Forestry heritage</td>
</tr>
<tr>
<td>Local knowledge of culture and recreation opportunities</td>
</tr>
</tbody>
</table>
It is important that in developing tourism experiences based on the existing amenities and services that there is a focus on:

- Developing tourism experiences that are high quality
- Developing tourism experiences that offer good value
- Developing tourism experiences that are easy to book and seek information about
- Develop tourism experiences that are relevant to the community/region

Port Clements is very well positioned to develop tourism experiences based on these amenities and services. In fact, this is already occurring in some cases but there is potential for more well-planned growth in tourism.

**Port Clements Tourism Development Opportunities: Short to Long Term**

Community interviews, the focus group session, experiences in the community and local region, provided many ideas for tourism initiatives. These are listed in the table below and arranged according to timeline stretching from 1-10 years. Following the table, recommended tourism initiatives are expanded upon for each timeframe. Criteria for selecting these tourism initiatives are based, in part, on the following:

- Community and municipal support and buy-in
- Port Clements key tourism assets and amenities
- Return on investment (economically, socially, politically)
- Aligns with market profiles for tourists travelling to Haida Gwaii

<table>
<thead>
<tr>
<th>Port Clements Tourism Development Road Map</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Years 1-3</strong></td>
</tr>
<tr>
<td>Port Clements website and social media</td>
</tr>
<tr>
<td>Signage</td>
</tr>
<tr>
<td>Nonprofit tourism association</td>
</tr>
<tr>
<td>Coffee Café</td>
</tr>
<tr>
<td>Portable Commercial Stalls/kiosks</td>
</tr>
<tr>
<td>In garden area by church. 1 permanent and 2 that are portable</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>

Birdhouse tree | Community centre
<table>
<thead>
<tr>
<th>Community art $500</th>
<th>Tourism App (highlight visitor services in PC and HG)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Port Clements – Theme (Positioning and Branding development)</td>
<td>Water Map (trails, birding sites, boat launches, sea kayaking sites)</td>
</tr>
<tr>
<td>Maps (local points of interest map)</td>
<td>Canada Day on Waterfront (partnership with Coast Guard)</td>
</tr>
<tr>
<td>Golden Spruce Extension Loop</td>
<td>Dyson Property (parking, picnic area, community signage)</td>
</tr>
<tr>
<td>Wooden logger’s statue (or another statue/art display symbolic of town’s heritage located in prominent site)</td>
<td>Colourful 5% (collection of stories of characters/historical events in Port Clements) colorful and interesting</td>
</tr>
<tr>
<td>Mural (e.g. Masset mural of marine life)</td>
<td>Kiosk or small building at end of Rainbow Pier (to be used for selling arts/crafts and/or food items)</td>
</tr>
<tr>
<td>Walking feet – brochure of walking feet on pavement</td>
<td>Heritage plaques mounted on heritage houses in Port Clements</td>
</tr>
<tr>
<td>Signage in community and on highway</td>
<td>Zip-lines</td>
</tr>
<tr>
<td>Laundry mat and showers</td>
<td></td>
</tr>
<tr>
<td>Community and area guided walking area</td>
<td></td>
</tr>
</tbody>
</table>

**Recommendations Years 1-3**

**Non-Profit Tourism Association**

Developing a non-profit tourism association was suggested by several Port Clements residents as a means for advancing tourism initiatives in the community. A tourism association, while collaborating with the political and administrative units in Port Clements, would be a separate entity with its own governance structure. Membership would include local residents and potentially a representative from the local government. This is critical in ensuring support and open communication between the association and the Village of Port Clements. Advantages of a tourism association include:

- Allowing community to access funds not available to the Town of Port Clements administration
- Shifting and sharing responsibility of tourism development from town to association
- Providing a venue for community members interested in providing leadership and other resources (e.g. time, skills, etc.) to tourism development in their community
Port Clements Tourism Development Roadmap: 2016

Recommendation
It is recommended that a non-profit tourism association be developed in Port Clements. This might be formed by a group of local residents (including business owners) who would also serve a Board of Directors. Incorporation instructions can be found at the following link:
http://www.bcregistryservices.gov.bc.ca/bcreg/corppg/reg20.page

Further information on developing a non-profit tourism association in Port Clements is provided under the section Strategies for Tourism Development in Port Clements.

Port Clements Theming and Branding Development
Tourism Theming and Branding are critical elements in a tourism development plan. Branding allows a community and/or region to differentiate itself from other communities. For example, the Town of Pictou, Nova Scotia is positioned as the Birthplace of New Scotland. This is reflected in its signage and its waterfront tourism development and other tourism experiences and services.

Theming and Branding taglines typically reflect a community’s distinctiveness and provides the visitor an idea of the types of experiences and services that might be provided. Port Clements has several taglines that help position the community with respect to tourism. These include:

- Gateway to Wilderness
- Centrally Located
- Community Proud

While these taglines are important and provide a sense of the community’s location (and this is an advantage), its access to wilderness, and the fact that there is pride in community; it speaks little to what visitors might actually experience in the community.

Recommendation
It is recommended that the Tourism Committee explore a Positioning and Branding theme that reflects Port Clements’s historical and on-going identity as a community supported by forestry and a close association with life on the land and water. Taglines associated with this positioning should clearly provide a sense of what visitors might expect to experience from a visit to Port Clements. A single concise tag line that encapsulates the experience is recommended.
Signage
Community and tourism related signage is an important element in tourism promotion. Signage helps visitors make informed decisions and also facilitates safe travel between destinations. Good signage will also increase visitation to the community.

Signage provides the first impression of your community to visitors and what types of experience they might expect. Signage related to the community should reflect the identity of the community.

Port Clements has good and poor examples of community and tourism related signage. The images to the right are a poor example as this community information board along the highway attracts graffiti and also a place for people to air their grievances. Unfortunately, signage of this style often invites vandalism and creates a negative impression of the community.

The image to the left is a better example as it is visually appealing and attention grabbing, and the Golden Spruce cut out and colourful mural gives tourists an idea of what they can expect from the community. However, signage along the highway should also be developed so that it is readable (for motorists at normal speed) and in alignment with other design elements. Currently, the tag lines- Centrally Located and Community Proud are difficult to read when driving past the sign.

An excellent resource for developing rural tourism signage can be found at the following link:

A Manual to Enhance Community Signage and Visitor Experience

Recommendation
It is recommended that the Tourism Committee and the Village of Port Clements review community and tourism related signage. Development of signage should reflect the brand identity of the community.

Community Art
Engaging visitors and the community through Community Art is an important tourism initiative. Port Clements already has an example of community art on display at Rainbow Pier. The birdhouse tree attracts attention from visitors and residents alike. A Community Art program beautifies the community and helps encourage relationship building among residents. Many communities across Canada have developed community art programs. Oftentimes, the purpose of a community arts initiative is to engage residents in particular its youth.

Port Clements could develop a Community Art initiative framed around its heritage. Using local wood, residents and businesses can be invited to develop a work of art to be displayed in their yard or
place of business. Providing modest funds to facilitate this initiative would serve as a springboard for larger participation.

**Recommendation**

It is recommended that the Village of Port Clements and the Tourism Committee establish a Community Art program. Funding from the village should be established that provides $300-$400 per art installation to help defray costs of supplies. The Tourism Committee should develop a set of guidelines and an approval process. Submissions of design should be submitted to the Tourism Committee prior to allocation of funds.

**Golden Spruce Extension Loop**

Visitors to Haida Gwaii indicate high interest in outdoor activities. Self-guided activities are particularly important. Visitors to Haida Gwaii seek out walking and hiking opportunities especially those that are in close proximity to community centres and areas of natural and cultural significance. Hiking trails that are accessible by car are particularly important. Equally important are trails accessed by roads that allow for rental cars. In Haida Gwaii, access to the Golden Spruce Trail and Tow Hill hikes are the only dirt roads where rental cars are allowed.

Currently, the Golden Spruce Trail is a 20-30 minute round trip depending on the amount of time spent on the trail. The trail is also accessible by wheel chair.

Creating an approximately 1 kilometer extension loop that intersects with the main trail will provide more walking opportunities along the Yakoun River and the forest. This portion of the trail does not have to be developed to be wheel chair accessible but this might be a consideration in the future.

Extending the trail will have several benefits that include:

- Greater recreation opportunities for local residents
- Greater hiking/walking opportunities for tourists
- Greater opportunities to generate revenue from other related tourism products and services in Port Clements

**Recommendation**

It is recommended that the Tourism Committee, Village of Port Clements, and other relevant partners explore funding opportunities and trail designs for trail extension at the Golden Spruce Trail. Trail design and development might be facilitated by partnerships with educational institutions.

**St. Mark’s Garden Development and Portable Commercial Stalls/Kiosks**

Developing portable stalls will provide opportunities for local entrepreneurs to sell arts, crafts and food items. These can be located on the property adjacent to St. Mark’s Gift & Gallery Store and serve as a focal point for redevelopment of this site. Portable stalls can be built creatively with shutter type windows for vending space and because they would be portable, stalls could be moved to other locations to take advantage of community events such as Canada Day celebrations.
The property adjacent to St. Mark’s Gift & Gallery would serve as the focal point for this development. Three stalls should be built with one stall developed permanently and the other 1-2 made to be portable.

Photos Source: [https://www.pinterest.com/pin/323203710737554885/](https://www.pinterest.com/pin/323203710737554885/)

**Recommendation**
It is recommended that the Tourism Committee explore funding and designs specifications for the creation of 1-2 portable stalls in the short term. This could be moved to various points in the community (e.g., Rainbow Pier, Government Wharf) as desired. This development should also serve as a discussion point for development of the property adjacent to St. Mark’s.

**Village of Port Clements Website and Social Media**
The Village of Port Clements website should undergo a review. Currently, the website serves as a very good information portal for residents but offers poor tourism promotion for the community. Given that websites are a significant factor in tourism promotion and destination management it is important that the Port Clements website offers significant information to potential visitors. The website can serve to promote the community and its visitor attractions and services. Any promotion should be consistent with the brand developed for the community.

The City of Campbell River, British Columbia provides a good example of a municipal website that offers information to its residents but also a link (called Discover Campbell River) to another page that provides well organized visitor and tourist information. Please review their websites as an example.

City of Campbell River, British Columbia
[http://www.campbellriver.ca](http://www.campbellriver.ca)

Discover Campbell River

Other municipalities promote their tourism attractions and services through the hold mechanism when calls are made to their municipal office. While this may be frustrating for local residents (who may tire of hearing visitor promotions). By having a 1-800 number for visitors (linked to the same line) the municipality can effectively manage this situation.

Social media is a critical factor in tourism promotion as well. Examples of social media include:

- Facebook
- Twitter
- Instagram

Managing social media can be time consuming but it is a necessary task as it has become a very important channel for promoting communities and tourism. In reviewing the website for the Village of Port Clements, there are no links to social media.
Recommendation
It is recommended that the Tourism Committee and Village of Port Clements review the municipal website and ensure that it serves to promote the community and region to visitors. The website and its links to information about tourism services and attractions should reflect the theming and branding developed for port Clements.

The Tourism Committee and Village of Port Clements should develop a social media strategy for the community and its tourism attractions and services. Dedicated staff resources should be made available to manage the content for social media.

The town office should change their hold function-voice mail function so that it provides promotional opportunities for local businesses and other tourist related attractions and services.

Recommendations Years 3-5
Boardwalk/Covered Sidewalk
The development of a boardwalk or covered sidewalk stretching from the Port Clements Museum to Rainbow Pier would serve to tie together the key tourism amenities in the community. This would not only make the community more attractive to visitors but also offer a safe alternative to walking on the road which is frequented by large trucks and other vehicles. A boardwalk, unlike a sidewalk, also has heritage appeal.

Various designs and surfaces can be considered but some suggestions include:

- Gravel sidewalk starting at museum and continuing to Bayview Market where it would transition to a boardwalk along its front (of the market) and then continue as gravel sidewalk to Rainbow Pier.
- Covered sidewalk along the length of the entire route.

The Tourism Committee and the municipality can consider the various designs and cost implications.

Increasing a community’s walkability is a key factor in improving tourism amenities and services. It also serves to strengthen the community. The Town of Tofino, British Columbia has invested in revitalizing their downtown centre through sidewalks, boardwalks, and benches.

Tofino Downtown Improvement Project

Recommendation
It is recommended that the Tourism Committee and Village of Port Clements make the development of a sidewalk/boardwalk a tourism development priority. It will strengthen the overall attractiveness of the community and serve its residents as well. In addition, it will serve as a way to unify the collection of tourism amenities and services in the main core of Port Clements. Interpretive signage and benches along the route will offer additional information to visitors.
Sunset Trail and Golden Spruce Trail Extension and Connection

Given the desire by visitors for self-guided walking and hiking trails of moderate length (1-3 hours) with options for longer or shorter walking durations, investing in trail development and extensions of existing trails is important. In Port Clements there are two trails in close proximity to tourism services (e.g. market, gift shop, etc.); the Golden Spruce Trail and the Sunset Trail.

By extending the Sunset Trail and connecting to the Golden Spruce Trail, visitors and residents will have more options for longer hikes. This type of development will attract more visitors to the community and also keep many of these visitors in the community longer.

The National Trail Partnership in the United States notes the many benefits of trail development. Trails make our communities more livable; improves the economy through tourism and civic improvement; preserves and restores open space; and provide opportunities for physical activity to improve fitness and mental health. Please see the link below:

National Trails Training Partnership
http://www.americantrails.org/resources/benefits/

Recommendation
It is recommended that the Tourism Committee and Village of Port Clements explore the development of trail extensions and connections of the Sunset and Golden Spruce Trails. Funding for this type of infrastructure improvement may be available from the Gwaii Trust, the province, and municipal reserves.

Guided Historical and Cultural Tours

Significant historical and cultural artifacts, stories, and knowledge exist in the community and in close proximity to Port Clements. This includes significant Haida cultural resources/artifacts and also historical resources/artifacts relevant to the history of Port Clements. Guided tours of these areas can only be arranged through one person in the community on an ad hoc basis. At the moment, this is the best arrangement as this helps ensure the protection of these sites and also keeps their location somewhat unknown as most of these places are not identified on a map. In order to develop more guided cultural and historical tours to these areas, it is important to consider the following questions:

- How will visitation be managed to sites of Haida cultural significance?
- What is required in terms of permission or certain agreements in determining what Haida cultural sites are appropriate to visit or not?
- How will visitation be managed to sites of significance to Port Clements?
- What type of training is required to develop the capacity and skills necessary to serve as a guide to these areas?
- How will sites be accessed and what group will monitor this access?

Recommendation
It is recommended that the Tourism Committee explore the development of guided historical and cultural tours in 3-5 years time. In doing so, it will be important to engage in dialogue with the Council of Haida Nation for visitation to any site of Haida significance.
Port Clements Museum and Sort and Tug at Waterfront

The Port Clements Museum serves as an important visitor attraction in Port Clements. The museum celebrates the logging and forestry heritage of Port Clements through displays of historical equipment and other items of historical importance. Given the importance of this museum to the heritage and history of the community, considerable effort should be made to upgrade the site and to develop additional attractions associated with the museum. This might include:

- Development of a waterfront trail
- Development of a sort and tug operation on its waterfront
- Develop a video
- Collect stories of local loggers, logging lore
- The starting point for sidewalk or boardwalk
- Interpretive talks

Other communities in Canada celebrate their logging heritage and have put on display heavy equipment including tugs. Videos that highlight this heritage have also been developed. Please see the link below for an example.

Algonquin Logging Museum Video, Tugs
http://www.algonquinpark.on.ca/visit/locations/algonquin-logging-museum.php

Recommendation
It is recommended that the Tourism Committee and staff of the Port Clements Museum develop an enhancement plan that continues to build on the logging and forestry heritage of Port Clements. The museum is a significant attraction in the community and with upgrades and waterfront development (trail, and sort/tug) the museum can provide a richer experience for visitors to Port Clements.

Dyson Corner Enhancement

This property is located at an important intersection as you come into the community of Port Clements. With property upgrades and enhancements, this area can serve as a focal point for visitor signage, parking, a picnic area, and other related attractions. Some Port Clements residents have indicated that this could be the home of a statue that celebrates the heritage of Port Clements. If this is pursued (i.e., statue), then it would be important to develop a design for the statue that has the broad support of the community.

Recommendation
It is recommended that the Tourism Committee and Village of Port Clements explore the merits of development on the Dyson Corner site. Given its location, the site is an important area for visitor signage and visitor services.

Rainbow Pier Upgrades and Kiosk

Rainbow Pier is a significant visitor and resident amenity. It is used frequently by residents for walking, fishing and swimming. Though costly, upgrades to the pier are required. Any upgrade to the
pier is a smart and important investment. Among all the communities in Haida Gwaii, this public pier is unique as it stretches a quarter kilometer into the sea. As a focal point for community events and perhaps long term planning related to the Chevron site remediation and development, this area could become the centre of visitor services and attractions in the community. Several shorter term development projects have been suggested by community residents. These include:

- A stairway to the beach located at the start of the pier
- A kiosk or small building at the end of the pier for selling food/beverage items and/or local arts and crafts

**Recommendation**

It is recommended that the Tourism Committee and Village of Port Clements explore enhancement and upgrades to Rainbow Pier. Consider how these upgrades that might occur in the short term might support long-term development related to remediation of the Chevron site.

**Heritage Plaques**

Port Clements has numerous houses of historical significance. Heritage Plaques are ways to commemorate this importance as often the plaques will provide a brief history of the house and its significance in the community. Heritage Plaques can also serve as a source of pride for the community and the house owners and occupants.

Communities that designate houses as heritage resources will often promote these through heritage house tours. Please see the following links:

Plaqued Historical Homes and Buildings in Milton, Ontario

Heritage Properties Thunder Bay, Ontario
http://www.thunderbay.ca/Living/culture_and_heritage/Heritage_Properties.htm

**Recommendation**

It is recommended that the Tourism Committee and Village of Port Clements explore the value of developing heritage designation on certain houses in Port Clements. Criteria for designation will need to be developed and reviewed on an ongoing basis.

**Recommendations Years 5-10**

**Wharf and Waterfront Development**

The Village of Port Clements has an opportunity to develop its waterfront and in turn significantly increase its visitor appeal. While an expensive undertaking, studies have shown there is typically a return on investment. With mixed development that might include upgrades to a wharf/pier, boardwalks and sidewalks, accommodations (e.g., houseboats), and café and gift shops; this approach
to development has both resident and visitor appeal. Major areas of concern that should be explored in waterfront development include:

- Neighboring land uses
- Site access by road
- Water resource characteristics
- Climate details
- Views in and out of the site
- Soils characteristics and condition
- Vehicle and pedestrian circulation
- Location and condition of existing utilities and infrastructure
- Easement, right-of-ways, and other restrictions
- Unique natural and cultural features


Port Clements waterfront development could include:

- Upgrades to wharf for local businesses and residents (boating traffic)
- Sidewalks and benches
- Houseboat or other creative accommodation types
- Café

**Recommendation**

It is recommended that the Tourism Committee and Village of Port Clements invests in a waterfront development plan. Given the significance that this type of development could have on the community of Port Clements, this type of long-term development should be given priority.

**Bird Tower and Yakoun River Bridges**

The bird tower at the Sunset RV and Camp ground provides excellent opportunities for birdwatching and scenic views of the Yakoun River Delta and Masset Inlet. Given the popularity of birdwatching, this bird tower is an important piece of tourism infrastructure in the area. Equally important is the Yakoun River. This gentle river and its delta provides important habitat for birds and other wildlife like the river otter.

Given the propensity by tourists for outdoor activities and wildlife viewing, there is an excellent opportunity to develop a world-class hiking trail and enhance birdwatching opportunities as well.
Doing so would require significant planning and investment but the return on this investment would be significant.

The plan suggested by several residents of Port Clements would be to extend the Sunset Trail along the Yakoun River as noted earlier crossing the river to the island (providing access is permitted). The trail would continue up-river and at an appropriate location a second bird tower would be erected. This would offer panoramic views of the delta and excellent birdwatching opportunities. The trail would eventually cross the river again (with a second bridge) and connect with the Golden Spruce Trail. A trail network, its two bird towers, the legacy of the Golden Spruce, opportunities for RV or tent camping, and in close proximity to the community of Port Clements and its amenities and services, would uniquely position and differentiate Port Clements’s tourism experiences from that of other Haida Gwaii communities.

**Recommendation**

It is recommended that the Tourism Committee and Village of Port Clements and appropriate partners (e.g., MIEDS, Nature Conservancy, Ducks Unlimited), explore the development of an extension of the Sunset and Golden Spruce Trails. Part of this extension would require building two additional bridges (or one depending on the development plan) and the construction of an additional bird tower near the delta region (providing it can be done with respect to flood regimes and access issues).

**Chevron Property Remediation and Development**

The Chevron property located near Rainbow Pier is a brownfield site. There are over 30,000 brownfield sites in Canada and while many sit idle, many communities large and small have remediated and developed their brownfields. While a costly undertaking, funds are available at provincial, and federal levels to help offset the costs associated with remediation. The Federation of Canadian Municipalities provide excellent resources for understanding the benefits, challenges and opportunities for brownfield remediation projects and also provide funding guidance under their Green Municipal Funds program specifically directed at brownfields.

While it appears that brownfield redevelopment is too costly for small communities to tackle, for every $1 invested in brownfield redevelopment, an average of $3.80 is invested in the local economy. Return on investment in the local communities extend beyond financial returns and include:

- Improved community and visitor amenities
- Increased access and use of land in community core
- Access to waterfronts and other area of historical industrial use
- Increase in property values and increase tax base
- Improved health and safety
- Improved environmental health

The Chevron property in Port Clements adjacent to Rainbow Pier offers significant potential for brownfield remediation and redevelopment. Following remediation, a redevelopment project might explore the following ideas:

- Development of a multi-purpose building that might include:
  - Laundry and showers
  - Space for small businesses
Port Clements Tourism Development Roadmap: 2016

- Studio space for local artists
- Interpretive signage for Port Clements
- Café
- Accommodation
- Development of a park with pavilion suitable for hosting small community events, weddings, and space for portable stalls/kiosks

Specific resources for brownfield remediation and development:

Brownfield Remediation in Canada: A Catalyst for Sustainable Community Development

Brownfield Development: What you Should Know
http://cielap.org/brownfields/

Canadian Brownfields Network
http://cielap.org/brownfields/

Federation of Canadian Municipalities Brownfield Webinars
http://www.fcm.ca/home/events/past-webinars-and-workshops/brownfields.htm

Federation of Canadian Municipalities Green Municipal Funds Brownfield Funding

**Recommendation**

It is recommended that the Village of Port Clements commit to remediation of the Chevron property site. Part of this commitment would include a visioning process outlining the type of redevelopment resulting from the remediation. This will be important in securing funding for remediation.

Developing a strong commitment from the municipality is key in developing support from potential partners that might include the Gwaii Trust, MIEDS, the Federation of Canadian Municipalities, and the Canadian Brownfields Network.

**Strategies for Tourism Development in Port Clements**

Generating ideas for tourism development is straightforward and typically receives an enthusiastic response from most community members. However, moving from ideas to action can be challenging for a host of reasons. Most challenges related to tourism development implementation are community and municipal buy-in, community capacity, over reliance on volunteers, and financial issues.

There are a number of strategies recommended below that can be explored as mechanisms to support tourism development in Port Clements.

**Community Buy-In**

Tourism projects that provide tangible benefits to the community are important and will help with broader community support. While public meetings might help provide a venue for sharing short,
medium, and long term tourism development strategies, it’s typically the smaller micro-projects (e.g., low-hanging fruit) that help develop community support. These projects should be small, provide some tangible community benefits, be manageable in terms of human resource requirements, and require little funding. There are instances where people just do not like tourists or tourism development for a variety of reasons. Sometimes there is little that can be done in these instances other than to develop tourism opportunities incrementally and in a way that provides tangible benefits to the community.

The St. Mark’s Gift & Gallery in Port Clements is an excellent example of a micro-project that has provided community benefits. According to guest book records, 90% of the visitors to the gift shop are tourists and their spending has supported $11,000 in revenue for consigners. Visiting this gift shop meant more time in the community of Port Clements and quite possibly more revenue for other businesses. Some examples of micro-projects recommended include:

- Community art installations
- Signage projects
- Social media development
- Heritage plaques
- Portable stalls/kiosks that can be used to sell gifts and food/drink in different locations in town

Please review the list of short term (1-3 years) tourism projects for other examples of micro-projects.

**Municipal/Political Buy-In**

A critical factor in developing tourism in a community is support by the municipality both administratively and politically. Given the many financial and other constraints on small municipalities across Canada, the costs and other responsibilities associated with some tourism projects are sometimes prohibitive. Other challenges might relate to an unwillingness to change old patterns and understand the benefits that might accrue from tourism development if managed carefully.

Destination Marketing Organizations (DMO’s) might be helpful in providing support and guidance to municipalities beginning to explore tourism development. These organizations (DMO’s) are responsible for supporting, for example, product development, capacity building, funding, marketing and market research related to tourism in specific regions under their purview. British Columbia provincial and regional DMO’s and Regional Destination Marketing Organizations include:

- Destination British Columbia
- Northern B.C. Tourism
- Misty Isles Economic Development Society
- Travel Northern British Columbia

Members of the Port Clements tourism committee and members of council were supportive of the ideas expressed in the focus group session (September 15, 2016) exploring tourism development opportunities. It is recommended that members of the tourism committee and council meet with the Misty Isles Economic Development Society (MIEDS). A representative of MIEDS can:

- Review current market research relevant to Haida Gwaii and Port Clements specifically
- Review the role of MIEDS in supporting tourism planning
• Discuss tourism opportunities for Port Clements and review ways in which MIEDS can provide support

Village of Port Clements Tax Base (Reserves)
Tourism projects are sometimes supported directly through municipal reserves which might be a combination of local tax revenue and transfer payments from the province and other sources. Depending on the level of financial reserves held by the Village of Port Clements, funds can be earmarked for tourism initiatives. While funding sources may be sought from outside the community, it is critical that Port Clements provide a modest amount of direct funding for tourism initiatives. In the short term, reserve funds may support several micro-projects that might include:

- Community Art Project - there is an immediate benefit to this project as it involves local residents in a project that supports and celebrates the heritage of Port Clements.
- Walking maps of the community
- Funds to develop a small booklet of local history and stories that could be sold at the museum or St. Mark’s Gift & Gallery.

Gwaii Trust Society
The Gwaii Trust provides funds to support its mission of economic and social transition on Haida Gwaii. Since 2014 over $1.5 million has been allocated to a range of projects that reflect their mission. There are several grants that would support tourism development in Port Clements. These include:

- Community Innovation Grant: this is a program piloted in 2014 with the purpose of funding micro-projects defined as “smaller capital projects”. Port Clements might access this fund for small tourism projects that might include:
  - Community Art Project
  - Portable Commercial Stalls/kiosks
  - Golden Spruce Extension Loop

- Major Contributions Grant: this might include infrastructure related to recreation and tourism development among many other areas that this grant will fund. Tourism development that supports stewardship of the resources and provides meaningful community benefits might be supported by this grant. Specific projects in Port Clements that might be funded, in part, by this grant include:
  - Golden Spruce and Sunset Trail extensions
  - Waterfront development – some aspects of this development
  - Enhancements to the property adjacent to St. Mark’s for tourism initiatives

Misty Isle Economic Development Society (MIEDS)
The Misty Isle Economic Development Society (MIEDS) is an economic development agency based in Queen Charlotte. Its focus is on the three municipalities and two regional districts in Haida Gwaii. Its mission is to:

“To work with individuals, businesses, stakeholders, governments, communities and potential investors to coordinate, collaborate and implement island wide economic development initiatives aimed at increasing employability, employment and/or jobs for the people of Haida Gwaii.”
It serves as the regional tourism support organization for Haida Gwaii and was involved in the development of the 2009 *Haida Gwaii/Queen Charlotte Islands Draft Community Tourism Plan* which occurred just after MIEDS was formed in 2008.

MIEDS can provide support for tourism development initiatives in Port Clements in several areas that include:

- Access to grant writing resources
- Expertise in destination marketing
- Expertise in tourism planning

**Tourism Development Association**

Developing a community-based non-profit association is one mechanism to support tourism development in Port Clements. This has several advantages that include the following:

- Allowing community to access funds not available to the Town of Port Clements administration
- Shifting and sharing responsibility of tourism development from town to association
- Providing a venue for community members interested in providing leadership and other resources (e.g. time, skills, etc.) to tourism development in their community

Chambers of Commerce or municipal business development groups (which are non-profit) will often take the lead in broader economic development (e.g., waterfront development) that will often include tourism development initiatives. Fewer communities have developed non-profit associations specific to tourism.

In Pictou, Nova Scotia a non-profit community based association was developed to support waterfront development. Known as the Birthplace of New Scotland, the Town of Pictou struggled with the financial challenges associated with development of the waterfront. The Waterfront Development Corporation was developed as a non-profit association to support waterfront development. When plans were made to build a replica of the Hector, the tall ship which brought the early Scottish settlers to Nova Scotia, another association was started to fundraise for this initiative. Called the *Ship Hector Foundation*, this organization raised the funds to build a replica ship Hector. The *Ship Hector Foundation* is still an active community based nonprofit association that continues to raise funds to support the upkeep of the ship and also to support the gift store associated with the ship. Please see the following links:

*Ship Hector Foundation Facebook*
[https://www.facebook.com/TheShipHectorFoundation/about/?entry_point=page_nav_about_item&tab=page_info](https://www.facebook.com/TheShipHectorFoundation/about/?entry_point=page_nav_about_item&tab=page_info)

*Ship Hector Foundation - Canada Helps (online donation to support foundation)*

A non-profit tourism association in Port Clements can support tourism development. An association can be framed in the following ways:

- *Port Clements Waterfront Development Association*: implies broader economic development associated with the waterfront. Many of the tourism initiatives (e.g., covered sidewalk,
boardwalk, Port Clements museum waterfront, municipal wharf developments, Rainbow Pier improvements, etc.) could fall under the umbrella of this organization.

- **Port Clements Tourism Association:** implies a tourism specific mandate with projects focused directly on tourism.

Setting up an association would require a gathering of like-minded individuals and exploring what is necessary to incorporate under the laws and bylaws of the Province of British Columbia. It would also be important to include a Port Clements council member in the membership of the association in order to have clear lines of communication between the association the Village of Port Clements.

A useful reference for getting started is the following link:

Incorporating a Society in British Columbia
http://www.bcregistryservices.gov.bc.ca/bcreg/corppg/reg20.page

**Haida Gwaii Higher Education Society (HGHES) and Other Education Partnerships**

Some forms of tourism development can be supported by partnerships with education organizations and societies. The Haida Gwaii Higher Education Society (HGHES) based in Skidegate develops and operates semester long programs related to environmental stewardship and cross cultural education. Approximately $500,000 is invested in the local region by each semester long program. This would include tuition fees, food, accommodations (for up to 6 weeks), and other services required by visiting faculty and students during the semester long program. Currently, the HGHES is exploring program development opportunities in Port Clements. A program based in Port Clements would require significant resourcing in terms of food, lodging, and other services. Partnering with the HGHES might provide Port Clements with leveraging opportunities in terms of tourism and related program development. Tourism initiatives might be piloted with HGHES students and refined with feedback.

Universities and other educational organizations are increasingly exploring community-based learning opportunities. Port Clements might consider if this type of development is appropriate for their community.

**Final Considerations**

The Port Clements Tourism Development Roadmap explored tourism development opportunities and potential strategies for implementation. While many ideas for tourism development were identified, this project explored those ideas that seemed most feasible in the short to long terms, were a good match with existing Port Clements tourism amenities and services, a match for current tourism market profiles for Haida Gwaii, and concepts that might help differentiate Port Clements from other Haida Gwaii communities. In addition, the concepts explored in greater detail also appeared to have support among those involved in the project.

Other ideas were considered and should be explored in the longer term. These were developing more experiences in the Juskatla Inlet region and building a series of cabins or cottages in the area. Given the risk management issues with travelling in the backcountry, there appeared to be consensus among project participants that developing these type of tourism experience for self-guided travelers should wait.
Port Clements has the potential to develop unique tourism experiences in Haida Gwaii. Given its tourism amenities and services, Port Clements can differentiate itself from other visitor experiences in Haida Gwaii thereby developing a distinct brand.

Two key recommendations should be considered to initiate more tourism planning in Port Clements.

**Recommendation #1**
It is recommended that the Village of Port Clements make an initial investment in several low cost tourism micro-projects in order to develop enthusiasm for on-going tourism development in the community and to broaden community support for tourism development. Micro-projects might include:

- Community art installations
- Signage projects
- Social media development
- Portable stalls/kiosks that can be used to sell gifts and food/drink in different locations in town

**Recommendation #2**
It is recommended that a non-profit tourism association be developed in Port Clements. This might be formed by a group of initial investors who would also serve a Board of Directors. Incorporation instructions can be found at the following link:

Implementing several small tourism micro-projects is an important step in developing momentum for tourism development in the community. As this occurs it will be important to broaden community discussion regarding tourism development. While some community residents may be enthusiastic for this type of socio-economic growth, there will people in the community who might oppose this type of development. Having a frank and open discussion will provide the forum necessary for community residents to voice their concerns. A non-profit tourism association can facilitate this discussion and offer committed guidance to tourism development in the community. In conclusion, Port Clements has the natural, cultural, political, and human resources necessary to enhance its tourism offerings. With this foundation, Port Clements can position itself as a unique destination in Haida Gwaii.
Tourism Development Resources

A Guide to Tourism Planning in Nova Scotia

Brownfield Development: What you Should Know
http://cielap.org/brownfields/

Brownfield Remediation in Canada: A Catalyst for Sustainable Community Development

Canadian Brownfields Network
https://canadianbrownfieldsnetwork.ca

Destination British Columbia
http://www.destinationbc.ca

Destination Canada: Explorer Quotient

Development of Small Town Waterfronts
http://krex.k-state.edu/dspace/bitstream/handle/2097/167/JohnLorg2006.pdf?sequence=1&isAllowed=y

Federation of Canadian Municipalities Brownfield Remediation

Gwaii Trust
http://www.gwaiitrust.com

Misty Isles Economic Development Society
http://www.mieds.ca

National Trails Training Partnership
http://www.americantrails.org/resources/benefits/

Northern BC Tourism
http://www.travelnbc.com

Travel Northern British Columbia
http://www.travelnbc.com