



Hear the Howe Sound

Deliverable Package

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November 25, 2021

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1. Executive Summary

The Howe Sound Biosphere Region has been working to develop a balanced development, conservation and equity in the Howe Sound region; and has been working to become a member of UNESCO for the past 5 years. This is a historic milestone for the Howe Sound Biosphere Region, which was recently nominated by UNESCO as the 19th UNESCO Biosphere Region in Canada. However, the reality is that many people are not familiar with the Howe Sound Biosphere Region, even residents of B.C..

Although Howe Sound Biosphere Region knew that awareness was important to its growth, how to promote awareness and how to promote awareness was a challenge for Howe Sound Biosphere Region. It also lacks a detailed target group, travel information, and a promotional channel to reach actual users. This has made it difficult for Howe Sound Biosphere Region to reach out to the general public.

Based on our team's research and study, it was determined that Free Spirits was the most appropriate customer group and that it would be in line with their consumer attitudes and needs to increase awareness of the Howe Sound Biosphere Region and further attract the target group travel to the region for an in-depth experience. This will also help Howe Sound Biosphere Region to promote the culture and sustainability goal of the local community; in addition, it can generate economic benefits.

To address the issues that arise from raising awareness, we suggest the following.

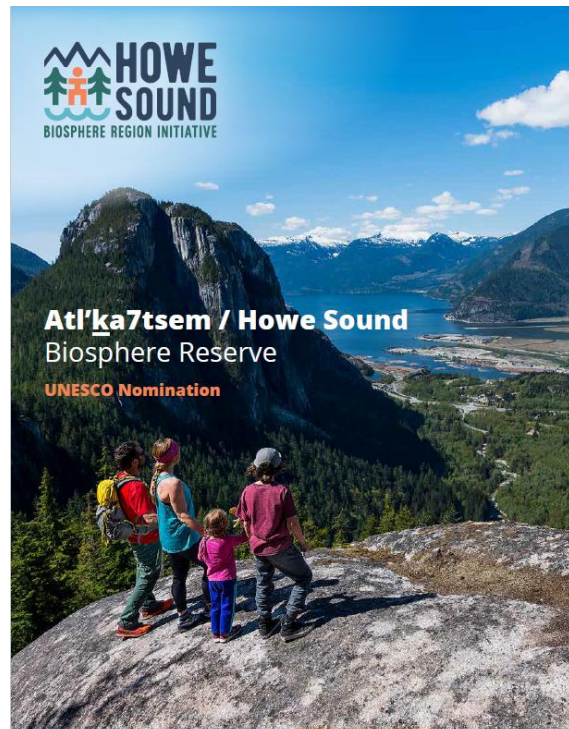
1. Selling souvenirs
2. Developing tourism projects
3. Add travel information
4. Increase the use of social media
5. Developing public transportation
6. Participate in events for promotion

Our team used questionnaires and collected data from various sources to come up with these results. We believe that these recommendations will help the Howe Sound Biosphere Region address the issue of brand recognition. A detailed analysis of the data and recommendations for the next steps for the Howe Sound Biosphere Region are included in the text, along with budget and other information.

2. Introduction

Howe Sounds Biosphere Region committed to facilitate and support the organizing and planning of complex activities that bring allegiance to balancing development, conservation, and equity in the Átl'ka7tsem/Howe Sound region; at the same time, Howe Sounds Biosphere Region has worked hard to join into the UNESCOs' certification. The aim of the Howe Sounds Biosphere Region is to maintain the sustainable development of the Howe Sounds region through various efforts, and to raise the profile of the Howe Sounds Biosphere Region through the fame of UNESCO, with the ultimate goal of bringing more people to the Howe Sounds region, and to

make more people understand and respect culture, goal and preserve biodiversity in the region; and lead the Howe Sound area become humanity and nature thrive.



Howe Sounds Biosphere Region is working to identify alternatives that will better define the Howe Sound Biosphere Region initiative and help them achieve future growth; particularly in identifying more nuanced segments of the youth population market. The research provided by EQ Profiles was used to analyze the target audience that would be more suitable for the Howe Sounds Biosphere Region. The data was analyzed in detail through questionnaires, and the data was used to analyze the needs, preferences and barriers to travel of the target group. This helped Howe Sounds Biosphere Region to quickly and accurately determine its market position and to establish a strategic plan for the future of Howe Sounds Biosphere Region. At the same time, the analysis and reference to other UNESCO programs and case studies will allow us to further identify appropriate travel options for our target groups.

This report synthesizes all aspects of the analysis and incorporates some of UNESCO's actual case studies to give some appropriate recommendations and some feasible options. These goals are intended to be delivered and presented to the leading project team at Howe Sounds Biosphere Region for further use in steps of project implementation. The report also includes a definition and scope of the project goals and objectives, and a summary of the research in each area, in the end, will list the recommendations for achieving the project goals.

3. Project Objective

Objective 1: To research and analyze the most appropriate target customer segments and consumer behaviour for the Howe Sounds Biosphere Region

- Review Destination Canada's analysis of Canadian visitor surveys to outline the definition of customer segments for different EQ Profiles
- Research the existing tourism resources in the Howe Sounds Biosphere Region
- Analyze and combine the data from both to determine the appropriate target customer segments for the Howe Sounds Biosphere Region
- Based on the analysis and understanding of the detailed definition of EQ Profiles for the target group and the preferences of this group
- Create the best possible questionnaire to be distributed randomly to the target group to generate real data
- Combine survey definitions and questionnaire data to produce a detailed set of all consumer behaviours of the target group

Objective 2: To understand the real travel situation of the target group of customers.

- Questionnaire to understand the impact of UNESCO brand power on the target customer group, the driving force of customer travel.
- Based on the analysis and understanding of EQ Profiles and combined with the actual situation
- To find out the actual travel needs and preferences the most realistic target groups
- Identify the target group's consumption items and levels based on the data from the questionnaire

Objective 3: To find the right model for the development of the Howe Sounds Biosphere Region

- Understand and refer to other UNESCO's case studies to find out the appropriate solution for Howe Sounds Biosphere Region Analyze the barriers and problems Howe Sounds Biosphere Region has based on the existing tourism resources of the region and the Barriers from the questionnaire.
- Combine and analyze all the survey data and the current situation of Howe Sounds Biosphere Region to come up with recommendations that will be beneficial to the development of Howe Sounds Biosphere Region.
- Identify potential implementations for Howe Sounds Biosphere Region

Objective 4: Identify appropriate current events happen in Howe Sounds Biosphere Region

- Research events happen in the Howe Sound Region area
- The impact of these events on the Howe Sounds Biosphere Region
- The benefits of these events for the Howe Sounds Biosphere Region
- Identify appropriate events for Howe Sounds Biosphere Region to participate in.

4. Deliverable Objective #1

Objective 1: To research and analyze the most appropriate target customer segments and consumer behaviour for the Howe Sounds Biosphere Region.

4.1 Research of the Target Market - Free Spirits

4.1.1 Introduction

Free Spirits (FS) are highly social and open-minded, and their life extends to their outlook on travel. Experimental and adventurous are key features of FS, and they indulge in high-end experiences that they could share with others. They account for 12% of the Canadian market, with high education and household income. Over half of the FS group belong to the age group of 18-34.

4.1.2 Characteristics and Values

Based on our research and survey, here are some main characteristics and values of Free Spirits that Howe Sound could consider in future marketing and planning.

- Importance of Brand

Drawn from our survey, around 35% of the participants state that the brand of “UNESCO” or “World Heritage Sites” will impact their decision on choosing travelling destinations. And that fact also connects to Destination Canada’s report, showing that a brand name is an indicator of quality, style, and status for Free Spirits. Meanwhile, FS has the need to show and share their experience of visiting branded places. Thus, it may be beneficial for Howe Sound to use the name “UNESCO” as much as possible to attract the target demographic group.

- Penchant for Risk

Free Spirits are one of the most typical risk-takers in the tourism market. They are confident and secure in their ability to reach their goals no matter what obstacles

Canada
Free Spirits
12% of Canadian Market



Demographics

averages refer to market total

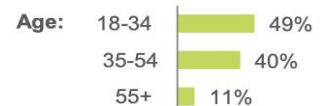


45% 55%

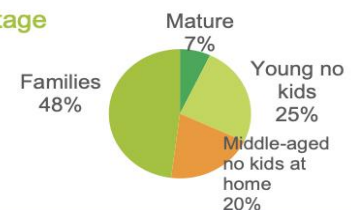
Education: Higher than average

Employment: FT, PT, above avg. # of students

Household Income: Higher than average



Lifestage



© 2012 Canadian Tourism Commission

they may face. To be more specific, some landscapes or attractions in the Howe Sound region may be difficult for tourists to get, for instance, the Stawamus Chief. If Howe Sound could use the amazing landscape as a market tool, people who are looking for risky and challenging experiences will not hesitate to visit.

- **Shared Experience**

One of the highlights from the survey is that almost 60% of respondents are interested in sharing their travelling experiences on social media platforms. Also, socializing and sharing experiences with others on social media, both during and after the trip, are what Free Spirits usually do. They are seeking for reaction and the feeling of thoughts exchange. As a result, it could be a good chance for Howe Sound to enhance its social media platform channels, publicizing its accounts, holding live shows or presentations in a way to gain more followers. More details on this will be presented later in the report.

On the other hand, besides sharing experiences on social media, social interaction is a critical motivator for hiking and other forms of outdoor recreation, especially for families. That situation is owing to many people value social learning associated with their travelling experiences. While many of Free Spirits have families, the sense of family and friend engagement is also an inevitable factor when marketing (Cronan, Shinew, & St- odolska, 2008; Kim et al., 2015; Whiting et al., 2017).



- **Hedonistic Rejuvenation**

While travelling motivations could be divided into four categories: cultural, personal, prestige and status, and physical, we designed a question in the survey to define the target group's (Free Spirits) strongest motivation of travel (Camilleri, 2018). As reported by the survey results, around 65% of people are seeking for

spending time for relaxation, escapism, or rejuvenation. At the same time, Destination Canada marks that vacation for FS is a time to be carefree and enjoy life. As Howe Sound has a rich biodiversity, cultural diversity, and fascinating landscape, it is a perfect place for tourists to relax and have fun.

- Most Engaged Activities: Animal Watching (Marine and Wildlife), Hiking & Sightseeing

We combine Destination Canada's report and our survey, and we note that the top activities that attract Free Spirits the most and Howe Sound also could offer are animal watching, including both marine and wildlife, and sightseeing. These activities could be developed easily based on the natural resources Howe Sound has.

To take a further step on more details of hikers and sightseers, our team researched motivations for hikers and sightseers. A study indicates that over a quarter of hikers, especially first-time hikers are motivated by the sense of enjoying the outdoors. This enjoyment presents a key intrinsic motivation for sightseeing and addresses basic psychological needs, helping people relieve stress and cultivate stronger connections to the natural world ((Hartig et al., 2014; Louv, 2005; Wells & Lekies, 2006). Additionally, the majority of hikers and sightseers are White/Caucasian, highly educated, and specifically, individuals with those general outdoor recreation experiences. All those attributes match up with Free Spirits.

*Example of other UNESCO site working hiking experience improvement:
Mount Arrowsmith Biosphere Region,
Canada*

Mount Arrowsmith is a UNESCO Biosphere also located in BC, Canada. One strategy it used to be more connected to the public is having a partnership with Geocaching, a real-world outdoor treasure hunting game that allows millions of players to use the app or a GPS to find cleverly hidden containers and log their experiences online. It is a great way to give the initiative to visitors to let them discover the land themselves and to make trips more interesting and engaged. Information in the game includes a map of the region, history of the land, etc.,



The State of Mount Arrowsmith Biosphere Reserve



*Global and Climate Change in Mountain Sites
(GLOCHAMOST) Report 2011*

which also creates chances for travellers to learn while travelling.

For Howe Sound: having partnership with companies like Geocaching is a good way to implement both technology and travelling since involving technological elements is almost inevitable for Free Spirits' trips. Moreover, that will make the hiking experience more unique and engaging.

- Joy of Consumption

Free Spirits love shopping, and it does not only limit to general or traditional shopping. FS love to purchase and buy things that they feel are worthy and meaningful while the price is not the decisive factor. FS will shop around to get what they want, which is not necessarily the cheapest product.



5. Deliverable Objective #2

Objective 2: To understand the real travel situation of the target group of customers.

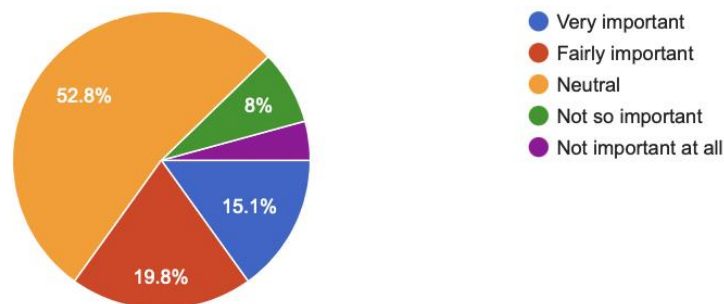
5.1 Impact of UNESCO on Target Market's Destination Choice

Based on the survey result, 35% of the respondents replied with “fairly important” and “very important” toward the UNESCO brand value when they chose destinations. Half the participants state as neutral, but they could all be potential visitors if the brand develops and is more rooted into the community.



15. How would you value brands of "UNESCO" or "World heritage sites" impact your decision on choosing destinations (UNESCO biosphere reserves are models of sustainable development, e.x Yellowstone National Park)

212 responses



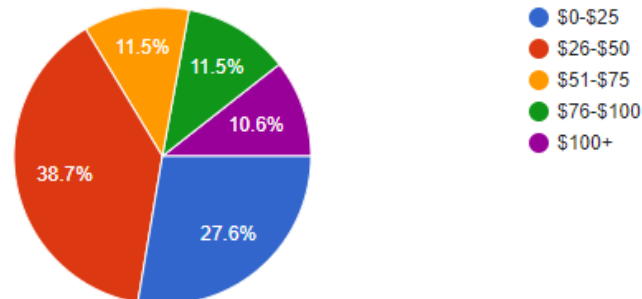
5.2 Target Market Purchasing Habits

Since “Free Spirits” is a term defined by Destination Canada, we researched people who fit into the category and identified what their purchasing habits are.

As mentioned before, Free Spirits love shopping, but they care more about the value of the products rather than the price. Statistics from our survey show that almost 90% of participants will purchase souvenirs on their trips. Within this population, around 40% of people are willing to spend \$25-50 for souvenirs, 28% of people would spend less than \$25, and for the price range of \$51-75, \$76-100, and \$100 are 11% respectively.

18. How much would you spend on souvenirs when you are traveling?

(217 条回复)



Moreover, the growing trend of ecotourism and increasing concerns on environmental issues also relate to Free Spirits' purchasing behaviours. Research indicates that environmental knowledge and environmental concern are significant factors toward consumer behaviours (Heo & Muraidharan, 2019). The market cares more about sustainability and the theme of green marketing that businesses present. From the conclusion of our survey, 55% of respondents are interested or very interested in environmental conservation and ecotourism, and over half the population has great concerns about environmental issues. That means Howe Sound's target market may tend to buy sustainable souvenirs or advocate businesses that are supporting environmental conservation and sustainable development.

According to our survey, the top three souvenirs that participants would like to purchase are postcards (44%), followed by local artisan's handcraft souvenirs, fridge magnets (both 35.4%), and cloth accessories such as T-shirts or hoodies (34%). These items could be applied for Howe Sound when there are appropriate platforms and channels to sell.

5.3 Next Step

- **Souvenirs #1 Postcards**

Most online postcard-printing companies have similar prices. Our team picked one of them, named Vistaprint. For a regular-sized (4 x 6”) and two-sided colour postcard, it charges \$0.23 if we order a quantity of 250. Costs will be different when the number of purchases changes. The paper thickness (14pt) and paper stock (glossy front) are both under the basic standard. Since we are not sure with the address of Howe Sound office, we set the shipping method as “self-pick” at the UPS store in Squamish. The shipping fee is around \$12.99. We also look at some museums to identify an approximate price for selling a postcard. On the souvenir shop website of Royal BC Museum, a single-sided notecard with

Choose your quantity ×

50	\$18.56	\$0.38 / unit
100	\$33.41	\$0.34 / unit
250	\$55.69	\$0.23 / unit
500	\$84.38	\$0.17 / unit
750	\$91.80	\$0.13 / unit
1000	\$101.25	\$0.11 / unit
1500	\$131.63	\$0.09 / unit
2000	\$167.40	\$0.09 / unit
2500	\$174.49	\$0.07 / unit

Price \$55.69 for 250 units

Select this quantity

Front Back

\$55.69 ⓘ

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envelope with the size of 5x7” charges \$5.95 before tax (Royal BC Museum, 2021). Additionally, there is a 15% discount with first-time purchase.

We estimate to purchase 250 postcards with a selling price of \$5. Tables include rough calculations are presented below (numbers maybe different from calculation but are directly from Vistaprint; tax excluded):

Unit: one	Cost (\$)	Sell price (\$)	Quantity	Profits (\$)	Cost	Profits (\$)	
Postcards	0.23	5	250	4.77	55.69	1194.31	
Discount						15%	
Shipping (Total)	(12.99)						
Total							$(5 \times 250 - 55.69 \times 85\%) - 12.99 = \underline{1192.5}$

- **Souvenirs #2 Fridge Magnets**

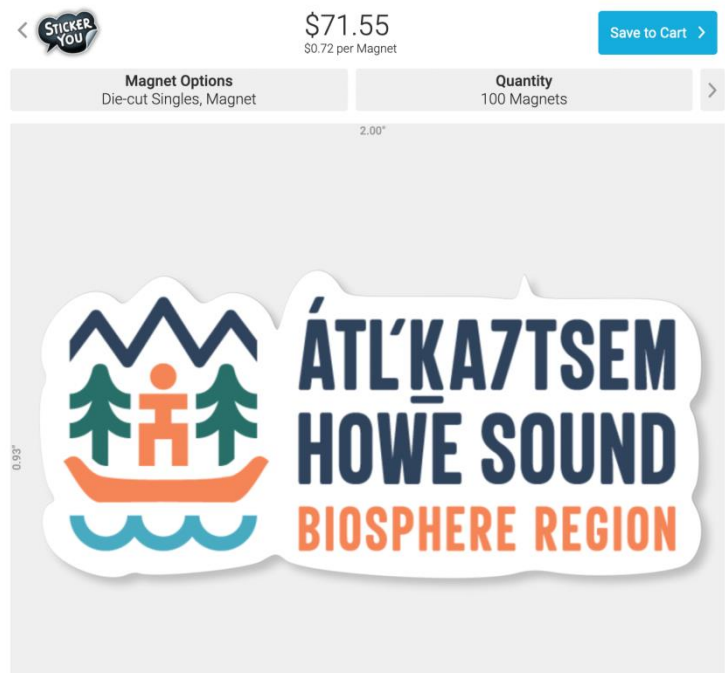
StickerYou is a company that offers a great deal for making fridge magnets, labels, patches, signs and so on. For fridge magnets, shape options include square, circle, and image die-cut. For this assumption, we picked an image die-cut (as shown below).

Prices are the same for all shapes. To reduce cost, we choose the simplest style, 2D with a thickness of 2mm. It costs \$0.72 per small magnet with size of 2x1". If Howe Sound orders a quantity of 100, the cost is \$71.55 before tax and shipping. On Redbubble, which is a website that sells gifts, a Capilano Suspension

Bridge or Whistler fridge magnet charges \$9.4 (Redbubble, 2021). The shipping fee is \$7.5 under standard shipping (roughly 10 days).

We assumed that we would buy 100 2D- fridge magnets and sell them at the price of \$7.5 each. A table of rough calculation is shown below:

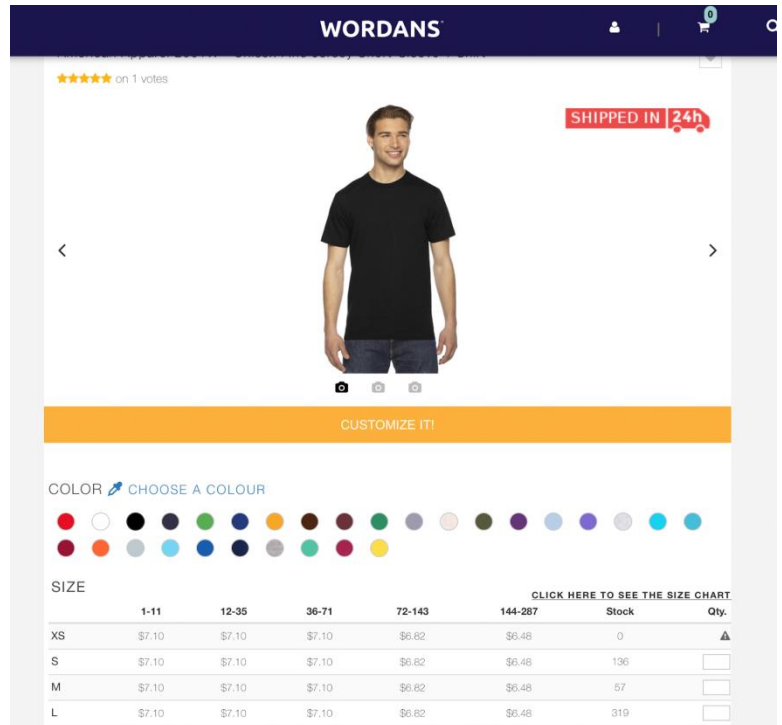
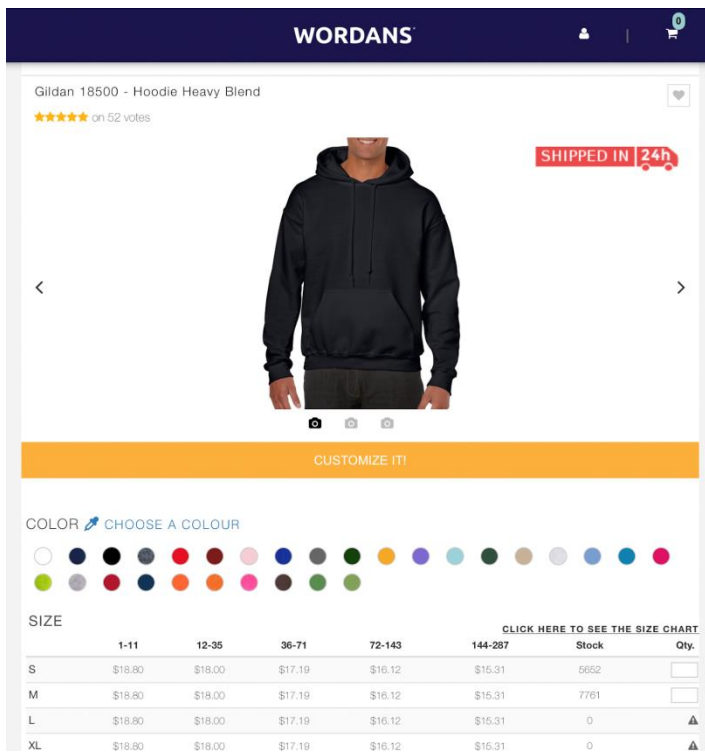
Unit: one	Cost (\$)	Sell price (\$)	Profits (\$)	Quantity	Profits (\$)



Fridge Magnets	0.72	7.5	6.78	100	678
Shipping (Total)	(7.5)				
Total	$678 - 7.5 = 670.5$				

- **Souvenirs #3 Cloth accessories**

Among many online customizable clothing stores, Wordans offers reasonable prices. For a white-coloured pullover hoodie, it charges \$15, and a black one costs \$18.8. Prices are varied depending on colours, sizes, and quantities. Similarly, for a white T-shirt, it charges \$6.2. and for black is \$7.1. Moreover, the material is organic. Shipping fee is usually below \$20, and it would be varied due to shipping length, but it is reasonable when compared to the profit. (Wordans, 2021). When looking at the market price for selling, we looked at a few sites, including Vancouver Aquarium. A T-shirt with sea lion icons charge \$18.99 before tax, and T-shirts with organic cotton are \$24.99 before tax. For adult pullover hoodies, prices start at \$24.99 and go up to \$39.99 before tax (Vancouver Aquarium, 2021).



We estimate the cost for each T-shirt and hoodie are \$6.5 and \$17.5 respectively. And for the selling price, it is \$20 for a T-shirt, \$33 for a hoodie. And we assume to

purchase 60 T-shirts and 40 hoodies. Our team did a rough calculation below (tax excluded):

Unit: single piece	Cost (\$)	Sell price (\$)	Profits (\$)	Quantity	Profits (\$)
T-Shirts	6.5	20	13.5	60	810
Hoodies	17.5	33	15.5	40	620
Shipping (Total)	(20)				
Total	$810+620-20=\underline{\$1,410}$				

6. Deliverable Objective #3

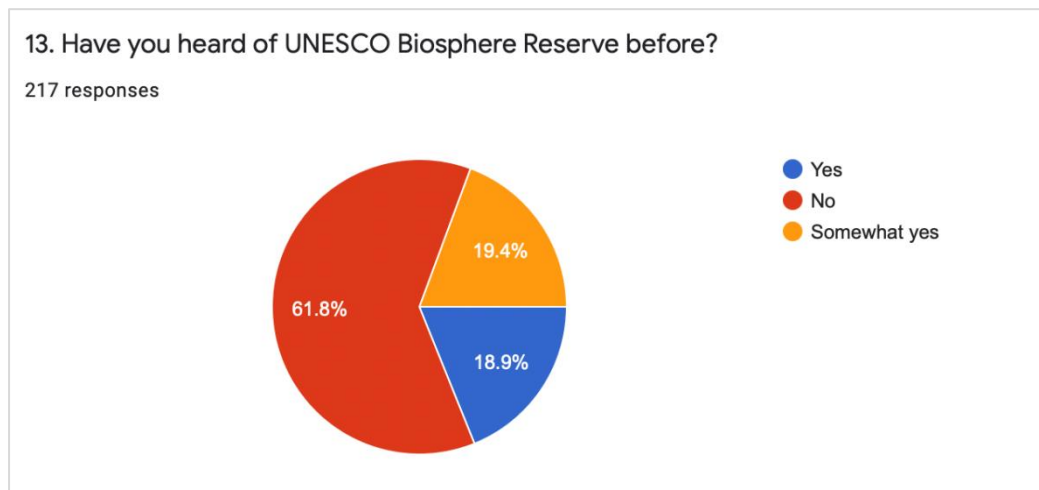
Objective 3: To find the right model for the development of the Howe Sounds Biosphere Region

6.1 Barriers

As part of this project, we will be investigating ways in which we can promote the region of the Howe Sound. Therefore, based on our research and survey results, our team identified three barriers.

6.1.1 Barrier #1: Lack of Awareness

We firstly seek to increase public awareness of the region globally to bring increased interest and funding towards it. This will allow for the goals of sustainable development to be pursued successfully. We also hope to provide a basis of research to inform efforts for the Howe Sound region to acquire funding and support from UNESCO. Providing a clear plan for the future development of the region's economic structures will help to accomplish this.

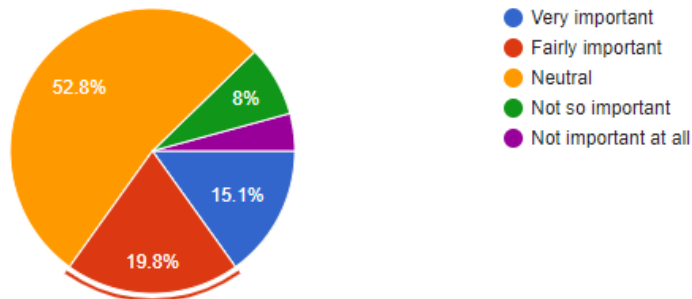


First of all, enhancing the original Howe Sound Biosphere website by adding a visitor page will help to develop a greater social awareness of Howe Sound Biosphere. According to our survey, 62.5% of the participants have never heard of the UNESCO brand of Howe Sound Biosphere Region. Therefore, adding a visitor section in the website will be an effective way to increase public awareness to acknowledge tourists about Howe Sound Biosphere Region, at the same time, to know what kind of experience they will receive from this trip. Currently, the website of Howe Sound only introduces the organization and its goals. A visitor page that is specifically aimed at attracting tourists would increase the visibility and noticeability of the Howe Sound

Region significantly. Important things to emphasize on the website are the organization's commitment to environmental protection and its status as a UNESCO Biosphere Reserve. The survey information we have collected indicates that the UNESCO brand can significantly increase interest in a particular locale. Our research shows that 19.8% and 15.1% of young people (under 35s) value the UNESCO and World Heritage Site brands as “fairly important” or “very important” in choosing destinations they visit. This indicates that active promotion of the Howe Sound Biosphere’s status with UNESCO on the internet could substantially increase tourism to the region.

15. How would you value brands of "UNESCO" or "World heritage sites" impact your decision on choosing destinations (UNESCO biosphere reserves are models of sustainable development, e.x Yellowstone National Park)

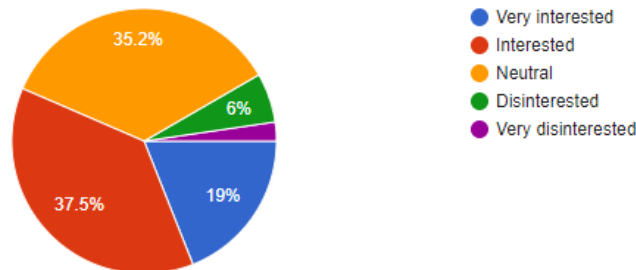
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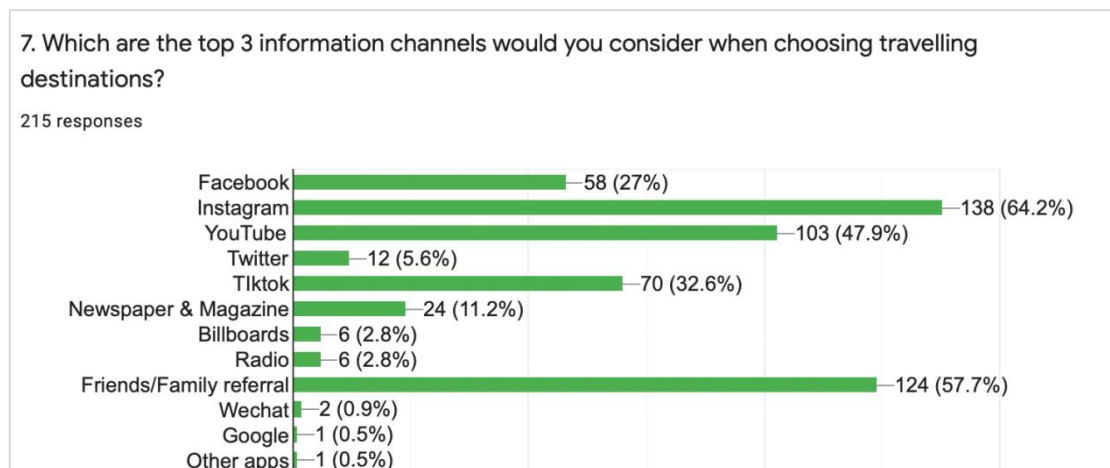
Among survey participants, 37.5% describe themselves as “interested” and 19% as “Very interested” in ecotourism. Promoting touristic programs on the website which emphasize eco-tourism in the region (meaning tourism which seeks to conserve the environment of regions people visit) could be a significant draw to young people.

11. How would you rank your interests toward ecotourism? (Ecotourism involves responsible travel to natural areas, conserving the environment, and improving the well-being of the local people)

(216 条回复)



Under this new information era, the “free spirit” demographic would be more willing to collect information online through social media. Therefore, increasing the social media presence of the Howe Sound Region organization is likely to help increase tourism. Expanding our social media presence would mean establishing an active presence on Facebook, Instagram, Tiktok, Youtube, and other major social media channels. It would also mean encouraging visitors to Howe Sound to share images on social media to naturally increase our visibility and presence through our tourists. Posting images of the region and communicating with the general public could greatly increase the appeal and name recognition of Howe Sound Region. Our research shows that Instagram (63.6%) and Youtube (47.6%) are the two social media platforms that are most likely to be used in making travel decisions among young people. In fact, Instagram is even more likely than "Friends/family referral" (56.8%) to motivate travel decisions. Research indicates that Facebook has a large impact on tourism decisions. A 2012 study indicated that as many as 76% of travelers posted images of their vacations on social media (Zivkovic, Gajic, and Brdar, 2014).



We believe that the Howe Sound Region organization can best achieve its goals of establishing an eco-tourist hotspot by creating a dedicated website and expanding its social media presence. Increased presence on social media will naturally build interest and market the location to the world at a low cost. Tourists, if encouraged to use social media, can be a free and continuous source of promotion. A dedicated tourism website would be useful in attracting tourists, as the current website only introduces the organization and its goals.

6.1.1.1 Recommendation for Barrier #1

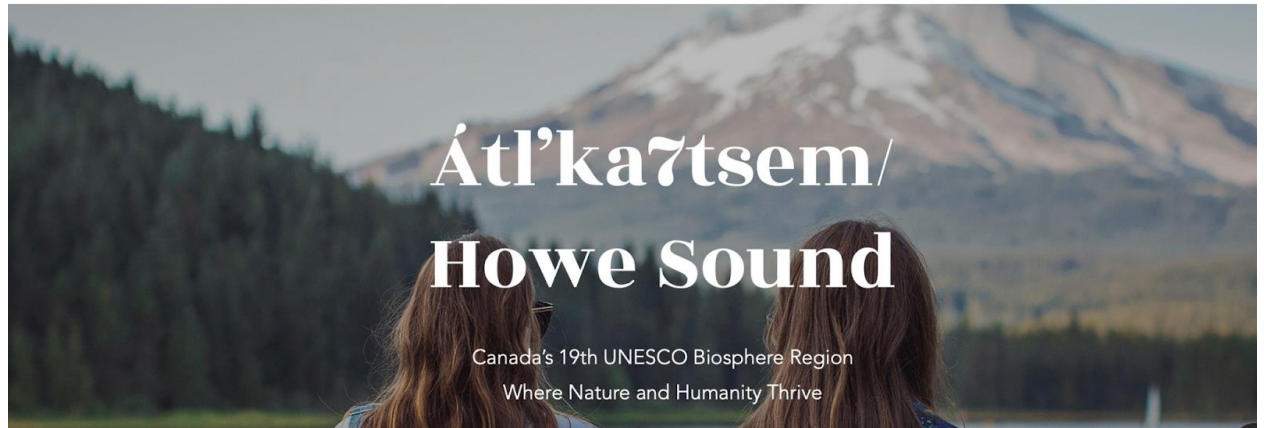
Based on our research and survey about this project, our team establishes a few recommendations on what Howe Sound could do for this area:

- Adding a visitor page in Howe Sound’s original website is a great way to help all the tourists including the “free spirit” demographic to have a better understanding of Howe Sound Biosphere Region, knowing where to go and what to do.
- Collaborate with the social media influencer to promote social awareness of this region.
- Since over half of the participants in our survey think family and friends referral will be considered when choosing the destinations, encouraging them to create connections to promote Howe Sound with their family and friends by setting events and activities to engage.
- Encourage people to post photos and experiences about Howe Sound Biosphere Region and “#howesoundbiosphere” to increase the power of influence.

6.1.1.2 Next Step for Barrier #1

- **Enhance the Howe Sound website by adding a visitor page**

To be effective, the visitor section should include numerous elements. It should provide a specific travel guide for navigating to and within the Howe Sound Region. This should list all of the major locations, towns, and events within the region to provide potential visitors with an understanding of the various amenities and locales available to them should they choose to visit. It will also help in explaining to them how to reach the region. This section should focus on promoting the unique environmental characteristics of the region that make it a compelling area to visit. It also can include a review page where all the tourists can leave their experiences and suggestions in the website to help others when making the travel decision. Images of the region should be prominently presented on the website to give prospective visitors a clear idea of what the region looks like and what to expect.



- **Collaborating with social media influencers**

Based on our survey, 63.6% of the “free spirit” people would choose to use Instagram in making their travel decision. Therefore, collaborating with an Instagram Influencer would be a great way to expand social awareness. Social media promotion can significantly influence travel decisions. While strategies used by firms for social media promotion vary, most major travel companies have come to see social media promotion as a vital arm of their advertising strategy (Hays, Page, Buhalis, 2012). The Howe Sound Region should also pursue collaboration deals with social media influencers. Eric Stoen (@travelbabbo on Instagram) is a social media influencer on Instagram who is known for travelling to locations and promoting them. Callum Snape is a photographer and another Instagram influencer of the same type (Landsberg, 2021). Both would be excellent contacts for Howe Sound if it wishes to increase its influence on Instagram. Typical rates for influencers of this size would be \$500-\$1000 per post (Geysler, 2021).



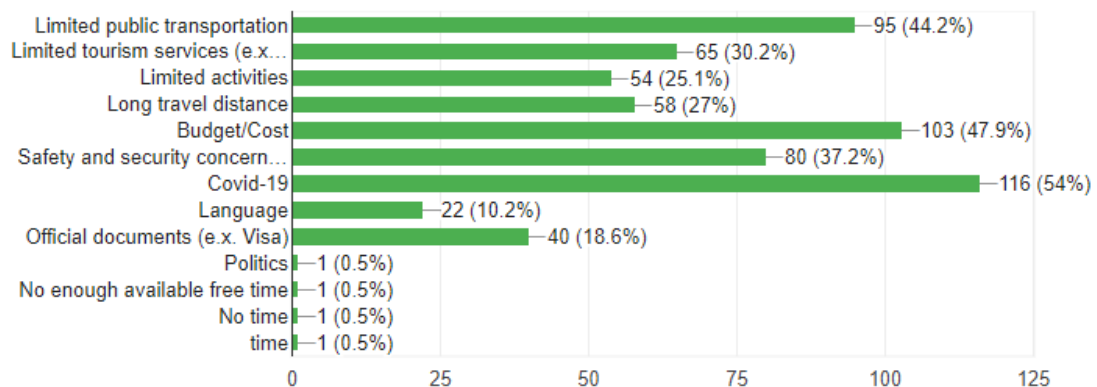
6.1.2 Barrier #2: Limited Public Transportation

Howe Sound's mouth at the Strait of Georgia is situated between West Vancouver and the Sunshine Coast, and it is a roughly triangular sound (Howe Sound, 2021). It shows that the main body of the region is far from the urban area, at least from metro Vancouver. Owing to that, one result from our survey indicates that limited transportation is one of the barriers when travelling, accounting for 44.2% of all participants.

There are several ways to arrive at any attractions in Howe Sound Region - by car, bus, bike, air and ferry. However, considering some people may not have a driver license or who do not have a car, they can only use public transportation (Sunshine Coast Canada, 2021).

10. What are the top 3 barriers that would restrict you from traveling to certain destinations?

(215 条回复)



6.1.2.1 Recommendation for Barrier #2

Shuttle buses are one of the recommendations. On-demand shuttle services may be suitable for those that mentioned above. On-demand shuttle service means going to and from different locations depending on the passengers' needs. It can go to and from the traveller's choices of destinations, but it might make multiple additional stops along the way to accommodate other travellers (Optimoroute, 2021).

6.1.2.2 Next Step for Barrier #2

Recurring costs may have a low risk for operating the shuttle service. Fuel is an essential and highly variable expense which is around 158.2 per liter in Vancouver (CAA, 2021). Driver wages, maintenance, and storage are all included. Annual gas

cost is on the average between \$2,110 and \$2,500 per vehicle, and annual insurance costs can range from \$3,360 to \$6,000 (Optimoroute, 2021).

To use gasoline as efficiently as possible, the shuttle bus cannot travel to both North and South of the region. South trip includes Bowen Island, Gibsons, and Gambier Island while the North trip includes Squamish, Brackendale, and Tantalus Provincial Park. In addition, on-demand shuttle services mostly charge travellers directly. One-way charge is \$28, and the roundtrip charge is \$40.

Necessary documentation and insurance such as multi-passenger permits, vehicle registration, and appropriate licenses for drivers, and business and liability insurance should be prepared before the shuttle service.

The next step is hiring several high-quality and technical drivers and buying uniform shuttle buses. The capacity of the shuttle bus is around 14 people at a time. Different schedules will be established based on the route of the trip.

OptimoRoute is software that creates more efficient routes, based on the total number of stops the bus has. The system automatically optimizes multi-stop routes by considering the driver and vehicle schedules, capacity, and service areas (Optimoroute, 2021). So, using OptimoRoute can help optimize shuttle routes.

6.1.3 Barrier #3: Covid-19

According to the survey, one of the top three barriers that would restrict tourists from traveling to certain destinations is COVID-19 (54%). COVID is the newest and powerful virus that the whole world is facing and using some medical measures, such as vaccines to prevent it.

The number of Covid-19 cases from May to November remains low in Howe Sound Region. There were only 11 cases in Howe Sound Region in May, 2021 (Staff Report, 2021). According to the BC Centre for Disease Control, 88% of eligible people have gotten their second COVID-19 vaccine as of Oct. 19 in Howe Sound Region (The Chief Staff, 2021b). The positive case of Covid-19 in Howe Sound Region is low until November, 2021, and 90% of people aged 12 and up are double vaccinated too (The Chief Staff, 2021a).

Travellers can have a safe trip for indoor activities in Howe Sound Region. One example is a museum that provides over 60% alcohol hand sanitizer and prepares sufficient soap and paper towels for all visitors. In all places with a large visiting flow, door handles, counters, tables and chairs will be sanitized after use, and one-way paths are being marked. All the employees and volunteers who work in all service industries have already been vaccinated, tested for nucleic acid and the results are all negative, having vaccine cards before they go to work. Try to avoid unessential conversations with tourists unless it is an emergency (CCHOS, 2021b)

For outdoor activity, there are Jet Ski and boat rentals in Squamish. All the reopening businesses will show DECD Certification (Connecticut Restaurant Association, 2021). Managers and workers also are tested for the Covid-19 Nucleic Acid before they work, and they are all vaccinated.

When visitors attend activities, all the staff always ask tourists to keep two-metre-distance between different groups. Keeping a distance is necessary for people's health and safety because many viruses are transmitted through saliva (CCOHS, 2021a).

6.1.3.1 Recommendation for Barrier #3

- Keep monitoring information from the local public health authority and follow their guidance and adjust health and safety measures based on news provided by the local public health authority.
- Before entering all the activities, each tourist must fill in their name and physical condition and other information, so that it can be tracked if something happens in the case.
- Other required health and safety, hygiene and infection control procedures must be abode by if someone gets Covid-19.
- Add marked paths to promote one-way traffic if there are high passenger flow (CCOHS, 2021a)

6.1.3.2 Next Step for Barrier #3

Besides ensuring the attractions are safe, it is also important to make sure the public knows. As mentioned before, social media can be used to let the community know the destination is safe. Platforms, such as Instagram, can be applied to spread the news and to attract more potential tourists to travel to the Howe Sound. In addition, Feds lift the ban on cruise ships, and it is similar to trips in Howe Sound which can be seen as the tourism policy easing of restriction (Carrigg, 2021). Overall, Howe Sound needs to make sure each step is following the government's procedures, and let the community know of the efforts the region paid to assure tourists' safety.

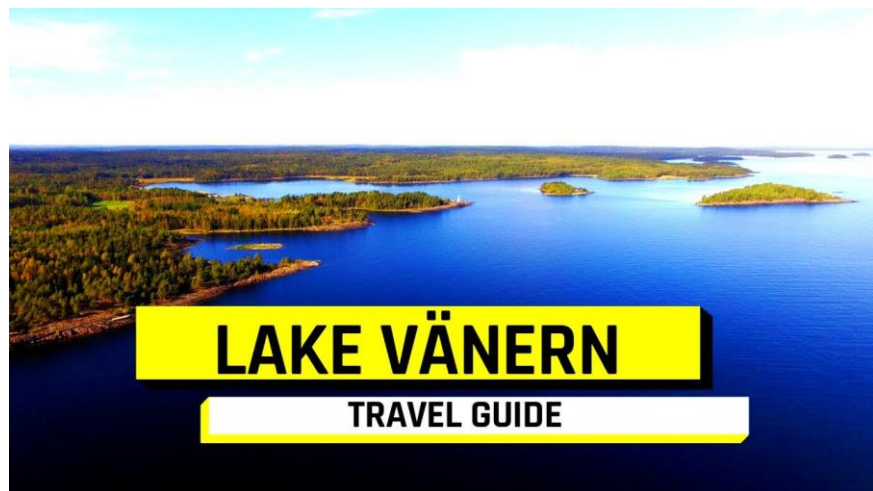
6.2 Strategies from Other UNESCO Sites

- **Lake Vänern Archipelago Biosphere Reserve, Sweden**

The pursuit for sustainability in biosphere reserves entails the need not only for tourism businesses to adapt to the changing environmental preferences of tourists but also for entrepreneurs to gain new knowledge about sustainability. It is an important insight to help the business operate better and longer. Organizations in the region of Lake Vänern Archipelago use three methods, which are all embedded in the social setting, to learn and apply sustainability: learning through tourism encounters or professional networks, learning with tourists, and learning in relation to everyday life.

The diverse network is a good tool to gain information. Learning for sustainability occurred through sharing and collaborating certain specific knowledge in different networks (Hoppstadius & Möller, 2018). Also, a strong social network contains different levels of concepts which contribute great efforts to learning for each site (Hansmann, 2010). When it comes to learning from tourists, regular surveys could be taken to get thoughts and opinions from tourists. In many cases, organizers are not able to see what participants or tourists see or experience. Having first-hand information from another perspective may be beneficial. Lastly, learning for sustainability in relation to everyday life indicates that information and knowledge exist everywhere, including social, cultural, and other aspects. It is important to pay high attention to details in daily life and learn from them.

Rather than offering specific marketing strategies, Lake Vänern provides a sense of the significance of learning sustainability to protect the land better.



For Howe Sound: Keeping learning is always beneficial. Information, news, and tourists' thoughts are changing rapidly, thus, it is important to know and learn new concepts. Lake Vänern only offers a few channels to learn and gain information, and there are more platforms, such as learning from the media. Learning is a two-way interaction; it can help Howe Sound to know the local community, the tourism industry and the process of sustainable development more while letting more people know the land.

- **Naturtejo UNESCO Geopark, Portugal**

Though Naturtejo is a UNESCO Geopark, to some extent, it shares similarities with other UNESCO biosphere reserves. The first strategy Naturtejo uses is learning from UNESCO Global Geoparks, meaning learning from the official and professional organization which provides first-hand and most updated information. It is essential to follow what the lead announces and apply what can be used to improve itself. Secondly, it has close cooperation with local producers and stakeholders. Letting the locals know and understand the concept of the brand of UNESCO is beneficial. A better clarification and greater systematization of the land can be an asset in the development of tourism of each area of the region, and ultimately foster the brand of UNESCO geopark or biosphere reserve.



Examples of strong cooperation with local stakeholders:

a. Qeshm, Iran

It creates new employment opportunities for the local community and generates income. At the same time, it transfers knowledge and raises awareness for the park (Rodrigues et al., 2021).

b. Lesvos Island, Greece

It collaborates closely with women's agrotourism cooperatives and local organic food producers who provide local products such as pasta and traditional sweets. These products are sold in the regional museum, and they are popular among tourists (Zouros, 2010).

The third strategy that Naturtejo uses is using eye-catching advertisement displays and labels. Those labels are in bright color and striking, and it contains a logo that connects strongly to the land. The label should be attached to every



souvenir, advertisement, media release, and all other things that relate to Howe Sound. It is not a logo for the organization but for the region (Rodrigues et al., 2021).

For Howe Sound: staying in strong connection with the official organization, the UNESCO, is the best way to gain the most updated information in a way to have a clear guide of future development. Working closely with local producers is one of the best solutions to gain support from the community, and it generates direct benefits to local people as well. Lastly, an eye-catching display for the land will make a strong impression when people see it. That is a helpful strategy to let people know and remember the land.

- **Bliesgau Biosphere Reserve, Germany**

A conflict of using environmental capital, developing tourism, and promoting rural economic development, and nature protection happen at the Bliesgau Biosphere Reserve (Frys & Nienaber, 2011). For this case, experts from farming and tourism, and environmental sectors have different opinions. While the brand UNESCO is supposed to be used as a great tool to expand and boost the local economy, mass tourism would lead to environmental issues such as pollution. After discussion, the clear goal is trying to achieve a balance, and the key element towards that is communicating with locals. It is clear that though experts have more knowledge of management, residents are the group of people who live in the region and know the land the best. Although the conflict could be solved in a short term, it is necessary to involve locals in the conversation and plan for the next step together.

For Howe Sound: mass tourism is an issue happening at many sites, and it is important for Howe Sound to consider that. Since some places are more popular than others, such as Bowen Island, planning ahead to make sure tourism developing evenly is critical. And, always involve the community into conversation, because the local community is the one exposed to post-tourism impacts.



- **Insights From a Study of Nine UNESCO Biosphere Reserves**

A study of nine UNESCO biosphere reserves indicates the trend of ecotourism and how the concept of sustainable development is changing. It includes sites like Maya in Guatemala, Jiuzhaigou in China, and Nanda Devi in India. None of these nine reserves are able to answer if ecotourism research in a biosphere reserve context is useful for exploring the processes of sustainable development. It offers the idea that though UNESCO biosphere reserves are models for sustainable development, it happens that sites would miss the direction or focus too much on sustainable development. Rather than being static, sustainable development is fluid and changing, and each biosphere reserve is supposed to look at both the long term which is the goal of sustainability, and the short-term actions they could take (Hoppstadius & Dahlst, 2015).

For Howe Sound: same as non-ston learning, keeping the idea of sustainable development in mind and in all works are essential. It is the key to avoid being withdrawn from the UNESCO list. Howe Sound needs to understand the concept of sustainable development deeply and to check each action it takes before implementing it, assuring it matches up with the organization's goals and objectives.

- **Haute-Provence, France**

One of the solutions to attract tourists is working with celebrities. Haute-Provence encourages artists and craftsmen to seek inspiration in the land. It is a win-win strategy that gives artists opportunities to produce works and uses their art pieces to promote the region (Pagès, 2009).



For Howe Sound: since Howe Sound has a wide region and amazing landscape, it is a perfect place for artists who are seeking inspiration. Partnership is not limited to celebrities or artists, but also people who love nature and art, and have the ability and distribution channel to share their experience at Howe Sound.

6.2.1 Next Step

Haute-Provence is located in France, and it might be easier to find artists to work with due to the cultural setting. However, Vancouver has great art schools as well, such as Emily Carr. It is possible for Howe Sound to work with students from Emily Carr who are majoring in different programs, for instance, drawing, filming, sound art, photography and visual arts. For graduates from Emily Carr, they will all join the annual exhibition of work. That show happens every year from May to June, and it opens to the public. It sure that the Howe Sound region is a perfect place for students to learn and to be inspired. Also, there will be no cost to work with students.

On the other hand, Emily Carr is working on the goal of sustainability development as well. For example, its library has put together a collection of sustainability resources for students, staff and faculty to learn the concept. It also offers practical resources like field guides to help students reconnect with the earth. That could be an attractive point to work with Howe Sound. Students could possibly use their talent to blend the theme of sustainable development into their works.

Emily Carr has experience of working with other organizations. It has a partnership with Kenneth Gordon Maplewood School (KGMS), and that project helps Emily Carr students to understand the power of co-creative research in design while leaving KGMS with some innovative tools for their students. As it displayed, Emily Carr has great passion in working with the community and enhancing its students' studies at the same time.

Our group thinks that it would be a considerable choice to work with art schools, and Emily Carr is one of the choices. Emily Carr's email address of the communication department is communications@ecuad.ca, and the reception phone number is 1-604-844-3800 (Emily Carr, 2021).

7. Deliverable Objective #4

Objective 4: Identify appropriate current events happen in Howe Sounds Biosphere Region

7.1 Introduction

Events are an effective way to communicate with like-minded individuals and organizations, as well as a way to make new connections and promote the Howe Sound Region. However, events are time-consuming and can be costly in terms of attendance costs, traveling expenses, and opportunity costs, which is why it is important to identify the benefits of events beforehand to make sure they are worth attending. “Events today are a critical component of any marketing mix. Events enable brands to connect live with their audience on the ground while also yielding content that affords exponential connections online. When executed successfully, they truly deliver a 1-2 punch that is unparalleled in terms of impact”(Erin Mills, 2021).

To meet the fourth objective, this section will identify relevant events for Howe Sound Biosphere to consider attending in the future. It will also outline the next steps Howe Sound Biosphere should take to establish connections with event organizers and preparations needed for the future.

7.1.1 Events List

- **Bill Reid Gallery of Northwest Coast Art: Sho Esquiro: Doctrine of Discovery**



“Bill Reid Gallery of Northwest Coast Art presents the Canadian premiere exhibition of Sho Sho Esquiro: Doctrine of Discovery. The solo exhibition by award-winning designer, artist, and activist Sho Sho Esquiro showcases meticulously crafted couture gowns, textiles, paintings and photographs to celebrate the beauty and resilience of First Nations communities in the face of

historical and ongoing trauma”(Destination Vancouver, 2021).

This art exhibition will last until June 5th, 2022, and will give attendants a chance to talk with the artist herself. The artist, Sho Sho Esquiro, shares the philosophy and

worldview of Howe Sound Biosphere and establishing a professional relationship will benefit the Howe Sound Region in the long-term.

Attending this event will allow the Howe sound Biosphere to establish connections with the artist, Sho Sho Esquiro, as well as attendants of her art exhibition who share similar ideals. This will serve as good networking to find volunteers and business connections to increase opportunities in the future. The Bill Reid Gallery is well-known and will attract many visitors and tourists, which leads to a large potential group of people the Howe Sound Biosphere can reach. With their permission, Howe Sound Biosphere could set up workshops or activities to further promote the region and make even more connections.

- **Museum of Vancouver Presents: Boarder X**

“Presented with the Winnipeg Art Gallery, Boarder X is a travelling exhibition that features work by contemporary artists from Indigenous nations across Canada.

Reflecting on cultural, political, environmental, and social perspectives related to the landscapes and territories we occupy, the exhibition examines contested spaces,

political borders, hybrid identities, and traditional lands. The artwork draws parallels to urban areas prohibiting skateboarding, ski runs unwelcome to snowboarders, and surfers’ constant search for

uncrowded waves” (Destination Vancouver, 2021).



This art exhibition hosted at the Museum of Vancouver will last until October 22nd, 2022, and will give attendants a chance to connect with featured aboriginal artists. The exhibition will be filled with many aboriginal attendees of all ages which will serve as an excellent networking opportunity.

Attending this event will allow the Howe Sound Biosphere to establish connections with artists from indigenous nations across Canada. Having these connections will help spread awareness in different parts of Canada and broaden the reach of the Howe Sound Biosphere. The museum of Vancouver is a popular destination and will attract many like-minded individuals the Howe Sound Biosphere can make meaningful connections with. With the permission of the museum of Vancouver, Howe Sound Biosphere could set up workshops or activities to further promote the region and make even more connections.

- **Hoobiyee New Year Celebrations at the PNE**

"Celebrate the Nisga's New Year by sharing our Culture through stories, songs and dances. The Nisga'a of Ts'amiks (Vancouver), hosts this celebration each year and invites dance groups from other Nations to celebrate with them, the strength, beauty and diversity of indigenous cultures. The 1400 Nisga'a of Ts'amiks invites the general public to Hobiye to share the rich Nisga'a culture."(PNE, 2021)



This event hosted at the PNE Forum generally happens in February, but due to the pandemic, the event did not happen in 2021. The event generally attracts hundreds of attendees, which makes it a great event for Howe Sound Biosphere to find volunteers and make connections.

Attending this event will allow the Howe Sound Biosphere to make numerous connections since attendees' number in the hundreds. There is a market area where dozens of community organizations have informational literature, and Howe Sound Biosphere has the potential to set up a booth in the market area given prior contact with the event organizers. This will allow the Howe Sound Biosphere to make a wide variety of connections and generate plenty of awareness for the Howe Sound Region. This even opens up, the opportunity to associate and exchange information with the other community organizations attending the event and create a mutually beneficial relationship.

- **Squamish Youth Nation Powwow**



"At the Squamish Youth Nation Powwow you can expect to see local Indigenous folk in beautiful traditional costumes and First Nations of all ages dancing in the competitions. There is drumming, singing and lots of merriment. Several thousand people of all backgrounds attend the

event in years with good weather. In addition to the performances, there is a market featuring over four dozen vendors selling everything from t-shirts and scarves with Indigenous prints to dream catchers, wood carvings and other First Nations art”(Vancouver’s Best Places, 2021).

This event was last hosted in 2019 from February 12-14th. It was canceled due to Covid-19 in 2020 and there are yet to be any updates when the event will happen again. It is an exceptional event that draws in many attendees and provides a great opportunity for networking and spreading awareness for the Howe Sound Biosphere.

Attending this event will allow the Howe Sound Biosphere to connect with people of all backgrounds and spread important information about the Howe Sound Region to a large audience. It will give Howe Sound Biosphere a chance to work with indigenous artists to promote the Howe Sound Biosphere through their work, given the artist’s views and future outlook aligns with Howe Sound Biosphere. With the event organizer’s permission, Howe Sound Biosphere could incorporate some of their messages and ideas within existing workshops or activities to further promote the region.

- **Surrey Fusion Festival**

"At the Surrey Fusion Festival there are market vendors and community organization information booths as well as lots of live entertainment. At the festival there are over three dozen cultural pavilions



showcasing different countries from Africa, Asia, the Caribbean, Latin America, Europe and North America. The Surrey Fusion Festival also includes an Indigenous Village, a Kids World & Sports Zone and numerous exotic ethnic food vendors”(Vancouver’s Best Places, 2021).

This event was last hosted in 2019 during the last weekend of July. It was canceled due to Covid-19 in 2020 and there are yet to be any updates when the event will happen again. While the event is somewhat out of the way, the event will attract a vibrant community and should be worth attending.

Attending this event will give Howe Sound Biosphere the chance to connect with tens of thousands of people, many of which could lead to beneficial long-term connections.

Given the large nature of the event, the difficult but worthwhile task of securing a booth will give Howe Sound Biosphere the chance to connect with a massive audience. Participation in the many activities involved would also generate great amounts of awareness for the Howe Sound Region.

- **Mission Folk Music Festival**

"In a typical year, at the Mission Folk Music Festival you can expect around four or so stages with performances taking place throughout each of the 2.5 days. Some people camp overnight at the festival right



on site. Others attend just for the day. In 2021 all the performances take place online. In normal years, when it's a live in-person event, at the venue there's a camping area, an artisan market with around 20 vendors, and a Wee Folks Area for children. There are also usually half a dozen or so food trucks and a licensed bistro"(Vancouver's Best Places, 2021).

This virtual event was held this year on July 23-25th. Depending on Covid conditions, the event should be virtual in 2022 as well. Howe Sound Biosphere can take advantage of this event while it is still virtual, since attending the event normally will be difficult with regards to the commute.

Attending this event will allow the Howe Sound Biosphere to engage with a different region virtually to make connections. After arranging it with the event organizers, Howe Sound Biosphere could present a speech in between the performances to spread meaningful information and raise awareness for their goals. Howe Sound Biosphere should take advantage of this

- **BC Culture Days in Vancouver**

“Culture Days is a national celebration of arts and culture. At the end of each September, millions of people attend thousands of free participatory arts and culture events across the country. Culture Days programs invite the public to get hands-on and behind-the-scenes to highlight the importance of arts and culture in our communities. In light of COVID-19, this year’s celebrations have again been extended to a 4-week run held indoors, outdoors and online”(Culture Days, 2021).



This national event takes place at various locations in Metro Vancouver and around the province. This is one of the few events that ran despite the outbreak of Covid-19 and provides a great way to increase awareness of the Howe Sound Region.

Participating in this event will allow the Howe Sound Biosphere to interact with many event operators with aligning views, and creating meaningful relationships for the future. Given the wide diversity of events, Howe Sound Biosphere will have numerous opportunities to promote and educate the Howe Sound Region. Working with a wide variety of operators in the industry will open up avenues for new opportunities.

- **Polar Bear Swims in Metro Vancouver**

"A crazy annual tradition for many Vancouverites is taking a plunge in the icy waters of the ocean on New Year’s Day. The Polar Bear Swim at English Bay in Vancouver attracts the largest crowds. The Penguin Plunge at Panorama Park in North



Vancouver’s Deep Cove is a similar, although much smaller, event and usually includes live entertainment. Also popular are the Polar Bear Swim by the pier event in

White Rock, the Penguin Plunge in Port Moody, the Polar Bear Swim in Delta and a dip in the river in Fort Langley”(Vancouver’s Best Places, 2021).





While the event was canceled in 2021, reduced Covid regulations could result in the event happening again in the near future. The event attracts many participants as well as spectators which gives Howe Sound Biosphere the opportunity to engage with them to spread awareness and form connections.



Attending this event will allow the Howe Sound Biosphere to interact with local participants as well as a wide range of spectators who show up to witness the spectacle. Restrictions should be minimal so the Howe Sound Biosphere can set up a booth to spread information as well as attract volunteers to help with their goals. This will be a unique and interesting location to meet with people of all different backgrounds, and a good way to promote the Howe Sound Region.

7.1.2 Next Step

The next step for Howe Sound Biosphere is to determine which events they are likely to attend, and initiate contact with those in charge of the event to confirm dates as well as the options for engaging with attendees that include but are not limited to, speeches, workshops, activities, or print material. For events the Howe Sound Biosphere is unlikely to attend, the information could still be relevant for similar events in the future. After attending some of these events, the Howe Sound Biosphere should evaluate and reflect on what worked and did not work with the event, and what could be done differently next time. This will help organize the events further and make future event attendances better.

8. Summary of Recommendations

 <p>© dreamstime.com</p>	<p>Purchasing Habits</p> <p>The most welcomed three groups of souvenirs are:</p> <ul style="list-style-type: none"> • Postcards (44%) • Local artisan’s handcraft souvenirs and fridge magnets (both 35.4%) • Cloth accessories, such as T-shirts or hoodies (34%)
	<p>Transportation</p> <p>Partnership with shuttle bus companies</p>
	<p>Tourism Development</p> <ul style="list-style-type: none"> • Experience from other UNESCO sites • Learning for and educating the local community about sustainability • Learning from the official organization, i.e., the UNESCO and Destination BC • Encouraging locals being involved into the conversation of environmental conservation • Making sure all works are in line with the concept of sustainable development
 <p>© iStock</p>	<p>Travel Information</p> <p>Create a website</p>

	<p>Social Awareness & Partnership</p> <ul style="list-style-type: none"> • Cooperation with influencers through social media • Partnership with Geocaching or similar companies that could combine travelling with technologies • Partnership with local producers and stakeholders • Working with artists • Designing eye-catching advertisement displays and labels
	<p>Events List</p> <p>Identify existing events that Howe Sound could participate</p>

9. Conclusion

One goal of the Howe Sounds Biosphere Region is to build public awareness and understanding of the mission and vision of the Howe Sound Biosphere Region initiative. An important component of achieving this goal is to find opportunities to educate those who live in and visit the region, as well as to invite new visitors to learn about the Howe Sound Biosphere Region during their travels. This goal is a key foundational step to fulfilling the vision of Howe Sounds Biosphere Region, where humanity and nature thrive.

Howe Sound Biosphere Region may also have opportunities to build awareness and education through leveraging their newly awarded UNESCO's designation. There is much still to learn about the possibilities of using UNESCO's marketing presence or resources to help the Howe Sounds Biosphere Region to promote their initiatives.

The awareness, development, and growth of the Howe Sound Biosphere Region are somewhat dependent on the established tourism ecosystem in the region. Visitors can come to the region to contributing to the culture, economy and environment, and access to these visitors is a key success factor for the Howe Sound Biosphere Region to build awareness. Opportunities to engage and attract visitors will be achieved through the cooperation and collaboration of strategic partnerships.

It is required to summarize the existing tourism resources of Howe Sounds Biosphere Region, combined with the tourism needs and purchasing power trends of the target market segment, Free Spirits, and some suitable promotion directions from other UNESCO, and finally, we were able to combine all the data to make a suitable recommendation. The recommendations from our research include selling souvenirs, developing diverse tourism programs, and increasing access to tourism information, increasing the use of social media, increasing the accessibility of the region and participating in more existing events to promote Howe Sounds Biosphere Region.

By making these changes, it will greatly increase the participation of the target group; thus, it will help the awareness of Howe Sounds Biosphere Region and attract more people to the region. This will ultimately meet the original goals of Howe Sounds Biosphere Region.

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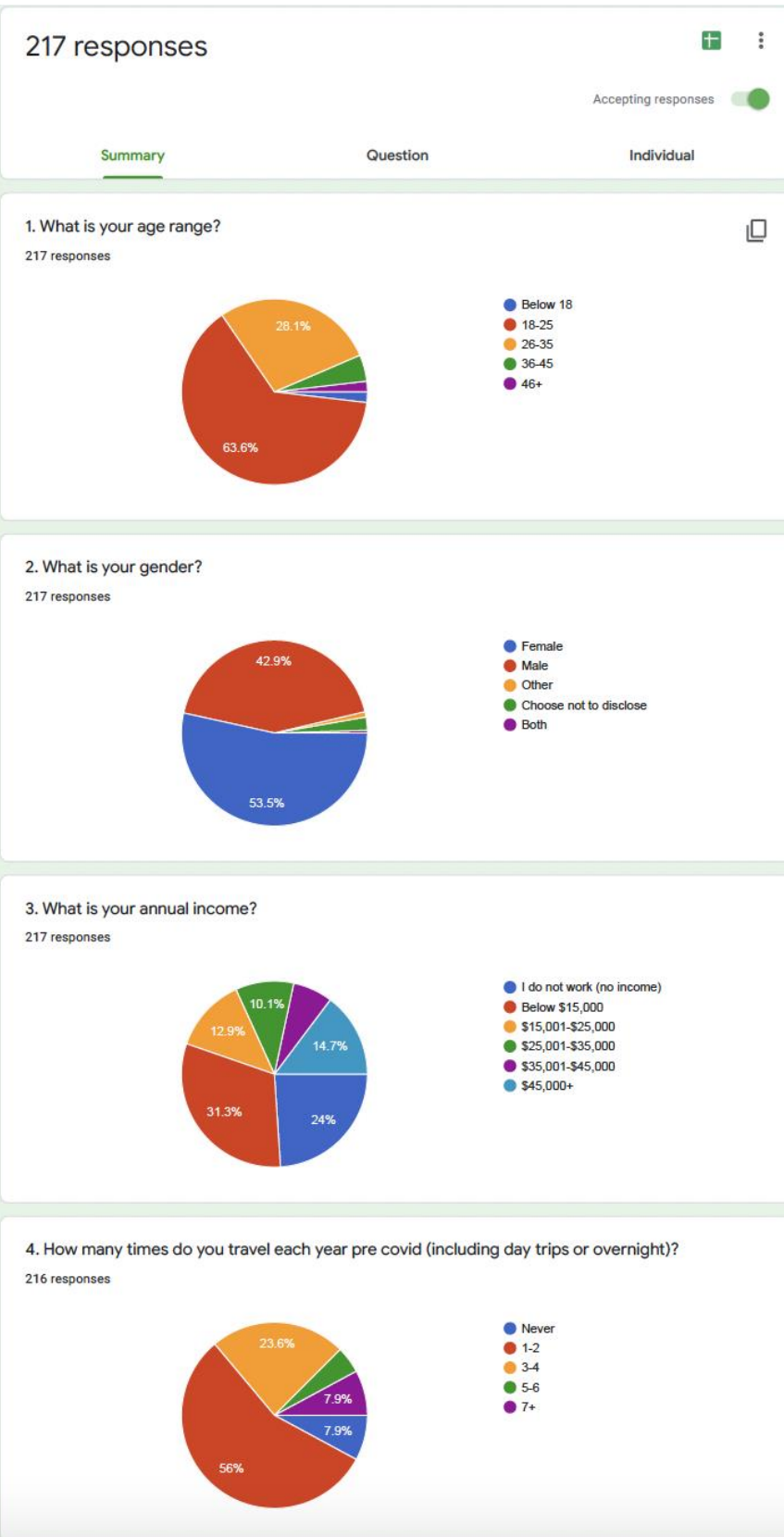
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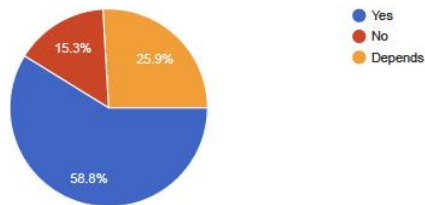
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11. Appendix A



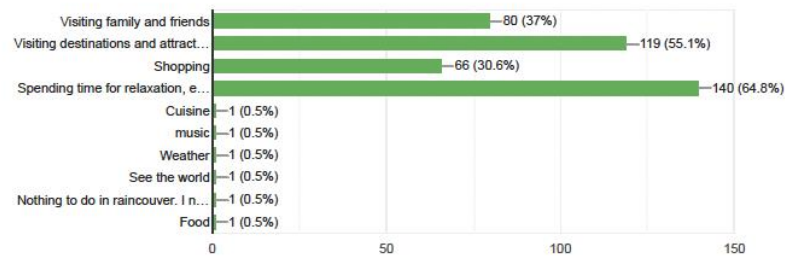
8. Are you interested in sharing traveling experiences on social media platforms?

216 responses



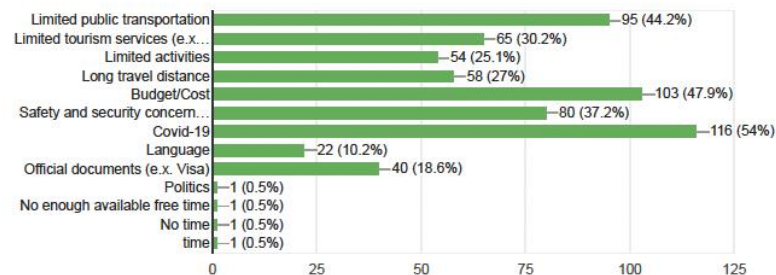
9. Which factor(s) motivate(s) you the most to travel? You may choose more than one option.

216 responses



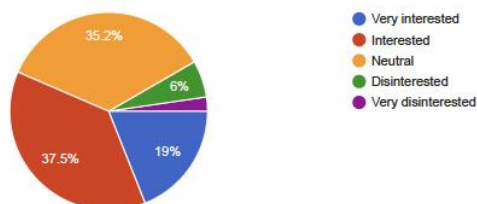
10. What are the top 3 barriers that would restrict you from traveling to certain destinations?

215 responses



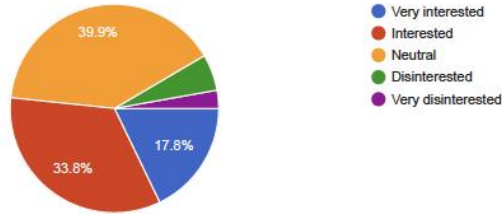
11. How would you rank your interests toward ecotourism? (Ecotourism involves responsible travel to natural areas, conserving the environment, and improving the well-being of the local people)

216 responses



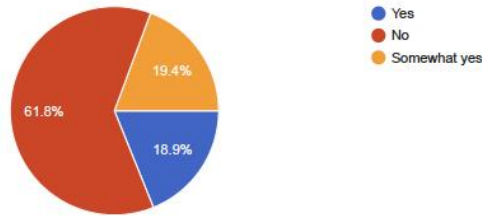
12. How would you rank your concerns/interests on environmental issues (e.x. climate change)

213 responses



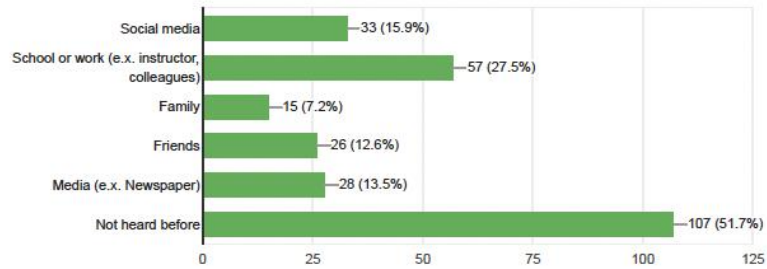
13. Have you heard of UNESCO Biosphere Reserve before?

217 responses



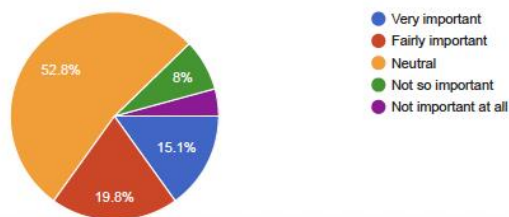
14. Where did you hear about UNESCO Biosphere Reserve? (You may choose more than one answer).

207 responses



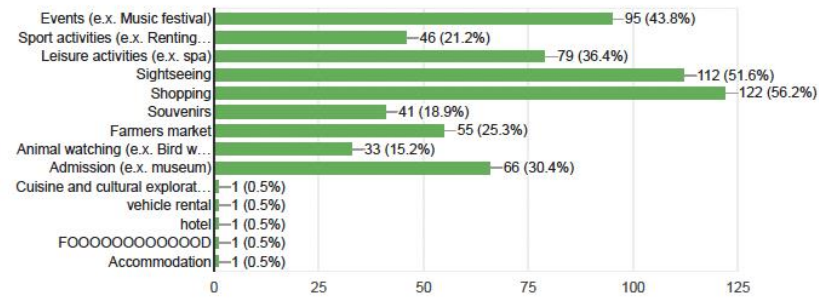
15. How would you value brands of "UNESCO" or "World heritage sites" impact your decision on choosing destinations (UNESCO biosphere reserves are models of sustainable development, e.x Yellowstone National Park)

212 responses



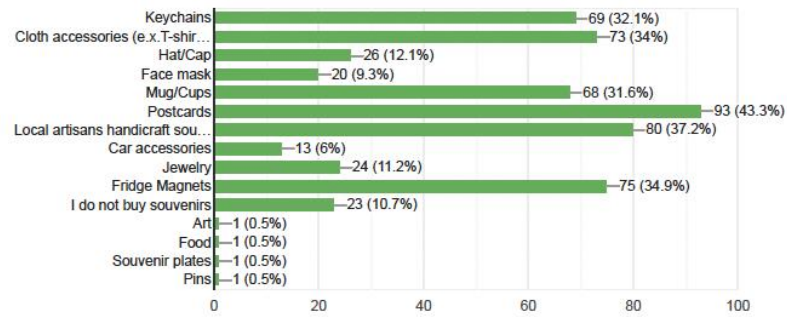
16. What are the top 3 activities you would spend money on during the trip (besides food and beverage)?

217 responses



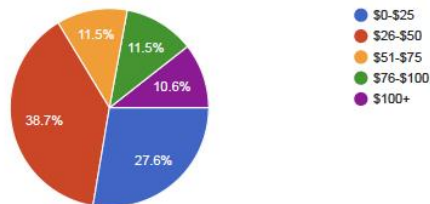
17. What are the top 3 souvenirs you would like to purchase during the trip?

215 responses



18. How much would you spend on souvenirs when you are traveling?

217 responses



19. Any comments?

22 responses

no

No

NA

Thank you!