Quadra Island Tourism Stewardship Plan

A Community-Led Path Toward Sustainable & Regenerative Tourism

Discovery Islands
CHAMBER OF COMMERCE

Developed by
Discovery Islands Chamber of Commerce

Research, Community Engagement
& Plan Development
Destintel Innovations Inc.
Dr. Farhad Moghimehfar

September 2026

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Supporting Partners

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Land Acknowledgement

The Discovery Islands Chamber of Commerce gratefully acknowledges the We Wai Kai Nation that have been caring for the lands we operate on since time immemorial. We recognize that reconciliation is an ongoing process, and we are committed to advancing reconciliation in our work and are committed to the calls to action identified by the Truth and Reconciliation Commission of Canada as well as the implementation of the BC Declaration of the Rights of Indigenous Peoples Act.

Executive Summary

Tourism is already an important part of Quadra Island's economy and community life. It supports accommodation and food businesses, artists and makers, farms and producers, shops, guides, and other services used by residents and visitors. It also operates within the island's housing, workforce, transportation, infrastructure and environmental realities. This plan exists to strengthen tourism's contribution while helping businesses and the community respond to shared opportunities and pressures.

A stewardship approach means actively supporting, coordinating and caring for tourism, rather than pursuing visitor growth alone. The goal is greater local benefit through viable businesses, stronger local purchasing and referrals, worthwhile quieter-season activity, respectful visitor behaviour, community well-being and care for shared places. For an individual business, success may mean stability, stronger margins, succession or a more workable season rather than expansion. The plan's regenerative ambition is to support practical contributions that leave Quadra's economy, community relationships or environment stronger over time, with evidence of the improvements achieved.

Our 2035 North Star, in brief. By 2035, Quadra has a welcoming and resilient visitor economy that helps locally rooted businesses succeed, keeps more visitor spending circulating locally, respects We Wai Kai Nation's rights and relationship to place, and contributes to the care of shared lands and waters. Tourism remains recognizably Quadra: personal, place-based and valuable to the people who live and work here.

Six strategic directions. The plan is organized around six connected strategic directions:

1. Strengthen local benefit and support local business viability and resilience.
2. Support a welcoming, respectful visitor economy.
3. Reflect reconciliation and appropriate engagement across the plan.
4. Care for shared places and ecosystems.
5. Improve access, mobility, and visitor expectations within island realities.
6. Build practical coordination, partnerships, monitoring, and learning.

A locally grounded, practical plan. The plan draws on a March 2026 workshop, two Delphi rounds and separate rights-holder guidance from We Wai Kai Nation. It reflects informed local judgment and experience, rather than a statistically representative survey of residents. Part One brings together the community findings, five local business stories, leadership arrangements, seven practical actions and a manageable set of measures. Part Two provides supporting business guidance, measurement methods, continuity support and wider tourism resources.

Shared responsibility and early action. The Discovery Islands Chamber of Commerce (DICC) led the plan's development. The plan is a shared community framework, not a mandate for DICC to deliver every action. DICC's role is to coordinate, convene, support, advocate and, where approved and resourced, deliver specific actions within its mandate. Responsibility for individual actions remains with the organization or party that agrees to lead them. The DICC Council approves DICC's commitments; partners approve theirs. Spending under the Municipal and Regional District Tax (MRDT) follows the program's approved local arrangements.

We Wai Kai Nation directs its own participation and representation. Implementation builds on related work already underway. The next steps are to record that progress, confirm a coordinating contact and delivery leads, and agree a realistic work schedule. Early priorities are accurate visitor and business information, useful referrals, and a small quieter-season trial where businesses are ready. Other actions address business support, care for place, mobility, and housing and workforce evidence. Each selected task needs an agreed lead, resources, a next deliverable, measures and a review date.

Tracking progress and learning. Measurement starts with information checks, action milestones, available ferry and MRDT records, and a voluntary business panel where participation and resources allow. These measures support practical decisions and adjustment without unnecessary reporting. Ferry totals describe travel, while business-panel results describe the participating businesses; neither provides a complete measure of Quadra's visitors or tourism benefits.

Emergency management remains with responsible authorities and existing local arrangements. Tourism partners support verified communication and their own business continuity. Longer-term opportunities remain conditional on local interest, authority, feasibility, resources and sustainable operations. Success means practical improvements that strengthen local businesses, support resident well-being and contribute to the care of shared places. Clear responsibilities, consistent follow-through and learning will help turn the plan's direction into lasting local benefit.



Photo credit: Lucas Chickite

How to Use This Plan

Business operators can begin with Section 7.6 and the local stories, choosing one step that fits their operation. DICC and delivery partners can use Sections 8–10 to agree responsibilities, actions, and measures. Section 11 identifies future opportunities. The contents take readers directly to the relevant material.

If you need to...	Go to...
Understand what Quadra said and the direction of the plan	Sections 1–6, Part One
See how tourism supports local businesses and what an operator can do	The five stories; Section 7; relevant action in Section 9
Know who approves, who tracks, and what happens next	Section 8 and the seven actions in Section 9
Choose a useful measure without building a dashboard	Section 10; optional methods in Section 14
Explore a future Quadra opportunity	Section 11, with the decision test in Section 5
Learn more or prepare a detailed task	Part Two, Sections 13–16 and Appendices A–D

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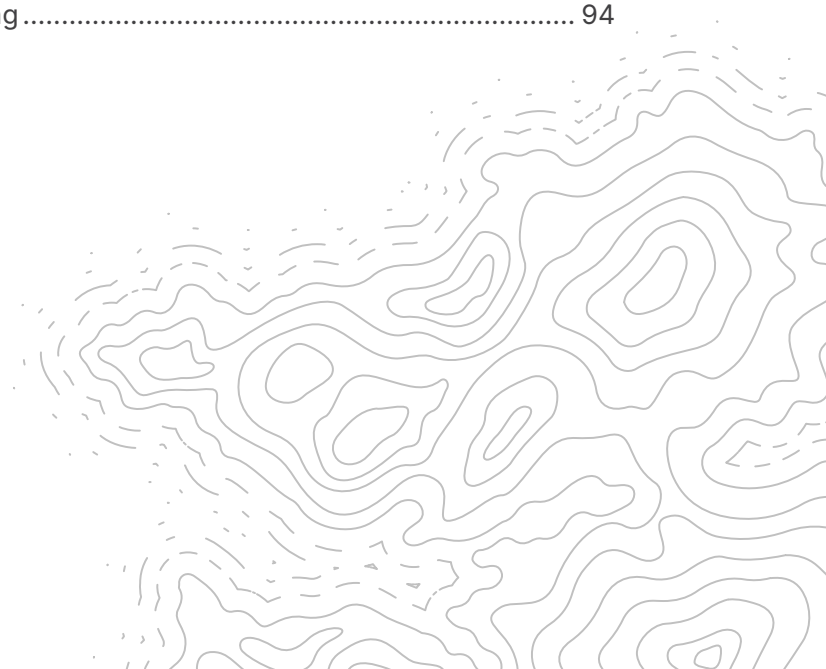
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PART ONE

Practical Action for Quadra

Community direction, local business examples, clear follow-through, and a manageable set of actions. This is the working part of the plan.

- Purpose and Scope
- How the Plan Was Developed
- Quadra Today
- What Quadra Told Us
- Shared Foundation
- Strategic Directions
- A Visitor Economy Rooted in Quadra
- Leadership, Decisions, and Follow-through
- The First Three Years: Practical Action for Quadra
- What Quadra Should Track
- Quadra Opportunities to Advance When Ready
- A Practical Invitation

Photo credit: Jeff Ballingall

1. Purpose and Scope

1.1 Why this plan matters

Tourism is already part of Quadra Island's economy and everyday life. It supports accommodation and food businesses, artists and makers, farms and producers, shops, marine and outdoor operators, transportation providers, and other services used by visitors and residents. For many local enterprises, visitor spending helps sustain operations, employment, and services that contribute to island life.

The opportunity is to make that contribution stronger and more dependable. This includes helping visitors find and support local businesses, strengthening referrals and local supply relationships, encouraging longer stays and year-round benefit where realistic, and helping residents understand how tourism contributes to the local economy. The plan is designed to support businesses at different stages, including those seeking stability, growth, succession, or stronger local connections.

Tourism also relies on the same ferries, roads, housing, workforce, services, lands, and waters as the rest of the community. Supporting tourism therefore requires attention to where coordination or investment is needed and where shared places require additional care. Capacity is used as a practical planning tool to match tourism development and promotion with business readiness, community services, and the conditions of particular places.

The Quadra Island Tourism Stewardship Plan turns this approach into a practical community guide. The word stewardship signals that tourism should be actively supported, coordinated, and cared for, not simply promoted. The plan combines near-term action with a longer view of how tourism can contribute to resilient businesses and livelihoods, community well-being, reconciliation, and the health of the island over time.

1.2 Purpose of the plan

The Discovery Islands Chamber of Commerce (DICC) sponsored and led the planning process, developed in partnership with We Wai Kai Nation through community engagement. DICC's contribution will be shaped by agreed priorities, partnerships and resources approved by its Council. Section 8 proposes how coordination, approval, and action-level delivery should be confirmed and resourced.

This is not a conventional destination marketing strategy, a regulatory or land-use plan, or a target for increasing visitor numbers. Promotion and experience development remain important, but success is understood more broadly through local business benefit, visitor spending, quality experiences, resident well-being, stewardship, and the ability to respond when conditions change.

The plan is intended to:

1. Support tourism and tourism-related businesses of different sizes and stages by strengthening visibility, referrals, local purchasing, skills, sustainable practices, longer stays, and opportunities for more stable income where feasible.

2. Improve information for visitors and residents about local businesses, ferry and service realities, respectful behaviour, safety, and care for shared places.
3. Guide communications, promotion, and experience development toward opportunities that fit Quadra's character, operating seasons, business capacity, and environmental and service conditions.
4. Strengthen coordination among businesses, We Wai Kai Nation, community organizations, stewardship groups, and public agencies, with roles confirmed by the parties involved.
5. Provide a grounded basis for partnership and advocacy on ferry access, local mobility, housing, workforce, infrastructure, services, and stewardship resources.
6. Establish a manageable first action period, clear roles, and a small set of measures that support learning and adjustment.
7. Advance reconciliation and recognize We Wai Kai Nation's rights, presence, relationship to place, and leadership, with the Nation directing how its culture, language, knowledge, lands and waters, and tourism interests are represented.

The guide is meant to help local businesses, We Wai Kai Nation, community organizations, DICC, funders, and public agencies understand the direction of the plan and identify where their interests, mandates, and capacity may align.

1.3 Scope and boundaries

The plan focuses on Quadra Island. It recognizes that the visitor journey is shaped by Campbell River, BC Ferries, neighbouring islands, regional agencies, and wider Vancouver Island travel patterns, but it does not set priorities for other communities.

The plan considers the visitor economy broadly. It includes businesses serving visitors directly and the farms, food producers, artists, makers, retailers, community organizations, transportation providers, and service businesses that contribute to the visitor experience or benefit indirectly from visitor activity.

Its scope covers four connected areas:

1. Local business viability, livelihoods, local purchasing, referrals, and collaboration.

2. Visitor and resident information, expectations, behaviour, and understanding of tourism's local contribution.

3. Place-based experiences and care for lands, waters, trails, beaches, waterfronts, and other shared places.

4. Conditions that affect tourism, including ferry and local mobility, housing and workforce, parking, infrastructure, services, organizational capacity, and monitoring.

Several of these matters fall outside the authority of a community tourism plan. The plan cannot make land-use decisions, regulate short-term accommodation, determine ferry service, deliver housing or public infrastructure, direct another organization's work, or speak for We Wai Kai Nation. It can provide a common evidence base for coordination, funding requests, advocacy, and decisions by the organizations with the relevant authority.

Partnership in developing the plan does not assign responsibilities or transfer decision-making authority. Any action involving We Wai Kai Nation's rights, knowledge, culture, language, lands and waters, Guardians, visitor welcoming, interpretation, or stewardship priorities must proceed under the Nation's leadership and with its agreement.

1.4 DICC commitment and shared delivery

The Tourism Stewardship Plan is a shared community framework, not a mandate for the Discovery Islands Chamber of Commerce to deliver every action identified in the plan. DICC's role is to coordinate, convene, support, advocate and, where approved and resourced, deliver specific actions within its mandate. Responsibility for individual actions remains with the organization or party that agrees to lead them.

DICC sponsored and led the development of the plan. Its continuing contribution will be guided by priorities, responsibilities and resources approved by its Council. The annual work schedule will recognize related work already completed or underway, identify the designated plan contact, and record agreed delivery leads, contributions and review dates. DICC staff will support coordination and follow-up within their approved responsibilities and available capacity.

Each active action requires a willing delivery lead, an agreed scope, the necessary authority and permissions, realistic resources, and a clear next step. Participating organizations approve their own commitments. Being named in the plan does not assign a responsibility, and coordinating an action does not transfer delivery or ongoing maintenance obligations to DICC. Section 8 explains how these arrangements will be confirmed and tracked.

1.5 Two planning horizons

The plan uses two time horizons so it can be practical now and forward-looking without making unrealistic promises.

The first three years of implementation form the initial action period. Year 1 begins when the initial work schedule is agreed; that schedule records the start date and the dates for quarterly and annual reviews. Work already completed or underway is included in the starting record. The first 12 to 18 months focus on useful information, business connections, and other tasks with willing leads and sufficient resources.

The 2035 North Star describes the longer-term conditions Quadra wants tourism to help create. It will guide decisions and keep future opportunities visible, but it will not present every idea as a commitment. Longer-term initiatives will advance only when community interest, We Wai Kai guidance where relevant, organizational capacity, infrastructure, funding, and appropriate leadership are in place.

Under the proposed arrangement in Section 8, the named plan contact compiles a brief annual update from agreed action records. At the end of the first three-year period, review completed work, business and community experience, changing conditions, and which future opportunities are ready. Confirm the capacity for these tasks when agreeing the coordinating role; individual organizations remain responsible for their accepted commitments.

1.6 Relationship to other local work

This plan builds directly on the Quadra Island Economic Diversification Plan. Both support stronger local businesses, more year-round opportunity, community benefit, and development that fits island conditions. Tourism actions should reinforce that work, use existing networks, and avoid parallel processes that compete for limited capacity.

The Electoral Area C Integrated Community Sustainability Plan provides a wider community-planning reference for small-scale, ecologically responsible tourism, local businesses, housing, services, and community decision-making. Its vision and goals are non-regulatory guidance, rather than land-use policy or development approval. The Area C Active Transportation Network Plan informs mobility work, while existing emergency arrangements guide public preparedness. Area C extends beyond Quadra, so findings and responsibilities must be applied at the appropriate geographic scale. References are in Appendix D.

The Municipal and Regional District Tax (MRDT) is a tax on eligible short-term accommodation that supports authorized local tourism purposes and, where approved, affordable-housing initiatives. Quadra's program is scheduled to begin in January 2027. DICC's 2027–2031 MRDT strategic business plan identifies the Chamber as the designated recipient. This stewardship plan helps guide project choices, while MRDT budgets, eligible spending, and reporting follow the program's own approved arrangements.



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2. How the Plan Was Developed

2.1 Workshop and two Delphi rounds

The project was designed as a locally adapted Delphi process: a March 14, 2026 workshop generated and organized the planning material, Delphi Round 1 refined it through individual and working-group responses, and Delphi Round 2 confirmed priorities and tested practical choices. Pre-workshop reflections prepared participants and helped shape the workshop prompts. Each stage worked from a synthesis of the stage before it, so participants could refine the emerging direction rather than begin again.

The workshop and working-group discussions were collaborative. The Delphi questionnaires added individual reflection, iterative feedback, and structured confirmation. Participants were selected for relevant business, community, cultural, service, governance, and sector knowledge rather than through random sampling. The process was designed to develop informed local direction and identify agreement, difference, and implementation cautions. It was not intended to estimate the views of every Quadra resident.

2.2 Stages and evidence

Stage	Participation and purpose	How the material was used
Pre-workshop reflections	Twenty-seven participants submitted short reflections before the workshop. They described what sustainable tourism should mean on Quadra, what tourism should contribute, major pressure points, non-negotiables, and examples of where tourism works well or creates strain.	Responses were synthesized into recurring themes and used to prepare the workshop definitions, prompts, and table activities. Comments were reported as themes rather than attributed to individuals.
March 14, 2026 workshop	Twenty-eight participants worked in six panels covering community well-being, culture and visitor experience; accommodation and workforce; governance, planning and housing; outdoor experiences and stewardship; marine operators; and food systems and local production.	Panels refined working definitions and generated strategic directions, practical actions, potential leads and partners, pressure points, observable thresholds, early warning signs, affected groups, and candidate indicators. Completed worksheets were transcribed into a consolidated record.
Synthesis after the workshop	The project team reviewed the pre-workshop and workshop records together.	Similar ideas were grouped, duplication was reduced, wording was clarified, and areas of tension were retained. This produced the draft definition, directions, action list, pressure points, and monitoring questions for Round 1.

Stage	Participation and purpose	How the material was used
Delphi Round 1: open-ended refinement	The screened dataset contained 23 individual responses and six working-group responses, representing all six panel areas. Participants were asked to complete the questionnaire individually before panel discussion and submission of one shared response.	Responses were coded by survey section and theme. Explicit references were counted as indicators of salience, while written comments identified wording concerns, missing ideas, implementation cautions, overlaps, and disagreement. Individual and group submissions were kept distinct.
We Wai Kai Nation review before Round 2	DICC asked the Nation to review the emerging foundation and draft Round 2 survey. Written feedback addressed partnership, reconciliation, the Nation's stewardship priorities, relationship to place, and the opportunity to learn from the Nation's Guardians.	The feedback strengthened content concerning We Wai Kai Nation across the survey and plan, corrected wording and prominence, and confirmed that the work could be described as being developed in partnership with We Wai Kai Nation.
Delphi Round 2: structured confirmation and prioritization	Twenty-one response records were received. After screening, 20 contained substantive Round 2 responses and were included in the analysis. One early-exit record stopped after the respondent-perspective item and was excluded. The shorter survey used ratings, selections, rankings, and brief comment boxes.	Round 2 tested the emerging definition and principles, strategic directions, first-phase action packages, practical indicators, overall confidence, and implementation options. It identified what was ready to carry into the plan, what required revision, and where uncertainty remained.
Plan integration	The project team translated the evidence into the 2035 North Star, first three-year action plan, longer-term opportunities, business-continuity guidance, and monitoring approach.	Content was checked against the source record and relevant local plans. Nation-related wording and representation are included only where they are supported by direct guidance or confirmed public information. External resources were used to check completeness and possible methods; they did not replace Quadra's findings.

Participation figures from different stages should not be added together because many of the same people contributed more than once. Repeated participation was intentional: it allowed participants to see how earlier material had been synthesized and to refine it over time.

2.3 Evidence interpretation

The analysis followed five practical rules:

1. Local evidence came first. Pre-workshop responses, workshop records, Round 1 responses, Round 2 results, We Wai Kai Nation feedback, and other locally provided material determine the plan›s priorities and language.
2. Different forms of input were not treated as identical. Individual responses capture per-

sonal judgment. Working-group submissions capture deliberated group views. A group response was not counted as several additional individual responses.

3. Frequency was not treated as proof of community-wide consensus. In the open-ended stages, counts show which ideas were raised most often or selected most explicitly. Structured Round 2 questions provide stronger evidence of relative support, but they still describe the participating respondents rather than the entire population.
4. Opportunities, cautions, and disagreement were all retained. The analysis kept business opportunities and positive contributions visible while also recording differences concerning growth, visitor volume, seasonality, ferry and service capacity, terminology, and implementation.
5. External guidance informed methods, not local priorities. Provincial and regional tourism resources and comparable island plans were used to check completeness and identify possible approaches. An outside idea is included only when it responds to Quadra evidence or is clearly presented as an option for local consideration.

The drafting record links the plan›s main conclusions and proposed actions to their sources. This traceability helps prevent attractive outside ideas from displacing what participants and the Nation actually contributed and makes later revisions easier to explain.

2.4 We Wai Kai Nation partnership

The tourism planning initiative has been publicly presented as work undertaken by DICC in partnership or collaboration with We Wai Kai Nation. Before Round 2, DICC also sought direct guidance from the Nation on the emerging foundation and survey.

The written feedback asked that the Nation›s stewardship priorities and reconciliation be treated as central rather than as a side note, that the wording refer to relationship to place, and that the plan recognize the opportunity to learn from We Wai Kai Guardians about stewardship and care for lands and ecosystemst. The Nation also advised that it would be pleased for the work to be presented as being developed in partnership with We Wai Kai Nation. These points were incorporated into Round 2 and are carried into this plan.

The Delphi participants could not determine the Nation›s rights, priorities, consent, representation, or implementation role. Partnership in developing the plan also does not mean that every future action has been approved. Any published statement about the Nation›s participation, position, or endorsement must use wording confirmed by the Nation. Actions involving the Nation or its Guardians can proceed only through the Nation›s leadership and preferred processes.

2.5 Anonymity and limitations

Participant anonymity in analysis and public reporting was protected through de-identification, aggregate reporting, and non-attribution. Direct identifiers and collection metadata were removed from the analytical files before reporting. No individual Delphi participant or participating organization is named, and no response or quotation is attributed in this plan. Because a distinctive comment or role could still reveal a person in a small community, de-identified source files remain restricted project material rather than public appendices.

The process brought together people with relevant knowledge and direct experience, but it was not a random sample of Quadra residents. Workshop discussion may have influenced what groups chose to submit, which is why Round 1 collected individual judgment before group deliberation. Some Round 1 questionnaires were partially completed; usable responses were retained for the sections they addressed rather than discarded in full.

Round 2 received 21 records. One ended before any substantive Round 2 question and was excluded, leaving 20 valid responses. Missing answers were not filled in; each result uses the actual number responding to that question.

The five business stories in Sections 6, 7, and 11 are named interview-based profiles. They illustrate individual operating experiences and local connections, separately from the anonymous Delphi evidence. Each story identifies its interview source; its account reflects the period described rather than current opening hours or a finding about all Quadra businesses.

These limits define how the evidence should be used: as a careful record of informed local judgment, business and community experience, recurring priorities, Nation guidance, and issues requiring continued attention.



Photo credit: Lucas Chickite

3. Quadra Today

This section provides the factual setting for the community findings that follow. It describes the island, its people and economy, the visitor economy already in place, and the systems that shape tourism capacity. It does not restate what participants said or set the plan's priorities; those are addressed in Sections 4 and 5.

3.1 An island community connected by water

Quadra Island lies east of Campbell River, between Vancouver Island and the mainland inlets. Settlement and services are distributed across the island. Quathiaski Cove is the primary commercial and service centre and the point of arrival from Campbell River. Heriot Bay combines local services, marine activity, visitor amenities, and the ferry connection to Cortes Island. Smaller communities and rural properties extend well beyond these two centres. As a result, visitor activity is dispersed rather than concentrated in one tourism district. The Strathcona Regional District's 2025 Active Transportation Network Plan provides a public planning description of this settlement and transportation pattern.

We Wai Kai Nation has an enduring and contemporary presence on Quadra. Cape Mudge is a living community and a centre of Nation governance, services, cultural life, and economic activity. The Nation's reserve lands on Quadra include Cape Mudge, Village Bay, Open Bay, and Drew Harbour. Its lands and land interests on the island extend beyond these reserve locations. The Nation's presence encompasses its contemporary communities, businesses, stewardship, and relationship to the island's lands and waters.

Two BC Ferries routes connect Quadra to neighbouring communities: Campbell River to Quathiaski Cove and Heriot Bay to Whaletown on Cortes Island. Quadra is therefore both a destination and a gateway. The ferries carry residents, commuters, service providers, goods, visitors, and people travelling onward. Ferry passenger totals are important for transportation planning, but they are not the same as visitor counts and should not be presented that way.

3.2 People and the available data

This plan uses Statistics Canada's 2021 Census Profile for Strathcona C as a consistent public source for demographic context. The census subdivision includes Quadra, other Discovery Islands, and mainland inlets. Its figures describe this wider area and must not be presented as Quadra-only totals.

Indicator	2021 Strathcona C baseline	What it helps us understand
Population	2,737, up 12.6% from 2016	The wider Area C population grew between the two censuses. This is not a Quadra-only population count.

Indicator	2021 Strathcona C baseline	What it helps us understand
Age	Median age 58.4; 36.9% age 65 or older	An older age structure affects workforce renewal, business succession, service needs, and accessible mobility.
Dwellings	1,663 private dwellings; 1,332 occupied by usual residents	The difference cannot be assumed to represent visitor accommodation. It may include seasonal, secondary, vacant, or otherwise unoccupied dwellings.
Self-employment	400 self-employed people; 36.2% of the labour force aged 15 and over	Independent work and small enterprise are central features of the regional economy.

Source: Statistics Canada, 2021 Census Profile for British Columbia census subdivisions, Strathcona C (5924054). The self-employment share uses the labour force aged 15 and over as its denominator (1,105 people) and is based on the 25% census sample.

Taken together, the wider Area C profile, Quadra›s dispersed rural settlement pattern, and the prominence of self-employment create practical design requirements for this plan. Public information and participation should use both digital and non-digital routes; business support and meetings should respect seasonal workloads; mobility and wayfinding should work for people of different ages and abilities; and, where feasible, visitor-economy initiatives should also strengthen services and experiences residents use. These are planning considerations to test locally, not assumptions about every Quadra resident, because the census geography extends well beyond the island.

These data do not establish how much tourism labour is available, how many homes could meet long-term housing needs, or how many visitors the island can accommodate. Those questions require current local information.

3.3 A small and diverse local economy

Quadra›s economy includes construction and trades, accommodation and food services, retail, professional and technical services, health and social services, arts and cultural work, agriculture, forestry, fishing, transportation, and home-based work. The census profile for Strathcona C confirms this broad mix and the importance of self-employment.

Tourism is part of this wider economy rather than a stand-alone sector. Many businesses serve residents and visitors at the same time, and value moves through local supply and referral relationships. An outdoor operator may depend on accommodation referrals, while an accommodation business purchases food, maintenance, cleaning, transport, and other services. Tourism›s local value therefore cannot be measured only by counting businesses labelled as tourism businesses.

The high level of self-employment is also a practical indicator of capacity. Many enterprises depend directly on the time and skills of an owner or a small team. They may operate seasonally, combine several sources of income, or have limited time for committees, reporting, and

new programs. The Quadra Island Economic Diversification Plan places seasonal tourism within a broader goal of stronger year-round livelihoods and a more diverse economy. Later actions in this plan must therefore be useful without creating an unrealistic administrative burden for small operators.

3.4 An established, place-based visitor economy

Quadra already has a varied visitor offer. The local visitor directory and Quadra-based entries in the DICC member directory show accommodation, food and drink, shops, marinas, retreats, outdoor and marine guiding, arts and cultural experiences, local production, and community activities. These listings demonstrate range, but they are not a verified inventory of current operating status, seasonal availability, or capacity.

Several established strengths shape the visitor economy:

1. Lands, waters, parks, and trails. The island and surrounding waters support walking, cycling, paddling, boating, fishing, diving, wildlife viewing, and other forms of outdoor recreation. Rebecca Spit Marine Park is a prominent shared destination for beach use, walking, paddling, picnicking, and boating, while Main Lake and several marine parks extend the island›s recreation setting. BC Parks describes Rebecca Spit as both a popular day-use park and a favoured anchorage.
2. Arts and making. Studios, galleries, and working artists are part of Quadra›s identity and visitor offer. The Quadra Island Studio Tour includes a June weekend event as well as self-guided, year-round open studios.
3. Local food and production. Farms, seafood producers, farm stands, bakers, beverage producers, and other food businesses serve both residents and visitors. The Quadra Island Food Guide exists specifically to connect local producers with both groups and shows the range of small-scale production already present.
4. Living culture and cultural revitalization. The Nuyumbalees Cultural Centre at Cape Mudge preserves, celebrates, and shares Kwakwaka›wakw history, language, teachings, and living traditions. It is a cultural institution rooted in repatriation, cultural revitalization, and community strength, not simply an attraction to be packaged by others.
5. Small-scale hospitality and guided experiences. Accommodation, food businesses, marine facilities, and locally operated tours provide the base for overnight stays and supported experiences. Their scale and operating seasons vary.

No complete published island-wide baseline was identified for annual visitor volume, commercial accommodation capacity, occupancy, average length of stay, visitor spending, seasonal employment, or use levels at key sites. Business directories show what is offered, but not always whether an operation is active year-round or how many guests it can serve. Ferry data show travel volume, but not who is visiting Quadra, who lives or works here, or who is travelling onward. The guide should therefore avoid unsupported totals and begin with a small, realistic set of local measures.

3.5 Shared access, services, and capacity

Most systems supporting tourism also support daily island life. Ferry and road access, parks and trails, emergency and waste services, communications, water, housing, and labour all serve more than the visitor economy. Extra demand can therefore have different effects de-

pending on where and when it occurs.

Quadra is unincorporated, and responsibility for these systems is divided. BC Ferries operates the ferry routes. Provincial ministries are responsible for public roads. The Strathcona Regional District leads regional planning and manages certain parks, trails, and services. BC Parks manages provincial parks. We Wai Kai Nation governs its lands, programs, cultural representation, and priorities. Businesses, non-profit organizations, community groups, landholders, and volunteers manage or contribute to other parts of the visitor experience.

The Area C Active Transportation Network Plan reports that private vehicles were the main mode for 64% of work trips in 2021, while walking and cycling together represented 16%. These figures cover commuting, not all resident or visitor travel, but they support attention to road access, ferry-terminal connections, and safer walking and cycling routes.

Tourism capacity should not be reduced to one island-wide visitor ceiling. It changes by season, location, activity, and system. Accommodation may be available while a ferry sailing, parking area, washroom, trail, beach access, restaurant, or staffing roster is under strain. A place may function well most of the year and experience difficulty during a short peak. Environmental and cultural limits also require different indicators from business or transportation capacity. Section 4 identifies where participants experience these pressures.

3.6 Quadra›s tourism stage

For planning purposes, Quadra is best understood as an **established small-island destination with a dispersed, small-business visitor economy.** The island has recognized experiences and businesses with long experience serving visitors. It is not starting from zero, but neither does it have the dedicated infrastructure, management resources, or data systems of a high-volume resort destination.

Quadra›s task is to strengthen and care for an existing visitor economy, not create a destination from scratch. That includes improving coordination and building a modest evidence base that matches local capacity. This diagnosis provides context for the community findings in Section 4; it does not predetermine them.

The appropriate model is stewardship of a lived-in island, where tourism remains embedded in community life rather than becoming a separate tourism district.

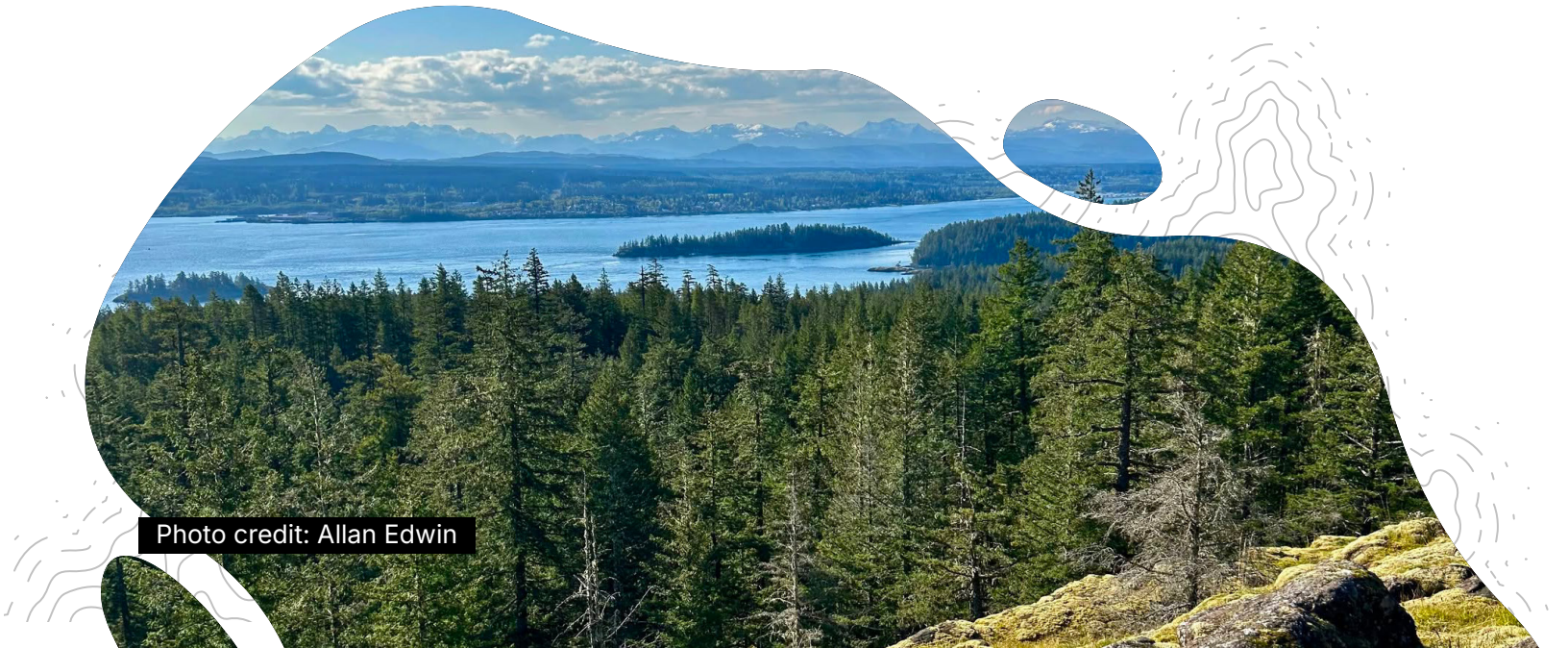


Photo credit: Allan Edwin

4. What Quadra Told Us

The community record points to a practical direction: strengthen the value tourism brings to Quadra, make it easier for visitors and residents to act responsibly, care for the places and services on which tourism depends, and keep implementation realistic.

This section reports the findings rather than repeating the process described in Section 2 or the factual setting in Section 3. The pre-workshop reflections, workshop, and Round 1 explain why issues matter and where tensions lie. Round 2 provides the strongest structured test of relative support. Its cleaned analytical base is 20 substantive responses. These results describe the participating Delphi group, not every resident or business on Quadra.

We Wai Kai Nation guidance is reported as rights-holder guidance, not folded into a popularity count. The Nation's rights, priorities, consent, and preferred role cannot be ranked or decided by the general survey.

4.1 A strong base of support

Round 2 showed substantial support for the emerging plan while also identifying work still needed in the wording.

1. Fourteen of 20 respondents said the proposed sustainable tourism definition fit Quadra very well and was close to ready. Three said it fit well with only minor edits. Two said the main ideas were right but needed clearer wording, and one wanted substantial revision.
2. Nine of 20 respondents were strongly supportive of the direction of the plan, and eight were generally supportive with wording or priority changes. Three had mixed views. No one selected the concerned or unsure options.

This provided a strong basis for the plan, while the open comments identified changes needed before the direction could be finalized. They asked for a shorter definition and clearer language. Terms such as resident well-being, capacity, and ecological limits needed practical meaning to guide decisions. Some comments also asked the plan to state tourism's economic importance more directly and leave room for appropriate business growth. Another cautioned against giving business interests more weight than community and ecological interests.

The finding is not that Quadra must choose between supporting tourism and caring for the community. The evidence supports both. The plan therefore shows how viable local businesses, resident well-being, stewardship, and realistic operating conditions fit together.

4.2 Business benefit and a welcoming visitor economy

All 20 Round 2 respondents ranked the six proposed strategic directions. Two stood clearly above the others.

Strategic direction	Ranked in the top three	What the result indicates
Strengthen local benefit and support local business viability and resilience	19 of 20	Local spending, viable businesses, livelihoods, supply relationships, and business resilience should be prominent throughout the plan.
Support a welcoming, respectful visitor economy	15 of 20	Respondents want Quadra to remain welcoming while giving visitors, residents, and businesses clear information about respectful behaviour and shared responsibility.
Build practical implementation, partnerships, and monitoring	9 of 20	Follow-through matters, but implementation needs to stay simple and proportionate to local capacity.
Care for shared places and ecosystems	8 of 20	Stewardship remains necessary, especially where visitor use intersects with trails, beaches, waterfronts, marine places, and sensitive ecosystems.
Improve access, mobility, and visitor expectations within island realities	5 of 20	Ferry and mobility issues matter, but much of the response lies in information, coordination, local options, evidence, and advocacy rather than local control of ferry service.
Reflect reconciliation and appropriate engagement across the plan	4 of 20	This ranking cannot be used to reduce or remove a rights-based responsibility. We Wai Kai guidance requires reconciliation and relationship to place to be carried across the plan rather than treated as an optional stand-alone theme.

The ranking provides a relative emphasis, not a list of directions to keep and discard. It confirms that the plan should lead with the local economic value of tourism and a positive, respectful visitor economy. The remaining directions describe conditions that make those benefits durable and responsible. Differences among the middle and lower-ranked directions are not strong enough to justify a rigid hierarchy.

4.3 Behaviour and shared responsibility

Round 1 participants understood the intention behind right-fit visitation, but several found the phrase unclear, subjective, or potentially exclusionary. Round 2 confirmed a preference for simpler language.

Seven of 20 respondents preferred wording that says visitors, residents, and businesses all have a role in caring for Quadra and supporting a positive visitor economy. Six preferred language about thoughtful visitors supporting local businesses, respecting island life, and helping to care for shared places. Four preferred avoiding descriptions of visitor types altogether and focusing on behaviours, responsibilities, and education.

Together, these responses favour an approach that describes what people can do rather

than who does or does not belong. Practical visitor information should address ferry realities, fire risk, wildlife, waste, private property, shared spaces, local services, and care for sensitive places. It should also make it easy to find local businesses and understand how spending locally supports the island.

Resident communication is part of the same finding. Thirteen of 20 respondents selected resident awareness of tourism's benefits, business viability, and shared responsibility as an important element to keep in the final definition or guiding principles. A positive visitor economy will be easier to sustain if residents can see its local contribution and businesses can hear resident concerns early.

4.4 Local value before visitor volume

When respondents chose practical sustainable tourism practices, the leading selections were:

1. visitor and resident education about respectful behaviour and island realities, selected by 13 of 20;
2. longer stays, local spending, and lower-impact travel patterns rather than higher visitor volume alone, selected by 11 of 20; and
3. support for local businesses, local spending, sustainable operating practices, and fair local work, selected by 10 of 20.

Stewardship partnerships, connections among local sectors, and community-serving infrastructure were each selected by seven respondents. Six selected simple tracking and public follow-through.

These results reinforce a value-based approach to tourism. Appropriate growth can mean stronger revenue, more local purchasing, better referrals, longer stays, improved business resilience, or a more workable season. It does not have to mean pursuing the highest possible number of arrivals. The plan should support businesses that want to stabilize, adapt, or grow while remaining honest about staffing, service, site, and infrastructure conditions.

4.5 Where pressure is felt

The open-ended stages repeatedly identified housing and workforce conditions, ecological and stewardship pressure, ferry and local mobility, services and infrastructure, and resident support as the most important areas to watch. Participants did not describe these as abstract limits. They described practical signs that tourism or community systems may need attention:

1. businesses cannot find staff or housing needed to operate reliably;
2. ferry access or local transportation problems disrupt residents, workers, suppliers, visitors, or essential services;
3. parking spills into unsafe areas, roadsides, or private access;
4. damage or conflict becomes repeated at trails, beaches, waterfronts, marine access points, or sensitive places;
5. waste, washrooms, water, fire risk, emergency response, docks, moorage, or other shared services are under visible strain;

6. visitor expectations do not match what the island, a business, or a particular place can provide; or
7. stewardship groups and volunteers are expected to absorb more work without funding, coordination, or enough people.

These signs are useful because they can lead to a response. They can prompt better information, a conversation with the responsible agency, a funding request, a change in site management, business support, or a temporary adjustment in promotion. They should not be used to claim that tourism caused every local pressure or that a tourism plan can solve matters outside the authority of its participants.

Round 2 also asked whose experience should inform interpretation. Local businesses affected by staffing, ferry, supply, or visitor-expectation issues were selected by 16 of 20 respondents. Community and service organizations were selected by 13, Indigenous communities by eight, tourism and service workers by seven, and residents near popular sites and emergency or essential service providers by six each. These selections show where deliberate listening is needed; they are not a hierarchy of rights or importance.

4.6 A focused, connected first phase

Round 2 asked two related questions. First, all 20 valid respondents selected up to five action packages to emphasize during the first 12 to 18 months. A later ranking asked which should start first; 15 respondents completed that question. The two results should be read together.

Action package	Emphasize in first 12-18 months (n=20)	Ranked in first three to start (n=15)
Improve visitor and resident information and education	17	11
Develop practical tourism planning and measurement tools	8	7
Develop stewardship partnerships for shared places	13	6
Support local tourism businesses and sustainable practices	11	4
Coordinate a shared seasonal calendar and community messaging	13	4
Clarify tourism-related housing and workforce realities	10	4
Coordinate ferry, parking, and local mobility information	7	4

Action package	Emphasize in first 12-18 months (n=20)	Ranked in first three to start (n=15)
Improve place-based promotion guidelines, brand, and education strategy	8	3
Create simple monitoring and annual follow-up tools	7	2

Visitor and resident information is the clearest early priority. Planning and measurement tools rose when respondents were asked what should start first. This supports simple tools that help people decide, coordinate, assign responsibility, and show progress, not a complex planning system. Stewardship partnerships also have strong starting support. They can proceed when the responsible parties agree to the work and resources; their position in the survey does not itself assign delivery.

Business support and a shared seasonal calendar received broader first-phase support than their start-first rankings alone suggest. They should not disappear. The results support connecting early work rather than launching nine separate projects. For example, visitor information can promote local businesses and set realistic expectations; a shared calendar can improve coordination; basic measurement can identify business and service needs; and stewardship relationships can guide place-specific education and care.

Any involvement of We Wai Kai Nation or its Guardians must be shaped by the Nation›s interests, leadership, and preferred process. The survey result cannot assign that work.

4.7 A small, useful monitoring set

Respondents favoured information that can support decisions, funding, and practical action.

Condition or measure	Selected by
Business pulse on staffing, seasonality, local spending, visitor patterns, sustainable practice needs, and confidence	19 of 20
Local service and infrastructure pressure, including waste, washrooms, fire risk, emergency services, docks or moorage, and water	15 of 20
Resident pulse on tourism, quality of life, affordability, and community fit	12 of 20
Stewardship or site-condition reports for shared and sensitive places	12 of 20
Visitor and resident information gaps reported by businesses or visitor-facing organizations	8 of 20
Ferry waits, overloads, or travel-pattern pressure	7 of 20

When asked how useful data should be applied, 16 of 20 respondents selected support for funding, infrastructure, or advocacy requests. Thirteen selected better information for business and organizational planning, and 10 selected directing stewardship, maintenance, or education support to where it is most needed.

Only four selected annual community reporting as one of their top three uses of data. This does not argue against transparency. It suggests that monitoring should first help people act and that public reporting should be brief, understandable, and tied to decisions rather than becoming a reporting burden.

4.8 Ownership, capacity, and follow-through

The strongest request for improving confidence in the final plan was clearer responsibility for who will lead or coordinate each action, selected by 13 of 20 respondents. Seven selected realistic expectations about staff, volunteer, and organizational capacity. Six wanted a stronger pro-tourism and pro-local-business message. Practical business support, sustainable practice guidance, and clearer measurement and follow-up were each selected by five respondents.

Open comments reinforced these results. Participants expressed appreciation for the work, but some questioned whether the plan would be implemented, whether funding would be available, and whether a small community with limited volunteer capacity could sustain the workload.

Ten of 20 respondents selected the option describing coordination by DICC and the MRDT Oversight Committee, with relevant partners and engagement with We Wai Kai Nation guided by the Nation's interests and preferred process. Four were unsure. The remaining responses were spread across issue-specific teams, an annual roundtable, use of existing organizations, a phased approach, and two written alternatives; one alternative also included DICC and MRDT coordination. The finding supports visible leadership and a practical home for the plan. Section 8 translates this preference into recommended arrangements, with authority and resources established through each organization's own decisions.

This is an emerging direction, not a mandate to create a large new structure. It supports a named convener, a short list of priorities, clear roles, and expansion only when willing partners and resources are in place. A longer-term suggestion to collaborate with Cortes and the Outer Islands may be useful where it reduces duplication or shares expertise, but it appeared in one final comment and should be treated as an option to explore rather than a confirmed Quadra priority.

4.9 Tensions to carry forward

Several questions remain matters of balance rather than issues that another survey would settle.

Tension	What the evidence supports
Business growth and local limits	Support business viability, local spending, longer stays, and appropriate growth. Do not use undefined capacity or ecological language as a blanket restriction, and do not assume that visitor volume is the only form of growth.

Tension	What the evidence supports
Ferry pressure and local control	Treat ferry access as a real business and community condition. Focus local work on information, mobility, coordination, evidence, and advocacy rather than claiming control over ferry service or using the ferry as a fixed tourism target.
Stewardship ambition and delivery capacity	Care for shared places, but do not build the plan around unfunded volunteer labour. Confirm authority, leadership, funding, and site-specific need before assigning work.
A positive message and honest constraints	Keep the plan welcoming and pro-business while giving visitors and residents accurate information about services, safety, sensitive places, and seasonal realities.
General survey results and We Wai Kai Nation's rights	Use the Delphi results to understand participant priorities. Use direct Nation guidance and Nation-led processes for matters involving rights, culture, language, knowledge, lands and waters, Guardians, or representation.



Photo credit: Jeff Ballingall

5. Shared Foundation

The first four sections explain why the plan is needed, how it was developed, the setting in which tourism operates, and what the community process found. This section turns that record into a common foundation for the sections that follow. It defines the direction rather than repeating the evidence, and it provides a consistent way to assess future priorities, actions, partnerships, and opportunities.

5.1 Sustainable and regenerative tourism on Quadra

Sustainable tourism on Quadra welcomes visitors in ways that strengthen local businesses and livelihoods, support community well-being, respect We Wai Kai Nation›s rights and relationship to place, and care for the lands and waters on which island life and tourism depend.

The definition leaves room for tourism businesses and the wider visitor economy to grow. Growth may include stronger revenue, more local purchasing and referrals, longer stays, new or improved products, a more workable operating season, business succession, or additional employment. It may involve more visitors where businesses, services, and places are ready to support them, but visitor volume is not the only measure of progress.

The plan uses regenerative tourism only when it describes a practical contribution that leaves some part of Quadra›s economy, relationships, or environment stronger over time. Examples could include funded care or restoration of a shared place, stronger connections among tourism businesses and local farms, food producers, artists, and makers, or an initiative involving We Wai Kai Nation that the Nation wishes to lead or support. Regeneration is an aspiration for useful contribution, not a label that every business must adopt or a claim that tourism can solve every island issue.

A regenerative claim should identify a place-specific improvement beyond avoiding harm, be supported by the party with the relevant rights, authority, knowledge, or relationship, and include a practical way to see whether the intended improvement occurred. It should not be used to offset avoidable harm or as a promotional label without evidence.

5.2 The 2035 North Star

By 2035, Quadra has a welcoming and resilient visitor economy that helps locally rooted businesses succeed, keeps more visitor spending circulating locally, and offers experiences connected to the island›s people, character, lands, and waters. Visitors arrive better informed, support local enterprises, respect community life, and help care for shared places. Tourism planning respects We Wai Kai Nation›s rights and presence, and matters involving the Nation move through relationships and processes led or agreed to by the Nation. Businesses, community organizations, and public partners work together where their roles and interests align. Promotion and development respond to what businesses and particular places are ready to support. When pressure appears, the appropriate parties use practical local evidence to respond early. Tourism remains recognizably Quadra: personal, place-based, and valuable to the people who live and work here.

The North Star describes the conditions the plan is working toward; it is not a promise that every issue will be resolved by 2035. Some progress can be led locally. Other progress will depend on decisions, investment, or cooperation by the Nation, governments, agencies, land

managers, funders, businesses, and community organizations. The first three-year action plan should advance the parts that are both important and ready, while the longer-term roadmap keeps other opportunities visible until the right conditions are in place.

5.3 Guiding principles

These principles should be used together. No single principle is intended to override all the others.

Guiding principle	What it means in practice
Build local benefit into tourism decisions.	Look for a clear path from an action to local revenue, livelihoods, purchasing, referrals, skills, business resilience, or useful community and stewardship contributions. Include enterprises seeking stability, growth, adaptation, or succession. Avoid shifting hidden costs or workload to residents, public services, land managers, or volunteers.
Remain welcoming and set clear expectations.	Give visitors and residents accurate, timely information about businesses, services, ferry and transportation realities, safety, respectful behaviour, private property, and care for shared places. Focus on what people can do rather than labelling who belongs.
Treat reconciliation as an ongoing commitment.	Respect We Wai Kai Nation's rights, presence, and relationship to place throughout planning and implementation. The Nation determines how its culture, language, knowledge, tourism interests, lands and waters, and Guardians are represented or involved. General community input does not replace Nation-led engagement or agreement.
Match growth and promotion to readiness.	Consider the business, season, location, workforce, services, infrastructure, and site conditions involved. Capacity is not one island-wide visitor ceiling. An opportunity may be appropriate in one place or season and require preparation or a different approach in another.
Care for shared places through the right relationships.	Make stewardship place-specific and work with the Nation, landholder, agency, operator, or organization that has the relevant rights, authority, knowledge, or responsibility. Identify resources before relying on staff or volunteers to take on new work.
Recognize that tourism is part of community life.	Consider the experience of businesses, workers, residents, service providers, and people near frequently visited places. Tourism can support local services and quality of life, but it should not be assumed to cause or solve every housing, ferry, infrastructure, or environmental issue.
Prepare for disruption and recovery.	Consider climate hazards, access and service failures, public-health events, economic or trade shocks, and other changes that could affect businesses, residents, workers, and visitors. Use current official information, practical continuity measures, and adaptable delivery rather than waiting for a crisis to define roles.

Guiding principle	What it means in practice
Keep implementation proportionate and accountable.	Give each priority a named lead or convener, willing partners, a realistic first step, resource needs, and a small number of useful measures. Expand the work only when there is enough value and capacity to do it well.

5.4 Practical meanings

The following meanings are used throughout this plan so that important ideas can guide decisions rather than remain general aspirations.

Term	Meaning in this plan
Local benefit	Visitor activity results in tangible value on Quadra, such as local revenue, wages, purchasing, referrals, skills, services, or supported community and stewardship work. The exact benefit will differ by action and business.
Resident well-being	Residents can continue to live, work, travel, use services, enjoy shared places, and participate in community life while tourism is managed fairly and its local contribution is understood. It is considered through specific conditions and feedback, not assumed from visitor numbers alone.
Capacity and readiness	The practical ability of a business, place, service, or community system to support an activity at a particular time without recurring strain that cannot be managed. Evidence may include staffing, operating hours, bookings, ferry or parking conditions, water and waste systems, emergency services, site condition, and the availability of a responsible lead. Capacity information should prompt an appropriate response, not function as an undefined blanket restriction.
Appropriate growth	Growth that creates worthwhile local benefit and is supported by the businesses, workforce, services, infrastructure, and places involved. It can mean greater value from each visit, longer stays, stronger or new offerings, a more workable season, more employment, or additional visitors where conditions support them.
Regenerative contribution	A deliberate and credible contribution that improves a local economic, community, or ecological condition over time. It requires a defined benefit, the appropriate authority or relationship, and enough resources to carry the work through.
Relationship to place	The histories, responsibilities, living connections, and knowledge that connect people with Quadra's lands and waters. Where this concerns We Wai Kai Nation, the Nation determines how its relationship to place is described, represented, and carried into tourism work.

5.5 A practical decision test

The following questions provide a common screen for actions in the first three-year plan, longer-term opportunities, funding proposals, partnerships, visitor communications, and promotional decisions. The level of assessment should match the scale and risk of the proposal.

Decision question	What a useful answer should show
1. What local benefit is expected?	Who is likely to benefit, how the benefit will reach Quadra, who may bear added cost or workload, and whether the expectation is realistic.
2. Will it support a welcoming and well-informed visitor economy?	How it will improve useful information, visitor experience, respectful behaviour, local connection, or understanding among visitors and residents.
3. Could it affect or represent We Wai Kai Nation's rights, culture, language, knowledge, lands and waters, or relationship to place?	If so, or if there is uncertainty, the relationship and process identified or agreed to by the Nation before the work proceeds.
4. Are the businesses, people, services, and place ready and resilient?	The relevant season and location, available workforce and organizational capacity, service or infrastructure conditions, major dependencies, foreseeable disruptions, and any preparation or contingency needed.
5. How will shared places and community conditions be affected?	The likely benefits and pressures, who has the authority or knowledge to respond, and whether stewardship or mitigation is properly resourced.
6. Who may face barriers to participating in or benefiting from it?	Whether workers, youth, lower-income residents, people with disabilities, non-digital participants, smaller businesses, or other affected groups may be excluded, and what practical adjustment is reasonable. This inclusion check does not replace distinctions-based engagement with We Wai Kai Nation.
7. Can it be delivered and learned from?	A confirmed implementing lead, willing partners, a realistic first step, required resources, and one or two ways to assess whether the work is useful.

Not every question needs a lengthy study. A routine information update may require only a brief check, while a new initiative involving a sensitive place, public infrastructure, or Nation interests will require a more careful process. An unanswered question is not automatically a reason to reject an idea; it identifies what must be clarified first. If the necessary authority, relationship, leadership, or resources are not in place, the proposal should be revised, prepared further, or held in the longer-term roadmap rather than presented as an immediate commitment.

This shared foundation connects community direction to strategy. The following sections apply it to the strategic directions, the first three-year action plan, and the longer-term opportunities that can advance as readiness grows.

6. Strategic Directions

The 2035 North Star is advanced through six connected strategic directions. Together, they describe the results Quadra is working toward and the way tourism decisions should be made. They are not six separate programs, and they do not assign work to organizations that have not agreed to it. The first three-year action plan translates them into a focused set of action packages with proposed leads, partners, resources, timing, and measures.

Strategic direction	Its main contribution
1. Strengthen local benefit and support local business viability and resilience.	Helps more visitor spending, referrals, purchasing, skills, and opportunity remain connected to Quadra businesses and livelihoods.
2. Support a welcoming, respectful visitor economy.	Gives visitors and residents useful, positive, and consistent information that improves experiences and reduces avoidable friction.
3. Reflect reconciliation and appropriate engagement across the plan.	Ensures that matters involving We Wai Kai Nation proceed through relationships and processes led or agreed to by the Nation.
4. Care for shared places and ecosystems.	Connects tourism communications, partnerships, and resources with the needs and readiness of particular lands, waters, and sites.
5. Improve access, mobility, and visitor expectations within island realities.	Uses practical information, coordination, evidence, and advocacy to address ferry, transportation, workforce, service, safety, and infrastructure conditions.
6. Build practical coordination, partnerships, monitoring, and learning.	Gives the plan a workable home, separates leadership from delivery, uses proportionate measures, and provides a way to adjust when conditions change.

The directions are deliberately interdependent. A seasonal promotion initiative, for example, should create local business value, give visitors accurate information, respect any Nation interests, consider whether businesses and places are ready, and have a lead who can assess the result. This integrated approach is more useful for Quadra than treating marketing, stewardship, infrastructure, and community relations as unrelated areas of work.

6.1 Strengthen local benefit and support local business viability and resilience

Desired 2035 condition: Quadra has a diverse network of locally rooted enterprises that can benefit from visitor activity, adapt to changing conditions, and build stronger relationships with one another. Visitors can find and support local businesses, and more of the value created by tourism circulates through local wages, purchasing, referrals, services, and community relationships.

Quadra's visitor economy includes much more than accommodation and tours. It also includes food businesses, farms and seafood producers, artists and makers, retailers, transportation and marine services, wellness providers, trades, maintenance and cleaning services, community organizations, and other enterprises used by visitors and tourism operators. The working business and stakeholder inventory confirms this breadth, but it is not yet a verified count of active tourism businesses or available capacity. Its most immediate value is as a map of possible connections.

This direction focuses on strengthening those connections. Over the life of the plan, this means:

1. making it easier for visitors and residents to find businesses that are open and ready to serve them;
2. improving referrals among accommodations, food businesses, artists, producers, guides, retailers, transportation providers, and other services;
3. increasing practical opportunities for local purchasing and supplier relationships;
4. supporting businesses that are seeking stability, growth, adaptation, succession, or a more workable operating season;
5. providing practical information, skills, and sustainable practice support without creating unnecessary reporting or certification burdens; and
6. using aggregate business information to understand common needs while protecting commercially sensitive information.

Business viability is not measured only by the number of visitors. A business may benefit through a longer stay, a second purchase, a reliable referral, lower supply costs, better seasonal coordination, improved staffing, or a new local partnership. New visitor volume may be appropriate where operators, services, and places are ready, but it should not be treated as the default solution for every business.

This direction also recognizes that businesses will make different choices. Some may want to expand, some may want a steadier season, and others may be focused on continuity or succession. The plan should create useful options and shared tools, not prescribe one business model or one preferred scale.

6.2 Support a welcoming, respectful visitor economy

Desired 2035 condition: Visitors feel genuinely welcomed and can easily understand how to travel, spend locally, stay safe, and care for the places they visit. Residents and businesses receive timely information about visitor activity, events, service conditions, and tourism's local contribution. Expectations are clear without defining who is or is not the "right" kind of visitor.

The community process strongly supported visitor information and education as the clearest place to begin. This direction treats communication as part of destination stewardship and business support, not simply as promotion. Accurate information can improve a visit, direct spending to local enterprises, reduce preventable pressure, and help businesses avoid repeatedly answering the same basic questions.

Useful information should be available at the points where people make decisions: while planning a trip, when booking travel or accommodation, before boarding a ferry, on arrival, and at visitor-facing businesses and shared places. Depending on the season and location, it may include:

1. current operating days, hours, reservation needs, and service availability;
2. ferry and local transportation information, including off-peak travel options where these are realistic;
3. parking, washroom, waste, water, fire-safety, and emergency expectations;
4. trail, beach, waterfront, and marine-access conditions;
5. respectful behaviour around private property, working businesses, residential areas, wildlife, and sensitive places; and
6. locally appropriate cultural or place-based guidance that has been confirmed by the relevant knowledge holder or authority.

The tone should be positive, plain, and specific. Quadra can invite visitors to participate in island life responsibly without screening them by income, group type, travel style, or a vague idea of "fit." The emphasis is on informed choices and behaviour.

Coordination matters because inconsistent or outdated information weakens trust. A shared seasonal calendar and a simple way for businesses and organizations to update availability, events, closures, or site conditions can improve both promotion and day-to-day operations. Any shared message should leave room for individual businesses to speak in their own voice and for We Wai Kai Nation to determine how Nation-related guidance is expressed.

Seasonal development also requires honesty. Shoulder-season experiences may create valuable opportunities, but they should be promoted only when enough businesses, transportation options, trails, services, and visitor supports are ready. "Year-round" should not imply that every business or place is available in every month.

6.3 Reflect reconciliation and appropriate engagement across the plan

Desired 2035 condition: Tourism planning recognizes We Wai Kai Nation's rights, presence, governance, economic interests, and relationship to place. Matters involving the Nation are addressed through dependable relationships and processes led or agreed to by the Nation, and public information represents the Nation only in ways the Nation has confirmed.

In this direction, reflect means more than adding a statement about reconciliation. It means checking how proposed actions, communications, partnerships, and monitoring may affect or represent We Wai Kai Nation and using the appropriate process before work proceeds.

Practical application includes:

1. maintaining a clear relationship for plan review and implementation discussions rather than approaching the Nation only when approval is needed;
2. identifying early when an action may involve Nation rights, lands and waters, culture, language, knowledge, businesses, Guardians, or cultural representation;
3. confirming whether the Nation wishes to lead, partner, advise, review, or not participate in a particular initiative;

4. respecting the time, capacity, confidentiality, and resourcing required for meaningful participation; and
5. supporting Nation-led tourism or economic opportunities when and how the Nation chooses to advance them.

The general community process cannot determine the Nation's consent, priorities, or preferred governance arrangements. For the same reason, this plan should not create a committee on the Nation's behalf, assign the Guardians a role, package cultural knowledge as a visitor product, or claim co-management without explicit agreement.

Progress under this direction should be judged by the quality and reliability of the relationship, whether agreed processes are followed, and whether representation is accurate. It should not be judged by how often Nation-related language or imagery appears in the document. Partnership in preparing this plan provides an important foundation, while each future initiative will still require its own appropriate level of discussion and agreement.

6.4 Care for shared places and ecosystems

Desired 2035 condition: Tourism contributes to the continued health and enjoyment of Quadra's lands, waters, trails, beaches, waterfronts, marine access points, and other shared places. Information, promotion, stewardship, and resources respond to the conditions of particular places and are coordinated with the rights holder, landholder, manager, operator, or stewardship organization involved.

This direction does not assume that all visitor activity has the same effect or that one organization is responsible for every place. Needs vary by season, activity, land status, ecological sensitivity, maintenance responsibility, and current level of use. A trail requiring maintenance, a popular day-use area, a working marina, and a culturally significant place each require different knowledge and responses.

The strategic focus is to connect tourism more deliberately with place-specific care. This includes:

1. obtaining reliable information about site condition, access, safety, maintenance, and visitor expectations before promoting a place or activity;
2. working with the party that holds the relevant rights, responsibility, authority, or local knowledge;
3. improving visitor information where repeated confusion or behaviour contributes to damage, conflict, waste, invasive species, wildlife disturbance, or unsafe use;
4. identifying when stewardship, maintenance, restoration, signage, or monitoring requires dedicated funding or paid coordination; and
5. directing voluntary business or visitor contributions only to credible work with a defined purpose and accountable recipient.

Quadra already benefits from substantial stewardship knowledge and volunteer effort. The plan should recognize and support that work without turning it into an unfunded tourism obligation. New expectations for monitoring, maintenance, or restoration should proceed only when the responsible organization agrees and resources are realistic.

Promotion should also respond to readiness. If a route is not maintained, a site lacks safe

access, or a place is experiencing recurring damage, the appropriate response may be better information, a temporary change in promotion, site management, or advocacy for resources. It should not be assumed that every shared place needs to be advertised or that every concern requires a permanent restriction

QUADRA BUSINESS STORY

The Trip That Kept Teaching

Spirit of the West Adventures

About ten years after a school kayaking trip, Breanne Quesnel received a letter from one of the students. The young woman had become an outdoor educator and wrote that her experience on the trip had helped point her in that direction. For Breanne, the letter captured the purpose behind Spirit of the West Adventures: not simply to take people paddling, but to help them form a lasting relationship with a place.

By the 2026 interview, Breanne and Rick had been on Quadra for about 25 years. They originally came to work as guides for Spirit of the West. The business had begun in the 1990s as a Volkswagen van-rental company, with kayaking added as something for renters to do. They stayed, made Quadra home, and later became the owners. Over time, the company moved away from day tours and concentrated on multi-day wilderness trips.

> *"We're trying to connect people to place, and then have them want to care."*
>
> *Breanne Quesnel*

Some guests join expedition-style trips, carrying their gear in kayaks and moving from campsite to campsite. Others stay at established basecamps with walk-in tents, showers, a sauna, and a hot tub. The added comfort opens the experience to people who might not otherwise travel into the wilderness, while still asking them to learn new skills, adapt to weather, and pay attention to the coast around them.

The learning is deliberate but not heavy-handed. Guides teach paddling and outdoor living while also helping guests understand food, safety, ecology, and the connections among coastal systems. Spring and fall school groups, families, and adult travellers all encounter the same underlying invitation: slow down, become curious, and recognize that personal choices can affect the places they visit.

That ethic extends into the business. Spirit collaborates with other island operators, re-

fers guests when another company is a better fit, and shares equipment when needed. It buys local boats, paddles, and food when possible, supports year-round local employment, and uses business and visitor evidence to advocate for wilderness protection and land-use decisions that recognize the tourism value of intact places.

The constraints are equally real. Staff housing is a major challenge, operational space is limited, and the earlier practice of having guests stay on Quadra before and after trips became harder when accommodation options closed during the pandemic. Growth is not presented as an automatic goal. The more important question is what the business, the island, and the places visited can responsibly support.

Spirit of the West shows how a tourism business can earn its living while helping people care more deeply about the places that make the experience possible. Its Quadra roots are visible in the combination of local ownership, learning, collaboration, and a commitment to use business as what Breanne calls a vehicle for good.

Source: Interview with Breanne Quesnel, May 8, 2026.







6.5 Improve access, mobility, and visitor expectations within island realities

Desired 2035 condition: Residents, workers, businesses, suppliers, service providers, and visitors can make better-informed travel and operating decisions. Tourism-related planning uses evidence and partnerships to reduce avoidable access and service problems, supports reliable resident access to essential travel and services, and advocates effectively on matters outside local tourism authority.

Ferry dependence is the clearest island-wide access reality, but it is not the only one. Local roads and parking, walking and cycling connections, transportation between terminals and businesses, housing and workforce availability, washrooms and waste, water, docks and moorage, fire safety, and emergency response all shape what businesses and places can support.

This direction uses a practical principle: tourism development and promotion should not materially reduce residents' reliable access to essential travel, services, or shared places. This is a decision standard, not a legal guarantee of resident-only ferry, parking, or public-space access. The tourism plan does not control those systems. A willing lead can improve information, bring evidence and partners together, support a bounded pilot, or advocate to the responsible agencies.

Planning should pay attention to observable signs of strain, such as:

1. recurring multi-sailing ferry waits outside exceptional peak periods;
2. lineups or parking that create safety problems or block businesses, homes, or emergency access;
3. businesses unable to operate reliably because suitable staff or housing cannot be found;
4. repeated gaps in washrooms, waste collection, water, marine facilities, or other visitor-facing services;
5. high fire danger or emergency conditions requiring rapid and consistent visitor communication; or
6. residents, workers, suppliers, or service providers changing necessary travel or operating decisions because access has become unreliable.

These signs should begin a response, not automatically become fixed tourism caps. The first step is to confirm the condition and identify who has the authority and information to act. Responses may include updated travel guidance, coordination with an operator or agency, a business or service adjustment, a mobility pilot, a funding request, modified promotion, or formal advocacy. Hard thresholds should be adopted only where data are reliable, the responsible parties agree on their meaning, and there is a realistic response when a threshold is crossed.

Housing and workforce require the same realism. The tourism plan cannot deliver housing, change zoning, or solve island-wide affordability. It can help document tourism-related needs, connect employers and housing organizations where they wish to work together, support relevant economic and land-use discussions, and provide evidence for advocacy. Early work should establish a useful baseline rather than promise construction or regulatory change.

6.6 Build practical coordination, partnerships, monitoring, and learning

Desired 2035 condition: The plan remains useful because priorities have clear ownership, leadership and delivery roles are not confused, partners understand their commitments, active work is adequately resourced, and a small set of measures is used to make decisions. Progress is reported honestly, and actions are adjusted, expanded, paused, or retired as conditions and capacity change.

Section 8 recommends DICC as the coordinating home, with a defined role and resources agreed by its Council. Delivery belongs to the lead named for each action. MRDT responsibilities follow the program's approved governance and funding arrangements; other organizations retain their own mandates and decision-making authority.

Every action package in the first three-year plan should identify:

1. the result it is intended to produce;
2. a proposed lead or convener with a mandate that fits the work;
3. confirmed or potential partners and what each may contribute;
4. a first deliverable that can be advanced during the first 12 to 18 months;
5. staff, volunteer, funding, information, and approval requirements;
6. one or two measures that are proportionate to the action; and
7. a decision point for continuing, changing, expanding, or stopping the work.

Monitoring should be designed backward from decisions. Before collecting information, the sponsor, implementing lead, and data custodian should know who will review it, what question it will answer, and what responses are possible. A short business pulse, for example, can identify shared staffing, seasonality, visitor-pattern, or sustainable-practice needs. Aggregated findings can guide business support or advocacy without disclosing individual commercial information. Site-condition reports, resident feedback, service information, and publicly available ferry data may serve different decisions and should not be forced into one composite score.

Where an early warning sign appears, the practical sequence is to confirm the pattern, identify the responsible party, agree on a proportionate response, communicate what is changing, and review whether the response helped. This makes monitoring a management tool rather than an annual reporting exercise.

Implementation must also be honest about human capacity. Work that requires sustained coordination, technical analysis, or relationship-building should include paid staff time or funded partner capacity. Volunteers may choose to contribute knowledge or effort, but the plan should not depend on recurring unpaid work by the same small group of people.

Sections 8–10 describe the annual work schedule, public update, and three-year renewal. Action 2 covers essential continuity links, with optional support in Section 15. New governance structures should be considered only if the work demonstrates a continuing need, willing participation, a clear mandate, and stable resources.

6.7 How the directions work together

The six directions should be visible in every major decision, but they will not carry equal weight in every action. A business training session may be led mainly by local benefit and implementation. A visitor-information initiative may connect all six. A proposal involving a shared place or We Wai Kai Nation's interests will require more careful attention to rights, authority, relationship, and site condition.

This flexibility is intentional. It allows the plan to respond to different types of opportunities without losing its common foundation. The decision test in Section 5 provides the screen; these directions describe the results to pursue; and Sections 8 and 9 specify how to agree what should begin first.



Photo credit: Lucas Chickite

7. A Visitor Economy Rooted in Quadra

Quadra does not need to invent a visitor economy from the beginning. It already has businesses, experiences, skills, places, and relationships that draw and serve visitors. The strategic opportunity is to connect them more effectively, make existing offerings easier to find and use, strengthen the amount of value retained locally, and support new opportunities when businesses and places are ready.

This section is not a catalogue of every business or a promise that every type of tourism should expand. It describes how the different parts of the visitor economy can contribute to the North Star and what should guide future development.

7.1 A connected local value network

The visitor economy functions as a network. A guest may travel by ferry, stay in an accommodation, eat at a café, buy local food or art, book a guide, use a marina or transportation service, visit a shared place, and rely on several businesses that are not normally labelled as tourism. The strength of the local economy depends partly on how easily those connections are made.

Part of the visitor economy	Existing role on Quadra	Development lens
Accommodation and hospitality	Resorts, lodges, campgrounds, cabins, retreats, and other hosted stays provide a base for overnight visits and often act as information and referral points.	Improve current information, referrals, local purchasing, workforce readiness, and links to nearby food, arts, outdoor, and transportation options. New capacity should be considered with housing, land-use, water, waste, access, and business-readiness conditions.
Food, farms, seafood, and local production	Restaurants, cafés, farms, producers, farm stands, bakers, beverage makers, seafood businesses, and retailers serve residents and visitors.	Strengthen local sourcing, seasonal coordination, product visibility, business-to-business connections, and visitor understanding of what is available and when.
Arts, making, events, and learning	Artists, studios, galleries, workshops, performances, community events, and the artist-run Quadra Island Studio Tour express living island creativity and generate visits and local spending. The tour includes an annual Weekend Studio Tour and Year-Round Open Studios.	Improve scheduling, discoverability, multi-stop visits, accessibility information, and connections with accommodation and food. Cultural material connected to We Wai Kai Nation is included only through Nation-led or Nation-approved processes.

Part of the visitor economy	Existing role on Quadra	Development lens
Outdoor, marine, nature, and wellness experiences	Guides, operators, marinas, trails, parks, beaches, retreats, and the surrounding waters support active, restorative, and learning-based experiences.	Match promotion and use with operator capacity, safety, site condition, access, stewardship responsibility, and current information. Favour quality, prepared-ness, and local knowledge over an assumption that every place should receive more use.
Retail, transportation, and visitor-serving services	Shops, ferry connections, local trans-portation, fuel, maintenance, trades, communications, and other services help visitors and businesses function.	Make practical services easier to un-derstand, identify gaps that affect the whole visitor journey, and support solu-tions or advocacy with the appropriate providers and agencies.
Community, stew-ardship, cultural, and public organizations	We Wai Kai Nation, non-profits, service organizations, stewardship groups, land managers, and public agencies shape the places, services, knowledge, and conditions on which tourism relies.	Engage according to rights, mandate, interest, and capacity. Do not treat community or stewardship organi-zations as free delivery capacity for tourism initiatives.

The working inventory supplied to the project includes direct operators, indirect visitor-serv-ing businesses, regional partners, community organizations, rights holders, public agencies, and project contacts. It is therefore useful for implementation outreach, but it should not be published or cited as a definitive business count. A current public-facing directory will require confirmation of operating status, location, season, services, and each business›s consent to be listed.



Photo credit: John Arnold

QUADRA BUSINESS STORY

A Piece of the Island to Take Home

Bloom Botanicals

Bloom Botanicals began with a bath-time question. Karen Perras and her husband were watching their young son enjoy brightly coloured bath beads when her husband asked what the beads were. Karen realized she could not say what the product contained. With a background in herbal medicine and product formulation, she began looking for simple, natural products that would still make bath time fun. When she could not find what she wanted, she started making bath salts and bath bombs herself.

Karen first moved to Quadra in 1998 and lived in Granite Bay when there was no power there. After time away, including several years on Cortes, her family returned to Quadra in 2021. A period of personal and family change led her to rethink how she wanted to work. She needed a business she could operate from home, one that could support her family while remaining consistent with what she believed in. When a friend asked what she truly wanted to do, Karen's answer was immediate: Bloom Botanicals.



"I want to do this. This is what I want to do."

Karen Perras

The business draws directly from Karen's relationship with the West Coast. She highlights ingredients connected to the place, including plants grown on the homestead or gathered locally, such as wild roses, rosehips, and kelp. That direction has become increasingly important to her: each product is deeply rooted in the West Coast, reflecting the abundant botanicals, diverse culture and wild spirit of our home.

Visitors are part of the market, but they are not the whole market. Karen sells wholesale to shops, attends markets elsewhere on Vancouver Island, and takes part in the Quadra market from May through September and again during the November and December season. Despite Quadra's small population, she describes its market as consistently one of her strongest. Local support provides a base, while visitors often look for something that lets them take a small piece of the island home.

The conversations matter too. At markets, Karen asks people what brought them to Quadra and what they notice here. Again and again, she hears about slowing down, con-

necting with nature, and encountering a warm community. Those exchanges remind her that sharing place also comes with responsibility.





Karen already supports community causes and hopes to give more back over time, including to local environmental work. At the same time, she is candid about the tension surrounding ferry congestion, housing, rising prices, and summer busyness. Bloom's story is therefore not one of tourism replacing community life. It is an example of a small, flexible business that serves residents and visitors together, translates local knowledge into a distinctive product, and grows only as far as the owner's values and life allow.

Source: Interview with Karen Perras, May 15, 2026.

7.2 Make offerings easier to find and combine

The first development task is not necessarily to create more products. It is to reduce the friction that prevents existing businesses and experiences from working together.

Practical opportunities include:

1. a verified, opt-in business and visitor-service directory with current operating and accessibility information;
2. a shared seasonal calendar that helps businesses, event organizers, accommodations, and transportation providers anticipate activity and coordinate when useful;
3. simple referral tools that allow one business to direct visitors to other open and relevant local options;
4. business-to-business connections for food, products, transportation, maintenance, staffing information, and other local supplies or services;
5. visitor information that encourages multiple local stops, longer stays, and return visits without overpromising what is available; and
6. a confidential way to identify shared business needs and opportunities without publishing individual financial or operating data.

Early combinations should build from familiar Quadra patterns rather than impose a packaged-destination model. Examples include Studio Tour or maker visits linked with a meal and overnight stay; a guided marine or outdoor experience paired with a clear weather alternative; ferry-timed food pickup connected to accommodation; or a resident-serving event that also gives visitors a reason to stay longer. These are connection patterns to test with willing businesses, not products assigned by the plan.

These tools should be easy to maintain. A directory that is comprehensive at launch but quickly becomes outdated will not serve businesses or visitors. The approved information lead should begin with the material businesses are willing and able to keep current, establish a clear update cycle, and add complexity only when there is a demonstrated use for it.

The need identified here is for reliable, connected visitor and business information, stronger referrals and easier seasonal coordination. Tourism-related work should build on existing directories, calendars and relevant economic-diversification initiatives rather than duplicate them. Before proposing an additional tool or service, confirm which information or connection gap remains, who would use it and who can maintain it. Section 11.3 provides a framework for assessing further needs.

7.3 Business growth across the seasons

Seasonality cannot be improved through promotion alone. In lower-demand months, businesses may face reduced hours, staffing constraints, uncertain meal availability, weather risk, and fewer bookable experiences. The goal is not to make every business operate year-round. It is to create a small number of dependable shoulder- and lower-demand periods that participating businesses can serve well.

Resident use can help stabilize a seasonal test before visitor promotion expands. Where appropriate, early pilots should be useful to residents as well as visitors, scheduled around actual business capacity and community events, and designed so they do not depend on the

same small group of volunteers.

A five-step season-extension path

7. Map monthly capacity. Confirm which businesses are open, staffed, bookable, and interested before selecting a period or theme.
8. Choose one bounded period. Start with a weekend, event, retreat window, or recurring set of dates rather than a full-season promise.
9. Coordinate what already exists. Link accommodation, meals, arts, wellness, learning, retail, and weather-appropriate outdoor options through referrals or shared dates.
10. Test and measure. Record bookings, referrals, pre-orders, operating effort, business value, visitor questions, and any service or community issues.
11. Invest after proof. Repeat, expand, or add infrastructure only when the first test shows sufficient value and a workable operating model.

Minimum viable seasonal offer

Before a period is promoted, participating businesses should be able to provide a reliable minimum offer. The exact mix can vary, but visitors should be able to understand what is available and plan without unrealistic assumptions.

12. A verified base for the visit, including bookable accommodation for an overnight offer or a clearly defined day-trip format.
13. A confirmed meal pathway, such as participating dining hours, pre-ordered pickup, a stay-and-supper arrangement, an arrival pantry box, or clearly communicated self-catering options.
14. A small set of reliably available experiences, including indoor or rain-ready alternatives and clear safety or cancellation conditions.
15. Current ferry, transportation, business-hours, accessibility, and emergency-information links with a verification date.
16. A named lead for the promoted offer and a rapid route for correcting information or changing the offer when conditions shift.

If one of these elements cannot be secured, the offer should be narrowed, rescheduled, or described as self-directed rather than promoted as a complete seasonal experience. Reliability is more valuable than a broad promise that participating businesses cannot maintain.



Photo credit: Martina James

QUADRA BUSINESS STORY

A Retirement Plan That Arrived Early

SouthEnd Farm Winery

A particularly bad bottle of wine helped turn an idea from their university days into a challenge: could grapes be grown on Quadra, and could Jill Ogasawara and Ben McGuffie make something better? The vineyard was supposed to be a retirement project. Instead, an engineering job in Campbell River gave them the opportunity to return in 2003 to the land where Ben had grown up, and the retirement plan began much earlier than expected.

They cleared land, researched varieties, spoke with people on the island and in the Interior, planted the vineyard, and learned their way through the work. Their first vintage was made in 2008, and the winery opened in 2009. Family circumstances and access to the property and equipment made the project possible, but it still required years of physical work, experimentation, and persistence.

"I would like to see more business in the shoulder season."

Ben McGuffie

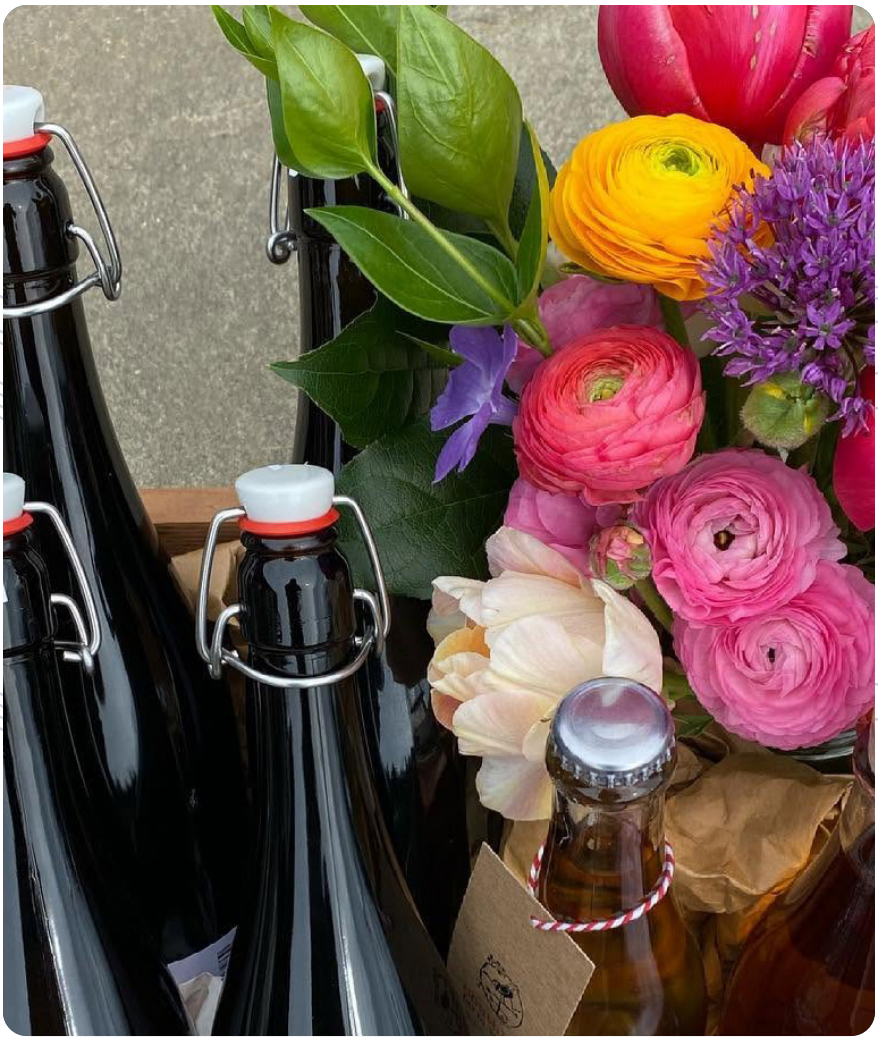
Harvest is the moment that best captures the business for them. Neighbours, friends, and family come to pick grapes, and everyone gathers for food when the work is done. The wine is not only something Jill and Ben produced. It is the result of a recurring community effort. Their open invitation to neighbours on Sundays, generally from spring through fall, has also made the farm a place to stay connected. Ben suspected that, for one older neighbour, it might be the week's main outing.

The visitor economy became part of the model out of necessity. Jill and Ben had initially imagined a winery for local people, but Quadra's population alone could not sustain it. Visitors now come for tastings, sit overlooking the vineyard, watch the goats and chickens, play games, attend intimate concerts, and return year after year. Some have become friends. The winery also sends people to local restaurants, shops, trails, and artists, helping one visit lead to another island business.

There is nothing effortless about the experience. Jill and Ben operate largely as a two-person team, and closing is sometimes the only way to complete farm and production work. Narrow margins make adding employees difficult. Partnerships can strengthen events, but a late change can leave them scrambling to replace a food offering, and any seasonal worker would need somewhere to live.

Their clearest hope is a less extreme season: more activity outside July and August, not simply more pressure at the peak. They point to more businesses being consistently





open, cross-promotion, rainy-day experiences, and weekend travel from nearby communities as possible pieces of the answer. SouthEnd Farm Winery's story supports a modest kind of season extension: businesses coordinating where they can, visitors spending locally, and a farm staying intentionally small enough to preserve the work, relationships, and way of life that created it.

Source: Interview with Jill Ogasawara and Ben McGuffie, May 27, 2026.

7.4 Current business development opportunities

The most immediate development opportunities build from businesses and capabilities already present on Quadra. They can improve revenue and resilience without waiting for a new island-wide organization or major infrastructure project.

17. Visibility and conversion. Keep opt-in listings, hours, booking requirements, payment information, accessibility details, and seasonal availability accurate so interest can turn into a visit or purchase.

18. Referrals and local purchasing. Build simple cross-referrals, supplier connections, and multi-stop suggestions that keep more visitor spending connected to island businesses.
19. Weather-ready products. Add workshops, tastings, demonstrations, talks, covered or indoor options, flexible booking terms, and clear rain or wind alternatives where they fit the business.
20. Small-scale wellness and learning. Extend an existing service through a retreat day, guided practice, seasonal class, or accommodation partnership before investing in a dedicated facility.
21. Operating resilience. Improve energy, water, waste, digital systems, emergency readiness, staff cross-training, succession planning, and supplier alternatives when these changes reduce risk or cost.
22. Selective expansion. Add dates, products, staffing, equipment, or space only where demand, approvals, workforce, financing, and owner capacity support the change.

A practical food and dining pilot

Off-peak food access is a visitor-service issue and a business opportunity, but a single solution will not suit every operator. A voluntary pilot should begin with participating food businesses, accommodations, producers, and retailers and test only the options they can support.

23. Publish a verified 'What's Open This Week' view with dates, service hours, reservation or pre-order needs, and a correction contact.
24. Test one or two voluntary anchor nights or a rotating later-hours schedule during a defined period, with each provider controlling its own participation and capacity.
25. Offer pre-ordered arrival meals, ferry-timed pickup, pantry or breakfast boxes, or accommodation pickup points where participating businesses can manage food safety, payment, storage, and fulfilment.
26. Create stay-and-supper referrals or limited packages only where one party accepts booking, payment, cancellation, and customer-service responsibilities.
27. Use occasional pop-up or guest-food events to test demand before adding permanent hours, equipment, or staff.
28. Consider a self-service chilled micro-market or similar unattended option only after demand, site permission, food-safety requirements, power, security, waste, stocking, payment, maintenance, and financial responsibility are resolved.

A participating business group, operator, or contracted pilot lead should hold the schedule and customer information. Success should be judged by reliability, participating-business value, pre-orders or covers, referrals, operating effort, food waste, and willingness to repeat, not by the number of businesses listed.

QUADRA BUSINESS STORY

From an Empty Space to a Year-Round Welcome

Coveside Seafood Eatery

The idea for Coveside Seafood Eatery began in the Quathiaski Cove ferry parking area. Chantal Costaz had spent decades working at a fishing resort on Steep Island, and her son's schooling had connected her with families on Quadra. While she was still working at Steep Island, she bought property on Quadra and began building a life on the island. During that period, while doing gardening work at the Harbour Authority, she looked at an unused building and imagined a fish-and-chips take-out there.

A friend had a freezer, a sink, and much of the equipment needed to get started. Together they rented the empty building, converted it into a commercial kitchen, and opened a simple take-out operation with picnic tables and umbrellas. After the first year, Chantal bought out her partner and continued as the sole owner.

For years, the restaurant operated from mid-March to mid-October and closed for winter. During the pandemic, community members encouraged Chantal to remain open because so many other places were closed. She added an enclosed area for protection from the weather, created rotating staycation menus inspired by other destinations, strengthened the business's social-media presence, and tested year-round service. Coveside now operates throughout the year and continues to introduce weekly Off the Charts features.

Local purchasing is central to the model. Coveside sources seafood and other ingredients from a mix of Quadra Island and nearby suppliers, including Outlandish Shellfish, Tantrum 1 Fishing, Triple M Fish, Highline Fishing, Crabby Bob's Seafood, DirtCo Farm, and Tru Value Foods. Because fresh local seafood can be expensive, Chantal buys whole fish where possible to help manage costs while continuing to feature locally and regionally sourced products.

Its ferry-side location allows Coveside to serve several kinds of customers at once. Some visitors walk onto the ferry specifically for a meal and then return to Campbell River. Others stay in vacation rentals or campgrounds. At the same time, Chantal deliberately cultivates resident business through initiatives such as a fish-and-chips loyalty offer and a weekly seniors' discount. This combination of local and visitor demand helps support year-round operation.

The challenges are familiar across Quadra. Finding staff is Coveside's largest struggle. Accommodation capacity constrains summer demand, and limited transportation makes it difficult for people without a vehicle to explore the island or reach work. Chantal sees shoulder-season activity increasing and believes shared transportation could benefit both residents and visitors.

Coveside provides a practical example for the plan's food-access and season-extension recommendations. Year-round service grew from a local need, a willing owner, weather adaptation, creative menus, and enough resident and visitor demand to test a different





operating pattern. The lesson is not that every restaurant should stay open all winter. It is that reliable off-season food can emerge when an idea is locally useful, carefully adapted, and supported by customers on both sides of the visitor-resident relationship.

Source: Interviewer's contemporaneous summary of the Coveside interview.

7.5 Apply a readiness lens to experience development

Different opportunities raise different practical questions. The decision test in Section 5 applies to all of them, while the following examples show where additional care may be needed.

Opportunity	Questions to resolve before promotion or expansion
Seasonal events and packages	Are participating businesses open and staffed? Have ferry, parking, washroom, waste, safety, and resident-information needs been considered? Is there a lead for coordination and updates?
Outdoor and marine experiences	Who manages or holds rights in the place? Are access, conditions, safety, guide capacity, maintenance, and visitor expectations clear? Is additional use appropriate at that time and location?

Opportunity	Questions to resolve before promotion or expansion
Arts, food, farm, and maker experiences	Are hours, bookings, group sizes, accessibility, product availability, transportation, and local supplier relationships clear? Does the experience strengthen the enterprise rather than add unpaid hosting demands?
Hosted, farm-based, or other new stays	Are land-use, licensing, water, waste, access, housing, insurance, neighbour, workforce, and operator-readiness questions understood? Which matters require another authority?
Cultural and place-based learning	Who holds the knowledge and authority to share it? Has representation, compensation, group size, location, and use of cultural material been approved by the relevant party? If it involves We Wai Kai Nation, is the initiative Nation-led or explicitly agreed to by the Nation?
Mobility-linked experiences or pilots	Is there an operator, route, demand case, funding source, accessible service model, and plan for seasonal variation? How will the pilot connect ferry arrival, businesses, accommodations, and key destinations without promising a permanent service too early?

This readiness lens is intended to help good ideas succeed. An opportunity that is not ready now may belong in the longer-term roadmap with the missing conditions clearly identified. Readiness can change as a business grows, a relationship develops, infrastructure improves, funding becomes available, or a responsible lead steps forward.

7.6 Practical steps businesses can take now

Businesses can contribute to the Tourism Stewardship Plan through practical improvements that fit their operations, resources and season. Start with one opportunity or recurring problem rather than trying to do everything at once.

Stewardship includes reducing avoidable impacts and strengthening tourism's local contribution. A regenerative contribution goes further by demonstrating an improvement in a local economic, community or ecological condition over time. The aim is useful action and learning, not an additional label or reporting obligation.

Practical starting point	What a business can do now	A simple way to assess progress
Strengthen local economic connections.	Purchase from suitable Quadra suppliers, refer customers to other open businesses, or establish a new local supplier relationship.	Record the number or value of local purchases, new supplier relationships or referrals. Distinguish referrals from confirmed sales.

Test a worthwhile quieter-season opportunity.	Try one defined offer, collaboration or additional opening period that the business can realistically support.	Review bookings, sales, customer visits or participation alongside preparation time, costs and willingness to repeat.
Improve visitor information and care.	Check business details, travel guidance, accessibility information and messages about responsible use of shared places. Use information confirmed by the relevant source or authority.	Check before the main season and any promoted off-peak period. Record corrections or recurring questions, or ask customers whether the information helped.
Contribute to an agreed improvement in a shared place.	Ask the responsible manager or stewardship organization whether a specific contribution of funds, materials or agreed assistance would be useful.	Record the contribution and completed task. Use the responsible organization's assessment before claiming a wider environmental improvement.
Reduce resource use and address climate impacts.	Review energy and fuel use, water losses, food waste or unnecessary materials, and choose a suitable operational improvement.	Use existing bills, meter readings, purchase records or waste tallies. Compare similar operating periods and note changes in opening days or customer activity.
Improve climate and business resilience.	Identify one vulnerability involving wildfire, severe weather, power, water, communications, staffing or critical supplies, and take one practical preparedness step.	Complete a short risk check, put a contingency arrangement in place, test a procedure or address one identified vulnerability. Review it annually or after an interruption.

Choose one action, note the starting position, decide what to measure and set a review date. Keep the information useful to your own business. Sharing business data with DICC is voluntary and should follow agreed confidentiality arrangements.

Businesses can also share a need, opportunity or lesson with DICC staff so that individual experience can inform wider action. The five local stories illustrate different approaches, not a single model that every operator should follow. Section 13 provides further business examples, and Section 15 offers additional continuity guidance.

8. Leadership, Decisions, and Follow-through

DICC and partners have already invested effort in work related to the plan. A shared action record should connect that work, credit completed results, and show the next decisions. Each delivery lead records the relevant outputs, dates, and continuing responsibilities so progress remains visible as people and projects change.

DICC is recommended as the coordinating home. Its Board confirms the scope and resources through its own work-planning process. The coordinating role is to maintain the action record, bring forward decisions, connect delivery leads, and prepare a brief annual update. Each participating organization remains responsible for the commitments it accepts.

8.1 Who approves, who tracks, and who delivers

Function Recommended role and authority

Confirm DICC's priorities and commitments DICC Board confirms whether it will act as coordinating home, approves DICC's annual work priorities and resources, and appoints a plan contact. It cannot approve commitments for other organizations.

Keep the plan moving A named DICC staff member, contractor, or expressly delegated contact maintains the action record, requests brief updates, flags overdue decisions, and prepares the annual summary. Identify a backup and an agreed time allowance. This is a function, not a requirement to hire a new coordinator.

Deliver a particular action Each action has one named delivery lead who accepts its next deliverable, dates, approved resources, necessary permissions, and maintenance. Partners confirm only their own contributions.

Approve MRDT-funded work and reporting DICC's MRDT strategic business plan identifies it as the designated recipient. MRDT decisions follow the approved program documents and authorized local roles, including any Oversight Committee role established under those arrangements. Agreement to a stewardship action does not itself authorize MRDT spending.

Direct Nation-related work We Wai Kai Nation determines its interests, participation, representatives, knowledge use, and approval process. DICC or a community vote cannot authorize the Nation's participation or representation.

Decide on public land, services, and emergencies Responsible rights holders, landholders, governments, agencies, and operators retain their mandates. Tourism partners can provide information, evidence, business support, and agreed contributions.

The agreed schedule should match available coordination and delivery capacity. Where a role or resource is missing, identify who will resolve the gap and when; keep the task as proposed until the necessary commitments are in place. Existing work continues under its own approvals.

8.2 A simple leadership tool: the action and decision record

Use one shared action and decision record. For each selected action, record its number, work already completed, current status, delivery lead, next deliverable, due date, approved cash and staff time, key partner or permission, one measure, and next decision. Keep commercially sensitive supporting details in a restricted record.

Use five plain statuses: completed; underway; agreed next; proposed; on hold. Completed work stays visible, with the date and evidence of completion. Recurring work, such as updating a directory, needs both a completed launch milestone and an ongoing maintenance entry. Do not label a proposal as underway merely because it appears in this plan.

At a short quarterly check-in, each lead supplies three items: what changed, what happens next, and what decision or help is needed. The plan contact records the decision, the person responsible, and the next date. A short written update can replace a meeting. Appendix B contains a reusable action brief and decision agenda.

8.3 How the annual work schedule is agreed

- First, reconcile the plan against DICC's and partners' existing projects. Credit completed work, combine overlapping tasks, and identify maintenance already being funded.
- Next, select realistic deliverables using Sections 5, 9, and 10. Give early attention to visitor information and business connections, supported by basic follow-through. Include other useful work that has a ready lead and sufficient resources.
- Each proposed delivery lead confirms the task, capacity, dates, and contribution. The DICC Board approves DICC's commitments; other participating organizations approve theirs. Required Nation, land, service, funding, or regulatory approvals remain separate.
- The plan contact then publishes the agreed work schedule and next review date. It should distinguish confirmed funds from applications and proposals. If a lead or resource is missing, describe the gap and next decision instead of assigning the task by implication.

Confirm the result, lead, next deliverable, budget and time, necessary approvals, one useful measure, maintenance, and review date. For a small information correction, one line in the action record is enough. A transport pilot or physical asset needs a fuller operating and risk assessment. Appendix B provides a short action brief.

8.4 Annual learning, community review, and renewal

Once a year, prepare a brief update: work completed; work maintained; business and community results; pressures or setbacks; spending against approved work; and the next year's priorities. Reuse action records and any authorized MRDT reporting rather than asking businesses for the same information twice. Credit the organizations and people who agreed to be named.

Provide a simple way for operators, residents, and partners to suggest improvements or report an issue. Accept short written, telephone, and in-person input as well as online responses. At the annual review, explain how this feedback affected priorities and identify significant proposals that need a separate discussion with affected people.

Material new commitments, facilities, fees, services, or changes affecting a place require engagement with those affected before approval. Nation-related engagement follows the Nation's process. Record disagreements and why a decision was made. Disclose conflicts of interest and apply each approving organization's decision and procurement rules.

Review the action plan after the first three years: retain what works, stop or redesign what does not, assess conditions and available resources, and consult on significant changes. Maintain the dated plan, decisions, and source records in a location that a successor can use. Handover arrangements and access to restricted information should be agreed before a lead's term ends.



Photo credit: Lunabella Loiseau-Tremblay

9. The First Three Years: Practical Action for Quadra

The first three years of implementation focus on useful local results and dependable follow-through. Year 1 starts with the agreed work schedule described in Section 8. The seven actions provide a choice of tasks for that schedule; select a manageable set, build on existing work, and expand only when results and resources justify it.

Connect accurate visitor information, current business details, referrals, and seasonal coordination from the outset. Maintain a short action record alongside them. Work on shared places, mobility, business support, and workforce needs can proceed as its delivery arrangements and resources become ready.

9.1 Action summary and connection to the six directions

Action	First useful result	Direction and measure
1. Current visitor and resident information	A dated set of essential information and a clear correction contact	Welcoming visitors and access; KPI K1
2. Follow-up, evidence, and business continuity links	An accurate record of completed and active work, with named leads and review dates	Coordination and learning; KPI K2
3. Business connections and a seasonal test	Useful referrals and one reliable off-peak offer where businesses want it	Local benefit and business viability; KPI K3
4. Practical business support	One short support activity that businesses apply	Local benefit and stewardship; KPI K4
5. Care for a specific shared place	One agreed care task and a repeatable condition check	Places and ecosystems; KPI K5
6. Access and mobility	Better travel information and, if feasible, one defined connection tested	Access and mobility; KPI K6
7. Housing and workforce evidence	A short, confidential evidence brief used by a responsible partner	Business viability and coordination; KPI K7

Reconciliation applies across relevant actions. The process check K8 in Section 10 records adherence to the arrangements agreed with We Wai Kai Nation. Resident well-being, accessibility, ecological care, safety, and rights also form part of the decision test in Section 5.

Section 8 sets out approval and tracking responsibilities. Before a task begins, its delivery lead confirms the work, dates, partners, and resources through that process. Budgets should include paid time, accessibility, administration, evaluation, and maintenance. Appendix B

supports this preparation. MRDT-funded work must meet the program's approved purposes and local spending arrangements.

9.2 Action 1: Keep visitor and resident information current

Result: People can find businesses that are actually open, plan around ferry and local travel realities, and understand how to care for Quadra without being overwhelmed by messages.

Build on existing work: Check the current DICC and local visitor information, business listings, maps, and booking messages before commissioning anything new. Record what is already useful and who maintains it.

Next 12 months:

Agree a short core information set: current business hours and booking routes; ferry and local travel links; practical accessibility details; food and seasonal availability; respectful use of shared places and private property; water and waste expectations; fire and safety links; and a correction contact.

Identify a content owner and verification date for each item. Use official sources for live transport, health, closure, and emergency information. We Wai Kai Nation approves any Nation-related content.

Give businesses a simple link and a printable version or short booking-message text they can reuse. Keep essential information available without a smartphone or social-media account.

Check before the main season and before a promoted off-peak period. Correct an urgent safety error immediately through the responsible source; batch routine updates to reduce workload.

Proposed lead and partners: DICC's agreed visitor-information function or its contracted provider holds the shared content. Businesses maintain their own details. Site managers, service providers, and the Nation supply or approve their information by agreement.

Resources and timing: Begin with existing channels and a defined allowance for checking and updating. New design, printing, or web work needs a separate quote. Publish the first agreed core set within three months of confirming the lead, then maintain it seasonally.

Track and decide: K1 measures the share of due information checks completed and resolved. Log recurring information problems as C4. If food, accessibility, transport, or opening information cannot be verified, correct or narrow the offer before promoting it. Years two and three should improve accuracy and use, not automatically expand the number of channels.

9.3 Action 2: Show progress and keep useful records

Result: DICC and partners can see what has already been done, what is underway, who is responsible, and which decision comes next. Businesses are not asked to operate a technical monitoring system.

Next three months:

Reconcile current projects with the seven actions. Ask delivery leads to record completed outputs, dates, ongoing work, and gaps, using their project records as evidence.

Confirm the plan contact and backup under Section 8. Use one action and decision record, with restricted supporting information only where needed.

Select the relevant measures from Section 10. Start with the action record and information checks; add a business panel or other collection only when people agree to contribute and someone can maintain it.

Agree a brief quarterly check-in and an annual summary. Reuse existing office tools and reporting processes so follow-through fits the available staff and volunteer time.

Business continuity links: Keep links to current SRD emergency information and the Quadra Island Evacuation Guide in the shared visitor information. Name the person who can update DICC's channels and a backup. During a disruption, share verified official notices and actual business availability, directing people to the responsible services. Emergency response remains with the authorities and existing local emergency-preparedness arrangements. Section 15 provides further business-continuity guidance.

Proposed lead and partners: The plan contact maintains the record under DICC's confirmed arrangement. Action leads provide brief updates. The authorized MRDT reporting function handles program reporting. Businesses contribute voluntary data; the Nation controls its own information and participation.

Resources and timing: Budget the actual staff or contract hours for coordination and handling confidential data. Reuse current office tools. Review workload after the first quarterly cycle and reduce collection if it exceeds available time.

Track and decide: K2 measures due milestones completed, with overdue items and their next decisions visible. At each review, continue, adjust, transfer, hold, or close work. Publish one concise annual account of results and next priorities. This action supports every other action, including Action 7, without becoming a new bureaucracy.

9.4 Action 3: Connect businesses and test a workable season

Result: More spending and business benefit stay on Quadra through referrals, local purchasing, longer stays where useful, and reliable activity outside the busiest periods. More peak-season ferry traffic is not the objective.

Next 12 to 18 months:

Verify opt-in business information and a small shared calendar. Use existing networks where applicable; do not build a competing directory or transaction system.

Make it easy for an accommodation, artist, food provider, retailer, or guide to refer a customer to another open business. Use a short current list, printed map, shared link, or business exchange.

Ask willing businesses to select one defined shoulder- or lower-demand period. Confirm available accommodation if needed, meals, experiences, travel information, and a correction contact before promoting it.

Test one manageable food arrangement, such as verified dining hours, pre-ordered arrival meals, or a voluntary anchor night, alongside a rain-ready experience. Each business controls its own hours and participation.

Agree booking, payment, food-handling, cancellation, and customer-service responsibilities with the people delivering the offer. A directory or referral does not require a shared booking platform.

Proposed lead and partners: A willing business group or named pilot lead delivers the seasonal test. DICC can convene and help with information within its approved role. Coordination with related economic-development initiatives should take place through DICC staff, within their approved responsibilities and available capacity.

Resources and timing: Start with one set of dates and modest coordination. Account for business preparation and follow-up time as well as cash. Do not assume that businesses can add staff, hours, or accommodation for workers. The stories in Sections 6, 7, and 11 illustrate both the opportunities and these constraints.

Track and decide: K3 records the businesses reporting a concrete benefit from the test, with actual bookings, referrals, orders, or sales where they choose to share them. Check operating effort, reliability, local resident use, and any travel or service problems alongside the benefit. Repeat only what participating businesses want and can sustain. Years two and three may strengthen an effective offer rather than multiply events.

9.5 Action 4: Offer business support people can use

Result: An operator can make one useful change that improves business performance, visitor service, or care for place without needing tourism-specialist knowledge.

Next 12 months: Ask a few operators which immediate problem is worth solving. Offer one short clinic, peer exchange, template, or small amount of coaching on that need. Suitable starting points include current online information, referrals, local sourcing, pricing and margins, off-peak planning, accurate accessibility information, waste or energy costs, staffing, or business continuity. Refer to existing qualified services where practical. Do not assume demand for a broad sustainability training program.

Proposed lead and partners: A qualified provider delivers the selected support. DICC or a business group identifies demand and convenes within its approved scope. Participating businesses choose whether to attend or apply a practice. Use Part Two, Section 13 only as an optional menu, not a certification requirement.

Resources and timing: Agree a bounded fee or partner contribution and a realistic follow-up date, normally six to eight weeks after delivery. Avoid peak-season scheduling and offer a short take-away for those who cannot attend. Repeat in years two and three only if people use the support.

Track and decide: K4 records how many responding participants applied at least one useful change. A changed listing, reduced waste, new supplier, workable cancellation message, or improved access description is more informative than attendance alone. If application is low, ask why and change the format, subject, or timing before buying another session.

9.6 Action 5: Care for one agreed place or recurring issue

Result: A specific place receives useful care, supported by the parties with the authority, knowledge, and resources to act. This is not a new island-wide volunteer obligation.

Next 12 to 18 months:

Ask existing site managers and stewardship organizations which tourism-related issue could be addressed through a small, agreed contribution. Begin with current work and documented need.

Confirm the rights holder, landholder, site manager, and other required permissions. The Nation determines whether and how its rights, lands, waters, knowledge, or Guardians are involved.

Choose one bounded task, such as correcting access information, improving an agreed waste message, supporting a maintenance task, or helping fund site care. Identify recurring costs before creating expectations.

Agree one simple condition check with the site manager. For example, count litter items within the same marked area at the same interval before cleanup. The responsible party may choose a different measure that better reflects the actual issue.

Proposed lead and partners: The responsible landholder, manager, rights holder, or its authorized partner directs the work. DICC or businesses may help with communication, evidence, or a defined funding contribution. Do not treat stewardship groups as spare unpaid delivery capacity.

Resources and timing: Match the contribution to the task and staff time. A larger restoration or infrastructure project requires a separate approved scope. Repeat the condition check during the agreed season and review after the first pilot period as well as providing a practical climate action, supported care for place, and climate-related business resilience. Please read section 7.6 for more information.

Track and decide: K5 records agreed care tasks completed. C5 records the selected site condition separately. Completed work is not proof of ecological improvement. If condition worsens, verify causes and ask the responsible manager what to change, including visitor information or promotion where appropriate. Expand in years two and three only by agreement and with maintenance funded.

9.7 Action 6: Improve access and mobility in practical steps

Result: Residents, workers, and visitors have better information and, where feasible, a usable connection that reduces dependence on bringing a private vehicle. Ferry service decisions remain with the responsible operator and authorities.

Next 12 months: Keep ferry and local travel information accurate through Action 1. Record specific recurring problems: the connection needed, location, time, users affected, and consequence. Use published monthly ferry passenger and vehicle counts as context, not as visitor totals or a direct measure of local accessibility. Align relevant proposals with the Area C Active Transportation Network Plan and current road or service planning.

If an operator and resources are available, define one small test, such as an event connection or limited shuttle linking a ferry arrival with a participating destination. Ask intended users, including people with accessibility needs, what trip is missing. Confirm route, timing, fares or subsidy, vehicle and driver, accessibility, luggage needs, missed-connection arrangements, insurance, permissions, and a clear end date before advertising service.

Proposed lead and partners: A qualified transport operator delivers any service. DICC can coordinate information, document need, convene businesses, or support advocacy within its approved role. BC Ferries, SRD, road authorities, and other service providers retain their responsibilities. No permanent service is promised by this plan.

Resources and timing: Information and issue recording can begin through existing channels. A service pilot needs its own cost and operating case. A survey on a ferry is an optional research method, not a no-cost assumption; obtain BC Ferries' permission and provide time for sampling and analysis before undertaking it.

Track and decide: K6 measures the share of in-scope trip requests completed by the pilot without the traveller bringing a private vehicle. Log unmet requests and reasons, operating cost, and users' access needs. If no pilot is funded, report this KPI as not yet applicable; maintain the issue evidence and ferry context instead. Do not claim that changing ferry passenger-to-vehicle ratios demonstrates better island mobility. Review a pilot before continuation in years two and three.

9.8 Action 7: Make housing and workforce needs usable evidence

Result: Businesses and the organizations responsible for housing, workforce, and transport can act on a short, credible account of the operating problems that tourism businesses experience. The action is evidence and advocacy, not a commitment by DICC to build or manage housing.

Next 12 to 18 months:

Start with the questions needed for a decision: whether staffing or worker housing caused reduced opening days, unfilled positions, or an inability to deliver an agreed offer; when this happened; and what help would be useful.

Add a small number of confidential questions to an existing business contact or seasonal pulse. Do not collect worker names, addresses, personal circumstances, or a public list of employer vacancies unless separately justified and agreed.

Compare the findings with current SRD housing work, the Area C sustainability plan, and the Economic Diversification Plan. Distinguish tourism-related pressures from wider housing needs and avoid attributing all housing problems to tourism.

Identify a named recipient with a relevant mandate and prepare a brief explaining the issue, limits of the evidence, and a specific request for follow-up. Record the response and next date.

Proposed lead and partners: DICC's agreed business-evidence function or a qualified research/workforce partner prepares the brief. Employers contribute voluntarily. SRD, housing organizations, workforce providers, and other responsible partners decide whether and how to respond. More technical analysis needs appropriate expertise and resources.

Connections: Action 2 tracks the evidence brief and follow-up. Action 3 uses staffing information before promoting a seasonal offer, while Action 6 considers transport barriers affecting workers. Section 11.8 addresses larger housing or employee-support opportunities. Section 15 helps individual businesses prepare for sudden interruptions to staffing or accommodation; ongoing housing and workforce issues remain with Action 7 and the responsible partners.

Track and decide: K7 records whether the agreed evidence brief reaches its intended recipient and informs a documented next step. C6 tracks the share of responding employers reporting lost operating days or unfilled positions linked to staffing or worker housing. Do not judge this action by homes built. Refresh only the questions that proved useful; pursue a larger initiative only with an appropriately mandated lead.

9.9 A manageable sequence

First three months of Year 1: record existing work; confirm leads and the plan contact; agree next deliverables, measures, and review dates; and repair priority information gaps.

Months 3 to 12: maintain useful information and business connections; test a seasonal offer if businesses are ready; undertake other agreed partner-led tasks; establish the first comparable data period; document decisions quarterly.

Years 2 and 3: retain work that produces value, improve weak results, pursue well-supported partnership or funding requests, and review the plan at the end of Year 3. The agreed schedule determines what proceeds within confirmed capacity.



Photo credit: Kristian Gillies

10. What Quadra Should Track

Measurement helps people decide what to maintain, improve, fund, or stop. The indicators below are recommended tools for implementing the community's direction. Choose those relevant to active work and agree targets through the work-planning process. A simple tracking sheet and short source notes are sufficient.

10.1 Start small and distinguish results from conditions

A **key performance indicator (KPI)** shows whether an agreed action delivered something useful. A **condition indicator** shows what is happening in the business, community, service, or place around it. Tourism actions may influence a condition, but they do not control it. Use both where the data are feasible, without combining them into one score.

Start with K1 for shared information and K2 for follow-through. Add the single KPI for each other action that actually starts; apply K8 whenever Nation-related work is involved. Use existing ferry data for context. Seek a small voluntary business panel before promising occupancy, length-of-stay, or revenue reporting. Do not launch all the condition measures at once. The plan contact records which measures are active, who supplies them, and when the first result is due.

10.2 One concrete KPI for each action

For each ratio below, report the underlying counts and the percentage, calculated as numerator ÷ denominator × 100. K7 is a documented milestone and K8 is a process check. Record unavailable or not applicable where a measure cannot yet be calculated.

Action and KPI	What to track and where it comes from	When to review and what to do
K1. Current information	Core information items checked by the due date and either verified current or clearly marked unavailable / all items due for checking. Use Action 1's checklist and record the totals. Recommended standard: all due checks completed, with offers corrected when essential information is unavailable.	Before the main season and any promoted off-peak period. Content owner corrects missing or stale essentials before further promotion.
K2. Delivery of agreed work	Number of milestones completed by their agreed due date / all milestones due in the period. Use the action record. Show overdue items, original due dates, and revised dates separately so rescheduling does not erase delay.	Quarterly. The plan contact brings unresolved decisions to the responsible lead or approving body. Every active task should have a named lead and review date.

Action and KPI	What to track and where it comes from	When to review and what to do
K3. Business benefit from a seasonal or referral test	Responding participating businesses reporting a booking, order, sale, or referral linked to the test / all participating businesses responding. Ask for an example or tally and show non-response. This is a self-reported result, rather than proof of causation.	Within two weeks of the test. Pilot lead reviews benefit together with effort, reliability, and pressure before repeating. A referral is not a completed sale; report the type of benefit.
K4. Business support applied	Number of responding participants who applied at least one agreed practice / all participants responding to follow-up. Use a two-minute follow-up and one example of the change.	Six to eight weeks after support. Provider changes the topic or delivery if participation or application is weak. Report respondents and total attendees.
K5. Agreed place-care work completed	Number of care tasks completed / tasks due under the site manager's agreed pilot. Use the manager's task record, not a new tourism inspection system.	At the agreed seasonal review. Responsible manager checks the condition measure C5 before deciding whether to repeat or change the work.
K6. A usable mobility connection	In-scope trip requests completed without the traveller bringing a private vehicle / all in-scope requests, including those the pilot could not serve. Define the service area and times beforehand. Keep unmet accessibility requests in the count; record cancellations and reasons separately.	At the end of a short pilot, or monthly for a longer one. Operator and sponsor review access, cost, timing, and unmet needs. This is a pilot result, not an island-wide mode-share estimate.
K7. Workforce evidence used	One agreed evidence brief delivered to a named responsible recipient, with a documented response or next decision. Record delivery date, recipient, requested action, response, and follow-up date.	Within three months of the agreed collection period. Evidence lead follows up, improves the request, or closes it with reasons. Do not substitute the number of homes built.

K8. Nation-related approval check, across relevant actions: Before any Nation-related content is published or work proceeds, record that the process and required permissions agreed with We Wai Kai Nation have been met. The proposed standard is no unapproved publication or action. If there is no relevant agreed work, record not applicable, not zero performance. This measures the project team's adherence to an agreed process; it does not score the Nation, reconciliation, culture, or willingness to participate. Any additional relationship indicator is for the Nation to define or agree.

Do not invent percentage-improvement targets before a baseline exists. Agree realistic outcome targets after the first comparable cycle, with the lead and data contributors. Required permissions and accurate public information are safeguards, not matters to defer while waiting for a baseline. If a denominator is zero or unknown, report not applicable or unavailable rather than a misleading percentage.

10.3 Useful condition indicators, with realistic sources

Indicator	Exact example and feasible source	Timing, limitation, and use
C1. Off-peak accommodation performance	For an agreed, unchanged panel: occupancy = paid accommodation-unit nights sold / unit nights actually offered for sale. Average stay = total nights in completed bookings / completed bookings, using one agreed accommodation unit consistently. Add paid room/unit revenue per available unit-night only if participants will share it securely.	Monthly data if available; review a chosen shoulder period against the same period next year. Report panel size and units offered. Closures, price changes, and changing business mix affect results. These describe participating accommodation, not all local business benefit.
C2. Ferry traffic context	Published monthly passenger and vehicle counts for Route 23, Campbell River–Quathiaski Cove, and Route 24, Heriot Bay–Whaletown, separately. Use the same reporting period and definition each year.	Monthly collection or one annual extraction. Compare peak and off-peak patterns; pair with specific access problems. Counts include residents, workers, freight-related travel, visitors, and onward travel; they are not unique visitor totals or a measure of accessibility.
C3. MRDT receipts and delivery context	Actual receipts by reporting period and approved spending against the relevant tactical activities, supplied by the authorized MRDT reporting function. Use program-defined periods and note timing adjustments.	Begin when collection starts in 2027; use the first full reporting year as the receipts baseline. Compare equivalent periods and note rate, price, coverage, and remittance changes. Receipts inform program budgets, not estimates of total visitor spending, profit, or community benefit.
C4. Recurring information or service problems	Count distinct, verified episodes in a short issue log: date, place, type, effect, responsible contact, and response. Separate inaccurate information from a real service gap.	Seasonal review, with urgent safety issues referred immediately. Repeated reports of one incident count once. A rise can reflect better reporting, so verify the pattern before changing promotion or advocating a service response.
C5. Condition at one agreed site	Example: litter items counted before cleanup in the same defined area using the same route and method. Site manager defines the location, interval, and any safety limits; use an existing measure instead if available.	At a consistent seasonal interval, such as monthly. Record weather, events, time since cleanup, and other causes. A worsening pattern prompts a manager-led response; it is not proof that visitors caused it or a general ecological score.
C6. Staffing and housing constraint	Number of responding employers reporting that staffing or worker-housing constraints caused lost operating days or unfilled positions during a defined period / all employers answering that question. Separate the two constraints and record the type of effect.	A short post-season business pulse, reused for Action 7. Report the response base and avoid identifiable small-sector results. Use for an evidence brief, service coordination, or targeted support.

Indicator	Exact example and feasible source	Timing, limitation, and use
C7. Resident experience, if collection is feasible	Repeat an item such as: "Overall, tourism made a positive contribution to my household's quality of life over the past season." Use a consistent agreement scale, a not-sure option, and an optional reason; report the full distribution.	Prefer an existing local survey or a brief agreed process, with online and non-digital routes. Repeat wording and timing. Self-selected replies are not representative of all residents; investigate concerns, do not use a majority score to override rights or a serious local issue.

A manageable first year combines action and information records, published ferry data, MRDT records as collection begins, and a small voluntary business-data test. Other measures become active when there is a willing source, a person responsible for collection, and a clear decision to inform.

10.4 How to get useful business data without overloading operators

Invite a small, stable group to test the process, with five or more businesses as a practical recruitment aim rather than a statistical rule. Five responses do not guarantee representativeness or confidentiality. Start with a direct conversation about what contributors can readily provide, why it matters, who can see it, and what they receive back. A short standard email or phone check may work better than a new survey platform.

Separate a simple business pulse from a confidential accommodation panel. An operator who cannot provide unit-night or revenue data can still report a useful business result or constraint. If only one business responds, thank it, use its information only within the agreed confidentiality terms, and report that a publishable aggregate is not yet available. Do not present that response as Quadra's performance.

Report the number invited, number responding, number included in each comparison, dates, and major coverage gaps. Compare the same businesses and equivalent seasons when possible. Do not publish an aggregate that would reveal an individual operator through a small group, a dominant contributor, or subtraction. An authorized custodian should check this before release; combine periods or categories, suppress the result, or retain it privately when necessary.

Example calculation, using fictional figures: Five participating accommodation businesses report 960 paid unit-nights sold and 1,600 unit-nights offered in one month. Panel occupancy is 960 ÷ 1,600 × 100 = **60%**. Separately, 900 nights in 300 completed single-unit bookings gives an average stay of **three nights**. These are panel results, not island-wide estimates. Calculate occupancy from combined compatible totals rather than averaging business percentages.

10.5 A simple review rhythm tied to decisions

Set-up: Agree each active measure, source, custodian, first baseline period, review date, and intended decision. Use the first reliable comparable cycle as the baseline; label it clearly. Do not assume old data exist or are comparable.

Quarterly: Review action delivery and urgent unresolved issues. Ask whether current work

still fits business capacity, resident needs, site conditions, and available resources. Record one next decision and owner where action is needed.

After the season or pilot: Review business value, operating effort, and any mobility, service, or place pressure together. For example, improved off-peak accommodation performance alongside stable peak ferry traffic is encouraging context, but does not prove that the plan caused either change. Use direct business evidence before claiming a benefit.

Annually: Prepare the update in Section 8 and agree the next work schedule. Reuse verified information for MRDT reporting where appropriate. Destination BC requires annual performance and financial reports by May 31 and the next calendar year's tactical plan and budget by November 30. Recipients collecting 3% also conduct an annual stakeholder survey; affordable-housing plans and reports apply where relevant. Follow the current program forms and local approval arrangements. The indicators in this plan supplement those requirements. (Destination BC, MRDT forms and reporting guidance; Appendix D.)

Section 14 provides optional methods for the person coordinating data. Individual operators do not need to read that section to participate.



Photo credit: Micheal Hollier

11. Quadra Opportunities to Advance When Ready

The following opportunities connect community themes and business experiences with practical options for future development. They are possibilities to assess with interested operators and affected partners. Each needs a credible lead, operating case, resources, and the relevant approvals before it becomes an active project. Support for an underlying need should not be read as endorsement of a particular project, facility, technology or delivery model.

11.1 From idea to a small test

Start with the need and the people who would use the offer. Then confirm a willing lead, required permissions, operating resources, maintenance, accessibility, and a small test that can be stopped safely. Use Sections 5 and 8 before approval. Keep only the opportunities that have local interest and a credible next step in the active work schedule; there is no fixed quota of projects.

11.2 A Nation-led pathway

We Wai Kai Nation may identify business, visitor, cultural, learning, or stewardship opportunities it wishes to lead or discuss. These are not defined by the general community process. Any invited partnership follows the Nation's priorities, pace, representation, knowledge-use conditions, benefits, resources, and decisions. The absence of a specific project here does not imply an absence of Nation priorities.

11.3 Address remaining business-information and connection gaps

Actions 1 and 3 provide the starting point for improving current information, referrals and seasonal coordination. As this work develops, participating businesses may identify needs that existing services do not adequately meet. These needs should be documented before proposing an additional service or tool.

Any response should be coordinated with relevant Economic Diversification Plan initiatives and assessed against the same practical questions: who needs it, what existing provision can be improved, who will lead it, how users will access it, and how updating and ongoing operations will be resourced. Begin with the simplest workable response. A new platform or service is not a prerequisite for implementing this tourism plan; including one in a separate proposal would require its own justification and approval.

11.4 A visitor guide, starting with reliable information

A current, easy-to-use visitor guide could draw on the verified information in Action 1. Test a simple mobile-friendly page, printed reference, or staffed information route first. A later interactive tool or kiosk is optional and requires a separate business case, accessible design, site permission, reliable updates, maintenance funding, and an exit plan. Part Two, Section

16 explains the additional safeguards if automated answers are considered. A technology project is not a first-year requirement.

11.5 *Small experiences that fit the quieter seasons*

Build from what local businesses can already do: studio visits and creative learning; food and producer connections; modest retreats or learning weekends; weather-appropriate guided activities; talks, performances, markets, or maker evenings that residents also value. These are invitations to willing operators, not a prescription for a standardized destination product.

Select a specific period and a manageable offer. Confirm meals, open businesses, booking and cancellation responsibilities, access and travel information, appropriate qualifications and permissions, weather alternatives, and staffing. Complement existing arts and community events rather than create a competing identity or volunteer burden. Track concrete business benefit, effort, local use, and the willingness to repeat through Action 3.

QUADRA BUSINESS STORY

Three Bricks at a Time

James Pottery - Studio & Gallery

Before Martha and Gordon James moved from Calgary to Quadra, they bought roughly 2,000 used firebricks from the furnace of the old Calgary General Hospital. Each brick weighed about nine pounds. Getting them to the island became a collective effort: friends and relatives who came to visit were expected to bring three bricks at a time. Those bricks became the kiln in their first studio.

In 2026, Martha and Gordon marked 50 years on Quadra. They arrived newly married and recently graduated from art school, lived first on property belonging to Martha's father on Smith Road, and built a studio there. When they later moved to their present property, they dismantled the kiln and rebuilt it, correcting what they had learned the first time.

"It takes a long time."

Gordon James

There was no immediate tourism market waiting for them. In the early years, they made pottery on Quadra and shipped or drove it to stores in Banff, Calgary, Edmonton, Vancouver, and Victoria. They also took work to fairs. In 1993, after Martha met other potters with galleries at home, the couple built their own. The day the road sign went up, people came in. Eventually, studio sales replaced almost all of the shipping.

Their story is also part of Quadra's history of arts cooperation. In the late 1970s, Martha and Gordon joined other artists to establish Quadra Craftworks, an informal cooperative where members built displays, shared shifts, and created a place to sell local work. It did reasonably well in summer and was difficult to keep open in winter, but it connected artists and gave them a shared presence. They later helped establish the Studio Tour so visitors could find artists, while not embracing a much larger-scale tourism vision for the island.

Today, the gallery benefits from repeat visitors, signage, printed maps, and referrals among artists and South End businesses. Some visitors return year after year to replace a favourite mug or add a new piece. Most visitor purchases occur from June through September, but the low-overhead home-studio model offers flexibility. Gordon's printmaking adds another strand, and he continues to consider small workshops when time and space allow.





The realities are inseparable from the success. The work can occupy seven days a week. Maintaining the property becomes harder with age, and there is no simple succession path for a studio shaped by two people's skills and lives. Their account also remembers failed winter initiatives and decades when earning a living through art was uncertain.

That long view makes the story valuable. A creative economy does not appear because a plan declares one. It grows through patient craft, affordable space, cooperation, signs and maps, repeat relationships, and artists sending visitors to one another. James Pottery is encouraging, but it is not a shortcut. As Gordon put it, it takes a long time.

Source: Interview with Martha and Gordon James, August 10, 2026.

11.6 A limited mobility connection

Action 6 can establish which trip is not being served. A small operator-led test might connect an event, ferry arrival, accommodation, service, or destination. A permanent transport service is a separate decision requiring a capable operator, finance, accessibility, appropriate approvals, and dependable operations. Measure whether actual requests are served, not just whether a shuttle was advertised.

11.7 Small-scale hosted or farm-connected stays

Consider only with interested operators and advice from the responsible authorities. Test demand and effects on the primary business, long-term housing, neighbours, water, wastewater, fire access, parking, workforce, and land use before promoting or investing. The plan does not approve a property, assume regulatory change is needed, or substitute for current licensing, building, health, agricultural, or accommodation requirements.

11.8 Workforce housing and shared employee supports

Use Action 7's evidence to identify a specific next step, such as a workforce referral, transport connection, trusted information service, feasibility question, or participation in a wider housing initiative. A housing or tenancy-management project needs an appropriately mandated owner, lawful model, fair access, privacy safeguards, financing, and long-term management. DICC may support evidence, coordination, or advocacy without becoming a housing provider.

11.9 A voluntary contribution to a specific stewardship project

A visitor or business contribution is worth testing only when a willing, authorized recipient has a defined task, budget, clear use of funds, accounting and reporting, and manageable administration. Nation-related arrangements require the Nation's direction or agreement. Begin with one bounded project, report money received and costs as well as work done, and do not suggest that a donation offsets harm elsewhere or creates a general tourism levy.

11.10 Amenities and infrastructure with an owner

Evidence may support a washroom, refill point, waste solution, safer access, wayfinding, marine amenity, or another specific improvement. Establish the need, intended users, owner, approvals, accessibility, design, capital and operating costs, servicing, maintenance, and eventual replacement. Construction funding alone is insufficient. A tourism partner can help make the case; it does not acquire ownership or responsibility by advocating for the asset.

12. A Practical Invitation

Quadra's opportunity is to strengthen tourism's benefits while caring for the community and places that make those benefits possible. Progress will be visible in useful information, dependable local connections, viable businesses, respectful relationships, and completed work that serves a clear local purpose.

DICC and partners should begin with what is already working, recognize the effort already invested, and agree the next useful steps. Businesses should be able to participate through an accurate listing, a referral, a small seasonal test, a useful practice, or a short piece of feedback. Not every operator needs to join a planning session or read the supporting material.

Part One provides the working direction, actions, and measures. Part Two offers further explanation, methods, and resources to support a specific task or decision.



Photo credit: Allan Edwin

02

Part Two

Supporting Guidance and Wider Practice

This part supports operators, DICC's plan contact, delivery partners, and readers seeking more detail. It explains business practices, measurement methods, continuity planning, and wider tourism guidance. Use the material that helps with the chosen task and scale it to the available people, time, and budget.

Part One and the agreed work schedule establish local priorities. Wider frameworks offer methods and examples, while applicable rights, permissions, safety, accessibility, privacy, and other responsibilities continue to govern the work.

- Optional Business Stewardship Reference
- Optional Measurement Methods
- Optional Business Continuity Support
- Wider Context: Use It When It Helps Quadra

Photo credit: Peter Grace

13. Optional Business Stewardship Reference

13.1 Choose one useful change

Start with an operating need, not a label. A small business may benefit most from correcting opening hours, making a referral, explaining access clearly, reducing a recurring cost, or preparing for an interruption. Choose a change that fits the owner's time, staff, customers, and season. Action 4 can provide support where several businesses want the same help.

Business need	A practical option	A proportionate check
Better conversion and customer expectations	Keep hours, booking requirements, prices or enquiry routes, seasonal availability, and travel information current.	Check the information a customer actually encounters before the season. Count recurring corrections, not social-media reach alone.
Local value	Refer customers to open island businesses and consider local suppliers where quality, cost, and reliability fit.	Keep a few examples or a voluntary referral tally; distinguish an enquiry from a completed sale.
Accessibility	Describe actual access: steps, surfaces, washrooms, seating, sensory conditions, transport, and available assistance. Invite specific enquiries.	Verify descriptions with people familiar with the property and intended users; avoid an unsupported general claim of full accessibility.
Operating costs and resource use	Fix leaks, reduce avoidable waste, improve purchasing or storage, and investigate suitable energy improvements, energy or fuel use, and one identified climate or operational vulnerability.	Use an existing bill, meter, waste tally, or purchase record, with comparable operating periods. Lower use caused by closure is not efficiency.
Workforce and fair work	Give clear role information, safe work processes, useful training, and realistic scheduling; identify succession or retention needs early.	Ask staff about a specific barrier and record the agreed change without publishing personal information.
Care for place	Use manager-approved visitor messages and support an authorized task at a place connected to the business.	Record what was done and the responsible manager's assessment; do not claim an ecological result without evidence.
Continuity	Keep contacts, bookings, critical records, supplier alternatives, and a back-up communication method accessible.	Check the records before the season; Section 15 offers a short process.

13.2 Match the option to the operation

An accommodation may focus on arrival information, meals, water use, and local referrals. A food business may focus on reliable hours, sourcing, food waste, and margins. An artist or home-based maker may prioritize discoverability, realistic opening arrangements, shipping or repeat customers, and owner workload. A guide may prioritize safe operations, permission to use a place, guest learning, local supplies, and staff accommodation. A retailer or service business may focus on referrals, seasonal demand, and accessible customer information.

The five stories in Part One show different models. They are illustrative accounts, not certifications, comparative rankings, or evidence that the same operating pattern suits every business.

13.3 Explain what you actually do

Use specific, supportable statements about a practice, its scope, and the period concerned. Local purchasing, a donation, or one resource-saving change does not establish that the whole business is sustainable or regenerative. Distinguish intention from implementation and implementation from measured benefit. Check current requirements and qualified advice for regulated claims or specialist issues.

Nation-related language, stories, cultural content, images, knowledge, or place interpretation require the relevant permission and conditions of use. A business's participation in the plan does not confer authority to speak for the Nation or another knowledge holder.

13.4 Review once the season allows

Note what changed, whether it helped, how much effort it took, and whether to keep it. Use records already available. Seek specialist support when a task involves technical systems, employment, safety, legal, financial, or environmental decisions beyond the operator's expertise. No business is expected to adopt every item in this reference.

14. Optional Measurement Methods

14.1 Keep one reference note for each active measure

Use Section 10's definitions as the starting point. Record the measure code and purpose; precise unit and calculation; population or panel; source and permission; reporting period; collector and reviewer; baseline; agreed target if appropriate; privacy and retention arrangements; data limitations; and the decision it informs. A paragraph or half-page is enough for a simple measure. Do not create a separate database merely to store the note.

The delivery lead owns the decision; the agreed data custodian manages access and disclosure. The same person may perform both functions if that is appropriate and resourced. Sensitive business data should not be circulated to an entire committee just because members help guide the plan.

14.2 Accommodation panel: use compatible units

Agree whether the unit is a room, cabin, campsite, or another sellable accommodation unit. Do not mix guest-nights, room-nights, and booking nights in the same formula. Calculate occupancy from combined sold and available unit-nights in a comparable group. Record units removed from sale and changes in operating days. Report occupancy with the supply denominator so that a closure cannot be mistaken for increased demand.

Calculate average length of stay from completed bookings using the same agreed unit and treatment of cancelled, complimentary, and multi-unit bookings. If using a departure-based method, include the full duration of stays departing in that period consistently and label that method. It need not have the same numerator as occupancy, which counts sold nights falling within the month.

If businesses agree to revenue data, distinguish gross room or accommodation revenue from taxes, fees, other sales, and profit. Compare like periods and a stable panel; note rate changes. The plan does not require individual businesses to disclose revenue publicly. Consider a neutral custodian where commercial sensitivity would otherwise prevent participation.

14.3 A short business pulse and an optional visitor survey

For a pilot, ask whether the business received a booking, order, sale, or referral linked to it; request a tally or example if feasible; ask whether effort and cost were worthwhile; and whether it would repeat. For workforce evidence, ask only the defined-period questions in Action 7. Keep non-response visible. Do not add demographic, financial, or personal questions merely because a survey is being sent.

A ferry or arrival survey may help distinguish residents, visitors, onward travellers, length of stay, transport used, or unmet mobility needs. It requires operator or site permission, safe procedures, a consistent approach to selecting times and respondents, clear consent, and analytical capacity. A convenience sample from one sailing cannot represent all visitors. Record sailing/date coverage and refusals, avoid double-counting the same party, and do not infer an island total without an appropriate sampling design. No onboard survey is committed in the first-year plan.

14.4 Interpret signals before claiming success or failure

Use a measure to prompt a decision, not to manufacture a causal claim. Check the period, denominator, source, weather, closures, prices, events, and other plausible causes. Several reports may describe one event; a new reporting channel may increase recorded issues without a deterioration in conditions. A longer stay may increase local spending, but spending and business margins still need evidence.

Agree response triggers with the responsible lead after understanding the baseline. A repeated site problem or unmet mobility request can prompt investigation; a serious safety issue goes immediately to the relevant authority regardless of frequency. Local condition indicators do not create automatic visitor caps, land-use decisions, or emergency powers.

Record the observed change, interpretation and uncertainty, action taken, owner, and review date. Continue, adjust, transfer, hold, or stop the affected work. Do not average action completion, revenue, resident feedback, and site condition into a single sustainability score.

14.5 Protect contributors and keep collection affordable

Before collecting, explain purpose, voluntary participation, access, intended reporting, retention, withdrawal arrangements where applicable, and a contact for questions. Collect only what is needed. Use secure storage and role-based access appropriate to the data. Define when raw records will be reviewed and deleted or archived under applicable requirements, rather than promising a universal retention period.

Check re-identification risk from small categories, dominance, or comparing overlapping releases. Consent to a private survey is not consent to public attribution. Suppress or combine results if needed and keep a written disclosure decision. Do not publish Nation-held or Nation-related information outside the process agreed with the Nation. Seek qualified advice where required; this plan is not a substitute for applicable privacy obligations.

If collection takes more effort than the decisions justify, simplify the definition, use an existing source, lengthen the interval, or stop. Add a public chart or data tool only if reliable information, permission, accessibility, maintenance, and a real audience justify it. A dashboard remains optional.



Photo credit: Allan Edwin

15. Optional Business Continuity Support

15.1 Work alongside existing emergency arrangements

Quadra has established emergency-preparedness arrangements, supported by SRD's Quadra Island Evacuation Guide. Current official instructions and the responsible authorities govern public emergency response. Tourism partners support accurate communication and business continuity, while emergency coordination, evacuation, rescue, and public warnings remain with the responsible authorities. Action 2 maintains the essential information links and contact arrangements. (SRD, Quadra Island Evacuation Guide, March 2025; Appendix D.)

Business continuity is narrower: keeping essential business records available, communicating accurate operating information, protecting staff and guests through the business's own arrangements, dealing with cancellations or suppliers, and recovering when it is safe and appropriate. Businesses remain responsible for their own applicable duties and should obtain suitable professional advice.

15.2 Before the season: a short continuity check

Keep the current official emergency and service-information links accessible, together with the business's staff, supplier, insurer, and critical support contacts. Check the designated lead and backup.

Identify the few functions that must continue or be restored first: contacting staff and booked guests, securing critical records, managing payments and bookings, maintaining necessary supplies, and communicating closure or reopening.

Keep an appropriate backup of essential records and a practical way to access contacts if normal power or connectivity is unavailable. Minimize personal information in shared documents.

Prepare a short closure or change message that directs people to official information and explains the business's actual status. Do not promise refunds, alternative accommodation, transport, or reopening dates that have not been agreed.

Consider the interruptions relevant to the operation, such as a ferry disruption, outage, severe weather, wildfire-related closure, supplier interruption, or sudden staffing loss. Use existing qualified guidance where a more detailed plan is needed.

Identify one priority vulnerability, the practical step that will address it, the person responsible and a completion or review date.

15.3 During and after an interruption

Verify the source and timestamp of official information. Follow the responsible authority's instructions and the business's own procedures. Update customers and staff about actual operating status, bookings, and available assistance. DICC's agreed communication contact may link to official notices and share verified business information; the contact should not interpret or alter emergency directions.

Avoid promoting an unavailable or unsafe offer. Once the responsible sources and the business confirm the relevant conditions, communicate accurate reopening information. Record what interrupted operations, what worked, what needs changing, who will make that change, and the review date. Keep the note short and private where appropriate.

A business with more complex operations may need a fuller continuity plan and qualified support. Sustained workforce or housing problems should be addressed through Action 7 and the responsible partners, alongside any immediate business response.



Photo credit: Jayme Drainville

16. Wider Context: Use It When It Helps Quadra

16.1 Local evidence first, wider guidance second

The Area C Integrated Community Sustainability Plan offers a wider community-planning reference. Its tourism goal calls for activity at a scale that protects residents, infrastructure, and the natural environment. Related goals address local businesses, housing, services, and decision-making. The ICSP describes its vision and goals as non-regulatory guidance for dialogue and future planning. For this tourism plan, the practical connection is to assess local benefit, readiness, and effects on shared places through Section 5. (SRD, Area C ICSP, printed pages 8–10; Appendix D.)

The North Island Destination Development Strategy is the directly relevant Destination BC planning-area reference. The Vancouver Island strategy provides broader regional context. The South Central Island strategy and the Gabriola business-and-tourism study offer comparisons; they do not establish priorities or mandates for Quadra. TIABC's strategy supplies provincial sector context, not local delivery assignments.

The BCRTS Sustainability and Resilience Planning Handbook and the BC Tourism Sustainability Network's sustainable and regenerative tourism guide offer explanations, examples, and methods for interested readers. Select guidance from these and other provincial or national resources when it helps solve an identified Quadra problem.

16.2 Sustainable and regenerative practice, without an extra standard

Part One defines these ideas in Quadra terms. Wider guidance can help readers distinguish reducing avoidable harm from contributing to a better local condition. A credible contribution names the benefit, the responsible party, the people or place involved, resources, and evidence. It cannot bypass rights, permissions, ecological limits, or fair business practice, and it should not be claimed solely because a business participates in tourism.

Test outside examples against local need, operator capacity, community evidence, and the responsibilities of the people involved. A new certification program, benchmark, or destination-wide initiative requires its own case, resources, affected-party input, and decision.

16.3 Additional safeguards for a future automated visitor guide

If a future sponsor considers automated answers, first establish an accurate, maintained information source and a non-digital or human-supported alternative. Limit answers to current, approved content; identify sources and verification dates; make uncertainty visible; and provide an error-reporting route and accountable content owner. The tool must not invent opening hours, access permissions, cultural interpretation, or emergency advice.

Link directly to official live sources for changing travel, closure, weather, or emergency information. Use Nation-related content only as approved by the Nation. Disclose automation, discourage entry of personal or confidential information, minimize retained prompts, and assess security, privacy, accessibility, operating cost, and failure handling before launch. A first test should not make bookings, take payments, profile visitors, or make consequential decisions. Technology is an optional delivery choice, not evidence of plan success.

Appendix A: Methods and Evidence

This appendix explains the evidence supporting the plan: the consultation stages, treatment of individual and group responses, analytical methods, and limits of interpretation. Section 2 provides the shorter overview for general readers.

A.1 Process design and units of analysis

The project used a purposive, iterative, locally adapted Delphi design. Pre-workshop reflections prepared participants; the March 14 workshop generated and organized the planning material; Delphi Round 1 provided open-ended individual and working-group refinement; and Delphi Round 2 provided structured confirmation and prioritization. Invitees brought direct knowledge of tourism, business, community systems, stewardship, governance, or island life. The purpose was to refine informed local judgment across the planned stages, not estimate public opinion through probability sampling.

The workshop and working-group deliberations were collaborative, while the questionnaires added individual reflection and successive review of synthesized material. Anonymity was protected in the analytical and public records through de-identification, aggregate reporting, and non-attribution.

A participant, an individual questionnaire, and a working-group submission are different units. Many people contributed more than once, so stage totals cannot be added to produce a unique-person count. Each working-group response was treated as one deliberated submission.

A.2 Evidence record

Evidence source	Record reviewed	Role in the plan
Pre-workshop reflections	27 written submissions received before March 14, 2026	Identified initial aspirations, benefits, pressures, non-negotiables, and examples used to shape the workshop.
March 14 workshop	28 participants in six topic panels, supported by worksheets, table notes, and cross-panel sharing	Generated the working definition, directions, actions, pressures, signals, affected groups, and possible indicators.
Delphi Round 1	23 individual questionnaires and six group submissions, covering all panel areas	Refined wording and surfaced omissions, overlaps, disagreement, and implementation cautions. Individual and group evidence remained separate.
Delphi Round 2	21 raw records; 20 retained and one early exit excluded	Confirmed and prioritized the emerging foundation, directions, first-phase actions, indicators, and implementation approach.

Evidence source	Record reviewed	Role in the plan
We Wai Kai Nation guidance	Direct written feedback on the emerging foundation and Round 2 instrument	Guided partnership language, reconciliation and stewardship content, relationship-to-place wording, and references to We Wai Kai Guardians. It was not treated as a popularity measure.
Business inventory and story interviews	A mixed business and stakeholder outreach inventory and five interview-based business stories	Informed outreach, possible connections, and illustrative business accounts. The inventory is not a verified business census; stories are separate from Delphi evidence.
Local and contextual evidence	Local plans, official data, public directories, and organization-specific sources	Established context and authority, with qualifications where geography or definitions did not match Quadra.
External tourism resources	Provincial and regional strategies, guidance, and comparable practices	Checked completeness and offered possible methods. They did not determine local priorities.

A.3 Data preparation and analysis

Round 1 qualitative analysis

The screened Round 1 files contained 29 substantive records; empty and test rows were absent. Partial questionnaires were retained for the sections they addressed. Responses were reviewed by questionnaire section. Explicit references to named or numbered draft items could be counted, while broad comments such as “all are important” were not assigned to every item. Individual and group mentions remained distinct.

Comments were coded for recurring ideas, wording problems, missing content, dependencies, risks, and divergent views. Counts indicated prominence within the response set, not statistical consensus. A less frequent theme could still be retained when it identified a material right, safety issue, implementation barrier, or underrepresented perspective.

Round 2 screening and descriptive analysis

Round 2 received 21 records. One response stopped before any substantive Round 2 question and was excluded, leaving 20 valid responses.

Direct identifiers and collection metadata were removed before analysis and reporting. Non-identifying codes preserved the audit trail, rankings were prepared consistently for descriptive analysis, and missing answers were not imputed.

Closed-choice results used counts and percentages based on each question›s respondents. Combined percentages can exceed 100 percent for multiple-selection items. Rankings show ordering, not rejection of every lower-ranked option. The top-three action analysis used the 15 respondents who supplied usable ranks.

Open comments were reviewed beside the numerical summaries to explain support, concern, or implementation difficulty. No inferential tests, population estimates, or margin of error were calculated because the response set was not designed for those uses.

A.4 From evidence to plan

The drafting process used different language and treatment for different evidence patterns.

Plan treatment	Evidence standard applied
Confirmed direction or principle	Strong Round 2 support, consistent with earlier stages, with comments not revealing a material unresolved problem.
Recurring priority or pressure	Repeated across individual, working-group, workshop, or pre-workshop sources, even where Round 2 did not directly rank the issue.
Important tension	Material differences in interpretation, support, terminology, readiness, or expected effect. The difference was retained rather than averaged away.
First-phase action	Local evidence of value, a feasible early deliverable, an identified possible lead, realistic resource requirements and a proportionate way to assess progress. The delivery lead, partner contributions, permissions and resources must be confirmed before the action becomes an active commitment.
Longer-term opportunity	A locally relevant idea with potential value but unresolved leadership, authority, demand, funding, infrastructure, operating, or partnership conditions.
Contextual statement	Supported by an identifiable local or official source and qualified where the measure covered a wider geography, mixed users, an unverified directory, or another limitation.
Statement involving We Wai Kai Nation	Grounded in direct Nation guidance or confirmed public information. General participant support could not determine the Nation's rights, consent, representation, priorities, or role.

During drafting, major conclusions and proposed actions were checked against the evidence record. External ideas were included only when they answered a local need, improved an action, or were clearly identified as future options.

A.5 Evidence safeguards

No source was asked to answer every planning question. The community process established local aspirations, priorities, business concerns, and tensions. We Wai Kai Nation determined guidance attributed to the Nation and retains authority over its rights, representation, knowledge, interests, and participation. Official evidence established context and decision boundaries; external resources offered methods. Laws, mandates, approvals, and partner decisions remain necessary regardless of survey support.

Several safeguards reduced overstatement:

1. each stage worked from a synthesis of the preceding stage rather than a new, unrelated question set;
2. Round 1 individual responses and deliberated group submissions were not combined as if they were identical;
3. qualitative frequency was described as salience, while Round 2 percentages were described as results for participating respondents;
4. disagreement, uncertainty, and implementation cautions were retained when they affected wording or action readiness;
5. Round 2 records were screened using consistent inclusion rules before analysis;
6. incomplete responses were handled with question-specific denominators rather than filled values; and
7. proposed leads, partners, and opportunities were distinguished from confirmed commitments.

A.6 Anonymity and respectful use

Participant anonymity in analysis and publication was protected through de-identification, aggregate reporting, and non-attribution. No individual Delphi participant or participating organization is named, and no response or quotation is attributed in the public plan. A role or distinctive comment may still reveal someone in a small community, so de-identified response files remain restricted project material.

The named business stories illustrate individual experience separately from the anonymous Delphi findings. Each identifies its interview source. Coveside's account is based on contemporaneous interview notes and contains no attributed quotations. Statements about We Wai Kai Nation's position are grounded in the Nation's guidance or identified public sources.

A.7 Limitations and appropriate use

Participants were selected for knowledge and involvement rather than randomly sampled, and active business or community perspectives may be more visible than harder-to-reach voices. Group discussion may influence a group submission. Small response sets do not support population estimates, and item non-response changes some Round 2 denominators. The project did not include a representative resident survey, visitor survey, or complete island-wide dataset for visitor volume, spending, accommodation, employment, site use, or system capacity.

The business inventory contains mixed record types and requires verification before public use. Some statistics cover wider Strathcona C, ferry traffic combines several kinds of travel, and public listings may be incomplete. These sources were qualified rather than converted into unsupported Quadra totals.

Appendix B: Short Tools for the People Doing the Work

B.1 One-page action brief

Use for a new task that needs more than one line in the action record. Keep it proportional to the decision.

Field	What to record
Result and fit	Action number, problem or opportunity, intended local benefit, and relevant strategic direction.
Starting position	Work already completed or underway; evidence and date; what this task adds.
Leadership	Delivery lead, approving organization, named contact and backup, and agreed partner contributions.
Deliverable and dates	One next useful output, start and due dates, and next decision date.
Resources	Approved cash, staff or contract hours, partner time, funding conditions, and any gap.
Permissions and safeguards	Relevant Nation process, property or service permission, legal or safety requirements, privacy, and accessibility.
Measure	One KPI from Section 10 or a justified alternative, source, baseline or first collection date, and reviewer.
Maintenance and exit	Who updates or operates it, ongoing cost, ownership of records or assets, and what happens if it stops.

B.2 A 20-minute decision check

Recognize completed work. Identify overdue tasks or changed conditions. Ask the lead for a next step and the resources it needs. Record the authorized decision, responsible person, and date; flag approvals needed from others. Use an existing meeting or written process where possible.

B.3 Keep risk assessment proportional

For a small task, note the main risk, prevention or fallback, responsible person, and review point in the action record. Common examples are stale public information, an unconfirmed partner, inaccessible material, insufficient staff time, or an unfunded maintenance obligation.

For transport, physical works, sensitive data, or a recurring public service, obtain the more detailed technical and professional assessment appropriate to that work. An emergency authority, not a tourism risk log, directs public emergency response.

B.4 Estimate resources and ongoing costs

Build a task-specific estimate from staff or contract hours, materials, travel, printing or digital work, accessibility, evaluation, and an appropriate allowance for uncertainty. Identify recurring costs, maintenance, and eventual replacement before investing in an asset or ongoing service. Use current quotes for significant purchases. Record donated time separately so it remains visible.

Distinguish confirmed funding from applications and proposals. Identify the organization approving each contribution and any funding conditions. Check MRDT eligibility and approval through the program's local arrangements. Begin with a smaller deliverable if the full task exceeds available resources.

Appendix C: Plain-Language Terms

Term	Meaning in this plan
DICC	Discovery Islands Chamber of Commerce, sponsor of the planning process and recommended coordinating home under Sections 1.4 & 8.
MRDT	Municipal and Regional District Tax on eligible short-term accommodation. Spending and reporting follow the program's approved purposes and local arrangements.
Plan contact	The designated DICC staff contact or authorized delegate who maintains the agreed action record and arranges follow-up within a defined and resourced role.
Delivery lead	The person or organization accepting responsibility for one agreed action or deliverable.
Local benefit	Tangible value for Quadra, such as business revenue, livelihoods, local purchasing, useful services, or agreed care for place.
Appropriate growth	More worthwhile benefit within business, service, community, and ecological realities; it need not mean more peak arrivals.
Stewardship	Practical care and responsible decisions about tourism and the places and relationships on which it depends.
Regenerative contribution	An evidenced contribution to an improved local condition, with appropriate authority and resources, not a general marketing label.

Term	Meaning in this plan
Capacity or readiness	Whether the particular business, place, service, season, and responsible people can support the proposed activity.
KPI	A defined measure of whether an agreed action is delivering a useful result.
Condition indicator	A measure of what is happening around the action, often influenced by factors beyond tourism.
Baseline	The first reliable, clearly defined comparison period or observation.
Panel	A group of consenting businesses providing comparable information over time; it is not automatically representative of all businesses.
Unit-night	One defined accommodation unit available or sold for one night; the unit must be consistent within a calculation.
Pilot	A small, time-limited test with a responsible operator, permissions, resources, measures, and a clear end or review point.
Rights-holder guidance	Direction from the Nation concerning its rights, interests, representation, knowledge, and participation; it is not determined by survey popularity.



Photo credit: Lunabella Loiseau-Tremblay

Appendix D: References and Resources

The references below distinguish Quadra's planning evidence, local context, and supporting tourism resources. Consultation records and identifiable working information are held as restricted project material. Public sources support the geographical, institutional, and program context.

D.1 Quadra planning and business evidence

Discovery Islands Chamber of Commerce. 2026. Quadra Island Tourism Stewardship planning record: pre-workshop reflections; March 14 workshop and slide deck; Pre-Workshop Reflection Tasks and Table Instructions (March 1); Delphi Rounds 1 and 2; working-group records and analysis. Methods are described in Appendix A.

We Wai Kai Nation. 2026. Written guidance on the plan foundation and Delphi Round 2 questionnaire. Restricted project correspondence.

Discovery Islands Chamber of Commerce. 2026. Quadra Island Economic Diversification Plan. Related local economic-development direction and implementation work.

Bloom Botanicals. "A Piece of the Island to Take Home." Interview with Karen Perras, May 15, 2026.

Coveside Seafood Eatery. "From an Empty Space to a Year-Round Welcome." Interviewer's contemporaneous interview summary.

James Pottery - Studio & Gallery. "Three Bricks at a Time." Interview with Martha and Gordon James, August 10, 2026.

SouthEnd Farm Winery. "A Retirement Plan That Arrived Early." Interview with Jill Ogasawara and Ben McGuffie, May 27, 2026.

Spirit of the West Adventures. "The Trip That Kept Teaching." Interview with Breanne Quesnel, May 8, 2026.

Discovery Islands Chamber of Commerce. March 16, 2026. MRDT Five-Year Strategic Business Plan, 2027–2031, in the March 18 submission to SRD. Local program planning context; use the approved program documents for spending decisions.

D.2 Nation and local public context

We Wai Kai Nation. About We Wai Kai Nation and official website. Public information about the Nation's contemporary presence, communities, governance, and businesses.

Local information sources: DICC Member Directory; Visit Quadra Island; Quadra Island Studio Tour and Year-Round Open Studios; Island Climate Action Network's Quadra Island Food Guide; and Nuyumbalees Cultural Centre. Consult providers for current hours, services, and access.

Statistics Canada. 2021 Census Profile: Strathcona C, census subdivision 5924054. Census Profile downloads, British Columbia census subdivisions. Used for the wider-area demographic context in Section 3.

D.3 Strathcona and official service references

- Strathcona Regional District. Electoral Area C Integrated Community Sustainability Plan. Cover dated 2022; published file labelled 2023 final. Vision, goals, and implementation guidance, particularly printed pages 8–12. A non-regulatory community-planning reference.
- Strathcona Regional District. February 2025. Electoral Area C Active Transportation Network Plan. Settlement and transportation context, including 2021 commuting mode shares on printed pages 22–23.
- Strathcona Regional District. Quadra Island Official Community Plan, Bylaw No. 3050, as consolidated. Consult SRD for the provisions applicable to a specific proposal.
- Strathcona Regional District. March 2025. Quadra Island Evacuation Guide. Read alongside current official emergency notices.
- BC Ferries. Monthly route traffic statistics, March 2026. An example of the recurring source for route-level passenger and vehicle counts. Comparisons require equivalent reporting periods and definitions.
- BC Ferries. Current Campbell River–Quathiaski Cove and Heriot Bay–Whaletown route information and service notices. BC Parks. Current Rebecca Spit Marine Park information and advisories.

D.4 Regional and provincial tourism resources

- Destination BC. 2018. North Island Destination Development Strategy. Relevant destination-development planning-area context for Strathcona and the North Island.
- Destination BC. Vancouver Island Destination Development Strategy, 2019–2029. Regional destination-development context.
- Destination BC. South Central Island Destination Development Strategy. Comparative regional practice.
- Tourism Industry Association of British Columbia. 2024–2029 TIABC Strategic Plan. Provincial industry direction.
- Destination BC. MRDT forms and annual reporting guidance. Reporting requirements current at September 2026; use the latest forms for each submission.

D.5 Optional methods and further learning

- The Travel Foundation / BC Regional Tourism Secretariat. 2023. Sustainability and Resilience Planning Handbook for British Columbia Tourism Destinations.
- BC Tourism Sustainability Network. Sustainable and Regenerative Tourism in British Columbia, Guide 1. Updated edition. Business practice and sustainability guidance.

- Gabriola Island Chamber of Commerce. Community-Based Business and Tourism Development Study: How-To Guide / Lessons and Recommendations. Comparable small-island business-development practice.
- Destination BC. Emergency-preparedness, climate-resilience, and inclusion resources. Destination Canada. Industry resources. Further guidance for specific local tasks.

Operational information and program requirements change. Use the responsible organization's current source when making a travel, service, funding, or project decision.



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Discovery Islands
CHAMBER OF COMMERCE

Discovery Islands Chamber of Commerce PO Box 790
Quathiaski Cove, BC, V0P 1N0
Email: admin@dicc.ca Website: dicc.ca

Destintel
DESTINATION INTELLIGENCE

Research, Community Engagement & Plan Development Destintel Innovations Inc.