



## **Tourism Sun Peaks**

### **5-Year MRDT Strategic Business Plan (2027–2031)**

#### **Section 1: Five-Year Strategic Overview**

##### **Vision and Purpose**

Tourism Sun Peaks has taken a lead role in advancing the destination from a winter-focused ski resort to an economically viable multi-season mountain community.

The purpose of this plan is to guide the strategic use of Municipal and Regional District Tax (MRDT) funding to support sustainable tourism growth, increase year-round visitation, and strengthen long-term economic viability for the Sun Peaks community.

##### **Strategic Context**

Over the past five years, MRDT funding has supported expanded destination marketing, the development of a growing year-round events calendar, and the introduction of new infrastructure such as Sun Peaks Centre Stage.

These investments have contributed to measurable growth in visitation, with total annual room nights increasing from 65,026 in 2021 to 94,028 in 2022, 111,690 in 2023, 116,382 in 2024, and 134,526 in 2025.

While this growth demonstrates strong momentum, visitation remains heavily concentrated in the winter season. Non-winter occupancy across the April to November period currently averages approximately 28 percent, highlighting the opportunity to strengthen visitation across more months of the year.

The primary opportunity for Sun Peaks over the next five years is to reduce seasonality and support more consistent business activity throughout the year.

##### **Goals, Objectives and Targets**

Tourism Sun Peaks will focus on the following measurable objectives over the five-year period:

- Increase April to November occupancy from approximately 28% in 2025 to 32–35% by 2030
- Increase total annual room nights by 3–5% annually from the 2025 baseline of 134,526 room nights
- Establish and sustain a stable and growing event calendar of 8–12 event-driven weekends annually, generating measurable overnight visitation
- Increase utilization of Sun Peaks Centre Stage (SPCS) through consistent delivery of ticketed concerts, festivals, and major programming that drive peak and shoulder season demand
- Grow Sun Peaks Centre (SPC) bookings from approximately 10–12 annually to 20–25 annually, including conferences, meetings, weddings, and sporting events
- Maintain strong winter performance, including peak occupancy of approximately 75%+, while increasing visitation in early and late winter through events, animation, and targeted marketing



## **Strategic Priorities**

To achieve these objectives, Tourism Sun Peaks will focus on the following strategic priorities:

### **Event-Led Visitation Growth**

Expand and sustain a calendar of events and programming that drives overnight visitation across shoulder and non-winter periods.

### **Conference and Group Business Expansion**

Increase utilization of Sun Peaks Centre and related facilities to grow meetings, conferences, weddings, and sporting events.

### **Spring and Fall Season Occupancy Growth**

Strengthen visitation across April to November through targeted marketing, events, and experience development.

### **Winter Experience Enhancement**

Maintain strong winter performance while strengthening early and late season demand through animation, events, and improved guest experience.

### **Destination Development and Experience Growth**

Support the development of tourism products, experiences, and a vibrant business ecosystem that enhances the overall destination offering.

### **Regional and Provincial Alignment**

Align with Destination British Columbia and Thompson Okanagan Tourism Association strategies, including a focus on high-value visitors and export-ready experiences.

## **Brand Positioning**

Sun Peaks is positioned as a year-round mountain destination offering a welcoming, accessible, and experience-rich environment for visitors seeking both adventure and connection.

Rooted in a strong sense of community and place, Sun Peaks delivers a laid-back and stress-free mountain experience that is approachable for a wide range of visitors while still offering depth for more avid participants.

The destination combines high-quality outdoor recreation, a vibrant pedestrian village, and a growing calendar of events and experiences, creating a balanced offering across all seasons.

At its core, Sun Peaks is a place where people feel they belong, a mountain community where visitors feel comfortable, connected, and at home.

## **Target Markets**

Tourism Sun Peaks will focus on a balanced mix of domestic, near-border, and international markets aligned with the destination's product offering and growth objectives.



### **Primary Markets**

- British Columbia and Alberta short-haul leisure travellers
- Destination ski market (Ikon Pass, Mountain Collective, and international ski visitors)

### **Secondary Markets**

- Summer leisure travellers (BC and Alberta)

### **Emerging Markets**

- Event-driven visitors travelling for concerts, festivals, and destination programming
- Meetings, conferences, and corporate groups (Western Canada)
- Weddings and social events

### **Destination Development Approach**

Tourism Sun Peaks will work collaboratively with Sun Peaks Resort LLP, the Sun Peaks Mountain Resort Municipality, local businesses, and regional and provincial partners to support the continued development of the destination.

This includes:

- aligning tourism investment with infrastructure and product development
- supporting new and existing businesses
- strengthening the overall visitor experience
- ensuring growth in visitation is matched by the quality of the guest experience

Tourism Sun Peaks also recognizes that a strong and resilient community is foundational to a successful destination. Initiatives such as Giving Tuesday, where Tourism Sun Peaks matches funds raised for local non-profit organizations, help support the broader community and contribute to long-term vitality.

In addition, Tourism Sun Peaks is actively participating in regenerative tourism initiatives that support stewardship of the destination. This includes developing voluntourism opportunities that attract visitors who contribute positively to the community, including trail maintenance and environmental stewardship activities.

Through this coordinated and community-focused approach, Sun Peaks will continue to evolve as a full-service mountain destination capable of supporting year-round visitation while fostering a healthy, vibrant, and resilient community.

### **Management, Governance and Administration**

Tourism Sun Peaks is the designated recipient of MRDT funds and is responsible for the administration, management, and reporting of the program.



Tourism Sun Peaks works in close collaboration with Sun Peaks Resort LLP, the Sun Peaks Mountain Resort Municipality, and local stakeholders to align tourism marketing, destination development, and visitor experience initiatives.

All MRDT funds are managed in accordance with program requirements, with clear accountability, financial oversight, and stakeholder engagement processes in place.

### **Sources of Funding**

Tourism Sun Peaks leverages multiple funding sources to support tourism marketing, programs, and projects, including:

- Municipal and Regional District Tax (MRDT)
- Sun Peaks Resort LLP contributions
- Membership assessments from accommodation and tourism stakeholders
- Cooperative marketing programs (Destination BC and regional partners)
- Grants and partnership funding
- Event revenue, including ticket sales and sponsorship

MRDT funding is incremental and is used to enhance, not replace, existing tourism funding in the community.

### **Alignment with Provincial Strategy**

Tourism Sun Peaks aligns its marketing and destination development efforts with Destination British Columbia and Thompson Okanagan Tourism Association priorities.

This includes:

- targeting high-value visitors who stay longer and contribute to the visitor economy
- supporting export-ready and globally competitive experiences
- participating in provincial initiatives such as Invest in Iconics
- strengthening international market development through travel trade partnerships

### **Affordable Housing**

Tourism Sun Peaks recognizes the evolving provincial conversation regarding the use of MRDT revenues collected through online accommodation platforms (OAP), including their potential application toward affordable housing initiatives.

Tourism Sun Peaks is aligned with current guidance from industry partners, which emphasizes maintaining MRDT as a tourism-first funding tool focused on driving visitation, economic impact, and destination competitiveness.

At the same time, Tourism Sun Peaks acknowledges the importance of affordable housing to the long-term sustainability of the community and understands the value the Sun Peaks Mountain Resort Municipality places on OAP contributions supporting BC Build housing initiatives.



Over the five-year period, the intent of any potential OAP allocation toward housing would be to support increased availability of workforce housing that contributes to a stable tourism workforce and overall community sustainability. The desired end state is a more balanced and resilient community where housing availability supports local businesses, service levels, and year-round economic activity.

As part of the five-year term, Tourism Sun Peaks will continue to work collaboratively with municipal partners and stakeholders to review the allocation of OAP-generated MRDT revenues. Any future decisions regarding the use of these funds will be guided through appropriate governance discussions, ensuring alignment with provincial direction, community priorities, and the overall objectives of the MRDT program.