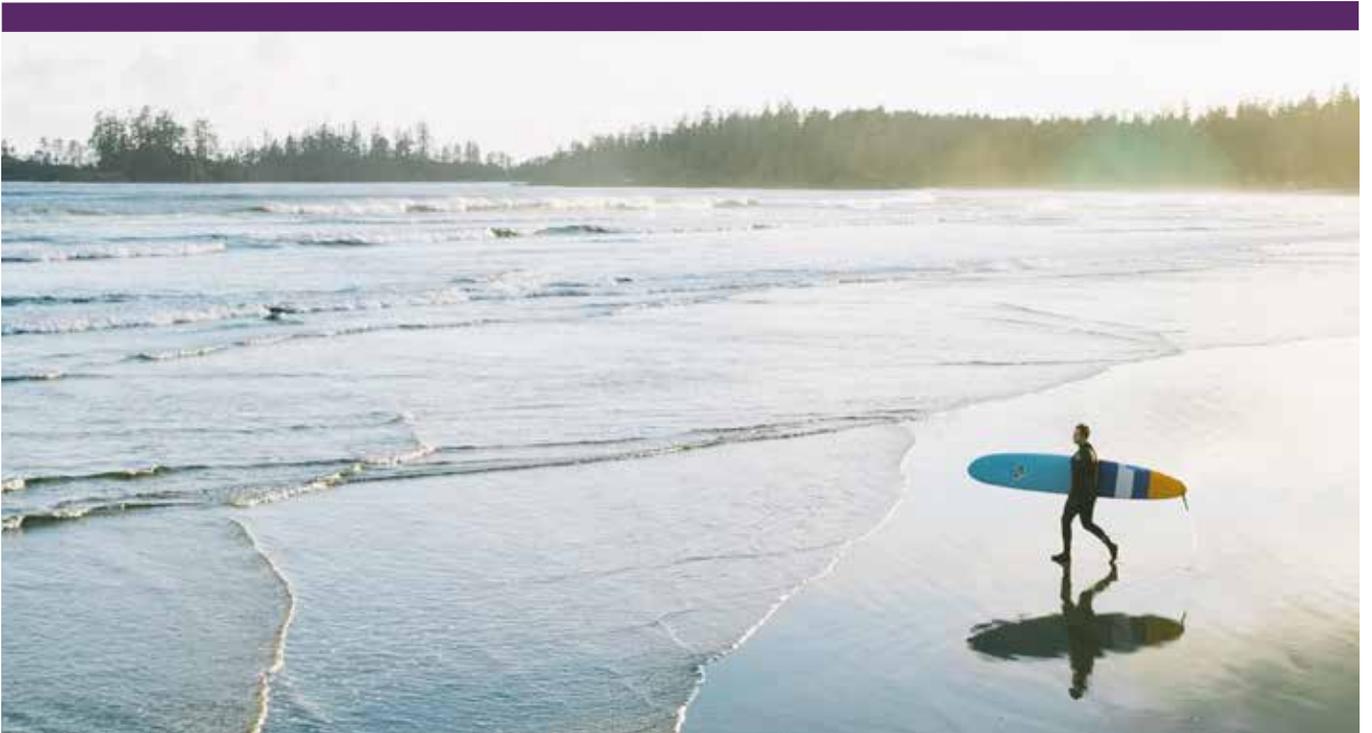




WELCOMING VISITORS – BENEFITING LOCALS – WORKING TOGETHER

*A STRATEGIC FRAMEWORK FOR TOURISM IN BRITISH COLUMBIA
2019 – 2021*





Surfing in Tofino, B.C.

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Salmon Glacier, near Stewart, B.C.

MINISTER'S MESSAGE

FROM THE HONOURABLE LISA BEARE – MINISTER OF TOURISM, ARTS & CULTURE



British Columbia has a well-deserved reputation as a world-class tourism destination. People throughout B.C. work in the tourism sector and are proud champions of all our beautiful province has to

offer. That's why we are outlining a clear path forward, to ensure that the benefits of the industry are shared with all British Columbians through the entire year.

This strategic framework has three critical paths to success, each important on its own, but all aligned to be a powerful driver of the tourism economy. It sets out a clear vision for a prosperous and sustainable tourism sector that is shared throughout the province. It supports the sustainable growth and development of tourism in each of B.C.'s diverse communities and captures tourism's social, cultural, environmental and economic benefits for all British Columbians.

Tourism plays an important role in improving the quality of life of the people and communities in B.C. and increasing the support and celebration of our Indigenous cultures. Working with our partners, we will build and support relationships with Indigenous communities in our efforts towards reconciliation and the principles of the United Nations Declaration on the Rights of Indigenous People. British Columbia's Indigenous tourism continues to lead internationally and within Canada. It provides visitors with authentic experiences from people who take enormous pride in being able to share their culture with the world.

As part of our government's commitment to accessibility and inclusivity, we are working to ensure tourism in B.C. is better able to meet the needs of those with varying abilities and aging visitors upholding our values of diversity, equality and inclusion.

We'll make sure communities affected by wildfires and floods are prepared for a quick response and recovery in the future. And we are renewing efforts to support local events and festivals unique to many of our smaller communities. We'll also leverage the tools available to address challenges posed by the lack of affordable housing and skilled workers so that people can afford to live and work here. These are some of the ways we are making sure the tourism industry is poised to grow.

Sustainable tourism is a commitment our government makes to British Columbians, local businesses and communities, as well as to visitors in our province. We will guide and manage tourism growth while respecting B.C.'s beautiful, natural environment. Our diversity of ecosystems and abundance of wildlife draw visitors from far and wide, making protection of the environment essential to the long-term growth and success of our tourism industry.

In collaboration with tourism industry partners, I will work to inspire travellers from across Canada and around the world to visit all corners of *Super, Natural British Columbia*® during all four seasons.

Lisa Beare
Minister of Tourism, Arts & Culture



Sky Pilot Suspension Bridge, near Squamish, B.C.

STRATEGIC FRAMEWORK AT A GLANCE

SUPPORTING PEOPLE & COMMUNITIES



Supporting people and communities to improve the quality of life and increase support and celebration of Indigenous cultures through tourism.

A STRONG AND DIVERSE TOURISM WORKFORCE

- Champion tourism as an industry with diverse, good paying jobs.
- Help people get the skills they need.
- Address the challenges associated with a seasonal tourism workforce, including affordable housing.

RECONCILIATION THROUGH TOURISM

- Preserve and promote the living culture and rich heritage of Indigenous peoples through tourism.
- Help Indigenous communities and tourism businesses get the skills they need to continue to develop tourism experiences.

SUPPORT FOR COMMUNITIES

- Help communities grow and manage tourism through destination development.
- Ensure the tourism sector is prepared to respond to, and recover from disasters.
- Continue to invest in arts, culture, heritage, sport, and multicultural events and festivals.

MAKE TOURISM MORE INCLUSIVE AND ACCESSIBLE

- Promote B.C. as an inclusive and welcoming destination for everyone.
- Build capacity to support more inclusive and accessible tourism products, services and experiences.

SUSTAINABLY GROWING THE VISITOR ECONOMY



Sustainably growing the visitor economy through innovative marketing and destination, and community development.

BUILD A BETTER AND SUSTAINABLE TOURISM DESTINATION

- Support sustainable tourism growth through destination development including new product development and enhanced tourism infrastructure and amenities.
- Expand province-wide connectivity and Wi-Fi access.
- Improve transportation access to support sustainable tourism growth.
- Champion tourism as an investment opportunity.

DRIVE DEMAND TO ENSURE B.C. REMAINS A TOP TRAVEL DESTINATION

- Pursue innovative marketing to compete in key markets.
- Encourage more year-round tourism and regional travel.
- Create a seamless visitor experience for travellers.

RESPECTING NATURE & THE ENVIRONMENT



Respecting nature and the environment by strategically guiding and managing tourism growth while preserving B.C.'s natural spaces.

SUSTAINING SUPER, NATURAL BRITISH COLUMBIA®

- Enable the tourism sector to develop and adopt common sustainability policies and practices.
- Reduce tourism emissions and waste.
- Foster responsible visitor travel that creates better places for people to live in, and better places to visit.

SUPPORT TOURISM VIABILITY IN B.C.'S NATURAL SPACES

- Support the growth of the adventure tourism and agri-tourism sectors.
- Ensure the long-term sustainability of B.C.'s outdoor recreation experiences including BC Parks and provincial recreation sites and trails.

VISION:

Our vision is to build a strong, sustainable tourism sector that benefits all British Columbians. Our new strategic framework is built on a foundation of sustainability which calls for consideration of the benefits of the sector along with its economic, sociocultural and environmental impact.

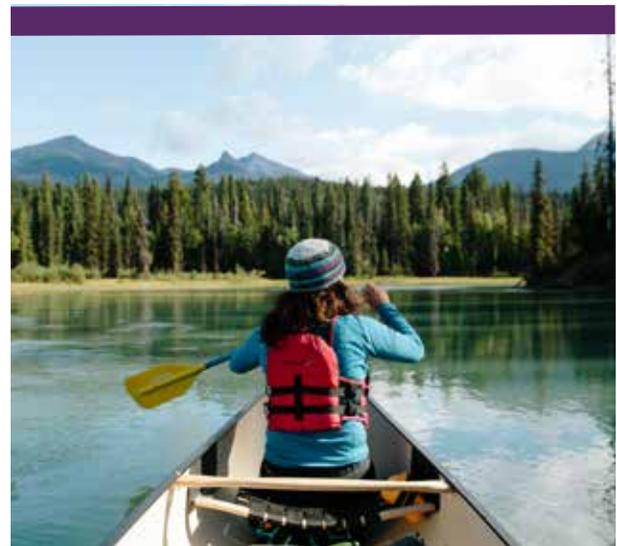


Gitmaxmak'ay Nisga'a Dancers and the Wii Gisigwilgwelk Dancers in Port Edward, B.C.

INTRODUCTION

Super, Natural British Columbia® is world-renowned – attracting millions of visitors each year from other parts of our province, across Canada and around the globe. A strong, vibrant tourism sector supports what we value most. Things such as a more affordable life, services we can count on, good jobs, a sustainable economy, and new relationships with Indigenous peoples based on reconciliation and respect. When we welcome visitors to our beautiful province, people and communities throughout British Columbia (B.C.) reap the benefits.

Tourism is a key contributor to B.C.'s economy, our culture and our quality of life. As the third largest employer in the province, tourism provides extensive direct and indirect benefits to British Columbians. Many of the services and activities that families and residents enjoy in their local communities are a direct result of a vibrant tourism industry. This includes transportation, restaurants, wineries, ski resorts, hiking and cycling trails, golf courses, historical sites, cultural and sporting events and so much more. The list is extensive, and it all plays a role in why British Columbia is so popular with locals and visitors alike.

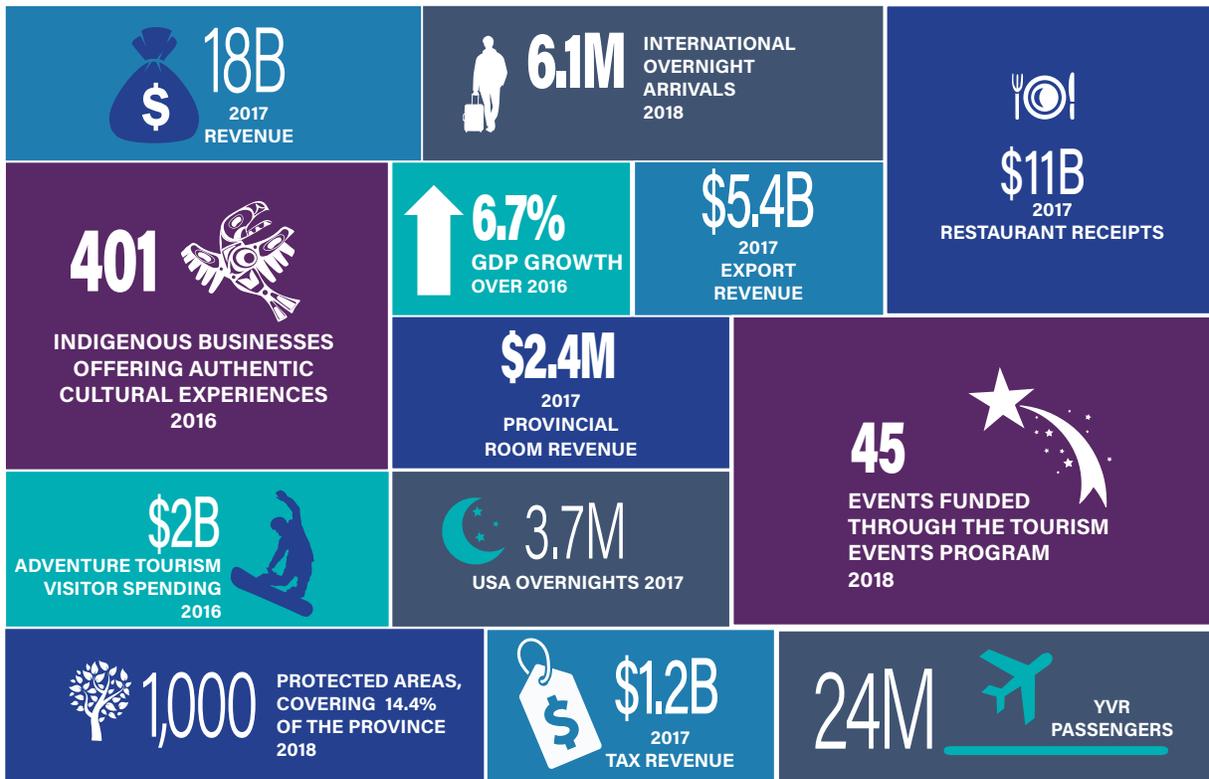


Canoeing in Bowron Lake Provincial Park, B.C.

In 2017, the tourism industry generated more than \$18 billion in revenue for local restaurants and retail stores, accommodations and transportation, attractions and events. In turn, these businesses invest in local suppliers of goods and services, including technology, agricultural productions, hospitality and household items, vehicles and consulting services, to name just a few.

A VITAL PART OF B.C.'S ECONOMY

Source: Destination British Columbia, BC STATS



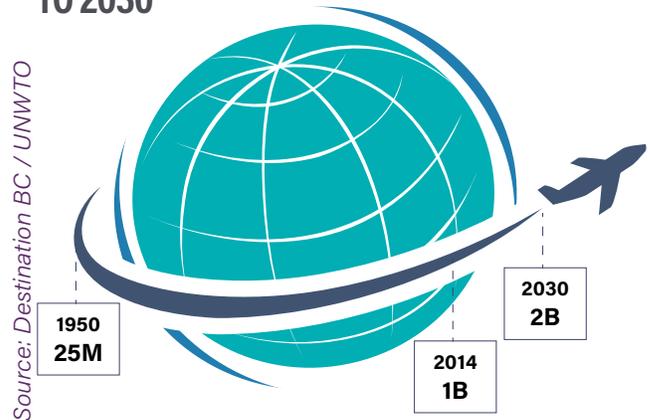


Killer Whale off Northern Vancouver Island, B.C.

Further, tourism tax dollars help support schools, hospitals, recreational facilities, and preservation and enhancement of our culture and heritage. For every \$100 million in tourism revenue, it is estimated that there is a further \$69 million in economic spin-off which supports local communities.¹

Tourism has grown significantly over the past several years both within B.C. and globally, and further growth is expected over the next decade. Internationally, the sector is forecast to grow by 3.3 percent each year through 2030, and the number of international travellers is expected to double between 2010 and 2030.² This means that in just over a decade there will be nearly two billion people travelling across international borders.

GLOBAL TRAVEL VOLUME PROJECTIONS TO 2030



TOURISM'S GLOBAL CONTRIBUTION



Adapted from a graphic published by the World Tourism Organization, 2017

¹ Source: Statistic Canada as referenced by Deloitte - Passport to Growth: How International Arrivals Stimulate Canadian Exports, 2014
² Source: United Nations World Tourism Organization (UNWTO) - Tourism Towards 2030/Global Overview, 2011

As a tourism destination of choice, B.C. has benefited from the increase in the number of international travellers. Overnight visitors in B.C., including British Columbians travelling within their home province, increased from just over 14 million in 2008 to 22 million in 2018.

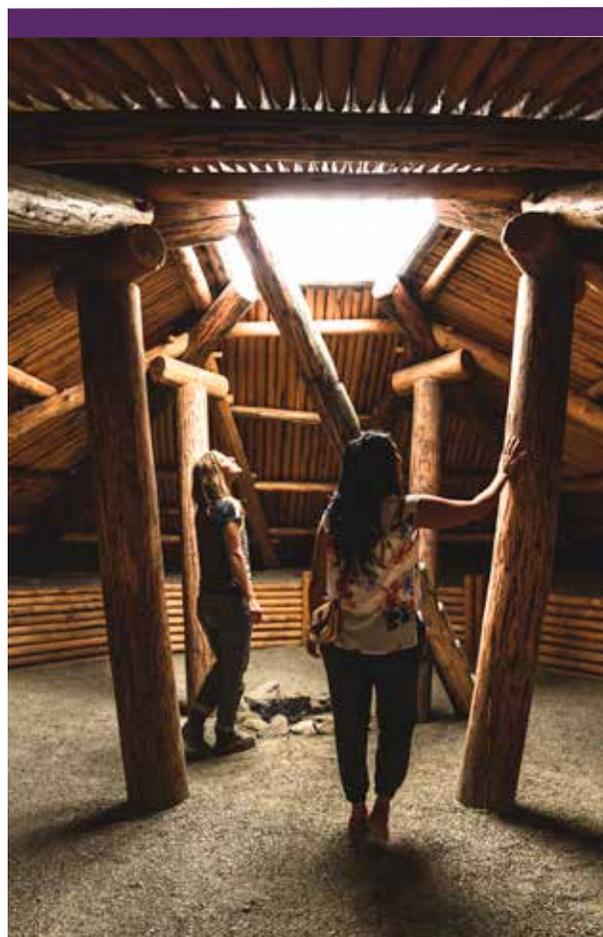
However, we cannot be complacent. Our key competitors – California, Australia and New Zealand – have increased their investments to attract a larger share of the global tourism market. They are strong rivals competing for the world's tourism dollars, attracting visitors from some of B.C.'s top international markets including the United States, China, Australia, Mexico, the United Kingdom and Germany. Without action, B.C.'s tourism sector is at risk to lose market share and we will start to see tourism revenues decline.

We are moving forward with a new strategic approach that capitalizes on our competitive advantages and addresses challenges to sustainable growth – challenges related to labour and capacity, seasonality and regional dispersion, access and infrastructure, competitiveness, and long-term sustainability. It will focus on:

Supporting a vibrant tourism sector that provides a great variety of jobs with family supporting wages to ensure a healthy standard of living for workers in the sector and to attract new workers with diverse skill sets.

Working towards reconciliation by working in partnership with Indigenous peoples, communities and businesses so that they can realize the opportunities that tourism presents for economic, cultural and community development. This partnership will be based on reconciliation, respect and the shared goal of a better life for everyone in B.C. Initiatives under the tourism strategic framework will recognize and reflect Government's commitment and obligation to support the implementation of the United Nations Declaration on the Rights of Indigenous peoples and the Calls to Action of the Truth and Reconciliation Commission.

Enhancing access, infrastructure and amenities for tourism so that our transportation systems are modern, we have the connectivity and technology in place to meet



Nk'Mip Desert Cultural Centre in Osoyoos, B.C.

visitor demands, and our facilities, businesses and tourist activities are accessible and inclusive for everyone.

Encouraging year-round and regional/ rural tourism to extend visitation beyond our short peak seasons and to address regional disparities in tourist activity ensuring that communities are ready to welcome visitors.

Developing remarkable tourism products that provide compelling experiences to exceed expectations and encourage repeat visitation.

Improving our marketing competitiveness against other popular travel destinations, maintaining sustainable growth in the number of international visitors while continuing to build the domestic traveller market.



Surf and sandy beaches beckon visitors to B.C.'s coastline.

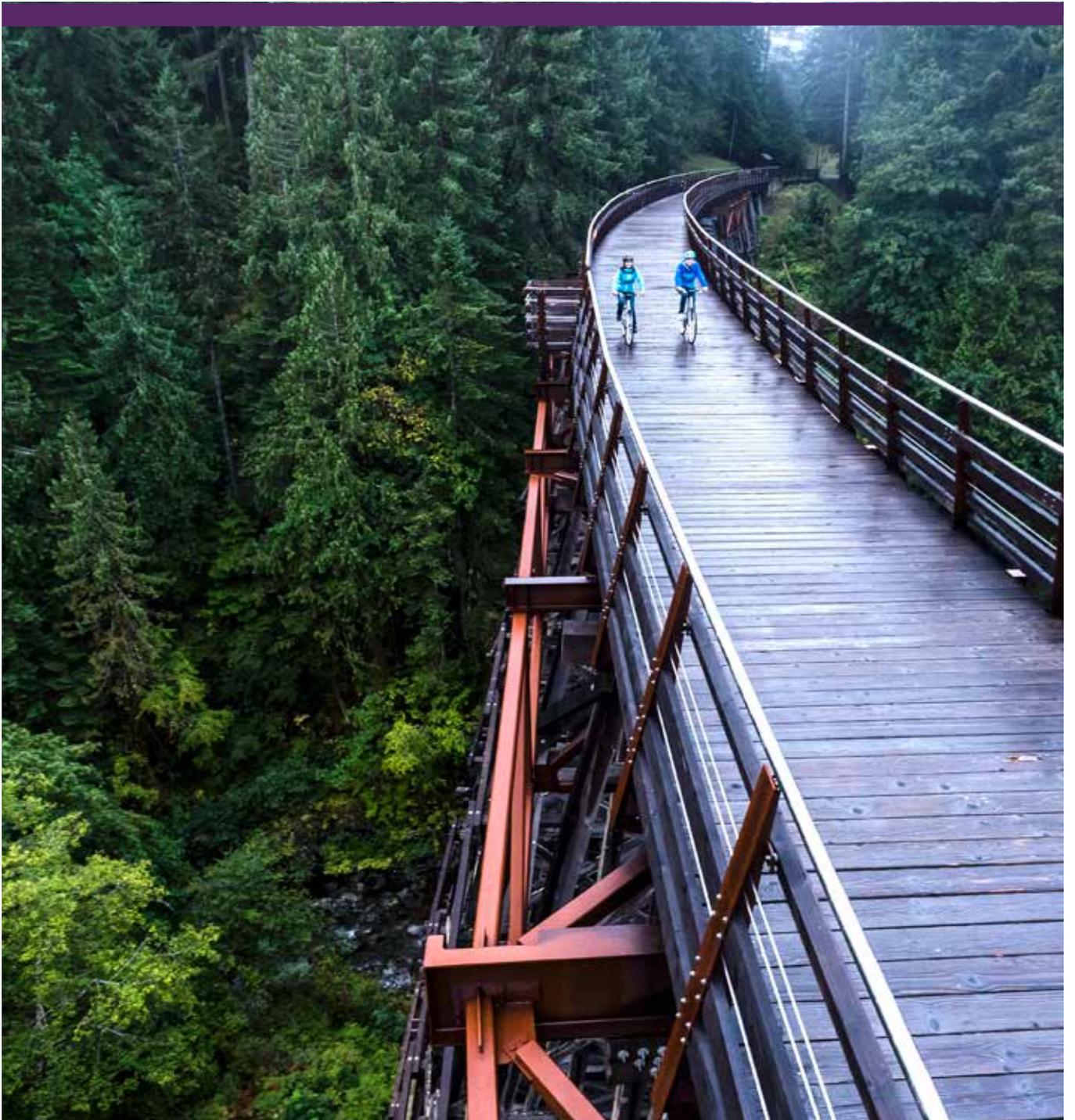
Balancing growth with sustainability to respect and protect our natural environment, as well as the social and cultural authenticity of our communities and natural spaces.

In order to realize these opportunities, we will take action in three key areas: **Supporting People and Communities, Sustainably Growing the Visitor Economy, and Respecting Nature and the Environment.**

By working together across government, with other governments, with the tourism industry, and in full partnership with Indigenous peoples and communities throughout the province, we will position ourselves to reap the benefits from the expected global growth over the next decade.



Shopping in Chinatown, Vancouver B.C.



Historic Kinsol Trestle in Shawnigan Lake, B.C.

WELCOMING VISITORS - BENEFITING LOCALS - WORKING TOGETHER

A STRATEGIC FRAMEWORK FOR TOURISM IN B.C.

The new strategic framework for tourism, Welcoming Visitors - Benefiting Locals - Working Together, envisions a strong, sustainable tourism sector that benefits all British Columbians in every part of the province.

It sets out a clear direction to foster year-round tourism growth and provide world-class tourism experiences while preserving and protecting our natural environment. It will ensure that we have the right amenities, infrastructure and services in place to meet the changing needs and expectations of visitors and local businesses. It will support action to make tourism in the province accessible to, and welcoming and inclusive of, all visitors. It will recognize and respect Indigenous peoples, communities and cultures, and support the growth and development of Indigenous tourism.

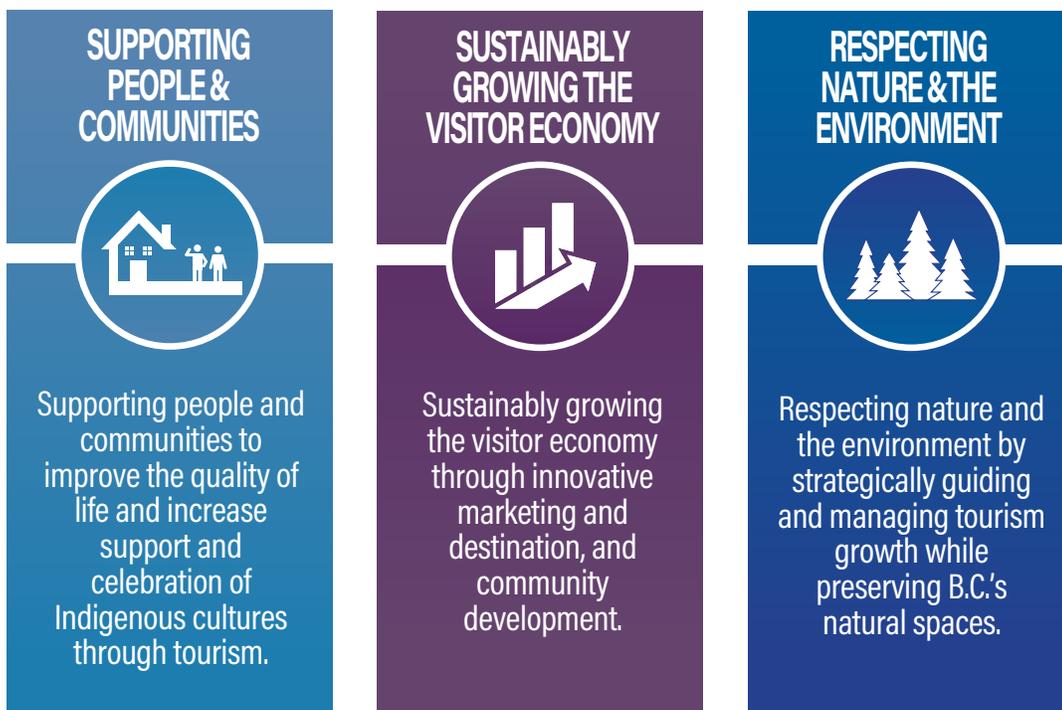
The new strategic framework for tourism will take an intentional approach to destination development, working collaboratively to plan and build capacity at a regional and community level. We can continue to grow B.C.'s reputation as a world-class tourism destination, offering remarkable products and experiences that are authentic, driven by visitor demand, and that exceed expectations.



Cherry Blossoms in Vancouver, B.C.

It will support the development of a strong sector that offers jobs with family sustaining wages and a healthy standard of living. It will also ensure that the benefits of tourism are shared throughout the province, supporting what we value most – a more affordable life, services we can count on, good jobs and a sustainable economy.

Welcoming Visitors - Benefiting Locals - Working Together will be guided by the following three areas and supporting objectives:





Swimming at Ainsworth Hot Springs near Kootenay Lake, B.C.

By working together across government and with other governments, industry and Indigenous peoples and communities, these objectives and targeted actions, will enable us to achieve significant revenue growth of up to 6 percent annually for the next 10 years. This will be bolstered by ensuring we maintain a dynamic and diversified international market portfolio and by focusing efforts on destination development.

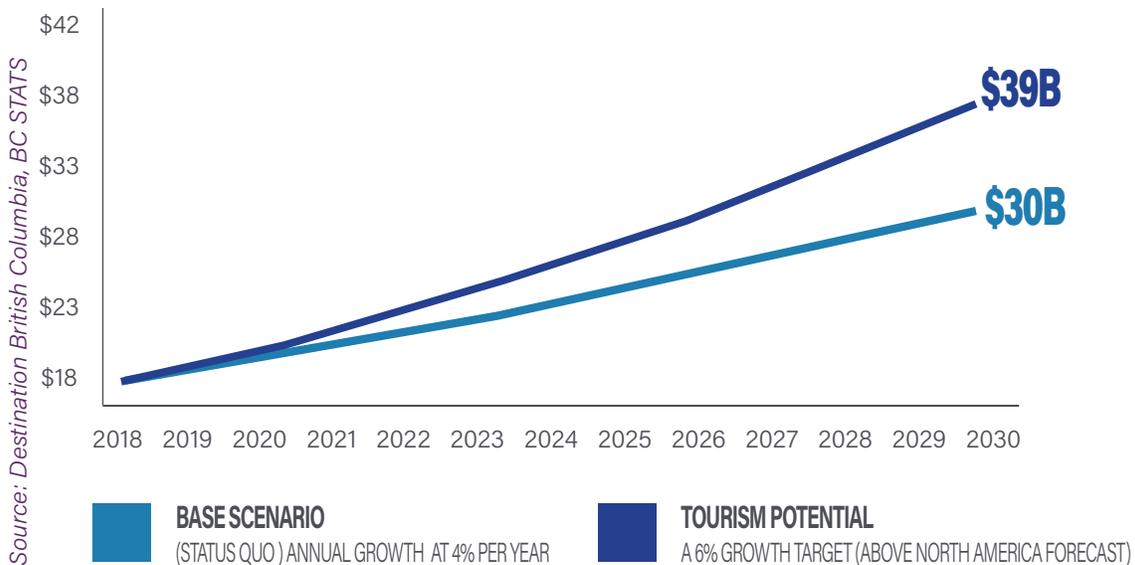
Sustainable tourism
can be defined as:

“Tourism that takes full account of the current and future **economic, social and environmental** impacts, addressing the needs of visitors, the industry, the environment and host communities.”

Source: United Nations World Tourism Organization

TOTAL TOURISM REVENUE

SPENDING BY VISITORS, INCLUDING BRITISH COLUMBIANS WHO TRAVEL THROUGHOUT THE PROVINCE.
UNDER THE BASE SCENARIO, ANNUAL GROWTH FALLS TO 4% A NEW TOURISM STRATEGY HAS POTENTIAL TO GROW 6% PER YEAR.



SUPPORTING PEOPLE AND COMMUNITIES

Over 90 percent of B.C.'s more than 19,000 tourism enterprises are small businesses, providing good jobs to support B.C. families. Tourism supports more than 137,000 direct jobs with a total payroll of nearly \$5 billion annually. It is B.C.'s third largest employer, offering a range of occupations from entry level through to highly skilled professional occupations requiring a university degree or trade certification.

There are many enticing job opportunities in the tourism sector— anything from a helicopter pilot working for a heli-ski operator, a chef or cook for a top-rated restaurant, an angling guide or marine mechanic in a fishing resort, a biologist for a bear viewing operation, a lifestyle entrepreneur running a winery, or a senior marketing director for a high-tech digital marketing firm – tourism has something for everyone. It also acts as an important career gateway for students and youth who account for one-third of the tourism workforce.

Many tourism businesses are experiencing challenges in attracting and retaining workers, impacting their ability to run at full capacity or expand their businesses. According to a study conducted by go2HR, it is estimated that the inability of these businesses to operate at full capacity due to labour shortages is resulting in approximately \$1 billion in lost tourism spending (or gross revenue) across the province.³

Tourism enables a broad range of community activities, infrastructure investments, and arts and culture, sport and multicultural events and festivals, all of which improve the quality of life and well-being of a community. It is also an important tool in building community resilience, and helping B.C. communities recover from disasters such as wildfires and flooding. Through a more coordinated approach to destination development, we will better leverage public and private sector investments, increase tourism revenues, and grow remarkable experiences to entice repeat visits to communities around the province.

³ Source: go2HR – BC Tourism Labour Shortage Economic Impact Study May 2016



SPOTLIGHT: FIRST NATIONS BOUTIQUE ART HOTEL IN VANCOUVER

Skwachàys Lodge Aboriginal Hotel & Gallery is a downtown Vancouver boutique hotel that is making a difference. All profits from the lodge and street-level Urban Aboriginal Fair Trade Gallery flow directly to the Vancouver Native Housing Society, providing safe, secure and affordable housing to Vancouver's urban Aboriginal population. The boutique hotel offers unique rooms with art themes in a convenient downtown location. Indigenous artists are in residence and enrich the visiting experience.





Tourism creates cross-cultural interaction and celebrates diversity, inclusivity and multiculturalism which enhance the social fabric of B.C. We must promote inclusive tourism which embraces the entire community of travellers, regardless of age, gender, language or ability, and provides tourism operators with the opportunity to appeal to a wider range of tourists. Inclusive tourism creates an environment where all people feel welcome and included, giving them a much broader choice in experiences.

The global demand for Indigenous tourism has given Indigenous peoples in B.C. an unprecedented opportunity to grow and showcase their living cultures and heritage. The opportunity to be able to learn about and authentically experience Indigenous cultures is a strong draw for both domestic and international travellers.

Welcoming Visitors - Benefiting Locals - Working Together recognizes the need to balance increased visitation with community benefits, supporting the development of social and cultural amenities and infrastructure that will draw visitors to communities throughout the province and provide benefits to residents. It sets out actions to ensure:

- Communities are resilient and able to capitalize on the benefits that tourism brings, including those that are hit by wildfire, flooding or other disasters.
- Businesses have the skilled workforce they need to grow and deliver exceptional tourism experiences.
- Workers have increased access to training, skills development and apprenticeship opportunities.
- Affordable housing and other community-based supports and services are available to workers, particularly seasonal workers, in the sector.
- B.C., as a travel destination is recognized as accessible and inclusive for everyone.
- Communities are able to grow and manage tourism through effective and strategic destination development planning.
- Tourism growth and development is respectful of Indigenous peoples and cultures.

SUPPORTING PEOPLE AND COMMUNITIES

OBJECTIVE Supporting people and communities to improve the quality of life and increase support and celebration of Indigenous cultures through tourism

PRIORITY

A strong and diverse tourism workforce

ACTIONS

Champion tourism as an industry with diverse, good paying jobs.

Help people get the skills they need.

Address the challenges associated with a seasonal tourism workforce, including affordable housing.

PRIORITY

Support for communities

ACTIONS

Help communities grow and manage tourism through destination development.

Ensure the tourism sector is prepared to respond to and recover from disasters.

Continue to invest in arts, culture, heritage, sport, and multicultural events and festivals.

PRIORITY

Reconciliation through tourism

ACTIONS

Preserve and promote the living cultures and rich heritage of Indigenous peoples through tourism.

Help Indigenous communities and tourism businesses get the skills they need to continue to develop tourism experiences.

PRIORITY

Make tourism more inclusive and accessible

ACTIONS

Promote B.C. as an inclusive and welcoming destination for everyone.

Build capacity to support more inclusive and accessible tourism products, services and experiences.

SPOTLIGHT: BUILDING AN ACCESSIBLE BRITISH COLUMBIA

Spinal Cord Injury BC is working to make *Super, Natural British Columbia*® super accessible for everyone. The new Access BC website (accessiblebc.ca) has more than 450 accessible outdoor spaces listed in Central and Northern B.C., including parks, recreation sites and visitor centres. It makes it easy to find accessibility information needed to travel throughout B.C., including accessibility specifications, virtual tours, videos, driving routes and maps. Future plans are underway to expand the scope to the entire province.





Ferry off Bowen Island, B.C.

SUSTAINABLY GROWING THE VISITOR ECONOMY

Tourism is a key economic generator for B.C. and a significant driver of the provincial economy, representing 3.8 percent of provincial GDP. In 2017, the industry contributed \$1.2 billion in provincial taxes, produced \$5.4 billion in tourism export revenue, and generated over \$18 billion in revenue, making it B.C.'s third largest industry.⁴

While it is strong, there have been some shifts in recent years that are challenging B.C. and Canada's competitiveness in the global tourism market. For example, traditional travel destinations such as Italy and Japan are outpacing us in visitor growth. B.C. has begun to rely much more on domestic travellers coming from within B.C. and across Canada rather than international travellers who tend to stay longer and spend more. To develop a stronger, sustainable tourism economy that benefits British Columbians throughout the province, we must work together with our partners to take on the global competition and expand our reach in key markets. We must also make every effort to provide fresh new experiences for visitors that will increase year-round tourism growth and draw more tourists to all regions of the province.

Travellers today expect modern and accessible transportation infrastructure including air, roads, highways, ferries, cruise ship ports, and more. Further, they want to have access to a variety of modes of transportation, such as electric vehicles and cycling.

⁴Source: BC Stats

In a 2017 BC Chamber of Commerce survey, nearly **90% of the respondents** forecast that B.C.'s visitor economy will become even more important over the next decade.

Approximately 1,200 businesses, of all sizes and in a range of sectors, were asked to rank the importance of B.C.'s primary industries over the next 5-10 years.

Over half (52%) of respondents pegged tourism at the top, followed by clean technology, health services and international trade.

Connectivity is vitally important for sharing information and supporting traveller safety, and it is a key driver in improving local economies through tourism. Poor internet and cellular connectivity can limit business development. Today, over 70 percent of visitors to the province use smartphones to search for directions and for real-time navigation, 51 percent use a smartphone to learn about recommended things to do, and 42 percent use it for messaging for travel-related needs.⁵ Many visitors also like to post their experiences as they go, promoting B.C. to their friends and family around the world through social media. We must ensure we have the technology and infrastructure in place to meet the needs and expectations of visitors and local businesses.

Under our new strategic framework for tourism, we will leverage digital platforms and capture robust data to effectively guide policy, program, business and investment decisions. We will also explore new opportunities and partnerships to attract more major events, festivals and sport events to B.C., and work to strengthen the business environment to support additional investments in tourism, arts and culture. We will work closely with our Regional and City Destination Marketing Organizations (DMOs) to identify destination growth and development opportunities to expand tourism’s reach throughout the province. This will provide economic and social benefits to rural British Columbians as visitors spend time and money exploring their communities.

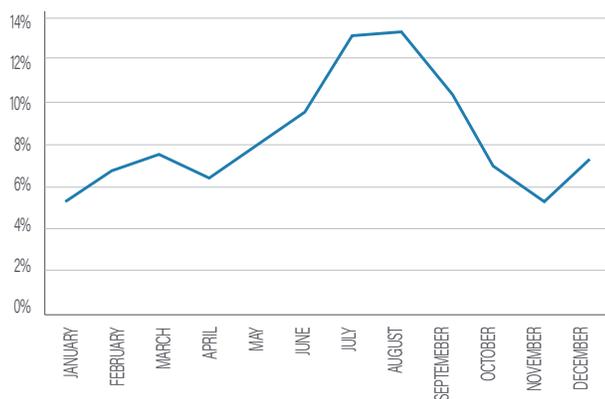
⁵ Source: DestinationBC

Specifically, Welcoming Visitors - Benefiting Locals - Working Together sets out actions to:

- Create an attractive business environment that supports new tourism business development, retention and investment.
- Reach key markets where significant international tourism opportunities exist.
- Leverage digital technology to “virtually” invite the world to our province.
- Identify opportunities and promote off-peak, year-round tourism growth throughout all regions of the province.
- Develop and implement an integrated and innovative visitor experience framework.
- Improve connectivity to enhance business competitiveness and visitor information services.
- Identify and work to reduce or remove transportation barriers to improve the flow of travellers to and within B.C.

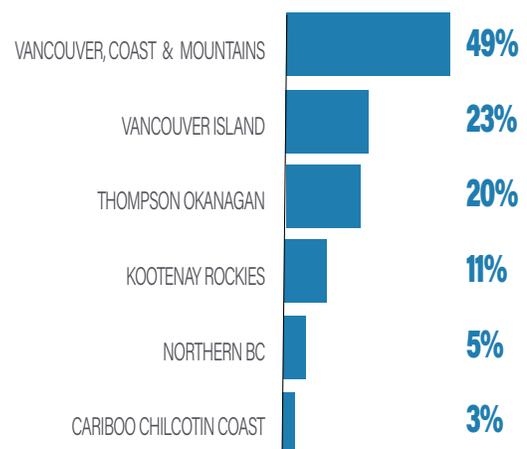
SEASONALITY OF VISITATION TO BRITISH COLUMBIA

Source: Statistics Canada and Destination BC



DISPERSION OF VISITORS AROUND BRITISH COLUMBIA

Source: Statistics Canada and Destination BC
Data Reflects Percentage of Overall Volume



SUSTAINABLY GROWING THE VISITOR ECONOMY

OBJECTIVE Sustainably growing the visitor economy through innovative marketing and destination and community development

PRIORITY

Build a better and sustainable tourism destination

Support sustainable tourism growth through destination development including new product development and enhanced tourism infrastructure and amenities.

Expand province-wide connectivity and Wi-Fi access.

Improve transportation access to support sustainable tourism growth.

Champion tourism as an investment opportunity.

ACTIONS

PRIORITY

Drive demand to ensure B.C. remains a top travel destination

Innovative marketing to compete in key markets.

Encourage more year-round tourism and regional travel.

Create a seamless visitor experience for travellers.

ACTIONS

SPOTLIGHT: ACCELERATE KOOTENAYS

The Highway 3 Mayors' and Chairs' Coalition is a group of municipal leaders who championed the installation of electric vehicle charging stations on Highways 1, 3 and 95 so that travel to and within the Kootenays will be clean, convenient and reliable. In total, 10 partners came together to invest \$1.5 million to add 13 charging stations strategically located near shops, attractions, cafés and restaurants to showcase Kootenay communities and offer visitors more sustainable ways to enjoy the area.



Vineyard on Salt Spring Island, B.C.

RESPECTING NATURE AND THE ENVIRONMENT

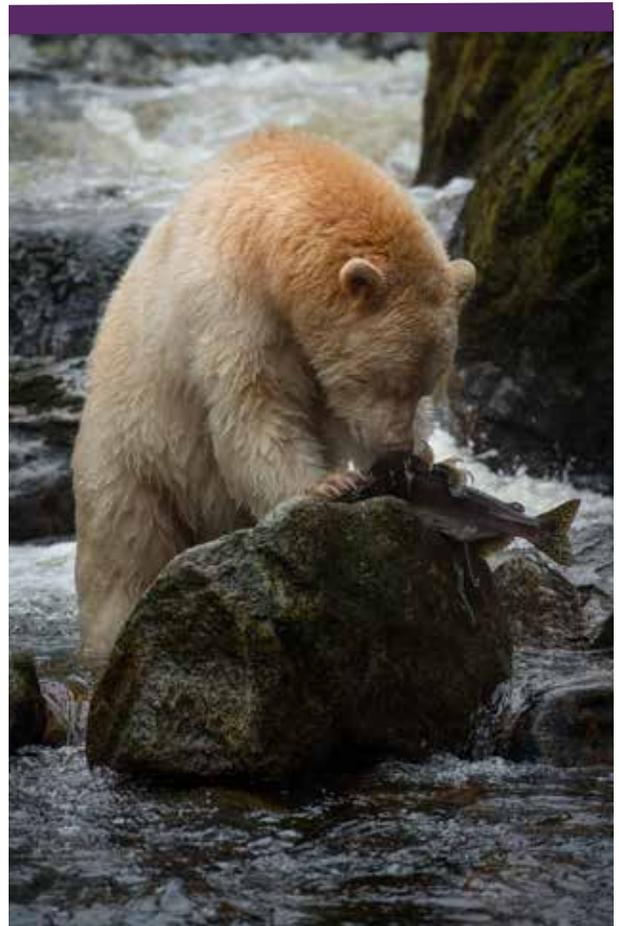
The beauty of our cities, our vibrant towns, and our abundant natural spaces are fundamental to why we want to explore our province and why other Canadians and international travellers want to come to B.C. Outdoor recreation and nature-based activities are high on the “must see” list for many visitors and locals alike. At the same time, there is a growing desire to minimize the impacts on the natural environment and look for more sustainable approaches to tourism.

Some of B.C.’s top tourist destinations, including some provincial parks and outdoor experiences are reaching capacity. New approaches are needed to ensure we don’t diminish the essence of what makes these destinations desirable.

While tourism has a global footprint, the actions we take locally will ensure the long-term sustainability of both the sector and our environment. We need to find new ways to reduce the visitor footprint in our natural places and educate communities and travellers about responsible tourism practices. Respecting and preserving our natural environment is critical to maintaining business viability in tourism and livability for residents over the long term.

Welcoming Visitors - Benefiting Locals - Working Together seeks to balance tourism growth with environmental protection and preservation so that we can continue to deliver on the promise of *Super, Natural British Columbia*[®], and create long-term sustainability. It sets out a series of actions to:

- Position B.C. as a leader in sustainable tourism and environmental stewardship.
- Align tourism with the direction and objectives of CleanBC (cleanbc.gov.bc.ca), the provincial government’s new plan to protect nature, power our future with clean energy, and create new opportunities for people in a sustainable, low carbon economy.
- Support sustainable growth and environmental stewardship in the adventure and agri-tourism sectors.
- Respect our parks, trails, campgrounds and other outdoor recreation experiences.



Spirit (Kermode) Bear in the Great Bear Rainforest, B.C.

SPOTLIGHT: MOUNTAIN BIKE TOURISM

Businesses catering to mountain bikers are on the upswing, helping many B.C. communities to diversify their economies. In Williams Lake, business is booming for First Journey Trails. Their 2017 sales quadrupled over 2016 and they now employ trail crew leaders year-round and hire up to 25 builders from March to October. They also trained hundreds of First Nations trail builders of all ages, from youth to retired forestry workers.



RESPECTING NATURE AND THE ENVIRONMENT

OBJECTIVE Respecting nature and the environment by strategically guiding and managing tourism growth while preserving B.C.'s natural spaces

PRIORITY

Sustaining *Super, Natural British Columbia*®

Enable the tourism sector to develop and adopt common sustainability policies and practices.

Reduce tourism emissions and waste.

Foster responsible visitor travel that creates better places for people to live in, and better places to visit.

ACTIONS

PRIORITY

Support tourism viability in B.C.'s natural spaces

Support the growth of the adventure tourism and agri-tourism sectors.

Ensure the long-term sustainability of B.C.'s outdoor recreation experiences including BC Parks and provincial recreation sites and trails.

ACTIONS

SPOTLIGHT: LEADERS IN SUSTAINABILITY



Global recognition for sustainability demonstrates leadership and brings the right kinds of travellers to the region. In 2017,

the Thompson Okanagan Tourism Association became the first destination in the Americas - and one of only 21 worldwide - to receive the Biosphere Destination certification from the International Responsible Tourism Institute. Since then, they also received the prestigious *Tourism for Tomorrow Destination Award* from the World Travel & Tourism Council and *World Responsible Tourism Award* at the 2018 Annual World Travel Awards.



Yoho National Park, B.C.



Nature is within easy reach of Vancouver, B.C.'s city limits.

MEASURING PROGRESS

Ambitious targets and effective performance measurement will ensure we achieve healthy and sustained growth that benefits all British Columbians and, at the same time, addresses challenges currently facing the industry.

We have set a target of 6 percent annual growth in tourism revenue across the province, growth that is smart, well-managed and ensures we are meeting the needs and expectations of both visitors and British Columbians. This target reflects the fact that global tourism is forecasted to grow dramatically in the next decade, that B.C. is a destination of choice and has the capacity to increase its share of the global market, and that B.C. has a solid foundation of growth from which to build.

Additionally, we will monitor, track and report publicly on the following key indicators which will demonstrate progress against our strategic tourism framework:

SUPPORTING PEOPLE AND COMMUNITIES

- Tourism employment growth
- Number of tourism related job vacancies
- Average tourism related wage growth
- Investments in arts, culture, and sport events and festivals
- Municipal Regional District Tax revenue

SUSTAINABLY GROWING THE VISITOR ECONOMY

- Total tourism revenue
- Tourism tax and export revenue
- International visitor arrivals by month
- Number and type of tourism businesses, including Indigenous businesses
- Net promoter score of B.C.⁶

RESPECTING NATURE AND THE ENVIRONMENT

- Investments in recreation and parks
- Visitor perception of B.C. as a travel destination



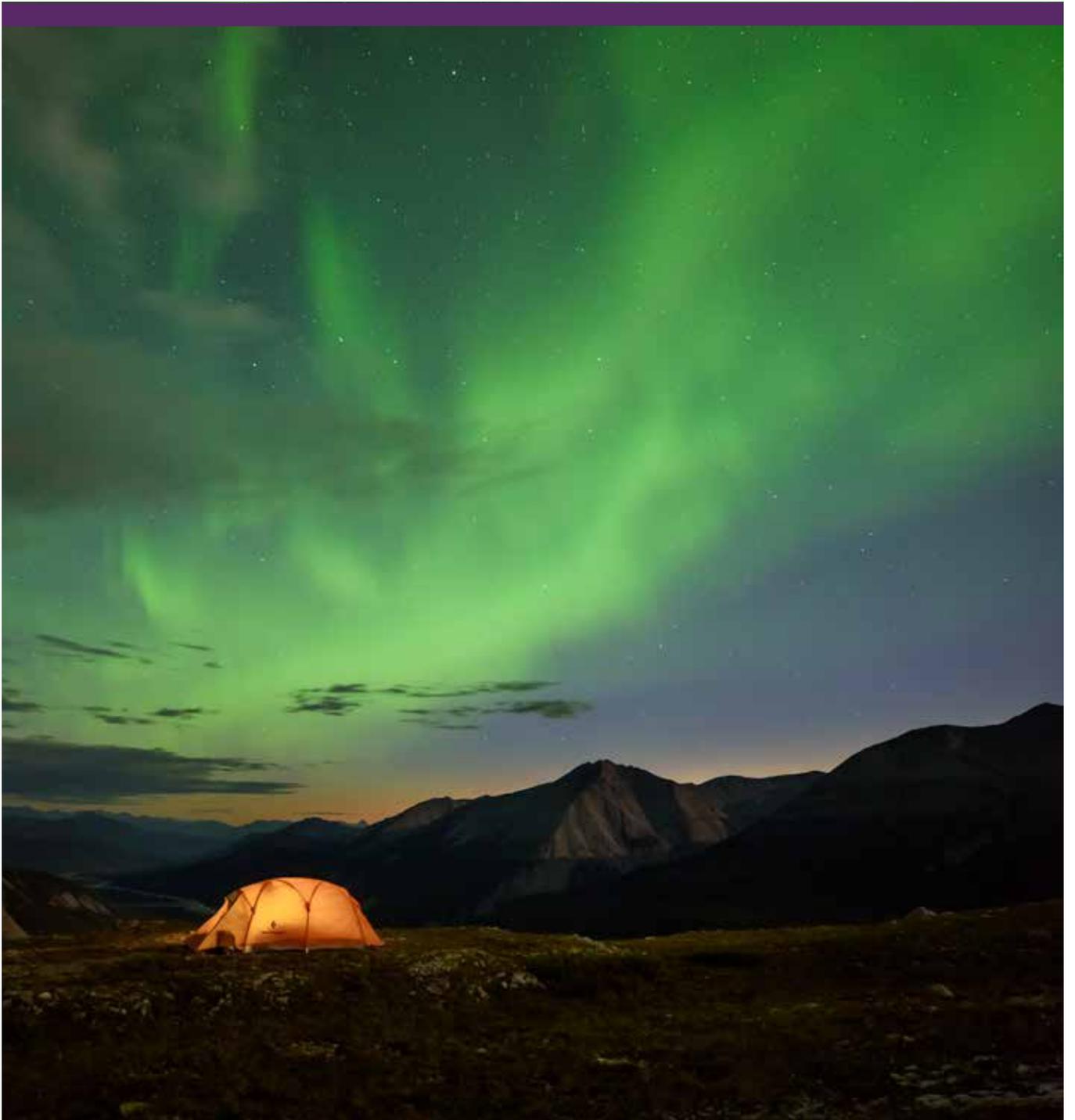
New Denver, B.C.

The Ministry of Tourism, Arts and Culture and DestinationBC currently collect and report on many of these indicators and will continue to do so on an annual basis to inform policy, program and investment decisions. However, there are also some areas that we have not previously tracked, specifically related to tourism sustainability, and where specific measures, indicators and baselines will be needed in order to measure progress.

The Ministry of Tourism, Arts and Culture will continue to work closely with the Minister's Tourism Engagement Council (MTEC) and industry partners to establish a clear set of sustainability performance indicators to measure success and provide insights into where there may be capacity challenges and opportunities for growth in communities across the province.

Taken together, this will provide us with a comprehensive assessment of the health and sustainability of tourism in B.C.

⁶ Definition: The Net Promoter Score® (NPS®)2, developed by Frederick Reichheld and Bain & Company in 2002, is a simple metric that can be used to measure the intention to recommend/refer a travel destination, organization or sector and is also an indicator of overall satisfaction with the travel or customer experience.



Stone Mountain Provincial Park, B.C.



Horseback Riding at Echo Valley Ranch & Spa in B.C.

WORKING TOGETHER

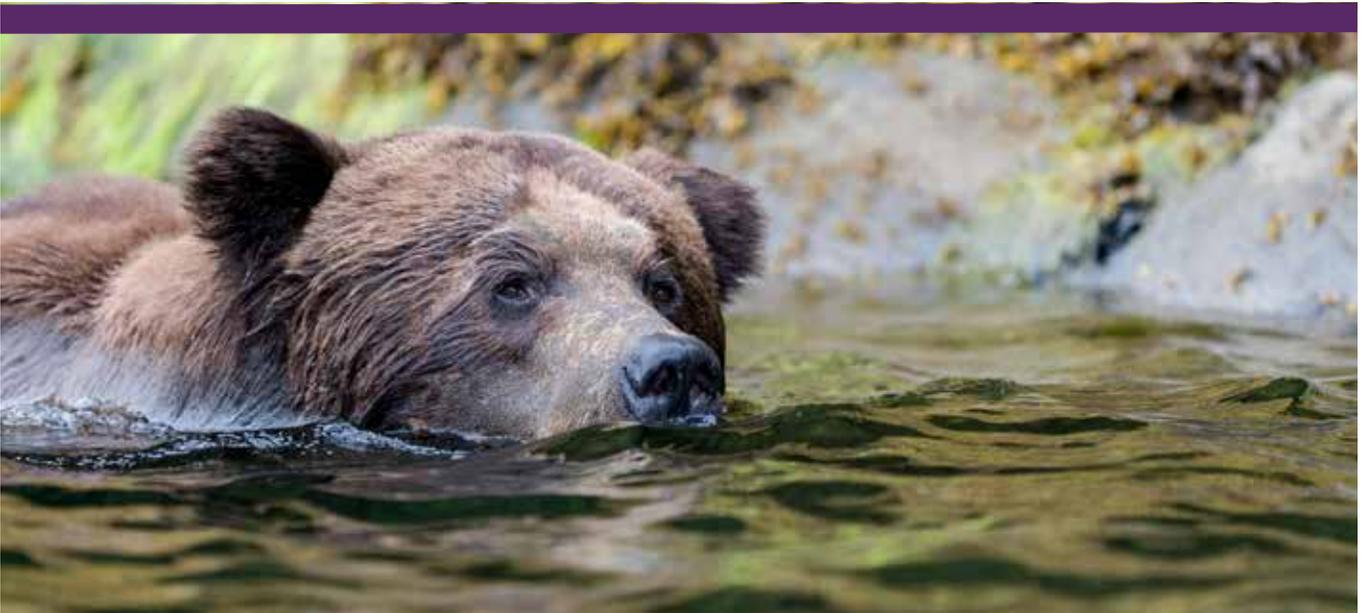
Governments (local, provincial, federal), Indigenous peoples and communities, industry, and community partners across the province must work together to advance our shared objectives for sustainable tourism growth. Joint planning, coordination, and partnerships at all levels are needed to foster an environment that increases our global competitiveness. Visible leadership – one that builds alignment, connection and collaboration across the provincial government, with provincial crown corporations (DestinationBC, Royal British Columbia Museum, and the British Columbia Pavilion Corporation which manages B.C. Place Stadium and the Vancouver Convention Centre) and with industry – will drive tourism programs and initiatives forward throughout the province.

As part of *Welcoming Visitors - Benefiting Locals - Working Together*, we will build new and strengthen existing relationships with our partners to ensure we continue to be seen as an exceptional tourism destination for travellers across Canada and around the world. Specifically, we will act to:

- Ensure that British Columbia is a visible leader of responsible, sustainable tourism growth and development, working in a coordinated way to support and strengthen the B.C. tourism sector.



Rafting on the Nahatlatch River in Boston Bar, B.C.



Swimming Grizzly Bear in B.C.

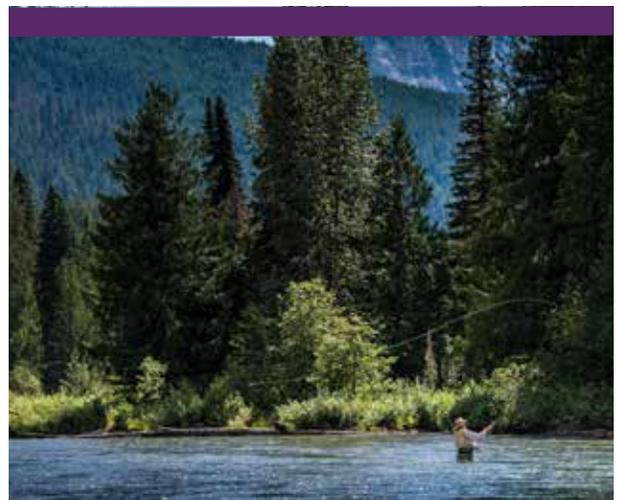
The development of this strategic framework has benefited from the input and advice of many key partners in the tourism sector including industry and sector associations, businesses and destination marketing organizations. Continuing to work in collaboration and partnership with all our partners will be fundamental to how we will deliver on the tourism strategic framework and further support government's priorities.

We will continue to work together with Indigenous peoples and communities to support Indigenous tourism growth and development. This is an important opportunity to advance lasting reconciliation with, and self-determination for, Indigenous peoples. Collaboration with Indigenous peoples will include initiatives to preserve and promote the living cultures and rich heritage of Indigenous peoples and partner with Indigenous communities and tourism businesses get the skills they need to continue to develop exceptional tourism experiences.

We will also work with our cross-ministry partners, post-secondary institutions and industry, to identify and provide skills development and training opportunities for industry, that are consistent with Government's priorities for skills training and apprenticeships.

The Minister's Tourism Engagement Council will continue to advise government on this strategic framework and help to evaluate progress. The Council is comprised of representatives from industry, government and Indigenous communities across the province, and reflects a diverse range of geographic, demographic, and business perspectives.

By working in partnership, we will support the priorities of Welcoming Visitors - Benefiting Locals - Working Together and ensure we successfully showcase the beauty, diversity and cultural richness of *Super, Natural British Columbia*® on the world stage.



Fly-fishing in Likely, B.C.



Mountain Biking in Cronin Pass, B.C.



Visitors dining al fresco in Penticton, B.C.

ACKNOWLEDGMENTS

We would like to acknowledge and thank the representatives of the many organizations that provided input into the development of the Welcoming Visitors - Benefiting Locals - Working Together | A Strategic Framework for Tourism in British Columbia 2019-2021, as well as the over 1,300 people who provided input through the destination development planning process, on behalf of communities, tourism businesses and organizations throughout B.C.

BRITISH COLUMBIA PAVILION CORPORATION
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TOURISM INDUSTRY ASSOCIATION OF BC
TOURISM INDUSTRY ASSOCIATION OF CANADA
TOURISM VANCOUVER
TOURISM VANCOUVER ISLAND

We would also like to thank the participants who took part in the November 2018 roundtables, for their invaluable contributions to the development of this Strategic Framework.

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