



StrongerBC
for everyone

Strategic Framework for Tourism 2022–2024

A Plan for Recovery and Resiliency



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Minister's Message



British Columbia is a world class destination and — at this very moment — there are people all over the world planning a visit to our incredible province.

As a tourism destination, we offer something special: breathtaking natural scenery; Indigenous tourism that is unique to B.C.; world-class restaurants, cafes and hotels; experiences that engage, educate and inspire; exceptional arts, culture and sport; and, of course, a welcoming and diverse population.

We have just lived through an unprecedented time in our province's history. We watched as the world shut down, borders closed, and all non-essential travel stopped; we have seen the increasing devastation of climate change — extreme weather, floods, heat domes, forest fires and other disasters negatively impact our province. None of this was easy on anyone in the province, but it was another blow to the people working in the tourism industry.

An important realization that has emerged is the crucial need to reflect on what is working and where we need to do better. To address the big challenges of today, we need to come together to connect, collaborate and take action to rebuild a better future. As the world moves to our “new normal,” we have an exciting opportunity to reset for a new era of tourism in the province.

The Strategic Framework for Tourism in British Columbia 2019–2021 has been updated in response to Recommendation #7 from the [Tourism Task Force Report](#). The update of this framework is guided by the foundational principles of the Provincial Government — putting people first; lasting and meaningful reconciliation; equity and anti-racism; a better future through fighting climate change; and a strong, sustainable economy that works for everyone.

Tourism is one of B.C.'s most dynamic industries. A thriving tourism industry is a key pillar of the StrongerBC Economic Plan, that contributes to an inclusive, sustainable and innovative economy that works for all people. It is a pathway for jobs, opportunity and entrepreneurship where healthy, inclusive societies are more productive, competitive and innovative. **The Strategic Framework for Tourism 2022–2024: A Plan for Recovery and Resiliency** is our roadmap for rebuilding tourism in the province and an integral part of our province's economic recovery from the COVID-19 pandemic.

This framework will play an important role in achieving a more resilient sector as we look toward the future. It outlines how we will return to and surpass 2019 revenue levels and build back in key areas like job growth and international visitor volumes.

We will achieve this by coordinating government and industry efforts to invest in infrastructure and services that enhance access and improve connectivity throughout the province. We also know that a strong and sustainable future requires lasting and meaningful reconciliation with Indigenous peoples, who are foundational to the culture, social fabric and history of our province. As a sector and as a government, we must be committed to championing equity and valuing diversity. And we must take action against climate change, in innovative ways that have a real impact. We will be laser-focused on creating more opportunities than ever before. This framework is about fighting for people, our planet and our shared prosperity, all of which are rooted in our commitment to reconciliation with Indigenous peoples.

Our objectives, priorities and actions have a clear commitment for collaboration with our industry partners. Our approach will be about putting people first; understanding that the words ‘industry’ or ‘sector’ really describe the thousands and thousands of people in every corner of B.C. who work in tourism; individuals and families who put in long hours and invest their time, money, creativity, and passion into creating memorable experiences for visitors.

Every single person connected to the tourism industry has demonstrated incredible fortitude and leadership, and I want to thank you all. I am grateful for your dedication and hard work to pivot, realign your businesses and take care of your employees and each other. Let's get to work on our journey to brighter days. Let's make our mark as a destination of choice.

As I often say: “We have to paddle together,” and never has this belief been more important than now.

MELANIE MARK

Hli Haykwhl Wíi Xsgaak

Minister of Tourism, Arts, Culture and Sport

Introduction

Tourism has — and will always be — integral to who we are as British Columbians. Prior to the COVID-19 pandemic, each year, Super, Natural British Columbia® attracted millions of visitors from other parts of our province, across Canada and around the world.

This vibrant industry plays a key role in B.C.'s economy, our culture and our quality of life because a strong economy and a healthy society go hand-in-hand. Through tourism, Indigenous peoples share their diverse cultures and heritage with locals and visitors, in the way that they decide is best for their communities. When people travel in British Columbia, they reconnect with nature. Given B.C.'s incredible diversity, visitors can engage with cultures originating from all over the world — promoting intercultural connection and understanding. Parks and trails, museums and galleries, historic sites, restaurants and events are all supported by the visitor economy.

Prior to the pandemic, tourism was the third largest employer in the province, with almost 150,000 people working in the industry, and continues to offer a range of

career opportunities. In 2019, tourism generated \$1.8 billion in provincial and municipal tax revenue, supporting key infrastructure like schools, roads and hospitals.

The tourism industry has been one of the hardest hit sectors by the COVID-19 pandemic. Extraordinary measures designed to limit the transmission of the COVID-19 virus — such as border closures, travel restrictions and physical distancing orders — have profoundly impacted businesses and, in turn, employment. Tourism revenue fell from \$20.3 billion in 2019 to \$7.1 billion in 2020, a drop of 64.9%.¹ The industry's unemployment rate averaged 15.5% in 2020, substantially higher than pre-pandemic levels in 2019 (3.2%)².

¹ Source: Destination BC.

² Source: Tourism HR Canada. Statistics Canada Labour Force Annual Averages.

DEFINITION OF RESILIENCE

The ability of households, communities and nations to absorb and recover from shocks, whilst positively adapting and transforming their structures and means for living in the face of long-term stresses, change and uncertainty.³

³Source: The Organization for Economic Co-operation and Development (OECD)

Victoria

As an industry, you have been relentless in your perseverance, discipline and focus, pulling together and working hand-in-hand with government to keep people safe and support business owners and workers. People all across our province did their part by rolling up their sleeves and helping British Columbia achieve one of the highest vaccination rates in North America.

These efforts mean that today, we are primed for recovery, more resilient than ever, and ready to welcome the world back to British Columbia. This plan is our roadmap to guide this journey and reflects the commitment of the entire provincial government to securing a brighter future for the people behind B.C.'s tourism industry.



Chilliwack

Plan for Recovery and Resiliency

MISSION STATEMENT

British Columbia’s tourism industry creates opportunities for people to have a better life through community enhancement, sustainable growth and climate action. Stewardship of the industry is rooted in principles of diversity, inclusivity, reconciliation and partnerships.

Our goal is to rebuild tourism revenues to 2019 levels by 2024. Government invested early in relief measures and continues to invest in recovery programs and initiatives to support the thousands of people who make this industry thrive.

The Strategic Framework for Tourism 2022–2024: A Plan for Recovery and Resiliency reflects industry and government’s shared vision for building the tourism industry back to be even more competitive than it was before. It outlines distinct priorities and concrete actions under three equally important

pillars: People, Planet, and Prosperity. In bringing this plan to life, we will attain our vision of tourism boosting quality of life for people, contributing to a greener future, and achieving sustainable growth across seasons and regions of the province.

No industry succeeds in isolation, and tourism, especially, is integral to B.C.’s economic, social and cultural landscape. Rebuilding tourism is key to our province’s economic recovery and the future well-being of people who live here.



PEOPLE

TOURISM SUPPORTS HEALTHY,
INCLUSIVE SOCIETIES



PLANET

HARNESS OPPORTUNITIES
FOR TOURISM TO CONTRIBUTE
TO CLEAN GROWTH



PROSPERITY

SUSTAINABLE GROWTH
OF THE VISITOR ECONOMY

RECONCILIATION WITH INDIGENOUS PEOPLES

Plan for Recovery and Resiliency

OBJECTIVE

PRIORITIES

ACTIONS



PEOPLE | Tourism Supports Healthy, Inclusive Societies



SUPPORT COMMUNITIES IN REBUILDING AND ENHANCING THEIR VISITOR ECONOMIES

- Support business recovery, adaptation, resilience, and innovation
- Invest in arts, culture, sport, and multiculturalism, and promote stewardship of heritage resources
- Support rural tourism through expanded connectivity and Wi-Fi, and other recovery programs
- Provide funding to start-up and established events and to support bid preparation
- Rebuild confidence and drive bookings in B.C.'s business events and conferences industry
- Keep visitors and employees safe during the pandemic, wildfires, and other emergencies



SUPPORT TRUE AND LASTING RECONCILIATION WITH INDIGENOUS PEOPLES THROUGH TOURISM

- Work with Indigenous partners to preserve and promote living cultures and rich heritage of Indigenous peoples, if and how they determine would benefit their community
- Following the principle of self-determination, support Indigenous communities to develop new tourism experiences and recover from the pandemic



CONTINUE TO SUPPORT THE TOURISM SECTOR IN BECOMING MORE INCLUSIVE AND ACCESSIBLE

- Promote B.C. as an inclusive and welcoming destination
- Provide resources to help industry create or adapt inclusive and accessible tourism experiences

OBJECTIVE

PRIORITIES

ACTIONS



PLANET | Harness Opportunities for Tourism to Contribute to Clean Growth



BUILD A CLEANER TOURISM INDUSTRY THAT IS PREPARED TO ADAPT TO CLIMATE CHANGE

- Collaborate with partners to identify climate risks and develop tools to respond
- Encourage partners to adopt common sustainability policies and practices, such as through active transportation plans
- CleanBC: invest in infrastructure to reduce tourism emissions and waste, such as expanding EV charging network and adapt to climate impacts



SUPPORT RESPONSIBLE TRAVEL AND PRESERVATION OF B.C.'S NATURAL SPACES

- Support sustainable recovery and environmental stewardship in adventure and agri-tourism, and integrate historic places and mountain resorts in modern land use planning
- Encourage safe, responsible, and respectful outdoor recreation
- Educate visitors about responsible travel to uphold B.C. values like respect for Indigenous cultures, wildlife, and wilderness

OBJECTIVE

PRIORITIES

ACTIONS



PROSPERITY | Sustainable Growth of the Visitor Economy



BUILD BACK A STRONG AND DIVERSE TOURISM WORKFORCE

- Champion leading human resources practices to address recruitment and retention challenges and promote variety of job and career opportunities
- Provide affordable skills training and education



INVEST IN B.C.'S COMPETITIVE ADVANTAGES IN THE POST-COVID-19 PANDEMIC ERA THROUGH DESTINATION MANAGEMENT

- Support local and regional destination development plans and invest in infrastructure and products that elevate the visitor experience
- Champion tourism as an investment opportunity



ATTRACT VISITORS DURING ALL FOUR SEASONS AND TO MORE REGIONS OF THE PROVINCE TO SHARE THE BENEFITS OF TOURISM WITH EVERYONE IN B.C.

- Grow visitation through destination brand building, data-driven marketing, and collaboration
- Promote B.C.'s routes, areas and natural beauty in a globally compelling way



PEOPLE | Tourism Supports Healthy, Inclusive Societies



The tourism industry has the power to boost quality of life for people living in every corner of our province. Over the next three years, we will work with communities to rebuild their visitor economies, and raise the bar even higher, because we know a well-managed, thriving tourism industry makes life better for people.

This means working with our partners to invest in arts, culture, heritage, sport and multicultural experiences, infrastructure, events, and festivals, all of which make B.C. communities great places to live and visit.

The pandemic challenged businesses like never before, and many had to adapt, evolve and pivot to survive. We will build on what we've learned and continue to support business resilience and innovation.

In today's globally connected world, we know that visitors expect high-speed internet and cellular access, even in rural areas. That is why continuing to invest in connectivity is as important for the future competitiveness of B.C.'s tourism industry as it is for quality of life for people living in rural and remote communities.

As we have seen during the devastating emergency events of recent years, people in B.C. rally together during challenging times. We continue to be committed to working with industry

and Indigenous communities to provide the necessary resources and tools to ensure people are safe, informed and prepared for emergencies.

The increasing global demand for authentic Indigenous experiences has created an unprecedented opportunity for Indigenous peoples to share their living cultures and traditions with the world. In recognition of the **Declaration on the Rights of Indigenous Peoples Act**, we will continue to work with Indigenous partners to preserve and promote the rich heritage of Indigenous peoples. We will support Indigenous business recovery and development of new tourism experiences.

British Columbia's tourism industry has made significant progress in becoming more inclusive and accessible for everyone. Still, we know that more effort is needed to ensure that people of all abilities and backgrounds can fully participate in and benefit from everything that tourism offers. We continue our commitment to work alongside industry, businesses and communities to achieve greater diversity, equity and inclusion in tourism.



PEOPLE | Tourism Supports Healthy, Inclusive Societies



**SUPPORT COMMUNITIES IN
REBUILDING AND ENHANCING
THEIR VISITOR ECONOMIES**



**SUPPORT TRUE AND LASTING
RECONCILIATION WITH INDIGENOUS
PEOPLES THROUGH TOURISM**



**CONTINUE TO SUPPORT
THE TOURISM SECTOR IN BECOMING
MORE INCLUSIVE AND ACCESSIBLE**

- Support business recovery, adaptation, resilience and innovation
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SPOTLIGHT: QUESNEL RV PARK AND CAMPGROUND, CARIBOO CHILCOTIN COAST



Photo credit: Bonnie Grenon

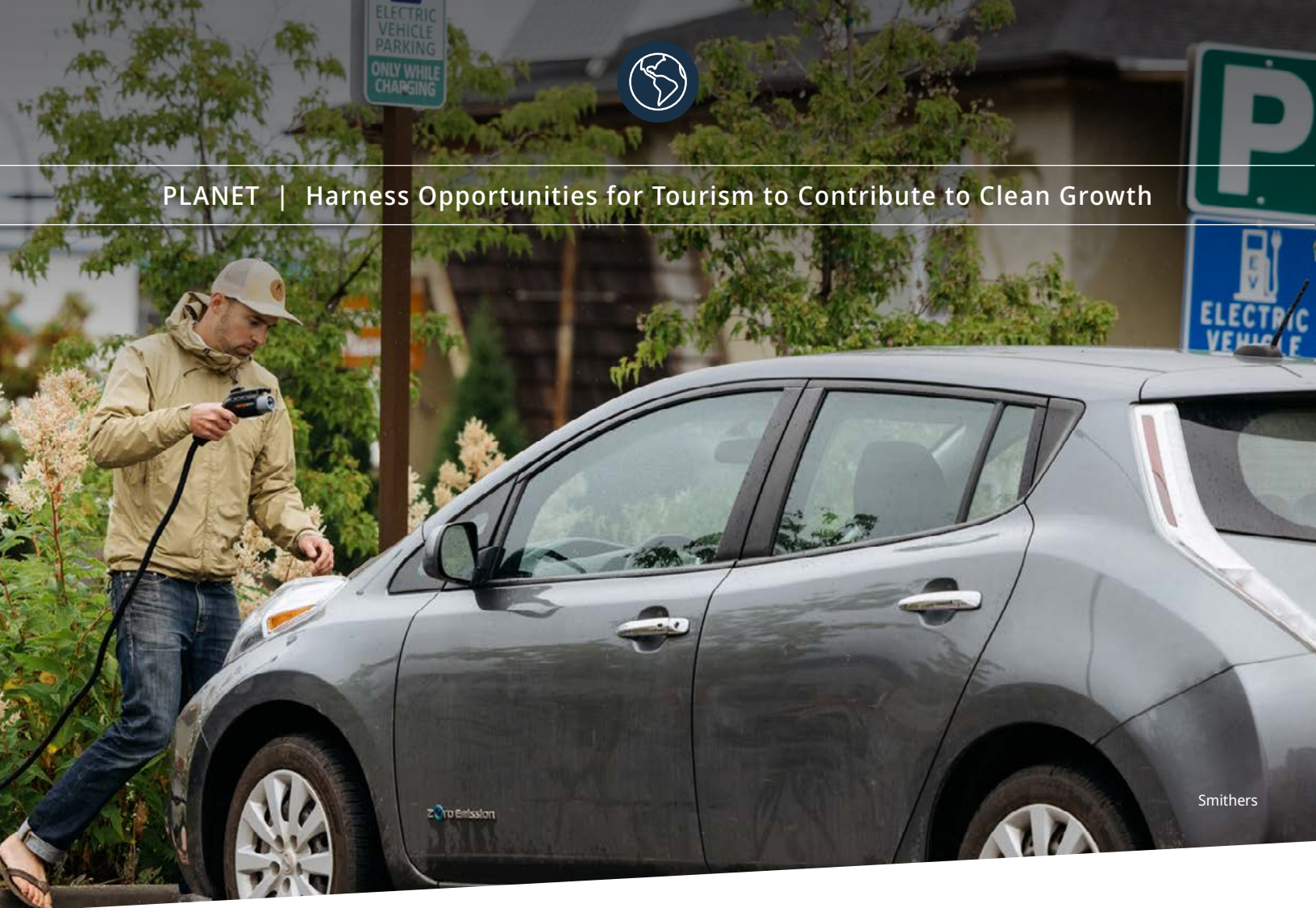
COMMUNITY ECONOMIC RECOVERY INFRASTRUCTURE PROGRAM — DESTINATION DEVELOPMENT

With funding provided through the Community Economic Recovery Infrastructure Program and Northern Development Initiative Trust's Economic Infrastructure program, Quesnel is repurposing the site of the former Public Works Yard to build a destination RV Park and Campground near Quesnel's picturesque downtown core.

The project develops a key asset identified in the Cariboo Chilcotin Coast's Destination Development Strategy for the Gold Rush Trail.

"The RV Park and Campground will attract more tourism to the area and increase local economic diversity."

— Mayor Bob Simpson



PLANET | Harness Opportunities for Tourism to Contribute to Clean Growth

The impacts of climate change are all around us, and the scale of the climate emergency demands that we act with even greater urgency than ever before. Everyone has an important role to play in this critical work. Government, communities, industry, businesses and visitors all need to rise to the challenge of a changing climate and strengthen efforts to build a resilient tourism ecosystem that protects people and our natural environment.

The Strategic Framework for Tourism 2022–2024 supports Government's [CleanBC Roadmap to 2030](#) and the [Climate Preparedness and Adaptation Strategy](#) in harnessing the power of the tourism industry to contribute to a cleaner, more resilient future.

Over the next three years, we will work towards a cleaner tourism industry that is prepared to adapt to climate change. This means investing in infrastructure to reduce emissions and waste from travel and adapt to the impacts of a changing climate. We will promote common sustainability policies and practices that everyone can learn from.

We also know that increasingly, visitors are seeking out responsible travel opportunities that help to preserve, rather than degrade, natural spaces. That's why it is critical to support recovery and environmental stewardship in adventure and agri-tourism, while encouraging safe, responsible and respectful outdoor recreation. Many people who visit British Columbia want to protect and celebrate B.C. values like respect for Indigenous cultures, wildlife and wilderness. We will work with industry to help educate and empower visitors to reduce their environmental footprint and protect this special part of the world for future generations.



PLANET | Harness Opportunities for Tourism to Contribute to Clean Growth



BUILD A CLEANER TOURISM INDUSTRY THAT IS PREPARED TO ADAPT TO CLIMATE CHANGE

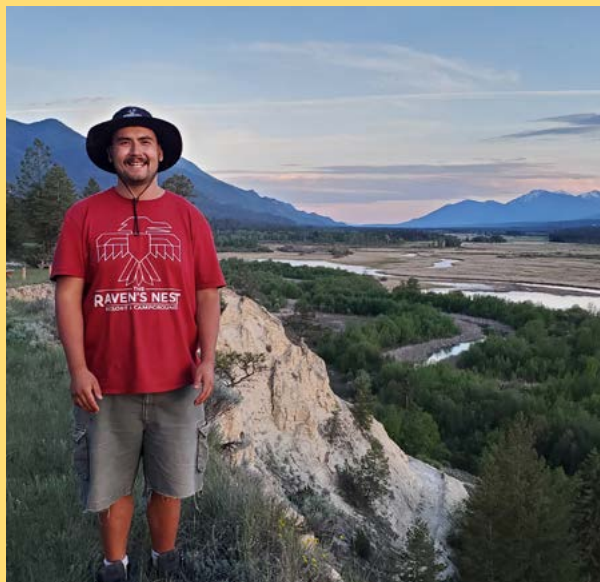


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- Collaborate with partners to identify climate risks and develop tools to respond
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SPOTLIGHT: RAVEN'S NEST RESORT, KOOTENAY ROCKIES



BC INDIGENOUS TOURISM RECOVERY FUND

For Raven's Nest Resort in the Kootenay Rockies, the BC Indigenous Tourism Recovery Fund helped support the continuation of business for this beautifully secluded campsite on the Akisqnuq First Nation. Through improvements to the campground and site, guests can enjoy new log cabins, adding to the destination's future success. The funding

also helped support the hiring of a new full-time employee, who kept operations running smoothly for the small team during the pandemic.

"Raven's Nest is grateful to welcome guests again as we look forward to future seasons."

— Emily and Faro Burgoyne,
Owners



PROSPERITY | Sustainable Growth of the Visitor Economy



Golden

As we rebuild B.C.'s visitor economy, we need to pay attention to both the costs and the benefits the industry can bring. Sustainable growth is about making sure the people who live in our province continue to reap the rewards of a well-managed tourism industry.

Workforce challenges are more acute than ever, and we will work together to promote progressive human resource practices that encourage people to join the tourism workforce — and stay in the industry. This includes making sure tourism workers — from entry level to senior management — have the skills training and education they need to thrive.

British Columbia has many natural competitive advantages that we can leverage in the post-pandemic world, including wide open spaces, a small population, and incredible outdoor recreation opportunities. Going forward, we know that we will need to continue to support destination development and attract

new investment to draw and capture the attention of visitors, especially as jurisdictions worldwide compete for travel spending.

But sustainable growth means that we want to be strategic in when and where we generate tourism demand. To ensure the benefits of tourism are shared with everyone in B.C., we will encourage visitors to travel in all four seasons and into every corner of our province. Destination BC will work with its partners to execute innovative, data-driven marketing plans, build compelling destination brands, and promote B.C.'s routes, areas, and natural beauty to captivate global audiences and create memorable experiences.



PROSPERITY | Sustainable Growth of the Visitor Economy



BUILD BACK A STRONG AND DIVERSE TOURISM WORKFORCE



INVEST IN B.C.'S COMPETITIVE ADVANTAGES IN THE POST-COVID-19 PANDEMIC ERA THROUGH DESTINATION MANAGEMENT



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- Champion leading human resources practices to address recruitment and retention challenges and promote variety of job and career opportunities
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SPOTLIGHT: BC FOREST DISCOVERY CENTRE, VANCOUVER ISLAND



BC MAJOR ANCHOR ATTRACTIONS PROGRAM

Located in the Cowichan Valley, the BC Forest Discovery Centre has been telling the story of the past, present, and future of the forest industry in British Columbia for over 55 years. Typically entertaining more than 67,000 visitors a year, the centre is the third largest admission-based attraction on Vancouver Island. The pandemic caused a decrease in its annual attendance and an 80% loss of income, leaving the future of the attraction in question. Because of

the funding received through the BC Major Anchor Attractions Program, the staff at the Forest Discovery Centre were able to keep the doors open, and now remain confident for their success in future years.

“Witnessing the tremendous support we have received, I truly think that it has brought us together and made us stronger.”

**— Chris Gale,
General Manager**

People, Planet, Prosperity: Measuring Progress

Measuring our performance in key areas is more important than ever to make sure we effectively address today's challenges while achieving sustainable growth that benefits everyone. Tourism industry revenue serves as an overall indicator for the growth of the tourism sector.



TOURISM REVENUE GROWTH TARGETS

	2022/23	2023/24	2024/25
TOURISM INDUSTRY REVENUE GROWTH	+50%	+60%	+10%

INDICATORS

Taken together, these economic and non-economic indicators will provide us with a comprehensive assessment of the health and sustainability of tourism as we build back a stronger and more resilient industry:

- Number of Indigenous-owned tourism businesses
- Number of accessible tourism products and services
- Number of tourism businesses with environmental or sustainability certifications
- Number of tourism businesses participating in carbon reduction programs
- Investments in recreation and parks
- Total tourism revenue
- Growth in tourism employment
- Number of international visitors to B.C.
- Average hourly wage in tourism
- Average overnight domestic visitors by region

In 2020, public health measures designed to limit the spread of the COVID-19 pandemic resulted in significant decreases to industry revenues. As we collectively build back to and surpass 2019 revenue levels, we have set achievable revenue growth targets for the next three years.

We have expanded our focus to reflect the non-economic value that a well-developed and responsibly managed

tourism industry can provide, including the social, cultural and environmental benefits that contribute to sustainable tourism growth and our path to recovery for the industry.

We will monitor and report publicly on the key indicators above to demonstrate our progress against the objectives of **The Strategic Framework for Tourism 2022–2024**.

Working Together and Acknowledgments

Reversing the devastating impacts of the COVID-19 pandemic on the tourism industry demands deeper and more meaningful collaboration than in the past. This call-to-action spans across government and communities and into individual sectors and businesses.

The Ministry of Tourism, Arts, Culture and Sport is working closely with other ministries across Government to deliver on shared priorities to support everyone who has been impacted by the pandemic. This is the only way to ensure that we rebuild the tourism industry to be even better than before.

This strategic framework was developed in collaboration with key partners in the tourism industry. As we work towards the objectives, priorities and actions, we will continue to draw

on their expertise, experience, partnership, and exceptional leadership.

The strategic framework also reflects our commitment to continue on the path to true and lasting reconciliation with Indigenous peoples. We will work alongside Indigenous peoples and communities to empower business recovery and fulfill their ambitions to build new tourism experiences.

ACKNOWLEDGMENTS

We would like to acknowledge and thank the representatives of the many organizations that provided input into the development of the **Strategic Framework for Tourism 2022–2024**.

The Tourism Task Force's report provided the foundation for the objectives and priorities that will guide our decisions over the next three years. The Tourism Sector Recovery Roundtable imparted valuable feedback and advice about which actions will most effectively support recovery and resilience.

TOURISM TASK FORCE MEMBERS

Tamara Vrooman, Chair
PRESIDENT & CEO
Vancouver Airport Authority

Brenda Baptiste
CHAIR
Indigenous Tourism BC

Rod Harris
ASSOCIATE PROFESSOR
Royal Roads University

Ingrid Jarrett
PRESIDENT & CEO
BC Hotel Association

Walt Judas
CEO
Tourism Industry Association of BC

Glenn Mandziuk
FORMER PRESIDENT & CEO
Thompson Okanagan
Tourism Association

Gavin McGarrigle
WESTERN REGIONAL DIRECTOR
Unifor

Richard Porges
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BC Destination Marketing
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Tourism Richmond

Stephanie Smith
PRESIDENT
BCGEU

Amy Thacker
CHAIR
BC Regional Tourism Secretariat and
CEO
Cariboo Chilcotin Coast
Tourism Association



TOURISM SECTOR RECOVERY ROUNDTABLE MEMBERSHIP

BC Motor Coach Coalition

go2HR

Adventure Tourism
Coalition of BC

Canada West Ski
Areas Association

Pacific Destinations Services

BC Restaurant and Food
Services Association

BC Lodging and
Campgrounds Association

BC Hotel Association

Sport Hosting Vancouver

Tourism Industry
Association of BC

BC Destination Marketing
Organization Association

Destination Greater Victoria

Destination Vancouver

Tourism Whistler

Indigenous Tourism BC

Vancouver Airport Authority

Greater Victoria Harbour Authority

Unifor

BCGEU

Destination BC

British Columbia
Pavilion Corporation

Cariboo Chilcotin Coast
Tourism Association

Cruise Lines International Association

Resort Community Collaborative



Nisga'a Memorial Lava Bed Provincial Park



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