



STRATEGIC PLAN

2024 - 2029



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ABOUT BC'S TOURISM SECTOR

With close to 17,000 businesses that employ some 350,000 people, the visitor economy in British Columbia generates over \$18 billion in direct spending, making it one of the province's top business sectors.

Tourism in BC is a diverse, highly decentralized and fiercely competitive sector. It is described as an industry of industries to reflect this diversity. At its best, tourism celebrates BC's natural and cultural treasures while supporting job and wealth creation in every region of the province across eight product sectors. It is dominated by small and medium-sized businesses, the vast majority of which have assets fixed in one location (e.g. hotels, attractions, restaurants, ski hills). Most operators are passionate about tourism and are willing to work hard to create a great industry.

The inherent diversity and competitiveness of tourism does, however, bring its challenges. Of primary concern is the tendency toward fractured approaches to tourism development and investment. Effort is required to pull the divergent components together into a cohesive, powerful economic force. A strong tourism advocate that unites the industry is necessary to speak clearly about priority issues and represent the collective voice of the visitor economy. Advocacy and policy fit within a tourism eco-system, that when optimized, generates a positive outcome for operators, government, communities and visitors.

EXECUTIVE SUMMARY

The Tourism Industry Association of British Columbia (TIABC) was formally established in 1993 (formerly known as the Council of Tourism Associations - COTA) to connect tourism operators, sectors and destinations together under one major tourism industry advocacy umbrella.

While the organization has existed in some form since the early seventies, it has gone through several iterations and nearly folded in 2013 due to financial constraints. However, TIABC persevered after significant changes to its board and mandate to re-launch in a smaller, but equally impactful way. A dedicated 13-member, industry-led, volunteer Board of Directors leads the association and is committed to advocacy, lobbying, communication, and uniting the industry to be a powerful force for good from a social, cultural, environmental and economic perspective for British Columbia.

While governments generally prefer to work with one primary tourism advocacy organization (similar to other industries such as mining and forestry), the sector specific associations that many of our existing members belong to (e.g. BC Hotel Association, BCDMOA, Wilderness Tourism Association, BC Wine Institute, Canada West Ski Areas Association) also play an integral role in this united voice.

EXECUTIVE SUMMARY

TIABC's strategic priorities focus on five specific areas: Advocacy and Policy Development; Membership; Communications; Operations; and DEIR (Diversity, Equity, Inclusion & Reconciliation). With an annual budget of \$250-300,000, TIABC must determine where to focus its efforts internally and externally for each fiscal year. From a policy, advocacy and lobbying perspective, we also must determine the files we lead, where we participate with partners to tackle government policy, or whether we simply monitor issues that directly or indirectly impact the visitor economy.

In January 2024, TIABC engaged GainingEdge to assist the organization with the development of a new strategic plan to establish a future direction and strengthen TIABC's effectiveness and relevance to its members and stakeholders. The new rolling plan encompasses a five year-time frame (2024-2029) with an annual review and adjustments as necessary.

As an outcome of TIABC's annual member and stakeholders survey, three major themes emerged around which to focus organizational efforts:

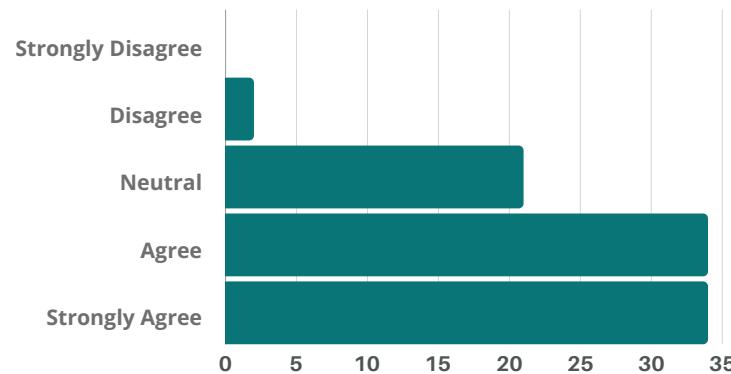
1. TIABC is the lead organization in BC that works with government and industry to ensure a long-term, supportive policy environment for tourism.
2. TIABC will build interest, participation and membership from tourism stakeholders across the province.
3. TIABC will help to strengthen awareness for all levels of government of the importance of tourism and its contribution to the quality of life in BC.

These themes underpin TIABC's objectives in all core functions of our strategic plan and operations.

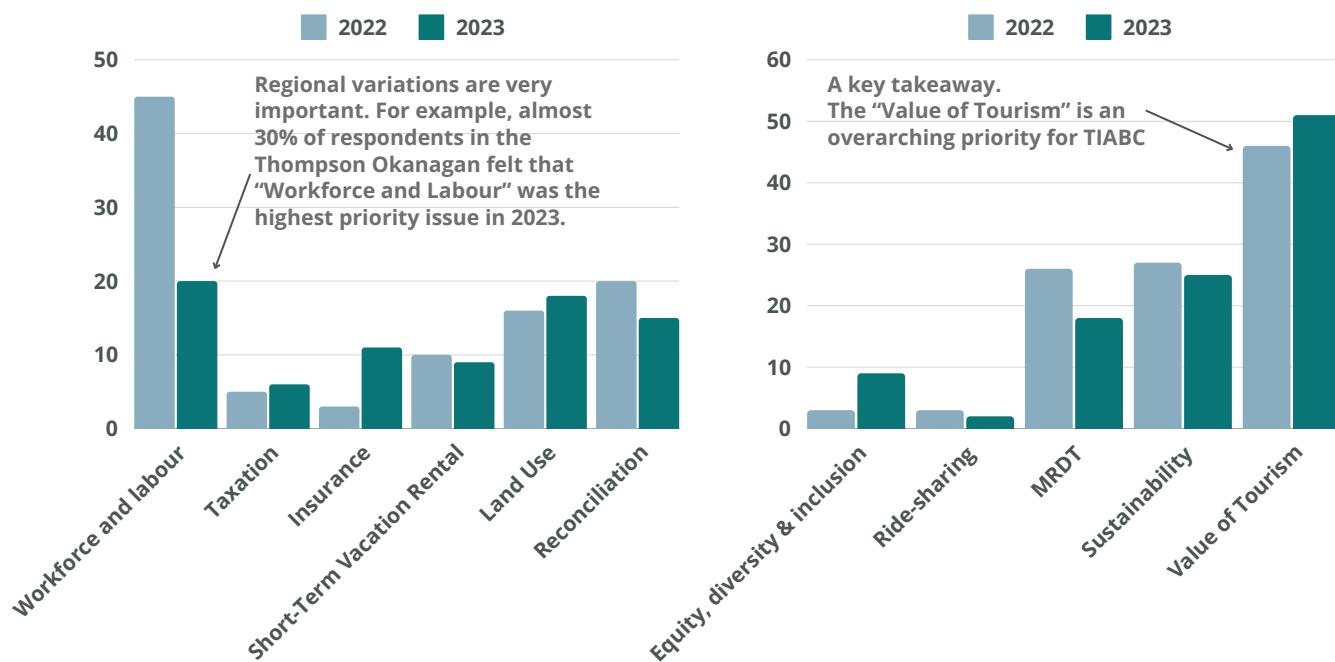
An in-depth review and analysis of the latest membership survey (December 2023), as well as the previous 2022 membership survey, were important inputs to the plan. Additionally, a BCIT student report on Enhancing Membership Value and Financial Sustainability for TIABC (May 2024) also provided intel to inform the strategy. Survey highlights included in this report focus on member satisfaction, priority policy issues, and member benefits.

SURVEY HIGHLIGHTS

Satisfied with Membership



Highest Priority Issues



Additional survey highlights have been added to individual sections of this plan.

TIABC PESTEL ANALYSIS

Political

Global politics in the post-COVID era continue to be polarized and entrenched, characterized by volatility, uncertainty, change, and ambiguity (VUCA). Conservative-leaning parties have made advances in most regions of the world in the fallout of COVID-19 and government responses – particularly vaccine mandates, growing governments, and related encroachments on individual civil liberties. This is true in Europe, Asia, Latin America, and is expected for Canada in the fall 2025 federal election.

The 2022 Russian invasion of Ukraine continues to hold centre stage in global geopolitics, with ramifications for a world transitioning from western-led values and policies toward a more multi-polar world with the ascendency of China, Russia, India, Brazil, and Arabic states on the other. The Hamas attacks on Israel on October 7, 2023 led to retaliatory responses by Israel that have divided the world, with Israel's harsh response being considered by many to be excessive and inconsiderate of civilian casualties. However, there remains a strong global recognition of the right of Israel to self-defense and generalized sensitivity regarding the dangers of anti-Semitic views and movements.

For the BC tourism system, the fall of 2024 produced two important elections, including the BC provincial election (Oct 19) and the US presidential election (Nov 5). The Canadian federal election also must be held before October 2025, and the Conservative Party of Canada currently holds a commanding lead in the polls over the incumbent Liberal Party led by Justin Trudeau, which has held power since 2013.

Nationwide, tourism has benefited from having a dedicated federal Ministry of Tourism since 2015, which has, generally, produced many positive results for tourism infrastructure support, marketing, and particularly emergency response funding and support during COVID-19. This has elevated tourism as an economic priority in Canada, supported by the levers of the Government of Canada.

As of mid-2024 it is widely recognized that a change in the Government of Canada is highly probable, though not certain. This would result in significant changes in Canada overall, with ramifications for tourism. The stated policy platform of the Conservatives would reverse course on several important policy areas, including climate change and carbon taxes, increased emphasis on resource extraction with a focus on oil and gas sector expansion, and overall economic deregulation and tax cutting. The recent expansion of Indigenous title and rights would face strong policy reversals, and immigration programs would be restructured to focus on family reunification and permanent citizenship pathways.

Political

In British Columbia, voters re-elected an NDP government, albeit by a slim margin. The NDP won just 47 seats in 2024 compared with 57 seats in 2020. The new Conservative Party, led by John Rustad, claimed 44 seats while the Green Party retained two seats in the Legislature, although party leader Sonia Furstenau failed in her re-election bid.

Some 12 cabinet members in the previous government either lost their seats or chose not to run again leading to a significantly reshaped cabinet for the new term. Vancouver-West End MLA Spencer Chandra Herbert (a former tourism critic) was appointed as the new Minister of Tourism, Arts, Culture & Sport replacing Lana Popham who returned to the portfolio of Agriculture and Food.

The BC NDP have been generally supportive of tourism since gaining office in 2017, including the appointment of dedicated Ministers of Tourism and maintaining overall stability in tourism support funding for Destination BC as well as the community / regional DMO system. The government was viewed favourably for its COVID-19 recovery funding and wildfire recovery.

However, competing priorities such as housing and the environment have resulted in significant changes to the recent political landscape in BC that have had both positive and negative impacts on tourism. These include restrictions on Short Term Rentals (STRs) and institution of a formal management regime for ridesharing services such as Uber and Lyft. Many in the industry also questioned emergency response management decisions perceived as unnecessarily burdening tourism, particularly related to business closures and travel bans during COVID-19, and public notices to limit travel and reserve overnight accommodations for fire suppression workers and wildfire evacuees. The BC NDP have also taken more concrete action on Indigenous reconciliation, including the April 2024 decision to transfer full title and governing authority of Haida Gwaii to the Haida People. Concerns have been raised by tourism representatives about the increasing uncertainty of land tenures and private property rights in this context.



Economic

The global economy continues a period of deep macroeconomic restructuring after the 2020 global recession caused by COVID-19. For the past 20+ years the global economy has also been buttressed by strong economic performance in the BRICS countries, led by China in particular. However, since 2021 growth in the BRICS economies has been more subdued, with Chinese GDP decreasing from approximately 6-7% annualized growth from 2010-2020 to 3-4% for 2023 and the same forecast for 2024. This has slowed global economic growth.

Many governments across the globe, including Canada, continue tightening monetary policy in an attempt to address increasing inflation and the overall cost of living worldwide.

Governments have been phasing out “quantitative easing” (printing of money and lowering borrowing costs) that began during the global financial crisis of 2008/2009 and continued into late 2022 when the Bank of Canada began raising its policy interest rate (overnight rate) from below 1% to above 5% in 2024. This increase in the cost of borrowing has put significant downward pressure on economic growth and productivity in Canada since at least mid-2023 to help combat inflation.

Canada's national accounts also suffered during COVID-19, with Canada's national debt increasing from \$1.75 trillion CAD in 2020 to \$2.2 trillion CAD in 2024. However, the federal debt-to-GDP ratio has seen a less dramatic increase, from approximately 55% in 2019 to 70% in early 2024. Canada is also experiencing international diplomatic pressure to increase its share of spending on the military to at least 2% of GDP to comply with NATO commitments. This will exacerbate an already tight fiscal picture for new non-military spending in Canada, and tourism relies heavily on government spending to support destination attractiveness and competitiveness.

Canada's GDP declined from 3.8% growth in 2022 to 1.1% in 2023 and is expected to stay close to this level for 2024 and 2025, in recession or close to it.

This is a common trend in developed countries worldwide that have sought to rein-in the inflationary impacts of stimulus spending from the COVID period, as well as phase out quantitative easing since the global financial crisis of 2009.

Tourism in Canada and worldwide are very much subject to these macroeconomic headwinds. Funding for tourism directly, as well as for related infrastructure programs is expected to receive more scrutiny in the coming period of macroeconomic adjustment.

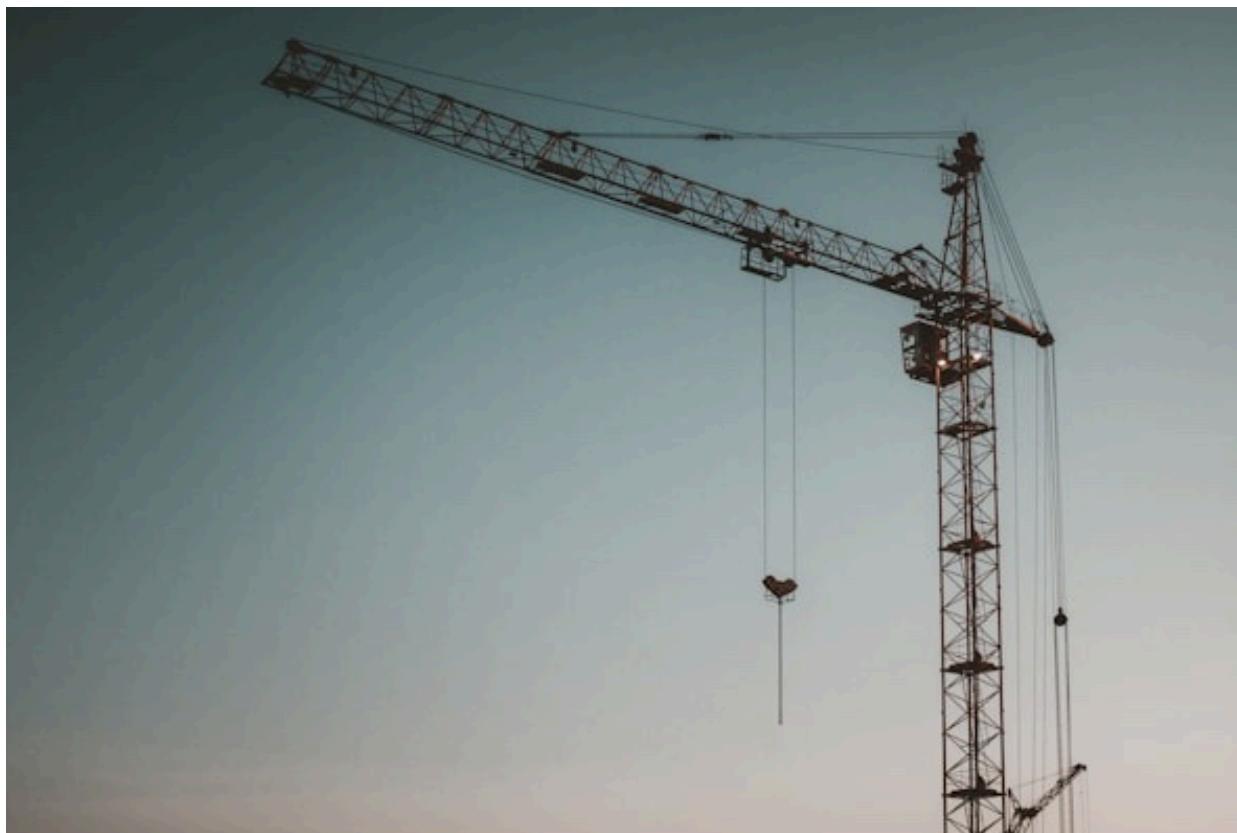
Economic

In British Columbia the fiscal and monetary situation is more positive, with the total provincial debt increasing from \$55 billion CAD in 2020 to \$74 billion CAD in 2024, or an increase in provincial debt-to-GDP from 17.8% in 2020/21 to 18.1% in 2023/24. BC's credit rating continues to be generally positive at AAA in spring 2024 (Moody's), but with a negative outlook due to projected increases in short-term deficits resulting from social commitments earmarked for 2024-2026.

The Canadian dollar has remained relatively stable in the \$.72 to \$.74 range against the US dollar since the fall of 2022, which is generally considered a neutral position that continues to benefit inbound travel from regions (the US and EU in particular), while moderating the effects of Canadian outbound travel that would be witnessed with a CAD above \$.80 (USD).

Global tourism levels continue to rebound strongly in the post-COVID era. According to the World Tourism Organization, global travel demand was at 88% of pre-pandemic (2019) levels for 2023 and is expected to be slightly ahead of 2019 by the end of 2024.

As of mid-2024 Canada and BC have recovered domestic travel markets to pre-pandemic levels, however international markets continue to lag and are not expected to fully recover to pre-pandemic levels until 2025. Positive travel intentions from American travellers, particularly Millennials, will help support the rebound in US travel to Canada including to BC. The Chinese outbound market to BC is not expected to recover to pre-pandemic levels until at least 2026/27.



Societal

The world is experiencing societal shifts that are unprecedented in the modern era, driven in part by exponential advancements in technology, growing income and wealth disparities between the rich and poor, and vastly differing societal perceptions of the significance of climate change and the environment. Geopolitical tensions in Ukraine, Gaza, and parts of Africa continue to undermine global cooperation on key issues. Some key socio-cultural trends are summarized below.

Climate Change | The impacts of climate change have greatly accelerated in the past decade and have resulted in a vast array of new taxes, regulations, and government programs to address the vast and complex issue. These climate change impacts and responses are at the core of global culture wars in most of the Western world, with widely differing perspectives on the severity of impacts, viability of human mitigation actions, and the balance of costs and benefits of taking concrete action (or not). Despite the overwhelming evidence to the contrary, climate change denial continues unabated, with 30-40% of citizens in most developed states believing that climate change does not pose a significant risk to their countries. These divisions are deepening as the effects of climate change become far more apparent on the one hand, while the impacts of increasingly stringent mitigation measures are being felt directly by businesses and consumers.

Culture Wars | Aside from the impacts of climate change on global socio-cultural divisions, culture wars are increasingly being waged across the western world. Public discourse is characterized by vastly divergent perspectives on the role of government in society overall, the rights of Indigenous Peoples, respect for multiculturalism, the importance of Diversity, Equity, and Inclusivity (DEI) initiatives. Support for these types of issues are often called “woke culture” that assert fringe minority rights over generalized well-being and “common sense” governance predicated on individual responsibility, small government, and traditional values in general.

Evolution of Work | Prior to COVID-19 there were already notable trends in the evolution of work, including the growth of the “gig work” in the informal economy, the related and rapid expansion of the sharing economy, decentralized workplaces and remote work, as well as horizontal workplaces that are more collaborative and less hierarchical. Younger generations are increasingly choosing to restructure their lives around values and experiences, which has produced new terminology such as “The Great Resignation” and “NEETs” (Not in Education, Employment, or Training).

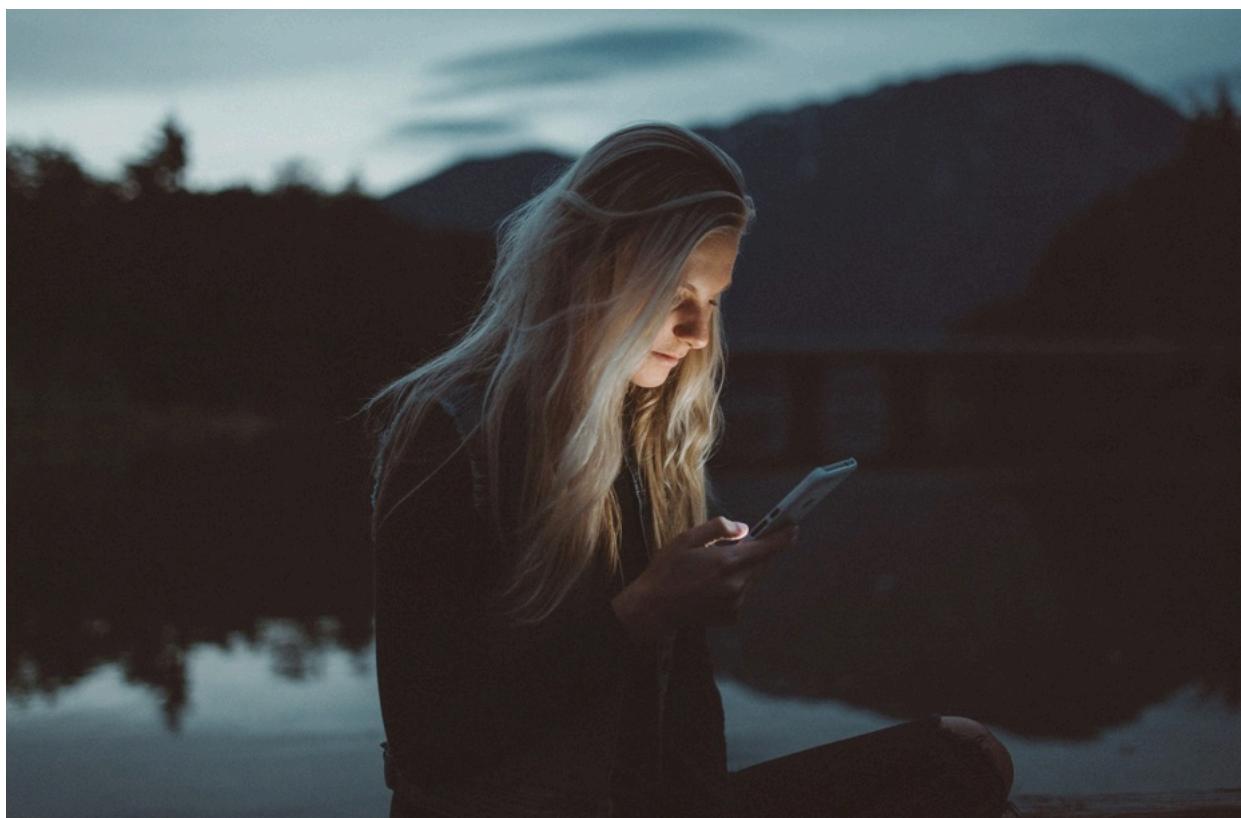
Anti-Tourism Sentiment | Related to many of the above phenomena, coupled with environmental degradation and increased focus on community self-determination, there has been a sharp increase in anti-tourism sentiment around the world. What began as cultural flash points in overtourism hot spots such as Barcelona and Vienna have become far more widespread, including in British Columbia destinations. The term “overtourism” is now commonly used and understood in the public and media. This has resulted in significant changes around the world to limit undesirable tourism volumes in specific places and times. Popular destinations in BC such as the Sea-to-Sky region and Vancouver Island’s west coast have modified their approaches to tourism in response to the growing awareness of the problems of excessive tourism volumes, lack of dispersion, and concentrated in-situ impacts. Relatedly, DMOs have increasingly shifted from destination marketing to destination management, reflecting the sensitivities of destination residents to undesirable social, cultural, environmental, and even economic impacts of tourism.

Technology

In the past 20 years tourism systems were thoroughly “disrupted” by the dominance of the digital age, particularly widespread societal use of social media, the growth in user generated content, and use of online apps that could perform nearly any function imaginable for trip planning, booking, in-destination experiences, and post-trip advocacy. Nearly every corner of the Earth is now covered by Internet service since the launch of the Space X Starlink satellite Internet constellation in 2019. Tourism has been a leading adopter of social media platforms such as Facebook, Instagram, YouTube, Snapchat, and WeChat.

Beginning in the early-2020s, technological growth and emphasis has shifted away from general digital and social media toward Artificial Intelligence (AI, or machine learning) systems. AI systems such as Chat GPT 4.0 have become widely adopted in tourism and elsewhere in the economy and society. These AI systems are in their infancy, and yet are already augmenting and/or replacing a number of business processes, while eliminating the need for not only lower skilled labour but increasingly specialized functions such as accounting, legal, and executive roles.

The growth of technology continues to follow Moore’s Law, with a rough doubling of computer microchip processing power every 12-18 months, and AI systems will likely maintain this pattern in the coming years. The combination of big data, analytics, social media, user generated content, and AI will continue to dominate the tourism planning and experience landscape in ways that are beyond imagination.



Environment

Environmental issues have taken the forefront of nearly all societal, economic, and political discussions in recent years, and not only related to climate change. Topics such as the spread of plastic pollution in global waterways, rapid deforestation (including from wildfires), loss of species through urban encroachment, and others are now widely understood to be existential-level issues requiring robust and coordinated global solutions. Many of these issues are independent of climate change.

Climate Change | British Columbia has been “ground zero” for climate change impacts, with record-breaking heat waves becoming the norm during summer months, as well as longer and milder winters being punctuated by sharp and unpredictable cold snaps that have devastating impacts on local ecologies. The catastrophic loss of grape and stone fruit crops in the BC Okanagan and Interior in January 2024 is an acute example of the dangers of generalized warming trends coupled with rapid and unpredictable cold snaps in winter. In 2021 the western world incorporated the term “atmospheric river” into the common lexicon, as devastating flooding closed the Coquihalla Highway for months in November 2021.

In 2023 many parts of British Columbia, including the milder / wetter climates of the coastal regions, experienced drought conditions that have never been witnessed, with Drought Level 5 warnings being in effect for much of the province. These droughts impact tourism systems with water restrictions and groundwater depletion, and cause damage to flora and fauna. British Columbia’s iconic keystone species such as wild salmon face an uncertain future when drought and hotter temperatures result in water temperatures that put these species in peril, such as the unprecedented low water levels and high temperatures in the Fraser River in 2023.

Destination BC’s Industry Partners Survey shows that environmental issues are by far the biggest concern for the tourism industry in the long-term. Many businesses are re-tooling their products and experiences to better align with the growing expectation of businesses to be environmentally responsible and culturally sensitive.

Ecosystem Impacts and Biodiversity Loss | Most ecosystems around the world and in Canada / BC are faced with stresses that have not been witnessed in the past, primarily due to human population growth and the expansion of our collective environmental footprint. Some of the main issues include the following:

- ▶ Loss of old growth forests and ecosystem services these unique habitats provide
- ▶ Declining wild salmon stocks and stresses on many charismatic megafauna (orcas and other whale species particularly)
- ▶ Pollution of waterways from urban runoff, sewage, agriculture, recreation, and others
- ▶ Garbage and human waste accumulation, including site-specific stresses in high volume tourism and recreation areas.

For tourism, the concept of “regeneration” has gained ascendency due to the collective understanding about the need to not only “sustain” current practices and impacts on ecosystems and biodiversity, but to use tourism as a force to practically regenerate or improve the resilience and diversity of the critical life-sustaining systems that tourism relies upon so heavily, particularly in Super, Natural British Columbia.

Legislative

The legal / legislative realm for tourism may be impacted as a consequence of the Republican Party returning to power in the United States of America, and the Canadian federal election anticipated for October 2025.

In the U.S., there is the prospect of tighter border security under President Trump, leading to longer wait times and potentially reducing travel between our two countries. There is also the possibility that Trump's plan to implement tariffs on multiple imports and his 'America First' policy will lead to a push for Americans to stay home rather than vacation abroad to places like Canada. Conversely, Trump's economic policies may strengthen the U.S. dollar which could elevate Canada as a destination of choice (especially for border states) should the Canadian dollar fall even further against the US greenback.

Under a federal Conservative government Canada would experience a period of fiscal restraint possibly not seen since the Chretien/Martin Liberal era of the 1990s, which dramatically slashed federal programs and devolved responsibilities (and costs) to provinces and municipalities.

Some of the other key shifts that are likely to occur in the event of changing governments at the federal and provincial levels under a federal Conservative government are based on official Conservative Party Policy Statements:

- ▶ Reduced focus on addressing climate change, including reduction or elimination of carbon taxes
- ▶ Increased emphasis on natural resource extraction, particularly energy (oil and gas)
- ▶ Reduction in Indigenous reconciliation efforts and the reversal of federal and provincial support for UNDRIP principles and policies
- ▶ Indigenous environmental protests would face harsher enforcement and criminalization under a new federal Conservative government
- ▶ Economic deregulation and tax cutting, to eliminate barriers to economic growth in resource sectors
- ▶ Lower personal and business income taxes, and decreased spending on social programs
- ▶ Restructured immigration programs to generally reduce immigration levels, focus on family reunification and full citizenship pathways, and limit the number of temporary workers and student/youth workers.

At present, the provincial government has not stated that it would reverse course on recent decisions regarding curtailments to short term rentals (STRs) such as Airbnb and VRBO, or major changes to current ridesharing legislation and associated regulations. Limits on foreign ownership of housing and taxes on second / recreational properties would possibly be on the table for Conservative governments in BC and Canada.

TIABC SWOT ANALYSIS

Strengths

- ▶ Strong balance sheet (18-month cash equivalents in reserve) with revenues annually outpacing expenses
- ▶ Active and engaged board of directors that represent all BC tourism regions
- ▶ Steady membership retention that hovers around 85-90% annually
- ▶ Recognized and respected by government officials and decision-makers
- ▶ Strong industry and public profile, often called upon to speak to various audiences including media

- ▶ Only multi-sector representative organization that advocates for tourism by affecting policy and regulatory changes and helping to remove obstacles so that the tourism industry can thrive
- ▶ Single over-arching voice for entire tourism industry that balances all sector and business interests and perspectives
- ▶ Brings together and unites all voices for a tourism sector that is diverse and sometimes fractured
- ▶ Hosts the largest and only multi-sector and destination tourism industry conference in BC

Weaknesses

- ▶ Stagnant membership growth (remained under 200 since pre-COVID)
- ▶ Only two sources of revenue (membership fees, conference profits) which puts the organization at risk if the conference was cancelled/postponed or membership declined

- ▶ Limited resources to execute on mandate or opportunities due to small organizational budget
- ▶ Reliance on two fulltime staff (including contractor) and two part-time contractors to execute all operational elements

Opportunities

- ▶ Membership growth for underserviced or under-represented sectors such as First Nations and Business Events
- ▶ Traditional and non-traditional partnerships and sponsorships of TIABC programs such as the Voice of Tourism podcast, newsletter, webinars, etc.

- ▶ Additional revenue generation through special projects, government grants
- ▶ Amalgamation with other sector associations to create a strong voice for tourism and hospitality, as well as to realize economies of scale, additional resources and expertise

Threats

- ▶ Competition for membership dollars vis-à-vis other tourism and general business sector associations

- ▶ Inflation and high cost of doing business forcing operators to close shop or reduce discretionary expenses such as memberships

TIABC STRATEGIC PLAN: 2024-2029

Vision

Through consistent, focused and strategic advocacy, establish BC's tourism sector as the most recognized and valued industry for residents of British Columbia.

Mission

TIABC works to influence government policy and regulation on behalf of its business, education, sector association and destination management organization members to empower British Columbia's tourism industry to reach its full potential economically, socially, culturally, and through the lens of sustainability.

Core Values

Unity | Strive for unity of a diverse industry through inclusive, collaborative and transparent processes

Leadership | Listen, engage, define and then advocate on major issues impacting our industry

Credibility | Research-based, non-partisan, consistent, reliable and professional



Kootenay Rockies Tourism/Mitch Winton

Advocacy & Policy Development

BC's tourism industry deems it necessary to have a strong provincial advocacy organization that is respected by government and industry. Advocacy does not begin when a decision has been made, rather it's about anticipating an opportunity early on and creating collaborative dialogue to generate a satisfactory outcome for all stakeholders. Advocacy is about building an open, trusted and collaborative relationship with key decision-makers that can help influence the growth, prosperity and sustainability of the visitor economy.

Credibility is the key to effective advocacy. Good process (including membership engagement) with a focus on research-based policy development is critically important. TIABC will continue to identify issues with broad based implications and develop policy accordingly for government consideration.

In a recent survey, respondents noted that TIABC's efficacy as an advocacy organization will be measured by the following attributes:

- ▶ Understanding by government of the importance and value of tourism as a generator of jobs, economic prosperity, export revenue, and contribution to the quality of life for BC residents
- ▶ Effective policies and legislation that supports the development and growth of tourism on both the demand and supply side
- ▶ TIABC is seen as a leader by both industry and government in advocating for the growth, stability, and health of BC's tourism industry

Additional observations included, but were not limited to, the following:



Advocacy & Policy Development

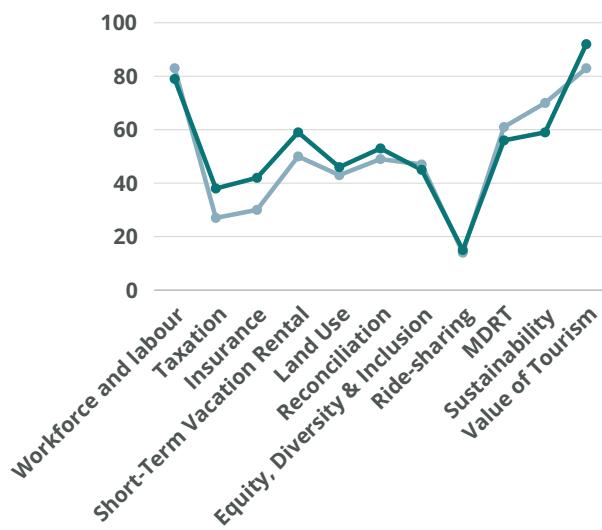
TIABC's Policy Committee assists the board in developing and refreshing TIABC policy positions on an annual basis. The committee utilizes a range of tools to ensure the policy positions it recommends to the Board of Directors for adoption reflect members' views, are supported by sound research, and are aligned with member priorities.

2024 Member Priorities

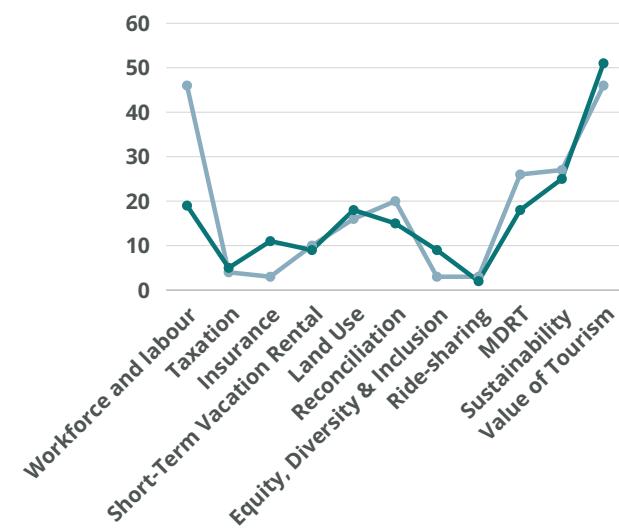
- 1. Economic Development & Value of Tourism
- 2. Sustainability
- 3. Workforce
- 4. MRDT
- 5. Emergency Preparedness
- 6. Land Use & Tenure Security
- 7. Housing
- 8. Infrastructure
- 9. Reconciliation
- 10. Insurance

Comparison of ■ 2022 and ■ 2023 Results

High and Highest Priority Issues



Highest Priority Issues



TIABC will continue to address the following policy issue areas in one of three ways:

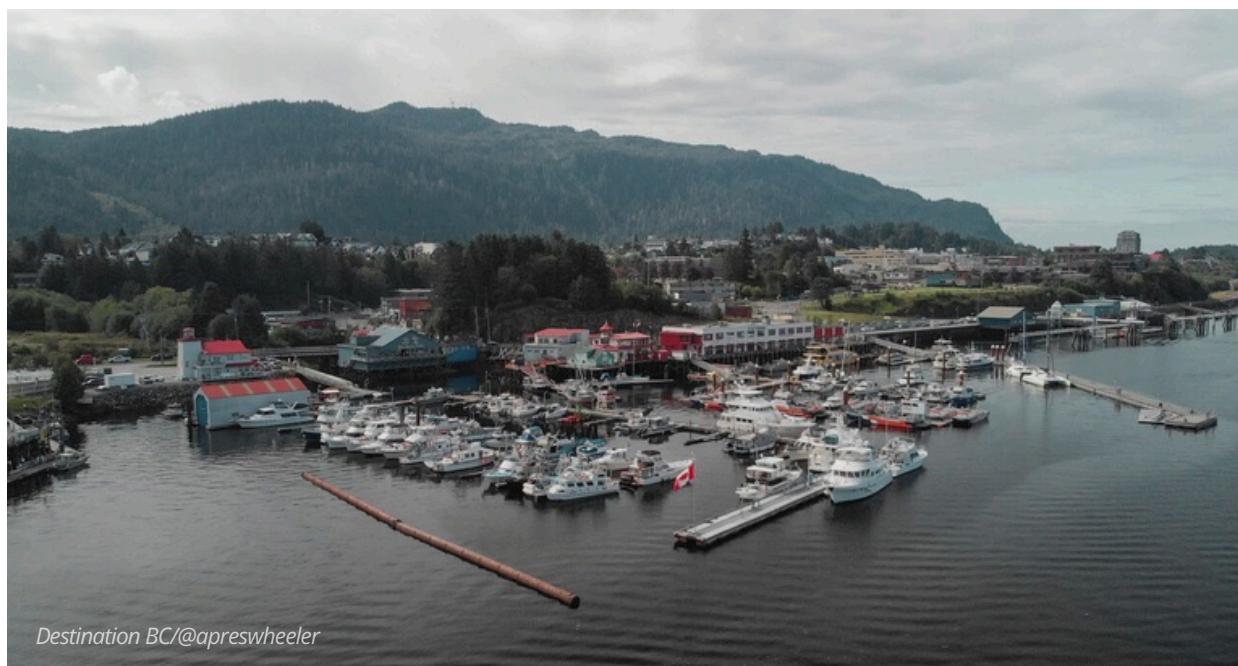
Lead | The primary advocate on the file with dedicated resources

Participate | Support lead advocacy organization in whatever capacity and with some resources

Monitor | Awareness of issues without dedicated resources

Goals

- ▶ To influence government decisions to enhance the viability of tourism businesses in BC
- ▶ To affect public policies towards a regulatory environment within which the tourism industry can effectively operate
- ▶ To continue to build awareness of the importance, value and potential of the tourism industry within all levels of government
- ▶ To create mechanisms by which the effectiveness of government policies and actions affecting tourism can be measured against actual tourism development
- ▶ To provide quick and effective responses to policy proposals/changes and actions by all levels of government
- ▶ To influence policy changes at the federal and provincial level
- ▶ To encourage tourism-friendly municipal policies
- ▶ To alert major political parties to the importance of tourism and its future growth, especially during election years
- ▶ To identify gaps in existing data and undertake an annual research project to help the tourism industry better position itself within government vis-à-vis policy direction and legislation
- ▶ To advocate for the establishment of an industry advisory committee (e.g. BTAP) that will meet regularly to consider tourism related issues.
- ▶ To develop more formal relationships (e.g. MOU) with other associations to share knowledge and resources, and maximize benefits, add value and intelligence for members
- ▶ To pursue government grants that support research and projects to help advance TIABC's advocacy goals
- ▶ To proactively develop policy that helps the tourism industry advance its sustainability, economic, cultural, and societal objectives



Actions

- ▶ Coordinate monthly meetings with industry and various committees to share information, discuss issues, develop and refine policy positions, and create new policies as required
- ▶ Develop and maintain a top 50 government officials list for targeted communication and advocacy work
- ▶ Conduct personal meetings and use a combination of letters, social media, traditional media, presentations, and other methods to communicate TIABC policy positions to decision-makers
- ▶ Post all policy positions and advocacy activities on TIABC website and/or members-only section
- ▶ Recognize and promote the annual Tourism Week campaign and provide a toolkit for TIABC members to leverage TW within their own communities or businesses
- ▶ Develop an advocacy and policy toolkit for members in the leadup to municipal, provincial and federal elections
- ▶ Conduct regular systematic reviews of current TIABC policies for refinement, enhancement, additional data, relevance, etc. for the purposes of keeping policies current
- ▶ Develop relationships (e.g. MOU) with other sector and advocacy organizations to collaborate on lobbying efforts and policies
- ▶ Develop, promote (to industry) and provide key Value of Tourism tools – videos, presentation toolkit - for member usage to educate decision-makers and other stakeholders on the importance of BC's visitor economy

Objectives/Measures

- ▶ Minimum of 3-4 monthly meetings with government representatives (ministers, MLAs, MPs, DMs, ADMs)
- ▶ Government policies changed, adopted or eliminated with outcomes favourable to the tourism sector
- ▶ Demonstrable member engagement in campaigns (e.g. Tourism Week, Value of Tourism) and via TIABC communication channels (social media, newsletter)



COMMUNICATIONS

The visitor economy and its importance to the province is often overlooked by decision-makers, in spite of its positive impact on local residents and communities. Concerted efforts by the tourism industry are required to both change perceptions of this important business sector, as well as elevate the level of influence the industry has on major policy decisions and other factors that impede growth, opportunities and prosperity for operators and communities.

TIABC's Communications Committee helps to guide initiatives aimed at establishing the organization as the province's Voice of Tourism, as well as generates ideas or identifies opportunities to communicate the value and impact of BC's visitor economy to politicians, residents, business leaders, media, and other key stakeholders.

Goals

- ▶ To see TIABC recognized and respected as the voice of the BC tourism industry
- ▶ To elevate the knowledge of the value of British Columbia's visitor economy to key audiences
- ▶ To raise awareness of the social, environmental, cultural and economic value of the tourism industry among key audiences
- ▶ To establish TIABC as the authority for information on tourism issues
- ▶ To utilize communication platforms to inform, educate and engage members
- ▶ To create a sense of ownership and pride for TIABC and the industry's accomplishments
- ▶ To communicate industry-based policies to appropriate bodies.



Actions

- ▶ Communicate the value of tourism to decision-makers and media annually using data that includes tourism GDP, # of jobs, tax contribution, etc.
- ▶ Develop and utilize video testimonials and CEO posts on the state of the industry for distribution to key audiences
- ▶ Forward stories quarterly to media and social media influencers to heighten the awareness of the issues affecting the tourism sector
- ▶ Develop the next evolution of the Value of Tourism campaign for tourism leaders to use as a communication tool
- ▶ Incorporate new content on TIABC's website to engage members to ensure its efficacy and relevancy as a primary communications medium
- ▶ Publish TIABC's Voice of Tourism e-newsletter weekly with relevant organizational updates, industry, member and government related news
- ▶ Issue member alerts or other special communiqués as needed to notify members and stakeholders of emerging issues or opportunities
- ▶ As the Voice of Tourism, develop and build relationships with media across the province to be the source for industry positions on a multitude of issues affecting the visitor economy
- ▶ Maintain Twitter (@TIABC_CA), Facebook, Instagram and LinkedIn accounts and post/re-post tourism related content daily or as necessary to encourage social media engagement by myriad stakeholders including TIABC's Board of Directors, members, and decision-makers.

Objectives/Measures

- ▶ First point of contact by media as the lead organization for tourism-related stories/opinions/information
- ▶ Conduct minimum 25 interviews annually with media from around BC
- ▶ Issue five press releases or special communiques annually pertaining to provincial issues/events (e.g. BC budget, BC Day at the Legislature, TIABC AGM, new board members, BC Tourism Industry Conference, TIABC advocacy activities)
- ▶ Achieve consistent 40-50% open rate for e-newsletter
- ▶ Generate 50% increase in re-tweets of TIABC content annually
- ▶ Generate 50% increase in web traffic annually
- ▶ Attract additional 500 Facebook, Instagram, Twitter and LinkedIn followers

MEMBERSHIP

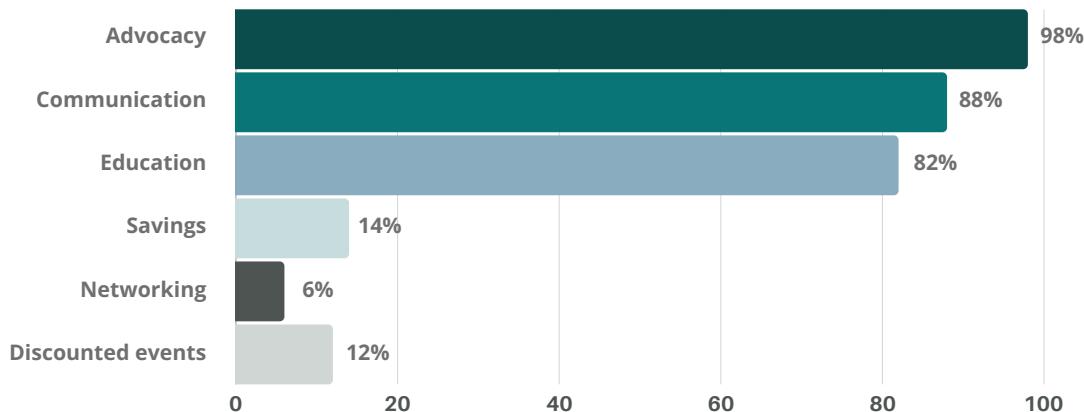
TIABC works collaboratively with its members - private sector tourism businesses, industry associations and destination marketing organizations - to advocate for a well-funded and growing visitor economy that ensures the best working environment for a competitive tourism industry.

TIABC's Membership & Communications Committee assists the board in ensuring balanced industry representation within the membership while growing overall stakeholder support. This committee also guides the communication priorities of the organization including an online presence, member engagement, and industry stakeholder events.

In its most recent survey, TIABC members identified the top-three benefits of membership as identified in the graphic below:

TIABC Member Benefits of Greatest Value

► TIABC's Advocacy Efforts ► Industry Updates and Communication ► Education and Resources



Goals

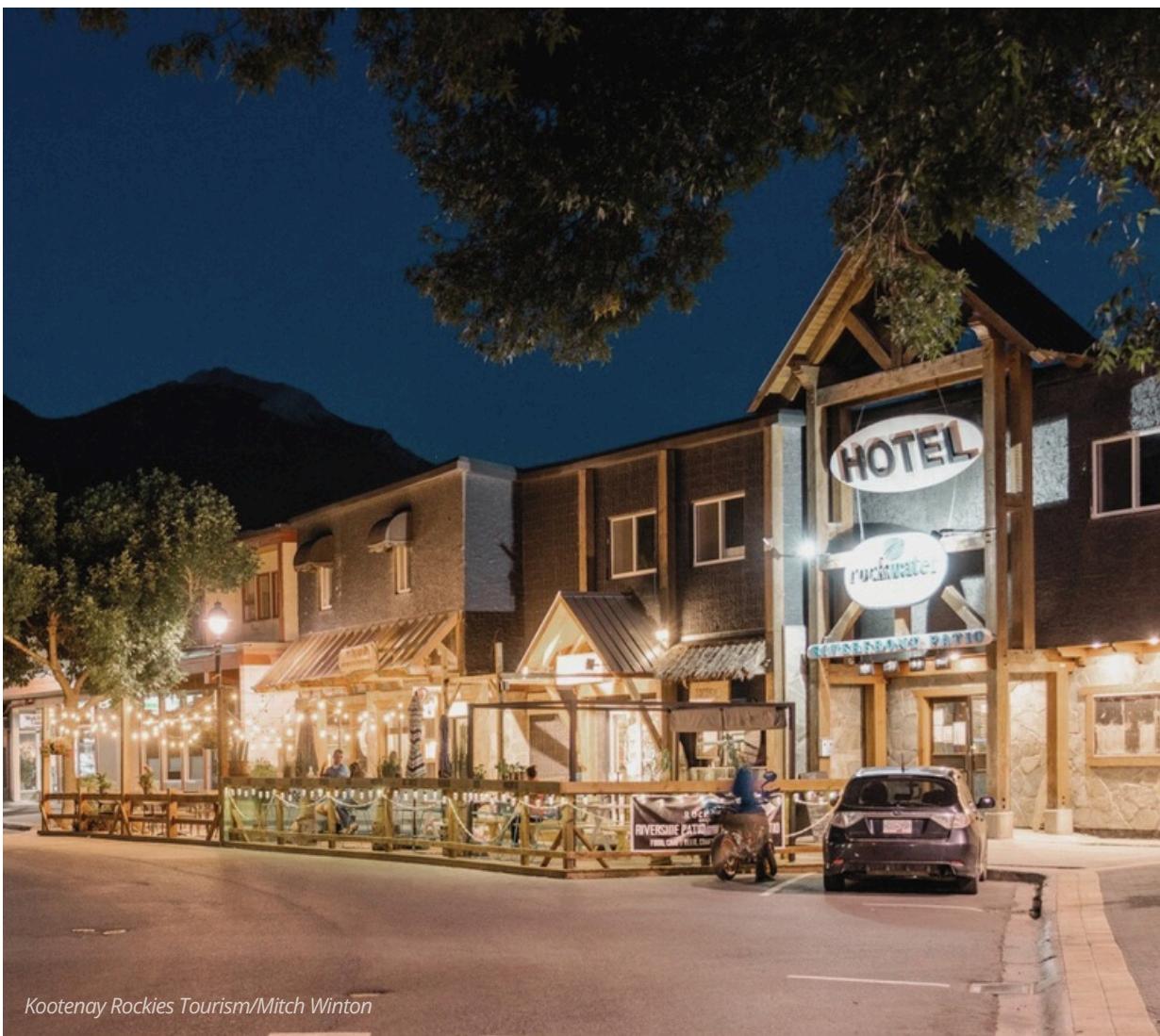
- To develop and strengthen a membership base representative of the BC tourism industry and regions, supporting TIABC in its role to advocate on behalf of the industry
- To ensure that its membership structure is reflective of the diversity and size of BC's visitor economy
- To increase perception of the value of TIABC by its members
- To build and sustain a sense of ownership, involvement and support for TIABC thereby building unity within the industry

Actions

- ▶ Revise the membership fee structure to accommodate different types and sizes of businesses and to eliminate barriers to join TIABC (e.g. based on cost per employee vs. business size/revenues, or for DMOs – size of membership vs. # of hotel rooms)
- ▶ Adjust or add member categories as necessary
- ▶ Build membership within underserviced segments of BC tourism industry such as First Nations
- ▶ Define and launch 'associate or affiliate member' category
- ▶ Define 'patron' category and secure new patrons as major supporters
- ▶ Create segment-specific value propositions and calls to action
- ▶ Annually adjust membership fees based on inflation rate
- ▶ Implement mandatory two-year membership model
- ▶ Conduct regular presentations to stakeholder groups such as DMOs, sector associations, community and business groups, government to create awareness of and support for TIABC
- ▶ Organize regular townhalls (virtually or in-person) with members and stakeholders to solicit input on policies and identify issues that affect tourism operators and tourism-dependent communities
- ▶ Host a membership recruitment road show in key areas of BC
- ▶ Build-out the 'members-only' section of TIABC's website for exclusive members' access to TIABC's comprehensive policy positions, board updates and meeting minutes, data, key contacts, key messages, etc.
- ▶ Host quarterly roundtable meetings with key sectors and DMOs to strategize, develop policy, solicit feedback on issues, priorities and opportunities
- ▶ Establish a communications protocol to share and distribute TIABC-generated content with members and constituents for re-posting
- ▶ Develop new partnerships with organizations and businesses that provide mutual benefits (e.g. promotional, financial) to help advance policy and advocacy priorities
- ▶ Develop quarterly training opportunities for members such as workshops or webinars on industry needs or issues in collaboration with partners such as go2HR or Destination BC
- ▶ Host member networking events bi-annually to build relationships between TIABC staff, board, committee members, and constituents
- ▶ Host annual major industry events such as the TIABC AGM or the BC Tourism Industry Conference (TIC) to bring industry stakeholders together, deliver networking and educational opportunities, and showcase TIABC as an effective advocacy organization
- ▶ Conduct an annual membership survey to seek feedback from members to ensure the organization remains focused on the advocacy issues that affect membership the most
- ▶ Produce and publish a weekly Voice of Tourism e-newsletter as the primary source for association, membership, industry and government information
- ▶ Publish all TIABC-generated content on the organization's website and social media channels
- ▶ Develop a strategic relationship with TIAC in the form of joint membership (e.g. TIAC Plus), and on advocacy files and other initiatives that benefit both organizations
- ▶ Maintain and build a robust database of industry operators and stakeholders to solicit for new memberships and for building coalitions for advocacy initiatives
- ▶ Develop association amalgamation strategy to achieve economies of scale, new memberships, and stronger efficacy

Objectives/Measures

- ▶ Generate response rate of 200 participants to annual TIABC member survey
- ▶ Attract attendance of 75 for an in-person AGM with positive cash flow and strong industry engagement
- ▶ Achieve 40-50% open rate for content such as TIABC's Voice of Tourism e-newsletter
- ▶ Generate statistically acceptable response rate from stakeholders to One-Minute Monitor surveys, or other communiqués and engagement opportunities
- ▶ Generate membership revenue of \$200,000
- ▶ Generate 10% increase in membership (up to 200 members) by December 2024
- ▶ Generate 10% increase in database contacts and followers on all social media channels
- ▶ Secure a minimum 25 new small business members via the partnership with TIAC Plus



Kootenay Rockies Tourism/Mitch Winton

OPERATIONS

TIABC's Board of Directors must ensure that the industry is served by an efficient and effective organization, that investments are made in strategic initiatives, for the right reasons at the right time, and that staff and board are competent and capable to perform the tasks at hand. Although challenged by limited resources, there are many opportunities to work within and ultimately grow TIABC's annual budget (\$250-300,000). As the organization builds its membership base, TIABC will add resources and focus on additional policies to influence government decisions on behalf of its members.

Goals

- ▶ To ensure that TIABC is governed effectively by an industry-led Board of Directors representative of the segments and regions that make up BC's visitor economy
- ▶ To maintain and review a rolling strategic and financial plan within the framework of a long-term blueprint for the organization
- ▶ To increase revenue from programs, fundraising and sponsorships, and to seek financial partnerships with government and industry
- ▶ To manage TIABC's resources efficiently and invest accordingly
- ▶ To attract and retain high quality employees through an attractive benefits and/or reward package.

Actions

- ▶ Regularly monitor and manage expenses to maintain balanced budget
- ▶ Investigate and implement alternative sources of revenue to support TIABC's activities
- ▶ Support and build a contingency fund to finance unforeseen needs
- ▶ Develop processes to recruit and retain staff and directors with a goal to achieve 50% women and 30% BIPOC annually
- ▶ Conduct staff and board evaluations on an annual basis to ensure competency level
- ▶ Annually review TIABC's Board Code of Conduct and other internal policies to ensure compliance and effective oversight

Objectives/Measures

- ▶ Staff retention through 2024
- ▶ Meet the organization's 50/30 mandate – 50% women and 30% BIPOC represented on TIABC's Board of Directors
- ▶ Director representation from each region of the province
- ▶ Directors' commitment to meetings (board, committee) and engagement targets as per TIABC's bylaws

ANNUAL MEETINGS

January	Board & committee meetings
February	Board & committee meetings
March	BC Tourism Industry Conference, board & committee meetings
April	Board & committee meetings
May	Tourism Week, board & committee meetings
June	Board & committee meetings
July	Board & committee meetings
August	Committee meetings as necessary
September	Board & committee meetings
October	Board & committee meetings
November	Annual General Meeting, board & committee meetings
December	Board & committee meetings, TIAC congress



Cariboo Chilcotin Coast/Michael Bednar

DIVERSITY, EQUITY, INCLUSION & RECONCILIATION

TIABC commits to champion the values of diversity, equity, inclusion, and reconciliation by listening, learning, and acting. We foster a working environment where we value and develop employees, directors, volunteers, members, advisors, contractors and partners of all backgrounds and experiences.

In addition to offering full participation in programs, policy formulation, and advocacy initiatives, TIABC endeavours to build respect, dignity, fairness, and equality in everything we do.

We pledge to share best practices in advocating for diversity, equity, inclusion, and reconciliation within BC's tourism and hospitality industry, and seek to achieve the annual goals and objectives we set around this topic to hold us accountable.

Goals

- ▶ To identify the gaps on DEIR knowledge and practices in the tourism sector and within TIABC to determine a path forward, both internally, as well as within the tourism industry
- ▶ To lead by example by partnering with engaged organizations that are advancing DEIR initiatives and promoting them throughout our sector
- ▶ To learn best practices from other organizations and businesses sectors and apply them internally and/or within the industry if and when possible
- ▶ To understand and embrace government's priorities on DEIR and look to adopt the province and federal government's DEIR mandate where possible

Actions

- ▶ Conduct regular meetings of TIABC's DEIR committee to advance internal goals, actions and objectives
- ▶ Promote national and provincial events, activities, and opportunities supporting DEIR to the tourism industry
- ▶ Use imagery in communication channels and promotional materials where possible that reflect the diversity and inclusivity of the BC tourism industry
- ▶ Annually support WORTH Association with a financial commitment of \$5,000
- ▶ Annually partner with "The Art of Leadership Conference for Women" and promote ticket sales and attendance opportunities
- ▶ Annually renew MOU with #NotMe initiative and promote this reporting tool to members and stakeholders
- ▶ Conduct annual Board of Directors DEIR training
- ▶ Develop and deliver annual webinars, workshops or podcasts focussed on DEIR topics
- ▶ Commit to annual BC Tourism Industry Awards categories that support DEIR: Indigenous Operator or Experience, Businessperson of the Year, Access and Inclusion, etc.
- ▶ Commit to workshops on DEIR topics at annual BC Tourism Industry Conference

Objectives/Measures

- ▶ Completion of 50/30 target for director positions
- ▶ Board completion of Safer Spaces certification program or similar training initiatives
- ▶ Host a minimum of two webinars or workshops promoting DEIR
- ▶ Development of a new MOU with First Nations Leadership Council that supports tourism industry growth, prosperity and opportunities for both Indigenous and non-Indigenous businesses and communities throughout British Columbia



FINANCES

TIABC's primary revenue sources are memberships and events, including the annual BC Tourism Industry Conference and the AGM. It is incumbent on the Finance Committee and Board of Directors to ensure that TIABC remains self-sufficient with adequate funding sources and support from membership, sponsorships, partnerships, special initiatives, and industry events.

Goals

- ▶ To secure other revenue sources including special projects, grants and research assignments
- ▶ To offset operating expenses by further developing sponsorships and partnerships, particularly for specific initiatives such as the Value of Tourism project

Actions

- ▶ Grow attendance and sponsorship for the BC Tourism Industry Conference to increase net revenue
- ▶ Increase attendance and develop sponsorships and partnerships with businesses and DMOs within host communities to offset expenses and/or generate revenue for TIABC's annual general meeting
- ▶ Recruit new members in the business and sector categories
- ▶ Gradually increase the number of services available to members, potentially with a pay-to-play model
- ▶ Invite proposals from private sector partners for projects that generate revenue while benefiting the tourism industry
- ▶ Create and develop sustainable sponsorships for major companies looking for optimal exposure to and engagement with the tourism industry
- ▶ Enhance the perceived value associated with being listed on the TIABC website by increasing the amount of visitation to the site and providing opportunities for paid advertising
- ▶ Develop and host new events that attract sponsors, members and potential members
- ▶ Identify programs or projects that can be coordinated and/or executed through TIABC in partnership with the private sector
- ▶ Develop additional programs and services (e.g. consulting, research) that assist the development of tourism as an industry, in addition to advocacy activities with a pay-to-play model

Objectives/Measures

- ▶ Increase annual TIC and AGM/Summit revenues by minimum 10%
- ▶ Achieve a minimum of \$12,000 in revenue via advertising on www.tiabc.ca
- ▶ Achieve a minimum of \$10,000 in revenue generated via pay-to-play initiatives
- ▶ Generate new or incremental sponsorship revenue for events such as the AGM or BCTIC
- ▶ Generate incremental revenue and profit from additional events such as member breakfasts
- ▶ Generate a minimum 10% increase in revenue from member dues
- ▶ Develop one new source of revenue via government grants

2023-2024 BOARD OF DIRECTORS

**JJ Belanger**

Board Chair

*Crystal Cove Beach
Resort, Tofino*

**Michael J. Ballingall**

Chair, Policy Committee

*Big White Ski Resort,
Kelowna*

**Brenda Baptiste**

Director

*Indigenous Tourism
BC, Osoyoos*

**Erin Cassels**

Director

*Huntingdon Hotel and
Suites/Pendray Inn and
Tea House, Victoria*

**Nicole Ford**

Director

*Rocky Mountaineer,
Vancouver*

**Clint Fraser**

Director

*Northern BC Tourism
Association, Prince George*

**Dennis Innes**

Director

*Vancouver Community
College, Vancouver*

**Heather MacDonald**

Director

*Gibbons Whistler,
Whistler*

**Sandra Oldfield**

Vice-Chair,
Chair - DEIR Committee

Elysian Projects, Oliver

**Mike Retasket**

Chair, Membership &
Communications Committee

*Cariboo Chilcotin, Coast
Tourism, Barkerville*

**Meghan Tabor**

Director

*Tourism Revelstoke,
Revelstoke*

**Sandra van Steijn**

Chair, Finance
Committee

*St. Eugene Golf Resort
& Casino, Cranbrook*

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CORPORATE PARTNERS



TOURISM
INNOVATION
LAB



Spinal Cord Injury BC

#NotMe