

Toward a Sustainable Tourism

Tourism Policy of Québec

A new industry-government partnership



In this manner, the Policy will address the pressing need to create permanent partnership facilities and joint intervention formulas, thereby enabling tourism stakeholders, both private and public, to work together in perfect cohesion and transparency, and to set out new objectives with a view to enhancing, by means of a sustainable development approach, prosperity for Québec and the people, businesses and regions active in the tourism sector.

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Message from the Premier

From season to season, from city to countryside, Québec keeps renewing itself in a constant ferment of cultural activity. From adventure tourism to gastronomic tours, from big, lively festivals to the most complete tranquility, Québec offers an endless array of pleasures and discoveries. There is no doubt our province has all the assets to become a major international tourist destination.

To better structure and promote Québec' tourism products, the Government of Québec has developed a tourism policy that envisions the various players in the industry working together in close partnership. Our goal is to increase our tremendous tourism potential for the benefit of all those who work in the industry, for regional development purposes and for the purpose of enhancing Québec's prominence on the tourism scene.

Ours is a decidedly modern tourism policy: in addition to promoting forward-looking values, it affirms our commitment to sustainable development by using the preservation of our natural heritage as a basis for the way we greet visitors, whether from here or elsewhere.

The introduction of the new Tourism Policy of Québec is an important event. In renewing our approach to tourism, we're renewing our image; we're redefining the way we present ourselves to others and reaffirming our identity as Québécois.

Enjoy your journey in Québec!

Jean Charest

Tourism is a driving force behind the economy in Québec, ranking sixth among export industries and accounting for 2.8% of the GDP. Tourism indeed employs a third of the some 388,000 employees in tourism related sectors, which is to say nearly 133,500 direct full-time, part-time and seasonal workers active in this sector which also generates some 48,000 indirect jobs.



Message from the Minister of Tourism

The tourism industry is one of the main engines of economic development in Québec. Responsible for some 133,500 direct jobs, it generated over \$9 billion in economic benefits in 2004.

Following the events of September 11, 2001, tourism experienced a major decline throughout America, Québec being no exception. The industry, however, is showing real signs of recovery and there is every indication that it will enjoy increased growth over the next several years.

In tourism, as in many other fields, there is fierce competition. Throughout the world, villages, cities and regions vie with one other in seeking imaginative ways to promote themselves as attractive and accessible destinations.

This is the context in which we are introducing the new Tourism Policy of Québec. Its primary aim is to enhance Québec's brand image in order to broaden the scope of our promotional efforts and better reach various clienteles. This brand image is rooted in a set of tourism products organized around four Québec tourism experiences, each leading to the discovery or rediscovery of Québec.

This Policy has other objectives as well, such as developing stronger ties with the industry, creating a culture of partnership and solidarity, adopting a quality approach to tourism and producing a new generation of skilled professionals to ensure that Québec's tourism industry flourishes in a manner consistent with its ambitions and shines among the best.

In addition, it particularly seeks to establish a partnership where the industry will be asked to play a key role in the growth of tourism, making it a year-round source of social, cultural and economic wealth for all Québec regions which is in keeping with the principles of sustainable development.

Last but not least, this Policy endeavours to breathe new life into Québec tourism, with the ultimate aim of making Québec an international destination of choice.

A handwritten signature in blue ink, reading "Françoise Gauthier". The signature is stylized and cursive.

Françoise Gauthier

By 2010, the number of international trips is expected to increase from 760 million to 1 billion. Oftentimes referred to as a fast growing economic sector, tourism accounts for 10.4% of the world's GNP and generates 215 million jobs.



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1

A growth sector not without challenges

Sustained growth through to 2010

This Policy follows in the wake of six tourism policy statements adopted by the Government of Québec since 1974, and is timely in nature as it is being presented at a juncture when the world tourism industry has begun to recover from a series of events which hampered growth otherwise unchecked since the end of World War II. Indeed, world tourism posted an historic first time decline of 1.2% in 2003.

The trend nonetheless remains positive as attested by significant growth in international travel in 2004. By 2010, the number of international trips is expected to increase from 760 million to 1 billion¹. Oftentimes referred to as a fast growing economic sector, tourism accounts for 10.4% of the world's GNP and generates 215 million jobs.

Tourism, path to future prosperity

Tourism is a driving force behind the economy in Québec, ranking sixth among export industries and accounting for 2.8% of the GDP. Tourism indeed employs a third of the some 388,000 employees in tourism related sectors, which is to say nearly 133,500 direct full-time, part-time and seasonal workers active in this sector which also generates some 48,000 indirect jobs².

The tourism industry in Québec has also suffered the impact of the various events that have shaken the world in succession since 2001. Accustomed to sustained growth in the tourism sector, Québec reported a decline of nearly \$600 million in tourism-related revenues in 2003, which softened from \$9,649 billion to \$9,053 billion. However, an encouraging increase in revenues is forecast for Québec by 2010, albeit actual

figures remain subject to conditions prevailing in the international marketplace.

Boasting an identity unique to the North American continent, Québec offers a diversified array of year-round travel experiences. The Saint Lawrence, one of the great rivers of the world, and countless other rivers provide the ideal backdrop for a multitude of outdoor tourist activities. The provincial capital at Québec is the cradle of French culture in North America and a cultural jewel recognized as a world heritage site. Montréal, Québec's *métropole*, is renowned for its joie-de-vivre, ranks among the safest cities in the world, and serves as the primary gateway for international tourists.

Québec's diverse and contrasting regions provide visitors with an abundance of opportunities—which vary from season to season—to discover vast natural expanses and living environments shaped by local and regional human endeavour. This tourist experience is enhanced by a vibrant aboriginal presence, providing ample opportunities for visitors to explore First Nations culture and age-old traditions. Québec is also renowned internationally for gastronomic excellence and has become a destination in high demand by visitors with a penchant for and appreciation of culinary excellence.

From the tourism standpoint, Québec is poised to offer quality services by drawing on a host of resources, a well educated population, an innovative business community, state-of-the-art utilities, a tourist lodging classification and product certification system, as well as a greeting and tourist information network conducive to travel organization. Moreover, the considerable sums invested in tourism by industry and all levels of government alike speak volumes about the vitality and consequential sectoral contribution to economic development in Québec.

¹ Projections of the World Tourism Organization (WTO). The better part of this long-term growth should be produced in Asia with a growth of more than 6% annually, compared with 3.9% annually for North and South America and 3% annually for Europe.

² The year of reference for the data appearing in this paragraph is 2003.



Bolstered by numerous resources and brimming with distinctive characteristics, both natural and cultural, which make for a safe, attractive destination, Québec must nonetheless secure the means to take advantage of anticipated growth by positioning itself as a leading international tourist destination. The outcome of this endeavour is certain to benefit regions and communities across the province.

Although endowed with an undeniable competitive edge owing to proximity to the enormous American market, Québec will need to demonstrate an extra measure of ingenuity and develop innovative strategies if it is to be successful in achieving the dual objective of consolidating promising, well-established markets and penetrating imposing travel markets in emerging nations such as China.

A mutating industry operating in a complex, highly competitive environment

Beyond these assets and strengths, the currents of sociological, economic and technological change that continue to shape and reshape modern-day society directly impact development of the travel markets of tomorrow. As the population ages, growing numbers of retirees are indulging in travel.

Parallel to these structural changes, tourists are developing new tastes and interests and are increasingly concerned over issues relating to health, the environment, physical fitness and well-being. They seek diverse experiences, personalized services and made-to-measure travel. New behaviour patterns are also emerging, namely fragmentation of holiday periods, last-minute planning, rising numbers of independent travellers as opposed to group-based travel, increasing numbers of grandparents travelling with their grandchildren, boom in numbers of market niches, etc. In short, there are as an abundance of new attitudes to which the industry must respond with a quality, updated tourism supply and adapted marketing strategies.

The use of the Internet in the travel sector is irrefutably the most significant technological breakthrough in recent years. The Internet has drastically transformed not only the manner in which business is conducted by tourism businesses but also the way that travellers shop for and book travel arrangements.

This state of flux is also compounded by the fact that tourism is strongly influenced by varying economic, political, sanitary, climate and safety factors. Moreover, the travel sector hinges on fragile intentions and can be easily substituted by other leisure and pleasure-inducing goods and services. Consequently, tourism is an industry compelled to constantly adapt. For example, the surge of the Canadian dollar in 2004 compared with its US counterpart represents a dual challenge in that authorities must prevent Québécois from forsaking Québec destinations while sustaining the infatuation of American visitors with Québec as a destination.

It is in this context characterized by equal numbers of opportunities and challenges that Québec must compete with other destinations and take action to reap the benefits of the anticipated growth in the tourism industry. Several competitors have already taken extra steps to secure additional tools with a view to boosting market shares. Toronto, Alberta and British Columbia have recently adjusted taxation measures to benefit the industry.

To perform optimally, Québec must therefore mobilize all tourism sector stakeholders around a common vision. Such is the nature of the challenge to which the government has agreed to commit in adopting the Tourism Policy of Québec.

Resolutely focused on sustainable tourism development, the very principles of which provide a frame of reference for the economic, environmental and social objectives set out herein, this Policy innovates by proposing four clusters of promising tourism experiences which will henceforth constitute the only platform to be used by private and public stakeholders in promoting



Québec's tourism and supply in markets abroad. The new branding strategy designed to consolidate the distinct image of Québec in the international marketplace and the deployment of promotional tools based on these selfsame experiences and products will lay the foundations for a new integrated marketing approach focused on better targeting tourism audiences.

The vision, emphasis on sustainable development and introduction of a new marketing approach therefore constitute the essence of this Policy drawn up in close cooperation with *Forum de l'industrie touristique*³.

This industry-government partnership will also be involved in the implementation process as a new model of relationship based on the partnership principle and the grouping of all public and private sector stakeholders is developed. In this manner, the Policy will address the pressing need to create permanent partnership facilities and joint intervention formulas, thereby enabling tourism stakeholders, both private and public, to work together in perfect cohesion and transparency, and to set out new objectives with a view to enhancing, by means of a sustainable development approach, prosperity for Québec and the people, businesses and regions active in the tourism sector.

³ Co-chaired by the Minister of Tourism and an industry representative, Forum de l'industrie touristique groups together some forty associations commissioned to promote the sectoral, regional and local interests of Québec tourism.



Take action in keeping with the principles of sustainable development to ensure that tourism becomes a year-round source of economic, social and cultural prosperity for all regions of Québec.



2

An ambitious vision for the future of Québec tourism

Inspired by Québec's strengths, assets and tourism potential, this Policy proposes a voluntarily ambitious vision of tourism presented as an ideal to which Québec should aspire.

Vision of the future for Québec tourism

"Take action in keeping with the principles of sustainable development to ensure that tourism becomes a year-round source of economic, social and cultural prosperity for all regions of Québec."

A year-round roster of tourism activities requires that Québec take full advantage of its four-season potential and consider changing trends in demand such as vacation staggering and increasing numbers of retirees wishing to travel outside peak periods. Measures such as extending the summer season and enhancing winter season potential, which has been greatly improved in recent years, should therefore be considered.

This vision also recognizes that tourism enjoys a vibrant presence in all regions of Québec and represents not only a source of prosperity but also a priority development thrust for a number of them, especially those regions recognized for excellence in tourism within the scope of the ACCORD program. It is therefore incumbent upon the Government of Québec to ensure that anticipated growth in tourism in the years ahead benefits all Québec regions while fostering economic diversity. It is therefore essential to consolidate and support well-established tourist poles and encourage development in regions which have not yet achieved their full tourism potential. The tourist lodging tax designed to promote and develop tourism is expected to generate some \$23 million for the 15 participating regions in 2005-2006. Montréal and Québec will collect nearly 60% of total revenues generated by this tax.

The vision also proposes a focus on sustainable development in Québec's tourism sector, recognition of the impact on regional economic vitality, as well as the environmental and socio-cultural contributions to local community development.

Aligned with the major guidelines pertaining to general development in Québec as well as with the vision and action priorities put forward by the Government of Québec, the policy substantiates the commitment made by the government in the policy paper entitled *"Briller parmi les meilleurs"* to provide Québec with a tourism policy. The Policy will also contribute to establishing action priorities for the Government of Québec, notably:

- Positioning of Québec in the international arena;
- Realization of Québec's full economic potential.

Lastly, the policy accurately reflects the mission of the Ministry of Tourism.

Mission of Ministry of Tourism

Foster the development of the tourism industry in Québec by:

- *Guiding and devising concerted tourism-related government and private sector action;*
- *Fostering and sustaining the development of tourism products;*
- *Marketing Québec and diverse tourism experiences;*
- *Offering and supporting greeting, information and tourism reservation services for tourists.*

In proposing to the tourism industry in Québec three objectives based on the principles of sustainable development, the Government of Québec ranks among the leaders in North America.



3

A tourism industry committed to sustainable development

Sustainable development: a worldwide phenomenon

Current generations must ensure the development of the tourism industry in a context where resources are not inexhaustible. Economic growth must therefore occur without negative impact on the environment: loss of biodiversity, exhaustion of natural resources, enhanced global warming, etc. Sustainable development hinges upon making all stakeholders accountable for striking a beneficial balance between economy, society and environment.

These values, which emerged from the Earth Summit at Rio de Janeiro in June 1992 and reaffirmed at Johannesburg during the 2002 Summit on Sustainable Development, compel the entire international community to select and adopt new production and consumption models respectful of the natural and human environments. This sustainable development approach mobilizes all aspects of society. Empowering government, businesses, workers and consumers is therefore an absolute necessity. A new private-public government-industry partnership, which makes proper allowance for the overall impact on future generations, requires that authorities define the roles and responsibilities of all stakeholders in implementing the principles of sustainable development.

A sustainable development strategy for Québec

Like many of its counterparts elsewhere in the world, the Government of Québec committed to this strategy by proposing in November 2004 a draft bill on sustainable development and launching public consultation sessions on a sustainable development plan for Québec.

Definition of sustainable development⁴

“Ongoing process designed to improve living conditions for current populations without compromising the ability of future generations to do likewise, and which harmoniously incorporates environmental, social and economic components into development thrusts”

The draft bill proposes implementation of a new management and accountability framework with a view to better integrating the shift to sustainable development in all sectors of intervention, policies, programs and action by Québec’s public service.

The draft bill also aims to ensure the coherence of all government action in the matter of sustainable development, notably by adopting a strategy in this sector.

Application of sustainable development concept to tourism

The tourism industry has sustained steady growth, which is likely to continue in the next decade. Tourism significantly spurs economic development and regional diversification, thereby generating jobs and prosperity. This beneficial impact is largely reliant upon the attractiveness of the destination which, in turn, is greatly dependent on the specificity, promotion and permanence of natural and cultural components.

At the same time, tourism can also prove to be a source of environmental and social nuisance. Responsible for millions of travel movements by tourists, tourism contributes significantly to the production of greenhouse gases worldwide. A major user of natural spaces of breathtaking beauty, tourism can

⁴ Source : Miser sur le développement durable: *Pour une meilleure qualité de vie, Plan de développement durable du Québec*, working paper of the ministère de l’Environnement, novembre 2004



occasionally result in development and land use projects with adverse repercussions on the environment and the well-being of the host communities. The result is major conflicts relating to land use and appropriation.

Definition of sustainable tourism⁵

“The guidelines for sustainable development and the practices in sustainable tourism management apply to all forms of tourism in all types of destinations, including volume tourism and various tourism niches. The principles of sustainability address the environmental, economic and socio-cultural aspects of tourism development. To guarantee the long-term sustainability of the latter, a sound balance of the three aspects must be achieved. Sustainable tourism:

- ensures the optimal exploitation of environmental resources;
- respects the socio-cultural authenticity of host communities;
- provides all stakeholders with socio-economic advantages.

Initiatives are conducted everywhere with a view to minimizing the adverse effects of tourism, whether by favouring less polluting solutions (i.e. transportation vehicles boasting reduced fuel consumption), by planning and managing tourist movements at tourism destinations, by implementing energy efficiency plans, or by seeking to implement projects which blend seamlessly with the natural and human environments.

Recourse to these sustainable tourism initiatives and best practices can prove quite complex as the tourism industry comprises a singularly diverse mix of highly varied sectors of activity. Accordingly, any action will be a tributary of initiatives taken or not in the different branches that make up the industry, namely lodging, transport, restaurants, attractions, events, businesses, etc.

⁵ Source : Committee on sustainable tourism development, World Tourism Organization, new definition adopted in august 2004

⁶ For example: Australia, Denmark, Spain, France, Finland, Ireland, New Zealand, United Kingdom, Sweden, Switzerland and in Canada: Ontario, British Columbia and Yukon.

Tourism is also impacted by sustainable development practices of other sectors of economic activity present in the same area (e.g.: forestry, agriculture, mining). Similarly, tourism can lead to conflict with other interests located within a given area. Integrated land management therefore represents an important challenge as the aim is to provide for sustainable use of a given area by diverse users in a spirit of mutual respect and understanding.

Allowance being made, on the one hand, for the essential role of sustainable development in ensuring the economic, environmental and socio-economic viability of destinations in the long term and, on the other hand, for tourism’s contribution to various global challenges (e.g.: Kyoto Accord), the tourism policies of many a destination⁶ now place focus squarely on sustainable development.

The sustainable development of tourism entails stakeholders complying with objectives relating to growth, quality and profitability, as are set out herein, without dissociating them from the environmental and socio-cultural factors that guarantee the long-term viability of the industry.

Sustainable development objectives for Québec’s tourism industry

In proposing to the tourism industry in Québec three objectives based on the principles of sustainable development, the Government of Québec ranks among the leaders in North America. These objectives seek to reconcile the individual and collective interests of various levels of government, communities, businesses, workers and tourists. To achieve these objectives, from the triple standpoint of economic, socio-cultural and environmental impact, implies that authorities take action to foster sustainable development in all areas of tourism intervention set out in this Policy.



Economic objective

Grow Québec's tourism revenues from \$9 million in 2003 to \$13 million by 2010

Recognizing that the sustainable development of tourism could not exist unless accompanied by economic profitability, this objective⁷ invites the industry to grow tourism revenues by some \$4 billion over a period of seven years (2003-2010). Aiming to achieve regional economic viability and enhance the profitability of businesses active in the tourism sector, this objective therefore implies average annual growth in revenues of 5.3% or some \$500 million a year. This scenario further supposes that the number of visitors will rise from 52 to 60 million during this same period, making it possible to anticipate the creation of over 38,000 new tourism jobs (27,950 direct and 10,100 indirect).

Achieving such an objective requires that the industry consistently seek to excel if it is to be able to sustain growing competition and satisfy the needs and expectations of increasingly demanding tourists in search of quality tourism experiences.

In the wake of the vision proposed herein, a vision which advocates year-round tourism, this economic objective will be accompanied by efforts to spread out tourism activities with a view to enhancing the profitability of infrastructure and equipment, as well as extending and improving the quality of jobs available within the tourism industry in Québec.

Environmental objective

Increase the number of operators and tourists committed to sustainable use of the environment

The environmental objective means that a greater number of decision-makers, industry stakeholders and tourists must contribute to the protection of the environment (air, water, forests, landscapes, biodiversity, natural habitats, heritage...). This objective further acknowledges that a large share of Québec's tourism industry is reliant upon a quality natural environment.

Achieving this objective lastly entails integrated land management and mobilizing the collective will to assume responsibility and protect the environment for the benefit of future generations.

7 This objective is based on an average growth of tourist revenues of 3.9% annually generated by Québec and other Canadian provinces and 6.1 % annually generated by international markets (United States and others). The objective has been set out based on projections by the Canadian Tourism Research Institute (CRTI) produced by CCT for the period between 2004 and 2007. Projections for the period between 2008 and 2010 are based on the average projections for the period between 2004 and 2007.



Socio-cultural objective

Foster a tourism supply the development and operation of which respects local communities

This socio-cultural objective acknowledges that local communities form an integral part of the tourism experience from the dual standpoint of host locality and primary labour pool. To the extent they are able to benefit from the influx of tourist activities, their contribution to the quality of the visitor experience can only be enhanced. This objective also makes allowance for cultural and regional diversity—key to the enriching the tourist's stay—, as well as for traditions, values and local community know-how which must be preserved and enhanced while respecting the individual and community quality of life.

Consequently, this Policy seeks to foster the development of a tourism supply which focuses upon the genuine respect of Québec's diverse cultural specificity, which is to say the dominant French-speaking majority, regional and local particularities, and the presence of First Nations communities.

Given that many recreational and tourist activities enhance individual quality of life and well-being, this Policy aims to favour a tourism supply planned, developed and operated with a view to making it available to all Québecers—families, youth, seniors, mobility-impaired individuals, even low income citizens. This concern amply illustrates the principle of intra- and intergenerational social equity which is one of the main thrusts driving sustainable development.

Implementing a culture of sustainable development in the tourism industry

Responsibility:

Tourism businesses and associations are the front-line entities responsible for applying the principles of sustainable development whereas the role of the government is to direct, reconcile and support, over the longer term, initiatives which contribute to sustainability in the tourism industry. In Québec however, despite the existence of a certain level of awareness and various exemplary initiatives, the concepts, practices and advantages of sustainable tourism remain little known to the majority of Québec's tourism businesses and organizations.

Measures to be favoured:

In light of this situation, this Policy proposes as follows:

- a) **To mandate the Ministry of Tourism to raise community and tourism industry awareness with regard to the principles and practices of sustainable tourism.**

This effort, to be undertaken in partnership with industry associations and the various ministries and public organizations concerned, shall focus on businesses, public stakeholders, local communities and target tourism markets. To this end, an awareness and communications plan is to be drafted and implemented. This plan is to be based on concrete examples and popularization tools adapted to the various industry sectors, allowance being made for tools already available at home in Québec or elsewhere.



b) To develop an approach and propose related tools designed for communities wishing to commit to sustainable tourism.

To produce the expected effects, sustainable tourism must involve all decision-makers, tourism stakeholders and citizens involved in rising to the local and regional challenges. The implementation of a sustainable tourism process must therefore be based upon frames of reference which provide for the blending of the principles of sustainable development and with aspects of the local reality. In this regard, various existing models could be applied to Québec's proposed shift towards sustainable tourism. Accordingly, the relevance of sustaining pilot sustainable tourism experiences at the local and regional levels could be considered.

Expected results:

- An increase in the number of tourism stakeholders convinced of the advantages of pursuing sustainable development objectives within the ranks of their businesses or organizations.
- Enhanced participation and greater involvement of citizens and local communities in developing sustainable tourism in their individual areas.

Recognizing that the sustainable development of tourism could not exist unless accompanied by economic profitability, this objective invites the industry to grow tourism revenues by some \$4 billion over a period of seven years (2003-2010).

Standing out from the myriad of travel destinations constitutes, more than ever before for Québec, the primary challenge. To be successful in this endeavour, four conditions must be met, to wit: original positioning, well-established notoriety, flawless reputation, optimized marketing tools.



4

A new marketing approach to attract international tourists

This Policy outlines a new marketing approach designed, on the one hand, to render Québec's tourism personality more readily recognizable and, on the other hand, to more effectively reach the various target visitor markets. This integrated approach will seek complementarity based on the following:

- A new destination brand image;
- International promotional activities aimed at four major clusters of tourism experiences;
- Development of tools designed specifically to position and market Québec's most promising tourism products and experiences.

A new brand strategy

Standing out from the myriad of travel destinations constitutes, more than ever before for Québec, the primary challenge. To be successful in this endeavour, four conditions must be met, to wit: original positioning, well-established notoriety, flawless reputation, optimized marketing tools. It is within this context that the adoption of brand strategies has become a trend observed in an increasing number of destinations.

Devising a brand strategy for a country, province or territory extends beyond travel and tourism considerations. Rather the aim of the exercise is to present an overall image of a location: geographical area, people, history, cultural characteristics, aspirations... Accordingly, this is clearly a government responsibility.

The brand strategy for Québec as a destination will combine the following elements:

- Québec's distinct reality and personality;
- Positive images and perceptions to be promoted among residents and visitors;
- Themes which make it possible to advantageously differentiate Québec on the world stage, notably when compared with the myriad of other travel destinations.

Once established, the brand is to be supported by communications strategies which repeatedly and consistently position the brand, and take advantage of all points of contact between visitors and the destination. This brand will procure added value to Québec as a destination and serve as a winning promotional umbrella for cities and towns, regions and businesses seeking to associate with it.

International promotional activities to be organized around four major tourism experience clusters

The Tourism Policy also establishes a new approach to promotion in the international marketplace, an approach henceforth to be based on four major tourism experience clusters to serve as the basis for partnership initiatives and proposals made to the industry by the Ministry of Tourism:

- 1. Québec as an urban destination;**
- 2. Québec as a maritime destination;**
- 3. Québec as a holiday resort destination;**
- 4. Québec as a wilderness destination.**

Characteristics of the approach based on four major tourism experience clusters

- *Help simplify Québec's image in markets abroad.*
- *Coherency of customer experiences (evocative themes).*
- *Point up similarity of products offered (affinity) in each of the clusters.*
- *Make allowance for communities of interest, existing alliances and traits specific to Québec.*
- *Create a link between Québec's tourism products/ experiences and the regions in which they are offered.*

An integrated approach involving brand strategy, experience clusters and promising products

To portray a unified, coherent image of the destination and tourism supply, the Ministry of Tourism will assume responsibility for organizing promotional efforts and marketing tools, while ensuring complete integration of the:

- Brand strategy;
- Four major experience clusters;
- Promising tourism products slated for priority action.

Québec's tourism products (in random order)

- *Agrotourism*
- *Hunting and fishing*
- *Conventions and business meetings*
- *Bicycle touring*
- *Ecotourism and adventure tourism*
- *Festivals and events*
- *Golf*
- *Snowmobiling*
- *Skiing*
- *Fist Nations culture*
- *Cultural tourism*
- *Health tourism*
- *Motorized tourism*
- *Nautical tourism*

To be successful in this endeavour, an integrated plan for each of the four major experience clusters will be drawn up. In addition to promotional activities at the international level, these plans will cover other planning topics exerting an impact upon these experience clusters, to wit:

- Sustainable development challenges and stakes;
- Determining factors from the standpoint of quality;
- Development challenges and perspectives.

These plans will provide an opportunity to step up regional interaction and cooperation among sectoral and territorial (local and regional) tourism organizations.

Overall, action of this nature ultimately aims to present the tourism supply and render it more readily accessible and more properly tailored to the needs of and expectations of international markets, thereby advantageously positioning Québec on the world tourism stage.



5

Success factors in seven distinct areas of intervention

This Policy prioritizes seven distinct areas of intervention for each of which a success factor key to the future of Québec tourism and achievement of the objectives set out herein has been drawn up.

Action taken to make these success factors a reality should involve all stakeholders and, as well, be:

- Based on the three main objectives;
- Structured in accordance with the new marketing approach to more effectively draw visitors;
- Consistent with a new model of relationship based on industry-government partnership.

A TOURISM POLICY ...

... proposing an ambitious vision of the future

... based on sustainable development objectives

... structured in accordance with a new marketing approach

...based on a new model of partnership

1	2	3	4	5	6	7
KNOWLEDGE AND RESEARCH*	QUALITY*	HUMAN RESOURCES*	ACCESS AND TRANSPORT*	DEVELOPMENT OF SUPPLY	PROMOTION	GREETING AND TOURIST INFORMATION
<i>Decisions based on a permanent, performance-oriented network of knowledge and research</i>	<i>A culture of quality based on the principle of sustainable development and firmly established in the industry</i>	<i>An industry staffed by skilled human resources recognized for their professionalism</i>	<i>Easy access to the destination, regions and product supply</i>	<i>A tourism supply building on a range of attractive experiences and quality, genuine products that are novel and sustainable in nature.</i>	<i>Dynamic and innovative promotion of the destination while showcasing key tourism experiences in the most promising markets</i>	<i>Friendly, professional greeting services supported by a well structured, leading-edge travel information network</i>

* These four areas of intervention are transversal and impact areas of intervention relating to supply, promotion and greeting.



1 - AREA OF INTERVENTION: KNOWLEDGE AND RESEARCH

Success factor: Decisions based on a permanent, performance-oriented network of knowledge and research

Tourism stakeholders in Québec must be poised to situate themselves in real time in the competitive commercial environment in which they operate if they are to be able to make enlightened decisions leading to optimal operation of their businesses or destinations. To this end, the tourism industry in Québec must be able to rely upon a network of knowledge and research commensurate with the challenges at hand. This network must include mechanisms which make it possible to ascertain industry needs and make necessary strategic information readily available.

Responsibility:

It is incumbent upon the government to better understand and better assess trends and the impact of the latter on destinations. It is therefore up to government authorities to implement mechanisms providing for the collection, processing and distribution of knowledge within the network.

Measure favoured:

This Tourism Policy proposes:

To set up a network of knowledge and research:

- *Group together, integrate and optimize existing data to avoid duplication of research efforts;*

This network must be able to rely upon a complementary approach involving the Ministère du Tourisme, the Institut de la statistique du Québec, Tourism Watch Network and stakeholders active in tourism research (Canadian Tourism Commission, Statistics Canada, university circles, consultants, sectoral, regional and professional organizations). The development of partnerships and recourse to expertise of recognized organizations are avenues to be privileged.

- *Identify knowledge and research priorities as well as the needs of various industry stakeholders;*

These priorities could be established by grouping together experiences by sector, by product, by geographic destination and by market based on a criteria grid incorporating the principles of sustainable development.

- *Ensure contribution of foreign advisers to the ministère du Tourisme, especially with respect to expertise and watch activities in various markets;*
- *Organization and processing of data to be updated regularly, resulting in the availability of quality, strategic information, especially in marketing intelligence.*

Strategic information

- *Rigorous, reliable, first quality*
- *Useful to industry*
- *Based on data which is compatible and comparable over time*
- *Easily and readily available*
- *Broadly disseminated*



Marketing intelligence

- *Understanding of markets and audiences*
- *Knowledge of their expectations, motivations, decision-making factors, and needs*
- *Evaluation of level of current customer satisfaction*
- *Analysis and research into products sought out by customers, trends, rivals, conjunctural and structural factors*

- *Development of easy-to-use indicators and benchmarking tools adapted to the various tourism sectors.*

Examples to be considered:

- ◆ *Territorial, sectoral and product indicators;*
- ◆ *Indicators to measure potential of various markets;*
- ◆ *Composite tourism indicator for Québec;*
- ◆ *Indicators and tools for monitoring sustainable tourism (e.g.: load capacity of greeting locations).*

- *Distribution of this knowledge on the Internet.*

Tourism stakeholders in Québec must be poised to situate themselves in real time in the competitive commercial environment in which they operate if they are to be able to make enlightened decisions leading to optimal operation of their businesses or destinations.

Expected results:

- Tangible knowledge and research support to enhance the profitability and competitiveness of businesses and regions.
- Increased industry capacity to adapt strategies and initiatives based on an ever-evolving environment.
- Newfound capacity to anticipate change and to support a vision for the future.

2 - AREA OF INTERVENTION: QUALITY

Success factor: A culture of quality based on the principles of sustainable development and firmly established in the tourism industry

The quality of tourism products and services is one of the first aspects to impact tourist choices. Certification by an authorized organization makes it possible for tourists to recognize products and services which comply with criteria relating to sustainability and quality. Québec already possesses a series of certifications standards and management tools for various products and sectors. Destination Québec must be able to rely upon the implementation of a culture of quality across the industry, whether from the standpoint of infrastructure, products, attractions, services, greeting or other.

Quality indeed goes hand in hand with sustainable development. Together they speak volumes about the system-wide expansion of Québec's tourism industry and represent the means *par excellence* for allowing Québec to stand out from rival destinations. Quality and sustainability are therefore pivotal to planned intervention in matters of tourism that the Government of Québec endeavours to sustain.



Quality and sustainable tourism according to OECD⁸

«... One of the first important challenges is to put mechanisms in place to enhance tourism quality and competitiveness at the local and regional levels with a view to ensuring sustainable development and balance in the tourism sector at the national level; in addition, boost destination performance and competitiveness at the regional, national and international levels. A second challenge involves reconciling local tourism development with the preservation and renewal of tourism resources ... »

Responsibility:

It is first and foremost incumbent upon businesses and associations to institute quality. The role of the government is to encourage industry to commit to the shift to quality, support stakeholders and promote destination quality.

Measures favoured:

This Tourism Policy proposes as follows:

a) To consistently promote with industry stakeholders a vision of quality respecting the entire tourism supply chain.

This measure is dependent upon the willingness of all businesses and stakeholders to invest in an approach commensurate with destination quality objectives (ministries and public organizations from various levels of government, local, regional or sectoral tourism associations, institutions of learning, etc.). Moreover, this measure is reliant upon their interest in using existing tools (standards, criteria, codes of ethics and charts).

b) To implement a quality approach applying to the entire tourism industry.

This approach should be enriched by:

- *Providing incentives designed to generate interest and differentiate businesses and organizations engaging in the shift to quality;*
- *Maximizing partnerships with various associations so that the latter will act as advisory organizations for the businesses that they represent.*
- *Adopting a rigorous certification process.*

Indeed, the systematic emphasis on quality in promoting the destination constitutes another incentive of major import.

Expected results:

- Increase in the number of tourism stakeholders complying with a genuine culture of quality.
- An industry advantageously positioned in the Québec economy owing to the blend of accountability and rigour.
- More competitive destination and businesses.

Quality indeed goes hand in hand with sustainable development. Together they speak volumes about the system-wide expansion of Québec's tourism industry and represent the means *par excellence* for allowing Québec to stand out from rival destinations.

⁸ Source : Political, Regional and Tourism Roundtable, OECD Tourism Committee, October 1999.



3 - AREA OF INTERVENTION: HUMAN RESOURCES

Success factor: An industry staffed by skilled human resources recognized for their professionalism

Point of contact between supply and demand, and link between the visitor and the visited, manpower plays an essential role in tourism. Human resources - which include managers and general employees - are the supply components which lend a decidedly human touch to the tourism experience for it is the women and men employed by industry who make it possible to strike a balance between knowledge, skills and friendliness.

To varying degrees and in accordance with a dynamic specific to each, all regions face challenges in the matter of tourism-based human resources: difficulty in recruiting and retaining personnel (notably student workers), high turnover, difficult working conditions, low level of professional appreciation and recognition in tourism-related professions, low-level priority accorded to human resource management by the managers of tourism businesses, etc.

In light of increased competition and ever more experienced and demanding customers, it is all the more important that we rise to these challenges. To do so, we must be certain that due regard for skill and professionalism comes to permeate the entire industry and all sector business owners and managers. For it is they who will implement in their sector of activity continuing education, professional development, trade recognition, as well as personnel recruiting and retention initiatives. It is also they who must tackle an increasingly complex business environment, exercise enlightened choices—often with very limited budgets—, institute quality approaches and innovate.

Québec boasts a number of important assets in this area given the existence of organizations dedicated to the development of human resources in the tourism sector, as well as an elaborate array of tourism training and proficiency programs.

Responsibility:

The implementation of measures relating to manpower and human resource skills is reliant upon an industry-government partnership involving the Conseil québécois des ressources humaines en tourisme, Association québécoise de la formation en restauration, en tourisme et en hôtellerie, ministère de l'Éducation, du Loisir et du Sport and Emploi Québec.

Measures favoured:

This Policy proposes as follows:

- a) **To identify and implement mechanisms designed to ensure the adequacy and rapid adaptation of training programs based on skills development needs within the industry.**

This measure is part of a concerted industry-government approach, and in some cases, interministerial cooperation. It relates as much to initial training, continuing education programs for workers and managers as it does to training activity format and content. This measure involves, first and foremost, knowing well the various training and support options offered by the industry. Then, it involves ensuring that these programs are plugged in to industry needs. Accordingly, it is incumbent upon tourism industry operators to properly identify their needs and make them known to organizations poised to support them.



b) To make available to tourism managers tools which help them better meet the challenges of a complex and competitive business environment.

Aiming to enhance manager qualifications, this measure also constitutes a structural initiative designed to foster destination performance and competitiveness. In certain cases, one needs to promote the various existing tools (information, courses, seminars) or make them more readily accessible. In other cases, tools will need to be developed. Topics of interest to be considered include quality and human resource management, sustainable practices, tourism innovation, Internet, market knowledge, sound promotion, diagnostic of international strategy, organization of trade missions, efficient participation in trade show/grants, etc. .

c) To privilege realistic solutions adapted to regional/local manpower challenges.

As human resource problems vary from one region to another, the solutions to be favoured vary in accordance with the dynamics specific to the local and regional environments involved. Sharing experiences and promoting success stories are essential in this particular field.

d) To promote the importance of human resources with industry decision-makers as a strategic factor in ensuring the profitability, quality and sustainability of Québec as a destination.

Aiming to help recognize the importance of human resources in the tourism sector, this measure implies steadfast awareness and communication efforts with industry businesses. The measure also implies that the following initiatives be provided with adequate support:

- Professional recognition;
- Proficiency and continuing education, notably to enhance front-line personnel bilingualism;
- Stabilization of tourism-related jobs (e.g.: exchange of seasonal workers among businesses operating during different seasons);
- Recruiting of new labour segments (e.g.: young retirees).

Expected results:

- Training supply designed to adapt quickly and appropriately to future industry needs.
- Managers better equipped to face the challenges posed by competitiveness, quality standards and professionalism.
- Greater numbers of operators devoting efforts to human resource initiatives and recognizing their importance.

**4 - AREA OF INTERVENTION:
ACCESS AND TRANSPORTATION**

Success factor: Easy access to the destination, regions and product supply

Various means of transportation have traditionally exerted a marked influence over tourism development. This dimension is particularly important given the vastness of Québec and the distances between destinations. Winter can also complicate travel, especially for Québec visitors travelling by car. Lastly, physical access to the various means of transportation can represent a challenge for mobility-impaired customers.



Québec does not always possess the leverage necessary to tackle certain transportation issues such as the decreasing number of air connections to major world cities. It can, however, intervene in priority areas, namely quality of the road network used by tourists; airport organization; access to outlying regions; intermodal partnerships; accessibility to multimodal information; business partnerships with carriers interested in serving certain regions.

Responsibility:

An area of intervention requiring a close industry-government partnership, these initiatives necessarily imply cooperation by the ministère des Transports du Québec, agencies responsible for managing transportation infrastructures and services, as well as the major carriers operating in Québec.

Measures favoured:

This Tourism Policy proposes:

- a) To identify short-,medium-and long-term priorities from the dual standpoint of ease of access and transport as the latter relate to tourism.**

This measure calls for the development of a strategic vision for each of the tourism-related transportation issues (rail, marine and air routes, road network...) taking into account various regional, provincial and international dynamics, as well as sustainable development stakes.

Planning must also make provision for initiatives likely to foster access to various means of transportation by mobility-impaired customers, increase access to regions through the use of public transit and entice regions to adopt tourism-related transportation strategies.

- b) To initiate and foster tangible partnering with carriers interested in serving target markets as well as with agencies responsible for managing transport infrastructure.**

Not dependent on investment in transportation infrastructures, this measure requires cooperation and risk-sharing mechanisms for specific projects calling for supply organization (e.g.: packages, tours), as well as marketing and promotional endeavours with carriers or major tour operators.

The partnership with the agencies responsible for managing transportation infrastructure aims to facilitate travel to the destination and to enhance the capacity of the destination to better serve clients using airport, port and train station facilities in Québec.

Expected results:

- Enhance access to Québec, its regions and its products, while minimizing obstacles, costs, duration and inconvenience and maximizing comfort.

**5 - AREA OF INTERVENTION:
DEVELOPMENT OF TOURISM SUPPLY**

Success factor: A tourism supply building on a range of attractive experiences and quality, genuine products that are novel and sustainable in nature

The tourism products designed to attract the visitors of tomorrow are being developed today. The tourism industry must therefore perceive itself as a group of entrepreneurs seeking to consistently improve and renew their existing products and develop new ones. A consistently evolving tourism supply must be built upon genuine, original, attractive products certain to maintain and enhance Québec's drawing potential in an ever more competitive marketplace.



From a regional standpoint, the development of an appealing and sustainable tourism supply will hinge upon cooperative and complementary interventions in such areas as services, client coaching and promotion, landscape enhancement, attraction development, etc.

To achieve this objective, tourism supply development must be supported by:

- Appropriate planning;
- Financial and technical support for major projects, events and attractions necessitating expansion of tourism-related small-and medium-sized businesses;
- Development of public infrastructure and structuring attractions;
- Creation of an environment conducive to investment and innovation;
- Design of innovative itineraries, tours and packages.

Responsibility:

The private sector is a major driving force behind the development of the tourism supply. In addition to the management of public tourist establishments, attractions and facilities, the government is responsible for supporting and ensuring the coherence and viability of tourism development, and for creating, in the best interests of businesses and business profitability, an environment conducive to private investment.

Measures favoured:

This Tourism Policy proposes:

a) To draw up, in partnership with industry, integrated action plans for each main product.

These integrated plans designed for each product should enable stakeholders to:

- *Identify priority action to be carried out based on multiyear partnerships for each product;*

- *Foster supply development in compliance with the quality, authenticity, sustainability and season extension objectives of the destination;*
- *Promote Québec abroad using an approach based on the four main tourist experience clusters;*
- *Sustain region reflection in the matter of selecting products best suited to ensure supply differentiation.*

Implementation of these plans will be conducted in keeping with multiyear partnership agreements co-financed by the public and private sectors.

The ministère du Tourisme currently focuses upon the following products:

- *Agrotourism*
- *Hunting and fishing*
- *Conventions and business meetings*
- *Bicycle touring*
- *Ecotourism and adventure tourism*
- *Festivals and events*
- *Golf*
- *Snowmobiling*
- *Skiing*
- *First Nations culture and ways of life*
- *Cultural tourism*
- *Health tourism*
- *Motorized tourism*
- *Nautical tourism*

This array of products is reviewed periodically to take into account the emerging realities and latest innovations in tourist markets.

b) To focus on simplified assistance programs that are readily accessible to the tourism industry and which support destination development objectives and foster innovation in the tourism sector.



Pursuant to this measure, comprehensive and centralized information on assistance and support mechanisms available to entrepreneurs active in the tourism industry must be readily accessible, and regional and local organizations specializing in corporate assistance must be provided with the expertise and tools which will enable them to evaluate and appropriately support tourist projects submitted to them for consideration.

The selection of investment instruments should also be based on the identification of product development priorities in accordance with the actual potential of each region and in compliance with the specific personality of existing and future tourist sites.

Lastly, the supply development programs will need to be gradually modelled with a view to taking into account, even recognize the sustainable development practices of corporations and organizations (eco-conditionality).

c) To support adaptation of the tourism supply and ensure that the latter keeps pace with ever changing visitor needs.

Focused on adapting the tourism supply, this global effort involves all tourist establishments, attractions and services, must be a source of preoccupation for all organizations, whether private or public, serving tourist clients, and must be in keeping with the quality, innovation and sustainable development objectives set out in this Tourism Policy.

Adaptation of the tourism supply will need to take into consideration the needs of the various population segments, including those arising as a result of major demographic shifts in modern society, namely:

- An aging population which accounts for a significant proportion of tourists;
- The expanding demand for travel by mobility-impaired tourists.

d) To promote partnerships designed to structure the supply and stimulate the demand for integrated tourism experiences such as pre-planned packages, tours and itineraries tailored to visitor needs and expectations.

This approach will need to take into account the new consumption patterns of clients who increasingly make their travel arrangements online. Formulas to be considered include:

- Experiences grouping some or several of the main tourist products;
- Interregional itineraries and tours;
- Experiences combining Montréal and Québec —major destinations of international clientele— with other tourist areas.

Expected results:

- A better structured and regionally differentiated tourism supply with enhanced drawing potential.
- An environment conducive to investment and the adoption of sustainable business practices.

Parallel to these structural changes, tourists are developing new tastes and interests and are increasingly concerned over issues relating to health, the environment, physical fitness and well-being. They seek diverse experiences, personalized services and made-to-measure travel.



6 - AREA OF INTERVENTION: PROMOTION

Success factor: Dynamic and innovative promotion of the destination while showcasing key tourism experiences in the most promising markets

Promoting Québec's tourism product implies considerable investment by a multitude of players each seeking an individual measure of notoriety. As potential tourists are over-solicited by all manner of media, personalized and novel approaches become indispensable. In an increasingly competitive environment, efforts must focus on the rationalization of action with a view to enhancing efficiency and effectiveness:

- Portfolio of adapted products;
- Converging, concerted financial instruments which are complementary in nature;
- Strong, exclusive long-term image;
- Identification of the most promising markets.

Responsibility:

The government is responsible for defining and promoting the high quality image of Québec as a destination whereas experience and product marketing is an industry responsibility. Regional tourist associations are responsible for promoting Québec locally. Industry-government partnerships set up to promote Québec in various markets must be consistent with the alignment and complementarity of efforts devoted by all industry stakeholders.

Measures favoured:

This Tourism Policy, which complements the previously introduced marketing approach, proposes:

- a) To align the promotional planning cycle of the ministère du Tourisme with that of the tourism industry.**

The capacity of the ministère du Tourisme to mobilize the highest number of stakeholders and regions possible around Ministry marketing initiatives depends largely on synchronicity with the planning cycles of businesses and associations. Depending on the markets, seasons and experiences to be promoted, this measure involves the enforcement of mechanisms designed to introduce sufficiently in advance promotional initiatives and campaigns.

- b) To create a financial framework allowing for ongoing promotional financial investment in the long term, mainly through multiyear partnership agreements.**

The ministère du Tourisme ratifies various multiyear partnership agreements in tourism development, notably with sectoral and regional associations. Such formulas will be proposed to determine promotional investment based on an industry-government partnership approach. Agreements of the like define the investments to be made over a given number of years in various markets or experience-market combination packages.

- c) To revisit required efforts, resources and promotional investment by conducting a rigorous assessment of development potential in each market.**

This measure complements that which aims to provide Destination Québec with a network of knowledge and research facilities, notably indicators as to market potential. Once this rigorous assessment of the development potential of each market has been completed, efforts and resources devoted to promotion will need to be reviewed. This assessment will also serve to make necessary ongoing adjustments to experiences and products supported by the ministère du Tourisme.



d) To develop and provide opportunities for promotion in markets abroad using a structured partnership approach based on the four main experience groups agreed upon with industry stakeholders.

These business opportunities will be developed taking into account government focus on promoting:

- *The most promising markets outside Québec;*
- *The development of emerging markets;*
- *The introduction of new products;*
- *Season extension initiatives.*

These proposals will take into consideration the infatuation of travellers with the Internet as a communications tool and our leadership position in that field with a view to developing innovative promotional approaches. These proposals will be adapted to the new market realities and foster partnerships with the distribution network.

Expected results:

- Enhanced industry participation in efforts devoted to promote Destination Québec, and its experiences, products and regions.
- Expanded visibility of Québec as a tourist destination.
- Increase in market share contributing to the achievement of the objective of \$13 billion in tourism revenues by 2010.

Tourist information and greeting services must be organized in such a manner to allow visitors to make enlightened decisions, to feel safe and secure in these decisions, and to organize travel and activities within Québec in a manner designed to optimize visitor experience.

**7 - AREA OF INTERVENTION:
GREETING AND TOURIST INFORMATION**

Success factor: Friendly, professional greeting services supported by a well-structured, leading-edge travel information network

Greeting is a key element of tourism which is an actual exchange between visitors and visited. Québec has acquired a sterling reputation in this field. Beyond this human dimension and the fact that travel implies that tourists are uprooted from their regular environment, tourist information and greeting services must be organized in such a manner to allow visitors to make enlightened decisions, to feel safe and secure in these decisions, and to organize travel and activities within Québec in a manner designed to optimize visitor experience. This red carpet strategy requires flawless organization and up-to-date information on all aspects of Québec's tourism supply incorporated into a single information system.

Interface between tourism supply and tourists, and the quality, integrated organization of tourist information are major decision-making factors for visitors seeking to select a destination. The Internet plays a key role in that process and Bonjour Québec.com lends Québec a significant edge.

Québec must be able to rely on adequate infrastructure available in the most appropriate locations along tourist routes. In this light, Québec has adopted a policy on tourist information and greeting locations, proposing an acceptance process for such locations based on standards agreed to jointly with network stakeholders.

Responsibility:

Tourist information and greeting services fall within the competence of the public sector at the provincial, regional and local levels and form a part of the greeting location guidelines set out in this Policy.



Measures favoured:

This Tourism Policy proposes:

a) To sustain efforts to ensure that the Policy is implemented in all tourist information and greeting locations.

This measure must be implemented making allowance for the strategic role of the tourist information and greeting network in enhancing customer loyalty and fostering repeat travel (travel from one season to another, visiting other regions, consuming other products, etc.).

b) To secure deployment of Bonjour Québec.com and tourist information databases across the tourist information and greeting network.

This measure enables the destination to set up a network of information databases pertaining to tourism supply, the aim being to ensure the quality of the information provided to visitors (accurate, comprehensive and up-to-date). The measure is also in keeping with the necessity to adapt continually to the methods of communication privileged by clients and maximizes the use of communications and information technologies to facilitate access to and dissemination of information, and consumption of tourist products.

c) To centralize information relating to the different modes of passenger transportation available.

Intermodal in nature, this measure also responds to the reality of a market:

- *where travel is increasingly organized via the Internet;*
- *where travellers seek access to up-to-date information on itineraries, schedules and fares relating to a variety of means of transportation.*

d) To support local communities in hospitality initiatives and raise visitor awareness of acceptable tourist behaviour.

In addition to relying on tourism information infrastructure and services, greeting quality also depends significantly on resident and worker hospitality in tourist locations. Local and regional authorities are responsible for supporting a genuine greeting and hospitality culture in their respective areas. Accordingly, the ministère du Tourisme is to provide local and regional stakeholders with tools designed to support such initiatives.

From the standpoint of sustainable development, it is essential to entice tourists to demonstrate acceptable behaviour respectful of the sites they choose to visit. Tourism information and greeting facilities are therefore strategic locations designed to raise tourist awareness. Although Québec as a whole is involved in this awareness endeavour, responsible behaviour to be promoted with tourists can have highly specific local or regional impact (e.g.: fragile natural environment, resident well-being, etc.) and involve authorities at these levels of intervention. Optimal awareness initiatives should be indexed and disseminated to all stakeholders concerned.

Expected results:

- A secure, well-informed visitor clientele properly aware of the travel planning services offered by regions across Québec.
- A quality tourist information and greeting network designed to help visitors benefit optimally from their visit and entice them to extend their stay and discover Québec products and regions.
- An increasing visitor awareness of acceptable tourist behaviour.



6

Implementation to be achieved through a new model of industry-government partnership

In light of current government and industry resources and given ever increasing competition among world travel destinations, greater coherence in investment is required to maximize overall outcome. Accordingly, a number of destinations have developed mechanisms designed to boost industry involvement in making strategic destination choices, notably by implementing industry-government partnerships. Québec's tourism industry forum has indeed confirmed that industry partners are keen to step up involvement in future development efforts relating to Destination Québec and to share roles and responsibilities with various sector stakeholders.

In response to expectations expressed, this Policy introduces a new framework for action initiated in the tourism industry. This new relationship is based on a renewed partnership between the tourism industry and the Government of Québec which will systematically shape cooperation in and coordination of action by public and private players alike. This new framework will:

- Foster permanent government-industry dialogue;
- Harmonize relations among stakeholders impacted by introduction of this Policy;
- Ensure that industry and government work together to achieve and finance the measure set out in this Policy or other strategic industry projects.

This new relationship will thus spawn a new, more dynamic, more functional partnership which will make it possible to mobilize tourism stakeholders around the sustainable objectives, the revised marketing approach and the seven destination success factors set out in the Policy.

Setup of Council of Tourism Industry Partners

The *Council of Tourism Industry Partners* will comprise fifteen (15) members appointed by the minister of Tourism which is invested with the responsibility of ensuring equitable representation of private, public, sectoral and territorial industry players. Council members will represent the private sector, territorial and sectoral associations, as well as various ministries and public organizations.

The mission of the *Council of Tourism Industry Partners* is to advise the Minister with a view to optimizing industry-government partnership approaches and fostering investment co-financing and convergence formulas. The Council's mandates opinions to the Minister will focus on the following:

- Drawing up and monitoring of Policy implementation;
- Assignment of partnership funding for projects and measures relating to the Policy;
- Updating this Policy as required with a view to adapting action to be taken to an ever changing operating environment;
- Partnering with a view to achieving the sustainable development objectives set out in this Policy;



- Ensuring convergence and cooperation across the destination spectrum by placing special emphasis on tourism promotion given the extent of investment and overlapping observed;
- Drawing up joint industry-government action plans in various areas of intervention with a view to substantiating the success factors set out in this Policy.

The *Council of Tourism Industry Partners* will produce an annual activity report and submit the latter to the Minister. The Council may further, from the operational standpoint, strike committees as required to carry out specific mandates with which it may be invested from time to time by the Minister.

Government ministries and organizations most directly concerned will be linked to this new model of industry-government partnership either directly through the *Council of Tourism Industry Partners* or as members of committees set up by the Council.

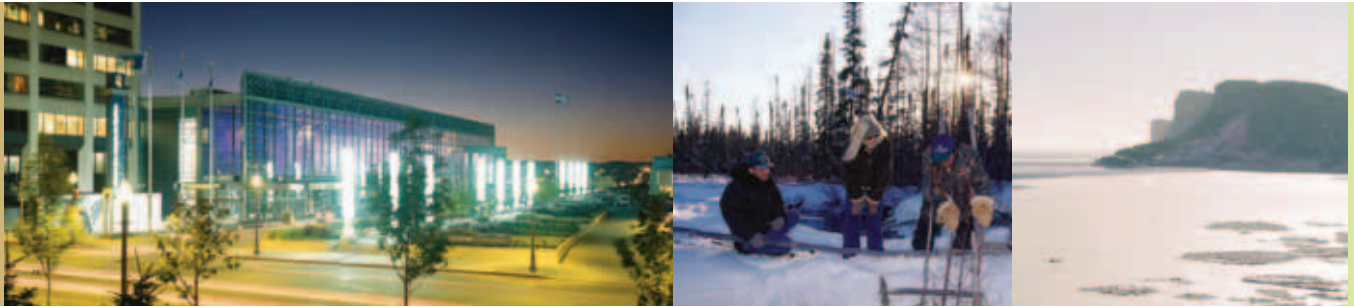
Organization of annual tourism conferences

The Ministry will organize annual tourism conferences to be chaired by the Minister. These conferences will provide privileged occasions to review implementation of the Tourism Policy by grouping together the entirety of businesses, associations, groups, communities and individuals involved in the tourism sector. These conferences will also furnish the opportunity to present an update of activities conducted during the past year, discuss joint industry-government action plans and to consult with the industry on various challenges.

Enhancement of alliances at the national, interprovincial and international levels

In the context of ongoing globalization, national and international relations Québec entertains with tourism partners are of strategic importance. Accordingly, alliances and networking efforts conducted at the federal, interprovincial and international levels must be stepped up as they contribute to the achievement of the objectives set out in this Policy. Alliances of the like are possible and desirable in a number of areas of intervention, including as follows: development of products in conjunction with neighbouring provinces and states; concerted promotional efforts in various international markets; joint efforts pertaining to the dissemination of tourist information. The following measures are therefore to be favoured:

- Encourage networking initiatives which can contribute to the success of each of the areas of intervention set out in the Policy;
- Multiply cooperative initiatives with distribution network partners, national and international carriers, as well as agencies responsible for transport infrastructure and services;
- Cooperate with federal authorities able to contribute to the implementation of this Policy, namely the Canadian Tourism Commission and Economic Development Canada.



Expected results:

Expected results to be achieved through implementation of this new model of industry-government partnership include as follows:

- Increased involvement by businesses, associations, ministries and government organizations in making strategic choices impacting Québec's tourism industry;
- Tourism system designed to avoid overlapping of functions and mandates;
- Greater funding synergy by business, industry and various levels of government;
- An active partnership outside Québec respectful of the powers the province enjoys in the matter of relations with national and international tourism authorities.

This Policy introduces a new framework for action initiated in the tourism industry. This new relationship is based on a renewed partnership between the tourism industry and the Government of Québec.



Ministère
du Tourisme

Québec

