

# **SUSTAINABLE TOURISM GROWTH STRATEGY 2025–2030**

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For more information:

Direction des communications  
Ministère du Tourisme  
4e étage, secteur 400  
900, boulevard René-Lévesque Est  
Québec (Québec) G1R 2B5

Telephone: 418-643-5959

Toll free: 1-800-482-2433

Email: [communications.ministeredutourisme@tourisme.gouv.qc.ca](mailto:communications.ministeredutourisme@tourisme.gouv.qc.ca)

Website: Québec.ca

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## MESSAGE FROM THE MINISTER

Following province-wide consultations with Quebecers, businesses and our tourism partners, I am pleased to present the 2025–2030 Sustainable Tourism Growth Strategy.

This strategy comes at a pivotal time for our industry. The last few years have been marked by the pandemic and have highlighted how important tourism is to our economy, not only as a driver of regional vitality, but also as a force for sustainable development and collective prosperity.

Too often viewed through the lens of leisure or entertainment, tourism deserves to be recognized as a major economic driver. In 2023, it brought in **over \$4.1 billion in foreign currency**, making it **Québec's fourth-largest export**, after aerospace, aluminum and iron ore. Tourism generates tangible and immediate benefits for our communities, helps fund our public services and boosts the vitality of our regions.

Every dollar invested in tourism must be seen for what it really is: **a strategic investment in our collective future**.

This strategy is not set in stone. Launched in a time of uncertain economic relationships, it was developed in response to the economic, social, environmental and technological transformations the industry is undergoing. It is designed to evolve, adapt and unite all stakeholders around a shared vision.

We are focusing on high-potential sectors such as **nature, winter, Indigenous, luxury, culinary, business and event tourism**. Together, these sectors will enhance Québec's attractiveness, stimulate innovation, promote our culture and foster more responsible, sustainable growth.

I am proud to have worked alongside our valued partners to contribute to **anchoring tourism as a pillar of Québec's economy**. Today, this vision is shared by **our entire government**, which recognizes the tourism sector as a source of wealth and pride.

I would like to thank all the people and organizations who helped develop this strategy. Their commitment, vision and determination to move Québec forward have enabled us to lay the foundations for an ambitious, coherent and forward-thinking approach.

Together, we will make Québec an even more successful, attractive and sustainable destination on the world stage.

Caroline Proulx  
Minister of Tourism

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## INTRODUCTION

Encounters are at the heart of the tourism experience, creating bonds between travellers and the host communities in the areas they visit. Encounters are also central to the dynamic that drives the tourism industry, prompting it to work together with a variety of players to develop a distinctive tourism offering that has a positive impact on society.

With the Sustainable Tourism Growth Strategy, the Ministère du Tourisme (“the Department”) wishes to re-energize encounters so we can build a prosperous and sustainable future for tourism in Québec, together.

The proposed vision and measures are paving the way for the achievement of the Department’s major strategic functions up to 2030, around which a range of partners, including tourism-adjacent government departments and agencies, are rallying. Through their leadership in developing and promoting our destination, regional tourism associations (RTAs), sectoral tourism associations (STAs), our tourism partners and the Alliance de l’industrie touristique du Québec (the “Alliance”) will play a key role in implementing the Strategy’s actions and mobilizing the socioeconomic players involved.

This strategy is the result of the convergence of a variety of perspectives and ideas that were expressed over the course of 2024, particularly during workshops held during the Assises du tourisme on May 8, the Grandes rencontres des partenaires touristiques, consultations with tourism organizations and businesses and the general public, and meetings of an interdepartmental committee and an advisory committee bringing together representatives of the Department’s strategic partners.

### THE DEPARTMENT’S MAIN STRATEGIC FUNCTIONS<sup>1</sup>

- Promote Québec as a tourist destination and further the development and marketing of its tourism products and experiences.
- Frame and implement development strategies and assistance programs, in collaboration with the public and private stakeholders concerned, if necessary.
- Foster the consolidation and diversification of the tourism supply.
- Support efforts to improve the quality of tourism products and services.
- Ensure and oversee the provision of tourist information, reservation and hospitality services.
- Ensure the development and management of tourism infrastructures.
- Foster access, for all clienteles, to territories, products and services.
- Guide, plan and coordinate strategic knowledge development with respect to tourism.

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<sup>1</sup> This list of functions is inspired by section 4 of the *Act respecting the Ministère du Tourisme*.

# A BRIEF OVERVIEW OF TOURISM IN QUÉBEC

## MAJOR TRENDS REDEFINING TOURISM

Tourism is booming worldwide. After the upheavals of the early part of the decade, travellers are once again seeking inspiring experiences, despite economic difficulties and a tense geopolitical situation in many parts of the world.

The current context is also marked by major transformations that are being felt in all destinations, including Québec:

- Travellers' expectations and habits are changing considerably, particularly due to evolving societal values, consumption patterns and demographics;
- There are growing concerns about the environmental and social impacts of the tourism industry, including the effects of "overtourism";
- On the environmental front, increasingly frequent extreme weather events are disrupting tourism activities and forcing the industry to prevent and better manage the associated risks;
- Recent technological advances, particularly in digital technology, are transforming the activities of tourism businesses and visitors' experiences before, during and after their stay;
- The business environment is changing considerably, influenced by the above-mentioned trends, but also by the global geopolitical context, economic upheavals and the repercussions of these factors on government action.

These transformations are influencing how people travel, how destinations are developed and marketed, and how visitors are welcomed. In the face of fierce global competition, Québec's tourism industry must constantly adapt to the new realities and evolving expectations of travellers from near and far. Nevertheless, this adaptation poses significant challenges, for which this strategy proposes means of action.

## A BOOMING INDUSTRY

Québec's tourism industry is demonstrating enormous vitality. Economic performance levels are comparable to or better than pre-pandemic levels, especially in terms of tourism spending, commercial accommodation occupancy rates and the share of gross domestic product (GDP) generated by tourism-related sectors. Given the enthusiasm for travel in our society and elsewhere in the world, as well as our destination's distinctive global tourism offering, the Québec industry can hope to attain sustainable development growth over the coming years.

## QUÉBEC TOURISM BY THE NUMBERS (2023)

- \$16.7 billion in tourism revenue, \$2.1 billion of which is from business tourism.<sup>2</sup> This revenue creates an economic impact of \$12.7 billion on Québec's GDP.
- 62.2 million visitors.<sup>3</sup>
- Nearly 24,000 businesses operate in the sector (restaurants, leisure and entertainment, accommodation, transportation and travel services), or almost 9% of the total number of businesses in Québec.<sup>4</sup>
- Nearly 407,000 jobs.<sup>5</sup>

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<sup>2</sup> Data source: Statistics Canada, National Travel Survey and Visitor Travel Survey.

<sup>3</sup> Data source: Statistics Canada, National Travel Survey and Visitor Travel Survey.

<sup>4</sup> Data source: ISQ, Enterprise Register.

<sup>5</sup> Ministère du Tourisme estimate based on three Statistics Canada surveys: Provincial and territorial tourism human resource module, Labour Force Survey, Census of Population.

## **A HUMAN-CENTRED TOURISM ECOSYSTEM**

Without a doubt, the strength of the tourism industry is the people behind it. The workforce is a cornerstone of the tourism sector, particularly because of its influence on the quality of visitor experiences. However, the tourism sector faces a number of related challenges, especially in terms of job attractiveness and skills development for a variety of roles. Businesses can use technology to be more productive and improve their product and service offering, while putting their staff to work on value-added tasks.

Tourism entrepreneurs are also very dynamic, with a desire to stand out through their achievements. Since the sector is overwhelmingly made up of micro, small and medium-sized enterprises, entrepreneurs need to develop a wide range of skills to ensure that their businesses run smoothly and to promote their growth and sustainability. They need to be even better equipped to carry out functions that have become increasingly complex on a number of levels (e.g., operational performance, customer service, human resources management, marketing, digital adaptation and climate).

RTAs and STAs play a crucial role as catalysts in their respective communities. They are always on the lookout for new trends, issues, opportunities and best practices, and they are well positioned to support the businesses in their region or sector in a variety of ways and suggest solutions. These associations use their cross-functional vision, both firmly rooted in on-the-ground realities and strengthened by close government ties, to help develop foundational, innovative and sustainable tourism activities. They can also take part in various consultation, planning and concerted action initiatives from other sectors that affect the development of territories and communities.

## **VISITOR-FOCUSED TOURISM**

Our tourist clientele has a decisive impact on the overall development of our destination. Faced with a tourism deficit and stiff competition from other destinations around the world, we need to convince even more Quebecers and national and international visitors to choose our destination for their vacations.

A growing number of visitors want to travel more responsibly and sustainably, and they are sensitive to the efforts made by businesses in this regard. It is important to capitalize on this interest and attract such a clientele. Reinforcing the industry's sustainable practices and actively involving travellers in this more impact- and spinoff-conscious approach to tourism could also help Québec's tourism offering stand out.

Together with partners in the tourism ecosystem, businesses are working hard to meet travellers' diverse needs and expectations, which are constantly changing, not least as a result of socio-demographic changes. They must constantly innovate to provide out-of-the-ordinary experiences, longer stays, and visits to less-visited areas and outside peak travel season.

Finally, local communities and residents also play a major role in the destination's image and visitor experience. The hospitality they extend to travellers, as well as the places and cultural features they help them discover, contribute to the bond that tourists develop with Québec.

## **A VECTOR OF PROSPERITY FOR QUÉBEC**

The tourism industry generates spinoffs that benefit all Québec regions. First, it is an export sector that brings in foreign currency, helps boost domestic production and spreads through the international market. Tourism also stimulates the local economy, especially by creating and maintaining jobs. More than half of these jobs are located outside Montréal and Québec City. During their stays, tourists spend money that goes far beyond the tourism industry. The presence of tourism businesses also has the power to attract other activities or investments to a community or region, be they commercial, cultural, institutional or from other sectors. In short, this economic dynamic contributes to Québec's overall collective wealth.



The benefits of tourism are not just economic. Well-structured, responsible and sustainable tourism development contributes favourably to multiple facets of community vitality and land use, including:

- Improving the quality of life for local residents by developing infrastructure, offering activities and supporting the maintenance of local services;
- Preserving and showcasing natural resources, landscapes, culture and heritage;
- Promoting local know-how in a variety of fields, including bio-food, performing arts and craftsmanship;
- Contributing to a sense of belonging to the community and the territory.

The offering of sports, outdoor, nature and wellness tourism activities can also influence residents to adopt healthy lifestyle habits.

The broad scope of these benefits highlights the cross-disciplinary nature of tourism and its close ties with various sectors of activity, given the contribution they can make to its development and vice-versa (e.g., economic development, employment, transportation, bio-food, culture, international relations, environment, land-use planning, community development).

## A VISION FOR 2030

“To make Québec a prosperous and sustainable tourist destination that does its people proud.”

With this strategy, the Department, together with its many partners, wishes to re-energize the growth of tourism in Québec over the next five years, with a sustainable and responsible outlook. The resulting actions will improve the position of the tourism industry and consolidate the foundations on which it can build to ensure the smooth development of our destination over the longer term.

Fundamentally, the Strategy’s vision rests on three pillars that relate to our collective goals for 2030:

1. Raise Québec’s profile as a **standout tourist destination** for travellers from near and far;
2. Increase the **responsible and sustainable development** of our destination;
3. Optimize the **economic development** of the tourism sector and its **positive spinoffs for regions**, local communities and residents.

### PILLAR 1 – MAKING OUR DESTINATION STAND OUT

Québec can benefit more from the growing global demand for tourism. It has undeniable assets that shape its brand image and are sought after by travellers. Our destination has everything to gain by focusing on the following points to further set itself apart:

- Plenty of space to recharge your batteries and enjoy the scenery and nature, whether in the mountains or on the banks of the majestic St. Lawrence River, in the fields, on a lake or at the beach, with your feet in the sand;
- The quality of the overall tourism experience, which is largely attributable to the authentic, warm and inclusive welcome extended to travellers, as well as to a tourism offering that reflects the art of living in Québec and the cultural identity of each region;
- A wide range of tourist products and services offered in every region, highlighting the charms and ambiance typical of each of the four seasons;
- A destination that works hard to lead the way in adopting practices that respect host communities and the environment, for present and future generations.

The Department also wishes to focus on tourism sectors that are believed to have strong potential to increase the attractiveness of our destination and its distinctive character, and to maintain or expand its markets. It prioritizes these sectors because of travellers’ growing demand for these experiences, the existing offering, potential sector-related developments, and the positive economic, social and environmental spinoffs they can generate.

### HIGH-POTENTIAL TOURISM SECTORS

- **Nature tourism** is characterized by a tourism experience motivated by the discovery and appreciation of nature, biodiversity and the natural environment, including forests and bodies of water, and by taking part in physical activity in these places.
- **Winter tourism** refers to tourism experiences that take place during the winter season and showcase Québec’s winter and its northern character.
- **Indigenous tourism** is defined as tourism activities offering authentic, memorable and enriching experiences that bring visitors closer to Indigenous nations.
- **Upscale tourism** is characterized by niche tourism experiences, with a limited, customized and generally more expensive offering of unique, distinctive activities of superior quality.
- **Business tourism** is the result of business travel for the purpose of taking part in a business event, which may take the form of business or company meetings, conventions, conferences, colloquia or symposia.

- **Culinary tourism** is defined as the discovery of a region through agritourism activities and authentic, creative and festive culinary experiences. These activities showcase the expertise of agricultural producers, artisans and chefs, and provide an opportunity to discover local products and dishes from our northern roots, shaping Québec's culinary identity.
- **Event tourism** is based on visitors' participation in cultural, sporting or festive events that have a significant socio-economic impact on a region.

## PILLAR 2 – RESPONSIBLE AND SUSTAINABLE TOURISM

In recent years, responsible and sustainable tourism has gradually become the backdrop to the industry's vision of the future of tourism and the evolution of its practices. The Department has certainly played a key role in this respect, supporting the promotion and implementation of this approach as part of the 2020–2025 Action Plan for Responsible and Sustainable Tourism: Thinking Differently About Tourism (2020-2025 APRST). The progress made and the efforts of the players involved have been significant to the point that the tourism sector can aspire to position itself as a leader in sustainable development and climate transition in Québec, and even stand out from other comparable destinations in Canada and around the world. However, more needs to be done to complement and sustain this strategic positioning.

This context highlights the central role that responsible and sustainable tourism will have to play within the Strategy. This pillar includes:

- Seeking a balance between the economic, social and environmental facets of our destination's development, both now and in the future;
- Putting people at the centre of the industry's actions, so that the tourism experience is a positive one for visitors, tourism workers and local communities alike;
- Mobilizing the entire sector to meet future climate challenges, and taking decisive action now;
- Strengthening partnerships with players from different sectors, including government departments and agencies, as well as the municipal sector.

This pillar complements the Government Sustainable Development Strategy 2023–2028.

### RESPONSIBLE AND SUSTAINABLE TOURISM

**Sustainable tourism** is ecologically and economically viable in the long term, and socially and ethically just. The World Tourism Organization defines it as tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, professionals, the industry, the environment and host communities.

The concept of **responsible tourism** refers more specifically to human behaviour, especially that of tourists. This is tourism in which travellers and tourism stakeholders avoid doing things that could have negative effects on the natural and human environment of the places they visit.

**Regenerative tourism** occurs when tourism practices go beyond reducing such harmful effects and incorporate a proactive approach geared towards damage repair or revitalization, such as by making a positive contribution to the restoration or regeneration of certain places.

## PILLAR 3 – ECONOMIC GROWTH IN THE TOURISM SECTOR AND REGIONAL VITALITY

Tourism is a driving force behind the economy of Québec and its regions. Therefore, it is important to continue to focus on the prosperity of the tourism sector and boost its economic resilience while respecting host communities

and the environment, thereby maximizing its benefits at various levels. In other words, one of the Strategy's primary aims is to encourage the tourism industry to keep up its efforts to set itself apart through:

- Its economic impact, to contribute to the well-being of Québec's communities and regions;
- Its creativity, ingenuity and agility, to adapt to the changing context and ensure the destination's attractiveness and competitiveness;
- Its ability to showcase the destination's natural and cultural riches, thereby contributing to a sense of pride among the population and to the vitality of the areas;
- Its dynamism and ability to bring together a variety of tourism players and other business sectors around achievements that generate positive spinoffs for the regions.

The strategy must also promote certain conditions that contribute to the tourism sector's economic growth, such as longer traveller stays, the combination of business and leisure travel, the extension of the tourism season across Québec's four weather seasons, investor confidence in the industry, and a spirit of cooperation among tourism industry players.

More than ever, tourism is an economic and social force. This strength is measured not only by economic performance indicators, but also by the benefits it brings to the destination as a whole, especially in terms of the vitality of all Québec regions.

## **A COMPREHENSIVE APPROACH TO IMPROVING THE STATUS OF TOURISM IN QUÉBEC**

The three pillars of the vision are interrelated. Therefore, if our destination is to achieve its economic performance targets, it must seek to set itself apart on several levels, while fully integrating the parameters of responsible and sustainable tourism. This is a major but essential challenge for the future of tourism in Québec. It involves adopting a comprehensive, integrated approach that takes into account the economic, social and environmental aspects of tourism development.

To make this approach a reality, we need to develop and promote our destination and welcome visitors in an integrated, united way, recognizing the contribution that everyone can make. This approach mobilizes players from the tourism industry first and foremost, alongside those from various lines of business, travellers and local communities. In particular, RTAs and STAs play an essential unifying role, rallying forces around shared objectives to improve the position of tourism and the prosperity of Québec.

## **GUIDING TARGETS FOR THE INDUSTRY**

To stay on course with the vision and key objectives of sustainable tourism growth, the Strategy proposes guiding targets to be reached by 2030. These targets demonstrate the Department's commitment to working with and rallying its partners to achieve the desired results.

Progress towards these targets will be measured periodically throughout the life of the strategy, and the results communicated to the tourism industry and partners.

### **TARGETS FOR 2030**

- Increase international tourism spending to \$5.7 billion.
- Increase international travellers' spend per visit (stay):
  - U.S. market: up 35%;
  - Markets from other countries: up 20%.
- Increase and maintain tourist customer satisfaction with hospitality services and destination sustainability:
  - 87% for hospitality services;

- target to be determined for sustainability.\*
- Increase the average annual occupancy rate in tourist regions other than Québec City, Laval and Montréal to 60%.
- Maintain a balanced job market in the tourism sector, with a 0–1 percentage point gap between the job vacancy rate in tourism-related sectors and that of the economy as a whole.

\* Data on satisfaction with destination sustainability will only be available starting in 2025–2026. A target for 2030 will be set accordingly, where possible.

## DIRECTIONS, OBJECTIVES AND MEASURES

### A BROAD, INCLUSIVE SCOPE

The Strategy is comprised of four main areas of focus:

1. The tourism offering, its marketing, and visitor reception, which are the foundations of the visitor experience (see *Direction 1 – Developing and promoting Québec’s tourism offering by building on our destination’s distinctive assets*);
2. The capabilities of tourism businesses, particularly in terms of the resources and skills that enable them to change and grow (see *Direction 2 – Business performance and industry vitality*);
3. Adapting the tourism sector to its changing context (see *Direction 3 – Transitioning the sector in response to social, environmental and technological challenges*);
4. A collaborative approach between tourism players and those from various sectors and communities, to ensure that tourism is firmly rooted in the community (see *Direction 4 – Developing regional tourism in line with community needs and aspirations*).

The directions are structured around 10 specific objectives, which in turn are linked to 18 measures that the Department is responsible for rolling out in close collaboration with multiple partners. The actions resulting from these measures will be specified each year. They will be supported by the continuation of promising initiatives already under way and will include financial assistance, tools and support, strategic knowledge, practice exchange networks, information and partnerships. These actions will contribute to the achievement of several objectives set by the Department in its 2023–2027 Strategic Plan.

RTAs and STAs are key partners in mobilizing support for the Strategy’s vision and implementing its measures, given their vital role in the industry and their closeness to on-the-ground realities. The Alliance will also play an important role in mobilizing and promoting the destination. Strategy roll-out also depends on the collaboration of a number of partners, including government departments and agencies whose expertise and leverage can help improve the status of tourism and maximize the spinoffs for Québec.

## **DIRECTION 1**

### **DEVELOPING AND PROMOTING QUÉBEC'S TOURISM OFFERING BY BUILDING ON OUR DESTINATION'S DISTINCTIVE ASSETS**

Our destination has a great many assets and presents travellers with a wide range of tourism products and services in all regions, all year round. Nevertheless, Québec's attractiveness can still be enhanced, given traveller demand and competition from other similar destinations in North America and around the world. This enhancement involves tackling a number of challenges relating to developing and structuring our tourism offering, marketing our destination, and welcoming and opening up access to travellers in both the leisure and business tourism segments. We have identified the following specific challenges:

- Developing and renewing tourism products and services in response to the passage of time (outdated facilities), customer needs (aging population, increased demand for accessibility, etc.), changing preferences of target markets and the emergence of new trends;
- Extending stays and expanding tourist traffic across the entire province and throughout all four seasons. These challenges depend on a high-quality, accessible offering that is integrated into local community development;
- Target markets' awareness of our destination and knowledge of our available tourism offering;
- Welcoming visitors as their travel habits change, especially due to digital technologies;
- The availability of various modes of inter-regional and intra-regional transportation, especially for sustainable mobility and outside the peak tourist season.

The measures associated with this direction aim to maximize the contribution of various players' strengths and drivers to develop, organize and promote a distinctive and diversified tourism offering that meets the set challenges. They also seek to accentuate the positive effects of tourism on economic development and regional vitality in a sustainable and responsible perspective. They place particular emphasis on, but are not limited to, high-potential tourism sectors.

## Objective 1.1

Increase the **constructive effect of** financial assistance **programs** for businesses in terms of developing the tourism offering and making it attractive

### **Measure 1 – Support the achievement of constructive tourism projects to enhance the destination’s appeal and economic growth**

It is important for the Department to support tourism businesses’ investment efforts so that they can carry out projects and activities that considerably improve the quality and diversity of the tourism offering and, more generally, the appeal of our destination, particularly to international customers.

This measure is based on the roll-out of nationwide financial assistance programs for tourism, either under the responsibility of the Department or administered by partners, offering a variety of financing options (grants, loans, loan guarantees, etc.). These programs support various kinds of projects (asset development or renewal, event staging, etc.) that have a constructive effect on:

- The overall appeal of our destination and the regions where the projects are located;
- Structuring the tourism offering in the regions (diversification, expanding tourism activity throughout the territory and outside peak season, extending stays, linkages with tourism partners and other sectors, etc.);
- Integrating responsible, sustainable tourism and innovation;
- The economic and social vitality of local communities.

The Department will seek to accentuate the impact of the programs on these areas and encourage the sustainability of the supported projects. It will also make a special effort, together with RTAs and STAs and in partnership with government departments and agencies, to raise awareness and take advantage of other existing financial assistance programs, including those that are not specifically aimed at the tourism sector but for which tourism-related projects are eligible.

Departments and agencies involved in implementing this measure: **Ministère de l’Économie, de l’Innovation et de l’Énergie (MEIE)**, **Investissement Québec (IQ)**, and **Ministère de la Culture et des Communications (MCC)**

### **EXAMPLES OF ACTIONS**

- The **Program Supporting the Development of Tourist Attractions** is a loan or loan guarantee program administered by IQ. Over the next few years, the Department plans not only to continue but also to enhance this essential financial lever for the development of the tourism industry.
- Our destination is renowned for hosting top-quality festivals and events that appeal to a wide audience and liven up regions at different times of the year, from one end of Québec to the other. Through its **Financial Assistance for Festivals and Tourism Events** program, the Department provides significant support to the tourism industry, helping to increase tourist traffic, enhance the appeal of our destination and generate considerable spinoffs for communities.
- In the coming years, the Department also intends to promote the staging of **major new cultural and sporting events**. Such events are becoming increasingly popular, as they help position our destination on the international stage and have a constructive economic and social effect.

### **Measure 2 – Work with the community to support the achievement of tourism projects that are priorities for the regions and enhance the quality of the traveller experience**

In essence, this measure leverages the regional assistance programs of the Department and other Québec departments and agencies to support the achievement of tourism projects that align with regional priorities.



The levers put in place at the Department's initiative will help support projects that:

- Align with the RTAs' strategic plans and the communities' aspirations, particularly in terms of territory occupancy and vitality;
- Help structure the region's tourism offering, particularly by complementing other projects supported by national aid programs;
- Have significant attraction and linkage potential for the vitality of local communities and regions.

The intention is also to bring the RTAs closer to regional and local players so as to link tourism interests with those of other industries. This increased closeness could lead to the consolidation or expansion of financial partnerships and maximize the impact of programs rolled out regionally under the responsibility of, or in collaboration with, other players. When selecting projects, particular attention will also be paid to the importance given to the principles of sustainable development and compliance with priority criteria for sustainable financial support.

This measure is in line with the Department's new approach to regional intervention and the government strategy to ensure the occupancy and vitality of the territory, under the Ministère des Affaires municipales et de l'Habitation (MAMH), and the related drivers.

Departments and agencies involved in implementing this measure: **MAMH, MEIE, MCC, Ministère de l'Agriculture, des Pêcheries et de l'Alimentation (MAPAQ), Ministère des Transports et de la Mobilité durable (MTMD)**

#### **EXAMPLES OF ACTIONS**

- The **Regional Partnership and Digital Transformation Agreements for Tourism** (EPRTNTs), administered by RTAs, are an essential driver of funding. They enable the achievement of a wide range of tourism projects that meet the needs and priorities of Québec's 21 tourism regions. By continuing to fund EPRTNTs, the Department will promote the optimal use of financial resources by mobilizing regional economic players and making concerted decisions.
- **Tourist routes** help structure the development and promotion of regional tourism offerings. These picturesque routes, each with a distinctive theme, link evocative tourist sites and attractions and guide visitors through areas that are often less well travelled. They also offer a variety of complementary services, such as accommodation, food and drink, and reception and tourist information services. The Department and MTMD intend to give the new tourist routes program even more momentum and encourage partners to implement new initiatives in a concerted manner.

#### **Measure 3 – Strengthen the development and structuring of the tourism offering with a particular focus on high-potential tourism sectors**

While Québec has many assets, we need to focus on a number of key draws to enhance the visitor experience and raise our destination's profile if we are to stand out from the competition. Tourism sectors have been identified with this in mind (see page 9): nature tourism, winter tourism, Indigenous tourism, luxury tourism, culinary tourism, business tourism and event tourism. These sectors represent experiences that can be beneficially linked with different tourism products, such as wellness tourism, tourist routes and packages. They also have significant potential to contribute to responsible and sustainable tourism and to the accessibility of our destination. Far from limiting the development of our offering to specific niches, the main aim of these sectors is to create a shared understanding of development opportunities and a sustainable structure for the destination's offering. This way, other sectors can be added over the five years of the Strategy's roll-out.

Most of these sectors are already integrated into the Department's lines of intervention, including the 2023–2027 Strategic Plan and the 2023–2026 business tourism action plan, as well as into certain financial assistance

programs, such as the regional parks tourism development program (DOTPR). They also receive high visibility through the Bonjour Québec brand and its digital ecosystem, as well as through flagship experiences offered through the visitor centre network.

In order to strengthen the footprint of our destination's sectors, the purpose of this measure is to:

- Inform and equip tourism stakeholders about the sectors, with the aim of fostering a shared understanding and more sustained integration into planning and action;
- Support sectoral and cross-sectoral partner initiatives that contribute to the constructive, responsible and sustainable development of the tourism offering around the sectors, in line with the Department's vision and objectives.

A number of STA-led initiatives are already under way and are having a mobilizing effect on various players in tourism and other areas, especially Indigenous tourism, agritourism and culinary tourism. The participation of several departments in these initiatives is also noteworthy. The Department also intends to strengthen its collaboration with other government departments and agencies within their public policies and programs, based on the intended objectives. At the same time, it aims to encourage the promotion, sustainable development and structuring of the tourism offering for the sectors. These include the Société des établissements de plein air du Québec (Sépaq), which plays a leading role in the nature sector with its network of world-class national parks. These exceptional territories, which are part of Québec's natural heritage, are important draws for the regions in which they are located, and a source of pride for the local communities.

Finally, it is important to support and collaborate with regional and local players from diverse backgrounds. They can play a concerted, mobilizing role in developing and promoting the sectors (e.g., Indigenous communities and organizations; municipal, environmental, cultural, economic and other organizations).

Departments and agencies involved in implementing this measure: **MAPAQ, MCC, ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs (MELCCFP), ministère de l'Éducation (MEQ), ministère des Relations internationales et de la Francophonie (MRIF), ministère des Ressources naturelles et des Forêts (MRNF), Société du Plan Nord (SPN), Secrétariat aux relations avec les Premières Nations et les Inuit (SRPNI), Sépaq**

## EXAMPLES OF ACTIONS

- The **2023–2026 business tourism action plan, "Maximiser le potentiel du secteur,"** aims to position Québec as a destination of excellence for business tourism in North America, and to offer distinctive services and unforgettable experiences to business travellers.
- To help attract international business events to Québec's regions, the Department supports the **Fonds pour stimuler le tourisme d'affaires international**, administered by Tourisme Laval. In line with this measure, this fund has been enhanced by the addition of a component designed to support the development of a new international clientele for recurring business events held in Québec.
- In addition, stimulating the development of the business tourism offering in gateways is a decisive factor for our destination. **The city of Gatineau and the Outaouais region offer strong growth potential**, which the Department wishes to support further, both in terms of improving convention facilities and for prospecting and creating opportunities.
- Today, more than ever, Indigenous tourism is growing in popularity. Despite the sector's marked growth, which is due to an exceptional, authentic product that tourists appreciate, other constructive actions must still be taken to sustain this development and strengthen the Indigenous tourism industry in Québec. This is why the Department supports the **Geiteget project**. Led by Indigenous Tourism Quebec, this project aims to roll out a collaborative approach to developing and implementing a sectoral action plan for Indigenous tourism within the tourism industry.

## Objective 1.2

Optimize **traveller welcome** and **promotional** efforts rolled out with various partners

### **Measure 4 – Promote our destination in a more integrated way and offer distinctive hospitality, highlighting our attractions, our history and our cultural distinctiveness**

Many tourism partners are fully committed to marketing our destination for leisure and business travel, and promoting and offering hospitality services on the ground. Examples include:

- The Alliance, through its Department-mandated role of promoting Québec as a tourist destination and marketing its products and experiences, enabling it to roll out a variety of initiatives under the Bonjour Québec brand (marketing mandate);
- RTAs and some STAs, particularly in terms of intra-Québec promotion;
- The on-the-ground hospitality ecosystem throughout the province, made up of Québec's tourist information and hospitality centres and front-line ambassadors, whose actions align with the regional strategies steered by the RTAs.

The public corporations reporting to the Minister of Tourism play a key role in promoting our destination, both in Québec and abroad. These organizations are the Société du Centre des congrès de Québec, Société du Palais des congrès de Montréal and Société de développement et de mise en valeur du Parc olympique. Their roles include promoting their infrastructure to host business events and other major activities with considerable tourism, economic, intellectual and social spinoffs.

The annual Bienvenue Québec business event, organized by the Bus Carriers Federation, is an example of an initiative that promotes and markets Québec's tourism offering to national and international players such as travel agencies, destination management companies and tour operators. The contributions of players from other sectors should be mentioned, especially MRIF and its network of Québec representatives abroad, including the network of cultural attachés; Sépaq, which also plays an ambassadorial role for our destination; and local and supralocal organizations, such as municipalities, regional county municipalities (RCMs) and chambers of commerce and industry.

If we are to stand out in various markets, it is essential to coordinate and integrate our destination's promotional activities and modernize our hospitality services. The aim of this measure is to continue the action already taken in this regard. Emphasis will be placed on certain points to maximize the effect of the various players' efforts, including:

- By consolidating shared promotional guidelines to strengthen the integration of efforts in target markets;
- By supporting the adoption of innovative and sustainable practices in welcoming and accessible tourist hospitality services;
- By stepping up the promotion of Québec as a business destination to customers outside Québec, in collaboration with key partners in this field in Québec and abroad, while continuing to enhance the leisure tourism offering as a complement.

The use of digital technologies also offers a wealth of opportunities to market our destination more effectively. It also makes it possible to personalize travellers' journeys, from the moment they start learning about our destination to the moment they return home.

Nevertheless, it remains important to maintain the human side of welcoming travellers by reaching out to them and helping make their experience a warm one. This balance is made possible by the combination of Bonjour Québec's tourism hospitality and digital services.

The quest for authenticity is a fundamental source of motivation for many travellers, who will be warmly welcomed and guided along their journey. Therefore, it is essential to highlight the characteristics that make up our destination's brand image, especially its Francophone uniqueness, Québec's culture and history, and the distinctive features of each region. Integrating responsible and sustainable tourism into Québec's distinctive tourism offering and raising its profile can also be decisive factors in attracting tourists, as can highlighting tourism experiences associated with these sectors. With this in mind, visitors will be able to enjoy an even more memorable experience.

Departments and agencies involved in implementing this measure: **MAMH, MCC, MRIF, Sépaq**

#### **EXAMPLES OF ACTIONS**

- The **Plan d'action Bonjour accueil 2023-2026 : Pour une expérience rehaussée des visiteurs au Québec** aims to enhance the Québec visitor experience by transforming the hospitality model. It focuses on an accessible, warm and modern experience, while highlighting our destination's assets and encouraging innovation. This plan includes the measure to "roll out a promotional campaign with the network to raise the profile of hospitality services and increase Quebecers' pride" [translation].
- A memorable, authentic visitor experience is one of Québec's hallmarks. It is reflected in the roll-out of innovative and sustainable practices in **hospitality services**, both by the Department and by the RTAs and their local partners. Québec hospitality, warmer and more accessible than ever, will meet the needs of visitors, which have changed considerably in recent years.
- As part of the marketing mandate entrusted to the Alliance by the Department, the Alliance has implemented a **2024–2027 marketing strategy** to promote Québec as a tourist destination to targeted markets and encourage the marketing of Québec tourism products and experiences in these same markets. This strategy is a decisive driver for the industry as a whole. It includes performance indicators and determines the strategic choices and concerted efforts to be rolled out for each of the priority markets.

## Objective 1.3

### Improve the **accessibility** of our destination

#### **Measure 5 – Equip the tourism industry to improve the accessibility and safety of tourist attractions, activities and services to ensure quality, inclusive customer experiences**

In Québec, more than one million people live with a disability.<sup>6</sup> Worldwide, 1.3 billion people live with a disability.<sup>7</sup> This represents a considerable proportion of travellers with special accessibility needs. Furthermore, according to UN Tourism, travellers with a disability often have two or three people accompanying them.

The concept of accessibility in tourism is not limited to the physical features. It also includes a financial component (referring to the affordability of activities and services) a digital component and a social component. Accessibility also involves tourism workplaces.

While businesses have made remarkable efforts in recent years to make the visitor experience and workplaces more accessible, including through the support of partners such as Kéroul, there is still room for improvement, especially as accessibility needs are expected to grow in the coming years due to an aging population and persons with disabilities' desire to travel alongside their support persons. It is also worth noting that accommodations or adaptations can benefit a wider range of travellers, including families with young children and people with temporary disabilities.

Safety is also a very important aspect of the tourism experience. It means that travellers can enjoy activities in line with recognized best practices and access facilities that meet safety standards. Travellers need to feel secure when they visit our destination, and confident that the environments they visit are safe. Fortunately, Québec is known for its safety, and we would do well to increase the promotion of our destination from this angle. Nevertheless, it is important to be vigilant and proactive to ensure traveller safety.

This measure aims to make our destination more welcoming, inclusive and safe for travellers and the tourism workforce. Over the next few years, we will be stepping up our efforts in a number of areas, including:

- Raising awareness of accessibility and safety issues among tourism stakeholders, in a variety of ways;
- Supporting skills development in the hospitality network and businesses to help them welcome visitors inclusively and make adaptations and accommodations to increase the accessibility of tourist attractions, activities and services;
- Providing visitors with feature-based information on the accessible services available;
- Collaborating with various partners to implement measures dedicated to the safety of tourist activities and sites (e.g., standards and regulations, corporate awareness, staff training, accreditations).

RTA and STA contributions, including disseminating knowledge and supporting initiatives, is crucial to making progress in accessibility and safety. These contributions need to be considered not just at the company level, but for the destination as a whole. The collaboration of various players, including government departments and agencies, as well as the municipal sector, can also be strengthened to maximize existing resources and drivers.

Departments and agencies involved in implementing this measure: **MEQ, MELCCFP, MEIE, MAMH, Sépaq, OPHQ, Régie du bâtiment du Québec (RBQ)**

#### **EXAMPLES OF ACTIONS**

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<sup>6</sup> Reference: [Office des personnes handicapées du Québec](#) (OPHQ), 2022.

<sup>7</sup> Reference: [UN Tourism](#), 2024.

- The **Programme d'accessibilité des établissements touristiques**, managed by Kéroul, is designed to support tourism businesses in transforming or improving their infrastructure to make it accessible or to enhance their current offering. The Department intends to continue to financially support this program, not only to make tourist attractions and services more accessible to people with disabilities, but also to drive greater inclusion of the community as a whole.
- To ensure maximum safety for active visitors, the Department continues to support the Aventure Écotourisme Québec STA so more businesses in this sector will comply with **Quality-Safety** standards. This program strengthens the professionalization of Québec's booming nature and adventure tourism sector, and ensures that very rigorous standards are applied, particularly for risk management, emergency measures, guide training and supervision ratios.

## **Measure 6 – Collaborate with tourism and other industry players to improve access, intermodality and sustainable mobility for travellers**

Access to tourist regions and visitors' ability to get around at their destination are fundamental to the tourism experience. Intermodality—the use of several modes of transportation on the same trip—facilitates access to and interconnection of areas, services and tourist attractions. However, the multimodal offering is weaker in more remote regions or places with a lower population density.

Furthermore, given that tourism-related transportation is a major contributor to greenhouse gas (GHG) emissions, sustainable mobility solutions for tourism-related travel must be considered (active transportation, public transit, electric vehicles, car-sharing, etc.). Although these solutions are varied and gaining in popularity, few of them are available in certain areas of Québec.

To improve geographic access to our destination and its territories, and to promote multimodality through cooperation between transportation partners, the Department needs to join forces with various players that have mobility initiatives or expertise and responsibilities in transportation or territory access. RTAs and STAs can also play a key role in supporting initiatives while ensuring that the different realities in each territory are better taken into account.

Over the next few years, the Department intends to take action on a number of fronts to improve territory access, intermodality and sustainable traveller mobility. Its plans include:

- Strengthening its partnerships with government departments and agencies, as well as regional players involved in shared issues and objectives in this regard, to make greater use of existing drivers and support mobility initiatives to benefit the tourism sector;
- Supporting constructive sustainable mobility interventions with a view to improving and optimizing the transportation offering with a lower carbon footprint, as well as intermodal options available for tourism purposes;
- Better informing travellers about the available and accessible transportation offering to and from destinations, as well as the carbon footprint associated with different modes of transport.

Departments and agencies involved in implementing this measure: **MAMH, MELCCFP, MEQ, MRNF, MSSS, MTMD, Sépaq, OPHQ**

### **EXAMPLES OF ACTIONS**

- Under MT Lab's Tourism Innovation Program, the Department is funding a **project to install mobile charging stations for electric bicycles in the Mauricie region**. This project aims to encourage active, sustainable mobility by offering services for cyclists and setting up inspiring cycling routes to take visitors to different corners of the region. It is a good example of a collective project undertaken by tourism and municipal players—in this case

Tourisme Mauricie, in collaboration with Tourisme Shawinigan and the Maskinongé RCM. This initiative also opens up multiple possibilities, such as easier roll-out in other territories and the mobilization of new partners (e.g., municipalities, bicycle companies, accommodation, event promoters, agritourism businesses).

- The Department will support a **collaborative project to implement an efficient and sustainable carpooling solution** to bring visitors to ski resorts and attractions in three Québec regions. Supported by Tourisme Lanaudière, Tourisme Laurentides, Tourisme Montérégie and the Quebec Ski Area Association, this sustainable mobility project has the potential to be replicated in other Québec regions.

## **DIRECTION 2**

### **ENHANCING BUSINESS PERFORMANCE AND THE VITALITY OF THE TOURISM INDUSTRY**

The economic growth and reputation of our destination are directly linked to the performance of tourism businesses and their ability to anticipate demand, respond to it and evolve while maintaining their competitiveness and sustainability. It is not an easy task, especially given the context in which they operate, which involves:

- Changing customer needs and behaviours;
- Seasonal fluctuations in tourist demand;
- Pressure on businesses and the Québec tourism industry as a whole due to operating costs, productivity requirements and increased competition;
- The challenges of recruiting and retaining a qualified tourism workforce, particularly in the hotel and restaurant sectors;
- The many professional and management skills needed to deliver a distinctive visitor experience;
- The declining pool of entrepreneurs and takeover rate, particularly due to the aging population;
- Unfamiliarity with some potential business models.

The measures resulting from this direction are based on a multifaceted intervention approach to strengthen the capacities of businesses and the tourism industry as a whole. They aim to cover organizations' internal skills (business intelligence, management, development of business partnerships, etc.), the human resources on which they rely to offer their products and services, and their ability to adapt to new trends and challenges in the sector.

It is also important to look at external factors that characterize the business environment in which tourism businesses operate (e.g., regulations, investor confidence, relationships between members of the tourism ecosystem). Therefore, the Department's approach involves working with tourism partners and other sectors to ensure that this environment is conducive to the development of tourism entrepreneurship, cooperation, investment and innovation. It also aims to seize opportunities to enhance business performance and the vitality of the tourism industry.



## Objective 2.1

### Increase access to and use of **strategic tourism knowledge**

#### **Measure 7 – Develop, disseminate and facilitate the use of value-added tourism data and business intelligence products**

Recent technological developments have enriched the tourism data environment. They have also made it much more complex. In addition, the ever-changing tourism environment poses a number of challenges in terms of quantifying the sector's activity and making optimal use of the data. To encourage the sector's growth, it is important to place the integration of relevant data and knowledge at the heart of players' decisions and grow as a "smart destination."

The aim of this measure is to facilitate strategic decision-making for all players in the tourism industry through the innovative provision of basic data, working tools and knowledge products that are universal, standardized and accessible to non-specialists. To this end, the Department intends to strengthen its partnerships and leadership in strategic tourism knowledge in order to:

- Leverage data and business intelligence products to support informed decision-making, including through a tourism business intelligence practice exchange network;
- Improve the set of indicators used to evaluate the status of tourism activity in Québec;
- Develop business intelligence products to quantify tourism activity in Québec more comprehensively, and make these products easier to use.

The Department intends to rely on a synergistic approach involving various players in the tourism and business intelligence sectors. It aims to identify needs, call on the appropriate expertise depending on the context, structure actions to ensure the quality of developed content and its relevance to the ecosystem, and increase distribution efforts. The Department will also strengthen its partnerships with government departments and agencies to increase the sharing of data of interest to the tourism industry.

Departments and agencies involved in implementing this measure: **Anyone who has or can use data of interest to the tourism industry**

#### **EXAMPLES OF ACTIONS**

- The department has created a **business intelligence practice exchange network** in response to its need to maintain an ongoing conversation with its strategic business intelligence partners. This network provides opportunities to share ideas, identify common needs and share resources to improve the measurement and understanding of tourism activity in Québec. For example, the practice exchange network is an opportunity for the Department to promote new products, such as interactive dashboards.
- The department will support an **artificial intelligence and tourism initiative**. This initiative will support innovation and knowledge transfer, taking business intelligence in tourism a step further by integrating artificial intelligence, broadening the scope of related work and making better use of its full potential, to benefit the entire tourism ecosystem.

## Objective 2.2

Enhance tourism **workforce** skills development and the attractiveness of the sector

### **Measure 8 – Implement a range of workforce initiatives to promote attractive workplaces and a quality visitor experience**

Workers in the tourism industry play a fundamental role in shaping the overall traveller experience. Through their privileged interactions with customers and the quality of the services they offer, they have a considerable influence on customer satisfaction and are key ambassadors for the destination. Therefore, tourism businesses want to be able to rely on a skilled, committed and hospitable workforce.

Although the employment situation in the tourism sector has improved significantly in recent quarters, challenges remain or are anticipated, particularly in terms of the availability of skilled labour, the attractiveness of the sector, training needs, and new skills that workers need to develop (e.g., integrating new technologies, management skills, responsible and sustainable tourism practices).

The Department intends to pursue the steps it has taken in recent years, in collaboration with its tourism partners and the departments and agencies operating in the labour sector and responsible for initial, on-the-job and continuing training. Its aim is to increase both the attraction and retention of workers, and the development and diversification of professional skills. It also wants to strengthen partnerships with players in the training sector. This measure will make it possible to roll out structured and concerted actions aimed at:

- Promoting tourism trades and professions;
- Implementing constructive initiatives to attract and retain the tourism workforce;
- Supporting ongoing training for managers and employees (e.g., customer service, management, green and digital skills).

Québec's tourism industry is renowned for its warmth and openness—and this is largely due to its workforce. Its workforce is also a major factor in making our destination stand out. It is in the industry's interest to use this skilled workforce as a calling card to boost its appeal.

Departments and agencies involved in implementing this measure: **MESS, MIFI, MELCCFP, Ministère de l'Enseignement supérieur (MES)**

#### **EXAMPLES OF ACTIONS**

- To help attract and retain the tourism workforce, the Department continues to support a variety of projects carried out by the **Conseil québécois des ressources humaines en tourisme** (CQRHT). The aims of these projects include promoting tourism trades and professions, and supporting the development of professional and management skills within tourism businesses.
- A **study of training needs in Québec's business tourism sector** was commissioned by the Department. The results will support the acquisition of knowledge specific to the tourism workforce and the development of cross-disciplinary skills.

### Objective 2.3

Increase the scope of partnerships and knowledge in tourism **entrepreneurship** and energize the ecosystem

#### **Measure 9 – Roll out tools and appropriate support to encourage entrepreneurship in the tourism sector, as well as takeover and succession planning**

Fostering the growth and sustainability of businesses is a priority to ensure the vitality of the tourism sector. Businesses can build on their success and adapt to their ever-changing business environment with the help of a range of tools and support services. These resources allow them to take advantage of expertise, acquire best business practices and receive decision-making support, whether for internal management and development or for project design.

This range of tools and support is already well developed in Québec, to the point where it is sometimes difficult to get one's bearings. There are also a variety of financial levers for accessing capital. Meanwhile, RTAs and STAs interact with businesses on the front lines, playing an important role in supporting their respective networks. The Department can also make a contribution, especially by bringing the sector's issues and needs to the attention of the government players involved.

This measure aims to support both the performance of tourism businesses and the development of tourism entrepreneurship. It is based on a support offering that is more accessible, better coordinated between consultants, and more effectively communicated to tourism entrepreneurs.

The measure includes:

- Increased support for the development and implementation of best business practices within tourism businesses, in line with their specific contexts;
- Popularizing and promoting existing services;
- Efforts to consolidate the front-line support network to better direct tourism businesses to the resources that meet their needs.

In addition, the Department will be working with RTAs and STAs to encourage entrepreneurs to engage in business transfer by raising awareness of the opportunities and resources available to support such transfers. A similar approach will be taken to encourage the next generation of tourism entrepreneurs. Particular attention will be paid to entrepreneur well-being and the factors that can have a positive impact on wellness.

The collaboration of multiple tourism partners and other business sectors—such as departments and agencies that support economic development and entrepreneurship at the national, regional and supralocal levels—is essential for this measure to be rolled out.

Departments and agencies involved in implementing this measure: **MEIE, MESS, IQ**

#### **EXAMPLES OF ACTIONS**

- The MEIE coordinates the **Réseau accès PME**, a support service offered by RCMs to entrepreneurs in all Québec regions. The advisors in this network work in synergy with IQ and the economic development organizations in their territory to guide businesses towards the appropriate programs and services and help them bring their projects to fruition. The Department wishes to capitalize on this constructive resource to encourage the consideration of tourism in local socio-economic development, and to more effectively refer tourism businesses to the resources available to them.

- The **renewal of agreements with tourism associations** will make it possible to update the role that these partners can play in advising businesses and developing and structuring the offering.

**Measure 10 – Promote and support collective entrepreneurship as a beneficial model for meeting the challenges of the sector and fostering innovative, responsible and sustainable tourism**

The social economy, also known as collective entrepreneurship, is a business model that offers a collective response to shared challenges. Its primary goal is to boost community performance and defend the common good, and it is directly connected with communities' needs and aspirations. Social economy businesses are based on democratic governance, and their profits are reinvested in the organization or the community. Their collective responsibility contributes to the economic, social and cultural vitality of communities. Given their local roots, they value nature, the territory, local resources and the consumption of local goods and services.

Therefore, collective entrepreneurship is one of the most effective ways of developing more sustainable, inclusive and resilient tourism, in harmony with the environment and local communities. More than just a business model, it is an inclusive, participatory and relevant way of responding to local needs and finding innovative solutions.

The purpose of this measure is to:

- Raise awareness of and support for the collective entrepreneurship model among the players in the tourism ecosystem to help address a range of issues facing the sector (e.g., workforce, takeovers, high costs of certain services or equipment that can be shared);
- Develop the potential of collective entrepreneurship and shared human and material resources in the tourism industry;
- Take advantage of the drivers available to support the tourism industry.

The actions resulting from this measure will be supported by the collaboration of multiple tourism and economic partners, including organizations working in the social economy, entrepreneurship and regional development.

Departments and agencies involved in implementing this measure: **MEIE, RECYC-QUÉBEC**

**EXAMPLES OF ACTIONS**

- RECYC-QUÉBEC will conduct a **study to gather data on the environmental, social and economic impact of consumption by social economy businesses operating in the tourism sector**. The aim of the project is to raise the profile of the social economy and the circular economy among the general public, and to raise awareness among tourists and managers of tourism establishments regarding the added value of consumption from social economy enterprises.
- In line with future efforts under the Government's 2025–2030 Social Economy Action Plan, the Department will support the provision of training to players who support tourism businesses in order to **raise their awareness of the collective entrepreneurship model** and the associated resources and tools.

### **DIRECTION 3**

#### **TRANSITIONING THE SECTOR IN RESPONSE TO SOCIAL, ENVIRONMENTAL AND TECHNOLOGICAL CHALLENGES**

The tourism sector must constantly adapt to new realities that significantly affect its development. These include:

- Accelerating climate change and the increasing frequency and severity of extreme weather events, making the tourism sector particularly vulnerable, given its connection to the territory and the seasons;
- The environmental and carbon footprint of the tourism sector, particularly with regard to transportation and the more significant environmental impacts of certain tourism activities;
- The cumulative effects that tourism development can have on wildlife and its habitats, and on local communities, particularly when activities are concentrated in certain areas;
- The growing importance of social acceptability and concerted action with local stakeholders in developing our tourism offering;
- Accelerating digital technology progress, especially in artificial intelligence;
- Increasing digital connectivity for travellers.

This adaptation requires the industry to anticipate changes, find solutions for them and implement the changes with agility. Tourism businesses and organizations are fundamentally resilient and innovative. However, they do not all have the same capacity to cope with complex situations, keep up with the pace of change and take on new ways of doing things. This is particularly true of micro-enterprises due to a lack of time and resources (expertise, workforce, financial means, etc.).

The measures contained in this direction aim to support the tourism sector as it transitions to more readily integrating new tourism trends and best practices in relation to current and future social, environmental and technological challenges. They are in line with commitments from the Department and the Québec government regarding sustainable development, innovation and the fight against climate change.

### Objective 3.1

#### Enhance the tourism industry's ability to transition to **more responsible and sustainable tourism**

##### **Measure 11 – Mobilize the industry around a shared vision of responsible, sustainable tourism development and encourage the adoption of related best practices**

In line with the Department's 2020–2025 APRST, the tourism industry has made significant strides in recent years to promote the transition to more responsible and sustainable tourism in Québec. The high participation rate and resounding success of the training and support offered by the Department to tourism associations and other partners, under mandates entrusted to the Alliance and the Ouranos consortium, are proof of the industry's strong desire to commit to this transition and take further action. Numerous innovative initiatives that have emerged in recent years in tourism businesses and the nonprofit sector also confirm this desire. However, it seems necessary to consolidate the available support to better guide and equip the industry so that the vision of responsible and sustainable tourism can be integrated more fully into current practices and constructive on-the-ground action.

Tourism's dual economic and sustainable nature calls for a consistent, more generalized, mobilizing and structured approach. This measure is designed to better support and strengthen the tourism sector's efforts to accelerate the adoption of exemplary responsible and sustainable practices and optimized business models. It requires action on a number of levels, including:

- Mobilizing and coordinating the efforts of the tourism industry around shared objectives, tools and indicators for responsible, sustainable tourism performance;
- Consolidating the integration of sustainable development objectives and criteria into financial assistance programs, while ensuring that these drivers are optimized to avoid overlap and reinforce their constructive character;
- Continuing to support the development of the skills and capabilities of tourism partners and businesses, adapting them to their respective evolving needs;
- Encouraging the implementation of environmentally friendly business practices and structured approaches to responsible, sustainable tourism;
- Promoting best practices and raising the profile of exemplary initiatives likely to inspire the sector and be replicated on a larger scale;
- Promoting the circular economy in tourism industry practices and business models to optimize and strengthen local value chains.

The collaboration of tourism and cross-sectoral partners, including relevant government departments and agencies, is essential for guiding, equipping and supporting the industry in this regard.

This measure will help Québec further excel in responsible and sustainable tourism. It will also enhance the impact of tourism as a vector of prosperity and well-being for communities, and enrich the experience of visitors and those who work in the sector. In addition, it can help plan the sustainable and responsible development of the tourism offering on a territorial scale so visitors can peacefully coexist with other users and natural environments can be better preserved.

Departments and agencies involved in implementing this measure: **MELCCFP**

#### **EXAMPLES OF ACTIONS**

- To support the development of responsible and sustainable tourism skills among its partners and businesses in the tourism sector, the Department will continue to fund the **training and coaching project** run by the Alliance

(Parcours DD en tourisme). One of the project's primary aims is to raise tourism partners' awareness of responsible and sustainable tourism, give them the tools they need, and encourage them to adopt best practices in this regard.

- The Department would also like to carry out a **comparative analysis of the main** responsible and sustainable tourism **certifications and attestations** in Québec to better support the industry's and tourists' decision-making regarding these increasingly diversified and widespread certifications.

#### **Measure 12 – Encourage travellers to participate in the destination's shift towards responsibility and sustainability**

Travellers also have a decisive role to play in tourism's shift toward responsibility and sustainability, whether in their choice of transportation, their consumption habits during their stays, the type of activities they favour, or even their attitudes towards the places they visit and their host communities. They are also increasingly aware of the impact of their stays on communities and the environment. Many of them adjust their actions accordingly.

The aim of this measure is to promote travellers' contributions to the sustainable and responsible development of our destination, and encourage them to make wise choices in this regard. To achieve this, the measure will focus on:

- Integrating responsible and sustainable tourism into tourist hospitality and information services and destination marketing initiatives;
- Acquiring knowledge about visitors' needs and expectations regarding a responsible, sustainable tourism offering in order to guide the Department and the industry in their decisions and actions;
- Raising travellers' awareness of responsible and sustainable tourist behaviour, particularly by disseminating information and tools.

The actions stemming from this measure also aim to encourage visitors to experience more immersive stays, such as by participating in the local economy, meeting with host communities and taking the time to explore the destination in more depth.

A number of tourism partners and related sectors will be able to work together to gain knowledge and raise tourists' awareness of how they should and should not behave in the places they visit.

Departments and agencies involved in implementing this measure: **MELCCFP, Sépaq**

#### **EXAMPLES OF ACTIONS**

- Hospitality advisors at the Department and at tourist information centres are often the first point of contact for visitors. To ensure that they are properly equipped and trained to support the desired sustainable and responsible positioning for our destination, a **responsible and sustainable tourism training course** will be offered. This training program will aim to integrate responsible and sustainable tourism more fully into hospitality services, especially to facilitate travellers' responsible behaviour and consumption choices.
- The Department also wants to set up **mechanisms for collecting and sharing information to better understand visitors' needs, intentions and interests** regarding responsible and sustainable tourism, with the goal of encouraging travellers' responsible consumption choices.

#### **Measure 13 – Work with communities and travellers to make tourism a positive driver for the enhancement and preservation of natural and cultural heritage**

Tourism can be a positive, forward-looking way to drive transformation by helping preserve the integrity of ecosystems and the unique features of local communities, and by restoring and enriching them. For this to occur, the tourism offering needs to be considered in more depth and designed in partnership with local communities, so as to better protect and promote biodiversity and cultural heritage.

This will result in more beneficial spinoffs from tourism, not only for host communities and the environment, but also for travellers who will leave a positive mark on the places they visit.

## DIFFERENT FACETS OF HERITAGE

There are different types of **cultural heritage**:<sup>8</sup>

- **Intangible heritage**, which encompasses skills, knowledge, expressions, practices and representations handed down from generation to generation and recreated in perpetuity;
- **Cultural heritage landscapes**, which refer to a territory recognized by a community for its remarkable landscape features resulting from the interaction of human and natural factors;
- **People, events and places** that are significant in the history of Québec;
- **Heritage documents, objects, buildings and sites**, such as archival holdings, collections of artefacts, houses and village centres;
- **Archaeological heritage**, made up of archaeological goods and sites that are material remains of the past left in place by humans after the occupation of a place;
- **Natural heritage**<sup>9</sup> refers to the components of an ecosystem that characterize a place and which are generally the subject of conservation measures or recognition for their natural beauty. These components mainly involve animals and plants, but they can also relate to geology, climate and bodies of water. Natural heritage includes protected natural areas, natural habitats, marine ecosystems, sanctuaries and reserves.

The concept of regenerative tourism is set to play an increasingly important role in the tourism industry. This measure is designed to boost the industry's interest in this area. To do so, the Department will roll out actions to:

- Raise awareness of the regenerative approach to tourism and its benefits for natural environments and the communities that are visited, and develop related skills;
- Integrate this approach into various Department initiatives to support the development and structuring of the tourism offering.

Actions will be based on a number of principles, including the essential collaboration of tourism partners as well as other departments and agencies working in the environment, culture, outdoors, bio-food, urban planning and land-use planning sectors. It will also be necessary to boost the involvement and mobilization of local communities, from project ideation through to completion, and to raise awareness of the importance of preserving and promoting culture and heritage in their various forms.

Departments and agencies involved in implementing this measure: **MCC, MELCCFP, MRNF**

## EXAMPLES OF ACTIONS

- In collaboration with MELCCFP, the Department will roll out a **pilot project to promote biodiversity reserves**. The aim of this project is to guide and support biodiversity reserve promoters in order to jointly develop responsible and sustainable tourism at these locations and raise visitor awareness. In this way, the Department

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<sup>8</sup> Reference: [Webpage of the Québec government portal on types of cultural heritage](#) [French only].

<sup>9</sup> Reference: [Definition of natural heritage from the Office québécois de la langue française's Grand dictionnaire terminologique](#) [French only].



intends to promote access to nature that respects biodiversity and make tourism a genuine force to promote natural heritage, thereby contributing to Québec's conservation objectives.

- The Department is planning communication and awareness-raising activities to increase knowledge and **awareness of the regenerative tourism approach**. A better understanding of this approach will encourage the emergence of new practices in the field and facilitate its application in tourism interventions.

## Objective 3.2

### Increase the tourism sector's contribution to Québec's **climate and energy transition**

#### **Measure 14 – Support the tourism industry in its efforts to adapt to climate change and decarbonize**

Although the Department has made progress in recent years on gaining knowledge about the effects of climate change on tourism and implementing appropriate solutions to adapt to it, there is still a need to continue and strengthen efforts in this regard. We also note that the tourism industry's adaptation initiatives could be better planned and coordinated with those of other stakeholders. Climate change is driving the industry to further diversify its activities, be more resourceful in dealing with climate risks, and seize new opportunities for collaboration. It is also important to adopt an even more structured, preventive and concerted approach to strengthen the tourism sector's resilience to climate change.

Our destination must also continue to develop by emphasizing the sustainable, lower-carbon transformation of the tourism industry. It has considerable potential to contribute to the decarbonization of Québec's economy and, more generally, to society's climate and energy transition. The obstacles hindering the industry's efforts in this regard are much the same as for adapting to the impacts of climate change. These include the lack of knowledge and data on GHG emissions caused by tourism, and businesses' limited time and resources. Local and regional mobilization is essential to develop and apply energy transition and carbon footprint reduction strategies.

The aim of this measure is to accelerate the tourism industry's transition to the climate of the future by better coordinating support on various fronts, including:

- Documenting climate change risks and opportunities, alongside tourism sectors with high decarbonization potential;
- Planning and implementing constructive adaptation and decarbonization actions;
- Acquiring knowledge and data relating to the study of Québec tourism's carbon footprint, and consolidating efforts to reduce it and contribute to achieving the ambitious GHG reduction targets set by the Québec government for 2030 (2030 Plan for a Green Economy);
- Developing relevant tools to support organizations.

The industry's transition requires support from the Department, tourism associations and other industry partners. It also needs close collaboration from key players who have expertise and drivers to adapt to the impacts of climate change and decarbonization, including research chairs and government departments and agencies. Extreme weather events are a good example of an emergency situation requiring collaboration and concerted action with civil protection authorities and other sectors, such as public health and municipal authorities.

Departments and agencies involved in implementing this measure: **MAMH, MELCCFP, MSSS, MSP**

#### **EXAMPLES OF ACTIONS**

- The Department, in partnership with the Université du Québec à Montréal, is creating a **climate change adaptation Metalab** for Québec tourism organizations and territories. The aim of this innovative project is to develop a climate change adaptation practice exchange network within the tourism sector, so experiences can

be shared as widely as possible. It also aims to strengthen skills and knowledge to support and accelerate sustainable action on climate change adaptation while securing the resilience of the tourism sector.

- The Department has begun work on **producing a carbon assessment for Québec's tourism industry**. This assessment will help identify the main GHG emission hotspots associated with tourism in our territory so as to guide our monitoring of efforts to combat climate change and the development and application of priority actions with high decarbonization potential.

### Objective 3.3

Increase tourism businesses' capacity for **innovation**, including digital technologies

#### **Measure 15 – Support the integration of a culture of innovation throughout the tourism sector**

Innovation is in the Québec tourism industry's DNA. It enables organizations and businesses to respond creatively to the different challenges they face (e.g., changing customer expectations, business disruptions due to weather hazards). Major advances have also been made in recent years with the collaboration of partners, including MT Lab. They have demystified innovation, supported businesses with strong growth potential, energized the achievement of innovative projects, and strengthened the links between the tourism industry and innovative businesses.

There is an apparent need to go one step further to fully integrate a culture of innovation within businesses, whether in their business processes and plans, product and service development, customer service or the visitor experience as a whole. A culture of innovation can also help them adapt to external factors as diverse as labour availability, rising production costs, fluctuating tourist demand, climate change and local community buy-in.

This measure is intended to encourage this momentum, including by:

- Integrating innovation more fully into the department's constructive activities, including financial assistance programs for businesses and support for innovative approaches or projects providing solutions to specific problems;
- Fostering the development of innovation skills among key players holding a front-line support role for tourism businesses;
- Maximizing the use of existing innovation programs, resources and tools by tourism players, in collaboration with leading government innovation partners.

To this end, the Department will work with its local partners, including RTAs and STAs, to strengthen the culture of innovation within tourism businesses. Collaboration with government organizations working in innovation will also provide strategic support.

The actions resulting from this measure will contribute to making the culture of innovation within the tourism industry a remarkable driver to help our destination become more attractive, competitive and revolutionary.

Departments and agencies involved in implementing this measure: **MEIE, IQ, Conseil de l'innovation du Québec (CIQ)**

#### **EXAMPLES OF ACTIONS**

- The **Tourism Innovation Program**, managed by MT Lab, will support the implementation of innovative projects and the development of innovative businesses with high growth potential, stimulate the development of a culture of innovation in tourism, and foster collaboration and networking with the Québec innovation ecosystem.
- The Department will enable its preferred partners to access the CIQ's **innovation advisor training program**. This training will teach participants to better refer businesses to the resources available in the innovation

ecosystem and strategically support them in the development of their innovation projects, in keeping with their needs.

#### **Measure 16 – Support tourism businesses’ digital transformation efforts, including the integration of artificial intelligence**

New digital tools have completely transformed tourism in recent years. Ways of planning trips, getting information, consuming once at the destination and living the tourist experience have all changed. Digital integration has also become essential for businesses to operate smoothly in the sector, market their products and services, and interact with customers.

However, the potential and speed of change for digital technologies, especially in artificial intelligence, are forcing practices to change considerably, both in the industry and for travellers. However, not all tourism businesses have the same capabilities or the necessary resources. This is why a number of initiatives have been undertaken in recent years to support the digital shift in tourism businesses, particularly in the context of the health crisis (e.g., skills development in businesses, creation or modernization of websites and mobile applications, implementation of digital tourism projects).

Given the major contribution of digital technology to the growth of the tourism sector, it is important to continue to take action on a number of fronts in order to:

- Offer support, collaborate on various initiatives and maximize existing drivers for tourism businesses to integrate digital technologies, especially to develop digital skills, improve work organization and enhance the customer experience;
- Provide leadership and support for artificial intelligence initiatives applied by players in the tourism industry, while respecting rights holders, particularly copyright owners.

This measure will have a positive impact in a number of areas, including the quality and accessibility of the tourism offering, and the competitiveness and sustainability of businesses.

Departments and agencies involved in implementing this measure: **MEIE, IQ, MESS, CIQ**

#### **EXAMPLES OF ACTIONS**

- In collaboration with the CQRHT, the Department is supporting the development of a **new training course on digital skills development and upgrading** within businesses.
- By continuing to **fund EPRNTs**, the Department will be able to continue working with RTAs to support the achievement of digital development business projects. This will enable digital solutions to be put in place to boost business efficiency and performance and enhance the customer experience, such as by installing welcome or payment kiosks at tourist sites, rolling out online booking systems or using robots for delivery.

## **DIRECTION 4**

### **DEVELOPING REGIONAL TOURISM IN LINE WITH COMMUNITY NEEDS AND ASPIRATIONS**

Concerted action occurs when various stakeholders pool information, expertise, ideas and projects, enabling them to work together more effectively and come to solutions that meet the interests of all involved. This approach has numerous positive effects: better consideration of concerns and needs, anticipation of problems, adoption of a co-construction approach, development of strategic partnerships, stimulation of creativity and innovation, more efficient and sustainable use of drivers and resources, greater cohesion and coherence in each participant's actions, and so on.

This strategy gives pride of place to concerted action in tourism, as shown by multiple references to this approach. During the Strategy development consultations carried out by the Department, many respondents stressed the importance of concerted action between tourism partners and with players from different sectors, including local communities and travellers.

Although concerted action is already well established in the tourism sector, some improvements would be advisable, particularly with regard to:

- A lack of understanding of the role of the different players in the tourism sector, the industry's potential and the positive effects of tourism;
- Strengthening the linkages between tourism players' actions and projects and those of other sectors;
- A lack of information and underuse of available resources to support initiatives such as tourism projects, coaching and skills development for tourism players, and cross-sectoral cooperation.

The following measures are intended to strengthen collaborative relationships to rectify this situation and make the most of various players' contributions to the sustainable development of our destination, its growth and its reputation. These measures are based on existing concerted action mechanisms and levers to ensure greater inter-player synergy and complementary actions.

## Objective 4.1

Emphasize the **concerted** efforts of tourism stakeholders regarding players from different sectors who can impact tourism and community development

### Measure 17 – Strengthen partnerships between tourism industry players and those from other sectors

Tourism is interrelated with a variety of business sectors. For example, at the government level, departments and agencies implement regulations, public policies, programs and resources that can impact the vitality of tourism businesses, the achievement of projects of interest to tourism, or the development planning of our destination. Tourism products and services can also relate to a variety of sectors, such as culture, bio-food, transportation, the environment, natural resources, urban planning and land use. Tourism also has short-, medium- and long-term effects on economic, social and environmental development. Therefore, cross-sector collaboration is essential to the development and sustainable management of tourism, and to the effective promotion of our destination.

The aim of this measure is to strengthen collaborative relationships between players in the tourism industry and those in other sectors, based on shared objectives and joint actions. It is based on the department's approach to regional development. The measure stimulates synergies between key players in a region, including government bodies, and ensures better coordination of each participant's actions to promote tourism. RTAs and STAs also play a key role in this approach. They facilitate connections with other cross-sector players through their close ties with businesses in their regions or sectors.

Therefore, the Department will work with its tourism and interdepartmental partners to:

- Raise awareness of the tourism sector and its potential among players in various business sectors. It will highlight the tourism sector's cross-disciplinary approach to sustainable and responsible development, as well as the positive economic, social and environmental impact of its activities;
- Facilitate networking and cooperation between national, regional and sectoral ecosystems in the tourism industry and those of the various departments and agencies;
- Support RTAs and STAs in their efforts to forge closer ties with various players, improve comprehension of their role as regional and sectoral development agents, and support the concerted development and promotion of the regional tourism offering.

Here, collaboration takes a horizontal, rather than strictly vertical, approach. The links between the Department and MAMH will be particularly vital in facilitating the implementation of this approach on a regional scale, particularly through regional administrative conferences, and in emphasizing the role of the RTAs.

Departments and agencies involved in implementing this measure: **All those involved in territory occupancy and vitality**

### EXAMPLES OF ACTIONS

- The Department wishes to raise awareness of its mission and the expertise of its sectoral and regional partners in the sustainable socio-economic development of territories and communities. In particular, it will be **touring the prefects' tables**, bringing together elected representatives from RCMs to discuss potential ways to work together on concerted and effective regional tourism development.
- The Department's objectives are also reflected in **one of the actions in the national action plan of the government's 2025–2029 strategy to ensure the occupancy and vitality of territories**: "Complementary action at the regional level to promote regional tourism development in line with community needs and aspirations" [translation]. It intends to position tourism even more effectively in relation to other socio-economic sectors, and to make a formal commitment to bringing players together within regional ecosystems.

## Measure 18 – Support local and regional initiatives that promote the development of community-based tourism

Local communities are both ambassadors for their territory and key players in the development of the tourism offering. They are also keen to maintain the balance between visitors' expectations and residents' needs.

It is important for tourism players to listen to communities and forge close ties with them, particularly through regional and local players who represent them (e.g., elected municipal officials, non-profit organizations, citizens' committees, business groups). By adopting an inclusive and concerted approach to tourism planning and management at the regional and local levels, they can better take communities' concerns and ideas into consideration. They also support constructive initiatives for various aspects of community development, thereby helping to anchor the tourism offering more firmly in the territories.

The aim of this measure is to bring together tourism players and those from other sectors of activity, including local community representatives, on a regional scale and support the implementation of projects of interest to tourism, with more emphasis on co-construction. In particular, these connections involve:

- Rallying regional and local players around shared tourism-related goals and projects that maximize the sector's positive economic, social and environmental impact;
- Encouraging tourism stakeholders to follow and support interesting tourism projects from local communities in various ways;
- Making greater use of existing regional and supralocal cooperation mechanisms and drivers for action.

This measure fosters appreciation for the cross-disciplinary nature of tourism, the wide-ranging positive effects it can have on regional vitality, and the ability of tourism players to work with local community representatives to carry out projects of shared interest.

Departments and agencies involved in implementing this measure: **All those involved in territory occupancy and vitality**

### EXAMPLES OF ACTIONS

- As part of the government's 2025–2029 strategy to ensure the occupancy and vitality of territories, several administrative regions have identified one or more tourism-related priorities. Together with its regional partners, the Department is committed to implementing **11 regional actions based on these priorities**. These actions are included in the regional action plans, coordinated by regional administrative conferences, and enable crucial issues for sustainable regional development to be addressed through concerted action.
- The Department intends to help tourism and cross-sector partners join forces to achieve actions or projects that will mobilize tourism development. It will explore the relevance of entering into **sectoral development agreements**, in which RCMs participate. Through this driver, partners will pool their ideas and resources (e.g., financial, human, knowledge and expertise) to respond to issues or needs that require a coordinated and concerted territorial approach to tourism.

## CONDITIONS FOR SUCCESSFUL IMPLEMENTATION

### KEY PRINCIPLES

The following principles will guide the implementation of the Strategy, including decision-making, the determination of actions to be taken and the preferred intervention approaches. These principles echo important values for the tourism industry, which are also implicit in the Strategy's vision and measures.

**Flexibility:** For the Strategy to reflect the ever-changing context and needs of the tourism industry, it must closely link its success to an agile implementation that enables it to seize opportunities as they arise between now and 2030, and maximize the scope and effectiveness of its actions.

**Synergy:** The idea of “building together” is central to the Strategy and refers to the search for greater synergy between tourism players and those from other sectors and backgrounds, including local communities and travellers. This type of approach guarantees coherence, efficiency and progress for tourism and for Québec's overall development. It means recognizing everyone's responsibilities and contributions.

**Recognition:** Tourism partners play a key role in the development of tourism in Québec. Their expertise and know-how deserve to be more widely recognized and put to good use, particularly when it comes to implementing the Strategy. The contribution of local communities to the vitality of our destination and its responsible, sustainable development must also be given greater prominence.

**Inspiration:** In tourism, inspiration is both a source of motivation for travellers and a perspective for industry players who strive to offer distinctive experiences. The implementation of the Strategy will allow inspiration to play a key role in encouraging the integration of new trends and traveller preferences, enhancing the industry's promising practices and learning more from other industries and destinations.

### STRATEGY GOVERNANCE

To ensure that the Strategy is implemented in a structured and inclusive manner, the Department plans to set up governance and monitoring mechanisms and optimize those already in place. The following bodies and activities will maintain ongoing dialogue with key partners:

- An advisory board with representatives from the Department, RTAs, STAs and other strategic tourism partners;
- Regular meetings with the Department's main strategic partners;
- An interdepartmental committee made up of representatives of the main government departments and agencies involved in the Strategy's measures.

The Department will also develop tools to plan and monitor the application of measures on a regular basis.

Finally, it will take various components of the Strategy into account in agreements and other governance mechanisms into which it enters with its partners.

## CONCLUSION

This strategy is the result of collaboration with a multitude of players involved in Québec tourism. It reflects the sector's major objectives for 2030. The Strategy draws on the creativity and passion that drive the industry and is designed to be implemented with agility, enabling us to seize opportunities, adjust our aim as the socio-economic context evolves and, above all, build a positive future for tourism together.

The ambition “to make Québec a prosperous and sustainable tourist destination that does its people proud” will take on real significance with the mobilization of all the different players targeted by the Strategy, alongside travellers and local communities who will each contribute in their own way.

This mobilization will be essential to consolidating the foundations of our destination, ensuring its long-term development and continuing its lasting positive impact on regional vitality.



APPENDIX 1  
2025–2030 SUSTAINABLE TOURISM GROWTH STRATEGY SUMMARY CHART

Vision for 2030: To make Québec a prosperous and sustainable tourist destination that does its people proud.

Pillars: 1- Making our destination stand out      2- Responsible and sustainable tourism      3- Economic growth in the tourism sector and regional vitality

DIRECTIONS	OBJECTIVES	MEASURES
<b>Direction 1</b> Developing and promoting Québec’s tourism offering by building on our destination’s distinctive assets	1.1 Increase the <b>constructive effect</b> of financial assistance <b>programs</b> for businesses in terms of developing the tourism offering and making it attractive	1. Support the achievement of constructive tourism projects to enhance the destination’s appeal and economic growth. 2. Work with the community to support the achievement of tourism projects that are priorities for the regions and enhance the quality of the traveller experience. 3. Strengthen the development and structuring of the tourism offering with a particular focus on high-potential tourism sectors.
	1.2 Optimize <b>traveller welcome</b> and <b>promotional</b> efforts rolled out with various partners	4. Promote our destination in a more integrated way and offer distinctive hospitality, highlighting our attractions, our history and our cultural distinctiveness.
	1.3 Improve the <b>accessibility</b> of our destination	5. Equip the tourism industry to improve the accessibility and safety of tourist attractions, activities and services to ensure quality, inclusive customer experiences. 6. Collaborate with tourism and other industry players to improve access, intermodality and sustainable mobility for travellers.
<b>Direction 2</b> Enhancing business performance and the vitality of the tourism industry	2.1 Increase access to and use of <b>strategic</b> tourism <b>knowledge</b>	7. Develop, disseminate and facilitate the use of value-added tourism data and business intelligence products.
	2.2 Enhance tourism <b>workforce</b> skills development and the attractiveness of the sector	8. Implement a range of workforce initiatives to promote attractive workplaces and a quality visitor experience.
	2.3 Increase the scope of partnerships and knowledge in tourism <b>entrepreneurship</b> and energize the ecosystem	9. Roll out tools and appropriate support to encourage entrepreneurship in the tourism sector, as well as takeover and succession planning.  10. Promote and support collective entrepreneurship as a beneficial model for meeting the challenges of the sector and fostering innovative, responsible and sustainable tourism.
<b>Direction 3</b> Transitioning the sector in response to social, environmental and technological challenges	3.1 Enhance the tourism industry’s ability to transition to <b>more responsible and sustainable tourism</b>	11. Mobilize the industry around a shared vision of responsible, sustainable tourism development and encourage the adoption of related best practices. 12. Encourage travellers to participate in the destination’s shift towards responsibility and sustainability. 13. Work with communities and travellers to make tourism a positive driver for the enhancement and preservation of natural and cultural heritage.
	3.2 Increasing the tourism sector’s contribution to Québec’s <b>climate and energy transition</b>	14. Support the tourism industry in its efforts to adapt to climate change and decarbonize.
	3.3 Increase tourism businesses’ capacity for <b>innovation</b> , including digital technologies	15. Support the integration of a culture of innovation throughout the tourism sector. 16. Support tourism businesses’ digital transformation efforts, including the integration of artificial intelligence.
<b>Direction 4</b> Developing regional tourism in line with community needs and aspirations	4.1 Emphasize the <b>concerted</b> efforts of tourism stakeholders regarding players from different sectors who can impact tourism and community development	17. Strengthen partnerships between tourism industry players and those from other sectors. 18. Support local and regional initiatives that promote the development of community-based tourism.

Key implementation principles: **flexibility, synergy, recognition and inspiration.**

## APPENDIX 2

### LIST OF ACRONYMS AND INITIALISMS

CIQ:	Conseil de l'innovation du Québec
EPRTNT:	Regional Partnership and Digital Transformation Agreement for Tourism
IQ:	Investissement Québec
MAMH:	Ministère des Affaires municipales et de l'Habitation
MAPAQ:	Ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec
MCC:	Ministère de la Culture et des Communications
MEIE:	Ministère de l'Économie, de l'Innovation et de l'Énergie
MELCCFP:	Ministère de l'Environnement, de la Lutte contre les changements climatiques, de la Faune et des Parcs
MEQ:	Ministère de l'Éducation
MES:	Ministère de l'Enseignement supérieur
MESS:	Ministère de l'Emploi et de la Solidarité sociale
MIFI:	Ministère de l'Immigration, de la Francisation et de l'Intégration
MRIF:	Ministère des Relations internationales et de la Francophonie
MRNF:	Ministère des Ressources naturelles et des Forêts
MSP:	Ministère de la Sécurité publique
MSSS:	Ministère de la Santé et des Services sociaux
MTMD:	Ministère des Transports et de la Mobilité durable
OPHQ:	Office des personnes handicapées du Québec
RBQ:	Régie du bâtiment du Québec
RCM:	Regional county municipality
RTA:	Regional tourism association
Sépaq:	Société des établissements de plein air du Québec
SPN:	Société du Plan Nord
SRPNI:	Secrétariat aux relations avec les Premières Nations et les Inuit
STA:	Sectoral tourism association

## APPENDIX 3

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