



VCM

VANCOUVER, COAST  
& MOUNTAINS  
TOURISM REGION

Photo Credit: Destination Vancouver/Grouse Mountain

# SUSTAINABILITY PLAYBOOK



# Playbook Outline

<b>VCM Sustainability Checklist</b>	4
<b>Introduction</b>	5
VCM Sustainability Council	5
How We Got Here	6
Vancouver, Coast & Mountains	7
About the Playbook	7
<b>Let's Get Started!</b>	8
Step 1: Engage Your Team	8
Step 2: Measure Baselines	10
Step 3: Plan for Action	14
Step 4: Leverage and Implement the Action Plan	20
<b>Conclusion</b>	22
<b>Additional Resources</b>	22
<b>Glossary</b>	24

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## List of Acronyms

**VCM** —

Vancouver, Coast & Mountains

**DBC** —

Destination British Columbia

**GSTC** —

Global Sustainable Tourism Council

**UN SDG** —

United Nations Sustainable Development Goal

**RFP** —

Request for Proposal

# VCM SUSTAINABILITY CHECKLIST

For organizations looking to get started, we recommend following the fast track to sustainability timeline.

## WEEKS 1 & 2

- Engage your team
  - Identify key operational partners (optional)
  - Create your Sustainability Committee
  - Establish a regular Sustainability Committee meeting schedule
- Measure your baseline
  - Collect and identify existing organization baseline data
  - Complete your baseline [Sustainable Tourism Score Assessment](#)
  - Prioritize and record four to five key areas for improvement
  - Identify additional areas for baseline measurement to include in your sustainability action plan

## WEEKS 3 & 4

- Create your sustainability action plan
  - Complete the [Visioning Exercise](#) to establish goals
  - For each goal identify what actions you will need to take
  - Document and prioritize your goals and actions in the [Sustainability Action Plan Template](#)
  - Delegate team members to lead and track action plan progress
- Implement Your Action Plan - List the first five actions here:
  - Action 1 \_\_\_\_\_
  - Action 2 \_\_\_\_\_
  - Action 3 \_\_\_\_\_
  - Action 4 \_\_\_\_\_
  - Action 5 \_\_\_\_\_

## WEEKS 5 & ONWARD

- Calibrate, Communicate, Celebrate, Repeat!
  - Include action plan progress updates into regular meetings
  - Create a Sustainability Report (and update annually)
  - Formally join a sustainability movement and/or commit to a sustainability pledge campaign
  - Create a sustainability page on your website
  - Share your sustainability journey in your marketing and communications
  - Incorporate your sustainability goals into job postings and hiring
  - Update employee handbooks and onboarding to include sustainability
  - Hold a team celebration event(s)
  - Identify awards you aspire to win and/or pursue certification
- Repeat! Each year, review your goals, add new actions, implement, monitor, track, report, and celebrate your progress

# Introduction

The VCM Sustainability Playbook has been designed for tourism businesses of all sizes and for destination marketing/management organizations in the Vancouver, Coast & Mountains (VCM) region to advance sustainability efforts. The Playbook was created to support tourism organizations build capacity and enhance sustainability performance through best practices, case studies, and education. By following the guidance outlined in this Playbook, users will align with key regional initiatives that improve the sustainability of VCM communities, cultures, and environments as well as the broader tourism industry.

## VCM SUSTAINABILITY COUNCIL

The Vancouver, Coast & Mountains Sustainability Council was formed in April 2021 to lead the development and integration of sustainability initiatives for the VCM region. Through partner engagement and the destination development work done in the region from 2017-2019, a common theme of sustainability was identified across all four destination development strategies. The council was formed to bring together key partners across the region to harmonize efforts and continue the collaborative work in this space. The objective of the council is to assist tourism businesses and communities identify and act upon areas of opportunity for sustainable tourism development. To achieve this, the VCM Sustainability Council underwent an extensive sustainability assessment and diagnosis process to identify areas of alignment, gaps and opportunities as well as develop the action plan.

The action plan identified short—(end of 2023), medium—(end of 2024) and long—(end of 2025) term actions for implementation in the region. The Playbook was identified across several short-term actions as a priority for the subcommittees to focus on. The action plan was divided into three key focus areas:

**Focus Area 1** — Enhance resident and community engagement and prosperity through tourism and the visitor economy.

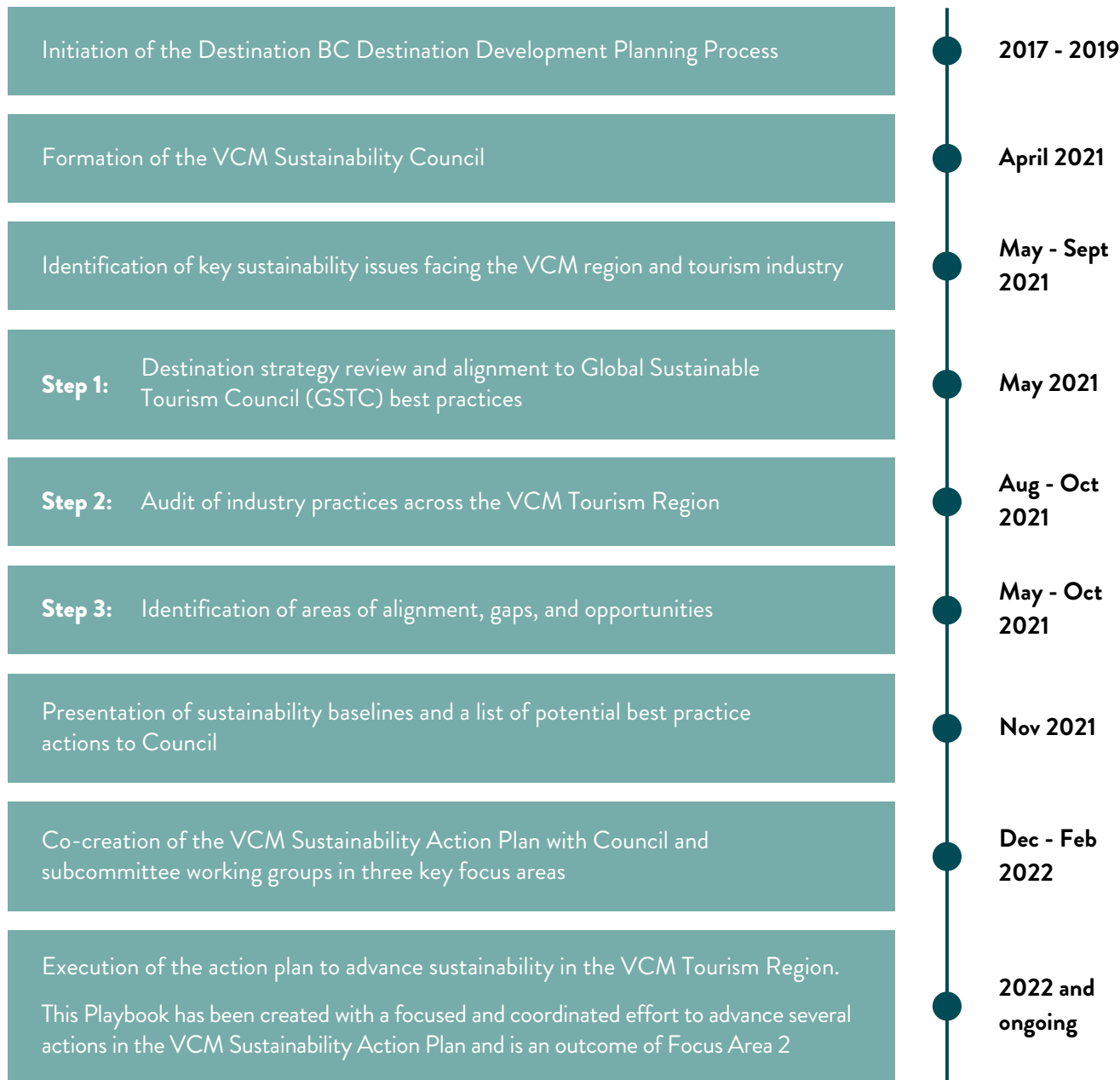
**Focus Area 2** — Improve industry adoption of sustainable and responsible tourism practices.

**Focus Area 3** — Promote respectful and sustainable visitor practices within communities, natural spaces, and cultural sites.

Photo Credit: Tourism Pemberton/Craig Barker



# HOW WE GOT HERE



<p><b>Focus Area 2:</b> Improve industry adoption of sustainable and responsible tourism practices</p>	<p><b>Action:</b> Identify organizations and/or develop programs that support and incentivize tourism businesses to implement and adopt sustainability management systems that consider business adaptation to changing policies</p>
<p><b>Led by Subcommittee 2:</b> Allison Picard (VCM/Destination BC), Paul Kamon (Sunshine Coast Tourism), Gwendal Castellan (Destination Vancouver), Colin Stansfield (Sunshine Coast Regional Economic Development Organization)</p>	



# VANCOUVER, COAST & MOUNTAINS

The Vancouver, Coast & Mountains (VCM) tourism region, managed by Destination BC, expands outwards from Metro Vancouver along three main arteries: the Sunshine Coast, Sea-to-Sky Corridor, and Fraser Valley and Fraser Canyon, which are anchored by the Fraser River. The region connects to the Gold Rush Trail up the Fraser Canyon, and to the Highway 3 Corridor through Hope and Manning Park.

The Vancouver, Coast & Mountains team connects industry partners with programs and resources available through Destination BC as well as opportunities that are regionally-specific.

## ABOUT THE PLAYBOOK

### HOW TO USE THIS PLAYBOOK

Sustainability is a journey shaped by the unique opportunities and challenges of your organization. While the pathways to a more sustainable future may differ from business to business, the benefits of sustainable tourism are shared by all.

*This Playbook is your roadmap to create a sustainability strategy for a resilient future.*

While many regional partners have taken steps towards operating more sustainably, most do not have an overarching plan or strategy. By following the steps in this Playbook, your organization will create a set of sustainability goals and a personalized action plan to guide you over the months and years to come.

As you work through this Playbook you will:

1. Engage your team
2. Measure baselines
3. Create a sustainability action plan
4. Implement, communicate, celebrate, repeat

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**Important Note** — Most steps are intended to be performed by members of your Sustainability Committee, unless they require executive decision-making (don't worry if you don't have one, we'll provide guidance on getting started).

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## WHAT'S INSIDE?

Each step in the journey includes an action summary, checklist, set of activity instructions, and examples to help organizations create a Sustainability Action Plan.

For more information on measurement strategies, low/no cost actions, as well as tools and templates, see the VCM Sustainability Toolkit (to be released late 2023).

# Let's Get Started

## STEP 1: ENGAGE YOUR TEAM

As you embark on your sustainability journey, it is important to engage your team. This will help include diverse perspectives and enhance ownership of your organization's sustainability objectives. Whether you have a team of one or many, the guidance, steps, and resources provided in this Playbook are designed to be scalable to the size and capacity of your business or destination.

*The most important step is getting started.*

### Engage Your Team

- Assemble a Sustainability Committee
- Assign roles and responsibilities
- Designate a meeting time

## **PART 1: ASSEMBLE A SUSTAINABILITY COMMITTEE**

A Sustainability Committee is a group of enthusiastic and dedicated individuals that are driven to advance sustainability performance. The core purpose of the committee is to collaboratively develop and implement a sustainability action plan.

As your team works through each section of the Playbook, they will:

- Measure baseline performance
- Envision a sustainable future for your organization
- Establish goals and targets
- Develop and implement your Sustainability Action Plan

Ideally, a sustainability committee includes representatives from each department or operational area with at least one senior leader. Inclusion of diverse representatives helps to encourage ownership of the sustainability action plan and promotes accountability as it is implemented over time.





**For owner-operated businesses —**

Engage with like-minded peers to regularly discuss sustainability opportunities and challenges as well as celebrate wins.

**For destinations —**

Aim to include representatives from local Indigenous groups, government agencies, not-for-profits, industry associations or economic development offices in addition to DMO staff members.

## PART 2: SUSTAINABILITY COMMITTEE ADMINISTRATION

A sustainability committee helps to connect day-to-day work functions to the broader positive impacts of your organization. Depending on the size and capacity of your organization, you may wish to make involvement in the sustainability committee an official component of a job description to further enhance ownership of the action plan.

Once a sustainability committee has been assembled it is important to integrate regular committee meetings into the work schedule. For best results:

### Establish a Meeting Rhythm

- Dedicate a portion of an established meeting for weekly or bi-weekly action plan progress updates
- Establish a regular monthly committee meeting to share feedback and collaborate on aligned initiatives
- Quarterly or bi-annually host an all-staff event to gauge understanding around the implementation and execution of the sustainability action plan
- Assemble the committee annually to compare progress to the baseline measurements

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**Note — For organizations limited by capacity, bi-weekly casual conversations and discussions on how sustainability can be integrated into day-to-day operations is a great place to begin.**

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"Ziptrek Ecotours has always been passionate about sustainability, since our inception in 2002 we have formalized our commitment to a sustainable future with the creation of our Green Team, now called "The Ziptrek Giants". Our Green Team is made up of our zipline tour guides, managers, and office staff who each bring a unique perspective and passion for sustainability. Through this team's hard work, we have been able to reduce our organization's impact, educate guests, raise significant funding for aligned charitable organizations, and engage with our partners' and staff's passions for sustainability. You can learn more about our Green Team's ongoing efforts on our [Meet the Ziptrek Giants webpage](#)."

*Ziptrek Ecotours — Whistler, British Columbia*

## **STEP 2: MEASURE BASELINES**

One of the most important sustainability actions your organization can take is to measure where you are starting from. Measuring baseline sustainability performance is important for goal setting and action planning because:

*What gets measured, gets managed!*

Beyond helping your organization set clear goals and targets, baseline measurements provide valuable data for sustainability reporting, measuring cost savings, and calculating performance improvements over time. Additionally, sustainability baselines greatly enhance authenticity and transparency when integrated into marketing, award and grant applications, or requests for proposals (RFPs).

### Measure Baselines

- Find baseline data you may already collect on an annual basis (energy, water, fuel, waste)
- Assess your sustainability performance using an online tool such as GreenStep's [Free Sustainable Tourism Score Assessment](#), B Corp's [B Impact Assessment](#), or the UN [SDG Compass](#)
- Identify baseline measurements that are currently not being tracked, but are within direct control or aligned with the aspirations of the sustainability committee

*Do not let a lack of baseline data prevent your organization from starting the action planning process. Baseline measurements can be included as a first step in the action plan!*

Photo Credit: Destination Vancouver/Albert Normandin



## PART 1: UTILIZE EXISTING AND COLLECTED DATA

*You are greener than you think!*

There may be data your organization already tracks and monitors that can help support your team on its sustainability journey. The following measurements provide valuable insight into sustainability performance and help to capture the impacts of sustainable action.

### Recommended Baseline Measurements

- Energy Consumption & Cost
- Water Consumption & Cost
- Waste Production & Cost
- Single-use Plastic Consumption
- Employee and/or Guest Transportation
- Accessibility
- Diversity, Equity, Inclusion and Accessibility
- Quality of Service / Experience
- Sustainable Purchasing
- Health & Safety Management
- Risk & Crisis Management

Unless you are already tracking or collecting this data, it is recommended that some of these baseline measurement activities become integrated into your action plan as key first steps.

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**Note** — If you are just starting on your sustainability journey, pick two or three areas from the list above to focus on.

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#### **PRO TIP:**

Measurements for energy, water, waste, purchasing and single-use plastic can be completed from your desktop through the use of billing data.





Measuring Fairmont Pacific Rim's utilization of single-use plastic was a crucial initial step on our journey to achieve Single-Use Plastic Free Certification. By conducting a baseline assessment of our single-use plastic practice throughout the entire guest journey, from check-in to check-out, we were able to thoroughly examine the purpose and frequency of single-use plastic usage.

With a comprehensive understanding of where and how plastic was being used, we were able to pinpoint areas where it could be completely removed, replaced with reusable alternatives, or substituted with more sustainable materials. The baseline measurement empowered us to make informed decisions and take meaningful steps towards our goal of a single-use plastic free hotel experience that the team achieved in 2022.

*Fairmont Pacific Rim - Vancouver, British Columbia*

Photo Credit: Destination BC/Andrew Strain



## PART 2: SUSTAINABLE TOURISM SCORE ASSESSMENT

A simple way to assess the sustainability performance of your organization is by taking the Canadian-based, free online [Sustainable Tourism Score Assessment](#). The 87-question business assessment and 117-question destination assessment were developed by GreenStep with criteria recognized by the Global Sustainable Tourism Council (GSTC), and are aligned with the UN Sustainable Development Goals (UN SDGs).

The assessments take approximately 1-2 hours, depending on how quickly you work through each question. Once completed and submitted, you will receive a score indicating your current level of sustainability performance.

We recommend doing this exercise with at least a few members of your sustainability committee as it covers multiple areas of operation. As your team works through the assessment, they will identify a broad range of activities that you may or may not be doing, measuring or tracking. Sections of the assessment can be delegated for faster completion or worked through as a team to promote knowledge sharing and collaboration.

The results of the assessment are summarized in a final scorecard and can be used to identify where you are performing well and where there is room for improvement. The insight into global best practices gained from the assessment can then be applied to your sustainability action plan, helping the sustainability committee team focus their efforts and maximize impact.

Note — If your organization already has sustainability related certifications, contact your provider for a detailed breakdown of the assessment report to establish a baseline measurement

### Additional Approaches to Understanding Baselines

For organizations well-versed in sustainability, in addition to measuring the baseline performance of your organization, it is also important to increase awareness and understanding of the natural and cultural baselines of the region in which you operate.

There are many local organizations raising awareness in these areas and we recommend visiting local ecological societies, conservation societies, friendship societies or First Nations' websites to learn more about the land on which you live, work, and recreate. By understanding the natural and cultural ecosystems that businesses and destinations exist upon, focused actions can be made that regenerate the environment, build community and ultimately lead to a thriving tourism industry.

### Additional Free Baseline Measurement Resources

Resource	Focus	Scorecard
<a href="#">B Impact Assessment</a>	Businesses	✓
<a href="#">Energy Star Portfolio Manager</a>	Businesses	✓
<a href="#">SDG Compass</a>	Businesses & Destinations	
<a href="#">GSTC Criteria</a>	Business & Destinations	



## **STEP 3: PLAN FOR ACTION**

At this point you should have a Sustainability Committee in place and have measured your baselines for sustainability performance. If you have not already done so, it is highly recommended that you return to the [Engage Your Team](#) and [Measure Baselines](#) sections before proceeding.

The action plan that you create in Step 3 will provide a structured approach to improving sustainability. Action planning is a valuable process that encourages ownership of sustainability initiatives and results in a framework of specific actions, targets, and goals to be achieved within 1-3 years.

The following four steps will guide you and your sustainability committee through the creation of a sustainability action plan.

### Creating your Action Plan

- Complete the visioning exercise (1 hour)
- Establish a set of goals and targets (1-2 hours)
- Brainstorm a list of actions (1 hour)
- Prioritize and formalize the action plan (1 hour)

After the creation of our Sustainability Committee and assessing the baseline performance of the VCM tourism region, we collaborated with partners across the VCM region to create a 12 - 18 month Sustainability Action Plan. The action planning process provided us with a structured and tactical framework to develop and easily integrate and track our sustainability initiatives. With our action plan in hand, three working subcommittees met monthly over the past year to report on progress, amplify stories of success, and share working ideas from within our communities that are improving the sustainability of the VCM tourism region.

*Sunshine Coast Tourism, British Columbia*

Photo Credit: Destination BC/Hubert Kang



## EXERCISE PART 1: ENVISION A SUSTAINABLE FUTURE

Before drafting a sustainability action plan, gather your sustainability committee to formulate a vision for the future. The Vision Exercise below builds a picture of what success and sustainability could look like for your organization or destination. If possible, aim to include the unique characteristics of your organization, community and environment in your vision.

*Imagine that in 30 years your organization has been profiled in the media for its outstanding sustainability commitments and achievements. What are people saying about your organization? What are the headlines and stories in the news?*

- Brainstorm a list of the sustainability milestones your organization has achieved
- List out any actions and/or partnerships that are a part of your vision

### Share Out

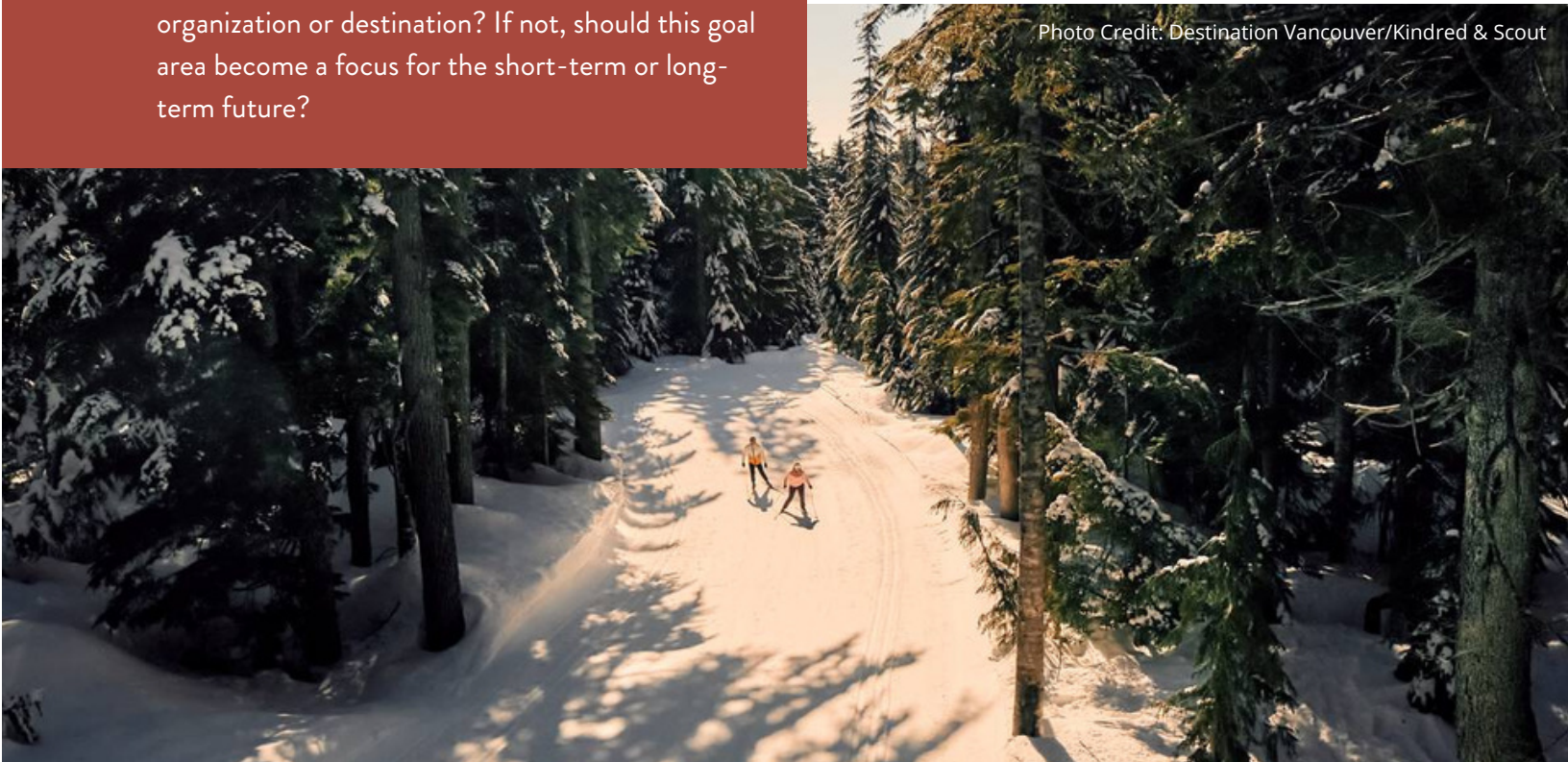
If in-person, write your visions on sticky notes and post them on a whiteboard, or if remote, use a free online software such as [Google Jamboards](#) to keep track of the visions created and shared.

Don't worry if you think this vision is impossible - dream big and just imagine!

### **PRO TIP:**

Ask: Do these visions fit into an existing initiative? Is there an aligned goal already established for the organization or destination? If not, should this goal area become a focus for the short-term or long-term future?

Photo Credit: Destination Vancouver/Kindred & Scout



## EXERCISE PART 2: ESTABLISH SUSTAINABILITY GOALS AND TARGETS

After completing the sustainability visioning exercise you should have many ideas of what your organization will look like or how it will function in a sustainable future. The next exercises will guide you through the process of creating a set of sustainability goals and targets.

The objective of goal and target setting is to identify and establish priority areas for sustainability growth. By the end of this section, your sustainability committee should have 3-5 goal areas with targets to be included in the action plan.

### Goal Areas

*Before starting the goal setting process, gather the results from your baseline measurements and a copy of the vision board created in the previous exercise.*

Begin the goal setting exercise by clustering the baseline data your organization collected with its 'sticky note visions' from the previous exercise. For instance, you could cluster actions and measurements that are related to energy and carbon, waste and purchasing, and guest and employee education. It's really up to your team how you choose to cluster your actions.

Once complete, each cluster of related actions will now be used to develop a goal.

### **Example Goal Areas:**

Zero Waste, Carbon Reduction, Sustainability Education, Improved Transportation, etc.

After the goal areas are finalized, enter them into the first column of GreenStep's [Sustainability Action Plan Template](#).

If your team gets stuck brainstorming goal areas, reflect on the results from the [Sustainable Tourism Score Assessment](#).

Photo Credit: Tourism Hope Cascades & Canyons/Connect Media



### **Best Practice —**

Select goal areas that correspond to each pillar of the [Global Sustainable Tourism Council Sustainability Framework](#).



## SMART Targets

*At this point, your team should have an idea of your organization or destination's sustainability aspirations and a set of 3-5 goal areas.*

For each goal area identified in the previous exercise, your Sustainability Committee will now create a corresponding specific, measurable, attainable, relevant and timebound (SMART) target.

SMART Targets transform piecemeal approaches to sustainability into strategic and tactical action plans. Not only do SMART Targets allow you to tangibly track progress towards sustainability goals, but they also provide definitive metrics in determining success.

### SMART Target

- S** — Specific
- M** — Measurable
- A** — Attainable
- R** — Relevant
- T** — Timebound

### Components of a SMART Target

- Action or anticipated outcome
- Performance indicator
- Date or deadline

### Examples of SMART Targets

#### Goal Area: Net Zero Carbon

SMART Target: Reduce [action] consumption of fossil fuels by 50% [indicator] within the next three years [deadline].

#### Goal Area: Sustainability Education

SMART Target: Engage [action] with 100 residents [indicator] to understand local needs by end of year [deadline].

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**Note** — In many cases, you may still have baseline work needed for each goal area and target. Do not worry! You will capture the actions needed for measuring and monitoring in the next step. For now, give the target a best guess. You can refine the performance indicator or deadline at a later time.

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Organizations that are just getting started on their sustainability journey may wish to choose a target included in the Sustainable Tourism Score Assessment that they have direct control over such as percentage of goods purchased locally or energy efficiency. For more advanced organizations, create a SMART Target that focuses on advocacy efforts such as the availability of municipal waste diversion programs or preservation of cultural heritage.

Once SMART Targets have been set, enter them into the second column of the [Sustainability Action Plan Template](#) next to their respective goal area.

**For destinations** —

If you are just beginning your sustainability journey, you may wish to select targets that align closely with existing responsibilities such as visitor engagement or resident sentiment.

**PRO TIP:**

If you are struggling to come up with targets, it might be easier to brainstorm a few measurement actions first. You can also refer back to the Sustainable Tourism Score Assessment which includes a number of target-related questions.

Photo Credit: Destination BC/Blake Jorgenson





## EXERCISE PART 3: BRAINSTORM ACTIONS

With goals and SMART Targets in place, it is now time to brainstorm all the actions that your team needs to take to achieve each objective. Actions may range from small to large, low budget to high budget, or little to intensive staff involvement.

When brainstorming potential actions for each goal or target, there are no wrong answers. If you can dream it, add it to the action list. Don't worry about creating too many actions as they will be prioritized in the next section.

As you brainstorm actions, enter them into the third column of the [Sustainability Action Plan Template](#) under their respective goal area and target.

### **PRO TIP:**

Make sure you write down all of the measuring and monitoring actions as first steps to achieving your targets and goals.



Photo Credit: Destination BC/Andrew Strain

## EXERCISE PART 4: PRIORITIZE AND FORMALIZE THE ACTION PLAN

Once all the goals, targets and actions have been transferred to your sustainability action plan spreadsheet, work with your sustainability committee to prioritize and organize the actions.

For each action, assign or note the following items:

1. Time frame (short, medium, long term) or deadline (within a year, 1-3 years, 4+ years)
2. A staff member or partner responsible for each action
3. Potential partners or key players who will help advance the action
4. An estimated budget (low, medium, high or specific amounts)
5. Notes/Resources (existing strategic initiatives, baseline data already collected, etc.)

After the sustainability action plan has been completed, schedule regular meetings (ideally monthly) to review your plan and discuss the status of ongoing actions. You may wish to add additional columns to the action plan to capture progress made between check-in meetings.

## **STEP 4: LEVERAGE AND IMPLEMENT THE ACTION PLAN**

Congratulations! You've made it this far and should have a Sustainability Action Plan, complete with goals, targets, timelines, and people responsible for each action. As your organization progresses through the action plan, there will be many stories to tell and opportunities to receive recognition for all your hard work.

### Using the Action Plan

- Implement your action plan into regular meetings
- At least annually, quantify and report on your impacts
- Receive recognition for sustainability commitments
- Apply for awards and certifications

## **IMPLEMENTATION**

The action plan created in the previous exercises will serve as your guide to improving sustainability performance for the months and years ahead. Besides doing the work, the most important element to your success is to establish or use an existing regular meeting to review progress on your plan. These meetings provide an opportunity to receive feedback on actions, celebrate successes, and receive support for any 'stuck actions'.

If you have not yet established a regular meeting rhythm for your Sustainability Committee, review the [Establish a Meeting Rhythm](#) checklist in the [Sustainability Committee Administration](#) section of the Playbook.

## **COMMUNICATION**

Communication on the progress made in the action plan is an important part of your sustainability journey. Beyond adding a sustainability page to your website or including sustainability in marketing and communications, you can use the data gathered from each Playbook step to create a sustainability report. A Sustainability Report is a formalized way to share your action plan progress both internally, as well as externally.

Photo Credit: Tourism Chilliwack





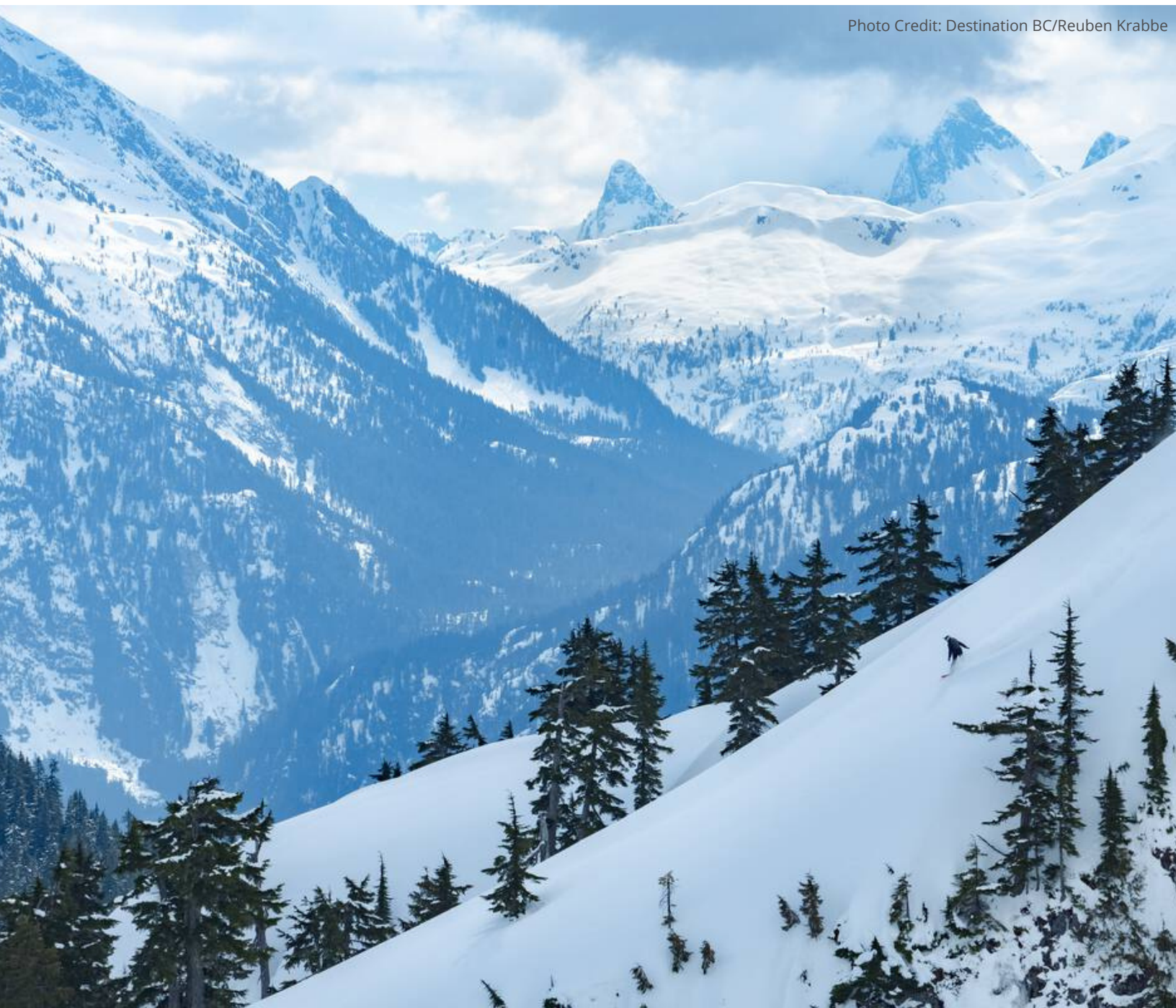
## RECOGNITION

Receiving recognition for your organization's sustainability efforts can be an important component of your sustainability journey. In addition to making for excellent marketing material, receiving recognition can help to educate and inspire action for residents, visitors and other industry partners.

## CERTIFICATIONS & AWARDS

There are many award applications and certifications that feature sustainability and following the guidance in this Playbook may enhance your eligibility. Take the time to stop and reflect on the progress you've made.

Photo Credit: Destination BC/Reuben Krabbe



# Conclusion

## **REPEAT!**

Congratulations! You've completed your first runthrough of the VCM Sustainability Playbook. Hopefully by this point you have established a sustainability committee, created an action plan, and are well on your way to sustainability milestones and achievements.

We understand that sustainability is a broad spectrum and there may be many more actions or initiatives that you wish had been implemented. Do not worry! This Playbook has been designed to be used repeatedly on an annual basis.

## **REVISIT THE PLAYBOOK STEPS YEARLY**

- Revamp your sustainability committee
- Update and adjust your sustainability action plan to include new initiatives, remove abandoned actions or unstuck uncompleted tasks
- Update or renew any formal commitments
- Search for new RFP, award, and market opportunities

## **Additional Resources**

[VCM Playbook Sustainable Action Plan Tracker 2.0](#)

Photo Credit: Tourism Whistler/Justa Jeskova







# Glossary

## **SUSTAINABLE TOURISM:**

Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. (Source: [United Nations World Tourism Organization](#))

## **UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGS):**

The Sustainable Development Goals are a universal call to action to end poverty, protect the planet and improve the lives and prospects of everyone, everywhere. The 17 Goals were adopted by all UN Member States in 2015, as part of the 2030 Agenda for Sustainable Development which set out a 15-year plan to achieve the Goals. (Source: [United Nations Department of Economic and Social Affairs](#))

## **GLOBAL SUSTAINABLE TOURISM COUNCIL (GSTC) & THE PILLARS OF SUSTAINABILITY:**

The Global Sustainable Tourism Council (GSTC) is a nonprofit organization that establishes and manages global standards for sustainable travel and tourism. The GSTC provides a comprehensive framework for sustainable tourism that is aligned with the United Nations Sustainable Development Goals and grounded in the following four pillars of sustainability:

- Sustainable management
- Cultural impacts
- Socioeconomic impacts
- Environmental impact