VISION 2020 EVALUATION

MILESTONE REPORT 2012 - 2014

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Introduction

In 2009, Newfoundland and Labrador launched its new tourism strategy ***"Uncommon Potential: A Vision for Newfoundland and Labrador Tourism"*** (*Vision 2020*). Developed as a public private partnership, *Vision 2020* is the result of an extensive consulting process among all tourism stakeholders of the province and provides a roadmap that will direct tourism development into the year 2020. In 2009, the Newfoundland and Labrador Tourism Board was established to guide the implementation of *Vision 2020*. Comprised of partners from Hospitality Newfoundland and Labrador, the provincial department of Business, Tourism, Culture and Rural Development, the Atlantic Canada Opportunity Agency and the five regional Destination Management Organizations, the Tourism Board is responsible for creating strategies and objectives on how best to achieve the goals outlined in *Vision 2020*. Under the guidance of the Tourism Board, private and public partners are addressing the challenges and issues tourism is facing in this province as outlined in seven Strategic Directions: Leadership, Transportation, Research, Product Development, Technology, Marketing and Workforce Development.

With an ambitious goal of achieving $1.58 billion in tourism spending by 2020, it is imperative that the Tourism Board provides guidance that will support the development of authentic and unique experiences, attract resident and non-resident travellers, and provide local economic development and employment opportunities. To ensure relevance of the strategy and accountability of the partners, the Tourism Board, as part of Strategic Direction #1: Leadership, has committed to an evaluative process that enables progress towards the *Vision's* goal to be measured and the achievements and challenges to be tracked. The evaluation is a crucial tool for measuring success, as well as determining how best to move forward. The 2015 evaluation provides highlights of progress in each of the Strategic Directions, both in quantitative and qualitative terms and reflects the accomplishments of all stakeholders in the three-year period of 2012 to 2014.

About this Annual Report

The first *Vision 2020 Milestone Report* was released in 2013, reporting on the 2009 to 2011 implementation period. The 2015 report is based on the results achieved during the period 2012 to 2014, the second three-year period of the *Vision 2020* implementation. The report contains quantitative as well as qualitative performance indicators that are organized according to the goals within each Strategic Direction. All partners of the Tourism Board have contributed to the information contained within the report as a means of informing Tourism Board partners' strategies, tactics and policies in moving forward into the second half of *Vision 2020* implementation.

Tourism spending information is based on the reference year 2007. Actual spending for that year served as the basis to establish the spending goal of $1.58 billion for 2020; however, growth rates have been adjusted to reflect actual tourism spending for the most recent year available. Sources of the quantitative indicators include research conducted by the Department of Business, Tourism, Culture and Rural Development (BTCRD) and other tourism/tourism-related organizations, as well as other provincial or federal government sources. All quantitative indicators are listed by Strategic Direction in the Appendix to this report. As many entities and organizations providing input for this report operate on a fiscal year April to March basis, some quantitative performance indicators as well as other information for 2014 were not yet available as of the date of publication of this report.

Qualitative indicators have been included to reflect issues and challenges that impact continued success. Sources of the qualitative information are also varied and include tourism organizations such as Hospitality Newfoundland and Labrador, the Destination Management Organizations, various annual reports and government departments.

Executive Summary

As in many parts of the world, the tourism sector in Newfoundland and Labrador has been a crucial factor in enabling economic progress, particularly in rural areas, and creating much needed jobs. The past three years (2012-2014) have been busy for all stakeholders as the province welcomed over 1.5 million non-resident visitors during that period and residents made over 10 million trips at home.

After reaching the $1 billion mark in 2011, total tourism spending in the province has remained in that range, reaching $980 million in 2012 and $1.07 billion in 2013. Visitation to Newfoundland and Labrador continued positive momentum with non-resident visitation and spending growing 22% and 36% respectively since 2009. Specifically, non-resident air visitation continued to grow from 335,600 in 2011 to 388,400 in 2014 (+16%), while non-resident auto visitation decreased 14% from 108,000 to 92,600 during the same period. As well, 2012 and 2013 represent the two most successful cruise seasons for the province, setting a new record in 2012 with 39,100 cruise visitors.

With 18,165 jobs in 2012[1], the industry has created over 2,000 additional jobs since 2009, with more full-time jobs created than part-time jobs and both female and male employees benefiting from more jobs. In 2012, growth in tourism jobs in this province (5%) exceeded job growth in the total provincial economy (3%) and in tourism jobs in Canada (2%). Furthermore, average hourly compensation per job in tourism industries in Newfoundland and Labrador increased significantly since 2009 (20%), growing faster than compensation in the provincial economy (13%) and surpassing the Canadian average. Nearly 120 new *emerit* registrations and certifications during the 2012-2014 period speak to a successful implementation of our efforts – led by Hospitality Newfoundland and Labrador – to develop a highly skilled and professional workforce to deliver quality services and experiences.

While there is no doubt that tourism has been one of Newfoundland and Labrador's success stories, the stakes are high in the competition to attract visitors with exciting and memorable experiences. Research shows that awareness of and interest in the province as a tourist

[1] Most recent year available

destination are at all-time highs as a result of the province's excellence in tourism marketing. Provincial marketing initiatives have facilitated communication with "always on" modern travellers using advanced technologies and multiple channels. Five new tourism ads as well as 12 innovative social media campaigns were major contributors to increased tourism website visits, YouTube views, Facebook likes and Twitter followers, elevating visitor engagement to new levels. Continuous adaptation of marketing tools to ever-changing traveller requirements of accessing information on travel destinations and booking preferences has also enabled easier access to local tourism operators. This can be seen in the number of referrals to tourism operators from business listings on the provincial tourism website, with over 963,000 referrals registered during the 2012-2014 period along with over 70,500 referrals from package listings.

In addition, public and private investments are enabling further cooperation and coordination of product development initiatives among stakeholders to ensure visitor expectations are being met with higher quality and more innovative experiences. Under the guidance of the Tourism Board partners, the Destination Development Planning (DDP) project is assessing the visitor appeal of regional tourism assets and laying the foundation for strategically focused experience development. With the goal of attracting more visitors through expanded tourism offerings, the DDP project presents the potential for new industry investments as well as increased tourism spending. Moreover, the implementation of the provincial Tourism Assurance Plan (TAP) has been embraced by the industry, marking a 70% approval rate in its initial year (2014). As a customer-focused initiative led by the Tourism Board and supported by all industry stakeholders, TAP is establishing common minimum operational standards that will facilitate market readiness and promote quality assurance, which are critical to achieving high levels of customer satisfaction and stimulating continued travel demand.

Increased travel demand, driven by a strong vacation travel segment, as well as visitation for business, convention and meetings purposes, is also reflected in the roofed accommodation performance over the past three years. With several new establishments opening for business, including the Holiday Inn in Deer Lake, the Hampton Inn and Suites and the JAG in St. John's, the Fogo Island Inn on Fogo Island and the Motel North in North West River, Labrador, room nights available have reached nearly 2.7 million in 2014, over 43,000 more than in 2011 (+2%). Room night sales increased by nearly 16,000, or 1%, over the same period. Averaging $134 for the year 2014, average daily room rates increased $20 (+16%) over the past three years, while revenue per available room also increased $10 (+17%) to $69 in 2014[2]. Despite ongoing construction and renovations at the St. John's Convention Centre, Destination St. John's reported a successful year in 2014 with the total number of large[3] meetings and conventions reaching 293 for the three-year reporting period. In addition, approximately 50% of delegates choose to extend their stay beyond the conference dates benefiting a myriad of tourism operators in the region and beyond.

[2] All accommodation statistics for 2014 are preliminary as of February 2015 and are subject to change pending further reporting of occupancy information by accommodation operators
[3] Large event = at least 50 room nights sold for at least one night during the event

Driving the tourism sector in Newfoundland and Labrador is an enormous collective effort, with a multitude of public, non-profit and private organizations involved in the process. However, the past few years have demonstrated gains in the levels of cooperation, industry re-alignment and streamlining of efforts enabling all partners to take advantage of the talent and creativity residing within the industry, as well as to address common challenges. While tourism is a sector that has proven its resiliency and adaptability to economic challenges, continued efforts will ensure tourism is well positioned to produce continued economic benefits for the province of Newfoundland and Labrador. As economic conditions change, tourism must build upon stakeholder cooperation, increase awareness of our opportunities and create favourable conditions for public and private investments as a means of maintaining a focus on economic sustainability.

Tourism Spending

Goal:
Double tourism spending by 2020 (base: $790M in 2007)

Desired Outcomes:
Grow tourism spending to $1.58B by 2020

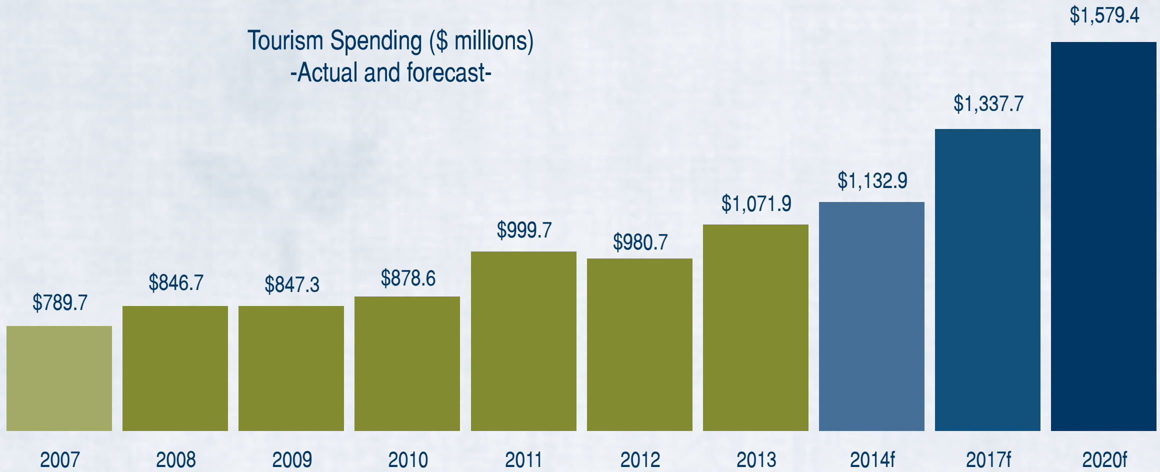
Results
In 2007, tourism spending in the province reached $790 million, with residents accounting for about 55% of this spending and non-residents for 45%. Based on this result, it is the tourism industry's goal to double spending to $1.58 billion by 2020. However, with the global economic recession impacting tourism growth worldwide, tourism spending in Newfoundland and Labrador slowed considerably in 2009 and 2010.

Keeping in mind the changes in the methodologies to estimate resident and non-resident tourism spending starting in 2011, the province reached a milestone $1 billion in tourism spending in 2011, with growth accelerating in 2013 to nearly $1.1 billion. Growing 9% year-over-year, tourism spending in 2013 has grown nearly 36% over the spending benchmark of $790 million and was $282 million higher than tourism spending in 2007.

Between 2012 and 2014, non-resident spending marked new record levels in each of the three years, reaching $491.5 million in 2014 while resident spending surpassed the $600 million mark for the first time in 2013[4].

[4] 2013 is the most recent year available for resident spending

Tourism Spending 2007 to 2020 (actual and forecast)



Note: f = forecast. Forecast spending for 2014, 2017 and 2020 is based on actual spending achieved in 2013, with a compound annual growth rate (CAGR) of 5.7%. Resident and non-resident shares of spending are assumed to remain stable at 55% and 45% respectively.
Source: Statistics Canada: Travel Survey of Residents of Canada; Department of Business, Tourism, Culture and Rural Development (BTCRD)

While specific percentages vary by year, the shares of resident and non-resident spending have remained in a similar range since 2007, with resident spending representing 56% of tourism spending in 2013 and non-resident spending representing 44%. Based on the 2013 actual spending, tourism spending in the province is currently 3% ahead of the financial target set out by *Vision 2020* and needs to grow at an average annual rate of 5.7% to reach the 2020 goal.

Year	Forecast Spending*	Actual Spending	Annual Growth	Compound growth since 2007	Difference to Forecast	Resident Spending	Non-resident Spending
2007	-	$789.7	-	-	-	55%	45%
2008	$832.9	$846.7	7.2%	7.2%	**1.7%**	56%	44%
2009	$891.9	$847.3	0.1%	7.3%	**-5.0%**	56%	44%
2010	$896.7	$878.6	3.7%	11.3%	**-2.0%**	53%	47%
CHANGE IN METHODOLOGY TO ESTIMATE RESIDENT/NON-RESIDENT SPENDING							
2011	$931.6	$999.7	-	26.6%	**7.3%**	58%	42%
2012	$1,051.8	$980.7	-1.9%	24.2%	**-6.8%**	53%	47%
2013	$1,040.9	$1,071.9	9.3%	35.7%	**3.0%**	56%	44%

*Forecast spending for each year is based on actual spending in the previous year

Important: Note on 2011 – 2013 provincial tourism spending
Provincial tourism spending consists of resident spending and non-resident spending. Non-resident spending is estimated by BTCRD based on the most recent visitor exit survey results (2011). The source of resident spending figures is Statistic Canada's Travel Survey of Residents of Canada (TSRC). In 2011, Statistics Canada implemented significant methodology changes to this survey. Furthermore, the number of survey respondents from Newfoundland and Labrador has been considerably reduced in 2013. Both the changes in methodology and the number of survey respondents have impacted the TSRC data quality and as a result, annual resident travel indicators for Newfoundland and Labrador have displayed a higher degree of variability. This is evident in the 2012 and 2013 year-over-year rates of change swing from -1.9% in 2012 to +9.3% in 2013 in overall annual tourism spending. Based on other industry indicators and years of experience with the TSRC prior to 2011, these swings are more likely a reflection of the characteristics of the new TSRC design and sample size rather than dramatic changes in resident travel behavior. The Tourism Research Division of BTCRD is working with its TSRC partners on solutions to improve the TSRC data quality and is monitoring survey results to ensure the best data quality possible given the resources available.

1 STRATEGIC DIRECTION: Private Public Leadership

GOAL 1.1 Establish a private public Tourism Board	GOAL 1.2 Strengthen stakeholder communication	GOAL 1.3 Lead through best practices
Desired Outcomes • Defined, coordinated, effective organizational structure for the tourism sector, including required financial support structure • Defined and focused tourism investment • Professional entity in a position to champion the implementation of the vision and lead the way to 2020 • Established tracking and accountability mechanism	**Desired Outcomes** • Formal, quarterly interdepartmental meetings between government departments with an active role in tourism • Regular and coordinated efforts to communicate with stakeholders	**Desired Outcomes** • Identify and support best practices for leadership learning and development • Continue to increase the benefits of education and training through an active partnership with the education and training sector • Strengthened leadership capacity within the tourism industry

As the Strategic Direction that *Vision 2020* and the Tourism Board is built upon, Private Public Leadership remained a priority for Tourism Board partners in the reporting period. After five years of operation, the Board acknowledged the urgency to strengthen its ability to provide strategic direction, make effective decisions and communicate efficiently with stakeholders. Through a self-evaluation of its governance processes in 2014, the Tourism Board ensured appropriate policies and procedures are in place. At the same time, the Tourism Board has been striving to develop new leadership capacity by focusing on developing knowledge, skill and competence among tourism operators and fostering new 'tourism champions'. Tourism operators, in turn, have shown higher participation levels in best practice missions and have been increasingly engaged with Tourism Board partner activities. It will be a continued focus of the Tourism Board over the remaining *Vision 2020* period to 'unlock' the industry's leadership potential through further developing a best-practice driven environment, as well as encouraging learning from provincial success stories and sharing leadership resources existing in the province.

Building upon gains seen through the organizational alignment that resulted in the restructuring of the tourism industry, partners continue to examine roles and responsibilities as the industry evolves and a more coordinated approach is required to fulfill partner mandates and meet the needs of industry. This process has significantly improved strategic thinking, facilitated better coordination of funding and resource management, increased organizational efficiencies and improved the ability of Tourism Board partners to open dialogue with operators and other stakeholders. The DMOs expansion into product development and quality assurance/market readiness roles have provided additional resources to drive the implementation of crucial tourism sector initiatives, such as the Destination Development Planning process and the Tourism Assurance Plan. All partners must continue their efforts to strategically align. This is important for industry, as well as government, as coordination amongst all partners with tourism mandates will contribute to the accomplishment of the *Vision* goals.

As the Tourism Board continues to guide stakeholder efforts and initiatives, the communication of progress, challenges and priorities will be essential in maintaining the momentum the tourism sector has achieved over the past few years. The advancement and expansion of relationships with organizations beyond the partners of the Tourism Board, such as municipalities and heritage organizations, will be critical in achieving increased coordination on tourism sector-related issues. It is the responsibility of the Tourism Board to extend its reach beyond the partners of the Board to ensure private, public and non-profit stakeholders are engaged and understand their roles and responsibilities pertaining to how the industry can be advanced and the *Vision* goals achieved. Further efforts to engage stakeholders will assist in filling the gaps that remain among those involved in tourism development and those that have tourism-related mandates. Promoting the involvement of tourism operators in such organizations will assist in ensuring operators are encouraged to take advantage of existing opportunities to participate in best practices missions, as well as leadership and skills and development training.

1 STRATEGIC DIRECTION: Private Public Leadership

Summary of activities, progress and accomplishments

- Evaluation of the three-year implementation and action plan ongoing
- Tracking and evaluation framework developed and approved, performance update reports produced for 2009-2011 and 2012-2014 periods
- Completed governance review of Tourism Board to ensure appropriate processes and policies are in place
- Ongoing alignment of government funding agencies with tourism related mandates
- Improved coordination of industry partners achieved through implementation of various sector initiatives and continued monitoring and evaluation of alignment, roles and responsibilities to enhance focus of shared goals
- Updated Tourism Board communications plan - established as an evolving document with the commitment to enhance communications to industry
- Enhanced communications efforts with Tourism Board partner organizations to promote consistency
- Increasing tourism operator participation in missions, training and membership activities

NL Tourism Board partners (November 2014)
Back (l-r): Jane Pardy, Joanne Smyth, Carmen Hancock, Wayne Hallett, Larry Laite, Marieke Gow, Todd Wight, Rex Avery
Front (l-r): Rita Malone, Barry Rogers (Chair), Carmela Murphy

2 STRATEGIC DIRECTION: Sustainable Transportation Network

GOAL 2.1 Build strong relationships with key transportation alliances that provide access to and from our province to meet the demand for affordable, accessible and quality transportation	GOAL 2.2 Ensure efficient and easy travel in and around the province
Desired Outcomes • Improved air service to Newfoundland and Labrador • Sustained funding for Marine Atlantic to improve services to Newfoundland and Labrador • Improved provincial ferry system • Marketing partnerships with key transportation providers to facilitate access to NL	**Desired Outcomes** • Implemented TODS • Increased use and support of way-finding technology • Improved car rental services • Improved intra-provincial ground transportation

Transportation is one of the most visible areas impacting travellers' perceptions of Newfoundland and Labrador. Affecting the traveller's ability to access the province, as well as travel within it, Tourism Board partners continue to engage with transportation service providers and advocate on the tourism sector's behalf for a service-focused, sustainable transportation network. Newfoundland and Labrador has seen vast improvements in air access to the province, with inbound seat capacity increasing 19% over the past three years and airport passenger movements at the province's seven major airports reaching record highs of over 2.4 million. Major capital investments at airports ensure that infrastructure and services keep pace with increased travel demand, although high airfares to and within the province remain a concern.

While progress has been made regarding the Marine Atlantic ferry service through capital investments and customer service improvements, six consecutive annual fare increases, service cuts, declining passenger numbers (-23% over the past three years, 35% since 2001) and budgetary challenges have brought this vital link to the rest of Canada back to the top of tourism stakeholders' concerns. Between 2011 and 2013, the federal government decreased the capital and operational funding of Marine Atlantic by nearly $20 million. Passenger traffic has been in steady decline leading to a 16% reduction in ferry crossings over the past three years and schedule changes that have affected some operators' business, all the while fares have been steadily on the rise. It will be essential to maintain dialogue with Marine Atlantic and the federal government to mitigate any impacts on tourism resulting from the crown corporation's operating requirements and it has been suggested that a provincial strategy for Marine Atlantic would be useful.

There is little doubt that the province's 2010 review of vehicle rental services fostered mutual understanding of both sectors and opened up discussion and exchange of ideas benefiting all stakeholders. Improved relationships and communications with rental agencies have improved the rental vehicle situation and rental agencies have also become more engaged in the tourism sector. However, more effort is required to support the information exchange during peak season between rental agencies and Visitor Information Centres so the availability of vehicles can be shared with travellers. Availability of rental vehicles during peak season, rental fees, drop off fees, availability of limited mileage and the limited options for travel to Labrador from the island in rental vehicles, especially given the limited ground transportation options throughout the province, are challenges that still persist. Continued dialogue and advocacy will assist in resolving the remaining issues impacting travellers in this province.

Although capacity and some service issues are still impacting travellers, provincial ferry services are continuing to improve with fleet renewal and a change in focus on customer service. New ferry construction is underway or in planning stages for services popular with travellers to Fogo Island/Change Islands, which will contribute to improved access to these visitor destinations. However, challenges persist in setting the long-term strategy for ferry services for the Strait of Belle Isle. Since this is one of the key entry points for the Labrador tourism industry, the stability, capacity and customer service offered on the Strait are of paramount importance to the tourism industry.

Although the full regulatory implementation of the Tourism Oriented Directional Signage system (TODS) has been delayed, a large number of tourism operators are already embracing the new system. Government's delay in implementing TODS has been frustrating for industry as the program has been awaiting full implementation for several years and remains one of the most common complaints of visitors to Newfoundland and Labrador. In addition, despite the progress made, challenges remain in the poor condition of some of the major highways and roads, lack of traveller services along the Trans Labrador Highway, including the lack of cell phone service, rest stops, washrooms and emergency services and the limited availability of ground transportation options. It will be critical for tourism stakeholders to continue their relationship building and advocacy efforts with transportation infrastructure developers and transportation service providers to address these issues.

2 STRATEGIC DIRECTION: Sustainable Transportation Network

Summary of activities, progress and accomplishments

- New carriers serving the province and air service expansions resulted in significantly increased seat capacity and airport passenger movements, along with continued partnership with Air Canada to increase the reach of the tourism destination message to provide airfare price points and continued capital investments at major airports to improve infrastructure and services to accommodate growth in passenger and aircraft traffic
- Continued capital investments by Marine Atlantic for shore-based infrastructure renewal projects, efforts to improve customer satisfaction and on schedule performance as well as improved cooperation between tourism sector and Marine Atlantic through continual dialogue and advocacy efforts
- Continued implementation of the provincial vessel replacement program, including development of a five-year plan to improve reliability, safety, sustainability and customer-oriented service delivery, with increasing focus on tourism aspects
- Improved relationships with vehicle rental agencies and increased engagement in tourism sector resulted in significant improvements in vehicle availability, as well as continued communication to potential visitors of the importance of vehicle rental pre-booking
- Continued improvements on Trans Labrador Highway

3 STRATEGIC DIRECTION: Market Intelligence and Research Strategy

GOAL 3.1 Develop and implement a research strategy and plan that provides industry and government with relevant and timely information and analysis
Desired Outcomes • Consistent tourism research strategy • New and expanded research partnerships increasing capabilities to develop and execute new research programs and to access specialized expertise • Regular monitoring, review, analysis and reporting of secondary tourism-related research • Established processes and channels for timely dissemination of research and analysis

Since the creation of the tourism research division at the provincial Department of Business, Tourism, Culture and Rural Development (BTCRD) in 2009, several primary research projects have been completed and reported on, including resident and non-resident research that supports tourism stakeholders in their experience development and marketing efforts. The 2011 Provincial Visitor Exit survey, with 25 published visitor profiles derived from the survey results, provides insight into changes in travel activities and pursuits in the province. Combined with the Labrador Travel survey and the Non-resident Travel Attitudes and Motivations survey, industry has a deeper understanding of the current traveller, and target markets, further insight into competitive positioning and more support in focusing tourism sector development activities to address new travel trends and customer behavior.

Continued partnerships at federal and provincial levels ensure access to additional research insights into market trends, customer behaviour and labour force development. In partnership with the other Atlantic Canadian provinces, Newfoundland and Labrador participates in the Canadian Tourism Commission's annual *Global Tourism Watch* Canada study that provides insights into Canadians' annual travel activities in Canada, while funding contributions to Statistic Canada's *Travel Survey of Residents of Canada* (TSRC) supports one of Canada's core travel research projects. With the TSRC supplying critical provincial tourism performance indicators, the research division also works closely with its provincial and federal partners to ensure survey continuity and data quality. Through the cooperation of all provinces, Statistics Canada and the

Canadian Tourism Human Resource Council, detailed employment statistics are available on an annual basis for the tourism industries, providing a rich source of information for labour force planning and development.

While BTCRD has taken a more pro-active approach in sharing knowledge and information with the tourism sector through multiple channels, including presentations at industry conferences, various board meetings and regular submissions to Hospitality Newfoundland and Labrador's *Tourism Times* publication, efforts must continue to find more efficient reporting mechanisms and foster more regular communication of research information to a greater audience. BTCRD's tourism research division is also planning to better utilize secondary research and seek out more research partnerships with other organizations and the industry itself. Such partnerships may include those with industry that will enable the collection of more meaningful research as industry seeks to have a deeper understanding of travellers visiting their region.

3 STRATEGIC DIRECTION: Market Intelligence and Research Strategy

Summary of activities, progress and accomplishments

- Finalized, presented and published 2011 Provincial Visitor Exit Survey results, including 25 traveller profiles and the 2011 Labrador Travel Survey and Resident Travel Survey (Planning commenced for next Provincial Visitor Exit Survey for 2016)
- Completed, reported and disseminated results of Non-resident Travel Attitudes and Motivations Survey
- Continued to participate as a regional partner with other Atlantic Canada provinces in Canadian Tourism Commission's (CTC) Global Tourism Watch annual study of tourism performance and perceptions of Canada
- Continued to partner with Statistics Canada, other provinces and federal organizations in the Travel Survey of Residents of Canada, International Travel Survey
- Supported regional organizations in the province to facilitate their research projects, including comprehensive East Coast Trail user survey and economic impact study (2013/14)
- Increased pro-active sharing of research information including regular tourism performance indicators, research findings on Tourism Statistics website, submitting research / data analyses to Tourism Times and speaking opportunities with stakeholder audiences (presentations at HNL conferences, board meetings, regional organizations)

4 STRATEGIC DIRECTION: Product Development

GOAL 4.1 Develop and implement an experience strategy that resonates with sophisticated travellers, reinforces our unique brand and increases our return on investment	GOAL 4.2 Continue to improve government-owned tourism infrastructure	GOAL 4.3 Be a visible leader of environmental sustainability
Desired Outcomes • Increased variety of experiences reflecting the province's natural & cultural heritage • Sustainable travel generators, monitored and updated over time • Improved quality of existing attractions and experiences (enhanced market readiness) • Improved regional product and experience development supported by government funding	**Desired Outcomes** • Renewed, vibrant system of provincial historic sites providing authentic experiences • Provincial VIC network providing a variety of consistent, high quality services in modern, technology equipped facilities • Improved availability and capability of provincial technology infrastructure • Labrador tourism development	**Desired Outcomes** • Industry environmental code of conduct developed and implemented • Improved capability and knowledge of tourism operators regarding environmental sustainability • Increased level of adopting environmentally friendly practices • Tourism sector-wide awareness, education and incentive program to support environmental sustainability

Comprising one of the most comprehensive Strategic Directions, Product Development, which has expanded in large part to become known as experience development, has continued to be a priority focus area over the past three years. With the goal of improving and developing our tourism assets, Tourism Board partners have invested in the Destination Development Planning (DDP) process and engaged stakeholders to ensure provincial priorities are understood and aligned. Since its regional roll out in 2013, the partnership required throughout the DDP process has fostered unprecedented levels of collaboration among industry stakeholders that recognize the impact the project will have on the industry. With final reports completed in three regions (Eastern, Labrador and Western), DDP supports the development of a more profitable and sustainable tourism sector by creating an environment that leverages our marketing investments through public and private initiatives and investments to diversify traveller experiences.

Many new experience development efforts are ongoing with projects such as, the Sustainable Tourism Expansion Projects (STEP) (Twillingate – New World Island, Northern Peninsula), the development of trail clusters in various regions (Bonavista, Northern Peninsula, Fogo Island) and the expansion of community partnerships at the Provincial Historic Sites. Extending the tourism season through new festivals and events has also brought new business to communities outside of the peak tourism season. The award of UNESCO World Heritage status to the Red Bay Basque Whaling Station in 2013 was a significant community achievement, becoming the first UNESCO designated site in Labrador. Continued public and private investment in our natural, cultural and heritage assets along with innovative programming also played an important part in attracting new visitors.

The implementation of the Tourism Assurance Plan (TAP), as well as other market readiness initiatives, shows the commitment of all partners to raising the service quality and delivery standards in the industry. With a 70% compliance rate amongst industry in its first year, partners will continue TAP education and coaching efforts to encourage tourism operators to meet minimum standards, which will include a great deal of technology training. This will bring continued attention to challenges such as limited wireless access outside urban areas, provider capacity and bandwidth availability delaying WiFi service development in Labrador, as well as the ability to encourage broad-scale provision of online reservation systems.

The sustainability issues of major tourism attractions is critical for the tourism industry's positioning for future growth and investment. As the workforce ages and operators consider retirement and continued population shifts from rural to more urban areas, succession planning, especially for rural tourism operators, will be essential in keeping a critical mass of tourism experiences. In addition, the absence of environmental and tourism resource sustainability standards, guidelines and principles are also impacting industry. Government partners with mandates relating to land use will need to ensure the protection and preservation of the natural, pristine environment and resources that Newfoundland and Labrador has become known for.

4 STRATEGIC DIRECTION: Product Development

Summary of activities, progress and accomplishments

- Conducting pan-provincial Destination Development Planning (DDP) to assess visitor appeal and identify new product development opportunities in all regions; at various stages of completion
- Ongoing regional product development initiatives, including STEP Twillingate – New World Island, Vinland; trail cluster development, multi-season festivals, Labrador area-focused projects (Red Bay Visitor Experience Master Plan; Nunatsiavut Tourism Refresh project)
- Enhanced partnerships and information sharing among regional tourism organizations to facilitate and coordinate regional development activities
- Launched Tourism Assurance Plan (TAP) in 2013, ongoing communication and training initiatives through workshop delivery to facilitate compliance
- Continued focus on market readiness and quality assurance through provincial assessment programs, best practice missions and workshops
- Broadened Canada Select mandate to offer quality assurance programs beyond accommodations rating
- Introduced first minimum standards for community museums and archives as a prerequisite for funding through Cultural Economic Development Program
- Fundamental shift in experience development at Provincial Historic Sites (PHS), with a priority on engaging visitors through immersive and hands-on experiences in and outside the historic buildings
- Increased cooperation between provincial and regional VICs to improve information sharing, consistency of quality of service and to facilitate adapting to a shift in visitor counselling needs
- Implementing Phase III of Rural Broadband Initiative improving communications infrastructure
- HNL partnering with Grenfell Campus, MUN, the College of the North Atlantic and the University of Costa Rica for a study to assess the level of green/sustainable business practices by the province's tourism industry
- Environmental best practices at individual operator level, including partnership initiatives (Provincial Parks and communities in curbside recycling, restaurant association and government in greening businesses), increased use of local products

Tourism Assurance Plan

The Tourism Assurance Plan (TAP) is a customer-focused initiative that came from Tourism Board discussions pertaining to Strategic Direction 4, Product Development. Supported by all Tourism Board partners, TAP is an industry led initiative that establishes five common minimum standards to facilitate market readiness and quality assurance to ensure that Newfoundland and Labrador's tourism industry is able to remain competitive with other domestic and international destinations.

As a voluntary program, the decision to become TAP approved is 100% the decision of the operator. Operators choosing not to be TAP approved will not be prevented from operating, operating permits will not be denied and operators may choose to become TAP approved at any time. However, those that choose not to become TAP approved will be ineligible to be promoted in provincial marketing and development initiatives, quality for membership in HNL and/or participate in partnership/membership activities with regional DMOs.

OBJECTIVE

- The purpose of TAP is to elevate the quality of tourism services and attractions available in the province by focusing on meeting and exceeding visitor expectations as a means of encouraging new and repeat visitation and increased spending.

MINIMUM STANDARDS

- The ability to communicate and receive messages from customers by telephone, email and an online presence; and at a minimum, accept credit and/or debit card payment and respond to inquiries on a daily basis
- Possess and maintain valid licenses, permits and all other regulatory requirements to operate
- Maintain current and sufficient levels of liability insurance. Proof of insurance to be provided upon request
- Must deliver actual experiences or services being promoted and/or offered to the consumer
- Must be in good standing with Tourism Assurance Plan's complaints procedure

BENEFITS

- Promotion of tourism businesses that provide quality travel experiences
- Assistance to tourism businesses to improve operations
- Increase in traveller confidence in the services and attractions offered in the province
- Improved overall sustainability of the tourism sector

MONITORING

- Annual submission of Tourism Operator Profile to verify approval
- Periodic checks to validate correctness of submitted information
- Periodic requests for proof of insurance, licenses and other regulatory requirements

STAKEHOLDER COMMUNICATION

- Targeted series of webinars, industry consultations and information sessions throughout the province
- Continual references and reminders through DMOs, HNL and Tourism division in all communications with industry
- Continual communications during annual TDMS Update Process
- Continued access by operators to resources to assist in becoming TAP approved
- Continued educational guidance on specific topics relating to achieving and maintaining TAP approval

Destination Development Project

WHAT IS DESTINATION DEVELOPMENT?
A province-wide undertaking to: • Understand the tourism assets that exist in each region of the province • Identify deficiencies in product and experience offerings • Address deficiencies through the development of new and the expansion of current visitor experiences
WHY IS IT BEING DONE?
• To obtain data that will help assess the appeal of the province and its regions as a tourism destination by identifying opportunities and challenges for long-term success in growing the tourism sector • To develop an action plan that enables regions to come together to build upon their assets by developing new and expanding existing experiences • To develop a more profitable tourism industry by growing tourism visitation and spending based on improved visitor appeal
WHAT IS BEING DONE?
• Completion of a tourism resource and asset assessment for each region • Evaluation of the product and experience assets in each region that includes the existence of distinctive core attractors, quality, critical mass, satisfaction and value, accessibility and accommodation base • Validation of the experience quality and the assessment of destination success based on performance indicators such as critical acclaim, visitation, occupancy and yield • Assessment of provincial tourism sustainability
HOW IS IT BEING DONE?
• Third party consultants work with DMOs, HNL and provincial leads to identify and draft a series of findings and recommendations • Respective regional stakeholder working groups validate the findings and recommendations • Based on stakeholder feedback, consultants, DMOs, HNL and provincial leads draft the regional reports • Implementation of the reports begin with further stakeholder engagement to help identify regional and provincial priorities
WHO IS DOING IT?
• External consultant (Brain Trust in cooperation with Tourism Café Canada) • Hospitality Newfoundland and Labrador (Co-lead) • Department of Business, Tourism, Culture and Rural Development (Co-lead) • Regional Destination Management Organizations • Atlantic Canada Opportunities Agency
PROJECT STATUS
• Final reports completed for Eastern, Labrador and Western regions • Recommendations being analyzed through Opportunity Management process • Central region: started data validation in January 2015 • Northeast Avalon region: started data collection in February 2015

5 STRATEGIC DIRECTION: Tourism Technology

GOAL 5.1 Ensure all tourism partners and operators embrace technology as critical elements in attracting visitors and enhancing their experiences and services
Desired Outcomes • Improved tourism operator market readiness through the use of online marketing tools to provide information and manage customer relations • Province-wide access to broadband internet services • Continuous tourism operator engagement in emerging technologies to connect with other operators • Easy, on-demand and interactive access to information services for travellers • Utilize modern technology tools to deliver authentic traveller experiences • Increased use of technology tools by industry to manage customer relations and provide customer service

Reliable communications technology infrastructure is critical to the continued growth of the tourism sector. Government continues to implement the Rural Broadband Initiative (RBI) and as of September 2014, 789 communities (or 86% of all communities) in the province had access to broadband services. Completion of Phase III of RBI will extend broadband access to 98% of the province's population. However, with some areas of the province currently remaining unserved or underserved, as well as with bandwidth and congestion issues in Labrador, maintaining an online presence continues to be a challenge for some tourism operators. In addition, wireless access throughout the province varies greatly by provider.

Marketing Newfoundland and Labrador, its regions and attractions to potential visitors through new technology tools has been front and centre of all efforts undertaken over the past three years. HNL, the DMOs and BTCRD are leading the way in education and training and the implementation of the province's Tourism Assurance Plan demonstrates a commitment to ensure the needs and requirements of today's connected travellers are being met at a consistent level. HNL's continued investments and efforts in online learning and collaboration ensures industry access to workshops, webinars and information sessions that will move operators along the technology continuum.

Investments have also been dedicated to support improvements to the province's official tourism website, newfoundlandlabrador.com, to accommodate ease of information access, cross-selling and cross-promotion with tourism operators, with a focus on simplifing inquiries and booking processes. As a result, potential visitors have been increasingly connecting with operators through the provincial tourism website. Numerous training and education initiatives have also been directed towards social media, with the provincial government, DMOs and HNL playing lead roles in embracing these new tools to connect with potential travellers, as well as with each other. New technologies have had a positive impact on tourism operators' ability to attract visitors and to deliver their services and experiences and the Provincial Historic Sites have also incorporated technology to engage visitors through new hands-on and interactive experiences. Visitor Information Centres also provide improved and more engaged visitor services and Provincial Parks are now offering Wi-Fi services to park visitors. The launch of the province's *Traveller's Guide* mobile app, as well as the Destination St. John's mobile app, have proven valuable tools in assisting travellers to find places to go, stay, eat and explore.

However, the technology components within the minimum standards of TAP are revealing a culture around technology that will be difficult to change for some segments of the tourism sector. The year round answering of phones and emails, along with online presence and booking systems remain challenging for some segments, indicating that the adoption of advanced technology remains somewhat slow. While education and training initiatives will assist, broadband access and addressing the significant broadband inadequacies in Labrador will be critical in encouraging operators to adapt to new technological ways of thinking.

5 STRATEGIC DIRECTION: Tourism Technology

Summary of activities, progress and accomplishments

- Continued investment in quality assurance and market readiness programs to provide tourism operators with the knowledge and guidance needed to adopt technology-based tools including the introduction of the Tourism Assurance Plan; continued focus on operator training and education in social media and web technology, investments and increased efforts in online learning and collaboration enhancing tourism operator access to participate in training and education opportunities
- Implemented changes to newfoundlandlabrador.com to accommodate ease of information access, cross-promotion and cross-selling with tourism operators, including implementation of responsive web design and “book now” links to tourism operator pages, additional content and functionality enhancements, including new regional pages, travel trade section, partnership with Restaurant Association of Newfoundland and Labrador to enhance Food & Dining section, improvements to operator business listings and to “Special Offers” section
- Continued investment in the provincial government’s Rural Broadband Initiative (Phase II in 2013; Phase III in 2014) and Wi-Fi access in provincial parks; extended from 5 parks in 2011 to 12 parks in 2014
- Development of interactive exhibits at PHS
- Launch of Destination St. John’s (DSJ) mobile app and provincial Traveller’s Guide mobile app
- DSJ production of a virtual FAM tour of St. John’s resulting in an innovative and creative multi-channel marketing tool (15-30 video vignettes)

6 STRATEGIC DIRECTION: Brand Marketing

GOAL 6.1 Continue to build differentiated tourism brand and leading tourism marketing position	GOAL 6.2 Identify and pursue new and emerging market opportunities	GOAL 6.3 Ensure clear understanding of roles and responsibilities of all stakeholders in promoting the province as a destination
Desired Outcomes • Use of innovative and non-traditional forms of marketing for special or niche opportunities • Increased level of awareness, interest and conversion to actual visitation • Improved competitive position as a travel destination • Continuous efforts to take advantage of cost-effective marketing opportunities with federal / provincial partners	**Desired Outcomes** • Multi-year strategic marketing plan • Newfoundland and Labrador Tourism leadership in adopting new / innovative technology marketing tools and providing technology base that operators can take advantage of	**Desired Outcomes** • Maintain consistent tourism brand message across all tourism sector levels • Increased tourism brand recognition and awareness • Operators adopt and utilize marketing templates and toolkits to facilitate marketing efforts • Streamlined and coordinated marketing and advertising efforts at provincial, regional & local levels

The success of Newfoundland and Labrador's provincial marketing campaign has been phenomenal. The *"Find Yourself"* advertising campaign has garnered much attention. With five new tourism ads and 12 innovative social media campaigns during the 2012-2014 period, the province has earned additional awards, for a total of 223 since 2006. As a result, Newfoundland and Labrador Tourism has registered consistent growth in its online presence and social media channels, has been rated a top performer in social media engagement among Canadian destination marketing organizations and has won 15 awards for its online and social media initiatives. This has lead to all-time high levels of brand awareness and increased interest in visiting the province. This was achieved despite the significant reduction in the provincial tourism marketing budget in 2013/2014, which was fully reinstated through collective advocacy and communications efforts in 2014/2015.

While non-resident visitation (500,000+) and total tourism spending in the province ($1 billion+) reached new milestones during the 2012-14 period, the province's tourism stakeholders also had marked achievement in cooperating to streamline marketing efforts. By embracing and utilizing the power of online marketing channels, the province, DMOs and operators have shown high levels of creativity in developing provincial and regional Facebook, Flickr and YouTube content, with the various campaigns resulting in millions of impressions, thousands of hours of video views, high levels of audience engagement, national and international TV exposure and over 10,000 direct airline bookings. However, there remains a need to better engage the tourism industry to leverage their quality content to add to the effectiveness of provincial digital strategies.

Travel trade, travel media, cruise lines and new international niche outdoor, nature and wildlife travel companies have shown increased interest in the province, in part due to the collaborative efforts of tourism stakeholders conveying consistent brand messaging at trade shows and during familiarization tours. Stakeholder investment in the St. John's Convention Centre expansion over the past three years has been crucial to maintaining competitiveness in the Meetings and Conventions sector. However, a number of tourism industry associations continue to work in isolation of Tourism Board partners with respect to marketing and efforts must be made to create better connections with such groups to show the value of consistent brand messaging.

The significant reduction in the provincial tourism marketing budget in 2013/2014 also created a set-back in the collective marketing efforts. While the remaining budget was managed well and the partial reinstatement in 2014/2015 helped to maintain Newfoundland and Labrador's market position, the reduction impacted the achievement of significant gains. Moving forward in continuing our marketing efforts, it will be important to shift focus on shortening the visitor path to purchase to make it easier for travellers to make the travel decision to visit Newfoundland and Labrador.

6 STRATEGIC DIRECTION: Brand Marketing

Summary of activities, progress and accomplishments

- Province maintains competitive position against the Maritimes, with continued growth of non-resident and resident travel activity and non-resident visitation reaching over 500,000 in 2012 and 2014
- Reinstatement of tourism marketing budget through collective advocacy and communications efforts in budget year 2014/15
- Continued to build destination awareness and interest through integrated, multi-channel marketing campaigns that resulted in increased reach and engagement; released five new ads resulting in 2013 Non-resident Travel Attitudes and Motivations Survey showing highest level of advertising awareness for the province compared to seven other competitor destinations
- Provincial campaigns, including 12 social media campaigns, resulted in millions of impressions, thousands of hours of video views, high levels of audience engagement, exposure on national and international TV, over 10,000 direct airline bookings
- Marketing partnerships with airlines support messaging to increase awareness of ease of access to the province
- NL Tourism first in Canada to co-op with tour operators to produce tour operator itinerary videos and testimonials for trade distribution, social media and training purposes
- Leveraging Atlantic Canada Tourism Partnership (ACTP) to promote province in the US and UK, Destination Canada partner program to promote province in Germany
- Reduced duplication in marketing and advertising efforts at provincial/regional level, including expansion of regional content on newfoundlandlabrador.com, unified NL presence at consumer trade shows, including regional content
- Training and industry development initiatives for packaging, travel media training, social media, capacity building, festivals and events, culinary development

7 STRATEGIC DIRECTION: Workforce Development

GOAL 7.1 Instill a sense of pride, encourage a spirit of hospitality, and foster a positive relationship between our industry and the communities who will help us achieve Vision 2020	GOAL 7.2 Focus efforts on attracting and retaining a skilled tourism workforce
Desired Outcomes • Increased recognition of tourism as an important contributor to province's, regions' and communities' economic and social well-being • Elevated image of tourism sector in communities	**Desired Outcomes** • Recognition of the tourism sector offering dynamic and exciting work opportunities • Broad range of job opportunities, competitive wage and compensation rates relative to other industries to keep skilled workers in the province • Increased focus on training, professional and skill development by tourism operators • Highly skilled, dynamic, professional workforce to deliver quality services and experiences • Increased use of training and education partnerships to facilitate training and development with a broad range of training, education and professional development programs

The people of this province and their culture, heritage and personal stories are an integral part of Newfoundland and Labrador's attractiveness for travellers. Many travel experiences are defined by personal encounters with locals, making "front line" workers and tourism's workforce, in general, a critical element in driving tourism success. Efforts by HNL and the DMOs have resulted in more and more communities engaging in the industry as tourism has long been recognized as an engine capable of powering economic development in both urban and rural areas of the province. However, many communities continue to struggle to realize their tourism potential due to a lack of infrastructure, critical mass of regional tourism product and resources to maintain and operate attractions. This, in turn, makes it difficult to attract employees and provide professional development opportunities in areas where such opportunities would be most welcome.

Fierce competition for human resources, rising labour costs, increasing labour shortages, and changes to employment insurance regulations and employment support programs, are a few challenges the tourism sector is facing in developing a professional and dynamic workforce. Led by HNL, efforts continue to raise the professional image of the tourism sector, to foster positive attitudes towards training and professional skills development and to advocate and work with government at all levels to address and alleviate labour issues. The perception of the career viability in the tourism industry persists with tourism industry jobs often being seen as entry-level, providing limited career opportunities, especially compared to the employment options that exist in competing industries.

With many tourism businesses located in rural areas and more than half employing fewer than ten people, it remains important for the tourism sector to offer competitive job opportunities. Since the recession, over 2,000 jobs have been added in all tourism industries, totaling 18,165 in 2012 and benefiting full and part-time employment, as well as female and male workers. Furthermore, average hourly compensation per tourism job is now surpassing the Canadian average. With an already limited pool of available human resources, the tourism industry must compete for labour by encouraging skills development, however, there remains a low awareness of available training opportunities, the funding available for training and skill development, as well as the benefits such opportunities bring to operators. Creative solutions for labour must be explored and while the shift to older employees (45+) is up 24% between 2009-2012, the employment of youth (15-24) is only up 8% in the same period. In addition, new federal employment insurance policies present new opportunities for access to labour but could also negatively affect seasonal workforce in terms of re-hiring long-term seasonal employees and having to train new staff every season. Also, changes to the existing guidelines and policies around temporary foreign workers in June 2014 limits access to labour.

Recognizing that training and professional development opportunities are essential, not only to attract and retain workers, but also to provide a high level of service quality, HNL continues to promote industry certification programs available across a full range of tourism occupations, with over 100 *emerit* registrations and certifications achieved between 2012 and 2014. The three-year Skills, Knowledge and Workforce Provincial Action Plan, to be launched in 2015, will be critical in addressing industry training needs, workforce skills and knowledge gaps to ensure the long-term sustainability of the tourism sector.

7 STRATEGIC DIRECTION: Workforce Development

Summary of activities, progress and accomplishments

- HNL continues to lead in delivering recruitment and retention messaging for the tourism sector focusing on the sector's economic contribution and social well-being in communities, public recognition of tourism employees receiving professional certification, with over 100 *emerit* registrations and certifications achieved between 2012 and 2014, and continued promotion and communication of industry certification programs available across a full range of tourism occupations
- Led by HNL, developed a three-year Skills, Knowledge and Workforce Provincial Action Plan to address industry training needs, to be launched in 2015
- HNL Tourism Excellence Awards continue to recognize industry leadership in driving community engagement in tourism development
- Continued job recovery from losses during recession in 2009, with over 2,000 jobs in tourism industries recovered by 2012 (18,165 total jobs, including 16,788 employee jobs and 1,377 self-employed) and 10% more tourism jobs in 2012 than in 2009, with more full-time jobs added than part-time jobs
- Steady increase in average hourly compensation, surpassing the Canadian average in tourism industries in the period 2010 to 2012
- Number of jobs in tourism industries increasing across all age groups with the exception of 35-44 age group, providing career opportunities to a wide range of the population and providing employment opportunities for both female and male workers, with job growth occurring for both genders

EMPLOYMENT IN TOURISM INDUSTRIES IN NEWFOUNDLAND AND LABRADOR

(Employee jobs only, excludes self-employed jobs)

TRANSPORTATION

Number of jobs:	3,380
Average weekly hours worked:	36.5
Average hourly wages:	$27.87
Full-time/part-time jobs:	3,001/ 380
Female/male jobs:	1,000/2,381
Share of jobs by age:	
15-24:	227 (7%)
25-34:	590 (17%)
35-44:	723 (21%)
45+:	1,840 (54%)

ACCOMMODATIONS

Number of jobs:	2,071
Average weekly hours worked:	33.8
Average hourly wages:	$24.09
Full-time/part-time jobs:	1,775/296
Female/male jobs:	1,339/732
Share of jobs by age:	
15-24:	44 (21%)
25-34:	297 (14%)
35-44:	n/a*
45+:	n/a*

FOOD & BEVERAGE SERVICES

Number of jobs:	9,203
Average weekly hours worked:	28.7
Average hourly wages:	$16.79
Full-time/part-time jobs:	5,559/3,643
Female/male jobs:	6,012/3,190
Share of jobs by age:	
15-24:	4,104 (45%)
25-34:	1,915 (21%)
35-44:	908 (10%)
45+:	2,275 (25%)

RECREATION & ENTERTAINMENT

Number of jobs:	1,567
Average weekly hours worked:	29.2
Average hourly wages:	$19.26
Full-time/part-time jobs:	n/a*
Female/male jobs:	681/886
Share of jobs by age:	
15-24:	841 (54%)
25-34:	n/a*
35-44:	n/a*
45+:	n/a*

TRAVEL SERVICES

Number of jobs:	567
Average weekly hours worked:	33.3
Average hourly wages:	$22.33
Full-time/part-time jobs:	n/a*
Female/male jobs:	457/111
Share of jobs by age:	
15-24:	122 (22%)
25-34:	n/a*
35-44:	n/a*
45+:	167 (29%)

ALL INDUSTRIES

Number of jobs:	16,788
Average weekly hours worked:	31.1
Average hourly wages:	$20.80
Full-time/part-time jobs:	11,863/4,925
Female/male jobs:	9,488/7,300
Share of jobs by age:	
15-24:	5,739 (34%)
25-34:	3,164 (19%)
35-44:	2,221 (13%)
45+:	5,664 (34%)

*Numbers suppressed to meet Statistics Canada confidentiality requirements

CONTINUING OUR JOURNEY
Next Steps

Representing the halfway mark to 2020 since the launch of *"Uncommon Potential: A Vision for Newfoundland and Labrador Tourism"* in 2009, this *2015 Milestone Report* demonstrates that progress that has been made in the implementation of all Strategic Directions through cooperation, re-alignment of all stakeholders' efforts and concerted strategic thinking. Forward movement within each Strategic Direction is a result of diverse stakeholder input, balancing focus areas that benefit the tourism sector and support its continued sustainability. To ensure continued achievement of the desired outcomes for 2020, Tourism Board partners are motivated to maintain the momentum that has built since *Vision 2020's* launch. With the implementation of the provincial Tourism Assurance Plan and the Destination Development Planning processes well under way, the Tourism Board is looking at the next steps that need to be taken in moving towards the collective goal.

The environment in which the tourism industry operates is constantly changing. As an industry that prides itself on its potential of being a truly sustainable economic driver in the province that touches each and every community, the Tourism Board recognizes the need for support of the industry in its efforts to achieve economic stability and continuity. As oil prices fluctuate, government investment changes and operators move in and out of the industry, there are many reasons to examine sustainability as a critical factor in the success of the tourism industry. Investment in tourism remains strong, with many partners heavily investing directly and indirectly in the sector. Addressing the issue of sustainability crosses all Strategic Directions and has real implications on the ability to achieve the desired outcomes. Examining how economic continuity and sustainability of the tourism sector can be secured will be a priority for the Tourism Board in the next quarter of *Vision 2020* implementation.

With *Vision 2020* serving as the strategic plan guiding collective efforts, the Tourism Board recognizes that the strategy needs to be adaptable to the operating environment, as well as relevant to and reflective of the opportunities and challenges lying ahead. The halfway point to 2020 marks a timely occasion to assess the underlying premises of *Vision 2020*, its strategic directions and the desired outcomes and to make adjustments as needed to ensure an accurate understanding of the priorities and goals. As a best practice in itself, a strategic review will serve to refresh the shared vision for the tourism sector in Newfoundland and Labrador and signify a pro-active approach to addressing constant change in the world of travel and tourism.

With only five years remaining until 2020, the Tourism Board has already started looking beyond the finish line. While motivated to accomplish the goals laid out in *Vision 2020* by 2020, a long-term approach must be taken to consider how the tourism sector's role as a future economic driver will be maintained. As the Tourism Board continues to advise on the implementation of *Vision 2020*, operators, community leaders, volunteers and anyone who has ever seen themselves as part of the tourism network is invited to engage and participate in the celebration of the industry's collective successes, as well as in the work required to resolve the challenges. With the progress made and accomplishments achieved in implementing *Vision 2020* during the past six years, the tourism sector in Newfoundland and Labrador is well positioned for sustaining growth and welcoming visitors to a lifetime of experiences.

APPENDIX
Key Performance Indicators

Key Performance Indicators

	2007	2008	2009	2010	2011*	2012	2013	2014**
Total tourism spending ($M)	**$789.7**	**$846.7**	**$847.3**	**$878.4**	**$999.7**	**$980.7**	**$1,071.9**	
Non-resident spending ($M) (1)	$357.4	$369.3	$374.6	$410.4	$424.6	$458.9	$467.3	$491.1
Air	*$278.5*	*$297.1*	*$299.7*	*$335.0*	*$327.5*	*$359.1*	*$372.5*	*$401.6*
Auto	*$76.7*	*$70.6*	*$73.6*	*$73.8*	*$96.1*	*$96.4*	*$92.2*	*$87.1*
Cruise	*$2.2*	*$1.6*	*$1.3*	*$1.8*	*$1.0*	*$3.4*	*$2.7*	*$2.4*
Resident spending ($M) (2)	$432.3	$477.4	$472.7	$468.0	$575.1	$521.8	$604.6	
Non-resident visitation (1)	490,100	480,100	483,190	518,520	459,069	505,295	497,933	507,901
Air	*333,900*	*346,200*	*348,335*	*380,201*	*335,592*	*360,015*	*367,172*	*388,436*
Auto	*127,500*	*114,100*	*118,688*	*116,189*	*108,054*	*106,197*	*99,919*	*92,644*
Cruise	*28,700*	*19,800*	*16,167*	*22,130*	*15,423*	*39,083*	*30,842*	*26,821*
Resident person visits (million) (2)	2.741	2.785	3.098	3.269	4.072	3.613	3.792	

*2011 – 2014 Results are not directly comparable to previous years due to change in methodology to estimate resident and non-resident spending
**2014 Resident information not yet available (February 2015)

	2008	2009	2010	2011	2012	2013	2014
Room nights available (1)	2,590,538	2,611,960	2,649,072	2,649,742	2,686,563	2,646,689	2,692,903
Room nights sold (1)	1,240,627	1,256,846	1,327,522	1,343,028	1,347,795	1,365,098	1,358,700
Roofed accommodation occupancy (1)	47.9%	48.1%	50.1%	50.7%	50.2%	51.6%	51.3%
Average daily rate (1)	$106.23	$107.85	$ 111.42	$ 115.62	$121.02	$127.74	$133.58
Cruise ship port calls (3)	152	107	133	75	81	64	69
Cruise ship ports (3)	50	35	48	38	34	23	26
Airport passenger movements (4)	1,829,661	1,785,274	1,911,193	2,070,198	2,225,374	2,275,356	2,420,206
Inbound seat capacity (non-stop) (5)	903,877	936,516	1,036,589	1,068,203	1,090,379	1,141,959	1,268,137
Intra-provincial seat capacity (non-stop) (5)	423,387	392,052	382,438	404,724	447,498	423,667	446,980
Marine Atlantic ferry crossings (6)	2,155	1,939	2,126	1,914	1,857	1,717	1,606
Marine Atlantic passenger movements (6)	387,642	397,737	383,576	365,397	353,722	329,321	307,257
Passengers per crossing	180	205	180	191	190	192	191
Marine Atlantic passenger related vehicles (6)	131,702	138,273	132,532	127,333	124,309	116,650	110,025
Facebook likes (7)	-	-	11,025	27,722	34,350	51,920	83,493
Twitter followers (7)	-	-	1,625	4,143	8,404	16,437	27,115
YouTube subscribers (7)	-	-	200	517	1,094	3,277	5,380
YouTube views (7)	-	-	101,867	306,682	407,422	1,459,045	1,060,016
Inquiries (all sources) (7)	78,716	64,119	57,500	51,942	54,054	51,991	38,065
Website visits (newfoundlandlabrador.com) (7)	859,232	1,077,590	1,197,727	1,199,276	1,538,505	1,872,997	1,937,583
Number of large events* (8)	78	81	95	104	90	104	99
Large event room nights (8)	41,961	36,472	43,304	44,425	32,344	42,252	37,600
Number of delegates (8)	15,979	17,541	22,915	22,705	22,149	25,907	24,490

*50 or more room nights
2014 Accommodations statistics preliminary; subject to change pending further reporting by operators

Sources:(1) Department of Business, Tourism, Culture and Rural Development Tourism**;** (2) Statistics Canada Travel Survey of Residents of Canada; (3) Cruise Newfoundland and Labrador; (4) Transport Canada, in co-operation with Airport Managers; (5) Diio Mi Air Access database; (6) Marine Atlantic; (7) Newfoundland and Labrador Tourism; (8) Destination St. John's

Workforce

Jobs in Tourism industries*	2008	2009	2010	2011	2012**
Total jobs in tourism industries in NL	16,901	16,105	16,557	17,254	18,165
Transportation	*2,858*	*2,923*	*3,327*	*3,455*	*3,699*
Accommodation	*2,335*	*2,016*	*2,130*	*2,134*	*2,179*
Food and beverage	*9,471*	*8,995*	*8,868*	*9,254*	*9,758*
*Recreation and entertainment/Travel services****	*2,237*	*2,171*	*2,231*	*2,412*	*2,529*
Jobs in total Newfoundland & Labrador economy	210,710	205,465	212,625	221,250	227,560
Jobs in tourism industries as % of total NL economy	8.02%	7.84%	7.79%	7.80%	7.98%
Employee jobs	16,028	15,188	15,500	16,118	16,788
Self-employed jobs	872	917	1,057	1,136	1,377
Full-time jobs	11,570	11,409	11,965	11,562	12,514
Part-time jobs	5,331	4,696	4,592	5,692	5,652
Male employees (employee jobs only)	9,472	8,832	8,904	9,333	9,488
Female employees (employee jobs only)	6,557	6,357	6,596	6,785	7,300
15-24 (employee jobs only)	5,885	5,290	5,164	5,573	5,739
25-34*** (employee jobs only)		2,683	2,573	2,970	3,164
35-44*** (employee jobs only)	10,143	2,654	2,554	2,291	2,221
44+*** (employee jobs only)		4,561	5,209	5,283	5,664
Immigrant jobs (employee jobs only)	388	372	358	393	436
Non-immigrant jobs (employee jobs only)	15,641	14,816	15,142	15,725	16,352
Average weekly hours worked per job (NL tourism industries)	33.4	33.0	32.8	31.2	31.0
Canadian average (Tourism industries)	*29.9*	*29.3*	*29.1*	*28.9*	*29.3*
Total Newfoundland & Labrador economy	*35.6*	*34.8*	*34.5*	*34.8*	*35.0*
Average hourly compensation per job (NL tourism industries)	$16.65	$19.20	$20.14	$22.00	$23.07
Canadian average (Tourism industries)	*$18.99*	*$19.72*	*$20.09*	*$20.64*	*$20.77*
Total Newfoundland & Labrador economy	*$24.63*	*$28.08*	*$28.91*	*$30.05*	*$31.72*

*The number of jobs includes all jobs required to produce commodities in the tourism industries whether they are consumed by visitors or by local residents
**Most recent year available
***Individual data not reported by Statistics Canada to meet the confidentiality requirements of the Statistics Act
Employee jobs only statistics exclude self-employed jobs

Source: CTHRC Provincial Human Resource Module, June 2014

www.uncommonpotential.com