



HOSPITALITY
NEWFOUNDLAND & LABRADOR

STRATEGIC PLAN

2026-2030

MEMBER- FOCUSED
ISSUES-DRIVEN



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INTRODUCTION

Established in 1983, Hospitality NL is a non-profit, member-based organization that has spent over 40 years leading, supporting, and representing the interests of Newfoundland and Labrador's tourism industry.

As the collective voice of the sector, Hospitality NL plays a central role in connecting stakeholders, advocating on critical industry issues, and building the capacity of tourism businesses across the province. Through strong relationships with industry, government, and partners, Hospitality NL works to remove barriers, strengthen workforce and business development, and ensure tourism is recognized for its economic and community impact.

This Strategic Plan for 2026–2030 reaffirms Hospitality NL's role as a connector, advocate and champion for tourism in Newfoundland and Labrador. It builds on previous strategic direction while responding to emerging industry challenges and opportunities.

Designed to be clear, focused, and accessible, this plan is intended to guide decision-making for Hospitality NL's Board and staff, inform government and funding partners, and provide transparency to members and the public. By 2030, Hospitality NL envisions a thriving tourism community where the industry is recognized and respected as a pillar of the provincial economy.

This document outlines how Hospitality NL will achieve that vision, organized around four strategic pillars with corresponding priorities and objectives that will guide the organization's work over the next five years.

OVERVIEW

Strategic Plan 2026-2030 was guided by the Board of Directors and senior management through a comprehensive strategic planning process designed to reflect both organizational priorities and the evolving needs of the tourism industry in Newfoundland and Labrador.

The process included a Board strategic planning session, organizational discussions, a member survey and focus group, and a review of emerging industry trends and opportunities. Attention was given to key issues affecting tourism operators, including workforce challenges, digital transformation, industry sustainability, access and transportation, visitor expectations, training needs, and overall industry competitiveness.

As a member-driven organization, Hospitality NL recognized the importance of ensuring that industry voices and member perspectives were central to the planning process. Member feedback was considered alongside organizational priorities, industry trends, labour market information, digital transformation opportunities, membership priorities and long-term sustainability considerations. Together, these inputs helped shape the strategic priorities, objectives and initiatives that will guide Hospitality NL's work from 2026–2030.

The Board of Directors and senior management reviewed the findings from the member survey and focus group alongside organizational priorities, industry trends, workforce and labour market information, digital transformation opportunities, membership engagement priorities, and long-term sustainability considerations. This process helped shape the strategic priorities, objectives, and initiatives that will guide Hospitality NL's work from 2026-2030.

Hospitality NL staff also contributed to the process, recognizing the important role the organization's team will play in implementing the Strategic Plan through advocacy, workforce initiatives, training programs, industry development projects, events, partnerships, and member services.





MISSION: *To build a vibrant tourism community and economy by connecting the industry, removing barriers, and advocating with one voice.*

VISION: *Our vision is to position Newfoundland and Labrador Tourism as a recognized and respected pillar of the provincial economy.*

CORE VALUES

WHOLE INDUSTRY PERSPECTIVE

Respecting diverse needs of rural and urban members across the province.

ENVIRONMENT

Dedicated to sustainable development of natural and cultural resources.

TECHNOLOGY

Encouraging members to integrate technology for growth and profitability.

ACCESSIBILITY

Ensuring all members can access the resources and tools they require.

SUSTAINABILITY

Preserving natural, cultural, and economic integrity for future generations.

SWOT ANALYSIS

STRENGTHS

- Strong reputation in advocacy, supported by constructive and respectful relationships with government
- Dedicated and engaged Board of Directors
- Mature and well-managed organization
- Strong, transparent reporting practices
- Responsible financial management
- Strong reputation with funders
- Deep sector knowledge and staff expertise
- Passionate and resilient team
- Highly collaborative organization
- Respected and valued partner in collaborative initiatives

OPPORTUNITIES

- Expand accessible, flexible and technology-enabled training across the province.
- Positioning tourism as a viable industry across public and private sectors
- Expand culinary and food tourism product development.

WEAKNESSES

- Training delivery methods require modernization
- Not all members fully understand or recognize the value of Hospitality NL membership
- Limited visibility and presence in regions outside the Avalon Peninsula
- Management and leadership succession planning requires strengthening
- Perception challenges related to receiving government funding and its impact on advocacy independence
- Inconsistent communication of organizational successes to members and the broader industry
- Membership is voluntary and not a mandatory requirement within the industry

THREATS

- Leadership capacity and succession risk
- Loss of key staff and institutional knowledge
- Aging demographic of the population
- Workforce recruitment and retention challenges
- Confusion of roles and responsibilities within the tourism ecosystem

Strategic Action Areas

Hospitality NL's Strategic Action Areas are organized around the organization's core strategic pillars and reflect its role as the voice of the tourism industry in Newfoundland and Labrador.

Together, these pillars provide the framework through which Hospitality NL will advocate for the industry, strengthen industry capacity, support members, and ensure the long-term sustainability and competitiveness of the tourism sector.

Advocacy at the Core



At the center of Hospitality NL's work is advocacy. Advocacy is the foundation that supports and connects all areas of the organization's work and remains Hospitality NL's primary role. The organization's workforce initiatives, training programs, industry development projects, digital transformation efforts, membership engagement activities, partnerships, and organizational growth all contribute to strengthening Hospitality NL's ability to advocate effectively on behalf of the tourism industry.

Strengthening Industry Insight & Relationships



By working directly with tourism operators across the province through programs, projects, events, training, and member engagement, Hospitality NL is able to better understand the realities, challenges, and opportunities facing the industry. This work strengthens the organization's industry knowledge, relationships, and credibility, ensuring advocacy efforts are informed by real industry needs and experiences.

Supporting a Strong & Sustainable Industry



Hospitality NL recognizes that a strong tourism industry requires more than advocacy alone. The industry's long-term success depends on workforce development, innovation, digital transformation, industry collaboration, strong member engagement, and organizational sustainability. These areas are deeply interconnected and collectively support a stronger, more resilient tourism sector.

The 4 Pillars

The following Strategic Action Areas outline the priorities, objectives, and initiatives that will guide Hospitality NL's work from 2026-2030. Together, they reflect the organization's commitment to supporting its members, strengthening industry capacity, advancing tourism development, and ensuring Newfoundland and Labrador's tourism industry continues to grow as a vital contributor to the provincial economy and communities across the province.



The center of Hospitality NL's work is advocacy. Advocacy is the foundation that supports and connects all areas of the organization's work and remains Hospitality NL's primary role.

How Advocacy is Strengthened



Workforce Initiatives

Addressing labour shortages and building a skilled, sustainable workforce.



Training Programs

Delivering industry-relevant training that builds capacity across the sector.



Industry Development

Supporting projects that drive innovation and growth across tourism.



Digital Transformation

Embracing technology and digital tools to modernize the industry.



Membership Engagement

Understanding real challenges through direct collaboration with members.



Partnerships

Collaborating with stakeholders to amplify industry impact.



Organizational Growth

Strengthening internal capacity for long-term advocacy.

Strategic Pillar 1

ADVOCACY

Advocacy is Hospitality NL's primary role and the foundation of its work on behalf of Newfoundland and Labrador's tourism industry. Over the next five years, Hospitality NL will strengthen its leadership by advancing evidence-based industry priorities, building productive relationships with all orders of government, and advocating for policies, investments and solutions that support a competitive, sustainable and resilient tourism sector.

Our advocacy will be informed by the experiences and priorities of tourism operators across Newfoundland and Labrador. Through ongoing member engagement, industry consultation, research and collaboration with partners, Hospitality NL will identify emerging issues, understand regional and sector needs, and ensure the industry's voice is represented in government policy, planning and decision-making.

Hospitality NL will focus its advocacy on the issues that have the greatest impact on the industry's ability to grow and compete. This includes workforce and labour challenges, transportation and access, business competitiveness, industry sustainability, investment and other emerging priorities. We will also continue to demonstrate the economic and community impact of tourism and strengthen recognition of the industry's contribution to Newfoundland and Labrador.

Through this work, Hospitality NL aims to create a stronger environment for tourism businesses to succeed, reduce barriers to industry growth, and ensure tourism has a meaningful voice in decisions that affect its future. By bringing industry, government and partners together around shared priorities, Hospitality NL will help position tourism as a vital contributor to communities and the provincial economy.

OBJECTIVES

ACTIONS

1. Strengthen advocacy and government relations

- A.** Establish and update annual advocacy priorities based on industry needs.
- B.** Meet regularly with municipal, provincial, and federal government representatives.
- C.** Develop position papers, briefing notes, and advocacy materials on key industry issues.
- D.** Participate in government consultations, committees, and working groups.

2. Advocate for industry growth, sustainability, and competitiveness

- A.** Advocate for solutions related to workforce shortages, labour challenges, and transportation access.
- B.** Support policies and initiatives that strengthen tourism competitiveness and long-term sustainability.

3. Strengthen industry engagement and collaboration

- A.** Promote the economic and community impact of tourism across Newfoundland and Labrador.
- B.** Conduct member consultations, surveys, and engagement activities to identify industry priorities.
- C.** Ensure both rural and urban tourism perspectives are represented in advocacy efforts.
- D.** Collaborate with DMOs, industry associations, and economic development partners on shared priorities and initiatives.

Strategic Pillar 2

SKILLS, WORKFORCE AND KNOWLEDGE DEVELOPMENT

Building a strong, competitive, and sustainable tourism industry requires continued investment in workforce development, training, innovation, digital adoption, and industry capacity. As the tourism industry evolves, operators continue to face challenges related to workforce shortages, changing visitor expectations, digital transformation, operational pressures, and long-term business sustainability.

KEY INITIATIVES



We Are Tourism

Workforce Sustainability Initiative

Addressing workforce shortages and building long-term labour sustainability across the tourism sector.



Digital Transformation & AI

For a Resilient Tourism Sector

Supporting operators to adopt practical digital tools and AI to strengthen business operations.



Culinary Tourism

Tourism Product Development

Developing authentic tourism products and experiences that showcase Newfoundland and Labrador.



Exceptional Experiences NL

Visitor Experience Excellence

Helping operators create memorable, high-quality visitor experiences that drive return visits.

Hospitality NL will support workforce development, skills training, digital transformation, tourism product and experience development, and industry collaboration across Newfoundland and Labrador.

SKILLS, WORKFORCE & KNOWLEDGE DEVELOPMENT

OBJECTIVES & ACTIONS

OBJECTIVES

ACTIONS

1. Strengthen workforce Development, Training and Industry Capacity

- A.** Deliver workforce initiatives, training programs, mentorship opportunities, and employer supports that address labour market and industry challenges.
- B.** Provide accessible learning and professional development opportunities through in-person, online, and hybrid delivery formats.
- C.** Support leadership development, HR capacity, workforce sustainability and inclusive workforce participation across the tourism sector.

2. Support Digital Transformation, Innovation & Business Growth

- A.** Support tourism operators in adopting practical digital tools, AI applications, and business technologies that improve operations, marketing, productivity, and customer experience.
- B.** Deliver digital readiness supports, training, workshops, and innovation initiatives that strengthen business performance and competitiveness.
- C.** Share industry insights, trends, tools, and best practices that support informed decision-making and long-term business sustainability.

3. Strengthen Tourism Products, Visitor Experiences & Industry Collaboration

- A.** Support tourism operators in developing and enhancing tourism products, visitor experiences, and market-ready offerings through initiatives such as Seasoned NL and Exceptional Experiences NL.
- B.** Promote service excellence, innovation, and continuous improvement across the tourism industry.
- C.** Strengthen collaboration, partnerships, networking, and knowledge sharing across the tourism ecosystem.

Strategic Pillar 3

MEMBERSHIP OPPORTUNITIES AND ENGAGEMENT

As a membership-driven organization, Hospitality NL's strength is rooted in the engagement, diversity, and success of its members. With more than 500 tourism operators represented, a strong and diverse membership base is essential to building a connected industry, strengthening collaboration, and ensuring tourism operators across Newfoundland and Labrador have a unified voice.

Over the next five years, Hospitality NL will focus on growing and diversifying its membership to ensure more tourism operators are engaged, represented, and connected. Membership growth is about more than numbers. It is about building meaningful relationships, creating opportunities for collaboration and knowledge sharing, and delivering value through advocacy, industry leadership, networking, training, programs, partnerships, and ongoing communication.

By strengthening how it communicates its impact and value, Hospitality NL will help members better understand the work being done on their behalf and the opportunities available to them. A stronger, more engaged membership will increase Hospitality NL's collective impact and contribute to a more connected, collaborative, and resilient tourism industry.

Membership Growth

Growing and diversifying the membership base across the province



Meaningful Relationships

Building connections, collaboration, and delivering real value



Networking & Events

Industry meetings, conferences, and knowledge-sharing opportunities



Training Opportunities

Programs supporting tourism businesses and workforce development



Communication & Impact

Increasing awareness of advocacy efforts and industry leadership



Industry Partnerships

Strengthening partnerships that support tourism across NL



MEMBERSHIP OPPORTUNITIES & ENGAGEMENT

OBJECTIVES & ACTIONS

OBJECTIVES

ACTIONS

1. Grow and diversify Hospitality NL's membership base

A. Increase outreach and engagement with tourism operators across sectors and regions.

B. Promote the value and benefits of membership through targeted communications and engagement initiatives.

C. Strengthen industry participation and encourage broader representation within Hospitality NL membership.

D. Increase engagement with emerging, younger, and new tourism operators while encouraging a more diverse, inclusive, and representative membership base.

2. Strengthen member engagement, communication, and value

A. Clearly communicate Hospitality NL's impact, advocacy efforts, programs, and industry outcomes.

B. Continue to deliver conferences, networking, regional events, industry meetings, and engagement opportunities that strengthen collaboration and industry connection.

C. Strengthen digital engagement tools, communication systems, and access to member resources and information.

3. Enhance member experience and organizational support for membership growth

A. Gather and respond to member feedback through surveys, consultations, and engagement activities.

B. Recognize and promote member achievements, innovation, and industry contributions.

C. Strengthen membership systems, data, reporting and service processes to support member experience, retention and long-term membership growth.

Strategic Pillar 4

ORGANIZATIONAL STRENGTH AND SUSTAINABILITY

A strong and sustainable organization is essential to effectively supporting Newfoundland and Labrador's tourism industry. As Hospitality NL's role continues to grow through advocacy, workforce initiatives, industry development, membership engagement, training, and strategic partnerships, the organization must continue to strengthen its internal capacity, systems, and long-term sustainability.

Over the next five years, Hospitality NL will strengthen organizational effectiveness by modernizing internal systems and processes, investing in staff and leadership capacity, strengthening communications and partnerships, maintaining strong governance and accountability, and supporting long-term financial sustainability.

Hospitality NL recognizes that organizational sustainability is directly connected to its ability to advocate effectively, support members, respond to emerging industry needs, and deliver meaningful impact across the tourism sector. By continuing to invest in organizational strength and operational excellence, Hospitality NL will be better positioned to support a resilient, innovative, and growing tourism industry across Newfoundland and Labrador.

ORGANIZATIONAL STRENGTH AND SUSTAINABILITY

OBJECTIVES & ACTIONS

OBJECTIVES

ACTIONS

1. Strengthen organizational capacity and operational effectiveness

- A.** Modernize internal systems, technology, and processes to improve efficiency, data management, and service delivery.
- B.** Invest in staff development, leadership capacity, and organizational excellence.
- C.** Encourage a collaborative, inclusive, and high-performing workplace culture that supports strategic priorities.

2. Strengthen communications, partnerships, and member service delivery.

- A.** Enhance Hospitality NL's communications, brand visibility, and industry presence across digital, media, and stakeholder channels.
- B.** Strengthen communication and engagement with members through clear, consistent, and timely updates.
- C.** Maintain and expand strategic partnerships with government, industry organizations, and stakeholders to support shared priorities and collaborative initiatives.

3. Ensure strong board governance, accountability, and financial sustainability.

- A.** Diversify and strengthen revenue streams through memberships, sponsorships, programs, and project funding opportunities.
- B.** Ensure strong governance, financial management, reporting, and accountability practices.
- C.** Support effective Board governance through Board recruitment, succession planning, engagement, and leadership development.
- D.** Monitor organizational performance and progress against strategic priorities to support long-term sustainability and continuous improvement.

PERFORMANCE MEASUREMENT AND ACCOUNTABILITY FRAMEWORK

Hospitality NL is committed to ensuring accountability, transparency, and measurable impact across all areas of its work. Progress on the Strategic Plan will be monitored through a performance measurement and accountability framework that aligns with the organization's strategic pillars, priorities, and annual operational plans.



Quantitative
Measures



Participation
Data



Engagement
Metrics



Project
Outcomes



Financial
Indicators



Member
Feedback

The framework is designed to support informed decision-making, track organizational and industry impact, measure progress toward strategic goals, and ensure Hospitality NL remains responsive to evolving industry needs and opportunities.

Performance will be reviewed on a quarterly and annual basis by leadership, with updates informing operational planning, organizational priorities, and strategic adjustments where needed.

OUTPUTS & OUTCOMES

1. Advocacy and Industry Leadership

- A. Number of advocacy meetings, submissions, briefings, and consultations completed annually
- B. Engagement with municipal, provincial, and federal government representatives and industry stakeholders
- C. Policy, funding, or industry outcomes influenced through advocacy efforts
- D. Increased awareness of the economic impact and importance of tourism
- E. Member satisfaction with Hospitality NL's advocacy efforts and industry representation

2. Workforce Development and Industry Capacity

- A. Employer and participant engagement in workforce, training and professional development initiatives.
- B. Delivery and reach of workforce initiatives, mentorship, training and recruitment supports across Newfoundland and Labrador.
- C. Participation across regions, sectors and diverse talent pools.
- D. Reported improvements in workforce practices, HR capacity, leadership, retention and business operations.s

OUTPUTS & OUTCOMES

**1. Skills and
Knowledge
Development**

- A.** Delivery of training sessions, workshops, mentorship opportunities, and professional development programs
- B.** Engagement of tourism operators in initiatives related to digital adoption, AI, tourism product development and visitor experience enhancement.
- C.** Increased adoption of digital tools, innovation practices, and operational improvements across participating tourism businesses
- D.** Development and enhancement of tourism products, experiences, and service delivery initiatives through programs such as Seasoned NL and Exceptional Experiences NL
- E.** Participant satisfaction, increased industry capacity, and reported improvements in business operations, workforce practices, digital readiness, and visitor experience delivery

**2. Membership
Opportunities
and
Engagement**

- A.** Achieving consistent membership growth and increased industry participation within Hospitality NL
- B.** Strengthening membership representation across sectors, operator types, and tourism businesses throughout Newfoundland and Labrador
- C.** Participation in events, training, networking, and engagement initiatives
- D.** Member satisfaction and engagement levels across programs and services
- E.** Strong digital engagement and communication performance across member channels

OUTPUTS & OUTCOMES

3. Organizational
Strength and
Sustainability.

- A. Growth in diversified and non-government revenue
- B. Balanced annual operating budgets
- C. Staff retention, leadership capacity and workplace effectiveness
- D. Percentage of planned programs, projects and strategic initiatives delivered
- E. Improvements in operational systems, governance practices and organizational effectiveness

IMPLEMENTATION AND MONITORING



This Strategic Plan will be implemented through annual operational plans, project plans, organizational work plans, and ongoing organizational evaluation processes that align with Hospitality NL's strategic priorities and annual objectives.



Implementation of the Strategic Plan will be led by the Hospitality NL team under the strategic direction and oversight of the Board of Directors, and in collaboration with members, government partners, industry stakeholders, and project partners.

Key initiatives will be incorporated into annual operational plans and organizational priorities to ensure continued alignment with the Strategic Plan and value to members and the broader tourism industry.



Progress will be monitored using the performance measurement framework outlined in this plan, with regular tracking of organizational and industry indicators related to advocacy, workforce development, digital transformation, industry development, membership engagement, organizational sustainability, and financial performance.

Hospitality NL will review progress on a quarterly and annual basis, using data, member feedback, and organizational performance information to inform decision-making and adjust priorities as needed. This approach ensures the organization remains responsive to changing industry conditions, emerging opportunities, government priorities, and member needs while maintaining accountability and strategic focus.



CONCLUSION

Newfoundland and Labrador's tourism industry is entering a period of opportunity, transformation, and growth. It also continues to face challenges related to workforce capacity, digital adoption, changing visitor expectations, transportation access, competitiveness, and long-term sustainability.

Through this Strategic Plan, Hospitality NL will provide strong leadership in the areas that matter most to the industry. This includes advocacy, workforce and skills development, digital transformation, industry development, membership engagement, and organizational excellence. As the collective voice of tourism operators, Hospitality NL will continue to bring industry, government, and partners together to advance shared priorities and create meaningful opportunities for collaboration and innovation.

Over the next five years, Hospitality NL will remain focused on strengthening industry capacity, supporting its members, building stronger connections, and advancing a competitive and resilient tourism sector. Together, these efforts will contribute to vibrant communities, sustainable economic growth, and a stronger future for tourism throughout Newfoundland and Labrador.

Together, these efforts will contribute to vibrant communities, sustainable economic growth, and a tourism industry increasingly recognized and respected as a pillar of Newfoundland and Labrador's economy.



HOSPITALITY

NEWFOUNDLAND & LABRADOR

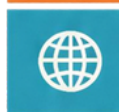
Hospitality Newfoundland and Labrador, established in 1983, is a non-profit membership association that leads, supports, represents and enhances Newfoundland and Labrador's tourism industry.



71 Goldstone Street (Suite 102),
St. John's, NL, A1B 5C3



Phone: +1-709-722-2000



hospitalitynl.ca



[linkedin.com/company/hospitalitynl](https://www.linkedin.com/company/hospitalitynl)