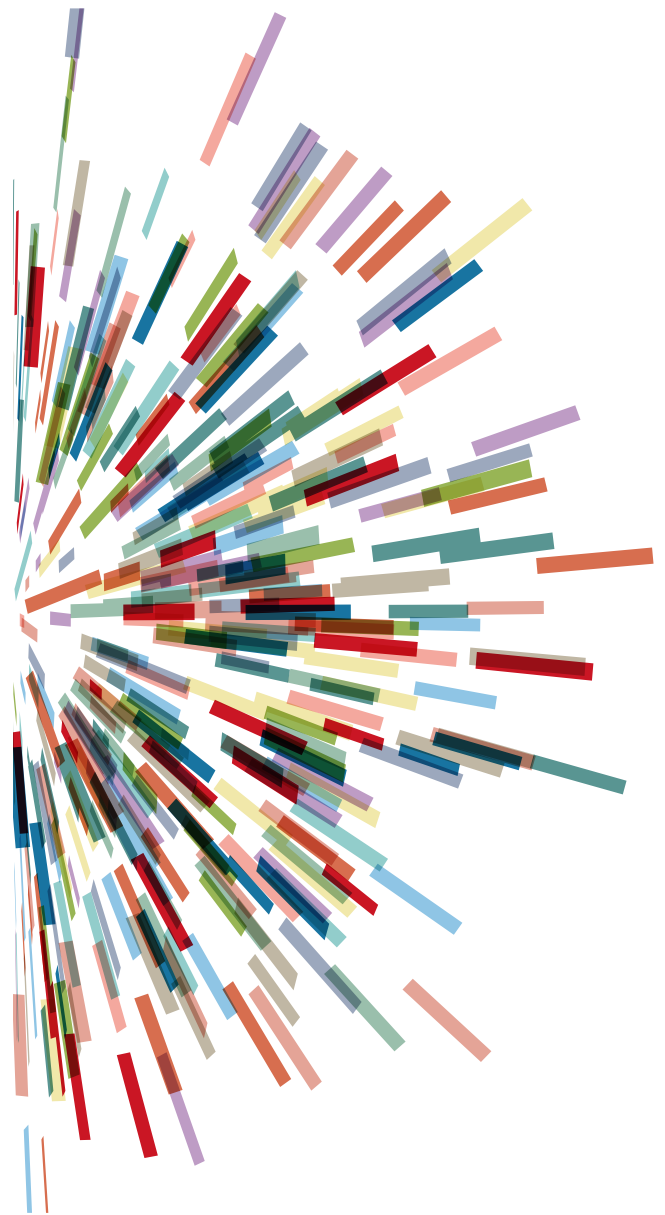




Government
of Canada

Gouvernement
du Canada

Federal Tourism Strategy **Annual Report**



2014

Canada

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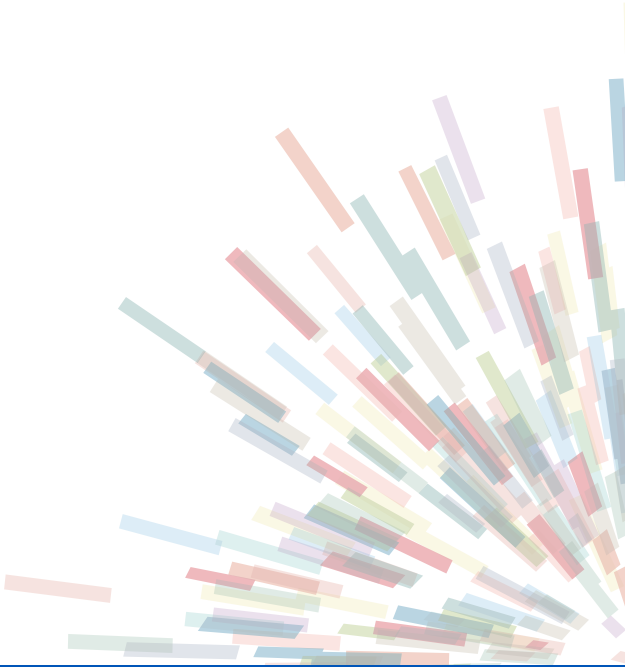
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Supporting tourism

This third annual report on Canada's Federal Tourism Strategy highlights the achievements of roughly 20 federal departments and agencies in 2014 in support of Canada's tourism industry.

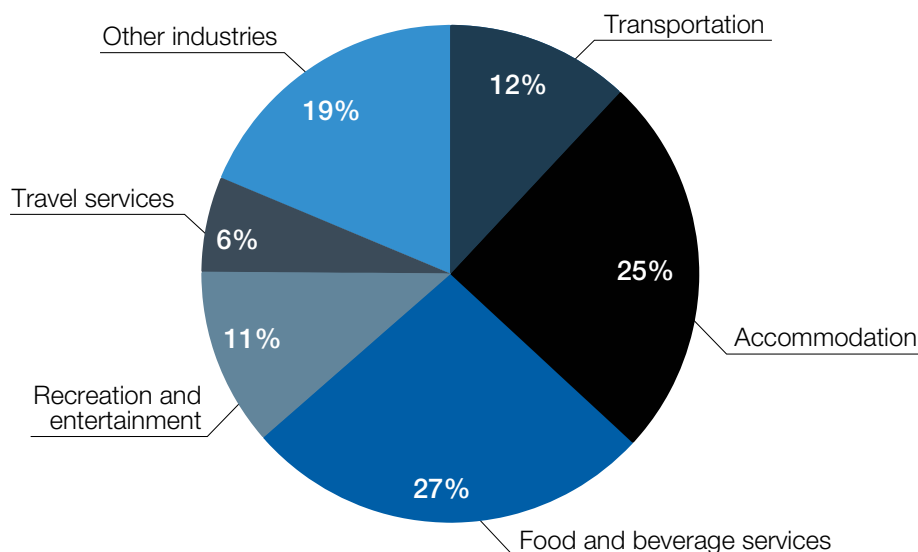
The work done under the strategy demonstrates the importance of the whole-of-government approach to maintaining the strategy's momentum and to promoting Canadian destinations both inside and beyond Canada's borders. Efforts continue to facilitate new partnerships and develop effective ways to contribute to the success and strength of the tourism sector.

The growth witnessed in Canada's tourism sector in recent years continued in 2014. Revenues climbed by 4.7 percent to \$88.5 billion, outpacing the increases for both 2012 and 2013 (4.2 percent and 3.4 percent, respectively).

Tourism makes a significant contribution to the Canadian economy, accounting for close to 2 percent of gross domestic product, or \$34.4 billion, in 2014. Tourism is important to all regions and is present in both urban and rural areas, as well as in Aboriginal communities and in the North.

The number of tourism jobs in Canada reached 627,600 in 2014, an increase of 1.4 percent from 2013.

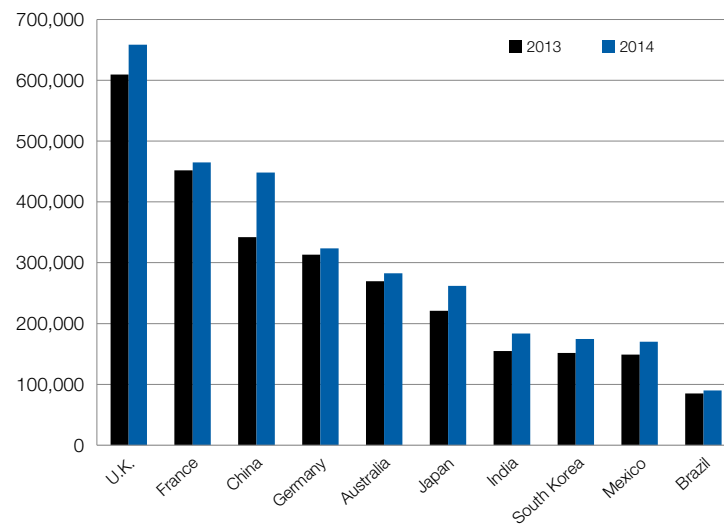
Direct employment generated by tourism, 2014



Source: Statistics Canada

Contributing to these positive figures was the number of international tourists who came to Canada in 2014: 16.4 million (2.9 percent more than in 2013). In addition, Canada posted healthy growth in overnight trips by visitors from key international markets such as China (31.0 percent), Japan (18.7 percent) and the United Kingdom (8.1 percent).

Overnight international arrivals from Destination
Canada's target overseas markets, 2013 and 2014



With its world-leading international brand and rich diversity of visitor experiences, Canada can compete with any destination in the world. Indeed, in 2014 the Reputation Institute ranked Canada as the top country in the world to visit and in which to live, study, and attend or organize events.

Through the Federal Tourism Strategy, the Government of Canada strives to enhance its role as an effective partner with industry and other levels of government in support of tourism. Under the strategy, government and industry collectively consider tourism in decision making, explore collaborative tourism opportunities and reduce barriers to growth.

The Government of Canada operates national parks and museums, markets Canada to the world, provides financial support for tourism and cultural products and events, invests in infrastructure, and manages border access, entry requirements and air service agreements.

This report outlines accomplishments in 2014 under the strategy's four priorities:

- 1** Increasing awareness of Canada as a premier tourist destination;
- 2** Facilitating ease of access and movement for travellers while ensuring the safety and integrity of Canada's borders;
- 3** Encouraging product development and investments in Canadian tourism assets and products; and
- 4** Fostering an adequate supply of skills and labour to enhance visitor experiences through quality service and hospitality.

The report also covers initiatives being undertaken that will maintain the momentum of the strategy and help ensure the tourism sector's continued growth.

1. Increasing awareness of Canada as a premier tourist destination

Unique promotional campaigns, international industry and media events, and a focus on business and youth travellers were among the highlights of efforts under the Federal Tourism Strategy in 2014 to promote Canada as a desirable place to travel.

Canadian Tourism Commission¹

The Canadian Tourism Commission (CTC) is Canada's national tourism marketing organization. In 2014, the CTC was invested in 10 international leisure markets (Australia, Brazil, China, France, Germany, India, Japan, Mexico, South Korea and the United Kingdom) and two business markets (Belgium and the United States). In 2014, the CTC undertook a number of initiatives to market Canada internationally in support of its goal of growing export tourism revenues, in conjunction with its partners, which include provincial marketing organizations and destination marketing organizations.



Noteworthy international campaigns

In 2014, the CTC ran several successful and innovative marketing campaigns, in partnership with provincial, territorial and destination tourism marketing organizations.

Among the noteworthy campaigns was the **#DiscoverOntario Euston Station Takeover**. In partnership with the Ontario Tourism Marketing Partnership Corporation (OTMPC), the CTC fully immersed 1.8 million London Underground passengers travelling through one of the U.K.'s busiest commuter hubs in the breadth of Ontario's tourism experiences. A wall of giant photos greeted people as they descended into the Tube. Other images and videos lined pedestrian routes through the station. The campaign also included online and national newspaper ads. The four-week Euston Station installation generated more than 90,000 clicks on the CTC/OTMPC website (four times the number projected).

The CTC brought a similarly immersive experience to one of the largest shopping malls in New Delhi throughout December 2014. The **New Delhi Mall Takeover** saw the City Walk Mall, which welcomes an average of 80,000 to 100,000 visitors each day, bedecked with 68 massive Canada-branded banners. To help feed shoppers' curiosity about Canada and to encourage them to book a trip, CTC staff distributed brochures and shared travel information at two branded booths in the mall. Elsewhere in City Walk, travel agencies ran Canada promotions and sold package trips of their own. India is an important source of tourists to Canada, with the number of visitors from India growing by 18.6 percent in 2014.

¹ In 2015, the Canadian Tourism Commission was rebranded and is now known as Destination Canada.

The CTC also took to the airwaves in 2014 with two major television campaigns in Asia. The first, in China, is an online biweekly program about travel in Canada and related lifestyle topics. **CTC-TV** is hosted on the CTC's Chinese consumer website and streamed to an audience of millions on China's three main video platforms, as well as on smartphones and tablets. The program focuses on outdoor activities, lifestyle, culinary pursuits, entertainment, fashion and culture, with matching itineraries. The CTC's main Canadian partners in CTC-TV are Destination British Columbia, Travel Alberta, OTMPC, Tourisme Québec and Northwest Territories Tourism.

The broadcast in Japan from March to September 2014 of a 156-episode drama series was the occasion for the second television campaign by the CTC, which also involved Tourism PEI and Air Canada. **"Hanako and Anne"** tells the story of Hanako Muraoka, the Japanese woman who first translated and introduced the much-beloved *Anne of Green Gables* to Japanese readers in 1952. Capitalizing on the show's high ratings, the CTC showcased P.E.I. and Atlantic Canada as a tourism destination on its Japanese website. Tour operators and non-P.E.I. provincial partners also promoted Canadian destinations. Overall revenues associated with the growing number of Japanese travellers increased by 10 percent in 2014. P.E.I. in particular reported that visitors from Japan were up over 225 percent over 2013.

Bringing Canada to the international travel industry and media

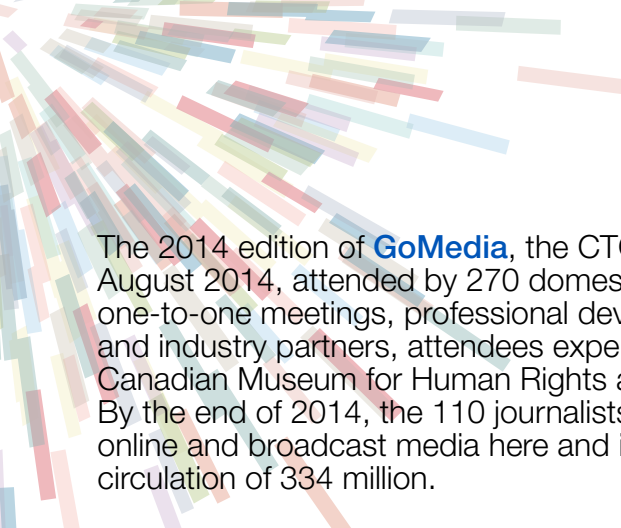
The CTC-led **Rendez-vous Canada** (RVC), the premier international marketplace for Canadian tourism, is growing in profile and influence. Canadian industry representatives and international buyers network and close business deals at RVC, generating millions of dollars for Canada's tourism industry.

RVC 2014, held in Vancouver in late May, broke attendance records, with 1,600-plus tourism industry representatives taking part in more than 24,000 one-to-one appointments. Industry members were joined by 477 representatives from 366 buyer organizations from 28 international markets. In addition, RVC attracted 27 international and domestic travel-trade journalists.

For the first time in 2014, the Réseau de développement économique et d'employabilité (RDÉE Canada) participated in RVC, a tangible result of an agreement with the CTC to promote tourism in Francophone minority communities across Canada. The organization used the opportunity to identify the potential for drawing tourists to Canada from Francophone markets overseas.

The CTC participated for the first time in **World Travel Market Latin America**, held in April 2014 in São Paulo, Brazil. This was the second edition of the giant business-to-business trade show in South America, which featured more than 1,300 exhibitors from 60-plus countries. The CTC was joined at the Canada booth by 15 Canadian tourism industry partners for meetings with leading tour operators. Members of the Canada team also held a news conference to share their stories with 65 Brazilian media. In addition, Canada's Consul General in Brazil provided updates on Canada's multiple-entry visas.





The 2014 edition of **GoMedia**, the CTC's annual international media show, was held in Winnipeg in August 2014, attended by 270 domestic and international media and industry partners. In addition to one-to-one meetings, professional development, networking, and an awards show recognizing media and industry partners, attendees experienced Manitoba's updated tourism brand, toured the new Canadian Museum for Human Rights and took part in 21 pre- and post-show trips across the country. By the end of 2014, the 110 journalists had published more than 600 stories about Canada in print, online and broadcast media here and in the U.S. and the CTC's 10 international markets, for a total circulation of 334 million.

Earlier in the year, Canadian tourism industry representatives gathered in San Francisco for the 27th **Canada Media Marketplace**, the CTC's annual U.S. media show. More than 125 representatives from a broad spectrum of provincial, territorial and regional tourism organizations, major hotels and attractions presented their news and latest products to more than 180 American journalists, bloggers and broadcasters. The show resulted in more than 2,600 appointments between members of the media and tourism operators.

Canadian Signature Experiences

The CTC promotes Canadian Signature Experiences—a collection of 183 travel experiences that reflect Canada's tourism brand—in international markets. In 2014, the CTC integrated experiences into 215 global marketing initiatives and 77 collection members participated in Rendez-vous Canada.



The CTC also collaborated with provincial marketing organizations to review the program and improve administrative processes. In 2015, the CTC and its provincial counterparts will jointly manage Canadian Signature Experiences. In addition, the role of the provinces will be expanded to include managing the intake and evaluation of new membership applications.

Focus on young visitors: CTC's Millennial Travel Program

In 2014, the CTC developed a comprehensive strategy to work with industry to deliver a program targeted to young visitors. Millennials (18- to 34-year-olds travelling without children or parents) represent 20 percent of the worldwide travel market, spend on par with other long-haul travellers and are the fastest growing segment of travellers. Together, the CTC, provincial and territorial partners, and industry are building awareness among millennials of Canada as a four-season tourism destination. They will also present specific experiences and offers for booking in time for Canada's 150th anniversary in 2017.

Meetings, conventions and incentive travel

Meetings, conventions and incentive travel attract close to 2 million visitors each year to Canada, with total spending of \$1.7 billion—almost 24 percent of expenditures by inbound overnight travellers. Canada is the number-one location for business meetings from the U.S., bringing in approximately \$1.4 billion each year.

In 2014, the CTC's **Business Events Canada** refined its sales strategy to align with the Government of Canada's Global Markets Action Plan and focus on priority sectors. Emphasis on generating business from the international life sciences sector resulted in a 25-percent jump in new leads for possible events in Canada. Any resulting gatherings could generate significant returns for host destinations and showcase their strengths to the international life sciences community.

The CTC also forged partnerships in 2014 with Foreign Affairs, Trade and Development Canada² (DFATD) and Canadian Manufacturers & Exporters. These partners gave the CTC access to sector experts, networking opportunities and international contacts; fostered collaboration on events and trade missions; and supplied valuable content for marketing materials. For example, the CTC worked with DFATD to develop specific marketing pieces to showcase Canada's expertise in the life sciences sector.

Among the premier conventions in 2014 in Canada was the 30th anniversary edition of the **TED Conference**. A consortium of tourism partners, including the CTC, welcomed the conference to Vancouver. The city will host TED again in 2015 and 2016. The presence of the conference allows Canada to highlight its innovation and intellectual capital, reiterates the extended power of tourism, and confirms Canada globally as a great place to visit, do business and to invest.

Partnering to promote Canada

Together, the CTC, Industry Canada and DFATD created a **tourism action plan** in 2014 to enhance collaboration between the three organizations in support of Canada's tourism industry. The plan focused on coordination and information sharing. For instance, the CTC provided briefings on the work of Business Events Canada to the network of global trade commissioners and other officials as well as access to CTC's vast collection of media assets.

Through the **Atlantic Canada Tourism Partnership** (ACTP), the Atlantic Canada Opportunities Agency continued its work in 2014 with the four provincial governments and four provincial tourism industry associations to promote the region as a tourist destination. The CTC is an ex officio member of ACTP's management committee. In addition, ACTP participates in CTC research and overseas promotional activities in markets of common interest.

The **Canadian Northern Economic Development Agency** and the Yukon government are collaborating on an enhanced marketing program to draw more visitors to the territory. Among other things, the program will deliver new television commercials to be broadcast across Canada. Yukon has seen steady growth in visitors since 2004, led by travellers from elsewhere in Canada.

² Following the swearing in of the new Cabinet in November 2015, a number of departments, including Foreign Affairs, Trade and Development Canada, were realigned and took on new department names.



Showcasing national parks

Parks Canada launched its experience PROPER AWESOME promotional campaign in 2014 at 12 Parks Canada locations. As part of the campaign, Parks Canada screened a 30-second spot on more than 1,300 movie screens and before more than 4.6 million viewers. The experience PROPER AWESOME YouTube campaign brought in more than 50,000 English and French viewers. The agency also did a direct mailing to 440,000 households in Vancouver, Toronto and Montréal.

Other examples of promotional support

Under its Northern Ontario Development Program, the **Federal Economic Development Initiative for Northern Ontario** supported the promotion in 2014 of Northern Ontario as a premier destination for Francophone motorcyclists, linking touring routes between Ontario and Quebec.

Canada Economic Development for Quebec Regions (CED) funds tourism promotion activities abroad as part of its larger economic development efforts in Quebec. In 2014, for example, CED supported the implementation of international marketing strategies for the 2014 editions of the Festival International de Jazz de Montréal, the Festival d'été de Québec and Les FrancoFolies de Montréal.

In 2014, **Western Economic Diversification Canada** contributed to the growth of the tourism sector in Western Canada by supporting initiatives that enhance awareness of that region as a tourist destination.

Aboriginal Affairs and Northern Development Canada contributed to the development of tourism marketing and communication plans in Aboriginal communities and supported the marketing of tourism activities in Wendake, Quebec, northwest of Quebec City.

Maintaining the momentum

In late 2014, the CTC began developing Follow the Global Customer, a three-year pilot project to transform the way the Canadian tourism industry collaborates, engages and interacts with customers online in order to increase travel to Canada.

Under the project, the CTC will use new technologies and data analytics to identify the travellers who are most likely to come to Canada, based on their interests, digital profile and online activity. Tourism operators will then be able to target their offerings to potential travellers.

After a year of program development and testing, the CTC will carry out digital promotional activities in markets where there is extensive online consumer engagement, including the U.S. leisure market.

2. Facilitating ease of access and movement for travellers while ensuring the safety and integrity of Canada's borders

In 2014, federal departments and agencies further enhanced border infrastructure and processes to facilitate access for travellers to Canada. This effort included increasing opportunities for international air carriers flying to and from Canada.

Air transportation

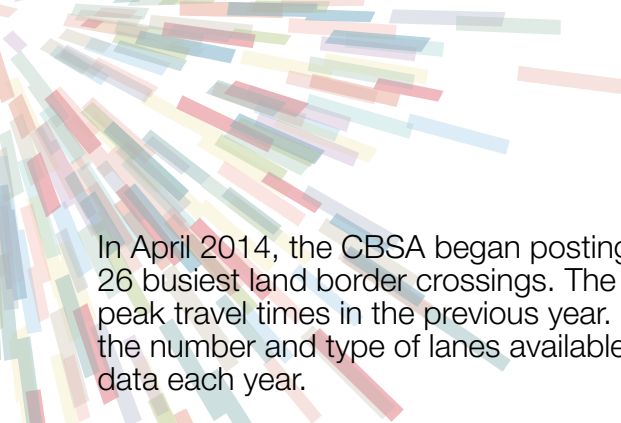
Canada negotiates bilateral air transport agreements under its international air transportation policy, the Blue Sky policy. These agreements facilitate the efficient, safe and secure flow of international passenger and cargo traffic. The agreements allow for a higher frequency of flights to and from Canada, better access to key airports and more flexibility for airline routing and pricing. The agreements also facilitate an increase in inbound tourism and offer more business opportunities for Canada's tourism industry.

As of December 2014, Canada had concluded new or expanded air transport agreements covering more than 80 countries. In 2014, these included an expanded agreement with the Philippines, which is among Canada's largest international air transport markets. In addition, Canada signed expanded agreements with Mexico and China, and an open skies-type agreement with the Republic of Korea.

Transport Canada, Foreign Affairs, Trade and Development Canada, and the Canadian Transportation Agency meet regularly to develop the proposed list of air transport negotiations. Transport Canada also engaged stakeholders—such as airlines, airports, the tourism industry (through the Tourism Industry Association of Canada), and provincial and territorial governments—on their international priorities and commercial interests. An outreach session with Manitoba tourism, business and aviation stakeholders in Winnipeg in February 2014 focused on opportunities for foreign and Canadian carriers under the Blue Sky policy.

Improved border experiences

The Canada Border Services Agency (CBSA) **streamlined and simplified the border clearance process for cruise ships** in 2013. All passengers and their goods are now fully cleared at the first port of arrival in Canada. Ships may then dock at any Canadian port of call without the need for additional CBSA clearance, as long as they do not go to a foreign port, or embark or disembark persons or goods at sea. This allows the industry greater flexibility in setting itineraries, promotes tourism in previously unavailable locations and gives passengers more time to explore at each stop. The CBSA cleared approximately 560 ships and 1 million passengers at first port of arrival in 2014. Feedback from industry stakeholders has been very positive, and work continued on the legislative amendments required to formalize the new process.



In April 2014, the CBSA began posting on its website [Forecasted Border Wait Times](#) for the 26 busiest land border crossings. The figures are based on traffic volumes and wait times for regular and peak travel times in the previous year. Included with the forecasts are profiles of the crossings, including the number and type of lanes available and any planned construction. The CBSA plans to update the data each year.

The posting of forecast wait times is one of a number of ways the CBSA helps returning residents and visitors to Canada better plan their travel to avoid peak periods or possible delays. Forecast and actual border wait times are accessible via the CBSA website and 26 crossing-specific Twitter channels. Other online tools include travel tips; frequently asked questions; a directory of CBSA offices; an interactive map; and a Twitter alert service that notifies subscribers about significant disruptions to border services as well as letting them know when normal operations resume.

Under the [Beyond the Border Action Plan](#), Canada and the United States committed to installing sensors to more accurately measure and communicate border wait times in real time at the top 20 high-priority land border crossings. In 2014, the technology was installed at the Blue Water Bridge between Ontario and Michigan, bringing the total number of crossings with this capability to 7. Transport Canada and the CBSA continue to work with their U.S. counterparts, the provinces and bridge operators to deploy such technology at the 13 remaining high-priority crossings.

The replacement of the Cornwall, Ontario, [inspection plaza](#) complements the new low-level bridge across the St. Lawrence River that opened in 2014. The number of inspection lanes was increased from three to five. The CBSA partnered with the Federal Bridge Corporation and Correctional Service Canada on the new facility, which was built on a greenfield site in less than a year.

The Government of Canada opened new border-crossing facilities at West Poplar River and Coronach, Saskatchewan, in 2014, replacing infrastructure that had served well beyond its expected life. The CBSA also began constructing new facilities at Willow Creek and Monchy, Saskatchewan.

In addition, the CBSA launched a project in 2014 to replace the Aldergrove, B.C., border crossing, the last of the crossings to be either replaced or expanded in the Cascade Gateway region of the province.

Work in preparation for the construction of the [Detroit River International Crossing](#) continued in 2014, with additional funding announced in Budget 2014. The crossing will include a new six-lane bridge over the Detroit River, associated border inspection plazas and connections to the freeway systems in Ontario and Michigan.



Canada's trusted traveller program, **NEXUS**, enrolled its 1 millionth member in July 2014. Trusted traveller programs benefit tourism by simplifying border processing for pre-approved, low-risk members, which in turn helps reduce overall wait and processing times for all travellers.

In 2014, dedicated NEXUS lanes were opened at a number of border crossings: Pacific Highway (B.C.), Ambassador Bridge (Windsor) and Whirlpool-Rapids Bridge (Niagara Falls). Extended hours of operation for NEXUS lanes were also introduced

at crossings such as Abbotsford–Huntingdon in B.C., while aging NEXUS kiosks were replaced at airports across the country.

The Government of Canada launched the eGate pilot project in May 2014 to expand service for NEXUS members crossing the border at the Peace Bridge in Fort Erie, Ontario, to 24 hours a day, seven days a week, and to address increasing traveller volume. During off-peak hours (11:00 p.m. to 6:00 a.m.), border services officers process NEXUS members in the dedicated NEXUS inspection line from an office, using a remote-controlled gate and an audiovisual monitoring system. Traveller volume in the eGate lane grew steadily throughout 2014. The pilot project will be reviewed in 2015–16.

Enhanced visa services


Citizenship and Immigration Canada (CIC) regularly reviews individual countries' visa requirements, taking many criteria into account and after extensive intergovernmental consultations. In 2014, Canada lifted the visa requirement for citizens of Chile. Travellers from more than 50 countries do not require a visa to visit Canada.

Demand for temporary resident visas continues to grow. CIC has introduced a number of ways to make it easier and faster for visitors to apply for a Canadian visa. These include the increased use of long-term multiple-entry visas for frequent travellers and an online application process.

In 2014, CIC harmonized the fee for both single and multiple-entry visas, with the charge for the latter decreasing from \$150 to \$100. This change will facilitate access to Canada for more eligible applicants. All visa applicants are now automatically considered for a multiple-entry visa by CIC.

In 2014, the CAN+ program expedited visa processing for experienced travellers from Mexico, China and India. Through the program, CIC issues visas within a few days and approves more than 95 percent of applications. As well, CAN+ applicants, who must demonstrate that they have travelled to Canada or the U.S. in the last 10 years, do not normally need to provide proof of financial support.





CIC brought its Business Express Program to Romania, Bulgaria, Colombia and Brazil in 2014. The program, which was also in place in China, India and Mexico, expedites the visa process for frequent business travellers.

In keeping with Canada's commitment to improve visa services, CIC has increased the number of visa application centres (VACs) around the world. The expansion of the VAC network is also making the visa application process easier, more convenient and more accessible through extended hours of operation and in-person access. In 2014, CIC's VAC network consisted of 133 locations in 96 countries.

The third-party providers operating the VACs display information provided by the Canadian Tourism Commission (CTC). CIC continued to work with Industry Canada and the CTC to assess proposals to offer additional services for the promotion of tourism to Canada.

VACs are the primary service channel for biometric enrolment overseas. In 2014, most VACs and visa offices became equipped to collect fingerprints and photographs. Nationals from 29 countries and 1 territory, none of which are major inbound tourism markets for Canada, must submit biometric data when applying for a temporary resident visa, work permit or study permit.

Maintaining the momentum

The Government of Canada announced an arm's-length review of the *Canada Transportation Act* and other legislation related to the **competitiveness of transportation in Canada**. The review is examining how the national transportation system can best support economic growth and, among other things, how Canada can maintain and enhance the aviation sector and air connectivity in light of growing costs and global competition. The final report on the review is expected in late 2015.

Canada will soon require visa-exempt travellers (except U.S. citizens) to obtain an **electronic travel authorization** (eTA) before entering the country. This requirement mirrors one in place in the U.S. and is intended to ensure a common approach to screening travellers outside the North American perimeter.

Before coming to Canada, travellers will be able to apply for an eTA online, with the vast majority of applications being approved within minutes. The proposed regulations for this new process were pre-published in June 2014, providing an opportunity for public and industry comment.

3. Encouraging product development and investments in Canadian tourism assets and products

Federal departments and agencies actively invested in tourism products and infrastructure in all regions of Canada in 2014, including in Canada's North and as part of celebrations to mark milestones in Canadian history.

Aboriginal tourism

Efforts to promote Aboriginal tourism, which is becoming an important economic driver in Aboriginal communities, benefited from a number of collaborative initiatives in 2014. Aboriginal Affairs and Northern Development Canada (AANDC) fostered a whole-of-government approach to advancing Aboriginal tourism through its working group of 12 federal partners.

In June 2014, AANDC signed a memorandum of understanding with the Aboriginal Tourism Marketing Circle (since renamed the **Aboriginal Tourism Association of Canada** or ATAC)—a consortium of more than 20 Aboriginal tourism organizations from across Canada—to promote Aboriginal economic development through tourism.

Among other ATAC activities AANDC supported in 2014 was the National Aboriginal Tourism Research Project. The goal of this project was to develop a current profile of the Aboriginal tourism industry in Canada and identify the opportunities and challenges the industry faces. The findings will inform policy discussions around future directions for Aboriginal tourism.

ATAC's national Aboriginal tourism Web portal, supported by AANDC and under development in 2014, will serve as a hub for Aboriginal tour operators, visitors and industry stakeholders looking for information on standards, best practices and Aboriginal cultural experiences.

Representatives from ATAC gave a presentation on both projects to federal, provincial and territorial ministers of tourism at their meeting in Charlottetown in September 2014.

Overall, AANDC supported more than 20 tourism projects in 2014. For example, the department provided three-year funding to support activities under the Aboriginal Tourism Association of **British Columbia**'s Cultural Tourism Action Plan. These include developing regional Aboriginal cultural tourism strategies, providing advisory services to support market-ready tourism businesses and expanding the Authentic Aboriginal Certification Program to Aboriginal performers and artisanal products.

AANDC is working with Parks Canada, Quebec Aboriginal Tourism and local Aboriginal groups to support projects targeting the cruise line industry and to develop Aboriginal tourism in several communities near national parks or park reserves in **Quebec**. AANDC also supported local communities and tourism organizations in carrying out tourism-related coaching and mentoring, and bringing new tourism products to market.



Parks activities

Visits to Parks Canada locations were up by 5 percent nationally in 2014–15, with increases occurring in most provinces.

Parks Canada offered its **Xplorers** program at national parks again in 2014. The program, involving games, puzzles and prizes, is designed to help children discover Parks Canada's natural places with their families. In 2014, Parks Canada also piloted Xplorers², a program for teens to take on challenges at select locations and share photos or video on social media.

Over the summer of 2014, Google and Parks Canada's team members captured panoramic images in Canada's national parks and national historic sites—including some of the country's northern national parks—to add to the collection of Parks Canada places in **Google Street View**.

Parks Canada worked with multiple federal partners, territorial governments and Aboriginal organizations in 2014 to implement the **Northern Tourism Strategy** to create one-of-a-kind natural and cultural tourism experiences in and around Arctic national parks. For example, Parks Canada partnered with the community of Aklavik, Northwest Territories, to have cultural hosts in Ivvavik National Park provide first-hand accounts of the way of life, histories and cultural practices of the Inuvialuit, who have been in the area for millennia. In Qikiqtarjuaq, Nunavut, Parks Canada and territorial and local stakeholders are giving cruise ship tourists and backpackers on their way to Auyuittuq National Park the chance to experience the culture of the Inuit of the Eastern Arctic. The Canadian Northern Economic Development Agency is supporting this initiative through an investment in a new visitors' centre.

In 2014, five **lighthouses** were designated under the *Heritage Lighthouse Protection Act*: Nootka lighthouse on Vancouver Island; Long Point, Fort Amherst and Cape Ray lighthouses in Newfoundland and Labrador; and Île aux Perroquets lighthouse in the Mingan Archipelago of Quebec. This brought the total number of designated lighthouses to 16.

As part of ongoing commemorations of the 200th anniversary of the **War of 1812**, Parks Canada hosted special events at select historic sites, including Fort Malden, Fort George, the Halifax Citadel, Fort Lennox and Fort St. Joseph. The agency also delivered a second year of the 1812 On Tour travelling exhibit.

In February 2014, federal and provincial ministers responsible for parks met and committed to **innovate, diversify and adapt** the country's park offerings to meet the changing needs of families. The ministers also committed to work with municipalities, teachers, tourism operators and other stakeholders to support experiences in nature that enhance Canadians' health, prosperity and productivity.

In early 2014, the Government of Canada announced additional support, to be administered by Parks Canada, to complete the **Trans Canada Trail**, a 24,000-km recreational path that winds through every province and territory. When completed, it will be one of the longest recreational trail networks in the world.

Cultural, heritage and sport

The new [Canadian Museum for Human Rights](#) opened in September 2014. The Government of Canada partnered with the Manitoba government, the City of Winnipeg, Friends of the Canadian Museum for Human Rights and the Forks Renewal Corporation to build the museum. More than 100,000 people from Canada and around the world had visited the museum by the end of 2014, putting it on track to draw 250,000 visitors in its first year.

In May 2014, the Prince of Wales and Duchess of Cornwall visited Canada, making stops in Nova Scotia, P.E.I. and Manitoba. During the [Royal Tour](#), the couple acknowledged milestones in Canada's history in the lead-up to the 150th anniversary of Confederation in 2017. Of special note were events marking the centenary of the beginning of the First World War and the [150th anniversary of the Charlottetown Conference](#), which paved the way for Confederation.

All levels of government invested in activities across P.E.I. to commemorate this milestone. Canadian Heritage and the Atlantic Canada Opportunities Agency (ACOA) provided assistance for programming and infrastructure for the Celebration Zone in Charlottetown, which was the hub for activities in the summer of 2014.

Canadian Heritage also partnered with Charlottetown, Quebec City and PEI 2014 Inc. to bring several tall ships to both cities in late August and early September 2014.

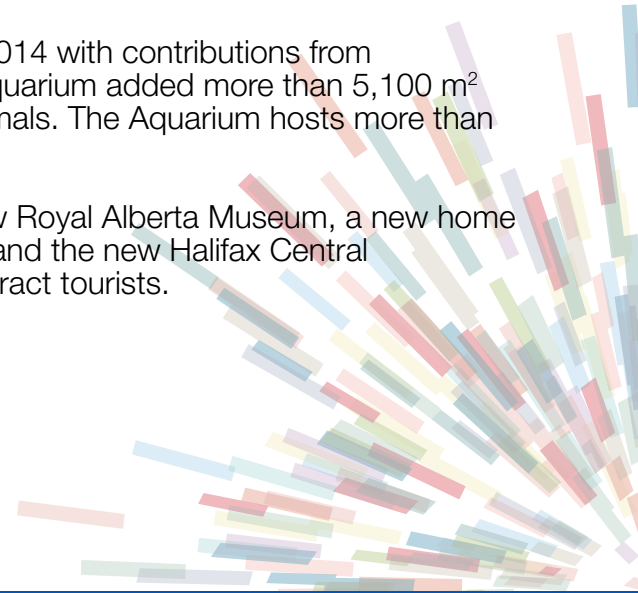
Canadian Heritage and ACOA contributed to the final phase of renovations at the Confederation Centre of the Arts in Charlottetown, including upgrades to the main stage and backstage area.


In 2014, Canadian Heritage supported Montréal en Histoires, which will help the city mark its 375th anniversary in 2017. Federal funding was dedicated to purchasing specialized equipment for this visual art project.

Canadian Heritage provided support for enhancing [cultural infrastructure](#) across the country in 2014, such as upgrades to performance spaces and front- and back-of-house facilities at Moncton's Capitol Theatre, the Port Stanley Festival Theatre in Ontario and the Calgary Centre for the Performing Arts. The Government of Canada also invested in renovations to Sault Ste. Marie's Heritage Discovery Centre, Toronto's Fort York Visitor Centre and the Windsor Community Museum, and supported the development of Prince George's Civic Plaza.

A major tourism-related infrastructure project was completed in 2014 with contributions from Infrastructure Canada. Extensive renovations to the Vancouver Aquarium added more than 5,100 m² of space to improve the habitat of more than 50,000 fish and animals. The Aquarium hosts more than 1 million visitors a year.

Infrastructure Canada also supported the development of the new Royal Alberta Museum, a new home for La Nouvelle Scène (run by four theatre companies in Ottawa) and the new Halifax Central Library, which is expected to revitalize the downtown area and attract tourists.





Government support helps communities of all sizes and in all regions host **cultural and sporting festivals and events** of interest to both locals and visitors. For example, Canadian Heritage and Canada Economic Development for Quebec Regions supported the Festival d'été de Québec and Les FrancoFolies de Montréal. Canadian Heritage also contributed to Toronto's Luminato Festival in 2014 and managed long-time events such as Winterlude, Canada Day and Mosaika, a sound and light show on Parliament Hill, to animate Canada's capital.

In 2014, Canadian Heritage provided support to more than 80 international single-sport events through Sport Canada's Hosting Program. The program supports the Canada Games and helps sport organizations host international sport events that strengthen sporting excellence in Canada while contributing to economic, social and cultural legacies in the host communities. Support was provided, for example, for the hosting of the FIFA U20 Women's World Cup Canada 2014 and the Regina 2014 North American Indigenous Games. Funding was also provided to prepare for events taking place in 2015, such as the FIFA Women's World Cup Canada 2015, the 2015 Canada Winter Games in Prince George and the Toronto 2015 Pan and Parapan American Games.

In preparation for the Toronto 2015 Pan and Parapan American Games, the Government of Canada supported 30 capital projects to renovate existing and build new sport facilities. In addition, the federal government created a legacy fund to help ensure that three designated facilities are maintained and accessible to both athletes and the communities in which the facilities are located, well after the Games end.

Foreign Affairs, Trade and Development Canada (DFATD) capitalized on the Games to promote Canada's engagement in the Americas and to brand Canada as a destination of choice for investment and study. For example, the Canadian mission to Costa Rica, Nicaragua and Honduras hosted events in all three countries on Canada Day 2014 to highlight bilateral relations and the Games. DFATD also promoted the Games at events such as the Organization of American States' General Assembly in Paraguay.

Fishing

The Recreational Fisheries Conservation Partnerships Program restores, rebuilds and rehabilitates **recreational fisheries habitat**, directly supporting recreational fisheries, which are popular tourist destinations. In 2014 alone, the program funded more than 185 projects.

Regional development

In February 2014, the **Federal Development Initiative for Northern Ontario** (FedNor) delivered ACOA's Vision in Steering Intelligent Tourism (VISIT) training program to 20 employees and 10 tourism stakeholders in Northern Ontario. VISIT provides tourism-specific knowledge and tools to identify, plan and advance high-potential tourism projects. Northern Ontario's two regional tourism organizations subsequently received FedNor funding to implement a similar program for the region.

FedNor supports tourism development in Northern Ontario through investments in projects such as developing a business plan to determine how best to use Manitoulin Island's Mississagi Lighthouse to attract visitors. FedNor also supported the creation of a 500-km Lake Superior drive, with the promotional materials featuring locations depicted in iconic Group of Seven paintings.

Thanks to **ACOA's** Strategic Tourism Expansion Program (STEP), 10 communities across Atlantic Canada are implementing tourism action plans focused on infrastructure development, business expansion and training. In 2014, another 10 communities were actively engaged in or were preparing to start the 12-month STEP process to develop their own sustainable tourism plans.

ACOA was also active in supporting community projects in 2014. For example, it provided funding to the Celtic Colours International Festival in Cape Breton, a unique celebration of music and culture that drew hundreds of musicians and attracted tens of thousands of visitors.

The completion, with support from ACOA, of the last section of the Fundy Trail Parkway in New Brunswick will link this scenic roadway to a provincial access road leading to Fundy National Park.

Other ACOA-funded projects included upgrading an existing tourist facility in Salmonier, Newfoundland and Labrador; enhancing infrastructure on the Yarmouth, Nova Scotia, waterfront; and improving the beach and park in Souris, Prince Edward Island.

The **Canadian Northern Economic Development Agency** actively supports tourism development in the three territories. In 2014, it invested in design work for a proposed eco-park in Arviat, Nunavut. The agency also supported the development of a tourism strategy for Yellowknife, Northwest Territories, and provided funding to the Adäka Cultural Festival to bring tourism-related economic benefits to Whitehorse, Yukon.

Official language minority communities

As part of its coordinating role for federal tourism activities related to official language minority communities (OLMCs), Industry Canada continued its efforts in 2014 to support the development of these communities' tourism potential. For example, with funding from Industry Canada, the Community Economic Development and Employability Corporation completed a strategy in 2014 to identify tourism-related opportunities and challenges for Anglophone minority communities in Quebec. This report followed on the development of a national tourism strategy for Francophone minority communities by the Réseau de développement économique et d'employabilité in 2013.

Employment and Social Development Canada supports economic diversification efforts by a number of OLMCs through the Enabling Fund. Recipients lead efforts to showcase and market their communities' unique cultures. For example, in 2014, the Société de développement économique de la Colombie-Britannique implemented pilot projects based on the Économusée model to promote traditional trades and arts. The Conseil économique du Nouveau-Brunswick inc. led the planning and implementation of the community economic development elements of the 2014 World Acadian Congress, which took place in northwestern New Brunswick, Quebec and Maine in August 2014, attracting more than 61,500 people. ACOA, Canada Economic Development for Quebec Regions and Canadian Heritage also supported this event.



Financial support for tourism operators

The Business Development Bank of Canada (BDC) supported more than 3,400 tourism businesses in all regions of Canada in 2014. BDC's tourism-related financing activities accounted for 12.8 percent of its total loans portfolio. As of December 2014, BDC had more than \$2.8 billion committed to the tourism industry, representing an 11-percent increase from the previous year. Of this, BDC committed more than \$1.7 billion to hotels. A substantial number of these properties are located in remote regions and in resorts often perceived as cyclical and riskier than others located in large urban centres, thereby fulfilling BDC's role as a complementary lender.



Maintaining the momentum

Parks Canada will carry out **infrastructure improvements** to address immediate pressures on highways, bridges and dams located in national parks, and along historic canals. The agency is also planning improvements to heritage, tourism and waterway assets within national historic sites, national parks and national marine conservation areas. This work will enhance the attractiveness and drawing power of Parks Canada's heritage places.

In June 2014, the Government of Canada announced it was investing in the remediation of the **Province House National Historic Site** in Charlottetown—P.E.I.'s current legislature and the location of the Charlottetown Conference. Work will focus on repairing the roof and windows, addressing water infiltration and carrying out other upgrades to preserve the 171-year-old structure.

The Government of Canada is investing in work to stabilize the **Canada Science and Technology Museum**, including replacing the roof, retrofitting the building envelope, upgrading the exhibit space and modernizing the facade.

Government of Canada infrastructure funding is supporting the revitalization of the **National Arts Centre**, work that includes enhancing the performance spaces, creating public areas for education and events, and improving accessibility for people with mobility challenges. Of particular note will be the new glass entrance that will face Confederation Square and the National War Memorial, one of Ottawa's busiest tourist areas.

Canada Economic Development for Quebec Regions is one of several partners, including the Quebec government and the City of Montréal, providing financial support to the **Formula 1 Grand Prix du Canada** so that it can stay in Montréal until at least 2024, for the economic benefit of Montréal, Quebec and Canada.

4. Fostering an adequate supply of skills and labour to enhance visitor experiences through quality service and hospitality

In 2014, federal departments and agencies continued to provide support to workers and tourism businesses to help them build skills, knowledge and capacity.

Support for employers and workers

Employment and Social Development Canada (ESDC) invests in a variety of programs to help individuals prepare for jobs in all sectors, including tourism. For example, ESDC supports apprentices in the skilled trades, including cooks and bakers, who provide important services in the tourism industry. Specifically, the Apprenticeship Incentive Grant and the Apprentice Completion Grant provide financial support to encourage registration and certification in Red Seal trades. In 2014, more than 2,100 such grants were issued to cooks and bakers. The Government of Canada continued to actively promote apprenticeship as a career path, including through an advertising campaign launched in December 2014.

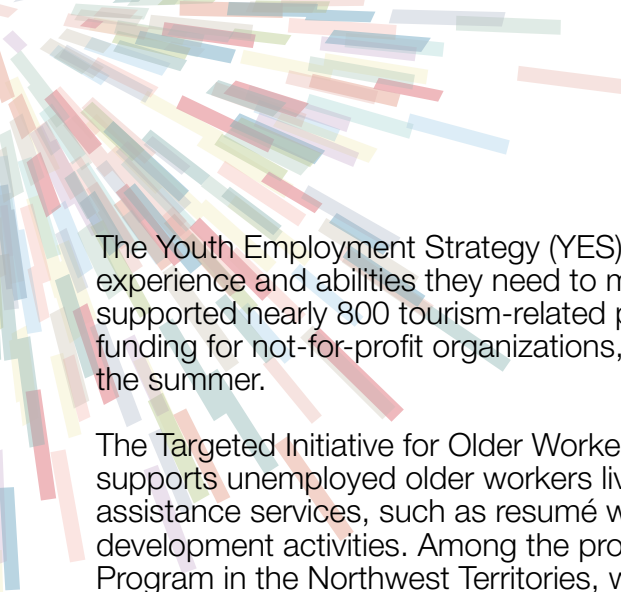
In addition, Budget 2014 introduced the Canada Apprentice Loan to provide additional financial support to apprentices registered in Red Seal trades, including cooks and bakers, to help them complete their training.

Following another Budget 2014 commitment, ESDC is delivering Canada Job Grants through provinces and territories to support employer-driven skills training that helps position individuals for future jobs, including in the tourism sector. Eligible employers may apply for a grant to cover a portion of employees' training costs, such as those for tuition and training materials. All Canadians, employed or unemployed, may take advantage of this initiative, provided they are eligible to work in Canada.

ESDC continues to provide support to under-represented groups in the labour market. This support helps, among others, Aboriginal people, youth and older workers, including those in the tourism sector, find employment and enhance their skills.

The Skills and Partnership Fund supports projects to encourage innovation and partnerships, test new approaches to the delivery of employment services and address systemic gaps in service delivery. In the tourism sector, ESDC supported the Aboriginal Cultural Ambassadors project, which prepared Aboriginal people for employment opportunities in the tourism sector. It also supported the Navigating Employment Pathways project of the Métis Nation of Ontario, which provided skills development and training-to-employment opportunities. Both projects were completed in 2014 and helped 175 Aboriginal people in Ontario secure employment in the tourism sector.





The Youth Employment Strategy (YES) helps people between the ages of 15 and 30 gain the skills, job experience and abilities they need to make a successful transition to the workplace. In 2014, YES supported nearly 800 tourism-related projects under the Canada Summer Jobs Program, providing funding for not-for-profit organizations, public sector employers and small businesses to hire students for the summer.

The Targeted Initiative for Older Workers (TIOW), a federal-provincial-territorial cost-shared initiative, supports unemployed older workers living in small, vulnerable communities. It provides employment assistance services, such as resumé writing and counselling, as well as work experience and other skills development activities. Among the projects TIOW supported is the Tlicho Wilderness Safety Training Program in the Northwest Territories, which has a strong tourism focus.

Building tourism capacity in the regions

In 2014, the Federal Economic Development Initiative for Northern Ontario supported a Northern Ontario regional tourism organization in delivering workshops to tourism operators on how to develop experience-based tourism packages. A social media campaign promoted more than 60 new packages and ways to experience Northern Ontario.

The Atlantic Canada Opportunities Agency's Accelerated Market Readiness program helps tourism operators in Atlantic Canada improve their standards of excellence, respond to emerging market trends and increase revenues. Tourism operators meet with an independent expert to determine whether their operations are ready for market and receive a property site visit to evaluate service standards. In 2014, 87 tourism operators from across Atlantic Canada participated in the program.

Aboriginal Affairs and Northern Development Canada (AANDC) supported professional tourism development by providing funding to Labrador's Rigolet Inuit community to create a pool of professionally trained and versatile guides for sport fishing, ecotourism and cultural tourism.

Maintaining the momentum

Through the Sectoral Initiatives Program, ESDC is supporting a three-year project by the Canadian Tourism Human Resource Council (CTHRC) to help address skills and labour shortages in the tourism industry. Under the project, the CTHRC will generate labour market information for the sector and update standards and training materials for the high-demand occupations of line cook, kitchen helper, food service counter attendant and workplace supervisor. The CTHRC will also make educational programs more relevant to industry needs through certification and accreditation programs.

AANDC provided support to the CTHRC in 2014 to develop a profile of Aboriginal people employed in the tourism sector in Canada. The report will include demographic information such as age, gender, education and employment patterns. The analysis will provide a snapshot of the Aboriginal tourism labour pool and inform programming by governments to better serve the Aboriginal population and the tourism sector.

Moving forward with a whole-of-government approach

The positive results of the whole-of-government approach to tourism support are becoming more evident with each year of activity under the Federal Tourism Strategy. The links between federal departments and agencies, and between those organizations and other levels of government and with industry, continue to strengthen.

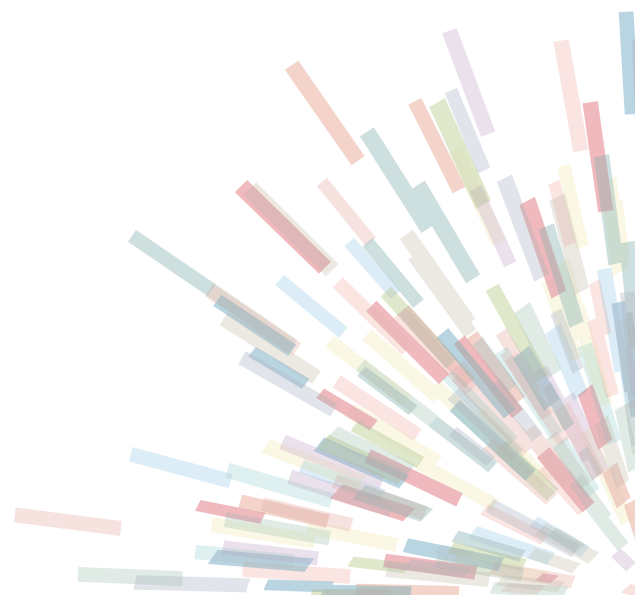
The Federal Tourism Strategy Steering Committee, which oversees the implementation of the strategy, is a valuable forum for this collaboration. The committee met three times in 2014, including twice with industry—once to discuss the celebrations for Canada's 150th anniversary and the second time to give industry members an opportunity to offer their input into the strategy's future direction.

Industry Canada and the Canadian Tourism Commission hosted the third annual tourism research forum in Ottawa in July 2014. At the gathering, representatives from 15 departments and agencies exchanged results of and plans for tourism-related research and analysis. Attendees also discussed existing data sources, explored data needs and new data sources, and identified potential collaborative projects.

In September 2014, federal, provincial and territorial ministers met in Prince Edward Island. There, the ministers discussed the importance of collaboration across jurisdictions to develop ways to contribute to the strength of the tourism sector in Canada. The group also learned about developments in Aboriginal tourism and agreed to explore a collaborative approach to encourage American travellers to come to Canada.

This gathering was followed by the first-ever joint meeting of federal, provincial and territorial ministers responsible for culture, heritage and tourism. There, the ministers agreed to share their plans to commemorate the 150th anniversary of Confederation to ensure a coordinated Canada-wide celebration.

As the Federal Tourism Strategy moves into its fourth full year in 2015, federal departments and agencies continue to seek out opportunities for collaboration among themselves, with their provincial and territorial counterparts, and with the tourism industry.





Appendix: Federal tourism partners³

The following departments and agencies are members of the Federal Tourism Strategy Steering Committee:

- Aboriginal Affairs and Northern Development Canada
- Atlantic Canada Opportunities Agency
- Business Development Bank of Canada
- Canada Border Services Agency
- Canada Economic Development for Quebec Regions
- Canadian Heritage
- Canadian Northern Economic Development Agency
- Canadian Tourism Commission
- Citizenship and Immigration Canada
- Department of Finance Canada
- Employment and Social Development Canada
- Environment Canada
- Federal Economic Development Agency for Southern Ontario
- Fisheries and Oceans Canada
- Foreign Affairs, Trade and Development Canada
- Industry Canada
- Infrastructure Canada
- Parks Canada
- Transport Canada
- Western Economic Diversification Canada

Many other Government of Canada organizations have tourism-related mandates, including the national museums and galleries, VIA Rail Canada and Statistics Canada.

³ Following the swearing in of the new Cabinet in November 2015, a number of departments were realigned and took on new department names.