



ACCOUNTABILITY REPORT

TOURISM NOVA SCOTIA

2020-21

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ACCOUNTABILITY STATEMENT

The Accountability Report of Tourism Nova Scotia for the year ended March 31, 2021 is prepared pursuant to the Finance Act and government policies and guidelines. These authorities require the reporting of outcomes against the Tourism Nova Scotia Business Plan for the fiscal year just ended. The reporting of Tourism Nova Scotia outcomes necessarily includes estimates, judgements, and opinions by Tourism Nova Scotia management.

We acknowledge that this Accountability Report is the responsibility of Tourism Nova Scotia management. The report is, to the extent possible, a complete and accurate representation of outcomes relative to the goals and priorities set out in the Tourism Nova Scotia 2020-21 Business Plan.

A handwritten signature in blue ink, reading "R. Irene d'Entremont".

R. Irene d'Entremont, HL Colonel, C.M., O.N.S., D.Comm hc
Chair, Tourism Nova Scotia Board of Directors

A handwritten signature in blue ink, reading "Darlene MacDonald".

Darlene MacDonald
Acting CEO, Tourism Nova Scotia

MESSAGE FROM THE CHAIR & CEO

In 2020-21, all of Tourism Nova Scotia's efforts were focused directly on helping the tourism industry navigate the COVID-19 pandemic and lay the groundwork for a strong economic recovery. COVID-19 presented an unprecedented challenge for the tourism industry and reinforced the importance of collaboration among stakeholders.

Tourism Nova Scotia's first priority when the pandemic hit was to help mitigate the impacts on tourism businesses. We developed webpages to provide timely information to industry and travellers about public health guidelines and available supports. Staff contacted hundreds of businesses to assess their needs and connect them with resources. We organized industry and stakeholder sessions to share information, receive feedback, and encourage collaboration and alignment with Tourism Nova Scotia's COVID-19 recovery plans. We also administered the Tourism Accommodations Real Property Tax Rebate Program to help hard-hit accommodations with 2020-21 commercial property taxes and partnered with Destination Canada to offer financial support to regional destination marketing organizations to launch local marketing initiatives.

Working with Destination Canada, we conducted research to assess the impacts of COVID-19, travel intentions, resident sentiments about travelling and welcoming visitors, and comfort with returning to activities.

We launched new programs and offered coaching and webinars to help tourism businesses adapt to the COVID-19 operating environment and come through the pandemic stronger than before. Programs supported package development and marketing to encourage local and Atlantic travellers to explore beyond the familiar in Nova Scotia, as well as development of sales strategies to get business on the books when markets reopen.

We collaborated with the Tourism Industry Association of Nova Scotia to offer the Tourism Reactivation of Industry Program – connecting businesses with financial planning and resources to develop operating plans in alignment with public health guidelines. We also worked together to offer the Clean it Right program, which provided comprehensive cleaning and safety protocols for tourism businesses to help rebuild consumer confidence.



The pandemic made people more comfortable than ever with researching and shopping online, making it essential for businesses to have a strong online presence. Tourism Nova Scotia collaborated with other Crown corporations to offer a suite of programs to support digital adoption. Tourism Nova Scotia partnered with Digital Nova Scotia to offer new programs that help businesses enhance their online presence through new websites, digital marketing, and services customers expect like online booking.

Tourism Nova Scotia also launched marketing campaigns to encourage as much travel as safely possible, including our first advertising campaigns in Nova Scotia and Atlantic Canada. A return-on-investment study showed that every \$1 we invested in media buys in Nova Scotia generated \$34 in tourism spending in the province.

With the growing trend in Canadians working remotely, we worked with the Department of Inclusive Economic Growth and other Crown corporations to launch the Work from Nova Scotia campaign to encourage Canadian remote workers to work from Nova Scotia – and enjoy our many restaurants, experiences, and cultural activities. Note: Effective August 31, 2021, Tourism Nova Scotia was moved under the authority of the Department of Communities, Culture, Tourism and Heritage.

While 2020-21 was a difficult year, Tourism Nova Scotia and our partners seized on every opportunity to ensure Nova Scotia's tourism industry is well-positioned for a strong recovery.

Sincerely,

R. Irene d'Entremont, HL Colonel, C.M., O.N.S., D.Comm hc, Chair, Tourism Nova Scotia Board of Directors

Darlene MacDonald, Acting CEO, Tourism Nova Scotia



FINANCIAL RESULTS

	Budget 2020-21	Actual 2020-21	Variance
<u>Revenues</u>			
Provincial Operating Grant	21,648,000	25,265,300	3,617,300 ¹
Tourism Fees and Charges	763,000	(244,800)	(1,007,800) ²
Tourism Recoveries	550,000	4,534,400	3,984,400 ³
Revenues Total	22,961,000	29,554,900	6,593,900
<u>Expenses</u>			
Salaries and Wages	6,629,300	5,855,900	(773,400) ⁴
Travel	308,300	31,200	(277,100) ⁵
Professional Services	3,376,900	5,596,600	2,219,700 ⁶
Supplies and Services	1,600,700	1,079,500	(521,200) ⁷
Advertising	8,210,100	5,042,300	(3,167,800) ⁸
Other	1,029,800	673,400	(356,400) ⁹
Other Provincial Obligations	42,900	40,300	(2,600)
Grants and Contributions	1,763,000	11,285,100	9,522,100 ¹⁰
Expenses Total	22,961,000	29,604,300	6,643,300
Surplus (Deficit)	0	(49,400)	(49,400) ¹¹

Notes:

1- Additional funding for Tourism Accommodations Real Property Tax Rebate Program; offset by final closing adjustments on sale of Liscombe Lodge.

2- COVID-19 adjustments - Refund to operators for advertising purchased in 2020 Doers & Dreamers Guide; advertising not sold in the 2021 Doers & Dreamers Guide; decreased revenue from retail partnership operations at provincial visitor information centres; cancellation of China Charter flights.

3- Destination Canada funding for Regional Destination Marketing Organization Partnership Program; refund for prior year programming due to COVID-19; ACOA recoveries for Atlantic Canada Agreement on Tourism (ACAT) and for Atlantic Canada Tourism Recovery Initiative (ACTRI).

4- Staff vacancy savings.

5- Decreased travel due to COVID-19.

6- Nova Scotia and Atlantic Canada campaigns; increased investment in Digital Content Marketing Program; RADIATE Tourism Program; Lifestyle Migration Program; database development project for NovaScotia.com.

7- Savings for not printing 2021 Doers & Dreamers travel guide; reduced shipping of travel literature; savings in visitor information centre operating costs; reduced costs for trade shows.

8- Decreased investment in national and international campaigns.

9- Reductions related to COVID-19 for marketing operations, meetings, and training.

10- Tourism Accommodations Real Property Tax Rebate Program (TARPTR), Regional Destination Marketing Organizations Partnership Program; Tourism Digital Assistance Program (TDAP).

11 - Amortization of server.



MEASURING OUR PERFORMANCE

2020-21 Key Initiatives

The COVID-19 pandemic had a profound impact on Nova Scotia's tourism economy, as it severely restricted the tourism industry's ability to attract customers. Tourism Nova Scotia pivoted in 2020-21 and adjusted its activities to reflect COVID-19 pandemic conditions and respond to related challenges. In November 2020, Tourism Nova Scotia published a [COVID-19 business plan update](#); this accountability report reflects Tourism Nova Scotia's activities and related performance based on that COVID-19 business plan update. In response to pandemic conditions, 2020-21 business plan activities were focused on tourism recovery and rebuilding. Marketing, development, research, and communications activities were unwavering in their focus: to help create the conditions for tourism operators to reopen for business, and to attract the right visitors to Nova Scotia at the right time to maximize the provincial tourism industry's ability to rebound and rebuild.

Tourism Nova Scotia undertook the following key initiatives:

- Created and launched consumer marketing campaigns in Nova Scotia and Atlantic Canada. These markets were new in 2020 and offered the highest potential to motivate travel to and within Nova Scotia and bring much-needed spending to the province's tourism businesses. The campaigns inspired travel through the summer, fall, and winter months by reminding Nova Scotians and Atlantic Canadians about all the wonderful things there are to see and do in Nova Scotia. Consumer marketing campaigns were paused in Tourism Nova Scotia's target markets of Ontario, Quebec, the Northeastern United States, the United Kingdom (UK), Germany, and China in mid-March 2020 due to the pandemic and related travel restrictions.
- Created and launched the "Work from Nova Scotia" advertising campaign to support the provincial population growth goal through the attraction of remote workers to the province. The campaign was designed to showcase Nova Scotia as a desirable place to live and work. The campaign included a microsite, social media pages on Facebook, Instagram and LinkedIn, digital video, display ads, social media, search engine marketing (SEM), and custom content articles.
- Worked to increase diversity and representation in Tourism Nova Scotia content and advertising. Following a review of current inventory and past advertising campaigns, Tourism Nova Scotia worked to capture diversity in new photo and video shoots in 2020-21. This new content will be incorporated into future marketing materials, including consumer advertising campaigns in 2021 and beyond.
- Worked with local and regional travel writers to produce compelling stories for local and regional markets about Nova Scotia's places and experiences. This was a shift from the traditional strategy that targeted further away markets. This initiative produced 52 articles, generating 12 million in circulation (i.e., the number of people the stories can reach across digital and print media). The program also generated 11 articles for blogs hosted on [NovaScotia.com](https://www.NovaScotia.com).

- Maintained relationships with tour operators and travel agents in international markets through training and itinerary development to ensure Nova Scotia is well positioned to attract travellers from these markets once restrictions lift and markets reopen. Tourism Nova Scotia attended more than 700 virtual business-to-business meetings.
- Delivered the Digital Content Marketing Program, allowing 31 businesses and communities to co-invest with Tourism Nova Scotia to develop marketing assets and extend their reach through customized digital advertising and/or content asset development activities. In 2020, to maximize industry's ability to attract customers, the program focused on Nova Scotia and regional markets. In addition, Tourism Nova Scotia covered partner costs where possible through financial support from the Atlantic Canada Opportunities Agency (ACOA).
- Co-invested in marketing and development activities with ACOA and the Atlantic provinces through the Atlantic Canada Agreement on Tourism (ACAT). The new three-year agreement signed in 2020 allows for a wider range of activities beyond the previous focus on international markets, including marketing activities aimed at domestic markets. Through ACAT, Tourism Nova Scotia enhanced its winter content and visual assets, prepared for spring/summer campaigns, and created more editorial content partnerships to help share and sell the Nova Scotia destination experience.
- Worked with in-market representatives (IMRs) in key international markets of Germany, the UK, and China to adjust to the COVID-19 operating environment. The IMR program pivoted in 2020-21 to focus more on maintaining relationships, and less on active promotion and sales.
- Distributed \$2 million in funds, in partnership with Destination Canada, to seven regional destination marketing organizations in Nova Scotia to assist with marketing and recovery initiatives through the Regional Destination Marketing Organization Partnership Program.
- Developed and launched the RADIATE Tourism Program that partnered with 51 provincial businesses and organizations to develop and market travel packages to sell to travellers in the Maritime provinces. This included developing 65 fall/winter experiences to help build the province's capacity to attract visitors during off-peak months. Nova Scotians and other travellers now have more to see and do in Nova Scotia year-round. The World-Class Experience EXCELLerator Program, which partners with tourism operators to develop and market experiences to attract visitors from further away markets, was paused in 2020-21 due to COVID-19 travel conditions.



- Engaged in direct outreach to tourism operators across Nova Scotia to identify their challenges related to COVID-19 and help navigate available resources.
- Provided tourism operators with important updates and business resources through frequent updates to the corporate website, tourismns.ca, and publishing 177 articles in Tourism Nova Scotia's InTouch newsletter.
- Provided relevant and timely COVID-19 information for travellers with frequent updates to the COVID-19 information and FAQ pages on Tourism Nova Scotia's trip-planning website, NovaScotia.com.
- Organized 23 industry and stakeholder information sessions to share information, receive feedback, and encourage collaboration and alignment with Tourism Nova Scotia's COVID-19 recovery plans. These included sessions with regional destination marketing organizations to share tourism recovery research as well as marketing considerations and scenarios for 2020.
- Managed social and traditional media outreach to share information and highlight industry innovation and successes as Nova Scotia's tourism industry worked to adapt to and rebuild from COVID-19. Through initiatives such as sharing profiles of Tourism Nova Scotia staff who are "Here to Help," profiling businesses in the Tourism Forging Forward series, and promoting COVID-19 resources and programs, Tourism Nova Scotia was able to significantly grow its corporate LinkedIn following by 82% (+1,487 followers) and its Twitter following by 23% (+669 followers) compared to 2019.
- Launched a refreshed corporate website, tourismns.ca, with improved navigation.
- Launched a webinar series to offer practical information and support to tourism operators to help them adapt to the evolving tourism environment throughout the pandemic and enhance quality and competitiveness. Tourism Nova Scotia delivered 21 webinars that provided training and advice from a range of expert panelists on topics such as digital adoption and strategic marketing.
- Supported the Cultural Tourism Strategy for the Mi'kmaq of Nova Scotia, participated in an advisory committee to advance the development of Authenticity Guidelines for the Mi'kmaq of Nova Scotia to develop cultural tourism experiences and opportunities for travellers, and engaged in development of the Atlantic Indigenous Tourism Study.
- Invested in strategic partnerships to support planning and infrastructure improvements in iconic tourism sites through the Tourism Revitalization of Icons Program (TRIP). In 2020-21, Tourism Nova Scotia supported five active projects across iconic destinations (Halifax waterfront, Lunenburg waterfront, Peggy's Cove, Cabot Trail, and the Bay of Fundy). Significant progress was made on some key projects in 2020-21 including: completion of construction of public wharf access to George's Island, opening to visitors on August 8, 2020 through activation of the partnership with the federal government, Parks Canada, and Murphy's on the Water; and the completion of the restoration of Lunenburg Big Boat Shed including a new interpretation centre which is scheduled to open in summer 2021.



- Provided experience development coaching that helped tourism businesses and organizations develop experiences that can motivate travel to and within Nova Scotia by Maritime travellers, including a focus on increasing Nova Scotia's inventory of compelling products and experiences in the fall and winter months. The Tourism Nova Scotia webinar series and accompanying tip sheets also provided guidance for tailoring experiences to appeal to regional visitors.
- Participated in a cross-Crown digital adoption strategic initiative with Develop Nova Scotia, Nova Scotia Business Inc., Innovacorp, and Events East. Tourism Nova Scotia supported tourism businesses to increase their digital capacity through three key programs. The Tourism Digital Assistance Program, in partnership with Digital Nova Scotia, matched 127 businesses with tailored digital consultant services to enhance or develop effective digital marketing and e-commerce tools. Through the Website Bootcamp Program, Tourism Nova Scotia and Digital Nova Scotia supported 17 tourism businesses to develop new mobile-friendly websites and learn the skills to create and maintain effective web content. In addition, Tourism Nova Scotia's webinar series included several webinars focused on digital capacity.
- Assisted tourism businesses in adapting to the COVID-19 operating environment through the Clean it Right program and Tourism Reactivation of Industry Program (TRI), in partnership with the Tourism Industry Association of Nova Scotia (TIANS).
- Administered the Tourism Accommodations Real Property Tax Rebate Program (TARPTR) which provided 261 accommodations operators with \$6.8 million in financial relief during the pandemic.
- Conducted research to assess the impact of COVID-19 on tourism demand and to identify indicators that provide insights on optimal timing for recovery marketing activities. Tourism Nova Scotia tracked and analysed insights from weekly surveys of Canadian resident sentiment for local, domestic, and international travel, for comfort with travel activities, and attitudes towards welcoming visitors. Tourism Nova Scotia shared these insights with tourism stakeholders through the inTouch newsletter and on tourismns.ca.
- Adapted operations to safely provide visitor services in accordance with COVID-19 operating guidelines. Provincial Visitor Information Centres were fitted with plexiglass barriers, signage, wayfinding, hand sanitizing stations, and outdoor service options. Staff were provided with Personal Protective Equipment (PPE) and enhanced cleaning protocols, and capacity limits were implemented. Tourism Contact Centre operations were modified to enable staff to work from home until it was safe to move back to an office environment. As demand for visitor services was low, Tourism Nova Scotia identified opportunities for visitor services employees to support other areas of government that required additional support for the pandemic response.

PERFORMANCE MEASURES

Tourism Nova Scotia works to maximize the value of tourism to the province. Through its activities, Tourism Nova Scotia creates the conditions that will generate interest in Nova Scotia as a vacation destination, which leads to visitation and travellers spending their travel dollars at businesses across the province. It is important to note that Tourism Nova Scotia does not directly influence *all* visitation to and within Nova Scotia or the resulting visitor expenditures.

The tourism environment was significantly different in 2020-21 compared with previous years as the COVID-19 pandemic led to business closures, stay-at-home orders, and travel restrictions. As such, the performance measures in Tourism Nova Scotia's Accountability Report reflect the impact of the corporation's activities identified in Tourism Nova Scotia's COVID-19 business plan update and consider the corporation's contributions to driving tourism growth through mitigation, adaptation, and recovery.

Outcome: Increase visitation and tourism spending through strategic marketing activities

Measure #1: Advertising campaign return-on-investment (ROI)—the impact of Tourism Nova Scotia's advertising campaigns on target markets can be evaluated by estimating the tourism spending attributable to each \$1 spent on the media buy.

Target: Benchmark the Nova Scotia and New Brunswick/PEI campaigns. These were new markets in 2020.

Result:

Nova Scotia Campaign (Summer 2020): \$34 in direct visitor spending and \$5 in HST generated for every \$1 invested.

This is a strong result for the Nova Scotia campaign. The industry standard of a strong campaign is one that returns between \$2 and \$4 in taxes for every dollar spent on media buy.



New Brunswick/PEI Campaign (Summer 2020): \$10 in direct visitor spending and \$1 in HST generated for every \$1 invested. In New Brunswick and PEI, the campaign eased fears about crossing provincial borders, countered stay-at-home campaigns, and motivated much-needed travel to Nova Scotia within the Atlantic bubble.



Measure #2: Percentage of travellers that reported Tourism Nova Scotia ads increased their interest/influenced them to travel to/within Nova Scotia.

Target: Benchmark the Nova Scotia and New Brunswick/ PEI campaigns. These were new markets in 2020.

Result:

Both campaigns directly influenced travel. After seeing the ads, people took one or more trips they had not planned to take, took an extra trip, extended their stay, or turned a day trip into an overnight trip.

Nova Scotia Campaign (Summer 2020): 38% of those surveyed were influenced by the ads to travel more (take more trips, extend stay, or turn day trip into overnight trip).

New Brunswick/PEI Campaign (Summer 2020): 28% of those surveyed were influenced by the ads to travel more (take more trips, extend stay, or turn day trip into overnight trip).

**NS – 38% influenced
by ads to travel more**

**NB/PEI – 28%
influenced by ads to
travel more**

Measure #3:

Percentage of tourism stakeholders that indicated they believed it was very important for Tourism Nova Scotia to redirect its marketing in 2020 to encourage spending by Nova Scotians and Atlantic Canadians at tourism businesses in the province.

Target: No target set because operating within exceptional circumstances due to pandemic.

Result: 82% of respondents to Tourism Nova Scotia's 2020 Stakeholder Survey indicated it was very important for Tourism Nova Scotia to redirect its marketing in 2020 to encourage Atlantic Canadian spending in Nova Scotia. (Defined as respondents answering 8, 9 or 10 on 10-point scale for degree of importance.)

**82% surveyed feel it
was very important to
redirect marketing to
NS/Atlantic Canada in
2020**



Outcome: Infrastructure improvements to create opportunities for experience development

Tourism Nova Scotia administered the Tourism Revitalization of Icons Program (TRIP). The program was developed to enhance five iconic tourism sites: the Cabot Trail; Halifax waterfront; Lunenburg waterfront; Peggy's Cove; and the Bay of Fundy including Annapolis Royal. Investing in infrastructure improvements at these iconic locations creates more opportunities for the private sector to develop world-class experiences that appeal to target markets and increase visitor spending.

Measure #1: Number of projects identified and reviewed through the TRIP program criteria in 2020-21.

Target: Four projects.

Result: Supported five active projects in 2020-21. These projects included:

- Completion of the restoration of Lunenburg Big Boat Shed including a new interpretation centre (Lunenburg waterfront).
- Advancement of the Peggy's Cove construction phase from detailed planning work in consultation with community and stakeholders to construction of a viewing platform, washrooms, expanded parking lot, and improved visitor amenities (Peggy's Cove).
- Construction of public wharf access to George's Island with successful opening to visitors on August 8, 2020 (Halifax waterfront).
- Construction of a new looped trail, creation of coastal lookoffs, and fabrication and installation of new trailhead, wayfinding, and regulatory signage at Cape Split Provincial Park (Bay of Fundy including Annapolis Royal).
- Advancement of the initial planning phase of the Seawall Trail project including advancing Archaeological Resource Impact Assessment (ARIA) work, and preliminary review and design of trailhead and staging areas, huts, and bridges (Cabot Trail).

5 active infrastructure projects supported to enhance the visitor experience at NS icons in 2020-21

Measure #2: Amount of funding completed or initiated in infrastructure projects that align with TRIP objectives.

Target: \$6 million.

Result: As of March 31, 2021, \$5,456,000 has been committed to infrastructure projects that align with TRIP objectives.

Note: As many of these projects are multi-year, this figure refers to commitments made over the full length of the program. Following proper program management, original approved allocations were adjusted to reflect confirmed project details. Approval was received to reallocate TRIP funding between operating and capital envelopes and adjust budgeted cash flows between fiscal 2020-21 and 2021-22 to align with confirmed project details while adhering to the approved \$6 million program total.

\$5,456,000 committed to infrastructure projects through TRIP as of 2020-21



Outcome: Regional travellers have access to travel packages that align with their needs

Tourism Nova Scotia directly influences the development and marketing of experiences that motivate travel to and within Nova Scotia. The experience or package concepts that are developed into purchasable experiences are evaluated through research to ensure they are highly appealing to Tourism Nova Scotia's target markets. In 2020-21, Tourism Nova Scotia launched the RADIATE Tourism Program. This program focused on packages that appeal to travellers from Atlantic Canada.

Measure: Number of purchasable packages developed through the RADIATE Tourism Program.

Target: 45 partners.

Result: 51 partners (43 businesses and 8 organizations).

Tourism Nova Scotia partnered with 51 businesses and organizations through the new RADIATE Tourism Program to develop and market travel packages aimed at travellers from the Maritime provinces. Tourism Nova Scotia supported these partners to: develop and market 128 travel packages; develop 65 fall/winter packages to increase the tourism industry's capacity to attract customers during off-peak months; create and promote 145 digital ads; and develop 497 new photo assets for businesses and industry to promote Nova Scotia.

**51 partners created
128 travel packages
through the RADIATE
Tourism Program in
2020-21**

Outcome: Tourism operators are supported to improve their competitiveness and resiliency in response to the COVID-19 pandemic

Measure #1: Number of businesses supported through Tourism Nova Scotia programs.

Target: Several programs were introduced throughout the year to assist businesses in adapting to COVID-19 conditions, increasing their capacity to attract customers, and maximizing their ability to reach those most likely to travel to and within Nova Scotia in 2020. Tourism Nova Scotia set the following targets:

Tourism Digital Adoption Program (TDAP): Fully subscribed.

Partnership programs: At least 125 participants.

Webinar participants: At least 1,000 participants.

Result:

TDAP: Fully subscribed with 127 participants.

Partnership programs: 250 participants.

Webinar participants: 2,583 views of live and recorded webinars.

Tourism Nova Scotia also administered the Tourism Accommodations Real Property Tax Rebate Program (TARPTR). Through this program, Tourism Nova Scotia administered \$6.8 million in real property tax rebates to 261 eligible accommodations operators.

These industry-focused programs addressed COVID-19 challenges, and there was very strong participation from tourism businesses and organizations.

**377 total participants
in TDAP and
partnership programs
in 2020-21**

Measure #2: Percentage of program participants reporting that Tourism Nova Scotia partner programs were helpful.

Target: 80% responding programs were helpful.

Result: 77% of surveyed stakeholders who participated in Tourism Nova Scotia's partner programs reported that the programs were "very helpful" or "somewhat helpful." Some programs had high "not sure/don't know" response rates, as they were still underway at the time of the survey (Tourism Digital Assistance Program 27%, Tourism Accommodations Real Property Tax Rebate 16%, Digital Content Marketing Program 9%, RADIATE 11%).

**77% of program
participants found
TNS programs
helpful, with many
others indicating they
were unsure as
projects still
underway**



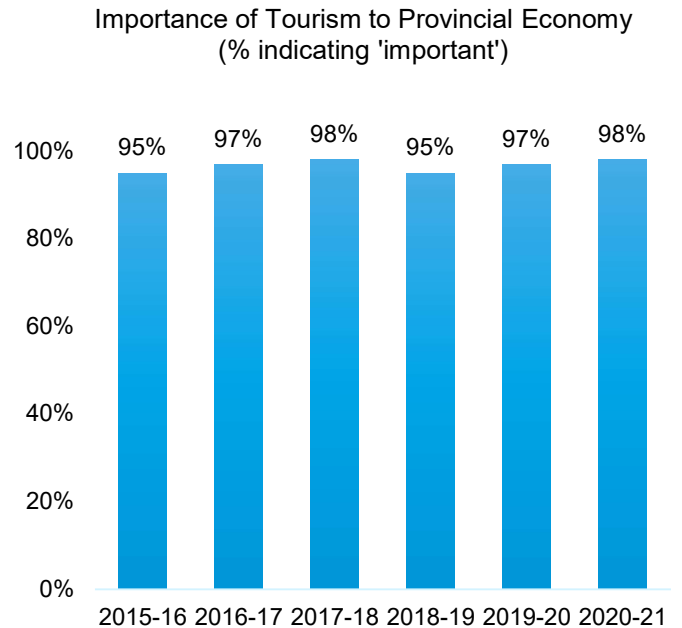
Outcome: Increase Nova Scotia's tourism confidence

Tourism Nova Scotia's mandate includes collaboration and communication with tourism stakeholders. Having an engaged tourism industry and a population that supports and understands the value of Nova Scotia's tourism sector will provide a positive environment for industry recovery, and commitment to rebuilding a sustainable tourism economy.

Measure #1: Nova Scotia residents' perceptions of the importance of tourism to the provincial economy.

Target: Maintain the already high percentage (97%) of Nova Scotia residents who consider tourism to be important to the provincial economy.

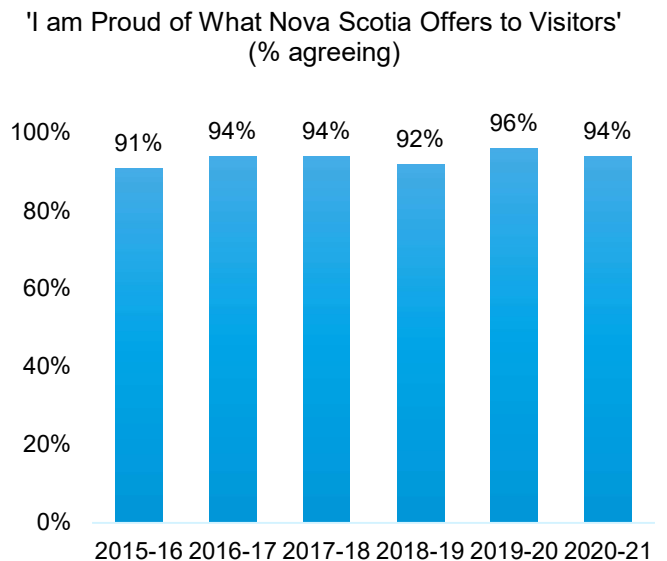
Result: Each year, Tourism Nova Scotia surveys a representative sample of Nova Scotia residents. In 2020-21, 98% of surveyed Nova Scotia residents reported that they consider tourism to be important to the provincial economy. This is consistent with the strong results from previous years.



Measure #2: Residents' pride in Nova Scotia as a tourism destination.

Target: Maintain the already high percentage (96%) of Nova Scotia residents who report being proud of what Nova Scotia offers to visitors.

Result: Each year, Tourism Nova Scotia surveys a representative sample of Nova Scotia residents. In 2020-21, 94% of surveyed Nova Scotia residents reported agreeing that they are proud of what Nova Scotia offers to visitors. This is consistent with very strong results in previous years.

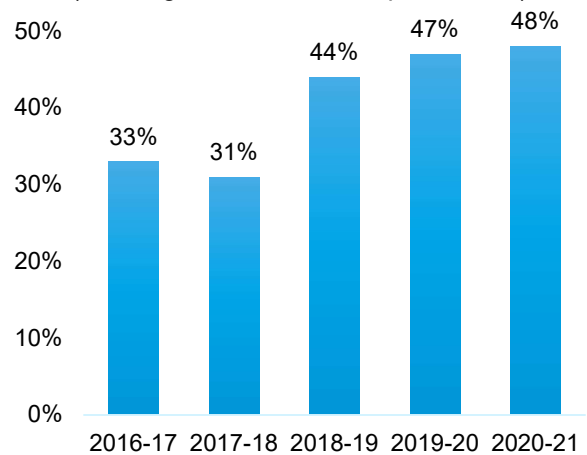


Measure #3: Stakeholder satisfaction with Tourism Nova Scotia's performance.

Target: Increase stakeholder satisfaction with the corporation's performance.

Result: Stakeholder satisfaction with Tourism Nova Scotia's performance was unchanged from 2019-20, with approximately one-half of those surveyed indicating a high level of satisfaction with Tourism Nova Scotia. This is a particularly strong result given the significant challenges Tourism Nova Scotia and the tourism industry faced in 2020-21 because of the COVID-19 pandemic.

Tourism Stakeholder Satisfaction with Tourism Nova Scotia's Performance
(% rating 8, 9, or 10 on 10-point Scale)

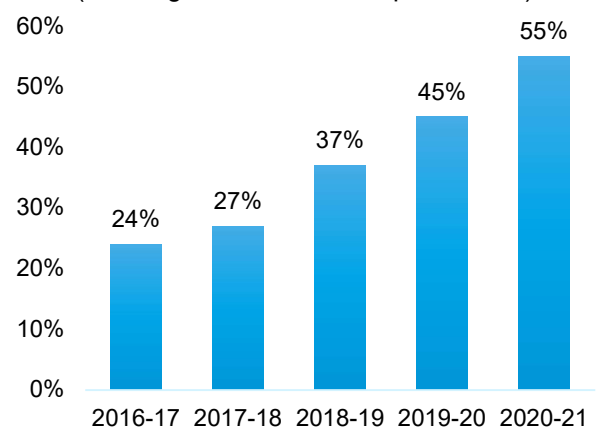


Measure #4: Stakeholder satisfaction with Tourism Nova Scotia's efforts to communicate with tourism stakeholders.

Target: Benchmark (although there is tracking data, this was a benchmark measure to reflect the COVID-19 operating environment).

Result: 55% of stakeholders surveyed reported a high degree of satisfaction with Tourism Nova Scotia's efforts to communicate with tourism stakeholders. This is a 10-point increase from 2019-20.

Satisfaction with Tourism Nova Scotia's Efforts to Communicate with Stakeholders
(% rating 8, 9, or 10 on 10-point Scale)





APPENDIX A

Annual Report under Section 18 of the Public Interest Disclosure of Wrongdoing Act

The Public Interest Disclosure of Wrongdoing Act was proclaimed into law on December 20, 2011.

The Act provides for government employees to be able to come forward if they reasonably believe that a wrongdoing has been committed or is about to be committed and they are acting in good faith.

The Act also protects employees who do disclose from reprisals, by enabling them to lay a complaint of reprisal with the Labor Board.

A Wrongdoing for the purposes of the Act is:

- a) a contravention of provincial or federal laws or regulations
- b) a misuse or gross mismanagement of public funds or assets
- c) an act or omission that creates an imminent risk of a substantial and specific danger to the life, health or safety of persons or the environment, or
- d) directing or counselling someone to commit a wrongdoing.

The following is a summary of disclosures received by (*Department / Public Service Offices/ Governmental Unit including Crown Corporations and Agencies*)

Information Required under Section 18 of the Act	Fiscal Year 2020-2021
The number of disclosures received	0
The number of findings of wrongdoing	0
Details of each wrongdoing	n/a
Recommendations and actions taken on each wrongdoing	n/a