

Sustainable Tourism for Island Destinations: Case Study of Newfoundland and Labrador and New Zealand

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This research presents a historical and theoretical review of sustainable tourism development with a focus on economic, social and cultural, and environmental sustainability in Newfoundland and New Zealand Island destinations. The issue of sustainability is of great importance to society as we face challenges such as recessions, exploitation of indigenous cultures, and climate change. In this study, the development of sustainable strategies (with a focus on the last 30 years) at each destination has been explored; as well as an assessment of what the outcome of the various theories developed in each destination have been to date. The research determines that creating a more sustainable tourism destination cannot be solved by a single strategy; each destination should be assessed on a case-by-case basis. The findings reveal that despite being located on opposite sides of the world, the issue of sustainability in tourism is universal.

Introduction

In 1987, the UN Environmental Commission defined sustainable development as "... development that meets the needs of the present without compromising the ability of the future generations to meet their own needs" (Edwards, 2010), and it has remained the global standard ever since. In 2014, sustainability is one of the most crucial aspects of global development (Development", 2010). There is a heightened awareness by people on how we consume and what we consume on a daily basis; whether it's the type of food you buy, the form of transportation you take to get to school and work, or the companies you take your business to. We have more options than ever before and the information at our fingertips to make an educated decision. Against this background, it is easy to see the importance of sustainability in tourism, an industry that is growing every year. Previous research and studies { (Hawke's Bay Sustainable Tourism, 2009) (Pillars of Sustainability, 2013) (UNESCO, 2014) } in sustainability are among the reasons for conducting this research. The Center for Responsible Travel states that,

"With continuing growth in travel, there is increasing recognition among both travel professionals and consumers of the importance of responsible travel--travel that minimizes negative impacts, brings economic benefits to host communities, and preserves the culture and natural resources of a destination" (Travel, 2013).

This statement encompasses the essential aspects of sustainable tourism management that governments and tourism operators need to take into consideration as the industry continues to grow. The New Zealand Tourism Strategy 2015 (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007) has been a significant part of this research and contributor to my interest in the subject area. The increased awareness of the state of both destinations economies, where they are going, and what opportunities will arise in the tourism industry in years to come are also areas of consideration that can be found in this project. The paper will focus on three forms of sustainability and how they coincide with tourism.

Social and culture sustainability focuses on relationships, specifically, "developing, renewing, and maintaining human cultures that create positive enduring relationships with other people and the natural world" (Marion, 2014). The social and cultural portion will discuss how cultures cope with foreign groups coming into the area with a plan in mind on how to develop the culture of the area into a commodity that is lasting and respectful. Environmental sustainability can sometimes be the greatest focus area for a destination due to a rising awareness of issues regarding waste, water, and the maintenance of the natural environment. The main focus of environmental sustainability is maintaining the quality of the environment on a long-term basis (Guide, 2014). While this is an important factor to tourism, other ways destinations focus on being environmentally sustainable will also be discussed. The final area of sustainability focus will be economic sustainability. This area concerns financial questions such as how to bring in more revenue without disruption or exploitation and how much of the revenue actually goes back into the destination if there are foreign investors involved. It is also concerned with the labor issues that often plague the tourism industry such as shortages, a lack of skilled workers, and unemployment rates (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007).

Research Objectives

The main objectives are to:

1. Establish an understanding of what sustainability means to the tourism industry from a social-cultural, environmental, and economic perspective.
2. Highlight the historical pattern of sustainable tourism development in Newfoundland and New Zealand Islands for a period of 30 years.
3. Discuss the successes and challenges of sustainable development.

Significance of Study

The study of sustainability in relationship to the tourism industry is a topic of consideration in society today because of the heightened awareness of how our consumption impacts the planet we live on. The development of tourism at a destination affects both resident and traveler; sustainable development in regards to the economy, the environment, and social and cultural aspects better ensures the longevity and comfort of both parties for many years to come. This study aims to establish a basic understanding of sustainable tourism and how it impacts a destination.

Methodology

The literature for this project paper was collected between January and April of 2014. Previous research conducted in November 2013 was also utilized throughout the process. This is a case study based approach using historical and theoretical review of sustainability in Newfoundland and Labrador and New Zealand destinations to trace the concept development and compare how the issue is addressed. Other research instruments used in this process included

publications by Municipal governments and institutions such as the World Tourism Organization and the Center for Responsible Travel.

Study Areas

This study focused on two areas; the province of Newfoundland and Labrador located in Canada and the country of New Zealand to highlight the similarities and differences experienced by both destinations in regards to sustainability in their tourism industries. These areas were chosen because of their opposing locations (one is located in the Northern Hemisphere, the other in the Southern), their significant difference in population, and because they both consist of an island or multiple islands.

Newfoundland and Labrador, Canada

The island of Newfoundland is located at the eastern edge of North America in the Atlantic Ocean (NL Provincial Government, n.d.). Newfoundland and Labrador boasts over 370,000 square kilometers of land and a population density of only 1.4. As of 2011, the provincial population was 514,536 (Canada S. , 2011). In 2013 Newfoundland and Labrador had approximately 497,933 visitors (Department of Tourism, Culture, and Recreation, 2014).

New Zealand

The North and South islands of New Zealand have a combined area of 263,310 square kilometers (Trading Economics, 2013). It is located in the South Pacific Ocean and has a population of over 4.5 million as of 2014 (Backpack New Zealand, 2005). At year end 2013, New Zealand had received over 2.7 million visitors (Statistics New Zealand, 2013).

Literature Review

Definition of Terms

Sustainability

Sustainability creates and maintains the conditions under which humans and nature can exist in productive harmony, that permit fulfilling the social, economic, and other requirements of present and future development (United States Enviro Protection Agency, 2014).

Sustainable Development

This is about meeting the needs of today without compromising the needs of future generations (Environment Canada, 2013).

Sustainable Tourism

Tourism that respects both local people and the traveler, cultural heritage, and the environment (UNESCO, 2010).

Fishery

The occupation or industry of catching, processing, or selling fish or shellfish (Dictionary.com, 2014).

Moratorium

A suspension of activity (Dictionary.com, 2014)

Greenhouse Gasses

Any of the gasses whose absorption of solar radiation is responsible for the greenhouse effect (Dictionary.com, 2014)

Why is sustainability important?

In this section the focus will be on giving examples regarding how social and cultural, environmental, and economic sustainability encompass this definition in respect to tourism. There is an increased awareness regarding sustainability in tourism due to the significant impact it can have on residents and visitors of a destination. This section of the document will instill a basic understanding of the sub-sectors of sustainability; social and cultural, environmental, and economic. Who and what each sector of sustainability effects varies but the ultimate goal of creating a destination that will experience a long life-cycle and provide residents and visitors with a feeling of satisfaction and comfort is the same.

Social and Cultural Sustainability

The World Tourism Organization defines sustainable tourism as, "the development of a tourism product that meets the needs of present tourists and host regions, while protecting and enhancing opportunities for the future" (Excellence, 2010). Of all the forms of sustainable tourism, social and cultural sustainability must often be approached with a more open mind and greater amount of empathy. This is the form of sustainability that focuses primarily on relationships; as with any relationship, there must be communication and understanding to ensure that all parties are satisfied with the outcomes. One source defines social and cultural sustainability as, "...understanding people's needs and desires, considering the effects of our actions on the wider community and anticipating and embracing social change to allow people to provide for their social wellbeing in the future" (Brain, 2010).

Creating a socially and culturally sustainable environment can be a challenge because every individual is going to have a differing opinion on what constitutes their wellbeing and overall satisfaction. Some of the major influential factors to a person's wellbeing include health, personal relationships, safety, standard of living, equality, freedom, achievements, and future security (Brain, 2010). When a planner enters a new area with the goal of developing tourism, they must consider all of these factors before moving forward as they often do so by completing a social impact assessment. This assessment will provide the planners with a complete picture of the impacts the proposed changes, both positive and negative, which have on the community or area in question. How tourism development affects the social and cultural aspect of an area is going to differ from place to place, this is why each assessment must be tailored to fit. Specifically in smaller communities, such as the ones we see throughout Newfoundland and Labrador, the involvement of local people in these assessments is an essential factor to success.

Box 1: Quidi Vidi Village

For example, in 2006, the City of St. John's released a proposal to develop the Quidi Vidi Village area located in the east end of the city into more of a tourist attraction. Throughout the development process the City officials consulted with members of the Quidi Vidi Village Foundation, a group enacted to help preserve the integrity of the area and the Quidi Vidi Village Property Owners Committee to ensure that the plan was endorsed by all who would be impacted and so that any issues could be brought to the attention of the planning committee (John's, Quidi Vidi Village Development Plan, 2006). The end result was the Quidi Vidi Village Plantation, a building erected to "serve as a craft enterprise incubator for emerging artists wishing to pursue careers as professional craftspeople in Newfoundland and Labrador" (House, 2012). What planners want to ensure is that they have considered the social factors that contribute to sustainable social wellbeing in the future such as, equity, understanding, inclusion, quality of life, and opportunity (Brain, 2010).

Aside from general dissatisfaction by the local community, other issues can arise when trying to create a socially and culturally sustainable destination. These include poverty, crime and safety issues, inequality and segregation of communities, and low quality of life. These issues result from the increased traffic in a destination and the feeling of displacement and exploitation by locals when they begin to become outnumbered (Brain, 2010). If these problems are addressed in regards to likelihood and consequence, they can be planned for and negative outcomes can be diminished. If dialect between planner and destination is maintained throughout the development process, the potential for successful social and cultural sustainability in regards to the tourism industry is more likely than that of a large corporation entering the area without consultation and developing blindly.

Environmental Sustainability

Many aspects of environmental sustainability are beyond our control; we cannot change the weather, how the tides rise and fall, how much fresh water an area has, or where vegetation grows. What we can control is how we utilize the changing climate to our advantage and what we do with the natural and nonrenewable resources now and in the future (Efficiency, 2013). For many travelers, a destination is chosen based on the natural environment and climate it has to offer; many Newfoundlanders seek solace from the cold every winter in Florida, Cuba, or the Dominican Republic. So how does a destination work towards becoming more environmentally sustainable? It is not a task that can be completed by one person alone, in order to be sustainable on the large scale government involvement is essential because they control what stays and what goes. For example, if a large hotel chain came to Newfoundland and wanted to build a large-scale, five-star resort along the trail to Western Brook Pond in Gros Morne National Park, the question is, should we let them? The answer is no because the area in question is home to coastal bogs and limestone ridges, there is natural beauty and views that you will not find anywhere else in the world (Canada P. , 2013). With the support of government and the regulations that are in place for areas such as national parks like Gros Morne, developments like that are something that will never have to be concerned with.

However, some areas are not so fortunate and when a tourism planner with the right amount of money comes along, there is often no stopping them from destroying irreplaceable natural sites. The Great Barrier Reef has been the target of loosened environmental laws over the years for various developments, despite being a designated World Heritage Site (Readfearn, 2014). Beyond controlling the development of tourism in natural areas that should be preserved and maintained, there are other ways that destinations who are already seeing traveler traffic can appease the demands for a more environmentally friendly and sustainable experience. Destinations can seek out sustainable certifications and initiatives to for example, become members of Green Globe, a certification program with worldwide recognition for supporting all sectors of sustainability in the hospitality and tourism industry. Their criteria and indicators are divided into four categories, one of which is environmental. Some of the areas that a business must meet the criteria include purchasing policies, energy and water consumption, wastewater, greenhouse gases, waste management planning, conserving biodiversity, ecosystems, and landscapes, and interactions with wildlife (Globe, 2014). The major benefit for a destination or business to join a recognized group, such as Green Globe, is that both operator and visitor have the confidence that their standards for sustainability are being met.

Economic Sustainability

Economic sustainability is often more difficult for a destination to achieve than social/cultural or environmental due to the seasonal nature of the tourism industry. During the planning process, tourism operators need to consider the slower seasons of the year and how they will cope with the loss of income during that time period. One way tourism operators cope with this loss each year is by using dynamic pricing. This is where operators and businesses will raise their prices during peak season and lower them during the off seasons. It is common that they make their prices so low during the off seasons that they fail to cover their overhead costs. The tradeoff is that almost all of their yearly revenue comes in during the period of time that they are operating at their peak. This dynamic pricing works well in the tourism industry because established destinations are familiar with traveler patterns and are better able to accurately predict when increased demand is going to occur (Geek, 2014). Other ways destinations are trying to become more economically sustainable is by ensuring as much revenue as possible goes back into the local community.

Box 2: Fogo Island Inn

For example, the Fogo Island Inn located on Fogo Island, Central Newfoundland is committed to aiding in the Island's economy and forging a sustainable path. They have done so by locally sourcing the food and ingredients used in their restaurant, filling the rooms with quilts and furniture made locally, and employing residents as Island ambassadors to share the history and culture of Fogo Island with visitors (Crotty, 2013).

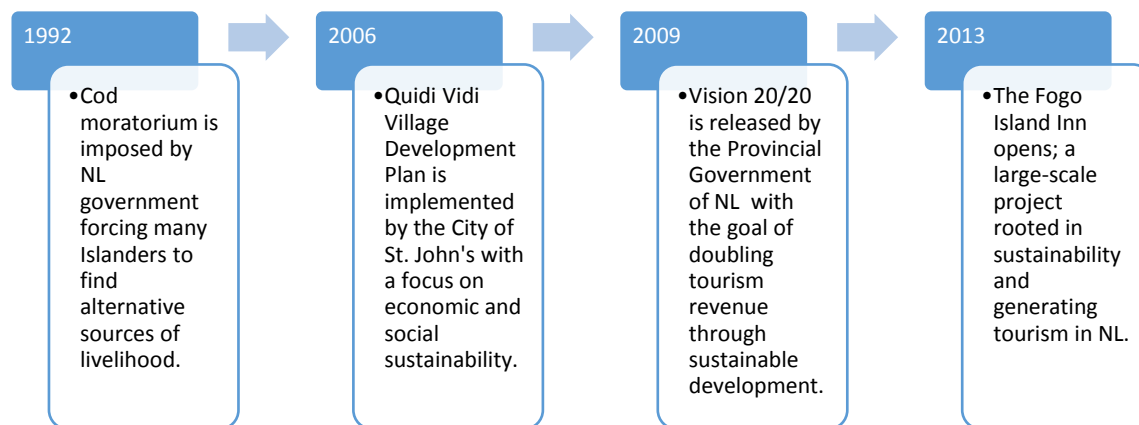
Destinations will also see economic benefits in ensuring the workers they hire are skilled, well-trained, and given an incentive to remain as an employee year round or to return for the season in the following year. High turnover rates are costly to businesses as they result in lost time and productivity.

Businesses should set clear guidelines upon hiring about what is expected from an employee and whether there is room to grow within the company, perks such as discounted products or prizes to meet certain goals can be excellent incentives for employees, and be involved and ensure your employees know that they can come to you or another designated team member with any questions or concerns (Journal, 2014). A destination or business cannot succeed without economic return, revenue must be generated to keep things running, making economic sustainability essential to the future of tourism.

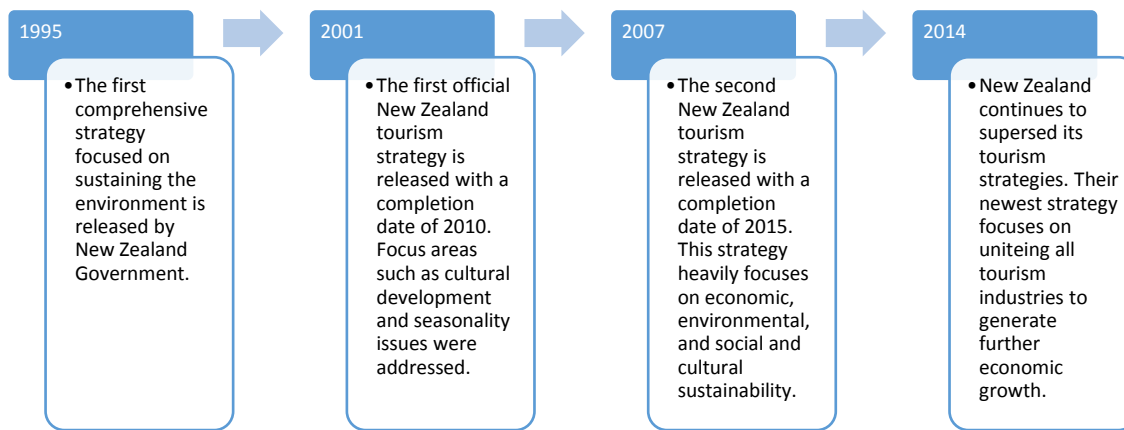
Historical Timeline of Sustainability

The following timelines highlight some of the pivotal moments for each destination in the beginning stages of considering tourism as a leading industry for their economy. The moments in proceeding years that marked the most significant steps towards creating a sustainable tourism industry have also been included.

Figure 1: Sustainable timeline, Newfoundland and Labrador



(Higgins, 2009), (John's, Quidi Vidi Village Development Plan, 2006), (Board, 2009), (Crotty, 2013)

Figure 2: Sustainable timeline, New Zealand

(McGuinness Institute, 2011), (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007), (Tourism Industry Association, 2013)

Case Study One: Sustainability in Newfoundland and Labrador

"Tourism is one of Newfoundland and Labrador's greatest economic drivers" (Board, 2009). The whole industry contributes over \$750 million to the local economy and creates over 12,000 jobs across the province (Board, 2009). As an island, with an often less than desirable climate to work with, the products, resources, and services we can offer are limited despite the substantial amount of untouched land available within the 405,720 km² of Newfoundland and Labrador. The fishery in Newfoundland and Labrador, specifically the cod industry, is a prime example of what can happen when sustainability and long-term planning are not considered. In 1992 Canadian government was forced to impose a moratorium on cod fishing in Newfoundland and Labrador as the fish were nearing extinction due to a yearly overestimation of the population (Higgins, 2009). With the loss of such a significant part of Newfoundland's fishing industry and the source of livelihood for so many Newfoundlanders, other industries were sought out to continue to stimulate the economy throughout the province including tourism. Learning from the example that the cod moratorium set, the province has begun to take a more strategic approach to how we develop our resources. Implementing sustainable practices is becoming one of the more prevalent strategies we see as planning moves more towards the idea of what will last a long time and can be availed of by future generations rather than what works right now and will generate the most revenue temporarily. In Newfoundland and Labrador we have seen the development of two different strategies where sustainability plays an intricate role.

Figure 3: Map of Newfoundland and Labrador

<http://geology.com/canada/newfoundland-and-labrador.shtml>

Strategies for Sustainable Development

The first strategy was implemented by the municipal government in St. John's in 2010. The city signed a local government gas tax agreement where they committed to the preparation of an Integrated Community Sustainability Plan (ICSP). The ICSP for St. John's takes its roots from the Municipal Plan that was developed for the city in 2003 and is strongly based on making the city sustainable in the long-term (John's, St. John's Municipal Plan, 2013). This ICSP looks at five different sectors of sustainability; social, cultural, environmental, economic, and governance. The main goals of the plan are to have sustainable outcomes regarding cleaner air, cleaner water, and reduced emissions of greenhouse gases (John's, Integrated Community Sustainability Plan, 2010). As with many sustainability plans, the environmental aspect prevails as the greatest focus area. For this one in particular, a pivotal objective is to compact urban form and to develop land efficiently (John's, Integrated Community Sustainability Plan, 2010). This is a focus for the city in order to avoid the urban sprawl that is affecting many other cities across Canada; the issue with urban sprawl is that it creates a culture that is dependent on their car which is harmful to people and the environment (Suzuki, 2013). In regards to cultural and social

sustainability the plan aims to promote the natural and built heritage that St. John's has to offer, to encourage development of events, programs, and festivals that encourage interest in the community and culture by residents and visitors, to provide adequate and affordable housing to people of all income levels, and to maintain parks and recreational facilities for residents of all ages and groups to utilize (John's, Integrated Community Sustainability Plan, 2010).

Economically, this plan sought to implement several projects that would encourage economic growth and sustainability in the city. Many of the plans mentioned in the document, published in 2010, have since been started and completed or are currently in progress including the building of an artist incubator facility in Quidi Vidi Village at the previous site of the Tucker Premises (completed 2012), expansion of the St. John's Convention Center (in progress), development of the St. John's harbor front (in progress), and restructuring of the land surrounding the St. John's International Airport to ensure ease of access (completed 2013) (John's, Integrated Community Sustainability Plan, 2010). The second strategy pertaining to sustainable development in the province is the Newfoundland and Labrador Vision 20/20. Vision 20/20 is a product of collaboration between the Provincial government, tourism industry associations, and Hospitality Newfoundland and Labrador through industry consultation and review. The mission is to "inspire travelers through authentic experiences that embrace our natural creativity, environment, and unique culture for the sustainable benefit of our people and our province" and the ultimate goal for the year 2020 is to double our tourism revenues (Board, 2009).

Newfoundland and Labrador is a destination unlike any other, but that does not mean the province can avoid conformity and globalization. In regards to sustainability, the Island want to conform and want to be able to provide visitors with what they want so long as the destination integrity is respected. Vision 20/20 highlights the fact that visitors are seeking a more environmentally sustainable destination, where the impact of their "footprint" is minimal and the destination is taking an active approach towards sustainability. The strategy acknowledges that when developed with careful thought, the tourism industry can absolutely be sustainable economically, socially, and culturally (Board, 2009). This especially applies to Newfoundland and Labrador as the province face challenges other destinations do not. With the development of the "Find Yourself Here" campaign, the province has been able to showcase to the world what we can offer them in regards to a social and cultural experience (Board, 2009). Parts of the province are frozen in time, such as the Viking settlement in L'Anse aux Meadows, giving visitors the opportunity to feel that they are truly fulfilling a cultural experience. While there is an overall message of sustainability in the Vision 20/20 strategy, two of the seven strategic directions are completely focused on it (Board, 2009).

- Direction two focuses on the need for sustainable transport throughout the province, stating that there are no accidental tourists to Newfoundland and Labrador. The goals of this direction are to build alliances with transportation providers to help meet the demands of travelers coming to the province and to provide travel options that are simple and efficient once they arrive.
- In direction four the strategy addresses the economically sustainable issues of making tourism a multi-season commodity and addressing the issue of the expectation that tourism attractions are financially self-sustaining (Board, 2009). Vision 20/20 is based

significantly on long-term, economic sustainability which cannot be achieved without first considering environmental, social, and cultural sustainability practices.

With consideration for the two strategies discussed and how they hope to achieve sustainability, the province has already made steps towards some of the goals and objectives outlined. We can already see forms of social and cultural, environmental, and economic sustainability throughout the province.

Cultural Sustainability in Newfoundland and Labrador

Culture is a significant part of life in Newfoundland and Labrador communities who take great pride in their uniqueness and also want to share it with the world. Cultural and social sustainability are a substantial part of developing the tourism product in the province; done properly it will be an asset in protecting and preserving the heritage, culture, and history that is valued (Board, 2009). Strategies like Vision 20/20 can do extraordinary things for growth and development in an area, but a balance between what is best for the area and what is best for the economy must be achieved. The St. John's Municipal Plan was implemented in 2003 after extensive public involvement including neighborhood meetings and workshops regarding issues that had been addressed. Staff of the city wanted to ensure that the appropriate parties were notified and therefore compiled a list community groups in business, environment, heritage, and housing and personally notified them to invite and encourage their participation in the planning process (John's, St. John's Municipal Plan, 2013). Equality and future security are outlined as two of the most influential factors to a person's well-being (Brain, 2010); by ensuring the community is involved in planning processes and addressing their concerns, it is more likely that a tourism planner will be able to evoke these positive emotions in locals. Zita Cobb was able to create a socially and culturally sustainable business with the Fogo Island Inn. The Inn aims to continuously support Fogo Island and its residents by embodying the 400 year old culture of the island. Residents of the island have been recruited to help guests have a fulfilling cultural experience through hands on experiences such as cod fishing, and the crafting of a punt, a traditional wooden boat (Crotty, 2013). Cobb and the Shorefast team have a very community and culturally sustainable approach to what they do. This statement by Shorefast "we believe in the importance of community, culture, and art and in the power of authentic connections to each other, to culture and nature, as key drivers of quality of life", emphasizes their focus on doing what is best for the community (Foundation, 2010).

Environmental Sustainability in Newfoundland and Labrador

Over 90% of the islands population lives within reach of the North Atlantic; for many Newfoundlanders the land, sea, and environment are a part of their daily life in the form of business or pleasure (Efficiency, 2013). Beyond a consciousness for how to develop the land, there is also increased awareness for how the industry develops. Are the businesses the province allows to develop environmentally sustainable? What are they doing to raise their level of sustainability? Is it influencing similar businesses to develop sustainable practices? These are factors that the provincial and municipal governments should be considering when determining if

a project or business proposal will be approved. Hospitality Newfoundland and Labrador, a non-profit association that "leads, supports, represents, and enhances the province's tourism industry", recognizes one tourism provider in Newfoundland and Labrador every year for their goals towards becoming sustainable and an advocate for the natural and cultural resources our province has to offer (Labrador, 2014). In 2012 the Riverfront Chalets, located just outside Grand Falls Windsor in central Newfoundland was the recipient of the award due to their care and consideration for the environment during construction, the use of locally sourced materials when available and a viable option, and their advocacy for the preservation and protection of the Exploits River from industrial exploitation (Rose, 2012).

Most recently, in February 2014, the Marble Inn and Resort received the sustainable tourism award (Labrador, 2014). When the time came several years ago to revamp the resort, co-owner Joe Dicks wanted to do it the right way. His logic behind the green initiatives implemented are simply that it is the right thing to do. Dicks has implemented environmentally friendly and sustainable practices such as solar power, an eco-air system, a strong belief in re-using materials for construction, a greenhouse, and a silt siphoning system (Hurley, 2013). The Marble Inn and Resort is setting the bar for environmental sustainability high in the province.

Economic Sustainability in Newfoundland and Labrador

Despite the desire for a destination to focus all of their energy on how to make themselves more appealing to visitors through strong cultural values or natural beauty, it is necessary for the survival of a destination to consider the economic aspect as well. Many destinations today pose the question to themselves of how they can thrive economically while still being environmentally, culturally, and socially sustainable. By factoring in the necessity of economic sustainability when planning, a destination can then avoid making revenue an obvious goal of their business. The Shorefast Foundation, the group who facilitated bringing the Fogo Island Inn to life, incorporated economic stability into their initial plans for the Inn (Foundation, 2010). They also wanted to generate a revenue and jobs in the community by utilizing the unique skill sets that many of Fogo's residents possessed. For example, the furniture and textiles found throughout the Inn were crafted by local carpenters and artisans (Crotty, 2013). Not only did this help locals feel that they are contributing to something that will be so vital to the island, but it stimulates the economy and puts revenue back into the community. The creation of the Inn also evokes the feeling of future security in residents that is often considered a major influential factor in a person's wellbeing. Residents of Fogo Island can take comfort for years to come that the Inn will help revitalize the island. Upon considering strategies such as Vision 2020 and developments in the province like the Fogo Island Inn, the desire by tourism operators and government to implement more sustainable practices in the tourism industry is apparent. The issue we now face as a province is prioritizing and setting goals towards what aspects of sustainability must be addressed first.

Case Study Two: Sustainability in New Zealand

Figure 4



<http://politicalvelcraft.org/2013/05/23/new-zealands-food-and-environment-is-gmo-free-petition-for-continued-moratorium-on-gmos/>

In November 2007, the New Zealand Tourism Strategy 2015 was released by the country's Prime Minister, Helen Clark. This strategy was preceded by the Tourism Strategy 2010 that was launched in 2001. New Zealand has focused on strengthening their tourism industry since the launch of the first strategy which saw many of their goals achieved between 2001 and 2006. For example, tourism expenditure increased by \$4.9 billion in just six years; New Zealand's marketing campaigns that focus on the 100% Pure New Zealand brand are recognized as some of the best in the world (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007). The tourism strategy released in 2001 also saw successes in the area of sustainability that helped carve the path for the vision of the new strategy which reads, *"in 2015, tourism is valued as the leading contributor to a sustainable New Zealand economy"* (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007).

Environmental Sustainability in New Zealand

The New Zealand Tourism Strategy 2015 has four outcomes the government and tourism partners hope to achieve. The third outcome of this strategy is that "the tourism sector takes a leading role in protecting and enhancing the environment". In the overview of the environmental sustainability section of this research, New Zealand's environment is referred to as "our tourism

product"; what is being implied here is that everything tourism related for the country goes back to the natural environment. It is considered the dominant reason why travelers choose New Zealand over other places and many tourism businesses are based in the environment. New Zealanders acknowledge the increasing need for environmental management due to climate change and want to address the issues so that future generations will be able to enjoy what nature has to offer as well. Since the implementation of the first tourism strategy in 2001 the country has seen positive changes in several different aspects of environmental management. One area in particular the country is eager to reduce their footprint is in carbon emissions.

Despite this, New Zealand's tourism industry only accounts for 6% of the islands greenhouse gas emissions, for an international visitor 90% of carbon emissions are generated by their return flight. To combat this, the country made the decision to invest in more fuel efficient aircrafts and coaches. Since 2004 and the purchase of this aircrafts Air New Zealand has saved over \$18 million in fuel burning costs (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007). The Tourism Industry Association has also encouraged operators to get certified by the environmental accreditation program, Green Globe (Globe, 2014). Kaikoura, on the South Island of New Zealand, is the second community in the world to achieve Environmental Benchmark certification status through Green Globes certification standards (Zealand", n.d.). Moving forward with environmental sustainability, the 2015 strategy focuses on continued reduction in carbon emissions and improving how the environment is managed. To reduce carbon emissions New Zealand is focusing on how to further reduce the impact transport has.

Operators in the tourism industry are being encouraged to use biofuels and implement emissions testing as part of regular fleet maintenance; tourists are being encouraged to do their due diligence by using lower impact forms of transportation during their stay such as coaches, bikes, and walking. In regards to environmental management, New Zealand wants to help tourism operators implement practices towards environmental sustainability by providing them with guidelines, toolkits, and advice on the simplest way to do so (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007). By doing this, operators can then focus on determining what visitors are looking for and expect from a business in regards to environmental management. The hope is that visitors are willing to make trade-offs, such as cost, in order to have a high-quality and unique experience during their stay. The other focus area for environmental management in New Zealand's 2015 strategy is waste management; the goal is to be on par with the standards many international visitors experience in their own country in regards to waste collection, recycling, and clean, accessible water (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007).

Social and Cultural Sustainability in New Zealand

"The tourism sector and communities work together for mutual benefit"; this is the fourth outcome of the 2015 New Zealand Tourism Strategy and an example of how the country is concerned with the welfare of residents and how tourism impacts them. After the release of the tourism strategy in 2001, a significant increase was noted towards the development of cultural tourism. An interagency group was established to monitor the progression of cultural tourism and make suggestions towards further development. Five regions throughout New Zealand have

taken part in cultural development programs with the goal of increasing the demand for cultural tourism in those areas and improving the quality of it (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007). The other area of cultural sustainability that has seen improvement since the first tourism strategy was released is the Maori culture. The Maori's are considered New Zealand's most unique feature. The Maori are the indigenous people of New Zealand; they have inhabited the land since before 1300 CE (IC Magazine, n.d.) and approximately 15% of New Zealand's population is of Maori descent (Tourism New Zealand, n.d.).

There are over 350 Maori based tourism businesses and 12% of the tourism workforce is made up of Maori people. The growth of Maori based tourism since has been overseen by the New Zealand Maori Tourism Council and the 13 Maori Regional Tourism Organizations. In the 2015 tourism strategy we see a focus on developing the relationship between communities and the tourism sector to create a dynamic industry that supports the New Zealand spirit of manaakitanga (hospitality) (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007). Hospitality and respect comes naturally to the native New Zealanders; their friendliness is a significant factor in the overall happiness of visitors which, in turn, enhances and enriches the lives of locals in the community. It is essential that the local government take a serious role in leadership and destination planning to capitalize on the positive experiences visitors are reporting and minimize any negative effects associated with tourism development.

The strategy in place for ensuring a positive visitor experience takes into consideration not only the visitors feelings, but also the feelings of the people in the community. For example, managing crowding and capacity issues during peak seasons is considered a top priority for local governments because it is an issue that can have negative effects on visitors and locals. The strategy has outlined that in order to appropriately evaluate the impact of overcrowding they must research the perceptions and experiences of crowding at times of peak capacity from a community perspective. This includes assessment of impacts on communities and visitor satisfaction, case studies, management options, and tools for local authorities to use. The strategy believes that a destination cannot offer a world-class experience without successful community management, this is why we see New Zealand placing such a significant focus on being a socially sustainable destination (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007).

Economic Sustainability in New Zealand

Between 2000 and 2006 total tourism spending in New Zealand grew by \$4.9 billion, making it a major driver for the country's economy (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007). The second outcome of the 2015 New Zealand Tourism Strategy is "New Zealand's tourism sector is prosperous and attracts ongoing investment".

New Zealand saw a significant return on investment throughout the duration of their first tourism strategy and was eager to continue to grow the economy into their 2007 plan. The ultimate plan for creating economic sustainability in New Zealand depends heavily on the success of tourism businesses; they believe that if tourism businesses are successful, then the sector will continue to grow, which will ultimately benefit the businesses themselves, the communities, and the New Zealand economy. The strategy focuses on combating issues that are

significant to the tourism industry including labor shortages and seasonality. One in every ten New Zealanders is employed by the tourism industry; the opportunities are quite varied and provide workers with the option to diversify their skills within the work environment. However, the labor market is facing many changes that influence workers in the tourism industry. Some of these changes include a drop in unemployment levels, a rise in the need for full-time workers, and shortages of skilled workers and specifically tourism-specific skilled workers (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007).

Another labor issue the country is facing is a lack of skilled workers to replace the baby boomer generation as they leave the workforce. As the strategy reaches its completion date in 2015, several considerations that have been made to solve the labor-market issues include immigration as a source of labor and offering competitive wages. In the tourism strategy released in 2001 the importance of managing seasonality was addressed as an issue of great importance. Throughout the implementation of this first strategy some recommendations were made that have since proven to be successful in curbing the seasonality of the industry such as strategies developed by tourism organizations to create marketing partnerships that target off-season travelers, addressing the benefits of major off-season events (such as the Rugby World Cup), and developing markets that are not limited by seasons (such as conferences) (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007).

In the more recent tourism strategy New Zealand has outlined the actions needed to create economic prosperity and sustainability including implementing a "Tourism and Hospitality Workforce Strategy" which would improve education and training for workers in the industry and explore opportunities to increase productivity. Overall the approach encompasses tourism businesses identifying and implementing strategies that will provide a consistent return on investment and benefit the economy in the long-term (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007). The New Zealand Tourism Strategy 2015 has come up with a plan to better ensure that targets are met by dividing them into streams of targets with data sources that are up-to-date and reliable and data that is currently not measured by reputable sources. By breaking down the ultimate goals of the strategy and monitoring the progress between implementation and completion the country is better able to ensure all areas of sustainability are being considered.

Discussion from the Literature

When considering the two case study destinations in this research, New Zealand and Newfoundland and Labrador appear to be an unlikely pair to do a comparison and contrast between. Upon conducting my historical and theoretical reviews of each destination, the similarities regarding creating a sustainable tourism industry are significant. The following table discusses the similarities and differences between each destination regarding impacts that have steered them towards the decision to become more sustainable and the challenges they have encountered along the path.

Box 3: Similarities

- The Newfoundland tourism strategy, Vision 2020 is broken down into focus areas that are then subdivided into goals and the actions necessary for completion.
- The ultimate goal of Vision 2020 is to double tourism revenue in the province (Board, 2009).
- Environmentally the tourism strategy is considered with preserving the natural forms of beauty that draw visitors to the province (ex. Gros Morne National Park) (Canada P. , 2013).
- The culture found in Newfoundland and Labrador is not like anything else in the world, our naturally friendly demeanor and unique approach to hospitality are significant in attracting repeat visitors.
- As stated in Vision 2020, creating greater economic value in the tourism industry through sustainability in the ultimate goal for Newfoundland and Labrador. Expanding the workforce and giving locals the opportunity to stay in the province for work is also important to the economic sector of sustainability (Board, 2009).
- The New Zealand Tourism Strategy 2015 is broken down into outcomes; the actions necessary to result in these outcomes are then listed, as well as the stakeholders in each action.
- New Zealand's strategy goal is to make tourism the leading contributor to a sustainable tourism economy.
- The environment is considered "the" tourism product of New Zealand and therefore there is a significant amount of pressure put on preserving natural areas.
- New Zealand is known for the spirit of manaakitanga, which translates to hospitality. The respect New Zealanders show towards visitors has been recorded as a contributor to the overall happiness of visitors.
- For the 2015 strategy the vision in New Zealand is to make tourism the leading contributor to a sustainable economy. The focus being on the success of tourism businesses and combating issues plaguing the labor market (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007).

Box 4: Differences

- Newfoundland and Labrador has been pursuing sustainability since the Cod Moratorium in 1992 (Higgins, 2009).
- Vision 2020, Newfoundland's most extensive tourism strategy to date was implemented in February 2009 with a completion goal of the year 2020 (Board, 2009).
- The municipal government of Newfoundland and Labrador has also come up with a strategy for improving sustainability in the St. John's region (John's, St. John's Municipal Plan, 2013).
- On the other hand, tourism has always been a top industry in New Zealand and is the top earner of foreign exchange in the country.
- New Zealand introduced their tourism strategy in 2001 to take them into 2010, it was then superseded by an updated strategy that was implemented in 2007 to take them into 2015. Their newest tourism initiative is set to take the country into the year 2025.
- The tourism strategies undertaken by New Zealand have consistently been directed at

implementing sustainable tourism across the entire country and not just in a specific area (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007)

Conclusion

In summary, this research has identified based on Newfoundland and Labrador and New Zealand case studies that the issue of creating a sustainable tourism industry is a global issue and one of substantial importance to be addressed. The Center for Responsible Travel (CREST) stated in its 2013 report that, *"the rewards of adopting sustainable tourism development strategies are evident in destinations like Switzerland and New Zealand"* (Travel, 2013). We are able to see the value of implementing sustainable tourism policies in a short period of time. New Zealand's initial tourism strategy was released in 2001; therefore, in less than 15 years the country has been able to see the benefits of sustainable planning (Ministry of Tourism, Tourism New Zealand, Tourism Industry Assoc., 2007). Newfoundland and Labrador was slightly more behind in the implementation of sustainable practices, having only released their strategy in 2009 (Board, 2009); however, in the time since this strategy has come into place we have witnessed the progress in a significant way. The most notable project being the Fogo Island Inn which opened in June of 2013 and has a major focus on being economically, environmentally, and culturally sustainable (Crotty, 2013). Throughout the research process it can be concluded that the type of strategy for sustainable development that is going to work for one place, won't necessarily be beneficial to another. Each destination must be evaluated and assessed on a case-by-case basis. It should not be assumed by government and tourism operators that a strategy that was implemented and proven successful in one destination will have the same result at other locations.

Recommendations for Future Research

It is my opinion that should further research into the sustainable tourism industry be undertaken the following areas should warrant more consideration:

- A broader look at sustainable tourism destinations throughout the world; this study was limited to two island destinations. Mainland tourist destinations may take an alternative approach to sustainability due to their close proximity to other locations.
- A substantial focus should be placed on the significance of environmental sustainability. There are forces affecting destinations, such as climate change, that need to be addressed.
- A considerable amount of emphasis should be placed on the well-being of cultures in destinations that are at risk of displacement or exploitation. How they can be incorporated more prominently into sustainable management plans should be at the forefront of tourism planning.

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