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# **A Guide to Community Tourism Planning in Nova Scotia**

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Halifax, Nova Scotia**

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# **SECTION 1**

## ***INTRODUCTION***

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# SECTION 1

## **INTRODUCTION**

### **1.1 Purpose of the Guide**

This is one of a series of tourism development manuals commissioned by the Tourism Division, Department of Tourism, Culture and Heritage to assist Nova Scotians in the establishment of tourism businesses, and in planning for the delivery of tourism services in the province. This manual deals with how to plan for, develop and market tourism in your community. There are manuals that deal with establishing different kinds of tourism businesses, such as a roofed accommodation, campground, local sightseeing tour, receptive tour operator, restaurant, tourist retail business, community attraction and adventure tourism operation. Another manual is on the operation and establishment of a local visitor information centre, and another on marketing for tourism businesses. The manuals were originally prepared in 1996 and 1999. They were updated in 2005, and a new manual on community festivals and events was prepared.

The purpose of this manual is to provide you, as a community tourism committee or association, with a "how to" document to prepare a tourism plan for your community and to move ahead with implementing the actions that are identified in your plan. As well, it identifies some of the key marketing activities that you should consider undertaking to attract tourism activity to your community. There are a multitude of laws and regulations that affect business and readers should note that the information contained herein is a guide only.

It is strongly suggested that the reader undertake efforts to verify any information on which your plan is based and not rely solely on the information in this manual. There are areas where you may want to consider retaining the appropriate professional advice to assist you. While the information contained in this manual is believed to be accurate, as of the Winter of 2005, it is not so warranted. The reader should note that federal, provincial and municipal laws and regulations change frequently and it is recommended that you check with the appropriate authorities, listed in Appendix I, including representatives of the Tourism Division, Department of Tourism Culture and Heritage and your local Business Service Centre (on line at [www.gov.ns.ca/snsmr/](http://www.gov.ns.ca/snsmr/) or at numerous Access Nova Scotia centres around the province, to obtain up-to-date information on laws that may affect planning for tourism in your community.

The publisher is not engaged in rendering legal, accounting or other professional advice. If legal advice or expert assistance is required, the services of a competent professional should be sought. The information and analysis contained herein is intended to be general and represents the research of the authors and should in no way be construed as being definitive or as being official or unofficial policy of any government body. Any reliance on the Guide shall be at the reader's own risk.

## **1.2 Contents of the Manual**

This manual provides information and advice on a variety of topics which will be important in planning for tourism in your community, and in identifying and implementing the actions that will make tourism a success in your area. It will guide you through a process of preparing a community tourism plan and help you to determine the potential for tourism in your area, as well as the best opportunities available to you. It will also help you identify what challenges and constraints your community faces in developing tourism, and, indeed, whether tourism is a suitable economic development strategy for your community.

The following topics will be covered in the manual:

- The tourism industry, nationally and internationally, as well as in Nova Scotia;
- Getting started with developing your community tourism plan;
- Assessing the existing situation;
- Setting goals and objectives for tourism in your community;
- Identifying opportunities and priorities for action;
- Developing an action and implementation plan;
- Implementing your community tourism plan;
- Marketing your community as a tourism destination.

Appendices at the back of the manual provide:

- List of contacts;
- Worksheets to assist in developing your plan;
- Sample questionnaire for a visitor survey.

The manual focuses on the “do it yourself,” low-cost approach to preparing a community tourism plan, so as to make it useful for small and medium sized communities having only very limited budgets for developing a tourism plan. As a result, the techniques and approaches described in this manual lean towards the simple methods that are available. Should the community have access to funds to hire a professional tourism planner, either to act as a facilitator or to develop the entire plan, somewhat more extensive and sophisticated methods can be used, leading to a potentially more “powerful” tourism plan. On the other hand, you could, theoretically, develop your community tourism plan during a weekend workshop session, although it would probably end up being fairly general in nature and it would be difficult to get the input from all the stakeholders using this approach. You need to weigh the alternatives of the different approaches and get some advice from your regional development authority, the Tourism Division, Department of Tourism, Culture and Heritage or the Tourism Industry Association of Nova Scotia (TIANS).

If you decide to prepare your community tourism plan yourself, you should be aware that there are resources to draw from to help you in preparing your plan, and it may be useful to do so, at least for some elements of the plan. For example, it can often be extremely valuable to get an outside perspective on the appeals your community might have to visitors since it is sometimes difficult for local residents to put on a "visitor's hat." It may also be useful to use outside resources to provide you with an understanding of what is happening in the marketplace, or elsewhere in the province. As well, you may decide that you need some expertise to complete your plan that is not available in your community. Possible sources of assistance might include:

- Tourism Division, Nova Scotia Department of Tourism, Culture and Heritage
- Tourism Industry Association of Nova Scotia;
- Your regional tourism association or regional development authority;
- Your local municipality which may have an economic development department, recreation department and/or tourism department;
- A consulting firm.

### **1.3 Why Should your Community have a Tourism Plan?**

Many communities across Nova Scotia are suffering from a decline in natural resource-based industries such as fishery and forestry, meaning that jobs are scarce and small businesses are struggling. Communities are seeking to diversify their economic base so as to reduce their dependency on these resource-based sectors, and tourism is often identified as an economic activity that can play a major role in this respect. Tourism can create jobs, helping to keep community members in the local area, and tourists provide markets to help support small businesses. Compared to many economic sectors, tourism is a "clean" industry and can be developed with minimal impacts on the environment and the quality of life of the community.

But not all communities are the same when it comes to tourism. Not all communities are suited to tourism development and not all communities want tourism. For some communities, their location (e.g., many miles away from main travel routes or markets), the lack of resources that would appeal to tourists and an unwillingness on the part of local residents to support tourism, means that trying to develop a tourism industry may not be the most appropriate economic development strategy.

As well, tourism can have negative impacts. It can create pressure on infrastructure such as parking, roads and services. It can create situations where local residents have to compete with visitors for recreational resources and it can have negative impacts on the environment. Careful planning and an understanding of the potential pitfalls can ensure that these negative impacts are eliminated or at least minimized.

It is important, therefore, to develop a plan for tourism in your community. A plan is a way to ensure that your community can get the most out of its tourism potential, by maximizing the benefits and minimizing the costs. Without a plan, the community does not have a common approach to tourism, market opportunities may go unnoticed and constraints to growth unresolved. Tourism development may occur in a piecemeal fashion, not at all, or in a manner that causes conflict within the community.

A community tourism plan can match the products and resources available in your community with the interests and expectations of the markets. It can also address questions such as:

- Is tourism right for your community?
- Does your community have the types of resources, attractions and activities that will appeal to tourists?
- What types of tourism development can best utilize the resources you have available, and have appeal to the markets?
- What visitor markets have the most potential for your community and what is the best way to attract them?

The plan must also consider the desires and aspirations of the community itself, addressing questions such as:

- Do the residents of your community support the development of tourism?
- Are they willing to contribute the time and effort required to achieve the goals that are set forth in a tourism plan?
- Do they understand the potential benefits?
- Do they understand that there can be negative impacts, and are they prepared to accept them?
- Are there entrepreneurs and investors willing, ready and able to develop tourism-related businesses?

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## **SECTION 2**

### ***The Tourism Industry***

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# SECTION 2

## ***THE TOURISM INDUSTRY***

Before starting on your efforts to develop a community tourism plan, it is important that you have a broad understanding of the tourism industry, and who is involved. This section is designed to provide this overview. For more detailed information on the current situation, you should get copies of *Tourism Insights*, which provides a summary of key statistics on tourism activity in the province and is published by the Nova Scotia Department of Tourism, Culture and Heritage ( [www.gov.ns.ca/dtc/pubs/insights](http://www.gov.ns.ca/dtc/pubs/insights) ). You can also check the Canadian Tourism Commission's (CTC) business website ( [www.canadatourism.com](http://www.canadatourism.com) ) which provides access to Tourism Online (a regular magazine) and also to national tourism statistics as well as research reports and publications prepared for the CTC. You may also want to check out the TIANS (Tourism Industry Association of Nova Scotia) website at [www.tians.org](http://www.tians.org). Other newsletters such as those produced by your regional tourism association can also provide useful information on what is happening in tourism in Nova Scotia. Appendix I provides contacts for all of these web sites, publications and associations.

### ***2.1 What is Tourism?***

It is important that there be a common understanding within your community, and most importantly, within the membership of your tourism planning committee, of the meaning of the word tourism. The overall definition adopted by the World Tourism Organization is "the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes." According to Statistics Canada, visitors are persons who undertake tourism as defined, and they are referred to either as tourists (those who stay overnight or longer in the place visited), or same-day visitors.

In Nova Scotia, tourism includes:

- Persons from outside the province, whether they be on overnight or same-day trips to Nova Scotia;
- Nova Scotians who travel within the province and stay away from home overnight or longer; and,
- Nova Scotians on same-day trips who travel more than 80 km one way from their place of residence (this excludes persons commuting to work). Note that, starting with data collected in 2005, the definition of a same-day trip will be changing to those who travel 40 km one way but it will exclude certain trips such as trips for routine work, regular trips for shopping or commuting to work, trips for medical reasons, etc.

Tourism spending is all of the spending by all of the travellers on these types of trips. Thus, tourism includes a resident of Antigonish travelling to Halifax for the day on business as well as a resident of Musquodoboit Harbour visiting Halifax and staying in town overnight to attend a hockey game.

Tourism can be divided into two main categories, the demand side and the supply side. The demand side is all of the visitors and travellers who meet the definition of tourists as described above. The supply side is all of those businesses that provide the facilities and services used by tourists. This includes businesses that cater solely to tourists, such as accommodations and car rental businesses, as well as those that cater to tourist markets in addition to resident markets, such as restaurants and attractions.

## **2.2 The International and National Context**

### **International Travel and Tourism**

Travel and tourism, incorporating transportation, accommodations, catering, recreation and services for travellers, is one of the world's largest industries. In 2003, world wide tourism included 703 million international tourist arrivals and almost US\$474 billion in receipts, an increase of 3% over 2001 levels. (Note this data does not include domestic trips.)

Worldwide events of 2001, and the subsequent war in Iraq and war on terrorism resulted in significant declines in international travel for the period from 2001 through 2003. International travel activity started to rebound in 2004. While travel and tourism worldwide is a huge economic sector, and one that is expected to show significant growth, it is sensitive to worldwide geo-political and economic stability and major events on any of these fronts could have significant impacts on international travel.

### **Tourism in Canada**

Canada's tourism industry was worth \$52.1 billion in 2003, a decline of 2% over 2002 levels as visitation to Canada was negatively impacted by events such as SARS and the war in Iraq. Tourism generated some 573,000 full and part-time jobs in Canada in 2003.

Foreign visitors made 17.4 million overnight trips to Canada in 2003, creating \$15.9 billion in receipts. This was a decline over 2002 levels. However, preliminary data for 2004 indicates over 19 million foreign visitors, up 9% over 2003 levels.

Most of the foreign visitors to Canada are from the United States with 14.2 million overnight trips (85% + of foreign trips) from the US in 2003, increasing to 15.1 million in 2004 (preliminary data).

Domestic tourism, that is travel by Canadians within the country, totalled 86.3 million trips in 2003, generating \$36.2 billion in spending.

## **2.3 Tourism in Nova Scotia**

### **Volume of Tourism Activity**

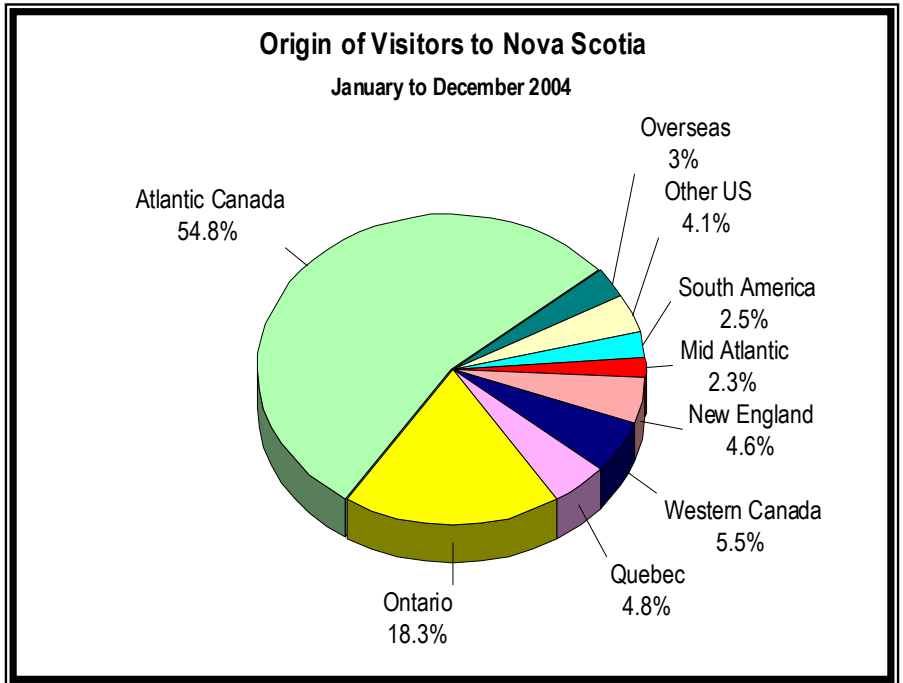
Tourism in Nova Scotia is big business with almost \$1.3 billion in direct spending by tourists (includes spending by out-of-province visitors as well as Nova Scotians travelling within the province) in 2004. Tourism directly or indirectly employs over 33,000 people in the province and generates some \$119 million in provincial and municipal tax revenues.

## Visitors to Nova Scotia

There were 2.24 million visitors to Nova Scotia during 2004, up 5% from 2003 levels. Increases were seen in almost all modes of travel (except recreational vehicles), but particularly in arrivals by air which were up 12% over 2003 levels. The increase in air arrivals in 2004 continues a longer term trend in arrivals by this mode of transportation which were up 12% in 2003 (the only mode showing an increase in 2003), and 7% in 2002.

This data includes visitors travelling for all purposes - for vacation/pleasure, to visit friends and relatives, for business and for personal reasons.

The majority of visitors to Nova Scotia are from other parts of Canada, particularly Atlantic Canada which accounted for 55% of visitors (1.24 million persons) during 2004, up 6% from the preceding year. Visitors from the US also increased in 2004, by 8%, with 304,000 Americans visiting the province. Some 67,000 visitors from overseas came to Nova Scotia in 2004. The origin of visitors to Nova Scotia for the total year is illustrated in the graph.



During the May to October period in 2004, there were some 1.54 million visitors with some 48% from Atlantic Canada, 20% from Ontario, 6% from Western Canada, 5% from Quebec and 17% from the United States.

Up-to-date information on the volume of visitors to Nova Scotia and their mode of transportation as well as accommodation and campground activity, by region is provided in *Tourism Insights*, a publication of the Tourism Division, Department of Tourism, Culture and Heritage. It can be found on-line at [www.gov.ns.ca/dtc/pubs/insights/](http://www.gov.ns.ca/dtc/pubs/insights/)

The Tourism Division, Department of Tourism, Culture and Heritage conducts a Visitor Exit Survey (VES) every four years or so. A VES was undertaken in 2004 but the results were not available at the time this manual was updated. Check the Nova Scotia Tourism Partnership Council web site ([www.nstpc.com](http://www.nstpc.com)), Research section for the report on the most recent Visitor Exit Survey.

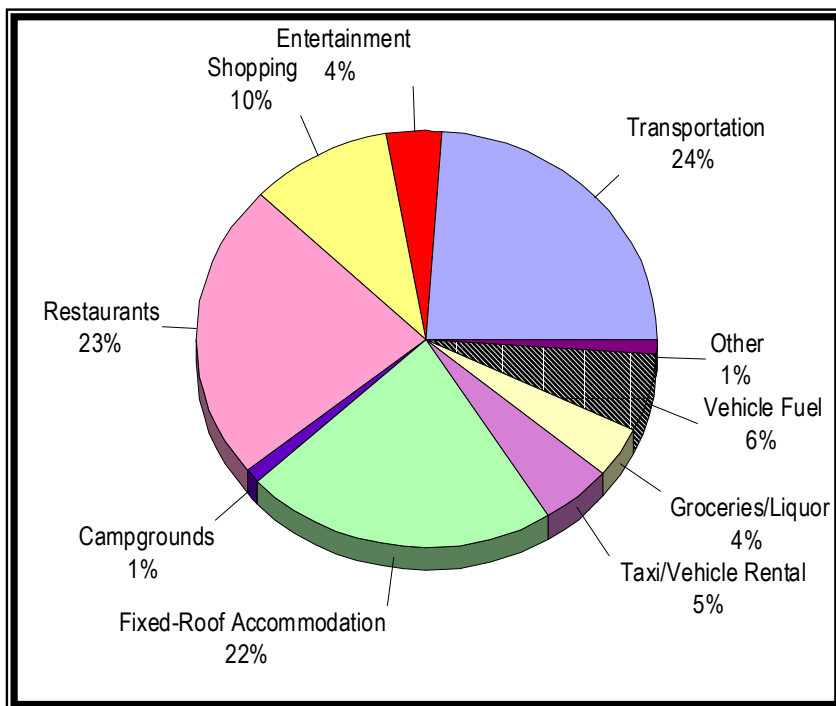
## Nova Scotians Travelling within the Province

Nova Scotians themselves are also a major factor in the province's tourism industry, making over 5.8 million person trips annually within the province. Some 3.8 million of these are same day trips and just over 2 million are overnight trips. A trip is defined as any overnight trip or a same day trip of at least 80km one way, excluding commuting to work and commercial sales trips. They include trips to visit friends and relatives (accounts for almost 30% of the 5.8 million trips), for pleasure (37% of all trips), business and for personal reasons such as medical appointments.

## Tourism Expenditures in Nova Scotia

The \$1.3 billion in total tourism spending is distributed throughout a variety of economic sectors as illustrated in the graph.

**Nova Scotia Tourism Receipts by Expenditure Type, 2003**



## **The Tourism Industry Sectors**

The tourism industry in Nova Scotia has been divided into eight sectors<sup>1</sup>, with each sector including a variety of different types of businesses, as follows:

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<sup>1</sup> Note that these sectors of the tourism industry were identified for different reasons than the spending categories illustrated above and are, therefore, different.

- Accommodation, e.g.,
  - Hotels – Motels – Resorts
  - Campgrounds – Bed & Breakfasts – Inns
- Food and Beverage, e.g.,
  - Restaurants – Bars/Pubs – Fast Food Outlets
  - Coffee Shops – Club Facilities
- Transportation, e.g.,
  - Airlines – Motorcoaches – Railways
  - Cruise Lines – Car Rentals – Ferries
  - Gas Stations – Taxis
- Adventure Travel and Recreation, e.g.,
  - Ecotourism – Golf – Boat Tours
  - Sport Fishing – Ski Resorts – Guiding & Outfitting
  - Adventure Tourism
- Travel Trade
  - Travel Agencies – Wholesalers – Receptive Operators
  - Tour Operators – Local Tour Guides
- Events and Conferences
  - Special Events – Meetings/Conferences – Conventions
  - Festivals – Trade Shows – Meeting Planners
- Attractions
  - Museums – Visual Arts/Galleries – Parks/Gardens
  - Performing Arts – Native Tourism – Interpretive Centres
  - Amusement Attractions/  
Theme Parks
- Tourism Services
  - Consultants – Information Centres – Tourism Educators
  - Tourism Retail – Advertising Agencies – Reservations Services

In addition, the tourism sector includes other groups such as:

- Government tourism departments
- Tourism industry associations – regional, sectoral, provincial
- DMOs (destination marketing organizations)

## **The Key Players in Nova Scotia's Tourism Industry**

There are numerous organizations, government departments, agencies and associations involved in the tourism industry in Nova Scotia. A brief description of some of the key players involved in the industry is provided here.

## Nova Scotia Tourism Partnership Council

The Nova Scotia Tourism Partnership Council (TPC) is an industry and government partnership that shares in planning and decision making for tourism marketing, research and product development in Nova Scotia. The TPC works with industry stakeholders to realize Nova Scotia's potential as a world class four season destination. It was established following a 1996 Tourism Strategy for Nova Scotia that, among other things, called for a true partnership between the tourism industry and government in everything from marketing to research and tourism development.

The Council consists of 16 members, 14 of whom are tourism industry leaders, managers and business owners. Members of the TPC are selected through an industry call for applications. They must be owners, operators or senior managers of tourism related businesses, and consideration is given to various other criteria, in the selection of members.

The TPC has three core committees - an Executive Committee, a Long-Term Integrated Planning Committee and a Short-Term Integrated Planning Committee.

The TPC oversees the development of the Tourism Plan annually which is presented to the industry at TIANS fall tourism conference. The Council is also involved in a wide variety of other programs and initiatives. Visit their website at [www.nstpc.com](http://www.nstpc.com) for up-to-date information.

## Nova Scotia Department of Tourism, Culture and Heritage

The *Tourism Division* ( [www.gov.ns.ca/dtc/tourism/](http://www.gov.ns.ca/dtc/tourism/) ) of the Department of Tourism, Culture and Heritage supports the growth and development of tourism as a key sector in the economic growth of the province. Its functions include planning and development, marketing and operations. Specific areas of responsibility include:

- Tourism development planning and support, including financial assistance and guidance to communities. This includes the Tourism Destination Area program described below.
- Inspection and licensing of accommodations and campgrounds
- Check In Nova Scotia
- Visitor Information Centres
- Tourism Literature Distribution
- Research and Statistics
- Tourism Attractions Signage

The *Tourism Division* is also responsible for marketing Nova Scotia as a tourism destination for the purpose of generating export revenues. It undertakes regional marketing and promotional activities, sales and market development activities and creative services including the development of the provincial travel guide, the Complete Guide for Doers and Dreamers.

## Tourism Industry Association of Nova Scotia (TIANS)

TIANS' ( [www.tians.org](http://www.tians.org) ) mission is "To lead, support, represent and enhance Nova Scotia's Tourism Industry." It is a membership-based organization with its primary roles including advocacy on behalf of the industry, representing tourism sectors and regions, communication with the industry and tourism education and human resource development. It also acts as a

resource to the tourism industry on a wide range of issues, policies, and trends. As well, TIANIS is responsible for the implementation of four of Tourism Vision recommendations (See discussion below)

### Regional Tourism Associations

Nova Scotia has a number of regional tourism associations, some incorporating just one county with others representing larger regions. These associations are also membership-based and undertake a variety of activities and services on behalf of their members including such things as regional publications, attending trade shows, various other marketing activities, running travel information centres, and advocacy with respect to local issues.

### Regional Development Authorities

There are thirteen Regional Development Authorities (RDAs) in Nova Scotia. Their main function is to act as a facilitator for community economic development in the province. In many regions, the RDAs are actively involved in tourism, helping local groups prepare tourism plans and encouraging the development of tourism-related businesses and community projects. They also have access to a wealth of information on business development issues, and on potential sources of funding for projects.

### Atlantic Canada Opportunities Agency

The Atlantic Canada Opportunities Agency (ACOA) is a federal government economic development organization mandated to work with businesses, business organizations, provincial governments and other federal departments to help create more and better employment opportunities in Atlantic Canada. The Agency has a variety of financial assistance and business support programs, most of them aimed at assisting and encouraging the development of small and medium-sized private businesses, including tourism businesses, throughout Atlantic Canada. ACOA, through a special division based in PEI, Tourism Atlantic, is also involved in tourism product development and marketing, and a partner in the Atlantic Canada Tourism Partnership.

Contact addresses and phone numbers for all of these organizations are provided in Appendix I.

### Other

Several Nova Scotia municipalities have recognized the importance of tourism to their communities and established tourism departments, or tourism functions within another department (e.g. Economic Development, Recreation). These departments play a role in destination marketing, community tourism planning and providing services to their local tourism industry.

Your local/regional Visitor Information Centre may also be a useful resource a wide range of information on tourism facilities and services in the area.

## **2.4 Nova Scotia's Vision for Tourism - Challenging Ourselves**

### ***“100% Tourism Revenue Growth by 2012”***

The Tourism Partnership Council's Vision Committee spent two years (2000-2002) developing a process to create a Vision for Nova Scotia's Tourism industry. The Committee looked at issues that the tourism sector could influence or change that would help to create growth and improve industry performance. After a process that included industry workshops and consultations, 11 Vision recommendations were identified for implementation.

These recommendations cover product development, environment, the administration of tourism, marketing, technology, quality, human resources, transportation and research. Responsibility for leading the implementation of the recommendations has been divided between the Tourism Partnership Council, TIANS and the Department of Tourism, Culture and Heritage. For up-to-date information on the implementation of Nova Scotia's Vision for Tourism, check the Tourism Vision section of the TPC's website ([www.nstpc.com](http://www.nstpc.com); and select Tourism Vision from the menu bar).

The Tourism Vision is a catalyst to assist Nova Scotia's tourism industry to evolve and grow. It is not cast in stone and is an “unfolding process”. Achieving the Vision will require change - by all tourism stakeholders including individual businesses - in how tourism is managed and delivered in Nova Scotia so as to improve quality and generate increased tourism revenues.

Success will be measured “not only by growth in revenues but our ability to work together, maintain our culture and authentic character, develop new markets and products, attract new visitors and improve the recognition of our sector's contributions to our province and various levels of government”.

For more information on how you can be involved in the Vision for Tourism, visit [www.nstpc.com](http://www.nstpc.com)

## **2.5 Tourism Destination Areas (TDA)**

One of the recommendations on product development from Nova Scotia's Tourism Vision (described earlier), is to "Support and enhance the development of at least 4 Tourism Destination Areas that have existing infrastructure that can each generate 300,000 - 600,000 visitors annually over the next 10 years". In response to this recommendation, the Tourism Destination Area (TDA) initiative allows communities to build towards increased tourism traffic and increased revenues through strategic tourism development.

A Tourism Destination Area "delivers unique, high quality services and experiences by building upon existing infrastructure to create a critical mass". The Tourism Destination Area initiative is a tool for strategic community tourism development - a planning process to assist communities to become TDAs and build towards increased tourism traffic and revenues. Tourism Destination Areas have 10 critical elements. These are:

- Competitive Advantage
- Leadership
- Tourism Infrastructure
- Marketability
- A Strategic Plan
- Sufficient capacity to service visitors on a year-round basis
- Readiness to do business with the Travel Trade
- Sustainable Tourism Practices
- Support Services Infrastructure
- Visitor Support Services

A TDA Resource Kit is available on line at [www.nstpc.com](http://www.nstpc.com). Communities and areas interested in becoming TDAs should review the self-guided workbook in the kit and follow the steps identified. First and foremost, it is critical to get the commitment and participation from many partners in the community through a tourism working group. The next step is to review the critical elements identified above and determine if your community has the potential to become a TDA and then complete the Self-Guided Workbook to assess your community's current state of tourism readiness, determine its strengths and weaknesses and identify gaps that need to be filled.

## **2.6 The Impacts of Tourism**

### **Economic Impacts**

Understanding the potential economic impacts of tourism is important in attempts to "sell" tourism as an economic development initiative, whether it be to the local municipal council, to businesses that do not see themselves as being impacted by tourism or to members of the local community. Tourism expenditures, as defined earlier, flow through numerous sectors of the economy, creating jobs and economic activity. Exhibit 1 provides an illustration of how the initial expenditures of tourists flow through the economy, creating employment, tax revenues and economic activity. As illustrated, a dollar spent by a visitor to your community can end up in the pocket of the local fisherman, farmer or hardware store operator.

The economic impacts of tourism are felt in many sectors of the economy and include:

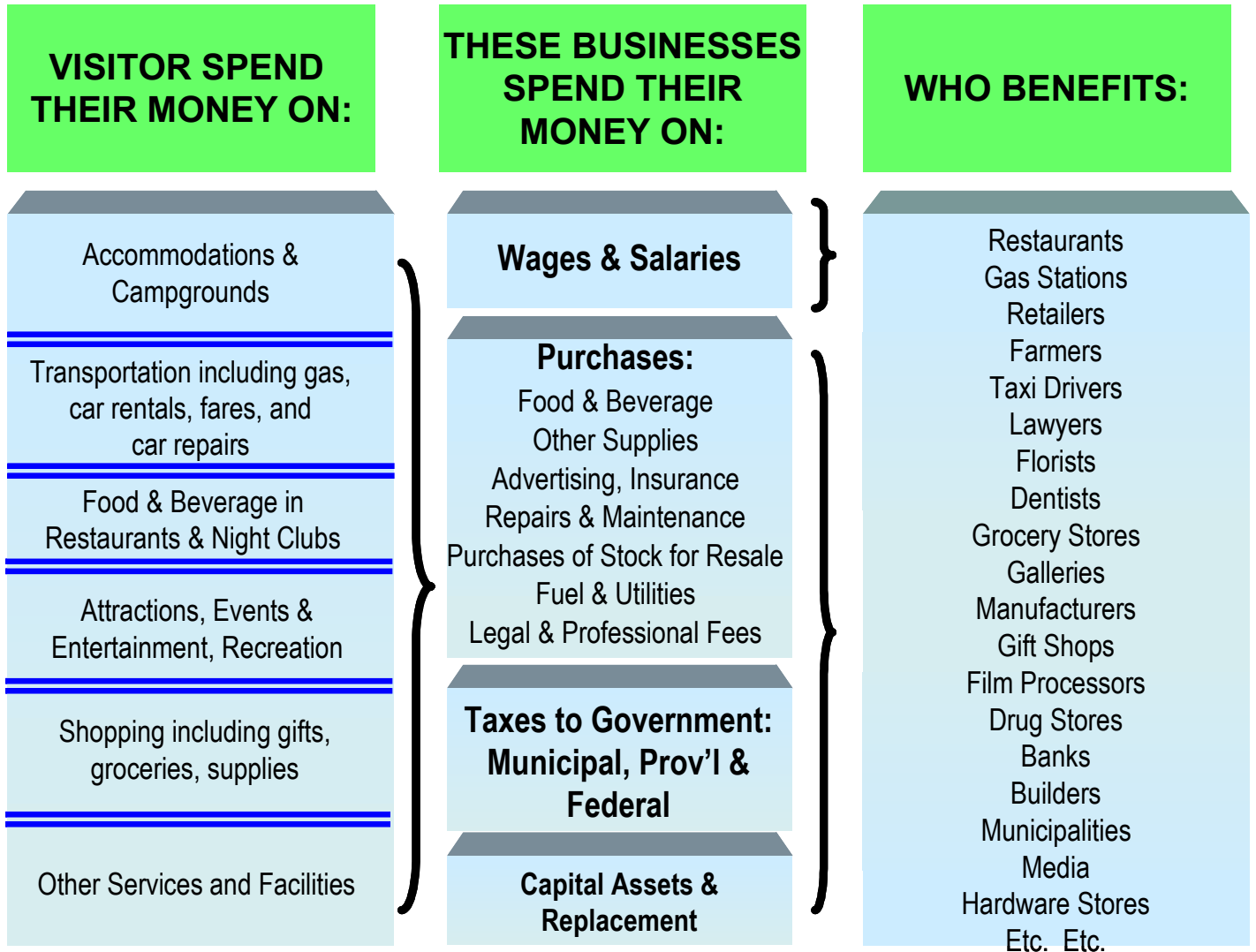
- Jobs;
- Purchase of supplies and services;
- Federal and provincial sales taxes;
- Other federal and provincial taxes including corporate taxes and personal income taxes;
- Municipal business and property taxes.

### **Other Impacts**

Tourism can provide a wide range of other benefits to a community:

- It provides additional markets for local businesses, helping to sustain small businesses for which there might not otherwise be sufficient market potential, and to provide a wider range of opportunities for local residents, such as dining, shopping, entertainment, etc.;

**EXHIBIT 1  
HOW TOURISM EXPENDITURES FLOW THROUGH THE ECONOMY**



- It helps support community recreational and cultural amenities;
- It provides employment opportunities for people entering the labour force, and for seasonal and part-time workers;
- It contributes to creating a sense of pride in the community;
- It helps to support business and industrial development because an attractive community to visit is also an appealing community in which to locate a business.

## **2.7 What Makes a Tourism Destination Successful**

It is important to consider some of the necessary ingredients for creating a successful tourism destination and achieving tourism growth. They generally include the following elements:

- Multi-season demand generators and demand supporters
- Critical mass
- Implementation capacity

Each of these is considered below.

### **Multi-Season Demand Generators and Demand Supporters**

Tourism is an increasingly competitive business and, while markets are growing, they are also becoming much more demanding. As well, the increased ease of international travel, and the growth in "exotic" destinations, means that markets can travel to a wide variety of interesting, and exotic, destinations, with relative ease. Thus, in order to attract business, a destination has to offer *highly unique, appealing experiences in which they have a competitive advantage and in which a significant number of people are interested*. General sightseeing will no longer cut it as a sufficient appeal for more than a very limited visit. Tourists are looking for more than a "pretty, friendly destination"; they want to visit places that can offer them a unique experience, something different than they are able to find elsewhere.

Activities available at a destination – and the scope, intensity, uniqueness and appeal of the experience these activities offer compared to similar experiences available at competing destinations – will contribute strongly to what trip decision is made, and which destination is chosen.

At the same time, consumers will make trips for different purposes at different times, and the demand generating power of a particular activity available at the destination will vary accordingly in its contribution to motivating the trip.

It is recognized that activities available at a destination – attractions, things to do and see – can, on their own, generate new visits from certain market segments. This is certainly true for special interest/special activity visits and special event visits. For the purposes of this discussion, we will call such activities **primary demand generators**.

The same activities may appeal to other market segments as well, and, while the activity may not be the primary visit motivator for these other markets, it may act as a **contributing demand generator**.

For still other markets, the same activity may not, in fact, contribute to motivating the visit at all, but it may be of sufficient interest to a market segment to motivate them to add it to their agenda while they are at the destination. In such cases, the activity functions as a **demand supporter**.

Successful tourism destinations can be generally characterized as having a combination of the following features, including both demand generators and demand supporters.

**Demand Generators** include such things as:

- A **critical mass** of **unique** and **appealing** attractions, events, cultures, entertainment and leisure activities;
- **Quality, appealing experiences** of **special interest** to visitors, different from those available at home;
- **Scenery** and **natural areas** for recreation, relaxation and enjoyment;
- **Programming** and **packages** to appeal to special interests;
- A sufficient level of **high impact marketing activities** to **highly targeted market segments**.

**Demand Supporters** include such things as:

- **Interesting and unique shopping**, particularly for local indigenous products and crafts;
- **Quality dining**, including unique indigenous cuisine;
- **Quality accommodations** of different types;
- Easy **access to information**, reservations and visitor services;
- Quality **travel routes** and **signage**;
- Access to a well-developed tourism product **distribution network**, i.e., tour operators, packagers, travel agents;
- Convenient, fast and affordable **transportation** to access the destination;
- Trained, **professional service** and hospitable staff;
- A **safe** environment.

The key demand generators are **unique, quality, appealing experiences of interest and offering good value**. People travel for rest, relaxation, excitement, escape, learning and to

participate in special interest activities, but the destination they choose is dependent on which destination best measures up to the description in the first sentence.

In summary, the development of a successful destination requires attention to these two different but related features; new demand generation and measures to influence visitors to stay longer and spend more. Demand generators will bring more new visitors as well as encourage existing visitors to stay longer. Demand supporters will contribute to holding people longer and encouraging them to spend more. But there is more to it, as described below.

## **Critical Mass**

A successful destination also requires a sufficient critical mass of demand generators and demand supporters to create a broadly-based experience for visitors. That critical mass needs to be built in clusters, centred on major demand generating attractions, or communities, or ideally both.

As well, a successful destination has to achieve a level of critical mass in marketing before it can expect to achieve marketplace success.

Getting to this state is not, however, an overnight happening; it takes time. Investors need evidence of market potential before developing their business, and there need to be enough investors at the destination to support a concerted marketing effort. But you need a strong product mix to be able to develop the market potential: a Catch 22. In this context, the approach needs to be staged in three phases:

1. Get people to stop, through signage, promotion, events.
2. Get them to stay longer and to come back by adding more things to do.
3. Become a destination within the larger destination, through achieving critical mass.

Communities can also view themselves as being part of a "regional" setting from a tourism perspective. Not every community may have sufficient demand-generating appeal on its own, but it can build on the demand-generating appeal of other communities in the region, and in the surrounding rural areas, to create sufficient appeals. The Tourism Destination Area program described provides a framework for assessing the extent to which your community is a destination.

In other cases, communities that are not destinations in their own right can still benefit significantly from tourism by being strategically located on popular travel routes and providing services to travellers in the region.

## **Implementation Capacity**

Finally, the destination needs to establish partnerships in event development, packaging and marketing, along with a coordinating organization to manage the effort. The tourism industry players need to work together, and with government to develop a strategy and plan, and to make things happen. That requires leadership from respected, knowledgeable tourism people, along with competent support staff and adequate funding; all of these being significant challenges!

The next section addresses the challenges.

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## **SECTION 3**

### ***An Overview of Community Tourism Planning***

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# SECTION 3

## AN OVERVIEW OF COMMUNITY TOURISM PLANNING

This section of the manual provides an overview of community tourism planning as well as the elements that need to be included in the plan.

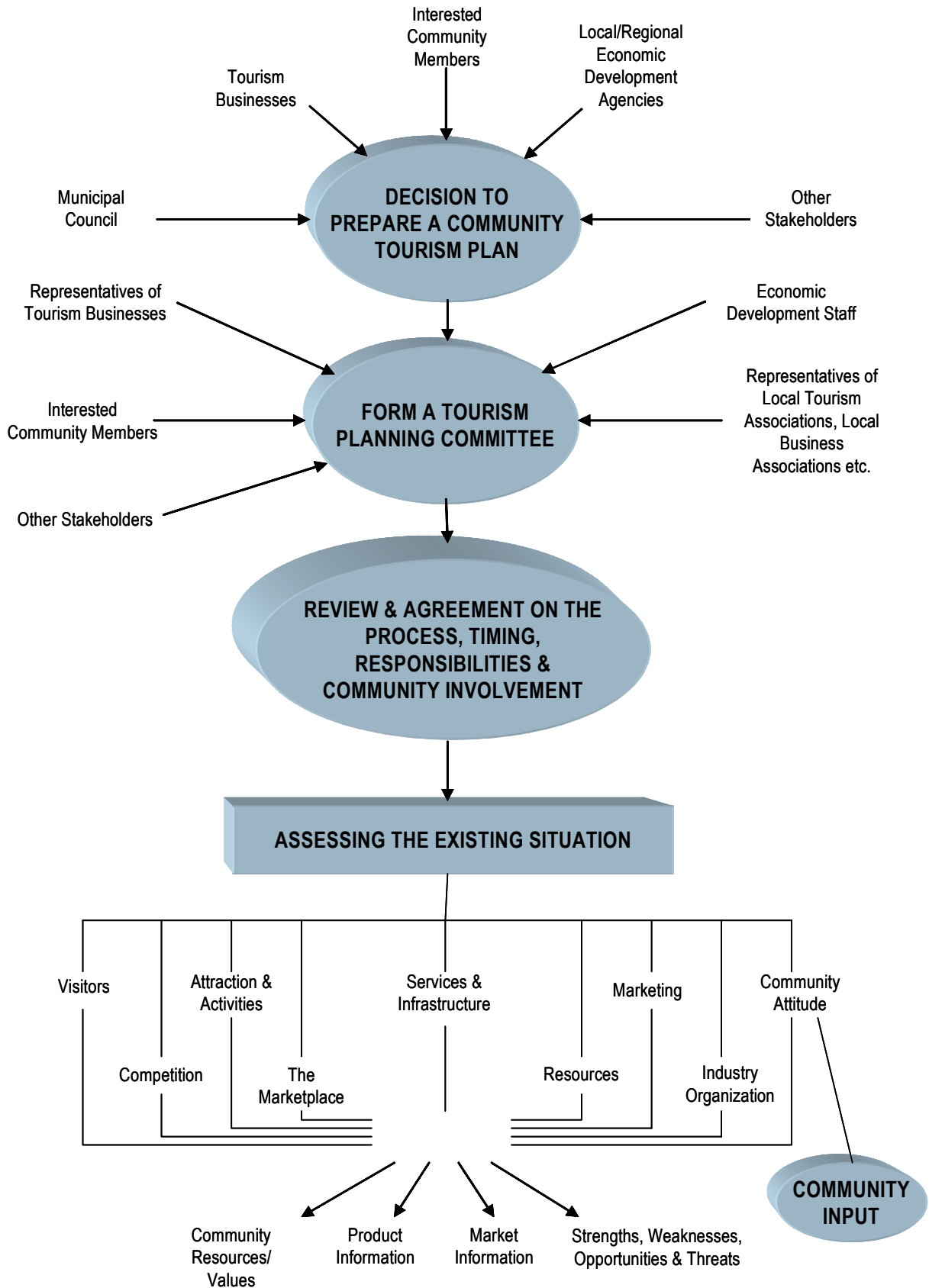
### 3.1 An Overview of the Planning Process

Developing a community tourism plan is a complex process, incorporating a number of different elements. Exhibit 2 provides an overview of the community tourism planning process, and identifies which section of this manual addresses each task in detail. There are nine main tasks involved in community tourism planning:

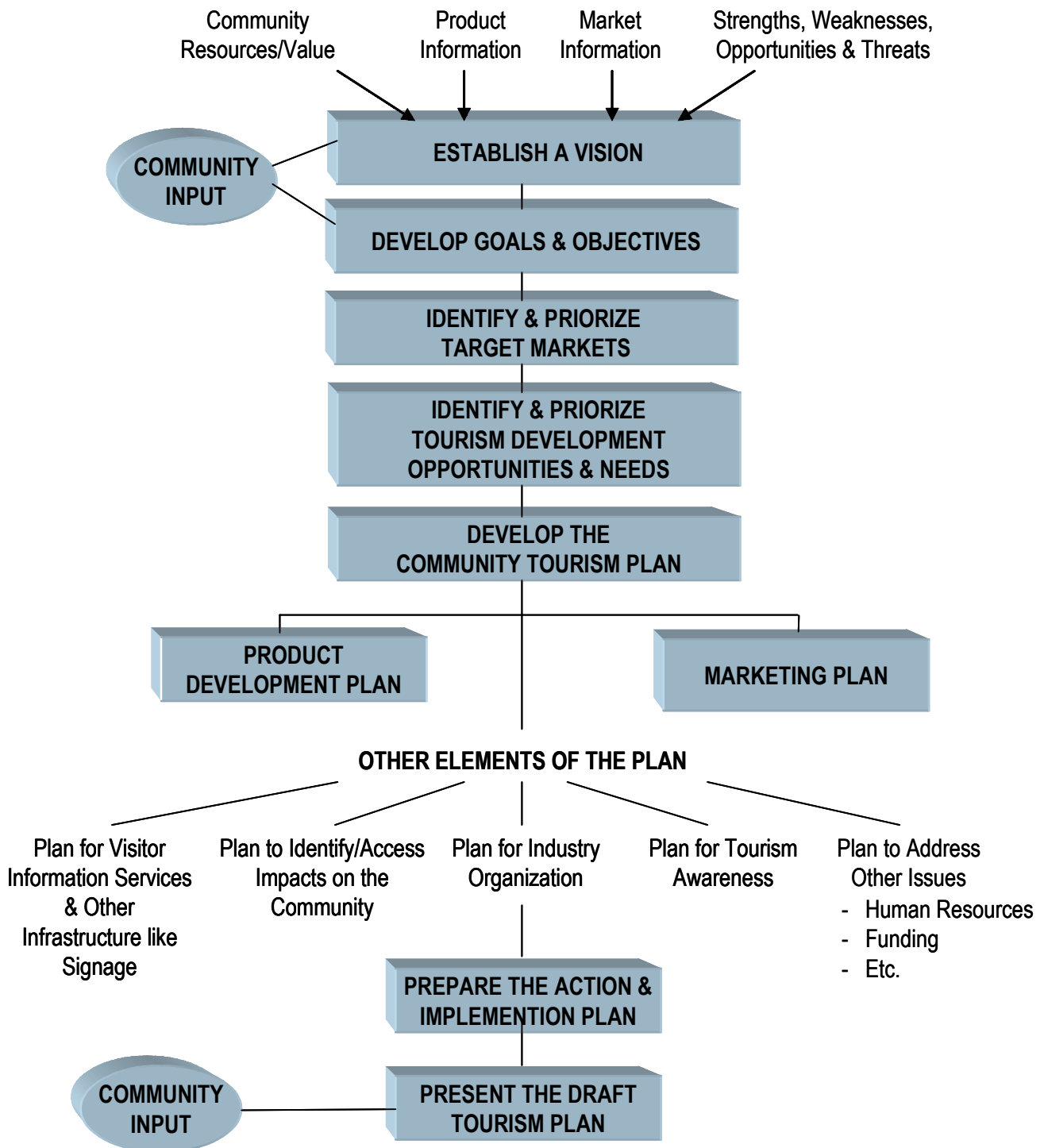
- **Getting Started:** Making the decision to do a community tourism plan, getting the right people involved and deciding on a process and time frame (Section 4)
- **Doing a Situation Analysis:** Who are the current visitors, why do they come to the community and what do they do while they are here? What resources and attractions does the community have that appeal to visitors or could be developed? What do the residents of the community think about tourism and their community, and about "growing" tourism in the area? What is happening in the marketplace and what opportunities and constraints do market trends indicate for tourism in the community? (Section 5)
- **Identifying a Vision, Goals and Objectives for Tourism in the Community** (Section 6)
- **Identifying and Assessing Tourism Market and Development Opportunities:** Which tourism markets offer the most potential for the community? What types of attractions, visitor services, events, etc. are needed in the area to attract these markets? (Section 7)
- **Developing the Community Tourism Plan:** Product Development Plan, Marketing Plan, Visitor Services and Signage, Industry Organization, Tourism Awareness, Human Resource Development (Section 8)

# EXHIBIT 2

## DEVELOPING A COMMUNITY TOURISM PLAN: THE PROCESS



**EXHIBIT 2 cont'd**  
**DEVELOPING A COMMUNITY TOURISM PLAN: THE PROCESS**



- **Assessing the Impacts on the Community:** What types of impacts will tourism have on your community? Are there actions that need to be taken to mitigate any negative impacts? How can you maximize the positive impacts? (Section 8)
- **Developing an Action and Implementation Plan:** What are the priority tasks that need to be done? Who is going to take responsibility for them? What partners are there to work with? What resources (human and financial) are needed? Where are the resources going to come from? (Section 8)
- **Implementation, Monitoring and Updating** (Section 9)
- **Marketing your Community as a Tourism Destination:** What types of marketing activities should your community undertake to promote tourism? What is most cost-effective? Who are your partners? (Section 10)

### **3.2 What to Include in a Community Tourism Plan**

As discussed earlier, establishing a successful tourism destination involves having a mix of experiences, of things to see and do, as well as support services for visitors, appropriate human resources, community support and awareness and marketing. Your community tourism plan must address all elements of the tourism industry, although the level of emphasis placed on different elements may vary. Thus, the list of things to be addressed in the plan includes:

#### Things to See and Do:

- Attractions
- Parks and natural areas
- Festivals and events
- Activities
- Tours

#### Support Services:

- Accommodations
- Restaurants
- Visitor information services
- Signage
- Retail stores
- Banking, Grocery Store, Liquor Store, etc.

#### Infrastructure:

- Parking
- Access roads

#### Human Resources:

- Available, trained labour force
- Available skilled management staff

Community Awareness and Attitudes:

- Support for tourism
- Concerns to be addressed

Industry Organization:

- Roles and responsibilities
- Resources available

Marketing:

- Marketing strategy
- Marketing budget

Monitoring and Measurement:

- Tracking the results
- Review and adjustment of the plan
- Reporting to stakeholders and the community

You will also want to examine the context in which you are preparing a tourism plan for your community such as:

- What are nearby communities doing with respect to tourism development and marketing?
- How do your plans "fit" with the strategic directions of the province with respect to tourism?
- Is there anything happening in your region of the province that might impact tourism and that you should take into consideration in your planning efforts?

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## **SECTION 4**

***Getting Started***

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# SECTION 4

## GETTING STARTED

### 4.1 Forming a Community Tourism Planning Committee

Once the decision has been made to prepare a tourism plan for your community, the first task is to identify the group/organization that is going to take responsibility for the preparation of the plan and then establish a committee or group to prepare the plan.

#### Overall Responsibility for the Community Tourism Plan

Frequently, the initial recognition of the need to prepare a tourism plan comes from an existing organization or agency that has some involvement with tourism. This might include a local tourism association, Chamber of Commerce, local or regional economic development authority or municipal government. This organization/agency should then decide on the establishment of a tourism planning committee, specifically who should be members of the committee, under whose authority the committee is to be established and to whom they would report.

If the idea comes from a group of tourism businesses or members of the community, it will be important to get some general support for the idea and, if possible, a sponsoring organization such as one of the groups identified above. While this organization may not be able to provide any financial support towards the preparation of the plan, they may be able to help with building community interest and support, and with providing support services to the committee.

#### Membership of the Tourism Planning Committee

One of the first tasks is to establish the tourism planning committee. Some considerations follow:

- The key stakeholders in the tourism industry, that is the tourism businesses themselves, should play a major role in the development of the plan. **If these stakeholders have no interest in being involved, then you need to seriously question the idea of doing a plan and its ultimate acceptance and implementation - it may not be worth the effort.** Tourism industry representatives should account for a significant proportion of the membership of the planning committee. We suggest they make up about 70% of the committee.
- The committee should also have some representation from other groups such as:
  - Other businesses;
  - Local museums, parks, historical associations, etc.;

- Community organizations;
  - Community "leaders";
  - Municipal government (staff and/or politicians), regional development authority and/or regional tourism association;
  - Interested members of the general public.
- If there is already a local tourism association or committee in your community, it might be ideal to have the tourism planning committee set up as a subcommittee of this group, with representation on the planning committee from the broader tourism association group.
  - Members of the committee should have a commitment to tourism and to the idea of preparing a tourism plan, as well as the necessary time available to develop the plan. The committee will be required to meet regularly (every two to three weeks) over the time it takes to prepare the plan (probably four or five months), as well as undertake various tasks outside of the meetings. As such, it will require a considerable time commitment, particularly if the committee decides to do all the necessary work themselves.

Committee members representing organizations and businesses that are true stakeholders, that is actively involved in the tourism industry, have to play a central role. Government representatives and other interested community members can assist and do a lot of the work but they cannot prepare the plan on their own.

- Keep the committee a workable size – big enough that the tasks can be spread around (you may end up with several subcommittees) but not too large to be unmanageable. Probably 10 to 15 people in total on the main committee is ideal. Subcommittees should be smaller, say 5 - 7 people. You may want to bring in some other people, i.e., people not on the main committee, to participate on the subcommittees.

## **4.2 Getting Help**

Depending on the size of your community and the extent of its tourism sector, the committee may want to consider getting some help with the preparation of the tourism plan. A variety of options for assistance are available:

- Create (through hiring or secondment) a temporary position to do the "legwork" under the direction of the tourism planning committee. Funding support might be available through your local regional development authority, Human Resources and Skills Development Canada or potentially ACOA or the Nova Scotia Department of Tourism, Culture and Heritage. Depending on the outcome of the plan, this person might be retained for a longer period to assist with implementation.

- Approach a community college or university which has a tourism development or management program, to explore utilizing some students to help with the necessary "legwork" as part of a school project. The students would then work under the guidance of their instructor, as well as the tourism planning committee. You should, however, keep the tasks that are assigned to students fairly simple.
- Identify an outside expert who can facilitate the process, and guide the committee through the preparation of the tourism plan, with the tourism planning committee undertaking the actual tasks. This might be someone from the regional development authority or another public agency, or it might be a private consultant.
- Hire an outside expert to facilitate meetings and workshops, and also to undertake a number of specific tasks as selected by the planning committee. Again, this could potentially be done by a public agency or, more likely, by a private consultant. One area in particular where you may need outside help is in the analysis of the marketplace, which is part of the Situation Analysis.
- You can hire an outside expert to prepare the entire plan, with the tourism planning committee playing an advisory role. This will probably necessitate hiring a private consultant, in which case you will need to seek out some funds to cover these costs. Approach your regional development authority and the Nova Scotia Department of Tourism , Culture and Heritage to identify possible sources of funding. They can also identify potential consultants for you.

You could use a combination of all of the above approaches or, alternatively, the tourism planning committee could itself take responsibility for doing all of the tasks – but if this is the approach you select, be prepared to spend a lot of time on the process.

### **4.3 Getting Started**

Once there is a commitment to prepare a community tourism plan, and the committee is in place, an initial meeting should be held to:

- Discuss the overall mission of the committee, and its roles and responsibilities;
- Select a Chairperson and one or two vice-chairs or other executive committee members, if needed;
- Decide on whether outside help will be required, and what form it will take;
- Identify potential funding sources, if costs are to be incurred in preparing the plan;
- Develop an overall work plan;
- Explore establishing subcommittees to take responsibility for specific tasks. This will be more of an issue if the tourism planning committee has decided to do all the work of preparing the tourism plan themselves. You may want to consider separate committees for different elements of the situation analysis (which usually involves the most legwork), or committees for different functions such as community input. Whatever approach is taken, it will be

important to establish a regular reporting and communications process between the various subcommittees and the main committee.

- Decide on the approach to obtaining input from the tourism industry in the area and various other members of the community identified below;
- Develop a schedule and time frame.

You may want to invite a guest to the initial meeting, someone who has experience in tourism planning, e.g. someone from the Tourism Division, Department of Tourism, Culture and Heritage, your regional development authority or regional tourism association, or someone from another community that has developed a tourism plan.

A key first step should be to inform the community about the tourism planning initiative that is underway. A press release, article in the community newspaper and mailings to the tourism sector and to local community organizations and associations can all be used to let the community know that the process has started and to outline opportunities for them to get involved.

## **4.4 Involving the Community**

It is important that you involve the community in your tourism planning efforts. The word "community" in this situation includes a number of different groups, such as:

- Tourism businesses;
- Other members of the business community;
- Various community organizations and associations;
- Municipal/regional staff, e.g., recreation department;
- Regional tourism associations;
- The general public;
- Municipal/regional politicians;
- Regional offices of various provincial and federal government departments.

The nature and extent of the involvement of each of these groups will vary, but it is important to allow for input from all of them when designing the process for preparing your community tourism plan.

Tourism businesses are key stakeholders in this process, and must play a major role in the development of the plan. Representatives of other members of the business community as well as community organizations and associations, particularly those involved in tourism-related activities, should also be actively involved in the process, that is, they should be represented on your planning committee.

Early in your planning process, you should decide on what approach you are going to take to ensure that you obtain input from the various members of your community, as defined above. Exhibit 2 indicated key points in the planning process where community input will be important. Some ideas for involving the various members of the community are presented in the next section of the manual.

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# **SECTION 5**

## ***The Situation Analysis***

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# SECTION 5

## ***THE SITUATION ANALYSIS***

Analysing the existing situation will likely be the most time-consuming task of preparing the community tourism plan, particularly if your community is of any significant size. However, it is a crucial step in the process – it is impossible to plan for the future without having a solid understanding of the circumstances you are confronting. The end result of this task will be several things:

- Information on your existing products and services;
- Information on the marketplace;
- Information on your available community resources and attitudes;
- The SWOT analysis.

The SWOT analysis – an assessment of strengths, weaknesses, opportunities and threats – for tourism in the community, will lead directly to identifying priority markets and opportunities/needs for growing and/or strengthening tourism in the area.

The situation analysis must address a number of separate topics, as follows:

- Visitors
- Attractions and Activities, and Tourism Services
- Resources (with potential for tourism)
- The Competition
- The Marketplace
- Community Attitudes
- Tourism Industry Organization
- Tourism Marketing

Each of these topics is addressed separately in this section of the manual. Worksheets in Appendix II will help you complete these assessments.

### ***5.1 The Visitors***

Getting a handle on the existing tourist visitors to the community is one of the first tasks. Understanding the existing visitor market provides a baseline to work from, both in identifying future market and development opportunities, and understanding the appeals of the community to visitors.

In Section 2, we discussed the definition of a tourist – this is important background information and should be reviewed when planning the work steps for this task.

## What Information is Needed?

Ideally, the types of information to be collected/compiled on existing visitors should include:

- Who are the current visitors to the community?
  - Age
  - Socio-economic characteristics
- Why do they come to the community?
- Where do they come from?
- How long do they stay?
- What do they do while they are in the community?
- How much money do they spend?
- What do they like and dislike about the community?
- What ideas and suggestions do they have for improvements?
- How many visitors are there? When do they come?

It is not always possible, however, to collect this information for a community or small area, without spending a lot of money. Some alternative ways of compiling this information are explored below.

## How can this Information be Collected?

A number of options are available and you will probably end up using a combination of different approaches so as to "piece together" some information that is useful for your planning. You need to decide how much time, effort and resources you want to expend on compiling visitor statistics. Some thoughts on this follow:

- If it is really important to your community to have a statistically reliable estimate of the number of visitors and the economic activity generated by tourism, the only approach that will work is to conduct a survey of visitors. This is called primary research and is discussed below.
- If an approximate estimate is sufficient, and it usually is, then using some combination of existing data sources, or secondary research will provide the information you need. This approach is also explored below.

If you want to obtain a measure of the economic activity generated by tourism in your area, you will need to come up with an estimate of the number of visitors to the community and their spending in the major sectors (e.g. accommodations, food and beverage, etc.). This way you can calculate total visitor spending and, with the help of the Tourism Division of the Department of Tourism, Culture and Heritage, use this data to develop an estimate of the jobs created and other economic impacts. Having data available on the economic impact of tourism can be extremely useful in convincing local/regional politicians of the contribution tourism makes to the economy, and justifying local councils making financial contributions towards tourism marketing efforts.

It will be useful if the members of your committee taking responsibility for these tasks have some experience in market research and/or data analysis. If you decide to do your own primary research, you will definitely need someone with this type of expertise to provide you with advice and guidance.

## Primary Research

Primary research involves the collection of new data that isn't available from existing sources. Doing primary research on visitors to your community will involve doing a survey. Doing visitor surveys can be a complex and time-consuming process, particularly if you want to get representative and statistically reliable results. If this is the case, then you will need to get some outside help to design the survey, and to oversee its implementation, that is, unless you have someone in your community who is experienced in survey research and prepared to help you.

However, it is not always necessary to have fully representative results. If you are looking for information such as comments from visitors on what they like and don't like, on the things they do while in the community, how long they stay, where they come from, etc. and you are not going to attempt to project these results to all visitors to the community, then you don't need to be as concerned with statistical reliability.

However, there are some guidelines you need to follow to make sure that your results are not biased, and it will be extremely useful if you have some advice throughout the process from someone with experience in these matters. Here are the basic steps you will need to take, with some comments on each:

- **Develop the Methodology**

*How many completed surveys do you want to get?*

For your results to have any meaning at all, you should have at least 100 responses. And if you want to analyse the data by different visitor characteristics, for example, look at the results separately for visitors from Nova Scotia and those from outside the province, you will need to have at least 75 - 100 responses in each category, i.e., 75 - 100 from Nova Scotia and 75 - 100 from outside the province. At the same time, you need to be realistic about how many interviews you can complete, how much time you want to dedicate to this, and how many visitors there are to the area to draw from.

*Who's going to conduct the survey?*

You could use summer students, a local community college class, members of your committee, or volunteers from the community. You can also have a research company do it. Whomever you use, they will need to be trained in how to select respondents and how to administer the questionnaire.

### **DEFINITIONS**

***Representative means*** that the data from a survey of a sample from the universe (e.g. tourists visiting your community) is an even cross-section of the whole "population" that the sample is intended to represent.

Its important since you want to "gross up" the sample to the whole population and make projections or conclusions for the whole population.

***Statistically reliable means*** that there will be a reasonable chance that the survey will produce similar results if it is repeated using the same methodology.

***A Sample*** is a group of individuals selected from the population (e.g. all visitors to your community), often following a set of rules to ensure that the individuals selected are representative of the population.

*What type of information do you want to obtain? Will it be simple "check the box" (close-ended questions) or will a written response be required (open-ended questions).*

Appendix III provides a sample visitor questionnaire with a mix of close-ended and open-ended questions. Close-ended questions are easier and quicker to ask and to respond to, and to tabulate. They also focus the respondent on the options you have in mind. However, sometimes you can get more insights and ideas from open-ended questions. Just don't ask too many because the questionnaire will get too long and you will have a low response rate.

*Are you going to do in-person interviews or ask the visitors to complete the survey themselves and drop it off or mail it back?*

In-person interviews means you will need more "person-power" to complete the interviewing but you will probably get a better response rate, better quality information and more insights and ideas. Asking visitors to complete the questionnaire means there has to be a way for them to return it; mailing it back costs them or you money, and only a percentage of them will complete and return the questionnaire.

*Where and when are you going to do the survey?*

This is an important issue because you need to try and interview a sample that includes a mixture of the different types of visitors that come to your community. For example, if you just conduct interviews at your local Visitor Information Centre then you won't be talking to any of the visitors to the community that don't stop at the Centre – and these people may have some quite different ideas and characteristics. You need to pick several locations around the community where visitors go – the Information Centre, local museum, park, even main street. Your first question should be "Are you a visitor to the community?" If the answer is no, you can move on to the next potential respondent.

You should also try and do some of the interviews on the weekends, as well as some during the weekdays. If you want to conduct surveys throughout the tourist season, you might consider doing interviews during the first week of every month for four or five months. Or perhaps for an entire month in the middle of the season. Watch out for festivals or other special events that may bring a lot of people into town who are not typical of the "average visitor". Sampling only during such periods will create some biases in the data.

*How are you going to tabulate the results?*

There are lots of computer programs available to help with this. Again, you will need someone who is experienced with this type of research to help you.

- **Design the Questionnaire**

- Identify the types of information you are looking for and develop questions to obtain it. For the most part, try to use close-ended questions where you give a choice of answers. See the sample questionnaire in Appendix III for some questions you can adapt for your community.

- Keep the questionnaire fairly short, a maximum of 10 -12 minutes to complete.
- Once you are happy with the questionnaire, conduct some pre-tests. Pick several community members who are not on your committee and go through the questionnaire with them. Make sure the questions are clear and that the interview doesn't take too long.
- **Implement the Survey**
  - See the comments above about when and where to do the survey.
- **Tabulate the Data and Analyse the Results**
  - Once you have tabulated the data, it may be useful to create some graphs or charts that show the results. This makes it easier to present the findings of your research.

### Secondary Research

A less expensive and frequently more cost-effective way to do research to help you characterize the visitors to your community is to use data and information that have already been collected or compiled by someone else. This is only possible if such data exist.

Such data are usually called secondary data because it involves the collection and/or re-analysis of previously collected survey data or other information. A number of different sources of secondary data are available on tourism activity in the province:

- Nova Scotia Department of Tourism, Culture and Heritage collects and compiles a variety of statistics on tourism activity in the province, including:
  - Accommodation activity – occupancy rates and room sales for all fixed-roof accommodation properties in the province, reported by region;
  - Visitor entry statistics for the province, by mode of transportation;
  - Ferry passenger counts;
  - Museum and National Park/Historic Site attendance figures;
  - Cruise ship passenger visits;
  - Motorcoach activity;
  - Enquiries to provincial information services including the number of visitors counselled at provincial Visitor Information Centres, enquiries and reservations made through the Check In system;
  - Campground activity.

These statistics are reported in *Tourism Insights* ( [www.gov.ns.ca/dtc/pubs/insights/](http://www.gov.ns.ca/dtc/pubs/insights/) ) and annual reports of tourism activity to the province, including visitation by origin market, are also prepared.

Accommodation occupancy data and the number of rooms sold is reported for each region of the province, but not for smaller areas or communities. However, it is possible to request a custom occupancy run for selected accommodation properties, as long as there at least six properties on your list. (The data is only provided for groupings of properties in total, so as to

avoid reporting confidential information). You need to provide the Tourism Division research staff with a list of the properties you want included in the data run.

Or, you can conduct your own survey of accommodations in the area and ask them to provide you with the information you need to do this calculation. However, you may find some reluctance on the part of some of the operators to release this proprietary information.

You can use this information to calculate approximately how many visitors are staying overnight in your community/area, following the steps described in Exhibit 3.

Once you have an estimate of the total number of visitors, you can use the estimates of per person per day expenditures generated in the Nova Scotia Visitor Exit Surveys to estimate the total value of tourism activity in your community. You may also want to add on an estimate of the spending of the day visitors but remember that their rate of spending will be a lot lower than that of the overnight visitor.

- The Tourism Division also regularly conducts visitor surveys to collect more in-depth information on visitors to Nova Scotia. The Nova Scotia Visitor Exit Survey is undertaken every four to five years and involves extensive interviews with visitors as they leave the province. It includes a wide range of data on visitor socio-demographic characteristics, activities, interests, spending, etc. Again, this data is generally only available on a province-wide basis, but sometimes there is some regional data available.

The Exit Surveys provide interesting insights into the character of Nova Scotia's visitors and the types of activities in which they are interested. Reviewing this information can help you identify opportunities for tourism development in your community.

A variety of other special surveys are conducted from time to time. You should check with the Nova Scotia Tourism Partnership Council ([www.nstpc.com](http://www.nstpc.com)) to find out what is currently available that might be of use to you.

- Nova Scotia Department of Tourism, Culture and Heritage also often commissions studies and strategies that include surveys or analysis of other data that provide insights into existing visitors to the province as well as new tourism market and development opportunities, and recommended strategies. You can get an up-to-date list of the studies, as well as copies of the reports you are interested in, through the Nova Scotia Tourism Partnership Council website ([www.nstpc.com](http://www.nstpc.com))
- Statistics Canada also conducts regular surveys of tourism activity. One survey that might be useful is the Canadian Travel Survey (CTS), which researches the travel of Canadians within Canada and provides information on the volume of travel, trip characteristics, activities and spending, and the characteristics of travellers. Overall findings are usually reported on the Canadian Tourism Commission web site ([www.canadatourism.com](http://www.canadatourism.com)) and you can also order special data runs of travellers to a specific region (the region has to be large enough for there to be a sufficient sample; in Nova Scotia this means one of the seven tourist regions). Statistics Canada also researches the travel of international visitors to Canada, in the International Travel Survey (ITS). Data on international travel to Nova Scotia is included in the Nova Scotia statistics discussed earlier but the ITS may also be of some use to you.

### EXHIBIT 3

#### CALCULATING THE NUMBER OF VISITORS STAYING OVERNIGHT IN YOUR COMMUNITY

Accommodation	Number of Units (A)	Available Unit Nights (B)	Average Occupancy (C)	Occupied Unit Nights (D)	Average Party Size (E)	Length of Stay (F)	Number of Visitors (G)
Roofed Accommodation	From Travel Guide or a local survey	<b>A</b> multiplied by the number of days of operation per facility, and then totalled	From regional statistics, interviews with local operators or special data runs	<b>B</b> multiplied by <b>C</b>	From regional statistics, visitor surveys, Nova Scotia Exit Survey, interviews with local operators	From regional statistics, visitor surveys, interviews with local operators	<b>D</b> multiplied by <b>E</b> divided by <b>F</b>  <b>NOTE 1</b>
Campgrounds	From Travel Guide or a local survey	<b>A</b> multiplied by the number of days of operation per facility, and then totalled	From regional statistics, interviews with local operators	<b>B</b> multiplied by <b>C</b>	From regional statistics, visitor surveys, Nova Scotia Exit Survey, interviews with local operators	From regional statistics, visitor surveys, interviews with local operators	<b>D</b> multiplied by <b>E</b> divided by <b>F</b>
<b>Total Tourists Staying in "Commercial" Accommodation</b>							Sum of the above <b>H</b>
<b>Estimate of Proportion of Overnight Visitors staying with friends and relatives (Note 2)</b>							____% <b>I</b>
<b>Estimate of Number of people staying with friends and relatives</b>							$(H/100 - I) \cdot H = J$
<b>Total Tourists Staying Overnight in the Community</b>							<b>H + J</b>

**NOTES:**

- 1 If you have a Special Occupancy Data Run for Properties in your community from the Department of Tourism, Culture and Heritage, you can just take the number of Guest Nights provided in this report and divide it by the Average Length of Stay (F) to arrive at the number of visitors staying in roofed accommodation.
- 2 This information can come from a number of different sources such as the provincial Visitor Exit Survey, local/regional visitor surveys, etc. This is an important figure so be careful to make sure that you use the percentage of total overnight visitors who stay with friends and relatives.

- Your regional tourism association may also have some data that might be useful in your planning efforts. These associations are usually involved with the operation of the visitor information centres in the region and sometimes conduct visitor surveys and counts at these centres.
- If there are any public attractions in your community, such as a National Historic Park, a provincial park or a provincial museum facility, you can ask them for data on the number of visitors they get and they may also have conducted visitor surveys that would be useful to you.

You should use some caution with the data from visitor information centres and local attractions, however, since not all visitors stop at these types of facilities, so it may not provide a realistic estimate of total visitation. As well, the characteristics of visitors stopping at information centres or attractions may not necessarily be the same as those of all visitors.

## **5.2 Attractions, Activities and Tourism Services**

For this task, you need to develop an inventory of the existing facilities and services that your community has to offer visitors. Appendix II provides some worksheets to use for this inventory and assessment.

The types of information to be collected include:

- Attractions (e.g. museum, mini-golf course, amusement park, etc.)
  - Name of attraction and description of the facility;
  - Season of operation;
  - Visitor statistics, if available (numbers, characteristics, e.g., school groups, motorcoach groups);
  - Admission prices;
  - Future plans for development, expansion, etc.
- Activities (e.g., boat tours, hiking tours, sea kayaking tours, etc.)
  - Name of business;
  - Activities and services provided;
  - Season of operation;
  - Visitor statistics, if available (numbers, characteristics, etc.);
  - Prices charged;
  - Future plans for development, expansion, etc.;
  - Include in this section activity packages that are available in your community/area..
- Recreational and Cultural Facilities and Activities (e.g., art galleries, golf courses, theatres, arenas, etc.)
  - Facilities and services provided;
  - Season of operation;
  - Visitor statistics, if available (numbers, characteristics, number of tourists vs local residents, etc.)
  - Prices charged;
  - Future plans for development, expansion, etc.;

- Festivals and Events
  - Description of festival/event and its programs;
  - Dates;
  - Visitor statistics, if available (numbers, characteristics, etc.);
  - Future plans for expansion, new programming, etc.
  
- Roofed Accommodations
  - Property name and location;
  - Type of property;
  - Canada Select Star Rating/CAA/AAA Rating;
  - Number and type of accommodation units;
  - Season of operation;
  - On-site facilities and services, such as golf course, swimming pool, meeting rooms, restaurant, etc.;
  - Average room rates;
  - Future plans for expansion, redevelopment, etc.
  
- Campgrounds
  - Property name and location;
  - Camping Select Rating
  - Number of sites (serviced and unserviced);
  - Visitor statistics;
  - Season of operation;
  - On-site facilities and services;
  - Future plans for expansion, redevelopment, etc.
  
- Visitor Information Centres and Signage
  - Location;
  - Season and hours of operation;
  - Services provided;
  - Promotional and way-finding signage
  
- Other Support Services
  - Restaurants (number by type, e.g., fast food, fine dining, family);
  - Tourist-oriented retail operations;
  - Basic services – gas stations, banks, liquor stores, etc.
  
- Basic Infrastructure (parking, sewer and water services, roads, etc.)
  - Identify problems/challenges.

A lot of this information, particularly the basic inventory information, is readily available from published material such as:

- Complete Guide for Doers and Dreamers;
- Regional travel guides;
- Brochures on local tourism businesses, usually available through a local or regional information centre;
- Local business directories;

- Various government departments such as the Department of Natural Resources, Nova Scotia Museum, Canadian Heritage, etc.;
- Local telephone directory.

You will also need to talk to many of the businesses and facilities in order to get some of the information needed, such as visitor statistics and future development plans. At the same time, use this opportunity to get their opinions about the current situation with respect to tourism development and marketing in the area, as well as their thoughts on problems that need to be addressed, and opportunities and needs for the future development of tourism in the area. Many of the managers you talk to will be actively involved in the tourism industry on a day-to-day basis and will probably also have direct personal contact with visitors. As such, they will have a lot of insights, ideas and suggestions. It will also be important to have their support as you move ahead, and personal contact at this stage in the process will be useful in this respect as well.

### **5.3 Resources on which to Build**

This is an important task in the situation analysis, as well as one of the more complex. The essence of this step is to identify what resources (natural, man-made, human, etc.) are available in your community that could form the basis for a tourism product, whether it be a development, package, activity or some other type of experience of interest to visitors. These are latent resources – things that are not yet developed but have potential, or things that could be further developed to be of interest to visitors.

This task is linked with your review of the marketplace (see Section 5.5) since you need to assess the resources you have available in light of the expectations and interests of the markets. If your community has an outstanding natural site for ice-climbing but there is no market interest in this type of product, then, no matter how great the site, it has little potential for tourism.

Local knowledge of the area, its natural features and community members, is the best way of identifying the new resources available for tourism. Draw on the knowledge of the members of your committee, as well as ideas and suggestions from your discussions with tourism businesses and with members of the community. It will probably also be useful to talk to regional representatives of various provincial government departments such as Natural Resources, the Nova Scotia Museum, etc. and ask them to point out any resources available in your area that might have potential for tourism.

Examples might include some crown land that is ideal for nature trails or birdwatching but is currently inaccessible, or a skilled craftsman that could host learning vacations or an historic event that could form the basis for a major new festival.

Develop a list of the resources available and the types of opportunities they offer. Don't forget to consider the human resources of your community as well, such as artists, craftspeople, entertainers, etc. who may also have contributions to make to the development of your tourism industry.

## 5.4 The Competition

Another factor to be considered in this step is the competitive situation. What are other communities in your region/province, and elsewhere in Atlantic Canada, doing to attract tourists? This information is useful in two ways. First, by researching what the competition is doing, and what has been successful elsewhere, you may get some good ideas for tourism development or marketing in your own community. At the same time, you don't want to develop a tourism product in your community that is exactly the same as that available at numerous other communities in the province.

The best place to start is on the Internet. Check out the websites of competing destinations and their major partners. Another good source of information on the competitive situation is provincial and regional travel guides. Look through the "Doers and Dreamers" travel guide, and regional tourism association publications, to find out what other communities are doing. You want to focus on the attractions and demand generator in these other communities. You can also call the 1-800 numbers for the other Atlantic provinces and ask for their travel publications to find out what types of tourism development is taking place elsewhere, or link to destinations within each province from the provincial websites.

If you find some communities that have a particularly interesting or appealing tourism project or activity, it may be worth calling them to get more details on the project, how it came together, how it works, what it cost, etc.?

## 5.5 The Marketplace

Understanding what is happening in the marketplace is **the** most important task in the situation analysis, and, indeed, in the entire process of developing a community tourism plan. For community tourism development to be successful over the long term, it must be "market-driven" and "customer-oriented" – it must consider the needs and wants of the customer and offer experiences that respond to these needs and wants.

There are several things you can do to gain an understanding of the tourism marketplace, of trends in the marketplace and of the implications and opportunities for your community:

- Do your own research:
  - Review tourism publications such as CTC's Tourism Magazine as well as reports and studies distributed by the CTC, the Nova Scotia Department of Tourism, Culture, and Heritage, TIANS, etc.
  - Review travel and tourism consumer magazines
  - Attend conferences, such as the TIANS annual conference which frequently has speakers on trends in the industry
  - Use the Internet – visit sites such as:
    - <http://www.canadatourism.com> (Canadian Tourism Commission)
    - <http://www.gov.ns.ca/dtc/> (Nova Scotia Tourism, Culture and Heritage)
    - <http://www.ahma.com> (American Hotel & Lodging Association)
    - <http://www.world-tourism.org> (World Tourism Organization)
    - <http://www.wttc.org> (World Travel & Tourism Council)
    - <http://www.tia.org> (Travel Industry Association of America)

- <http://www.iaapa.org> (International Association of Amusement Parks and Attractions)
- Arrange for someone to come and speak to your committee on what is happening in the tourism marketplace. Consider representatives of:
  - The regional tourism association in your area
  - Nova Scotia Department of Tourism, Culture and Heritage
  - Enterprise Cape Breton
  - Mount Saint Vincent University Tourism and Hospitality Management teaching staff
  - University College of Cape Breton teaching staff
  - TIANS
  - A guest speaker from another community with a strong tourism industry
  - A consultant who works in the tourism sector (you may have to pay for this)
- Talk to other communities who are actively involved in tourism, and to tourism business owners/operators. Ask them what trends they are seeing in the marketplace, and whether they can suggest any sources of information that might be of help to you in this assessment.

Once you have done your research on the tourism marketplace, you should have a brainstorming session to consider the implications for your community of what you have found out. Try to relate the markets' interests and expectations to your existing tourism product and to the resources that are available for tourism development in your area.

Remember that things that are of interest and importance to the local community may not be of much interest to visitors, and vice versa. For example, a member of the community may have a stamp collection or a shell collection that is of great interest to people in your community because they know how much effort has been put into collecting and exhibiting the material. However, the tourist visitors to your area may well not be interested in this type of experience. On the other hand, your community may be the only place in North America where a wild orchid grows – it is nothing special to the local residents because they have lived with it for years. However, for the niche market interested in wild flowers, it is a strong attraction and a reason for them to visit your community.

It all boils down to **"giving the consumer what they want rather than trying to sell them what you've got."**<sup>2</sup>

Consider whether you have any resources or products that could be developed to appeal to growth market segments or if the types of facilities and services you have in your community are in line with the expectations of today's travellers. Keep a detailed list of all the ideas you come up with; it will be useful when you come to do the SWOT analysis.

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<sup>2</sup> Heroux, Lise and Church, Nancy Tourism Marketing for Rural Communities in Canada and the United States: Planning the Promotion Mix, 1994, page 3

## 5.6 Community Attitudes

The importance of getting community input into the tourism planning process, and all of the stakeholders who should be involved, was discussed in the previous section of the manual. The first point in the process where you need community input is in the situation analysis. At this point in the process you want to find out things such as: how the community feels about tourism, what their concerns are, whether they think further growth in tourism will be positive for the community, whether they are willing to support the tourism planning initiative and their ideas and suggestions for tourism in the community.

The types of approaches you can use, and the information you can expect to obtain from each, are summarized on the next page.

- Tourism Industry Workshops
  - Designed for the tourism sector – businesses, associations, government representatives;
  - Preferred approach is by invitation only since these people will have a more in-depth knowledge of tourism and likely want to concentrate the discussion on different issues than those of interest to the general public;
  - Can be used to:
    - Get ideas and explore opportunities
    - Explore strengths, weakness and constraints
    - Get reaction to ideas and proposals
    - Identify priority needs and opportunities
  
- Public Open Houses
  - Designed for all members of the community;
  - Advertise locally – through newspapers, community bulletin boards, flyers, etc.;
  - Can be used to:
    - Educate the community about tourism in the area, and about the plan
    - Identify opportunities and resources
    - Identify community concerns and expectations
    - Identify attitudes towards tourism and "growing" tourism in the community
    - Identify community priorities
  
- Presentations/meetings with Community Organizations and Associations
  - Attendance at a regular meeting(s) of the group to:
    - Provide information about the tourism plan
    - Obtain information about the groups' activities as they relate to tourism
    - Identify opportunities and resources
    - Identify concerns and expectations
    - Get ideas
    - Obtain support for implementation and action
  
- Survey of Community Members
  - Can be done by mail, on the telephone or through a newspaper article;
  - There are advantages and disadvantages to each approach, and cost implications;
  - Can be used to:
    - Identify opportunities and resources
    - Identify community concerns and expectations
    - Identify community priorities
    - Get ideas for tourism

- Community Drop-In
  - Use a community centre, storefront or other public space to set up a "tourism drop-in" centre for certain days/times;
  - Invite members of the community to come by, through newspaper advertisements, community bulletin boards, etc.;
  - Can be used to:
    - Identify opportunities and resources
    - Identify community concerns and expectations
    - Identify community priorities
    - Get ideas for tourism

Later in the planning process, you will want to go back to many of these stakeholders to present your preliminary recommendations and get their reactions; as well, you will want to get their support for your final recommendations and solicit assistance in implementing the plan.

## **5.7 Tourism Industry Organization**

Another item that you should assess as part of the situation analysis is the organization of the tourism industry in your area. Consider the following:

- Is there a tourism committee or association in your community? If yes, take a careful look at the following types of issues:
  - Does it have good representation and participation by the tourism industry in the area?
  - Is it working, getting things done, dealing with issues, etc.?
  - Does it have the support of the local municipality?
  - Does it have a sufficient budget to do the tasks that need to be done?
  - Are there stakeholders that are not involved and should be? Or, vice versa, is the committee run by people that are not stakeholders in the tourism industry?
  - Does it work cooperatively with other organizations in the community? And with regional tourism associations?
  - Is there a duplication of effort with other organizations?
  - Are there things that need to be done and are not getting done, because of a lack of resources (human, financial) or interest or commitment?
- If there is not an existing organization, is there a need for one? Are there things that need to be done with respect to tourism that no other group in the community/region is responsible for? This issue will need to be addressed in more detail as you develop the action plan for implementation but it is useful to start thinking about it now.
- If there are a number of different associations or committees in the community which are involved in tourism, you should take a careful look at the roles and responsibilities of each to see if there is any duplication of effort or if there is a better way of working together.

## **5.8 Tourism Marketing Efforts**

You also need to assess the existing situation with respect to the tourism marketing efforts that are underway for your community. These could vary significantly depending on the size of your community and the extent of the existing tourism industry. If there is an existing tourism

association or committee, they may have a tourism marketing plan which will outline all of the marketing that is being done on behalf of the community. If not, you will need to develop a list of what is currently being done. For the most part, you should be concerned with marketing efforts that are being undertaken on behalf of the community as a whole, not the efforts of individual tourism businesses. Consider the following:

- Is there a tourism brochure for your community/area? How is it distributed? Does it describe the major appeals of your community? Is it of good quality? (See the discussion in Section 10 on Marketing Tourism in Your Community for some guidelines on brochures)
- Does the community have a website? Does it provide links to its tourism industry partners? Is it a quality site? Does it present the unique selling propositions (USPs) well? Does it provide 'close the sale' contact information?
- Does the community advertise its tourism products in the Nova Scotia travel guide or in any regional travel publications?
- Does the community participate in any cooperative marketing programs of the provincial government or your regional travel association, such as attending consumer travel trade shows, for example?
- Does the community do any other advertising or promotion of its tourism products and appeals?
- What is the current budget for community tourism marketing efforts? Where does it come from? Is it sufficient to undertake the tasks that need to be done?
- Are the community's tourism operators actively involved in planning the marketing efforts? Do you have marketing programs that encourage the cooperative involvement of the area's tourism businesses?
- Are the types of marketing programs being done realistic, given the appeals of your community and the resources available for marketing? For example, if you only have \$5,000 to spend on marketing, and it is all going towards attending two trade shows in Boston, is this the best way to get a "bang for your buck?"

At this point, all you really need to be concerned about is inventorying what types of marketing activities are being done, and adding some comments on each initiative.

## **5.9 Other Elements to be Analysed**

There are several other elements that you need to assess in completing the situation analysis. These include human resources and tourism awareness, as well as any other issues or concerns that are unique to your community. For example, if your community is dependent on a ferry service to bring in the vast majority of your visitors, you may want to do a special assessment of the situation with respect to this service.

Things to be considered include:

## Human Resources

- Do the tourism businesses in your community have problems getting and/or keeping staff?
- Are the staff at the tourism businesses well-trained? Do they offer good service? Do the businesses participate in available training programs?
- Is a lack of staff hindering the growth or expansion of tourism businesses?
- Are there qualified management staff available?

## Tourism Awareness

- Does the community generally seem to be aware of tourism, and its contribution to the community? (The response you get at your community input sessions, and the turnout will provide a good indication of this)
- Do the local/regional councils support the tourism efforts? Do they understand the contribution of tourism to the community?

## **5.10 Strengths, Weaknesses, Opportunities and Threats: The SWOT Analysis**

Once all of the information described in 5.1 through 5.9 is collected and compiled, it needs to be assessed and analysed to identify problem areas, strengths you can build on, opportunities and needs.

You should prepare a summary of strengths and weaknesses under each of the headings discussed earlier, that is:

### Things to See and Do:

- Attractions
- Parks and Natural Areas
- Festivals and Events
- Activities
- Tours

### Industry Organization

- Roles and responsibilities
- Resources available

### Human Resources:

- Available, Trained labour force
- Management Staff

### Infrastructure:

- Parking
- Access Roads

### Marketing

- Marketing Strategy
- Marketing Budget

### Support Services:

- Accommodations
- Restaurants
- Visitor Information Services
- Signage
- Retail stores
  
- Banking, Grocery Store, Liquor Store, etc.

### Community Awareness and Attitudes

- Support for tourism
- Concerns to be addressed

For each topic area, you need to identify:

1. The strengths you can build on – to expand, to go after new markets, etc.;
2. The weaknesses/problems that need to be overcome or circumvented;
3. The opportunities available to you and the needs for future growth – new products, new markets, new marketing, etc.;
4. The threats – things that you need to protect yourself from.

The types of things to look for include such things as:

- Gaps in the supply of attractions, facilities and services. For example, does your community have lots of motels and campgrounds but no other types of accommodation facilities? Do all your restaurants and tourist-oriented shops close after Labour Day, yet you have great fall colour and lots of visitors around till after Thanksgiving? Do you have fantastic views and vistas from your community but nowhere for visitors to stop and enjoy the scenery?
- Attractions, facilities and services that are not a "match" with today's market trends and expectations. For example, does your community have lots of fast food restaurants but no dining facilities that offer Nova Scotia seafood/cuisine? Are business travellers an important market in your area, but none of the accommodations have rooms with data ports or desks?
- Only a few things for visitors to spend money on. If your community has lots of beaches and trails, but no stores, restaurants or accommodations, the economic impact generated from tourism is likely to be minimal, since there is not much on which visitors can spend their money.
- A lack of product, or things to see and do. The key to maximizing the economic impacts of tourism is to encourage visitors to stay longer, since the length of stay is directly tied to the level of spending. And, if you can encourage visitors to stay overnight then their level of spending will increase significantly. To do this, you need to offer enough things to see and do to keep visitors entertained for a day or more. You also need to consider whether you have a mix of different types of experiences, e.g., things that would appeal to families, to the mature market, and whether there are things to do in the evening as well as during the day.
- Is your tourism product heavily concentrated in the summer season? If so, you should consider opportunities to develop product for the spring and fall months, and in some communities there are also opportunities for the November to May period, since there is increasing travel activity during these other times of the year. Extending the tourism season is also crucial to the long term financial viability of the tourism businesses in your community.
- Limited basic services, such as restaurants, banking (money machines in particular), etc.
- No opportunities for travellers to get information on your community and what it has to offer. If visitors to the community don't know what you have to offer, then they won't very easily be encouraged to stay longer. This doesn't necessarily mean having a local visitor information centre, (these tend to be expensive to staff and operate and are of little use to visitors when they are closed and there are other options to providing information locally), but there should be some way visitors can get information on your community.

- Are the things your community has to offer the types of things the tourist is looking for, the types of things that will encourage them to stay and spend money and do they give your community a competitive advantage over the community down the road or in the next region?

Exhibit 4 presents an example of a SWOT analysis for a fictitious community on Nova Scotia's coast. Of course, the strengths, weaknesses, opportunities and threats will be quite different for each community but the example gives you an idea of the types of things to think about. Once you finish the SWOT analysis in draft, you should review it in detail with the full tourism planning committee to make sure that nothing is left out, and that everyone generally agrees with the conclusions reached to this point. The SWOT analysis will form the basis for the development of your community tourism strategy and action plan, so it is important that everyone on the committee has an opportunity to have input into it.

**EXHIBIT 4**

**A SAMPLE SWOT ANALYSIS FOR "SEA COAST VILLAGE," NOVA SCOTIA**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>THINGS TO SEE AND DO</b>				
Attractions	<ul style="list-style-type: none"> <li>• A major historic attraction is nearby, with high visitation levels</li> <li>• Two small museums in the community with lots of artifacts</li> <li>• A brand new, state-of-the-art bowling alley</li> <li>• A top quality curling rink that is often used for tournaments</li> </ul>	<ul style="list-style-type: none"> <li>• Attraction closes Labour Day – nothing to bring people to the area in the fall</li> <li>• Museum's displays are very static and haven't been changed in a long time; also they are having budget problems – may have to close;</li> </ul>	<ul style="list-style-type: none"> <li>• Create a family winter weekend package around bowling, curling, and the swimming pool</li> <li>• Extend the operating season of the attraction</li> <li>• Upgrade one of the museums with new displays and programs and use it as a home for learning vacations</li> </ul>	<ul style="list-style-type: none"> <li>• Continued budget cut backs means that the attraction is cutting back operating hours and staff</li> </ul>
Parks and Natural Areas	<ul style="list-style-type: none"> <li>• Scenic coastline adjoining the community</li> <li>• Several white sand beaches, small but high quality</li> <li>• Local community park with tennis, and indoor swimming pool</li> <li>• Wilderness protected area nearby with unique flora and fauna</li> <li>• Coastal waters are excellent for whale watching</li> </ul>	<ul style="list-style-type: none"> <li>• No trails or look offs along the coast – only local residents know the best spots to go for views</li> <li>• No access into protected area at present</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a scenic look-off and picnic park</li> <li>• Develop a walking trail along the most scenic stretch of coastline</li> <li>• Offer a guided hike to see the unique flora</li> <li>• Develop a whale watching tour</li> </ul>	<ul style="list-style-type: none"> <li>• Local residents very protective of the community's beaches – don't want them to get overcrowded</li> <li>• Increasing residential development is using up the scenic coastline</li> </ul>
Festivals and Events	<ul style="list-style-type: none"> <li>• A major seafood festival in July which brings visitors from all over</li> <li>• Labour Day music festival</li> <li>• Christmas Crafts Fair (2 weekends in Nov/Dec. – brings in crafts people from all over)</li> </ul>	<ul style="list-style-type: none"> <li>• Music festival is very much a local event and organizers don't think tourists offer any potential</li> <li>• No other festivals or events in the community</li> <li>• Crafts festival is not promoted outside the local area</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a new fall festival to attract visitors in October</li> <li>• Expand the music festival and market it to tourists</li> <li>• Link the Christmas Crafts Fair to the family winter weekend packages</li> </ul>	<ul style="list-style-type: none"> <li>• Small volunteer base for the seafood festival is getting "burned out"</li> </ul>

**EXHIBIT 4**

**A SAMPLE SWOT ANALYSIS FOR "SEA COAST VILLAGE," NOVA SCOTIA**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Activities and Tours	<ul style="list-style-type: none"> <li>• One company has bicycles for rent and gives out a map of the area</li> <li>• Coastline and wilderness area have some great areas for trails, if you have local knowledge to find them</li> </ul>	<ul style="list-style-type: none"> <li>• No activities that take advantage of the scenic coastline or the wilderness protected area</li> <li>• Very few activities available for visitors</li> <li>• No hiking/walking trails in the community</li> <li>• No tours offered, even though there are some unique and appealing natural resources available</li> </ul>	<ul style="list-style-type: none"> <li>• Whale watching tours</li> <li>• Sea kayaking</li> <li>• Guided hiking trips into the wilderness area</li> <li>• Developing coastal hiking/walking trails</li> <li>• Develop packages with accommodations including activities</li> </ul>	<ul style="list-style-type: none"> <li>• Community five miles down the road has a new whale watching tour, with an aggressive marketing program – are attracting visitors that would normally come to this community</li> </ul>
<b>SUPPORT SERVICES</b>				
Accommodations	<ul style="list-style-type: none"> <li>• Two "cottage by the sea" properties which are full all the time and thinking of expanding</li> <li>• A new 10 room inn is opening, and planning to stay open all year</li> </ul>	<ul style="list-style-type: none"> <li>• Several small, poor quality motels which have a bad reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Additional cottages – potentially for year round use?</li> <li>• Packages including the inn to with the family weekend activities, also the crafts festival</li> <li>• Training for the management and staff of poor quality motels</li> </ul>	<ul style="list-style-type: none"> <li>• Possible bad "word of mouth" advertising because of poor quality of motels</li> </ul>
Restaurants	<ul style="list-style-type: none"> <li>• Several good, seasonal restaurants</li> </ul>	<ul style="list-style-type: none"> <li>• Only one restaurant is open after mid-September</li> <li>• No take-out service available in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage the inn to open a full-service restaurant to serve off-season visitors</li> </ul>	

**EXHIBIT 4**

**A SAMPLE SWOT ANALYSIS FOR "SEA COAST VILLAGE," NOVA SCOTIA**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Visitor Information Services and Signage	<ul style="list-style-type: none"> <li>Local visitor information centre is open July and August, and does a great job of providing information to visitors – staff are very knowledgeable</li> <li>Good way-finding signage</li> </ul>	<ul style="list-style-type: none"> <li>No information available outside of July and August, except through accommodations</li> </ul>	<ul style="list-style-type: none"> <li>Provide visitor information at the local gas station and convenience stores</li> <li>Acquire several computerized kiosks to provide information on the community and area</li> </ul>	<ul style="list-style-type: none"> <li>Local municipality is cutting budgets and this may result in a 50% cut in funding to the information centre</li> </ul>
Retail Stores	<ul style="list-style-type: none"> <li>Several stores that feature Nova Scotia crafts</li> </ul>	<ul style="list-style-type: none"> <li>All stores close at 5 pm during the summer season and few are open after Thanksgiving</li> </ul>	<ul style="list-style-type: none"> <li>Get stores to open on winter weekends when the family packages are promoted</li> </ul>	
Banking, Groceries, etc.	<ul style="list-style-type: none"> <li>New grocery store with seafood department</li> </ul>	<ul style="list-style-type: none"> <li>Liquor Store only open part-time</li> </ul>	<ul style="list-style-type: none"> <li>Encourage grocery store to offer take-out food , picnic lunches, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Community’s only bank may close because of bank restructuring</li> </ul>
<b>INFRASTRUCTURE</b> Roads, parking, etc.	<ul style="list-style-type: none"> <li>Road into the community is very scenic and would be a great bicycle touring route</li> </ul>	<ul style="list-style-type: none"> <li>Downtown is very congested in July and August</li> <li>Main road into the community is only two lanes, in bad need of repair and upgrading, and has a high accident rate because people look at the scenery</li> </ul>	<ul style="list-style-type: none"> <li>Develop several pull-offs along the road for viewing the scenery</li> <li>Add a bicycle lane beside the highway</li> </ul>	<ul style="list-style-type: none"> <li>Community is concerned about traffic along main street, and about parking at the beach</li> </ul>
<b>HUMAN RESOURCES</b>	<ul style="list-style-type: none"> <li>A community member is a highly acclaimed photographer with several books published</li> <li>Two local crafts people won awards at the last provincial craft show</li> <li>Local high school has started a tourism course aimed at teaching students about the industry</li> <li>More and more people moving into the community because of its scenic appeals</li> </ul>	<ul style="list-style-type: none"> <li>Attractions and other tourism facilities find it difficult to stay open after Labour Day because they depend on university students for their staffing</li> </ul>	<ul style="list-style-type: none"> <li>Learning vacations based around photography and crafts, drawing on the skills of community members</li> <li>Encourage the older members of the community to work in the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>More and more of the people moving into the community are commuting into the city – are not available to work locally and no time to volunteer to help out</li> </ul>

**EXHIBIT 4**

**A SAMPLE SWOT ANALYSIS FOR "SEA COAST VILLAGE," NOVA SCOTIA**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>COMMUNITY AWARENESS AND ATTITUDES</b>	<ul style="list-style-type: none"> <li>• There has been a traditional strong sense of community</li> <li>• Community has been known for being very friendly and hospitable to visitors</li> <li>• Tourism has been seen as a positive thing for the community</li> <li>• Local newspaper is a strong supporter of the tourism sector</li> </ul>	<ul style="list-style-type: none"> <li>• Local council has been very ambivalent about tourism – not sure they are getting any value out of the money they invest in marketing and the information centre</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness campaign targeting the local council and new members of the community to explain the benefits of tourism – using the support of the local newspaper to do a special monthly insert on tourism</li> </ul>	<ul style="list-style-type: none"> <li>• New people moving into the community don't want to see more visitors – creates the crowds they have moved out of the city to avoid</li> </ul>
<b>INDUSTRY ORGANIZATION</b>	<ul style="list-style-type: none"> <li>• Regional tourism association is very active in marketing efforts and does a good job</li> <li>• Local tourism businesses are well represented on the board of the regional tourism association</li> <li>• The local Chamber of Commerce has just established a tourism committee</li> </ul>	<ul style="list-style-type: none"> <li>• It is not clear what the role of the Chamber's new tourism committee will be – some concern that it will try to duplicate the efforts of the regional tourism association</li> <li>• Local tourism businesses would like to see more money available to promote the community</li> </ul>	<ul style="list-style-type: none"> <li>• Make sure there is a minimal amount of duplication of effort between the two tourism committee groups</li> <li>• Need to figure out a way for the Chamber's tourism committee to relate to the regional tourism association</li> </ul>	<ul style="list-style-type: none"> <li>• Council is unwilling to provide money to both the regional tourism association and the local Chamber committee</li> </ul>
<b>MARKETING</b>	<ul style="list-style-type: none"> <li>• Community is featured in a two-page spread in the regional travel guide which seems to bring in lots of visitors</li> <li>• Work has started on a new brochure – the local photographer has offered to donate his efforts to get some good photos</li> <li>• Community has a brand new, state of the art website with an up-to date tourism section</li> </ul>	<ul style="list-style-type: none"> <li>• The community has not done any advertising in the Nova Scotia Travel Guide</li> <li>• Some of the local tourism businesses are new and very small with few resources for marketing</li> <li>• The website is not linked to that of the regional tourism association, or/from to any of the tourism businesses in town</li> </ul>	<ul style="list-style-type: none"> <li>• Do a co-op, two page spread in Doers and Dreamers</li> <li>• Finish the brochure and get it distributed for next season</li> <li>• Set up web site links to tourism and other businesses, regional tourism association, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Only limited funding is available for marketing</li> <li>• Most of businesses are small and don't have much money for marketing</li> </ul>

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## **SECTION 6**

### ***Setting a Vision and Developing Goals and Objectives***

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# SECTION 6

## SETTING A VISION AND DEVELOPING GOALS AND OBJECTIVES

### 6.1 Setting a Vision

#### What is a Vision?

A vision is a picture of a future, desired situation. It is a description of what tourism in your community will be like, at some point in the future – what types of products and services you will offer, what the unique advantages and appeals your community will offer to visitors. Setting a realistic and attainable vision is very important since it will establish the foundation for your tourism strategy – by mapping out where you want to get to, and the strategy and action plan will provide the tools and actions for actually getting there.

At the same time, the vision has to be realistic in terms of what is possible and what is attainable given the strengths, weaknesses, opportunities and threats for your community's tourism sector. It also has to be something that is worthwhile, that is supported by the tourism sector and the community, and that you are prepared to work to achieve.

Some examples of tourism visions that have been used are:

#### Canadian Tourism Commission – Vision for Canada's Tourism Industry

*Canada will be the premier four-season destination to connect with nature and to experience diverse cultures and communities.*

#### Tourism Saskatchewan – Vision of Tourism in Saskatchewan

*A vital, growing and sustainable economic sector competing with integrity, as a world-recognized destination.*

#### Nova Scotia Tourism Partnership Council's Vision

*100% Tourism Revenue Growth by 2012*

#### Why is a Vision Important?

A vision is important because it draws people together around a common set of ideas about what they would like to achieve for the future. It gets things "on track" right at the beginning by building consensus about what the challenge is really all about.

## How to go about Setting a Vision

Setting a vision involves looking into the future and imagining what tourism in your community could, and should become. In smaller communities, it is also closely tied to what the community members want for the community itself – in fact, there may already be a community vision that should be considered when developing your tourism vision.

Since it is important that the vision is supported as broadly as possible by the tourism sector and by the community, it will be important to involve these stakeholders in the visioning process, or, at a minimum, in reviewing and refining a proposed vision that the tourism planning committee establishes.

You will need to have a planning or "visioning" session to develop your vision statement, and you will need to seek out an experienced person from your community to help facilitate the session. Before you start working on the vision, you should make a brief presentation to those present on the situation analysis, so that everyone is "up to speed" on the current situation, market trends and opportunities. There are several different approaches to a process such as this, and your facilitator will have some ideas. Here's one suggestion:

- Divide participants into groups – a good way to do this is by asking people to count off by the number of groups, this mixes people with others they may not know. (E.g., If you want to have four groups, go around the room assigning people numbers 1 through 4, and then all the 4s become one group) You may also want to make sure that you have some tourism operators in each group since they will bring an important perspective to the analysis.
- Provide each group with paper and pens, and ask them to list ten key words or phrases that describe, in part, what they think the community should be like, both generally and with respect to its tourism sector, in ten years. For example, words might include: four-season tourism, high quality, cultural integrity, sustainable, environmentally friendly.
- Have a representative from each group report back to the full group and record all the words/phrases on a flip chart.
- Ask the whole group to pick out the commonalities of the words, and to come to a consensus as to which words/phrases/thoughts should be included in the vision.
- Either craft a draft vision statement or establish a small committee to take away the words and phrases that have been developed and come back with some specific proposals for review by the larger group.

If this has been a special visioning session, you should take the draft vision statement to a meeting of your tourism planning committee to get their reaction and comments. You may also want to gather wider public reaction to the statement, which can be obtained by publicizing the draft in the local media. Input from these various sources can then be used to develop a revised vision statement.

You may also want to consider holding a public meeting to debate the draft vision statement, particularly if achieving the vision will have some significant impacts on the community's lifestyle. If you can't get buy-in to your vision, or a slightly revised vision, from the community,

you will have to go back to the drawing board and start over, paying more attention to the concerns of the community.

## **6.2 Developing Goals and Objectives**

### **Identifying Goals**

In order to make the vision meaningful, and achievable, you need to convert it into a set of goals and objectives.

Goals are clear, concise statements that outline what should/needs to happen with respect to tourism in the community. The goals need to be compatible with the vision statement and provide direction for the objectives, which are more specific and measurable.

Goals often begin with the words "to improve...", "to provide ...", "to increase..." or "to develop", and you should have at least one goal that addresses each of the key areas of tourism, i.e.:

- Things to See and Do
- Support Services
- Infrastructure
- Human Resources
- Community Awareness
- Industry Organization
- Marketing

You will also want to include some more general goals that cut across the various elements of the tourism plan and deal with issues such as maintaining the quality of life in the community and protecting your natural and cultural environment, and with attracting more visitors and extending the length of stay and spending of existing visitors.

In developing the goals for tourism in your community, you need to go back once again to the situation analysis, to your SWOT analysis and to your vision. Pay careful attention to the things that you have identified that are problem areas – things that need major improvement if your tourism industry is to develop in the way you want it to, and to your opportunities. Examples of community tourism goals, as well as objectives, are provided in Exhibit 5, for the same fictitious community that the sample SWOT analysis in Exhibit 4 describes.

Your goals and objectives can best be developed in a workshop session, (you will probably need a full day session to accomplish this) with a number of smaller groups to facilitate discussion. You could give each group a general topic area, e.g., Things to See and Do, and ask them to develop goal (and objectives) for this, or you could ask each group to identify a list of goals

**EXHIBIT 5**

**SAMPLE GOALS AND OBJECTIVES FOR TOURISM**

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>TIMING</b>
<p><b>Things to See and Do</b></p> <p>To encourage more visitors to stay overnight in the community.</p>	<p>1.1 To provide more outdoor, nature-based activities for visitors</p> <p>1.2 To upgrade one of the museums so that it offers an exciting, educational and fun program for families</p> <p>1.3 To work with the local accommodation operators to create activity-based, overnight packages to appeal to family markets</p> <p>1.4 To create several learning vacation packages drawing on resources available in the community</p> <p>1.5 To work with the festivals and events organizers to make their festivals more appealing to visitors, and to increase their marketing efforts</p>	<p>Within 1 year</p> <p>Within 2 years</p> <p>Next 6 months</p> <p>Next 6 months</p> <p>Within 2 years</p>
<p><b>Things to See and Do</b></p> <p>To increase the number of visitors during the November to May period.</p>	<p>2.1 To work with the local business community to make sure that there are accommodations, restaurants and shops open during this period.</p> <p>2.2 To create three winter weekend packages, one for families, one for crafts people and one for sports enthusiasts</p>	<p>Within 1 year</p> <p>For the next winter season</p>
<p><b>Support Services:</b></p> <p>To improve the overall experience offered to visitors to the community.</p>	<p>3.1 To improve the availability of visitor information services in the community on a year round basis</p> <p>3.2 Encourage persons with local outdoor knowledge to offer regular, guided hikes and other outdoor activities for visitors</p> <p>3.3 Encourage another of the restaurants to stay open throughout the year</p> <p>3.4 Investigate the possibility of providing local bicycle rentals</p>	<p>Within 2 years</p> <p>For the next tourist season</p> <p>Within 1 year</p> <p>Next 6 months</p>
<p><b>Community Awareness</b></p> <p>To increase the level of support for tourism within the community.</p>	<p>4.1 Develop and deliver a tourism awareness program, using the local newspaper, on a monthly basis.</p> <p>4.2 Make a bi-annual presentation to council on tourism and what it does for the community</p>	<p>Immediately</p> <p>Within the next 6 months</p>

**EXHIBIT 5**

**SAMPLE GOALS AND OBJECTIVES FOR TOURISM**

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>TIMING</b>
<p><b>Infrastructure</b></p> <p>To improve the basic services available to visitors.</p>	5.1 Work with the local mainstream business community to ensure that hours of operation are appropriate for visitor markets	Next 6 months
	5.2 Lobby for the upgrading of the highway into the community	Within 2 years
<p><b>Human Resources</b></p> <p>To ensure that all visitors receive a high standard of hospitality and service.</p>	6.1 Work with local tourism businesses to ensure that all front line staff participate in Super Host program	Within 1 year
	6.2 Work with local tourism businesses to encourage their staff to enrol in certification programs, with a target of 25% of staff enrolled within the next two years.	Within 2 years
	6.3 Become a Super Host Community	Within 2 years
<p><b>Marketing</b></p> <p>To create a higher profile for the community within selected target markets</p>	7.1 Complete the new brochure and ensure that it is distributed widely throughout the province	Before next tourist season
	7.2 Develop a two page, co-op ad for the Doers and Dreamers travel guide	For next year's guide
	7.3 Link the website to sites for all tourism related businesses in the community and to the regional tourism association	Within 6 months
	7.3 Work with the festivals to develop a promotion plan and help them to implement it	Within 2 years
	7.4 Participate in at least two consumer shows with the regional travel association	Within 2 years

covering several or all of the topic areas – it will depend on how complex your tourism sector is, how many people you have to work with, etc.

After each group has recorded their ideas about goals, they should be reported to the full group and recorded on a flip chart. You then need to see if there are any goals that can be combined into a single idea or any that are missing.

Once the goals have been defined, the group should try to establish one or more measurable objectives for each one. The objectives are more specific and measurable statements of what you expect to accomplish. An example is – "To increase the number of motorcoach visits from 100 to 150 per season." They will be used later to help you measure your progress towards achieving your goals and vision. One or more objectives should be established for each of your goals. We'll turn to this topic next.

It is a good idea at this point to identify priorities, particularly if you have come up with a long list of goals. Ask each participant to vote for their top four to six priorities and see where you end up. If a number of the goals have very few or no votes, then you need to seriously consider whether they are important enough to be identified as goals – perhaps some of them become objectives under other goals, or maybe they are dropped altogether.

## **Setting Objectives**

As we've said, once the group has agreed on the goals, you should move right into setting objectives for each goal. Objectives are more specific than goals – they have to be measurable accomplishments which, if achieved, will help you accomplish your goals and ultimately, achieve your vision. Objectives should be:

- Specific;
- Designed to help accomplish the goal to which it is attached;
- Stated in terms of desired results;
- Clear, concise and realistic;
- Achievable within the time frame of your plan.

The best way to develop objectives is to focus on one goal at a time – again, you can do this in several smaller groups, one for each goal, or as an entire group. You will also need to refer back to your situation analysis and SWOT, since it will help identify the types of things that need to be done to develop/grow your tourism industry. In particular, you need to consider the relationship between the types of things you need to do to and the resources you have available to you. You also need to consider the tourism weaknesses that have been identified and what specific objectives could be established for resolving these weaknesses.

The process might go something like this:

- Have a flip chart with the adopted goal written across the top;
- Go back and review the strengths, weaknesses, opportunities and threats associated with each goal topic area;
- Focus on the strengths you have identified and identify things you might do to build on them;

- Focus on the weaknesses you have identified and discuss: What should and can be done about this weakness, if we want achieve the vision that we have set?
- Write down on the flip chart all the things that come to mind and "craft" the wording of the objectives. You will probably have more than one objective for each goal.
- Repeat the process for each goal.

Exhibit 5 also presents sample objectives for our fictitious Nova Scotia "Seacoast" Community, and some suggested time frames. You may want to be more specific with your time frames, e.g., by a certain date or by next summer.

After you are finished, you should have all of the draft goals and objectives typed up and distributed to the Tourism Planning Committee for review and consideration. You should then review it all at a later meeting, and make any refinements and revisions that are necessary.

### Identifying Priority Objectives

Depending on the complexity and range of issues that need to be addressed with respect to tourism in your community, you may want to identify a number of priority objectives or, at a minimum, identify some objectives as being short term (to be accomplished within the first year or so), and others as being long term. When discussing priority objectives, consider such things as:

- How important is each objective in achieving the goal? And are there some objectives that have to be achieved before you can start working on others?
- You should give priority to objectives which:
  - Produce substantial and visible results – this will give profile to the efforts of your committee and encourage more participation;
  - Appeal to the community at large, again so as to get profile and support for your initiatives;
  - Are realistic and do not require a major investment of time or money that might take a while to find.

## **6.3 Using the Goals and Objectives**

As you develop your community tourism plan, you will use the goals and objectives in several ways:

- To help develop the criteria to be used in determining priority target markets and priority tourism development needs (see Section 7);
- To identify all of the other issues that need to be included in your tourism plan (see Section 8);
- To measure the results of the plan by considering how successful your implementation efforts have been in achieving the identified objectives (see Section 9).

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## **SECTION 7**

### ***Determining Market and Development Priorities***

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# SECTION 7

## ***DETERMINING MARKET AND DEVELOPMENT PRIORITIES***

This section explores how to go about identifying priorities for the market and product opportunities and needs that have been identified in the SWOT analysis and while setting your goals and objectives. You first need to refine this list of opportunities and needs and then determine which ones should be priorities for your action plan. This is sometimes called product-market matching since it involves matching the products and resources of an area with the markets that offer the best opportunity. Before discussing this process, there are a few other topics concerning tourism markets that provide an important context to this step.

### ***7.1 Tourism Market Segmentation***

The tourism marketplace is made up of a variety of reasonably definable market segments, each with its own characteristics, including different needs, preferences and expectations. Understanding the market segments that could be attracted to your community is an important element of preparing a community tourism plan. The market segments you identify as priorities will affect what products and experiences you want to focus on developing in your community – you need to focus on what your priority market segments want and need as part of their travel experience and/or on developing the types of experiences that will attract the markets with the most potential to your area. It will also affect how and where you market.

There are several different ways to define market segments in the tourism sector including:

- **Geographic:** According to where the customer lives. In Nova Scotia, geographic market segments usually include Atlantic Canada, Ontario, Quebec, New England, other United States, Europe and, of course, Nova Scotia itself.
- **Demographic:** According to the age, income and family structure of the customer. This helps define the needs and preferences of the market, as well as the services they will require. Common demographic segments are Seniors, the Mature Market, the Family Market, the Baby Boomers, etc.
- **Channel of distribution:** According to how the customer books the trip. For example, by participating on a motorcoach tour or booked through a travel agent on a fly/drive tour.
- **Mode of travel:** According to how the customer travels to/in the province – by car, motorcoach, air, bicycle.
- **Purpose of Trip:** The reason the traveller is away from home. This defines the motivations that may generate trips to your area as well as the kinds of services likely to be required.

Common purpose of trip segments are pleasure or vacation, visiting friends and relatives (VFR), business, and personal (e.g., going to a wedding).

- **Psychographic:** According to the interests and preferences of the traveller. This suggests ways you can differentiate your community/destination, make it unique and separate it from the competition. Increasingly today, we are seeing "niche" or special interest market segments where an activity, e.g., sea kayaking or hiking, or a type of experience, such as experiencing another culture, are the main travel motivators.
- **Use frequency and seasonality:** Seasons of travel, weekends/weekdays, etc.

Most often, the purpose-of-trip segmentation is the most effective approach for a community, sometimes in combination with the psychographic approach, that is the approach that also considers the interests and preferences of the traveller.

You need to identify, and prioritize, the market segments that offer the most potential for your community, based on the resources, attractions and activities available (existing and potential), and the overall vision and goals that have been selected for your community.

## **7.2 Market Trends and Growth Opportunities for the Tourism Sector**

A variety of trends are occurring in the marketplace and many of them have implications for tourism and, to a greater or lesser extent, on how you develop tourism in your community. Many of these trends are driven by demographics, primarily the Baby Boom phenomenon which has had a significant impact on numerous aspects of North American society over much of the past fifty years, as well as innovations in transportation and technology.

As you plan for tourism in your community, it is important that you have some knowledge about visitor markets and about trends in these markets. What are today's travellers looking for? What are they likely to want to do and see? What are their expectations about service and value? Which markets can be expected to grow and which ones to decline?

The points below highlight some of the major trends which are being experienced in our society and the implications of these trends on the general travel and tourism industry.

- The population of North America is changing, largely due to the *aging of the Baby Boom generation* and the resultant growth in the mature population. The growth markets of the next 10 to 15 years will be today's young seniors (representing 15% of the market today) and the baby boomers (representing 33% of the market).
- Some travel related implications are:
  - These market segments are generally much more wealthy than earlier generations and have a strong interest in travel. They represent a large market, and will increasingly have time, and resources for travel.
  - These markets are seeking new and unique experiences, and have a particular interest in culture and heritage, in soft outdoor adventure (e.g. hiking, walking). They enjoy

- ‘lifestyle’ amenities in their travel, such as fine dining, quality entertainment and the finer things in life.
- They are more educated than earlier generations, highly sophisticated and individualistic – they expect, and demand, good quality, professional service. They are prepared to spend money to get good quality.
  - Family values are important to this market – there is an increasing trend in "grand" travel (travelling with grandchildren).
  - They are likely to be less interested in structured group travel.
- Travellers today are seeking *experiences*. People do not travel to sleep in a strange bed, they travel to experience something different from their everyday life and that could be cultural, natural, entertaining, educational, spiritual, family, etc. This is resulting in growth in *experiential tourism*. “Experiential tourism encourages visitors to participate and promotes activities that draw people into cultures, communities and the outdoors ... it shows rather than describes. It encourages people to actively participate in the experience ... it is very personal and individual .. they seek diverse experiences that match their interests and provide a sense of personal accomplishment”<sup>3</sup>
  - There has been a significant *increase in the number of two career families over the past twenty years*. This means high stress levels, less time, and less flexibility when making travel plans. The market today is suffering from "time poverty" with time being the crucial element in planning a trip, and cost being a second or third consideration. With time being of the essence, customers in this market segment are becoming more and more demanding, trips are becoming shorter and more intense, and the quality of the experience is becoming even more important;
  - Providing a superior "*Quality of Service*" to customers is becoming of major import to tourism and hospitality businesses and carries through every facet of the product. Travellers are also demanding *personalized services*.
  - Time pressures are also resulting in an increasing *need for simplification* in trip planning and purchasing, with many travellers seeking inclusively priced vacations or packages;
  - More trips are being planned at the *last minute*, and while they are occurring more frequently, they are also happening much closer to home;
  - The *growth in the use of the Internet* has had profound implications for the tourism industry and for consumers. It has provided the industry with a powerful and very cost-effective new marketing tool. And it has *empowered consumers* by making it very easy to research travel offerings and shop for deals.
  - The *proliferation of travel options*, many of which are easily accessible and competitively priced, is resulting in strong competition for superior products/experiences;
  - There is a decline in mass travel markets and *growth in special interest and niche markets*;

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<sup>3</sup> Minister’s Round Table on Parks Canada, 2005; Pre-reading Material - Facilitate Visitor Experience, Page 1

- There is *growth in off-season travel*;
- There is *growth in specialty tour operators* and they are seeking new destinations for their increasingly well-travelled clients;
- Air travel is becoming easier and more accessible. This is supporting a *growth in shorter, destination trips* – "Fly-Tour/Do" rather than longer touring trips or "Drive/Drive" trips. This means more time at the destination, and the opportunity participation in more activities and experiences;

When you are preparing your community tourism plan, it will be important that you consider the trends that are happening in the marketplace, as well as the implications for your community. For example, the growing interest in cultural and heritage tourism suggests an opportunity for many of Nova Scotia's rural communities to focus on developing their heritage resources, such as genealogical records, in such a way that they are appealing to, and accessible by, tourism markets.

### **7.3 Identifying Priority Target Markets**

The task here is to decide which markets offer the best potential for your community and, therefore, are the ones on which you want to focus your efforts. You first need to identify a "long list" of target market segments which may have some potential for your community. Go through your SWOT analysis and your detailed analysis of the existing situation – market trends, resources in the area (existing and potential), information on existing markets and input from the various stakeholders you have talked to, to help you identify this long list.

In Nova Scotia, target market segments might include some of the following:

#### Purpose-of -trip Segments

- Pleasure travellers
  - Destination vacation - markets looking for a community/area to spend all or part of their vacation
  - Touring - markets touring the province and visiting a number of different communities
  - Getaway - markets, primarily provincial and regional, looking for a destination for a 2 - 4 day mini-vacation
  - Day trip market - for beaches, festivals and events
- Business travellers
  - Commercial travellers/sales persons
  - Government travellers
- Conventions and Meetings
  - Corporate meetings of various sizes
  - Association meetings
- Personal business, e.g., weddings,

### Psychographic Market Segments

- Markets with a strong interest in particular activity, e.g.,
  - Hikers
  - Sea Kayakers
  - "Roots" seekers - those interested in genealogy
  - Lighthouse fans
  - Sailors
  - Birdwatchers
  - History buffs
  - Cyclists

### Mode of Travel

- Motorcoach groups
- Recreational vehicles
- Auto
- Air

You should focus your efforts on identifying markets that meet the following criteria:

- Where your community has the resources to appeal to the market segment – either market-ready at present or able to be developed;
- They are growth markets;
- They will help utilize your tourism plant during slow seasons, if you have any. For example, there is no point in identifying a target market that requires lots of accommodation units during August, if your community's accommodation properties are already completely full and turning away business at this time of year;
- They fit with provincial priorities.

You then need to prioritize these target market segments so as to identify the ones that offer the most potential for your community. It might help to use a matrix to do this, considering a number of different criteria to help you in identifying priorities. The criteria to be used in this evaluation should be based on the goals and objectives identified earlier, supplemented by other criteria such as the size of the market and the competitive situation. Some of the criteria you may want to use in your evaluation process include:

- Potential to attract new visitors to your community;
- Potential to attract new visitors during the November to May period;
- Potential yield (spending per person per visit) from this market. For example, a target market that just comes for the day will have a much lower yield than one that comes and stays in your community for several days;
- Size of the market (approximately – a highly specialized market, such as stamp collectors, would score lower than a mass market, such as the family vacation market);
- Market trends – is it a growing market or a declining one?
- Match with, and strength of, your existing/potential tourism products;
- Amount of work that needs to be done to get "market ready" for this market segment;
- Amount of money and time that will be needed to attract (market to) this market;

- How easy it is to market to this segment. For example, will one ad in the Travel Guide reach the market or will you have to develop a special mailing piece and spend lots of money on a brochure?
- Level of competition;
- Seasonality;
- Support within the local tourism industry/community/compatibility with community objectives.

You will find that this process really helps to get down to the "nuts and bolts" and you may be surprised by the results. Markets that may initially look to offer great potential for your community may, in fact, be a low priority. For example, your community may have several great beaches that are packed every weekend during the summer, and you think that there is a good market opportunity to attract more beach visitors to the area. However, when you evaluate this market based on the types of criteria described above, it comes out at the bottom of the list because:

- Most of the beach goers are from Halifax;
- They drive out for the day, bring their lunch in a picnic basket and don't spend any money in your community – therefore they have a very low yield;
- They park beside the road and disrupt the traffic, putting pressure on your local infrastructure and annoying the residents;
- They only come in July and August and your primary goal is to develop winter tourism;
- They will come anyway, as long as the weather is good, no matter how much marketing you do because you have the best beach around.

In doing this evaluation, you may also want to consider weighting the criteria so that those that are most important to you have a greater impact on the evaluation. Exhibit 6 illustrates a matrix that you could use.

Once you have identified the priority market segments for your community, you can focus in on what types of development is required to meet the needs of your priority markets.

## ***7.4 Identifying Priority Development Opportunities***

### **Introduction**

The next task is to determine what types of tourism development initiatives should be priorities in your community. In this context, the word "development" doesn't mean just "bricks and mortar", it means any type of tourism product – perhaps a festival, a new accommodation property, a hiking trail, or a whale watching cruise. It could also include packages. Other development needs, such as those related to infrastructure and services, will be identified as you detail the tourism plan (see Section 8). At this point, you should be focussing on the things for visitors to see and do.

It would be useful to develop the list of tourism development initiatives under two headings - those things that involve new development– things that do not already exist, and those that involve upgrading, enhancing or expanding an existing tourism product. You should also make sure that your list includes some "demand generating" products, things that will help bring more .

**EXHIBIT 6**

**EVALUATING TARGET MARKETS TO DETERMINE PRIORITIES**

CRITERIA	Weight (1 - 5)  (Note:1)	TARGET MARKETS									
		Family Vacations		Motorcoach Tours		Birdwatchers		Small Meetings		Beach Trippers	
		Score (Note 2)	Points (Note 3)	Score	Points	Score	Points	Score	Points	Score	Points
Potential Yield	5	3	15								
Match with our community's resources	5	5	25								
Market Size	2	4	8								
Market Trends and Growth Potential	3	1	3								
Amount of work needed to become Market Ready	2	3	6								
Local Support	3	4	12								
Competition	2	1	2								
<b>TOTAL SCORE (Note 4)</b>			<b>71</b>								

Note 1: Weighting in this example is 1 - 5, where 5 is most important.

Note 2: Scoring is 1 - 5 where 5 is high.

Note 3: Weighting multiplied by the score.

Note 4: Total all the points, and then compare the total scores for each market to identify priorities.

tourism to your community, and "demand supporting" products, those things that contribute to extending the length of stay and spending of existing visitors. The relative mix of demand generating and demand supporting products will be determined by the goals and objectives you established earlier.

### **What is Needed to Meet the Demands of your Priority Target Markets?**

Again, your list should start with the development opportunities and needs identified in your SWOT analysis and in your goals and objectives. However, as we have discussed earlier, it is important that you "give consumers what they want, rather than trying to sell them what you've got." Therefore, you should pay careful attention to the demands and expectations of the priority target markets you have decided on, and make sure that your list of development opportunities and needs responds to their demands and expectations.

For each of these priority target markets, you need to think carefully about the following questions:

- Does our community have the full range of appeals, activities, experiences and services that this market needs?
- If yes, are all of these activities, experiences, etc."market-ready," that is do they provide a quality experience/benefit for the customers being targeted? Are there opportunities for improvement to better satisfy customer demands for personal benefits?

Even if you do have the full range of activities, experiences and services that a particular target market needs, it is probably true that not all of them are fully market-ready. You should identify the types of things that need to be done to enhance these products or services to make them as compelling an experience and as good a value as possible.

- If no, what else do you need to develop to meet the needs of the identified target markets? Make a list, and be as specific as you can be. If there is a specific site or location that is appropriate for the development you are considering, identify it. If a theme or idea for a new festival has already been discussed, make sure that it is included when you identify "new festival" as a development idea. And for packages and programs, be as detailed as possible.

You may have already identified many of the development opportunities as part of your SWOT analysis – make sure you go back to the list and pick them up.

### **Identifying Priority Development Opportunities**

It is important to attempt to prioritize the development opportunities you have identified, so that you know on which ones you should concentrate your efforts so as to have the maximum impact in achieving your objectives. An evaluation matrix similar to the one used to assess the target markets will work, but with somewhat different evaluation criteria. Exhibit 7 provides an example of an evaluation matrix for this purpose

**EXHIBIT 7**

**EVALUATING DEVELOPMENT OPPORTUNITIES TO DETERMINE PRIORITIES**

CRITERIA	Weight (1 - 5)  (Note 1)	DEVELOPMENT OPPORTUNITIES									
		New Resort		Adventure Tourism Operation		Expanded Festival		New Country Inn		Learning Vacation Packages	
		Score (Note 2)	Points (Note 3)	Score	Points	Score	Points	Score	Points	Score	Points
Potential to attract new visitors	5	5	15								
Potential to increase length of stay	5	3	25								
Potential to generate shoulder/off-season activity	2	4	8								
Contribution to visitor experience	3	1	3								
Feasibility/Doability	2	3	6								
Availability of funding/financing	3	4	12								
Potential Job Creation	2	1	2								
TOTAL SCORE (Note 4)			71								

Note 1: Weighting in this example is 1 - 5, where 5 is most important.

Note 2: Scoring is 1 - 5 where 5 is high.

Note 3: Weighting multiplied by the score.

Note 4: Total all the points, and then compare the total scores for each market to identify priorities.

Again, the criteria should be based, in part, on the goals and objectives that you developed earlier, particularly those associated with "things to see and do." Consider criteria such as:

- Potential/ability to attract new visitors to the community;
- Potential to encourage visitors to increase their length of stay and spending;
- Importance of the development to the priority target markets;
- Potential to generate shoulder and off-season visitor activity;
- Contribution to improving the experience of visitors;
- Doability (if it is a public sector project) or likely feasibility for private sector projects;
- Availability of a group to implement the project;
- Potential availability of the necessary funding;
- Level of effort required to make the development happen;
- Potential job creation in the community.

### **7.5 Summary of Market and Product Priorities**

You have now identified priority target markets for your community and the priority product (development) opportunities needed to respond to the needs and expectations of these priority markets and to meet the goals and objectives you have decided on for tourism in your community. It would be helpful to prepare an overall summary that lists the priority target markets as well as the products, and summarizes which product/development opportunities are priorities for which target market. Exhibit 8 provides a summary format that you could use.

**EXHIBIT 8**

**SUMMARY OF MARKET AND PRODUCT PRIORITIES**

<b>PRIORITY PRODUCTS/DEVELOPMENTS</b>	<b>PRIORITY MARKETS</b>			
	<b>Festivals/ Events</b>	<b>Winter Getaway Vacations</b>	<b>Touring Visitors</b>	<b>Regional Residents</b>
<b>Attractions: Existing</b>				
Major Historic Attraction	Low	Low	High	Medium
Curling Rink	Low	High	Low	Medium
<b>Attractions: Potential</b>				
Harbour Cruise	Low	Nil	High	Medium
<b>Festivals and Events: Existing</b>				
Seafood Festival	High	Low	Medium	High
Labour Day Music Festival	High	Low	Medium	Low
<b>Festivals and Events: Potential</b>				
Fall Festival	High	Low	High	Medium
Expanded Music Festival	High	Low	Medium	High

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## **SECTION 8**

### ***Preparing the Tourism Plan***

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# SECTION 8

## ***PREPARING THE TOURISM PLAN***

You are now ready to pull all the pieces together to create your overall plan and identify the action steps that need to be taken to move ahead. Your community tourism plan should have several main elements:

- A product development plan (including infrastructure and visitor services);
- A marketing plan;
- Plans to address other important issues, including:
  - The organization of your tourism industry
  - Enhancing public awareness of tourism
  - Human resource issues
  - Assessing the impacts of tourism in the community
  - Other issues that may be particularly important in your community, as identified in your goals and objectives

This section of the manual deals with preparing each of these pieces of the overall tourism plan, and with delivering your plan to the community for their review. First, however, we will deal with the process of developing an action plan.

### ***8.1 Developing an Action Plan***

An action plan is exactly what it sounds like – a plan that details the actions that need to be undertaken. But it also needs to include a number of other things, in addition to the specific action steps themselves. These are:

- Who will have responsibility for undertaking the action;
- Where the resources needed will come from;
- When the action will be completed or over what time frame it will be undertaken; and
- How progress will be measured.

The first step in developing an action plan is to detail the specific actions that have to be undertaken. You need to develop detailed, task-oriented statements that set out in a step-by-step fashion the things that need to be done to pursue the priority development and market opportunities, to respond to your goals and objectives and to address the other elements of the plan.

The challenge with action steps is to make them as specific as possible, since the more specific they are, the easier it will be for the group tasked with their implementation. It also helps to clearly understand the work that has to be undertaken if the action steps are detailed.

Of course, in some cases the committee will not know all of the actions that need to be undertaken – the action steps identified may be a "best guess" but at least they will be enough to get the implementation group started. In other cases, things may change as the action is being undertaken and a shift in focus or direction may be necessitated. Don't worry about this; action plans are fluid and can be revised and added to as the implementation of the plan proceeds.

To develop action steps you need to spend some time considering each of the opportunities and needs that have been identified and consider what needs to be done to achieve them. Again, you may well want to do this in smaller groups, with each group taking responsibility for different pieces of the plan and then reporting back to the full committee.

Each group will need to have a worksheet identifying the development opportunity or objective that is to be achieved, with space to record the action steps as well as the other things identified earlier. Exhibit 9 provides an example of a partially completed action sheet.

Brainstorm within the group to identify the specific actions that need to be undertaken in order to achieve the objective, and to pursue the product and market opportunities that have been identified as priorities. List the actions/tasks in the order in which they need to be accomplished. Try to be as specific and as detailed as possible. It is easier to work with a long list of detailed, more manageable tasks than with a short list of nebulous tasks that leave the implementing group in the dark about what has to be done.

If you have difficulty coming up with action steps, take a careful look back at what it is you are trying to accomplish. Is it really a specific project or objective that can be accomplished? Or is it perhaps a goal? Or is it far too unrealistic to be accomplished as part of a community tourism planning initiative? On the other hand, you may find that the members of your committee do not have any experience with developing this type of tourism product or achieving this type of an objective – if this is the case, you may want to get some help from one of the outside groups identified earlier, or from someone else in your community who has experience with this type of project.

As you go through the process of identifying the action steps, make sure that you also identify:

- The time frame for completing each action;
- The group who will have responsibility for implementing each action. Be as specific as possible and avoid saying "someone should" do this. The groups identified could vary significantly from action to action and might include:
  - The tourism planning committee
  - Ad hoc committees established specifically to deal with one objective or project
  - Another community group or association

**EXHIBIT 9**

**WORKSHEET FOR AN ACTION PLAN**

<b>Objective</b>	<b>Action Steps</b>	<b>Who does it? Who are Partners?</b>	<b>Source of Funds</b>	<b>Timing</b>	<b>Tracking/Review Process</b>
1.1 To provide more outdoor, nature-based activities for visitors	<ul style="list-style-type: none"> <li>• Meet with interested operators/new business owners</li> <li>• Identify specific activities and locations</li> <li>• Research and assess business case and viability</li> </ul>	<ul style="list-style-type: none"> <li>• Adventure tourism operators</li> <li>• Whale watching cruise</li> <li>• Individuals thinking of getting into the tourism business</li> </ul>	<ul style="list-style-type: none"> <li>• RDA for seed capital</li> <li>• ACOA Business Development Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Initial meeting in 2 months</li> <li>• First new opportunity in six months</li> </ul>	<ul style="list-style-type: none"> <li>• Identify progress on a monthly basis</li> </ul>
1.2 To upgrade one of the museums so that it offers an exciting, educational and fun program for families	<ul style="list-style-type: none"> <li>• Meet with the museums to explore their interest in this initiative and find out what resources they need</li> <li>• Encourage museum to take the lead - offer to help seek out necessary resources</li> </ul>	<ul style="list-style-type: none"> <li>• Local museums</li> </ul>		<ul style="list-style-type: none"> <li>• Within one year</li> </ul>	
1.3 To work with the local accommodation operators to create activity-based, overnight packages for families	<ul style="list-style-type: none"> <li>• Deliver a training workshop on packaging</li> <li>• Facilitate groups of operators getting together to develop packages</li> </ul>	<ul style="list-style-type: none"> <li>• Local accommodation operators</li> <li>• NSMA to help with training on packaging and marketing ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism Nova Scotia</li> </ul>	<ul style="list-style-type: none"> <li>• Within one year</li> </ul>	<ul style="list-style-type: none"> <li>• Number of packages developed and in the marketplace within time period</li> </ul>
1.4 To create several learning vacation packages drawing on resources available in the community	<ul style="list-style-type: none"> <li>• Establish an ad hoc committee on packaging</li> <li>• Identify resources in the community, e.g., local photographer, and develop ideas for packaging</li> <li>• Approach resources to explore their interest in becoming involved</li> <li>• Deliver a training program on packaging</li> <li>• Facilitate groups of operators getting together to develop packages</li> </ul>	<ul style="list-style-type: none"> <li>• Ad hoc committee to initiate the process soliciting assistance as required</li> <li>• NSMA to help with training on packaging and marketing ideas</li> <li>• Regional Tourism Association to help with ideas for packages</li> </ul>		<ul style="list-style-type: none"> <li>• Within two years</li> </ul>	<ul style="list-style-type: none"> <li>• Number of packages developed and in the marketplace within the designated time period</li> </ul>

- A provincial or federal government department agency
- A private developer
- An individual tourism business, or a group of tourism businesses working together
- Your municipal planning department, recreation department, economic development office or council

Remember to be realistic as you assign responsibilities. Also, remember that if the action has to be done by a group outside of the tourism planning committee and its subcommittees, such as by a government agency, you will need some way of getting the message to this agency that the action needs to be done, and of convincing them to do it. In these cases, you may want to flag two groups as having responsibility, for example:

#### Action

Arrange for funding for two additional staff positions at the VIC

#### Implementing Group

Local Visitor Information Centre committee to approach the provincial government to provide funding for two additional staff positions for next summer.

- The resources that will be needed to undertake the action, and potential sources of these resources. In some cases, the first action may be to "obtain funding for....."
- Performance measurement/tracking procedure for each action and a process for reviewing and adjusting the action plan.

## **8.2 A Plan for Product Development and Enhancement**

In Section 7, we described a process for identifying priorities for product development and enhancement and suggested that you put them in two categories – new developments and enhancing existing products. Now that these priorities have been clearly identified, you need to focus on developing the action plan to achieve each one.

You also need to identify the other things that need to be done to satisfy your goals and objectives and to respond to concerns and weaknesses, particularly those things related to infrastructure and services. This might include such things as providing a new parking lot in the downtown area, or expanding the visitor information centre, or developing a new signage system within the community for visitor-oriented facilities or expanding an accommodation property. They are not specific to one target market but will generally improve the experience of all visitors.

Some general suggestions for developing an action plan were provided at the beginning of this section. Using the template provided in Exhibit 9, you should develop three separate action plans for product development and enhancement:

- An action plan for developing new things to see and do;
- An action plan for enhancing existing things to see and do, and
- An action plan for infrastructure and visitor services.

Down the left hand side of the table, list each of the priority product development and enhancement needs and opportunities that have been identified in the course of your planning efforts to date. Then identify the actions that need to be undertaken for each.

Some suggestions for specific actions for these different types of tourism development initiatives are presented below.

#### New Product Development

Actions might include:

- Put together a business concept
- Work with the regional development authority or local economic development office to prepare a preliminary market and feasibility assessment
- Prepare a package of information describing the opportunity
- Distribute the package to local developers, and arrange for the RDA and economic development office to distribute it more widely
- Identify possible sites for the development

#### Strengthening Existing Products

Actions might include:

- Meet with the organization or business person responsible for the product that has been identified as needing improvement
- Explore opportunities to strengthen and improve the product
- Identify the resources needed and potential sources
- Prepare a detailed plan to access the necessary resources
- Mobilize support from the RDA, community, local council, as necessary

#### Enhancing Visitor Information Services – Developing a New Information Centre

Actions might include:

- Identify alternative sites for a new Visitor Information Centre
- Determine the optimum site based on criteria such as cost, site availability, suitability, etc.
- Prepare a preliminary design and cost estimate for the Information Centre
- Develop a plan for raising the necessary funds to build the centre
- Lead the fundraising efforts

For each product development initiative, remember to identify who will be responsible for carrying the project forward, what resources are needed and where they might come from, a timetable and a tracking/review process.

### **8.3 A Plan for Tourism Marketing**

The next part of developing the tourism plan is to prepare a plan for tourism marketing. Developing the marketing part of the plan involves a number of further steps:

- Defining the target markets;
- Identifying marketing actions for each target market and deciding which ones are best for your situation, i.e. given the budget you have to work with and the other resources available to you;
- Establishing your budget;
- Designing tracking and evaluation procedures.

We talked earlier in Section 7 about the various target market segments that might be available to your community. To simplify the process, you should probably look at three key target markets when designing your marketing actions:

- Existing visitors to your community – and marketing efforts to persuade them to stay longer (and spend more money);
- The touring market in Nova Scotia generally, but particularly in your region of the province – and marketing efforts to divert them to your community and encourage them to stay;
- Special interest markets, those that could be attracted to your community because of one or more of the products you currently have available (or will have available in the future).

You need to develop an action plan for marketing that includes:

- A list of the target markets;
- A list of the marketing activities to be directed at each target market;
- A list of partners that you intend to work with in your marketing efforts;
- A budget and timetable for each marketing activity;
- A list of techniques you intend to use to measure the impacts of each marketing activity.

Exhibit 10 provides an example of an action plan for marketing.

Section 10 describes a range of different marketing activities that you may wish to use in marketing your community as a tourism destination. It also talks about the various marketing partners that are available to you and the importance of working with these partners, particularly if you are planning to do any marketing outside of the province.

## **8.4 Plans to Address Other Important Issues**

Your tourism plan also has to address a number of other important issues, as identified earlier. As well, you may have identified some other particularly important issues relative to tourism in your community that need to be addressed and you will have to develop a plan to deal with these as well. It may be necessary to do specific action plans for some of these issues or you may just need to develop a strategy as to how you want to move ahead.

**EXHIBIT 10**

**EXAMPLE OF AN ACTION PLAN FOR TOURISM MARKETING**

<b>Target Market</b>	<b>Marketing Activities</b>	<b>Who does it? Who are Partners?</b>	<b>Budget</b>	<b>Timing</b>	<b>Procedure for Measuring Results</b>
Existing Visitors to the Community	<ul style="list-style-type: none"> <li>• Visitor Information Centre open 7 days a week from May through October</li> <li>• Community brochure detailing things to see and do in the area</li> <li>• Interpretive brochure on hiking trails</li> <li>• Community brochures and coupons offering discounts in all accommodation properties, campgrounds and at restaurants and gas stations</li> <li>• Signage to attract visitors to the waterfront</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism committee in partnership with local tourism operators and businesses</li> </ul>			<ul style="list-style-type: none"> <li>• Track the number of coupons that are used at each attraction</li> <li>• Visitor information centre to track number of visitors and do an annual survey to see how long visitors plan to stay in the community</li> </ul>
Touring Market	<ul style="list-style-type: none"> <li>• Community co-op ad in the Nova Scotia Doers and Dreamers Travel Guide</li> <li>• Similar ad in publication of regional tourism association</li> <li>• Participate with regional tourism association in effort to attract motorcoaches</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism committee and local tourism businesses who share in costs of ad</li> <li>• Regional tourism association</li> </ul>			<ul style="list-style-type: none"> <li>• Track number of requests for information that come from ad in Doers and Dreamers</li> <li>• Ask visitors in survey where they heard about the community</li> </ul>
Special Interest Markets	<ul style="list-style-type: none"> <li>• Work with local outdoor businesses to make sure they advertise in the Doers and Dreamers Guide and Adventure Tourism Publication</li> <li>• Co-op with Nova Scotia Dep't of Tourism, Culture and Heritage on a fam for outdoor travel writers</li> </ul>	<ul style="list-style-type: none"> <li>• Tourism committee</li> <li>• Local tourism businesses</li> <li>• Nova Scotia Tourism, Culture and Heritage</li> <li>• Nova Scotia Adventure Tourism Association</li> </ul>			<ul style="list-style-type: none"> <li>• Make sure outdoor adventure operators find out how clients heard about them</li> </ul>

## A Plan for Tourism Industry Organization

Your situation analysis work included an assessment of the existing situation with respect to the organization of the tourism industry in your community, and of the strengths, weaknesses, opportunities and constraints in this respect. It may well be that your analysis indicated that everything is working well in this respect, in which case you may just want to consider some ways to "fine-tune" the existing situation.

On the other hand, your analysis may have suggested that there is a need for a tourism industry group in your community, or there are some serious conflicts between different groups who are involved in tourism that need to be resolved. Or, perhaps your tourism organization lacks the resources to get the job done. If this is the case, you need to spend some time exploring solutions, and developing a recommended approach. You should carefully consider the following:

- What are the roles and responsibilities of each of the existing groups?
- Where are the holes – what is not being done?
- Where is there overlap?
- Or, if there are no existing groups, what tasks are there that need to be done? Who is best suited to do them?

When developing solutions to the tourism industry organization issue, keep in mind some key principles, as follows:

- The organization (or committee) must have the support of the tourist industry;
- The private sector of the industry, that is the tourist operators, must be actively involved in the decision-making process of the organization;
- The organization must be credible, and it must obtain active support for, and participation in, its various programs;
- The organization should be largely free of political interference and political decision making, as much as possible;
- The organization needs sufficient resources, both human and financial, to do the things it has been tasked with undertaking;
- To a large part, the effectiveness of the organization will be dependent on the expertise, leadership and drive of those involved;
- The primary purpose of the organization should be to benefit tourism in the area.

You may identify a number of options that are available, or there may well be just one solution that makes sense. Remember that you should consider alternatives that make maximum use of the resources that are available in your community, and minimize opportunities for duplication of effort.

## **A Plan for Enhancing Tourism Awareness**

Many communities will find that there is a need for an increased level of awareness within their community about tourism and the contribution it makes to the community. A municipal council that doesn't see the need to promote or develop tourism and believes that voters don't either is often evidence of this being an issue. Another signal is when members of the local tourism industry show little interest in making an effort to have the interests of the industry promoted within the community. It will be important to try to turn this situation around if you are going to mobilize widespread and active support for the tourism plan.

If your situation analysis has identified these types of concerns, you will want to consider the types of actions you can take to generate a greater level of understanding and support for tourism. You will probably need a program that targets all of the key groups, including:

- The owners and managers of tourism businesses;
- The owners and managers of other businesses in the community;
- Politicians, particularly at the local level;
- The general population.

Consider a program that provides regular information on the tourism sector, on newsworthy items, on successes and on the economic impacts of tourism in your community. For example, if a new tourism business opens, you may want to do a feature profile on it and talk about how many jobs it is creating and what types of business it will be providing to other businesses in the community.

The communication channels available to you to get these messages across could include, for example:

- Local community newspaper – try a regular monthly article on tourism;
- Newsletters – quarterly or semi-annually, delivered to the business community as well as politicians;
- An annual meeting of your tourism sector, with a guest speaker, and inviting representatives of the business community as well as local politicians;
- Tourism Career Days at the local schools to describe the opportunities that are available within the tourism sector;
- Local "fam" tours, whereby business and community leaders are given tours of the tourism businesses in town and a chance to meet and talk to tourism operators;
- Attend meetings of local community groups and organizations such as the Lion's Club and Chamber of Commerce, to update members on tourism news and exchange ideas;

- Maintain regular contact with community "movers and shakers" to make sure they are informed about what is happening in the tourism sector.
- A Tourism Awards Program within your community. There are provincial tourism awards programs delivered through TIANS, but you could have a local one.

## **A Plan for Assessing the Impacts on the Community**

As discussed in the introduction to this manual, tourism is not the ideal solution for every community and not all communities want tourism. And while some communities may support tourism initially, this support may decline if there are considerable negative impacts resulting from the growth of the tourism sector. Understanding the potential costs associated with tourism, minimizing the negative impacts and assessing the impacts that actually do occur, may well be extremely important to creating a long term, positive tourism experience for your community.

You should, therefore, consider the impacts of your priority projects (whether they be development or marketing) on the community, at least in a general way, and flag any impacts, both positive and negative, that might occur. Consider the following types of impacts:

- Economic costs/benefits:

### Positive

- Jobs created
- Tax revenue to the municipality
- Revenues for local businesses and services

### Negative

- Demands on public infrastructure – may need expanding or upgrading
- Proportion of the economic benefits that may leave the community, if outside interests own the tourism businesses
- Inflated property values

- Social costs/benefits:

### Positive

- Encourages pride in the community
- Helps to support facilities and services that the community uses, e.g., swimming pool, parks
- Brings in tax revenues and lessens the tax pressure on local residents

### Negative

- May create crowding and congestion at some times
- May mean that local residents have to compete with visitors for resources such as fishing, beaches, etc.
- May attract new residents with different attitudes than are traditional for the community

- Environmental costs/benefits:

#### Positive

- May encourage the conservation and protection of spaces that are important to the community
- Is a clean industry, and not resource consumptive

#### Negative

- May increase noise and pollution
- May put usage pressures on sensitive natural sites

For each of the negative impacts you identify, consider some means of minimizing the impacts or at least dealing with them so that the tourism sector is not seen to be ignoring the issue.

### **A Plan to Address Human Resource Issues**

You will probably also want to incorporate some human resource initiatives into your community tourism plan. For example, if the visitor information centre staff have been getting a lot of complaints about unfriendly staff or members of the general public, there is a clearly an issue that is impacting your tourism sector.

As with the tourism awareness issue, you will need to identify some specific initiatives that are required to solve the problems identified. If the issue is the quality of service or hospitality in the community, talk to TIANS to see what types of programs are available that your community could access. Some possibilities include:

- Becoming a "Super Host" community;
- Encouraging businesses to participate in the Super Host program;
- Encouraging businesses to provide service and hospitality training for their staff;
- Encouraging employees in the tourism sector to participate in the national Certification Program, available for a wide variety of tourism occupations;
- Organizing workshops for owners/managers of tourism business on topics where a need for education has been identified, such as:
  - Developing marketing plans
  - How to package
  - Pricing a package
  - Financial management

### **Plans to Address Other Important Issues in Your Community**

Develop plans for any other important issues that have been identified during the course of your work to date. These may be related to a specific project, or a major concern that the community has concerning tourism development or perhaps to an opportunity for a major event to celebrate an important anniversary, such as the founding of the community.

## **8.5 *Preparing the Draft Plan***

Now that you have finished developing all the separate elements of the plan, you can put the whole community tourism plan together in one document. The plan may well be a series of tables describing the results of each of the tasks described in Sections 4 through 8, culminating in a summary of the actions to be taken.

The first draft of the entire plan should be reviewed carefully by the Tourism Planning Committee and any necessary revisions and changes made before it is released for public review and comment.

The document should remain a draft until you have had a chance to get some input and feedback from the key stakeholders, the tourism industry and the public.

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## **SECTION 9**

### ***Implementing the Plan***

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# SECTION 9

## ***IMPLEMENTING THE PLAN***

### ***9.1 Community Review of the Draft Plan***

The first task in implementing the plan is to get buy-in to your plan from all of the stakeholders and the community. You should do this while the plan is still in draft form, so that you can still make adjustments and refinements as necessary.

You should circulate the draft plan to the various stakeholders for review and comment, additions, refinements, etc. You can use a similar process to that which you followed to get community input early in the process, or a series of community open houses. Whatever approaches you use, you should be prepared to make a presentation of your draft plan, seek feedback, answer questions and make modifications based on the comments received.

After you have received input from all the stakeholders, prepare a final document and make sure that copies are available to members of the tourism industry, to the general public (perhaps through the local library), to local council, etc. In fact, you will probably want to make a presentation of the final plan to the local council, so as to get their support for your proposals.

You should also attempt to get some publicity for your plan – get the local media to cover its release and highlight the recommendations, as well as your priority actions. At the same time, you should be promoting your implementation strategy and seeking out representatives of the tourism community as well as members of the general public and other stakeholders, to be involved in implementation.

### ***9.2 Implementation***

Now that you have your community tourism strategy finished, the hard work really begins – getting it implemented. Hopefully you have generated support from the community and the tourism industry through this process, and they are ready to help you get the plan implemented.

The various action plans you have developed will identify the specific actions to be undertaken, who has responsibility for each action, where the resources are going to come from and what the approximate timing should be. It is crucial however, that there is some group or organization to continue to take responsibility for the community tourism planning process – to oversee the implementation process, to ensure that nothing falls off track, to act as a sounding and advisory board for the various implementing groups and also to coordinate communications between the various players involved in implementation. As well, this group should lead the efforts to modify the plan when concerns and issues change, or projects and actions are achieved.

Your tourism planning committee might be the logical group to play this role, or your planning process may have identified some other group, or potentially a totally new organization, to play an ongoing role in overseeing the implementation of the plan. Whatever the case, it is essential that there be some group to take on this responsibility, and this group needs to have the support of the stakeholders in doing so.

Your implementation committee should meet on a regular basis with representatives of the key groups tasked with implementing the various actions. The meetings should take the form of an update on progress, identification of any roadblocks, discussion of coordination of various activities and the setting of more detailed timetables as actions move ahead.

It is quite possible that there will be some changes in the specific actions as the implementation teams move ahead. Some things may happen more easily than expected, others may hit roadblocks and be stalled for extended periods. Don't worry about this, the plan should develop a life of its own and be updated and revised as actions are accomplished and as things change.

The important thing is that work starts on implementing the actions, and that the overall commitment to the vision and goals remains. If the implementation committee finds that there are some important tasks that are not being done, they may have to reallocate responsibilities.

It will be important to keep everyone involved informed of what is happening, and particularly, of what is being achieved. A regular newsletter, or bimonthly update in the local paper can help, and this latter approach will also keep the community informed. If you reach a major milestone in the action plan, it should become a newsworthy event in the community and create positive publicity for your tourism efforts.

You should strongly encourage local groups, tourism businesses and the municipality to use the community tourism plan to help them in their own planning efforts, and to adopt the priorities that have been identified in the plan.

### ***9.3 Monitoring and Updating***

The implementation committee should keep track of which actions have been completed and prepare a brief annual report for distribution to the various stakeholders. The report should also flag any road blocks or any changes in direction, and identify any new actions, or objectives, that have been identified during the course of the preceding year. As well, it will be important to do periodic updates/changes of the action plan as circumstances change.

Each year, you should also review the goals and objectives you established and identify the progress you are making towards achieving them. After three to five years, depending on the progress made, it will be necessary to complete a careful review of your community tourism plan, following a similar process to that described in this manual. Hopefully by this time you will have achieved many of the things that were set out in your original plan, and you can move on to a new set of goals, objectives and actions.

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## **SECTION 10**

***Some Ideas for Marketing Your Community  
as a Tourism Destination***

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# SECTION 10

## ***SOME IDEAS FOR MARKETING YOUR COMMUNITY AS A TOURISM DESTINATION***

### ***10.1 Introduction***

Marketing is not just selling and advertising, though it is often perceived as only including these elements. It actually involves much more – and a lot of what you have done in developing your community tourism strategy is actually part of marketing. Essentially, marketing begins before the product exists and continues long after the customer is gone, interpreting all along the way what is happening in the marketplace and how you can improve the visitor's experience.

Marketing really involves all of the following:

- Research and planning;
- Improving the products and services available for visitors;
- Matching products and services with specific markets;
- "Positioning" your community's product offerings relative to the competition;
- Partnering with local tourism businesses, regional tourism associations and the Nova Scotia Tourism Partnership Council;
- Advertising;
- Selling;
- Website;
- Printed materials such as brochures;
- Promotions;
- Public relations;
- Measuring results.

Some of these activities will be more important than others when marketing your community as a tourism destination. This section of the report addresses some of the key marketing tools that you might use in marketing your community as a tourism destination.

There is also a separate manual in this series entitled "A Guide to Marketing your Nova Scotia Tourism Business." Although this guide is oriented to individual tourism businesses, there is a lot of information in it that will be useful to you in marketing your community as a tourism destination. It is considerably more detailed than the information presented in this section.

### ***10.2 Marketing Partnerships***

Before exploring some of the marketing tools that you might use, it is important that you consider some of the potential partners that are available to work with in your marketing efforts.

For communities in Nova Scotia, there are several key partners available for tourism marketing programs, namely:

- Nova Scotia Tourism Partnership Council/Nova Scotia Department of Tourism, Culture and Heritage
- Regional tourism associations;
- Local tourism businesses and community organizations such as museums;
- In some communities, other agencies such as Canadian Heritage, Parks Canada, Department of Natural Resources (provincial parks).

One of the important things to understand when developing your community tourism marketing plan is where your marketing activities can best fit into the overall mix of marketing that is being undertaken in Nova Scotia, and where you can expect to achieve the most impact for your marketing dollars, which are probably limited.

The Nova Scotia Tourism Partnership Council and the Department of Tourism, Culture and Heritage develop and implement marketing programs designed to grow Nova Scotia's tourism industry – to create an increase in tourism industry receipts. This could involve attracting more visitors, or the same number of visitors who stay longer and spend more money, or most likely, a combination of the two. A significant focus of their efforts is on attracting visitors from outside Nova Scotia to travel to the province, although they also undertake some marketing activities aimed at encouraging Nova Scotians to travel within the province. They undertake extensive research to identify the geographic and other market segments with the most potential, and the types of marketing activities that are likely to be most successful in attracting visitors. They also partner with groups from outside the province, such as the Atlantic Canada Tourism Partnership and the Canadian Tourism Commission, to create awareness about Nova Scotia as a destination, and on special marketing programs.

Partnerships are critical to the success of provincial marketing efforts, and provincial partnership programs are designed to enable industry partners (regional tourism associations, community tourism groups, individual tourism businesses, etc.) to take advantage of cost-shared advertising and promotional opportunities in key markets, markets and marketing programs, carefully selected based on research, performance measurement and evaluation.

Regional tourism associations also undertake a lot of partnership marketing activities, working closely with individual tourism businesses within their region as well as local community tourism groups. While some of their marketing activities are targeted outside the province, most of them are in-province initiatives designed to encourage travellers already in the province to visit their region.

It makes a lot of sense, therefore, for individual community tourism groups to partner with the province and/or regional tourism associations in their marketing efforts, particularly those that are out-of-province or out-of-region. Not only will you benefit from the ongoing research and evaluations being undertaken by these other agencies, the costs/benefit ratio will be significantly higher than "going it alone." Community tourism groups do not have sufficient resources to undertake these types of marketing activities on their own, and if they do, the impact of the

activities of one community are likely to be lost in the highly competitive travel advertising marketplace.

In many cases, it also makes sense for you to work in close partnership with the individual tourism businesses in your community, to undertake cooperative marketing programs also designed to get more "bang for your buck." One example is advertising in the provincial *Doers and Dreamers* travel guide – if your community tourism association organizes a two-page spread on the community, with participation by a number of tourism businesses as well as the association, the reader will be able to learn all about your community, and its benefits and experiences, from one page.

Exhibit 11 presents an illustration of generally how the marketing activities of the CTC, the ACTP, the province, regional tourism associations, local community tourism associations and individual tourism businesses "fit" together. Of course, there are always exceptions where it makes sense to "go it alone," but for the most part this schematic makes sense.

Consider some examples that illustrate this point (these are not real opportunities, although quite similar to the types of partnership opportunities available):

- The Department of Tourism, Culture and Heritage is offering a partnership opportunity at a major consumer show in Quebec – all Nova Scotia participants will be grouped in one area, under a large banner, and with high profile Nova Scotia entertainers performing all day. Community tourism groups and others can have a small booth in the area for \$1,000.

Alternatively, your community tourism group can "go it alone," pay \$2,500 for your own booth and end up being located in the far corner of the show area.

- The Department of Tourism, Culture and Heritage is sponsoring a spring insert into the *Toronto Star* and is selling space to communities for \$2,500 a quarter page. Your marketing plan calls for advertising in Ontario newspapers – but all you could afford with your \$3,000 budget was a 1/8 page ad in the back of the travel section, probably stuck in with a bunch of ads on Ontario and Quebec communities.

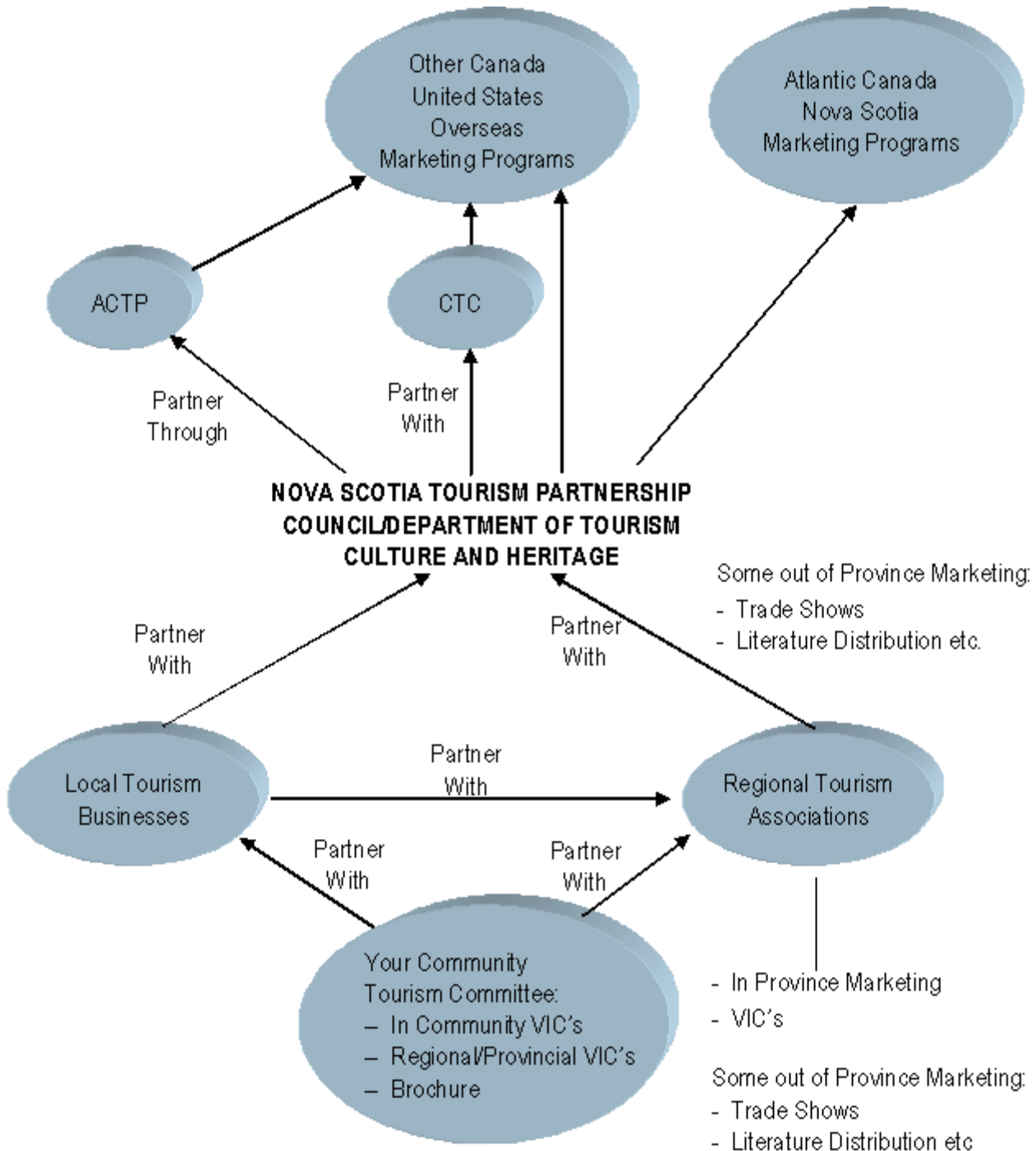
In both these cases, you will get a lot more for your money by participating in the partnership opportunities offered by the province. Not only will Nova Scotia have a high profile in the trade show and the newspaper insert, but the number of visitors/readers is likely to be a lot higher than it would be for your single booth or ad. As well, the people who visit the trade show area and read the ads will probably have an interest in Nova Scotia as a destination.

### **10.3 Some Marketing Tools to Consider**

There is a wide range of tools you might want to use when marketing your community as a tourism destination, a number of which stand out as most appropriate. These are described briefly below. You should reference the manual on *Marketing Your Nova Scotia Tourism Business* for more detailed information

**EXHIBIT 11**

**LINKAGES BETWEEN YOUR COMMUNITY'S TOURISM MARKETING EFFORTS AND OTHER MARKETING PARTNERS FOR ATLANTIC CANADA'S TOURISM INDUSTRY**



## Website and Internet-Based Marketing

The Internet has triggered a complete revolution in how companies and destinations market themselves, and this is particularly the case in tourism. Even the smallest enterprise or community can reach out to the world via the Internet. While marketing expertise and budgets still make a big difference in marketing effectiveness, these are no longer the absolute determinants of how broadly and far a destination can reach in promoting itself. Even a simple website can be accessed worldwide. The playing field has been considerably leveled for destinations large and small.

The big differences today are not in having an Internet presence; rather they are in a) your ability to attract prospects to your website and b) the quality of the website itself in terms of ease of navigating within it and its effectiveness in generating sales.

Internet marketing refers to all forms of marketing associated with the Internet, including websites, website links, database marketing, relationship marketing, web-based advertising and web-based tour operators. We will introduce you to each of them in this section.

### Website

The use of a website along with Internet-based e-marketing have exploded onto the scene and today have become a fundamental and central component of most tourism businesses marketing. In fact, many destinations are using their other marketing to drive prospects to their website and some are relying exclusively on their website to market their business.

Early websites were simply electronic brochures people could view on the Internet. Today, many websites are much more sophisticated and provide a number of helpful functions for the user, all of them designed to make it easier and more compelling to buy the products on offer. In the text to follow we summarize the basics involved, and also describe the more sophisticated functions possible today.

### *URL*

This is the address of your website. (URL stands for ‘Uniform Resource Locator’, which is not particularly helpful to know.) But having an easy-to-remember URL, or ‘domain name’, is important. Here are a couple of other important points:

- Your website needs to be a ‘real’ website, not part of a ‘referred’ site, such as those offered by Sympatico and other Internet ‘portals’, in which your web pages are embodied within their website. Search engines will no longer recognize your content if it is part of a referred site. (Problems with spam have forced the search engines to impose this limitation on referred sites.
- Use the name of your destination in your URL to ensure it will be picked up by the search engine when someone is searching for your website by name.
- We recommend you use several different URLs having likely names for your destination, all connected to your website, again to optimize access.

web pages on someone else's site does not accomplish this. People won't find your content without going to the hosting portal website first, which is not what you want.

We are not suggesting you not list on a portal website, not at all, we are simply suggesting that you also need your own separate website, and that any listing on a portal also include a direct hyperlink to your website.

### *Website Design*

The basic website is much like a traditional brochure but with more information available through the use of user-selected topics from a sidebar menu on each page. Lure information is displayed in text and pictures, while more detailed information is accessed via the menu bar. Common topics include who we are, our history, our products and services and how to contact us.

We strongly suggest you also include lure information on your destination; its attractions and appeals, things to do and see. You first have to sell the destination, then its products.

More sophisticated websites offer more customized information based on different user-defined variables, along with such things as a trip planning function, online booking capability and so on. Here are the kinds of features that are becoming increasingly common with tourism websites:

- **Downloadable brochure** in PDF format
- Customized **presentation of information by user-defined factors** - their interests, where they live, their language, demographic profile (age, income), the intended season of travel, their previous trip/purchase.
- **Different pages for different target audiences**, such as meeting planners, tour operators, the media. Separate URLs can also be used to facilitate people in these market segments being led directly to the portion of the site of particular interest to them.
- **User opt-in registration** for more information - newsletters, contests, offers, promotions
- **Trip planning functions**, with suggested itineraries and packages, and also do-it-yourself itineraries and packages. A print-ready mini guide of your itinerary/package can be downloaded and/or printed out. In some cases the user can also register and use an ID to revisit and revise his/her earlier itinerary.
- A **booking/buying engine** to enable website visitors to book directly online
- **Inbound email capability** for site visitors to use to send a query
- Features to improve the **ease of navigation** within the website, including, in addition to a basic sidebar menu, things like:
  - 'first page approach' (no scrolling down required),
  - different entry points to the site based on the user-defined factors, such as their country of residence, language, etc.,
  - site map
  - search function
- A built-in **content management module** to facilitate updating information on the website. It avoids the time and cost involved with having the site designer make all the changes to the site, which should not be necessary.
- **Statistical monitoring** of website visits and pages viewed

On this last point, an important consideration is getting your website designer to provide your website with a complete analytical system, permitting you to directly download statistical data from the host server.

On this last point, an important consideration is getting your website designer to provide your website with a complete analytical system, permitting you to directly download statistical data from the host server.

We strongly recommend you avoid letting the website designer talk you into having a ‘splash page’ at the front of the website. A splash page is a first page that provides pictures, video and often a soundtrack that you have to click through to enter the website itself. While this may be an aesthetically pleasing introduction, it creates a barrier to search engine maximization and it also is irritating to business people accessing the site, as well as other people wishing to get to the information they want.

A couple of interesting websites that incorporate a number of these features include:

- [www.gorp.com](http://www.gorp.com) (outstanding adventures by destination and by type of experience; a very successful website)
- [www.novascotia.com](http://www.novascotia.com)
- [www.explorenovascotia.com](http://www.explorenovascotia.com)
- [www.travelalberta.com](http://www.travelalberta.com) (easy to navigate, good search engine maximization)
- [www.colorado.com](http://www.colorado.com) (good trip planning, customized by travel group composition, interest, region)

#### *Driving People to the Website*

As mentioned, one of the big challenges today is attracting the right visitors to the website. This is accomplished through a number of techniques:

- The use of traditional marketing techniques to attract attention and direct people to visit the website. All your marketing materials should include reference to the website.
- An easy to remember URL.
- Search engine optimization, through the use of search engine registration, content tags, meta tags, targeted key words and instruction codes to search engines to search all words and all pages. (We suggest you get some help from knowledgeable Internet professionals in this regard.)
- Inbound links (see discussion of this later below)

#### *Attracting People Back to the Website*

This involves cookie-based user ID or getting site visitors to register and establish a user log-in for a “remember me on this site” function. Next time they visit they are automatically taken to their previously stored information, such as their customized itinerary. This can be very effective for destination marketing organizations.

#### *Links*

It is useful to develop a link strategy for both inbound (links from other websites) and outbound links (links to other websites). Inbound links should be maximized to the extent possible. Outbound links should be designed to open in a separate window so that the user is returned to the original site once they close out of the linked site.

This often requires a simple request to partner sites through email. Ideally, a graphic should accompany the email in the event the host website would like to add an image or icon of the province highlighting the link. In addition, the website should have a section in the site encouraging links with a download-able image that can be added to other sites. This additional promotion can be achieved at virtually zero cost; it simply requires time and attention on an ongoing basis to increase the exposure in a wide variety of market segments.

To check how well your site is positioned within the Internet, go to Google ([www.google.ca](http://www.google.ca)) and in the space where you enter the search instructions, type in 'link(single space):(:)(your domain name)'. Here's an illustration - 'link :www.bobsotel.com'. This will illustrate all the links to your website. If you have more than 40, you are doing OK; if not, your site needs more search engine optimization.

### Database Marketing Linked to the Web

If your organization is a major chain, a tour operator or a DMO, you should invite your website visitors to register with you in order to capture their contact information and continue with the relationship that has been started. There should be dominant areas within the website to 'opt in' or leave their email information at a minimum, and ideally additional information that would give a profile of the web visitor for future correspondence. This will provide you with a database for future marketing initiatives.

Today privacy laws require you to obtain permission from an individual to solicit business from them through direct marketing; this is referred to as 'Permission-based Marketing'. People that opt-in to receiving more information by registering on the website can be communicated with in future through email broadcasts of special offers, contests, newsletters and the like.

### *Customers Relationship Marketing*

Some websites take this concept to a higher level, by encouraging people to also register their interests and other information about themselves. This additional information can be entered into a database and the individual subsequently solicited with highly customized communications. This is termed 'Customer Relationship Marketing' today or CRM. With this additional information and contemporary database technologies, direct marketing has become a much more powerful marketing technique than it has been formerly. Conversion rates have skyrocketed from the 2% to 3% level traditionally, to 20% and higher on some programs.

### Web-Based Advertising

Another marketing option today is to advertise on frequently visited websites hosted by others. Given its cost, it will only be of interest to major players.

Much effort has been spent in the last couple of years promoting and testing the effectiveness of web-based advertising. Many advertisers have experienced poor performance and questionable benefits by promoting their product through banner ads, pop-ups and other forms of web-based advertising on some of the larger sites, such as news-based CNN, Globe & Mail, Canoe, Yahoo, etc. However, a more targeted approach can be tested, based on a pay-for-performance agreement. Again, tracking can be quite specific, and websites can be very targeted, including websites offering travel directions, such as Mapquest, or even online versions of the specialty magazines such as National Geographic Traveler or National Geographic Adventure.

### Web-Based Tour Operators

All tour operators are embracing the Internet as a marketing tool, of course; however, there are a growing number of web-based tour operators; essentially companies that are functioning as resellers and packagers and using the web as both their marketing medium and reservations system. In other words, they are fully online marketers. Examples include Microsoft's Expedia, Sabre's Travelocity and numerous others. The Canadian versions of these two websites are [www.expedia.ca](http://www.expedia.ca) and [www.travelocity.ca](http://www.travelocity.ca). The USA versions are .com instead of .ca.

Another is a Canadian company, Travelinx, at [www.canadatravel.ca](http://www.canadatravel.ca). This company also builds websites and hosts websites for destinations, industry organizations and businesses. They employ their powerful booking engine to provide their clients with a state-of-the-art website with full reservations and transaction capabilities. One of such clients, for example is the Canadian Golf Tourism Alliance at [www.canadagolf.com](http://www.canadagolf.com).

These are deserving of attention. In fact, this may offer an optional route to achieving a powerful site at reasonable cost.

### **Collateral Material - The Brochure**

Collateral material includes all the printed material you use to market your community – the material you distribute to potential customers. The main type of collateral material you are likely to use is brochures. You might also develop some posters, and possibly things like a community placemat map, postcards.

A brochure is the most important piece of collateral material because it is the one item that is most likely to influence travellers to visit your community. If well done, it will act as a "lure" to bring people to the community. The following provides some suggestions and guidelines about the content and design of your brochure.

When trying to decide what kind of brochure you need, what it should look like, and what it should contain, you need to consider your target markets, the intended role of your brochure, the reasons visitors are going to come to your community – the benefits and experiences that will attract them, and the size of your budget.

The next step is to decide on the content of your brochure. As a rule, your brochure should contain the following:

- Name of your community;
- Illustrations of major benefits and experiences your community has to offer the visitor;

- Descriptive text or copy, including coverage on local demand-generators – for example, if you have a major national historic site in your community, make sure you feature it in your brochure;
- Photography on the above two items;
- Selling or motivational copy, highlighting visitor appeals and unique selling points;
- Map showing where your community is and the main routes to get there;
- Where to get more information – a toll free number, or a web site for example.

The design of your brochure should follow the AIDA formula - it should capture the readers' **attention**, raise **interest**, create a **desire** and generate **action**. For a community lure brochure, the focus is on the first three items, all designed to generate a visit to the community or, at a minimum, a call for more information.

- **Capture Attention:** First you have to draw the potential visitors' attention. Use the front cover to do this. Use an attractive, lure picture of your community and surrounding area - focus on something that illustrates the benefits to the traveller of your community. Since brochures are frequently displayed with only the top part showing, make sure that the top one third of your brochure describes the product you are offering – your community.
- **Develop Interest:** Build interest in what you are offering. This should be done on the second panel with photographs and text describing the appeal of your community. Focus on the wonderful things to see and do in your community as well as the major demand-generating attractions and appeals. Use pictures of people enjoying these experiences.
- **Create Desire:** Create a desire for the community. Provide enough information for people to decide whether or not they want to visit your community. Focus on your competitive advantages and unique selling propositions (USPs).
- **Call to Action:** Turn that interest and desire into action. Your back panel should be a call for action and include how to get to your community, and where to get more information such as a phone number or web site address.

Illustrations and photographs should be seen as an essential element of your brochure. The most effective photographs are action shots of visitors enjoying some of the experiences your community has to offer, as well as some of the scenic appeals of the area. In using photographs, consider the following guidelines:

- Only use photographs which have been taken professionally or to professional standards;
- Avoid using so many photographs that your brochure becomes overcrowded; a small number of large photographs have more impact than a large number of small ones;
- Use a range of photographs of the different experiences your community provides;
- Only use photographs that are genuinely representative of the experiences you will be providing your visitors;
- Avoid using photographs that will date rapidly;
- Always run a caption with each photograph explaining precisely what the photograph shows;
- Try to put a selling message into your captions, since captions are read more carefully than text.

Some other design considerations for your brochure include:

- Use clear, simple type with different sizes for your titles, subtitles, headings, and copy. Do not use ornate type styles since they are hard to read;
- Use black ink on white paper for easy legibility;
- Do not overprint your type on top of a photograph or with a coloured screen - this makes the type difficult to read;
- Do not use too many colours; keep the brochure simple;
- Organize your material carefully; do not mix different kinds of information;
- Leave a lot of white space;
- Make sure your brochure's layout is consistent; do not try to be too creative - keep it simple.

Printing a brochure can be expensive, so it pays to find ways to keep your costs down. Printing costs are impacted by things such as the type of paper stock used, the number of pages and their size, the number of colours, the type and manner of folding, the number of copies printed and the printing process used.

Some communities sell advertising in their brochures as a means of lowering the net costs. If you decide to take this approach, make sure that you do not compromise the type of information you need to put on the brochure. An alternative approach might be to get two or three local businesses to "sponsor" the brochure (their name and logo would appear on the brochure with the words "sponsored by"). This gives them recognition for their support but doesn't detract as much from the lure appeal of the brochure.

Your brochures and other collateral material can be distributed through a number of channels:

- **Local visitor information centres:** make sure your local visitor information centre is well supplied with brochures and that the people who work there know all about the things to see and do in the area. More information is provided on your local VIC as a marketing tool later.
- **Other information centres:** you can supply the provincial Literature Distribution Centre with a stock of your brochures for distribution to provincial information centres and to other local centres. This service is currently provided free of charge. All you have to do is supply the brochures (there are some guidelines about the brochures, which you can get from Tourism Nova Scotia) and indicate where you would like them distributed.
- **At consumer trade shows:** if you participate in consumer trade shows with your regional tourism association or the province, you should distribute your community brochure at these shows.
- **In response to requests for information:** if you are advertising in provincial or regional travel guides, or in any other publications, you will want to include your community lure brochure in the material you send out to people requesting information.

- **Through local tourism businesses:** local tourism businesses will want a supply of the community brochures to distribute to their potential customers so as to tell them about all of the appeals of the area.

## Other Printed Material

You may also want to consider having some more detailed material prepared on things to see and do in your community, to hand out to visitors already in the community. This type of information can encourage visitors to stay longer, and spend more money, and also improve their overall experience. This type of material need not be fancy – as long as it is clear and easily understandable. If it is an interpretive guide or brochure, you should make sure it is of good quality and creates a favourable impression with your visitors. On the other hand, if it is just a listing of weekly events, it could be simply photocopied on coloured paper, for example. You may want to consider information pieces such as:

- A weekly listing of community events – such as church suppers, community concerts, movies, entertainers at the local pub, etc.;
- Detailed information on how to find your community's "special places" – scenic spots, places to have picnics, out-of-the-way beaches, etc.;
- Guides to local hiking/walking trails including simple maps;
- A listing of local crafts people who are prepared to have visitors come to their home to view their crafts;
- Information on local historic buildings and heritage sites (consider a walking tour).

## Advertising

### Advertising in Travel Guides

Advertising in travel guides is an excellent way for communities to reach large numbers of potential visitors, and potential visitors who have an interest in Nova Scotia and/or their region of the province. There are two main travel guides you should consider:

- Nova Scotia's Complete Guide for Doers and Dreamers – produced by the Nova Scotia Department of Tourism, Culture and Heritage, this travel guide is distributed in response to enquiries to the province for travel information, as well as within the province through local and provincial visitor information centres.
- The visitor's guide produced by your regional travel association (if you are near the boundary of two regional travel associations, you may want to consider advertising in both their publications). These guides are also distributed in response to enquiries, at consumer shows and within the province through local and provincial visitor information centres.

These are very cost-effective advertising methods since hundreds of thousands of these publications are produced and distributed either to people already travelling in the province or to people who have expressed an interest in doing so.

For information on the Doers and Dreamers guide, you should contact the Nova Scotia Department of Tourism, Culture and Heritage. The guide is organized by the various travelways

in the province, and many tourism-oriented communities take out one or two page spreads, usually cooperative efforts between their tourism committees/associations and local tourism businesses.

For the regional travel guides, contact your regional travel association. For both of these guides, particularly the provincial one, remember that the deadlines for material are very early – for the Doers and Dreamers Guide it is July 1 for the next year's publication.

### Other Advertising

There are a variety of other ways of advertising your community. Remember that advertising is not marketing, but is the way you promote the features of your community to potential visitors using various communications media, such as newspapers and magazines, radio and television, and direct mail, as well as through travel guides.

Advertising tends to be expensive and the benefits tend to be long-term and cumulative; the short term gains of advertising are negligible. As a result, a few "one-time" advertisements placed here and there will probably have little or no effect. You will need a well-planned, well-directed advertising program, sustained on a consistent basis over a period of time, to have any significant impact in the marketplace, hence the expense.

As such, you need to pay careful attention to any advertising that you decide to undertake to market your community as a tourism destination. Will it have any impact? Is it the best value for money or is there some other marketing activity that will have more "bang for the buck?" Is it going to be successful in reaching your target markets?

If you have decided to do some advertising, you need to prepare a careful plan which:

- Identifies the target markets you hope to reach;
- Identifies your advertising objectives;
- Examines advertising alternatives;
- Develops an advertising budget;
- Selects the media that you will use.

Your best bet as a community tourism group is probably to participate in co-op advertising programs, those that involve other communities or tourism businesses working on the strength in numbers principle. An example is the tourism supplements prepared by the provincial newspapers. These supplements are focussed on tourism, whether it be communities with tourism appeals or individual tourism businesses, often supplemented by articles describing the appeals of different areas of the province.

Advertising media include:

- Print - newspapers, magazines, travel trade publications;
- Direct mail;
- Outdoor advertising - signage;
- Broadcast media - radio and TV.

There are strengths and weaknesses to each type of media and you should research them carefully if you are planning to do any advertising. You need to select the media that reach your target markets with the minimum of spillover into other markets. Remember also that advertising should be a continuous process - one shot attempts are usually ineffective. So, do not select an expensive medium such as television if you don't have enough money to repeat the advertisement with enough frequency to achieve an impact.

## **Check In**

Check In is the provincial information and reservations system. It provides a toll-free number to consumers looking for information about Nova Scotia and also makes accommodations reservations for travellers. It also handles enquiries that come in via the web. In addition, Check In operates the T.I.P.S. system which includes information on a wide range of tourism-related businesses, festivals and events, adventure tourism operations, community attractions and facilities. It is up to you to provide Check In with information on your business, and to keep them up-to-date if you make changes or want any special feature or event noted in your information. Check In does attempt to update the information in the T.I.P.S. system annually by contacting all of the contacts in their data base, but the initial step of making sure information on your community event or facility is included is up to you.

Check In handles over 350,000 enquiries a year with an increasing percentage of them (over 40%) coming via the Internet. Check In handles calls from consumers wanting to make accommodation reservations.

## **Using your Visitor Information Centre**

Your local visitor information centre can be an excellent marketing tool for your community. Of course, visitors to this centre are already in your community so it won't help attract new visitors, but it can have a significant impact on encouraging existing visitors to stay longer, and to have a good time which means they will be more likely to tell their friends and relatives about your community.

The key to making your local visitor information centre work for you in a marketing role is having well-trained staff who are not only extremely knowledgeable about the community but also have a "sales" orientation – they are trained to sell your community and its appeals, attractions and things to do to the visitors that come through the door. The manual in this series on establishing and operating a community information centre provides some more ideas in this respect.

It will also be important that your community information centre be attractive and appealing to visitors, and that it provides a full range of information on things to see and do in the area.

## **Attending Consumer Shows**

You may want to consider attending some consumer shows as part of your marketing efforts. Again, the best way to do this is cooperatively either with the Nova Scotia Department of Tourism, Culture and Heritage or your regional tourism association, and you should also work closely with the tourism businesses in your community.

If attending consumer shows is going to be an important element of your marketing plan, you should consider investing in a display and some high quality photography of your community and its appeals. You may also want to consider a video to play at the consumer show – again, make sure it is professionally done and illustrates the benefits and experiences your community has to offer.

## **Other Consumer Marketing Activities**

There is a range of other direct-to-consumer marketing activities that you may want to consider for your community. These include:

- Various provincial publications - Check out the Partnership Opportunities listings available on the Nova Scotia Tourism Partnership Council web site ([www.nstpc.com](http://www.nstpc.com))
- Regional tourism guides or guides prepared by other special interest groups such as the Nova Scotia Adventure Tourism Association;
- In-town signage directing visitors to places such as the waterfront, the downtown area, and to major attractions within your community. Many municipalities have regulations regarding signage so you will probably have to work closely with the local municipality for this;
- Encourage free publicity/press on your community by participating in travel writer fam tours hosted by the Nova Scotia Department of Tourism, Culture and Heritage.

## **Publicity or Media Relations**

Publicity is the way you keep your community in the public eye without having to pay for advertising. To that extent, it is 'free', so it can be highly cost-effective. However, the main reason it works is that it usually has more credibility than does a paid message.

However, good publicity doesn't just happen. It has to be carefully planned. Also, it must be made to fit in with, and endorse, your other promotional activities.

The best way to get publicity in the media are to:

- Stage news events – they should involve your community but shouldn't be trivial or gimmicky. An example of a news event that has been successful in attracting visitors to one of Nova Scotia's communities is the winter eagle watch in the Annapolis Valley;
- Issue press releases, announcing a special event, a new attraction or activity in your community, etc.

As a rule, press releases should be prepared in advance and distributed simultaneously to all your target media. Keep the release short, punchy and factual.

## **Marketing to the Travel Trade**

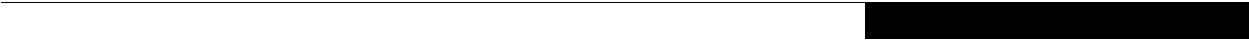
Your community tourism plan may have identified the travel trade (e.g., motorcoaches) as a priority target market, and you may have decided to focus some of your marketing efforts on this market segment. Marketing to the travel trade requires some specific skills and a thorough understanding of the requirements of this market segment. You would be well-advised to participate in co-op marketing activities, such as attending trade shows, participating in FAM tours and in mailings, in association with your regional travel association and/or the Department of Tourism, Culture and Heritage. The manual on Marketing Your Nova Scotia Tourism Business referenced earlier, provides considerable information on this topic.

If decide you want to target this market, you will want to pay careful attention to opportunities to participate in "familiarization" tours hosted by the province. However, your community and its tourism businesses will have to be prepared to contribute to the tour, in the form of in-kind contributions for meals, accommodations, etc.

### **10.4 Evaluating your Marketing Activities**

You should try to evaluate the success of your marketing activities on an ongoing basis so that you can figure out what is working and what is not. While this is very important, since it helps determine whether the money you are spending is doing any good, it can be difficult to do for many of the types of marketing activities that you will be doing as a community tourism group. Here are some of the things you can do:

- If you do any consumer advertising that invites a direct response either to the community tourism group or to local tourism businesses, you can track the number of enquiries generated by each ad. This can be assisted by a code system included for your response address or phone number that says "write or call Department DD" for example, for further information. You can then keep track of how many responses you get. If your ad is a co-op one with local tourism businesses, you will need their cooperation and help to track this information.
- You should probably do some visitor surveys on an on ongoing basis and as part of the survey you can ask visitors if they saw any advertising on your community and whether it influenced their decision to visit the community.



**ACKNOWLEDGEMENTS**

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## ACKNOWLEDGEMENTS

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# **APPENDIX I**

## ***List of Contacts***

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# APPENDIX I

## LIST OF CONTACTS

**Tourism Division - Tourism Development**  
Department of Tourism, Culture and Heritage  
1800 Argyle Street, 6th floor  
Halifax, NS  
B3J 2R5  
Tel: 424-5000  
Fax: 424-0629  
Website: [www.gov.ns.ca/dtc](http://www.gov.ns.ca/dtc)

**Tourism Division - Tourism Marketing**  
Department of Tourism, Culture and Heritage  
1800 Argyle Street, 6<sup>th</sup> Floor  
Halifax, NS  
B3J 2R5  
Tel 424-5000  
Fax: 424-2668  
Website: [www.gov.ns.ca/dtc](http://www.gov.ns.ca/dtc)

**The Nova Scotia Tourism Partnership Council**  
World Trade and Convention Centre  
Suite 603, 1800 Argyle Street  
Halifax, Nova Scotia  
B3J 3N8  
Tel: 424-0048  
Fax: 424-0723  
Website: [www.nstpc.com](http://www.nstpc.com)

### **Service Nova Scotia & Municipal Relations**

Access Nova Scotia  
Toll free: Throughout Province:  
1-800-670-4357  
Website: [www.gov.ns.ca/snsmr](http://www.gov.ns.ca/snsmr)

*One-stop shopping for government programs and services. Maintain database of contacts for government departments in each region regarding appropriate permits, etc. Also contact for new Nova Scotia Business Registry.*

#### Regional Access Nova Scotia Offices:

Access Nova Scotia - Amherst  
Superstore Mall  
126 South Albion St.  
Amherst, NS B4H 2X3

Access Nova Scotia - Antigonish  
20 St. Andrew's St.  
Antigonish, NS B2G 2L4

Access Nova Scotia - Bridgewater  
77 Dufferin Street  
Bridgewater, NS B4V 2W8  
Tel: 1-800-670-4357

Access Nova Scotia - Halifax  
West End Mall  
6960 Mumford Rd.  
Halifax, NS B3L 4P1

Access Nova Scotia - Kentville  
28 Aberdeen Street  
Kentville, NS B4N 2N1  
Tel: 1-800-670-4357  
Regional Access Nova Scotia Offices  
(Cont'd):

Access Nova Scotia - Port Hawkesbury  
218 MacSween St., Ste. 22  
Provincial Building  
Port Hawkesbury, NS

Access Nova Scotia - Sydney  
Moxham Centre  
380 King's Rd.  
Sydney, NS B1S 1A8

Access Nova Scotia - Truro  
35 Commercial Street, Suite 101  
Truro, NS B2N 3H9

Access Nova Scotia - Halifax  
West End Mall  
6960 Mumford Road  
Halifax, Nova Scotia  
B3L 4P1

Access Nova Scotia - Dartmouth  
Superstore Mall  
650 Portland Street  
Dartmouth, NS B2W 6A3

Access Nova Scotia - Yarmouth  
Provincial Bldg.,  
10 Starrs Rd., Ste. 127  
Yarmouth, NS B5A 2T1

Canada/Nova Scotia  
Business Service Centre  
1575 Brunswick Street  
Halifax, NS  
B3J 2G1  
Tel: 426-8604  
Fax: 426-6530  
Toll free: 1-800-668-1010

*Information on federal and provincial  
government programs and funding assistance  
under the Community Business Loan Program.*

Nova Scotia House of Assembly- Office of  
Legislative Council  
Website: [www.gov.ns.ca/legislature/legc/](http://www.gov.ns.ca/legislature/legc/)

*Statutes of Nova Scotia*

## **Government Departments**

### **Federal Government**

Atlantic Canada Opportunities Agency  
(ACOA)  
1801 Hollis St., Suite 600  
P.O. Box 2284, Station M  
Halifax, NS B3J 3C8  
Tel: 426-6743  
Fax: 426-2054  
Toll free: 1-800-565-1228  
Website: [www.acoa-apeca.gc.ca](http://www.acoa-apeca.gc.ca)

Business Development Bank of Canada  
Cogswell Tower - Scotia Square, Suite 1400  
Halifax, NS B3J 2Z7  
Tel: (902) 426-7850  
Fax: (902) 426-6783  
Toll free: 1-888-463-6232  
Website: [www.bdc.ca](http://www.bdc.ca)

Canadian Tourism Commission (CTC)  
55 Metcalfe Street, Suite 600  
Ottawa, ON  
K1P 6L5  
Tel: 613-946-1000  
Website: [www.canadatourism.com](http://www.canadatourism.com)

Canada Revenue Agency  
Business Services  
Website: <http://www.cra-arc.gc.ca>  
*Payroll, GST/HST  
Business Account Registration  
Corporations (taxation)  
Sole Proprietorships/Partnerships*

Canada Revenue Agency  
Tax Services Offices:

Halifax

Ralston Building  
1557 Hollis St.  
P.O. Box 638  
Halifax, NS B3J 2T5  
Fax: (902) 426-7170

Sydney

47 Dorchester St.  
P.O. Box 1300  
Sydney, NS B1P 6K3  
Fax: (902) 564-3095

Enterprise Cape Breton Corporation  
Commerce Tower, 3<sup>rd</sup> floor  
15 Dorchester St.  
Sydney, NS B1P 6T7  
Tel: 564-3600  
Fax: 564-3825  
Toll free: 1-800-705-3926  
Website: [www.ecbc.ca](http://www.ecbc.ca)

Fisheries and Oceans Canada (Maritimes)  
P.O. Box 1035  
Dartmouth, NS B2Y 4T3  
Tel: (902) 426-3760  
Fax: (902) 426-5995  
Website: [www.dfo-mpo.gc.ca](http://www.dfo-mpo.gc.ca)

Industry Canada  
Corporations Directorate  
365 Laurier Avenue West, 9th floor  
Jean Edmonds Tower South  
Ottawa, ON  
K1A 0C8  
Tel: 1-866-333-5556  
Fax: (613) 941-0601  
Website: [www.corporationscanada.ic.gc.ca](http://www.corporationscanada.ic.gc.ca)

Industry Canada  
Competition Bureau  
50 Victoria St.  
Gatineau, PQ  
K1A 0C9  
Tel: 1-800-348-5358  
Fax: (819) 997-4282  
Website: <http://cb-bc.gc.ca>

Industry Canada  
NUANS Search System  
C/O NUANS Administrator  
Hewlett-Packard Canada  
P.O. Box 13000  
100 Herberg Rd.  
Kanata, ON  
K2K 2A6  
Website: [www.nuans.com](http://www.nuans.com)

Office of the Privacy Commissioner of Canada  
112 Kent St.  
Place de Ville, Tower B - 3<sup>rd</sup> floor  
Ottawa, ON K1A 1H3  
Toll free: 1-800-282-1376  
Tel: (613) 995-8210  
Fax: (613) 947-6850  
Website: [www.privcom.gc.ca](http://www.privcom.gc.ca)  
*Personal Information & Protection of  
Electronic Documents Act*

Statistics Canada (Atlantic Office)  
1741 Brunswick Street  
Box 11, 2<sup>nd</sup> Floor  
Halifax, NS B3J 3X8  
Toll free: 1-800-263-1136  
Website: [www.statcan.ca](http://www.statcan.ca)

*Population data, Canadian Travel Survey,  
International Travel Survey.*

Transport Canada, Marine Safety  
Tower C, Place de Ville  
330 Sparks St.  
Ottawa, ON  
K1A 0N8  
Tel: (613) 990-2309  
Website: [www.tc.gc.ca/marinesafety](http://www.tc.gc.ca/marinesafety)

*Navigable Waters Protection Program  
Office of Boating Safety*

Transport Canada (Atlantic Region)

Dartmouth:  
P.O. Box 1013  
45 Alderney Drive  
Dartmouth, NS B2Y 4K2  
Tel: 426-7795

Port Hawkesbury:  
811 Reeves St.  
Shediac Plaza  
P.O. Box 2012  
Port Hawkesbury, NS B0E 2V0  
Tel: (902) 625-0803

Sydney:  
196 George St.  
Federal Arts Bldg., 2<sup>nd</sup> floor  
Sydney, NS B1P 1J3  
Tel: (902) 564-7002

Yarmouth:  
248 Pleasant St.  
P.O. Box 850  
Yarmouth, NS B5A 4K5  
Tel: (902) 742-6860  
Website: [www.tc.gc.ca/at/](http://www.tc.gc.ca/at/)

St. John Ambulance Training Offices  
Headquarters for Nova Scotia Council  
88 Slayter Street  
Dartmouth, NS B3A 2A6  
Tel: 463-5646  
Fax: 469-9609  
Website: [www.stjohnambulance.ns.ca](http://www.stjohnambulance.ns.ca)

Canadian Red Cross  
1940 Gottingen Street  
Halifax, NS B3J 3Y2  
Tel: (902) 423-3680  
Fax: (902) 422-6247  
Website: [www.redcross.ca](http://www.redcross.ca)  
*First Aid, Water Safety courses.*

## **Provincial Government**

Nova Scotia Department of Agriculture &  
Fisheries - Food Safety Section (Halifax)  
PO Box 2223  
Halifax, NS  
B3J 3C4  
Tel: (902) 424-1173  
Fax: (902) 424-3948  
Website: [www.gov.ns.ca/nsaf](http://www.gov.ns.ca/nsaf)

Nova Scotia Department of Agriculture &  
Fisheries - Food Safety Section (Truro)  
P.O. Box 550  
Truro, NS  
B2N 5E3  
Tel: (902) 893-7473  
Fax: (902) 893-6531  
Website: [www.gov.ns.ca/nsaf](http://www.gov.ns.ca/nsaf)

Nova Scotia Department of Natural Resources  
P.O. Box 698  
Halifax, NS  
B3J 2T9  
Tel: 424-5935  
Fax: 424-7735  
Website: [www.gov.ns.ca/natr](http://www.gov.ns.ca/natr)

Service Nova Scotia & Municipal Relations  
1505 Barrington St., 9<sup>th</sup> Floor, South  
PO Box 2271  
Halifax, NS  
B3J 3C8  
Tel: 424-5528  
Fax: 424-1298  
Website: [www.gov.ns.ca/snsmr](http://www.gov.ns.ca/snsmr)

Nova Scotia Department of Environment &  
Labour  
5151 Terminal Road  
PO Box 2107  
Halifax, NS  
B3J 3B7  
Tel: 424-5300  
Fax: 424-0503  
Website: [www.gov.ns.ca/enla/](http://www.gov.ns.ca/enla/)

*Public Safety Division  
Occupational Health & Safety Division*

Nova Scotia Office of Economic Development  
P.O. Box 2311  
14<sup>th</sup> floor South, Maritime Centre  
1505 Barrington St.  
Halifax, NS  
B3J 3C8  
Tel: (902) 424-0377  
Fax: (902) 424-7008  
Website: [www.gov.ns.ca/econ](http://www.gov.ns.ca/econ)

Nova Scotia Human Rights Commission  
(Central Office):  
1690 Hollis St., 6<sup>th</sup> floor  
P.O. Box 2221  
Halifax, NS B3J 3C4  
Tel: 1-877-269-7699  
TTY: (902) 424-3139  
Fax: 424-0596  
Website: [www.gov.ns.ca/humanrights](http://www.gov.ns.ca/humanrights)

Nova Scotia Labour Standards  
5151 Terminal Road, 7th floor  
P.O. Box 697  
Halifax, NS  
B3J 2T8  
Tel: 1-888-315-0110  
Fax: 424-0648  
Website: [www.gov.ns.ca/enla/labstand](http://www.gov.ns.ca/enla/labstand)

Nova Scotia Alcohol and Gaming Authority  
40 Alderney Dr.  
P.O. Box 545  
Dartmouth, NS B2Y 3Y8  
Tel: 424-6160  
Fax: 424-4942  
Website: [www.gov.ns.ca/aga](http://www.gov.ns.ca/aga)

Nova Scotia Utility and Review Board  
Motor Carrier Division  
1601 Lower Water Street, Suite 300  
P.O. Box 1692  
Halifax, NS  
B3J 3P6  
Tel: (902) 424-3588  
Fax: (902) 424-3919  
Website: <http://www.nsuarb.ca>

Nova Scotia Workers Compensation Board  
Main Office (Halifax)  
5668 South Street  
P.O. Box 1150  
Halifax, NS  
B3J 2Y2  
Tel: 1-800-870-3331 (Halifax)  
Website: [www.wcb.ns.ca](http://www.wcb.ns.ca)

Nova Scotia Workers Compensation Board  
Branch Office (Sydney)  
336 Kings Rd., Suite 117  
Sydney, NS  
B1S 1A9  
Tel: 1-800-880-0003  
Website: [www.wcb.ns.ca](http://www.wcb.ns.ca)

Office of the Fire Marshall  
Nova Scotia Environment & Labour  
5151 Terminal Rd., 6<sup>th</sup> Floor  
P.O. Box 697  
Halifax, NS  
B3J 2T8  
Tel: 1-800-559-3473  
Fax: (902) 424-3239  
Website: [www.gov.ns.ca/enla/ofm](http://www.gov.ns.ca/enla/ofm)

Nova Scotia Transportation & Public Works  
1672 Granville St.  
PO Box 186  
Halifax, NS B3J 2N2  
Tel: 424-2297  
Fax: 424-0532  
Website: [www.gov.ns.ca/tran](http://www.gov.ns.ca/tran)

Provincial Tax Commission  
P.O. Box 755  
1505 Barrington St.,  
8<sup>th</sup> floor, Maritime Centre  
Halifax, NS B3J 2V4  
Toll free: 1-800-565-2336  
Tel: 424-6300  
Fax: 424-0602  
Web: [www.gov.ns.ca/snsmr/taxcomm](http://www.gov.ns.ca/snsmr/taxcomm)

Nova Scotia Registry of Joint Stock Companies  
PO Box 1529  
Halifax, NS  
B3J 2Y4  
Tel: 1-800-225-8227  
Fax: (902) 424-4633  
Website: [www.gov.ns.ca/snsmr/rjsc](http://www.gov.ns.ca/snsmr/rjsc)

*Registration of company and NUANS search of  
business name.*

Nova Scotia Museum  
Website: [www.museum.gov.ns.ca](http://www.museum.gov.ns.ca)

## **Educational/Training Resources**

Cape Breton University  
P.O. Box 5300  
1250 Grand Lake Road  
Sydney, NS B1P 6L2  
Toll Free: 1-888-959-9995  
Tel: 539-5300  
Fax: 562-0119  
Website: [www.capebretonu.ca](http://www.capebretonu.ca)

Dalhousie University  
Henry Hicks Academic Administration  
Building  
6299 South St.  
Halifax, NS B3H 4H6  
Tel: 494-2211  
Registrar's Office:  
Tel: (902) 494-2450  
Fax: (902) 494-1630  
Website: [www.dal.ca](http://www.dal.ca)

Mount St. Vincent University (MSVU)  
166 Bedford Highway  
Halifax, NS B3M 2J6  
Tel: (902) 457-6117  
Fax: (902) 457-6498  
Website: [www.msvu.ca](http://www.msvu.ca)

Nova Scotia Community College (NSCC)  
Admissions  
P.O. Box 220  
Halifax, NS B3J 2M4  
Tel: (902) 491-4911  
Toll Free: 1-866-679-6722  
Fax: 424-0717  
Toll Free: 1-866-329-6722  
Website: [www.nsccl.ns.ca](http://www.nsccl.ns.ca)

Saint Mary's University  
923 Robie Street  
Halifax, NS B3H 3C3  
Tel: (902) 420-5400  
Website: [www.stmarys.ca](http://www.stmarys.ca)

Nova Scotia Tourism Human Resource Council  
1099 Marginal Road, Suite 201  
Halifax, NS B3H 4P7  
Tel: (902) 423-4480  
Fax: (902) 422-0184  
Website: [www.tourismhrc.com](http://www.tourismhrc.com)

## **INDUSTRY ORGANIZATIONS/ SECTOR ASSOCIATIONS**

### **National & International Organizations/ Associations**

Canadian Association of Foodservice  
Professionals  
1644 Bayview Ave., Ste. 1219  
Toronto, ON M4G 3C2  
Tel: (416) 422-3431  
Fax: (416) 421-1598  
Website: [www.cfsea.com](http://www.cfsea.com)

Canadian Culinary Federation (CCF)  
700-1281 West Georgia St.  
Vancouver, BC V6E 3J7  
Tel: (604) 681-6087  
Fax: (604) 688-5749  
Website: [www.ccfcc.ca](http://www.ccfcc.ca)

Canadian Restaurant and Foodservices  
Association (CRFA) - Atlantic Office  
5121 Sackville St., Ste. 201  
Halifax, NS B3J 1K1  
Tel: (902) 425-0061  
Fax: (902) 422-1161  
Website: [www.crfa.ca](http://www.crfa.ca)

Tourism Industry Association of Canada  
(TIAC)  
803-130 Albert Street  
Ottawa, ON  
K1P 5G4  
Tel: 613-238-3883  
Fax: 613-238-3878  
Website: [www.tiac-aitc.ca/](http://www.tiac-aitc.ca/)

## **Provincial Sector Organizations/ Associations**

### **Tourism Industry Association of Nova Scotia (TIANS)**

1099 Marginal Road, Suite 201  
Halifax, NS  
B3H 4P7  
Tel: (902) 423-4480  
Fax: (902) 422-0184  
Website: [www.tians.org](http://www.tians.org)

### **Affiliated Associations (Same address, phone & fax as TIANS)**

Campground Owners Association of Nova  
Scotia (COANS)

Nova Scotia Adventure Tourism Association

Nova Scotia B&B Association

### **Other Industry Organizations/Associations**

Canada Select (Nova Scotia)  
1800 Argyle St., Ste. 603  
Halifax, NS B3J 2R7  
Tel: (902) 424-8929  
Fax: (902) 424-0723  
Website: [www.canadaselect.com](http://www.canadaselect.com)

Check In Nova Scotia  
2695 Dutch Village Road, Suite 501  
Halifax, NS B3L 4V2  
Tel: 425-5781  
Toll free: 1-800-565-0000  
Website: [www.checkinnovascotia.com](http://www.checkinnovascotia.com)  
*Nova Scotia Travel Information and  
Reservations.*

Federation of Nova Scotian Heritage  
1113 Marginal Rd.  
Halifax, NS B3H 4P7  
Tel: (902) 423-4677  
Toll free: 1-800-355-6873  
Fax: 422-0881  
Website: [www.fnsh.ns.ca](http://www.fnsh.ns.ca)

Hotel Association of Nova Scotia (HANS)  
P.O. Box 473, Station M  
Halifax, NS B3J 2P8  
Website: [www.novascotiahotels.ca](http://www.novascotiahotels.ca)

Nova Scotia Association of Chefs & Cooks  
Howe Hall, 6230 Coburg Road  
Halifax, NS  
Tel: 494-1262

Nova Scotia Restaurant Association  
1161 Hollis Street  
VIA Rail Station  
Halifax, NS B3H 2P6  
Tel: 429-5343  
Fax: 429-0659

Taste of Nova Scotia  
P.O. Box 368  
29 Inglis Place, 2<sup>nd</sup> Floor  
Truro, NS B2N 5L5  
Tel: 895-3315  
Fax 895-1011

Nova Scotia Association of Unique Country  
Inns  
Website: [www.uniquecountryinns.com](http://www.uniquecountryinns.com)

## **Regional Tourism Industry Associations**

Antigonish/Eastern Shore Tourist Association  
(AESTA)  
RR #1 Musquodoboit Harbour, NS  
B0J 2L0  
Tel: 889-2362  
Web: [www.rewardyoursenses.com](http://www.rewardyoursenses.com)

Central Nova Tourist Association  
P.O. Box 1761, 577 Prince Street  
Truro, NS  
B2N 5Z5  
Tel: 893-8782  
Fax: 893-2269  
Website: [www.centralnovascotia.com](http://www.centralnovascotia.com)

Destination Cape Breton  
PO Box 1448  
Sydney, NS  
B1P 6R7  
Tel: 563-4636  
Fax: 564-5422  
Website: [www.cbisland.com](http://www.cbisland.com)

Destination Halifax  
1800 Argyle Street, Suite 802  
Halifax, NS  
B3J 3N8  
Tel: 422-9334  
Fax: 492-3175  
Website: [www.destinationhalifax.com](http://www.destinationhalifax.com)

Evangeline Trail Tourist Association (ETTA)  
654 West Main St.  
Kentville, NS B4N 1L7  
Tel: (902) 678-1728  
Fax: (902) 679-1396  
Toll free: 1-866-260-3882  
Website: [www.evangelinetrail.com](http://www.evangelinetrail.com)

Pictou County Tourist Association (PCTA)  
40 Water St.  
P.O. Box 1839  
Pictou, NS B0K 1H0  
Tel: (902) 485-6151  
Fax: (902) 485-4415  
Toll free: 1-877-81-OCEAN  
Web: [www.tourismpictoucounty.com](http://www.tourismpictoucounty.com)

South Shore Tourist Association (SSTA)  
Box 1390  
Lunenburg, NS  
B0J 2C0  
Tel: 634-8844  
Fax: 634-8056  
Website: [www.sssta.com](http://www.sssta.com)

Yarmouth County Tourist Association  
(YCTA)  
Tel: 742-5355  
Toll free: 1-866-850-9900  
Web: [www.aboutyarmouth.com](http://www.aboutyarmouth.com)

## Regional Development Authorities

Antigonish Regional Development Authority  
Farmer's Mutual Insurance Building,  
Suite 2-1  
188 Main St.  
Antigonish, NS B2G 2B9  
Tel: 863-3330 Fax: 863-4095  
Website: [www.antigonishrda.ns.ca](http://www.antigonishrda.ns.ca)

Cape Breton County Economic Development  
Authority  
338 Charlotte Street, 3<sup>rd</sup> Floor  
Sydney, NS B1P 1C8  
Tel: (902) 562-2201  
Fax: (902) 562-2866  
Website: [www.cbceda.org](http://www.cbceda.org)

Colchester Regional Development Agency  
P.O. Box 181, 966 Prince Street  
Truro, NS B2N 5C1  
Tel: 893-0140  
Fax: 897-1157  
Toll free: 1-866-227-6182  
Website: [www.corda.ca](http://www.corda.ca)

Cumberland Regional Economic Development  
Association  
35 Church Street, Box 546  
Amherst, NS B4H 4A1  
Tel: (902) 667-3638  
Fax: (902) 667-2270  
Website: [www.creda.net](http://www.creda.net)

Guysborough County Regional Development  
Authority  
P.O. Box 49, 46 Main Street  
Guysborough, NS B0H 1N0  
Tel: 533-3731  
Fax: 533-2064  
Toll free: 1-800-355-3731  
Website: [www.gcrda.ns.ca](http://www.gcrda.ns.ca)

Halifax Regional Development Agency  
11 Glendale Drive, Unit 9  
Lower Sackville, NS B4C 3P2  
Tel: 869-4040  
Fax: 869-4091 Toll Free 1-800-650-0039  
Website: [www.hrda.ns.ca](http://www.hrda.ns.ca)

Hants Regional Development Authority  
Box 2313  
Windsor, NS B0N 2T0  
Tel: (902) 798-2284  
Enfield Office: (902) 883-3338  
<http://www.hantscounty.com>

Straits Highlands Regional Development  
Authority  
P.O. Box 2200  
32 Paint St.  
Port Hawkesbury, NS B0E 2V0  
Tel: 625-3929  
Fax: 625-1559  
Website: [www.strait-highlands.ns.ca](http://www.strait-highlands.ns.ca)

Kings Community Economic Development  
Agency  
28 Aberdeen Street, Ste. #5  
Kentville, NS B4N 2N1  
Tel: (902) 678-2298  
Fax: (902) 678-2324  
Website: [www.kingsced.ns.ca](http://www.kingsced.ns.ca)

Pictou Regional Development Commission  
Business Service Centre  
980 East River Road  
New Glasgow, NS B2H 3S5  
Tel: (902) 752-6159  
Toll Free: 1-888-412-0072  
Fax: (902) 755-2722  
Web: [www.wearepictoucounty.com](http://www.wearepictoucounty.com)

South West Shore Development Authority  
P.O. Box 131  
Yarmouth, NS B5A 4B1  
Tel: (902) 742-3210  
Fax: (902) 742-3107  
Website: [www.swsda.com](http://www.swsda.com)

Western Valley Development Authority  
P.O. Box 278  
86 Atlantic Ave.,  
Cornwallis Park, NS B0S 1H0  
Tel: (902) 638-8100  
Fax: (902) 638-8101  
website: [www.wvda.com](http://www.wvda.com)

## **Travel Trade Organizations**

### **Canada**

Association of Canadian Travel Agencies  
(ACTA)  
130 Albert Street, Suite 1705  
Ottawa, ON K1P 5G4  
Tel: 613-237-3657  
Fax: 613-237-7052  
Website: [www.acta.ca](http://www.acta.ca)

Canadian Bus Association (CBA)  
451 Daly Avenue  
Ottawa, ON K1N 6H6  
Tel: 613-238-1800  
Fax: 613-241-4936  
Website: [www.buscanada.ca](http://www.buscanada.ca)

Ontario Motor Coach Association (OMCA)  
4141 Yonge Street, Suite 306  
Toronto, ON M2P 2A8  
Tel: 416-229-6622  
Fax: 416-229-6281  
Website: [www.omca.com](http://www.omca.com)

### **United States**

American Bus Association (ABA)  
700 13<sup>TH</sup> St., NW, Suite 575  
Washington, DC  
20005-5923  
Tel: 202-842-1645  
Toll free: 1-800-283-2877 (US and Canada)  
Fax: 202-842-0850  
Website: [www.buses.org](http://www.buses.org)

American Society of Travel Agents (ASTA)  
1101 King St., Suite 200  
Alexandria, VA 22314  
Tel: 703-739-2782  
Fax: 703-684-8319  
Website: [www.astanet.com](http://www.astanet.com)

Group Leaders of America, Inc. (GLAMER)  
P.O. Box 129  
Salem, OH 44460  
Tel: 1-800-628-0993  
Fax: 330-337-1118  
Website: [www.glamer.com](http://www.glamer.com)

International Association of Convention &  
Visitor Bureaus  
2025 M Street, NW Suite 500  
Washington, DC  
20036  
Tel: 202-296-7888  
Fax: 202-296-7889  
Website: [www.iacvb.org](http://www.iacvb.org)

CrossSphere (formerly NTA)  
546 E. Main Street  
Lexington, KY  
40508  
Tel: 606-226-4444  
Toll free: 1-800-682-8886  
Fax: 606-226-4414  
Website: [www.crosssphere.com](http://www.crosssphere.com)

Travel Industry Association  
1100 New York Avenue, NW, Suite 450  
Washington, DC  
20005-3934  
Tel: 202-408-8422  
Fax: 202-408-1255  
Website: [www.tia.org](http://www.tia.org)

Travel and Tourism Research Association  
(TTRA)  
PO Box 2133  
Boise, ID  
83701-2133  
Tel: 208-853-2320  
Fax: 208-853-2369  
Website: [www.ttra.com](http://www.ttra.com)

United States Tour Operators Association  
(USTOA)  
275 Madison Avenue, Suite 2014  
New York, NY  
10016  
Tel: 212-599-6599  
Fax: 212-599-6744  
Website: [www.ustoa.com](http://www.ustoa.com)

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## **APPENDIX II**

### ***Worksheets***

**EXHIBIT II-1**

**WORKSHEET FOR INVENTORY OF ATTRACTIONS**

<b>ATTRACTION NAME, LOCATION AND OWNERSHIP</b>	<b>DESCRIPTION OF KEY FEATURES</b>	<b>OPERATING SEASON</b>	<b>MARKET CHARACTERISTICS</b>		<b>FUTURE PLANS</b>	<b>COMMENTS</b>
			<b>Number of Visitors</b>	<b>Visitor Characteristics</b>		

**EXHIBIT II-2**

**WORKSHEET FOR INVENTORY OF CAMPGROUNDS**

<b>PROPERTY NAME &amp; LOCATION</b>	<b>NO. OF SITES</b>	<b>CAMPSITE SERVICES</b>	<b>RECREATIONAL FACILITIES &amp; OTHER SERVICES</b>	<b>COMMENTS</b>

**EXHIBIT II-3**

**WORKSHEET FOR INVENTORY OF RECREATIONAL AND CULTURAL FACILITIES AND ACTIVITIES**

<b>NAME OF FACILITY/ACTIVITY</b>	<b>BRIEF DESCRIPTION</b>	<b>SEASON OF OPERATION</b>	<b>COMMENTS</b>

**EXHIBIT II-4**

**WORKSHEET FOR INVENTORY OF FESTIVALS AND EVENTS**

<b>EVENT NAME AND LOCATION</b>	<b>DESCRIPTION OF KEY PROGRAM ELEMENTS</b>	<b>TIMING (Season, Month, Length)</b>	<b>ESTIMATED NUMBER OF:</b>		<b>COMMENTS</b>
			<b>LOCAL PARTICIPANTS AND SPECTATORS</b>	<b>NON-LOCAL PARTICIPANTS AND SPECTATORS</b>	

**EXHIBIT II-5**

**WORKSHEET FOR INVENTORY OF ROOFED ACCOMMODATION**

<b>PROPERTY NAME &amp; LOCATION</b>	<b>TYPE &amp; STAR GRADE</b>	<b>NUMBER &amp;TYPE OF ACCOMMODATION UNITS</b>	<b>SEASON OF OPERATION</b>	<b>ON-SITE RECREATIONAL FACILITIES</b>	<b>OTHER MAJOR FACILITIES &amp; SERVICES</b>	<b>AVERAGE RATES PEAK SEASON AND REST OF YEAR</b>	<b>COMMENTS</b>

**EXHIBIT II-6**

**WORKSHEET FOR IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>THINGS TO SEE AND DO</b>				
Attractions				
Parks and Natural Areas				
Festivals and Events				

**EXHIBIT II-6**

**WORKSHEET FOR IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Activities and Tours				
<b>SUPPORT SERVICES</b>				
Accommodations				
Restaurants				

**EXHIBIT II-6**

**WORKSHEET FOR IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Visitor Information Services and Signage				
Retail Stores				
Banking, Groceries, etc.				

**EXHIBIT II-6**

**WORKSHEET FOR IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>INFRASTRUCTURE</b> Roads, parking, etc.				
<b>HUMAN RESOURCES</b>				
<b>COMMUNITY AWARENESS AND ATTITUDES</b>				

**EXHIBIT II-6**

**WORKSHEET FOR IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS**

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>INDUSTRY ORGANIZATION</b>				
<b>MARKETING</b>				

**EXHIBIT II-7**

**SUMMARY OF MARKET AND PRODUCT PRIORITIES**

<b>PRIORITY PRODUCTS/DEVELOPMENTS</b>	<b>PRIORITY MARKETS</b>						
<b>Attractions: Existing</b>							
<b>Attractions: Potential</b>							
<b>Festivals and Events: Existing</b>							
<b>Festivals and Events: Potential</b>							

**EXHIBIT II-8**

**WORKSHEET FOR SETTING GOALS AND OBJECTIVES**

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>TIMING</b>
Goal 1:		
Goal 2:		
Goal 3:		
Goal 4:		

**EXHIBIT II-8**

**WORKSHEET FOR SETTING GOALS AND OBJECTIVES**

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>TIMING</b>
Goal 5:		
Goal 6:		
Goal 7:		
Goal 8:		

**EXHIBIT II-9**

**WORKSHEET FOR EVALUATING A LONG LIST OF TARGET MARKETS**

CRITERIA	Weight (1 - 5)  (Note:1)	TARGET MARKETS									
		Score (Note 2)	Points (Note 3)	Score	Points	Score	Points	Score	Points	Score	Points
<b>TOTAL SCORE (Note 4)</b>											

- Note 1: Weighting is 1 - 5, where 5 is most important.
- Note 2: Scoring is 1 - 5 where 5 is high.
- Note 3: Weighting multiplied by the score.
- Note 4: Total all the points, and then compare the total scores for each market to identify priorities.

**EXHIBIT II-10**

**WORKSHEET FOR EVALUATING A LONG LIST OF DEVELOPMENT OPPORTUNITIES**

CRITERIA	Weight (1 - 5)  (Note 1)	DEVELOPMENT OPPORTUNITIES									
		Score (Note 2)	Points (Note 3)	Score	Points	Score	Points	Score	Points	Score	Points
<b>TOTAL SCORE</b> (Note 4)											

- Note 1: Weighting is 1 - 5, where 5 is most important.
- Note 2: Scoring is 1 - 5 where 5 is high.
- Note 3: Weighting multiplied by the score.
- Note 4: Total all the points, and then compare the total scores for each market to identify priorities.

**EXHIBIT II-11**

**WORKSHEET FOR AN ACTION PLAN**

**GOAL 1: TO ENCOURAGE MORE VISITORS TO STAY OVERNIGHT IN THE COMMUNITY**

<b>Objective</b>	<b>Action Steps</b>	<b>Who does it? Who are Partners?</b>	<b>Source of Funds</b>	<b>Timing</b>	<b>Tracking/Review Process</b>

**EXHIBIT II-11**

**WORKSHEET FOR AN ACTION PLAN**

**GOAL 1: TO ENCOURAGE MORE VISITORS TO STAY OVERNIGHT IN THE COMMUNITY**

<b>Objective</b>	<b>Action Steps</b>	<b>Who does it? Who are Partners?</b>	<b>Source of Funds</b>	<b>Timing</b>	<b>Tracking/Review Process</b>

**EXHIBIT II-12**

**EXAMPLE OF AN ACTION PLAN FOR TOURISM MARKETING**

<b>Target Market</b>	<b>Marketing Activities</b>	<b>Who does it? Who are Partners?</b>	<b>Budget</b>	<b>Timing</b>	<b>Procedure for Measuring Results</b>
Existing Visitors to the Community					
Touring Market					
Special Interest Markets					



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## **APPENDIX III**

### ***Sample Questionnaire***