

Community Tourism Planning Guide



Saskatchewan's tourism products are exciting and diverse. They include unspoiled wilderness and abundant wildlife populations, inspiring cultural festivals and entertaining events. Our heritage and lifestyles are interpreted through museums and cultural centres across the province. Our accommodations, food services and attractions offer excellent value to visitors, and occupancy rates are among the highest in Canada.

Saskatchewan communities are increasingly turning to tourism as an opportunity for economic diversification and employment. The retention of businesses and services in many communities throughout the province depends more and more upon visitor spending.

The *Community Tourism Planning Guide* has been prepared to help local leaders direct and focus tourism planning capabilities at the community and district level. Tourism Saskatchewan believes this process will be a catalyst for community residents and leaders who are interested in exploring opportunities through tourism.

Throughout the course of preparing a tourism plan for your community, you are encouraged to keep in contact with Tourism Saskatchewan's Industry Development Department.

Refer to the *Guide* often, as it will help you to navigate the tourism planning process. For further information, please contact our offices in either Regina or Saskatoon.

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Chapter 1

TOURISM IN SASKATCHEWAN



Prince Albert National Park

Saskatchewan's Tourism Sector

Tourism is the business of attracting and serving the needs of visitors – people travelling and staying outside of their home communities for business or pleasure. Businesses that derive a majority of their revenues from visitors are clearly a part of the tourism industry. As well, many other businesses sell goods and services to travellers. Virtually every area of business or commerce is influenced by tourism activities. Tourism, in fact, has a substantial impact on the rest of the economy.

Tourism is a key player in Saskatchewan's economy, generating over \$2 billion in travel spending annually. More than 12 million visits are made to and within the province each year.

While Saskatchewan's tourism sector generates essential revenue and employment, it also plays an important role in cultivating our collective pride – it defines how we see ourselves and how we are perceived by people from outside our borders.

Tourism enhances communities through employment and opportunities. Over 71,000 Saskatchewan citizens are employed in tourism or tourism-related jobs among the following industries:

- Accommodations;
- Food and Beverage;
- Recreation and Entertainment;
- Transportation; and
- Travel Services.

A strong, healthy tourism sector benefits Saskatchewan citizens on many levels. It contributes to the quality of life through public investments in infrastructure, transportation, provincial and regional parks, cultural activities and attractions, events, recreational facilities and other areas.

WHAT ARE THE BENEFITS OF A VIBRANT TOURISM SECTOR?

- Increased profile
- Positive image
- Employment opportunities
- Increased tax revenues
- Greater resident pride
- Increased volunteerism
- Greater commitment to service excellence
- Greater diversification of tourism infrastructure
- Greater selection of experiences
- Improved services and amenities – shopping, recreational facilities, accommodations, restaurants, cultural facilities, health facilities
- Improved transportation and communications services
- Favourable lifestyle changes

WHAT GOODS AND SERVICES DO TRAVELLERS PURCHASE?

- Accommodations
- Meals
- Transportation
- Tours
- Entertainment
- Recreation
- Attraction and event tickets
- Shopping and local products
- Additional services

HOW DOES THE INDUSTRY CONTRIBUTE TO THE LOCAL ECONOMY?

- Taxes collected on services and products
- Wages and salaries
- Local businesses supported
- Utilities, services used
- Goods purchased
- Capital investments
- Transportation of goods
- Commissions to agents
- Legal and professional services
- Marketing and advertising purchased
- Investments in infrastructure
- Community revitalization and improvement

WHO BENEFITS?

- Hotels
- Bed and breakfasts
- Parks
- Campgrounds
- Restaurants and clubs
- Local shops and retailers
- Wineries & distilleries
- Wine and spirit providers
- Farmers markets
- Local food producers
- Theatres
- Galleries
- Artists and entertainers
- Cultural institutions and attractions
- Health clubs and services
- Recreational facilities
- Taxi drivers
- Car rentals
- Travel agents
- Airports
- Air, bus and rail lines
- Trucking companies
- Gas stations, automotive services
- Trades – construction companies and employees, electricians, plumbers
- Architects and builders
- Manufacturers
- Media
- Advertising and communications firms
- Banks and credit unions



Grotto Gardens

To illustrate tourism's diversity and the opportunities it affords communities, five key components are examined in the chapters to follow:

- Attractions
- Businesses
- Infrastructure
- Human Resources
- Promotion

Tourism Attractions include our parks – which provide outdoor recreational experiences – as well as museums, galleries, powwows, a variety of heritage and cultural festivals and experiences, agricultural exhibitions, craft fairs, fall suppers and events that reflect our way of life. Other attractions provide paleontological, mineral spa and casino gaming experiences. A number of Saskatchewan golf courses are praised internationally.

Tourism Businesses include the hotels, motels, campgrounds, vacation farms, bed and breakfast establishments, guest ranches, outfitting camps, service stations, golf courses, tour boat, motorcoach, car rental, airline and charter services, restaurants and other retail businesses that can take care of visitors' needs.

Tourism Infrastructure includes roads, bridges and ferries, airports and landing strips, parking areas, wastewater and garbage disposal facilities, water and power services, boat launches and docking facilities, access to telephones and cellular service, availability of fuels such as diesel, natural gas, propane and gasoline, location and distance signage, and police and emergency services. The availability and quality of services and amenities will affect a community's ability to attract visitors, and influence first impressions and experiences offered.

Tourism Human Resources involve welcoming travellers and looking after them during their stay. This influences whether visitors have a pleasant and enjoyable experience and is, therefore, critical to the success of tourism attractions and businesses. Visitors have high expectations of the quality of personal service that they receive. Courtesy, good customer service and genuine thoughtfulness are noticed and appreciated.

Tourism Promotion involves activities that individuals and groups undertake to attract potential tourists. Cooperative advertising, attendance at travel shows, magazine articles, brochures, maps, commercial and promotional signs, travel guides, newspaper, radio, television, websites, social media, guerrilla marketing and tourism information centres are all examples of promotional activities.

Tourism Saskatchewan

Tourism Saskatchewan is responsible for in- and out-of-province marketing of Saskatchewan as a tourism destination and for programs and services that promote growth and advancement of the tourism sector. It partners in industry-government marketing programs, provides visitor services, undertakes market research and leads tourism product development, including programs with a particular focus on supporting major sporting and cultural events.

The Saskatchewan Tourism Education Council (STEC), an award-winning branch of Tourism Saskatchewan, delivers education and training programs in support of human resource development in the tourism sector. STEC is a founding member of Canadian Tourism HR Canada (THRC) and is the provincial representative for the THRC's *emerit* program – a nationally recognized industry training and certification brand recognized by employers in the tourism sector.

STEC delivers National Occupational Standards in 31 tourism occupations and Professional Certification in 26 frontline, supervisor and management positions.

For information about Saskatchewan's tourism industry:

- Visit Tourism Saskatchewan's consumer website – TourismSaskatchewan.com. Tourism Saskatchewan's travel literature series can be downloaded or ordered online, free of charge.
- Further information about Tourism Saskatchewan's business operations and the tourism sector is available on the Industry Matters website – Industry.tourismsaskatchewan.com
- Information about STEC's education and training programs are available on its website – Stec.com

Chapter 2

PLANNING FOR TOURISM

A community tourism plan is a written document produced on behalf of a community by a group of people representing a cross-section of interests within that area. The plan provides a framework for business, local government, cultural groups and other organizations to analyze tourism resources and concerns, and consider tourism development and promotion.

Tourism planning at the local or community level has been taking place in Saskatchewan's larger centres for many years. It may be a function of the local chamber of commerce, a committee of council or a commitment made by an economic development authority to include tourism in its mandate.

This *Community Tourism Planning Guide* gives communities the necessary tools to review how successful their activities have been in the past and helps identify new partnerships and opportunities for the future. For instance, cultural enterprises and traditional tourism businesses are growing economic forces in Saskatchewan. There is often a mutual lack of awareness of each other's value. Efforts encouraging a common understanding and closer association between the two sectors can lead to a win-win for both.

In many communities throughout Saskatchewan, tourism is recognized as an industry that can make a positive contribution to the economic and social well-being of residents. However, some communities may view tourism in a negative light if they perceive a threat to traditional lifestyles and related natural resources. Effective tourism planning can be used to balance the economic opportunities with the cultural and natural sensitivities of the area.



Wakwa Provincial Park

Planning at the community level often ensures that a wider range of perspectives is brought into the process.

Community-based plans can identify the educational requirements and support necessary for residents to start their own tourism business operations and to obtain employment in the industry. They can also identify areas in which the natural resources necessary to support tourism activities need to be conserved.

A tourism plan prepared with widespread local involvement and support helps to ensure that community and district residents can optimize the benefits available from tourism activities, while successfully dealing with any real or perceived negative issues.

Tourism attractions and related services translate into visitor spending and help to retain retail services that might otherwise struggle. The positive impacts of tourism have enabled people to stay in their local area or district and have helped buffer the effects of fluctuating commodity prices. Regardless, some community residents are skeptical, particularly when they have to compete with visitors for tee times at golf courses or campsites in local parks. A tourism plan can help to ease tensions and engage citizens in tourism projects that are beneficial to the area.

Chapter 3

ORGANIZING THE TEAM

Grasslands National Park

This chapter asks communities to consider whether they want to encourage tourism locally and, if so, how to go about it. It also provides direction on developing a tourism policy and establishing a tourism committee.

You may be interested in seeing tourism developed and promoted in your community. However, is there a desire to do so on the part of local residents, businesses and the municipal council?

1. DOES THE COMMUNITY WANT TOURISM?

You can find out by asking the municipal or First Nations government (mayor, chief, councillors and administration) whether the community has a tourism policy and whether they know of any groups that may be working to improve tourism.

Some communities have a stated policy, often as part of their Official Community Plan (OCP), that says tourism should be encouraged.

In many communities, there are groups or committees working on tourism development and promotion. You may already be a member of one of these. It is recommended that any such group seek the support of the local council.

The council has been elected to represent the views of the community. With the endorsement of the council, any group involved in tourism planning will gain credibility. In addition, the group may receive support services from the community to help develop and implement a tourism plan.

2. DEVELOPING A TOURISM POLICY

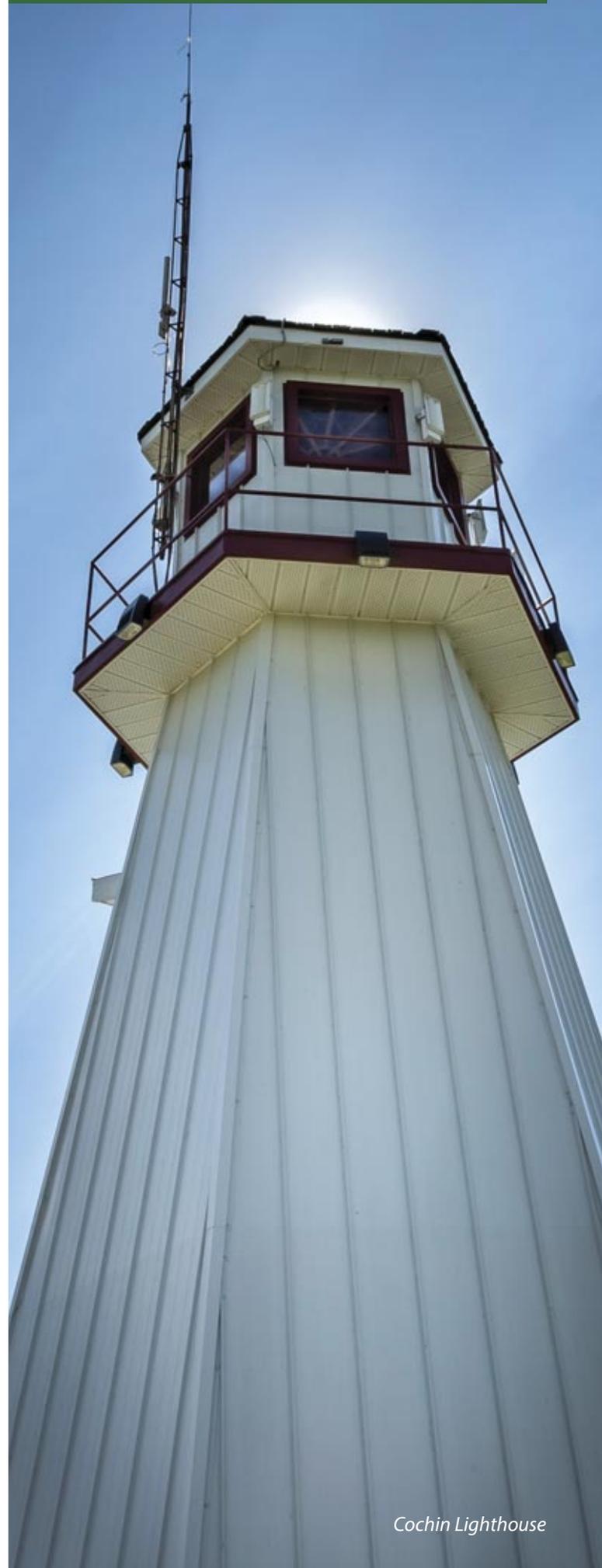
Let us assume that your community does not have a tourism policy and that no other group in your area is working to develop and improve tourism. If you want to initiate one, you could approach community leaders, including your municipal council, and request that they adopt a positive tourism policy and establish or endorse a tourism committee.

A positive tourism policy should be a concise statement of future support and encouragement for tourism in your community. Future support is referred to here because some communities may not be prepared for an increase in visitors. For instance, once the decision to become involved in this sector has been made, it may take time for some residents to become trained in tourism occupations. Some investments in local infrastructure may also be necessary, such as improving the campground, rebuilding a boat launch, upgrading the cultural centre, etc.

Here is a sample tourism policy that can be altered to suit your community's specific needs:

"Tourism will be encouraged within (your community) and its surrounding area in ways that will attract more visitors, lengthen their stay, increase their spending here and improve the overall quality of life in our community."

For formal recognition, this policy should form part of the Official Community Plan or be adopted as a resolution of your council.





3. ESTABLISHING A TOURISM COMMITTEE

The recognition that a tourism plan is required usually comes in response to tourism-related pressures being experienced either by individual business people, event organizers, cultural interests, municipal staff or business and economic development organizations.

Periodically, an organization such as a chamber of commerce or a Destination Marketing Organization will already have a sub-committee dealing with tourism issues, and the opportunity to broaden their effectiveness by combining with other stakeholders in the community becomes apparent. Establishing a tourism committee for the community and district could involve the expansion of an existing committee or the creation of an entirely new group.

A tourism committee will ideally consist of a manageable number of members (usually eight to 12 people) representing a cross-section of tourism interests. It should be sanctioned by the municipal council, which should be responsible for producing and implementing the plan. In many communities, it will be desirable for council to actually pass a bylaw providing terms of reference for the tourism committee.

4. REPRESENTATION ON THE TOURISM COMMITTEE

Inviting the right people is important to forming a successful and productive tourism committee. Members need to be committed to sharing the workload required to assemble the plan. It will take time and effort by a number of volunteers, and everyone will need to contribute.

Consider representatives of different groups and interests. The following list of groups may already be engaged in tourism in some capacity and will have a vested interest in becoming part of an organized tourism committee:

- Tourism businesses such as hotels and campgrounds – they depend on revenues from visitors.
- Other businesses such as gift shops and grocery stores – they may not realize they are part of tourism, but they contribute to the visitor experience and may want to expand their customer base.
- Cultural groups that operate the local museum, music festival, dinner theatre, etc.



Duck Mountain Provincial Park

- Service clubs, which are volunteer driven, undertake community projects like constructing grass greens on the local golf course, upgrading the community campground, hosting curling bonspiels, providing scholarships for the music festival and sponsoring museum exhibits. Their members are dedicated to the community and, most often, understand resident pride and the importance of diversity and revitalization.
- Municipal governments are responsible for looking after the roads, water and sewer services and other infrastructure used by visitors. They are also responsible for issuing licences, making changes to property zoning and approving land sub-division, all of which affect tourism development.
- Economic development officers are employed by communities or Community Futures Development Corporations (CFDCs) and work towards improving the economy of the area. The promotion of tourism and leisure opportunities goes “hand-in-hand” with economic growth.
- Municipal recreation directors play a lead role in the success of recreational facilities and provision of services in communities throughout the province.
- Indigenous community representatives help to develop and manage opportunities to learn about local Indigenous culture and history. Consult your local tribal or band council for information on Elder protocol.
- Interested members of the general public help to ensure that the “quality of life” focus is not overlooked. Many are deeply invested in the community and can bring to the table skills and knowledge pertaining to a variety of topics such as local history, archaeology, photography, etc.

Factors to be considered when selecting committee members:

- Knowledge of the community
- Commitment to tourism
- Ability to work in a group
- Sufficient time to invest in the committee
- Reliability

A diverse group, with individuals who exhibit the above qualities, will be well-suited to developing and implementing a tourism plan.

Chapter 4

PREPARING THE TOURISM PLAN



Tobin Lake

In step-by-step fashion, this chapter discusses the elements involved in developing community tourism plans.

1. PLAN OUTLINE

At the beginning of Chapter Two, a tourism plan was described as a written document produced on behalf of a community by a group of people representing a broad cross-section of interests. We proposed that the plan provide a framework for businesses, local government and other organizations to analyze tourism resources and concerns, and encourage tourism development and promotion within the community. Finally, we indicated that the plan needs to be monitored and reviewed to allow for appropriate changes.

1.1 Tourism Plan Components

A tourism plan should include a clear vision about why the plan is being developed and a thorough assessment of the current state and future potential of tourism in your community. It should chart a course of action for developing your tourism product and attracting your target markets.

The following components are essential:

1.1a A short introduction that answers the following questions:

- What are the plan's purpose and focus?
- Who developed the plan and under what authority?
- What does the plan hope to accomplish?
- When was the plan prepared? When will it be monitored and reviewed?
- How was the plan developed? How was public input obtained?
- How should the plan be used? Who will use it?
- Why is the plan important to the community?

1.1b The stated tourism policy for the community.

1.1c A summary of the community's tourism markets.

1.1d Lists of the community's tourism assets.

1.1e Lists of the community's tourism concerns.

1.1f The community's tourism goals.

1.1g The community's tourism objectives.

1.1h The action steps required to accomplish each objective.

1.2 Plan Format

A Sample Tourism Plan has been provided in Appendix A. It primarily consists of lists and charts. If it is stored electronically in a Microsoft Word document or a PowerPoint presentation, amendments and additions can be easily incorporated and shared amongst committee members and interested parties.

1.3 Plan Content

The tourism plan should deal with the five key components of tourism described in Chapter One:

- Attractions
- Businesses
- Infrastructure
- Human Resources
- Promotion

1.4 Who Prepares the Plan?

The tourism committee, discussed in Chapter Three, will be responsible for producing a tourism plan and guiding its implementation.

It would be helpful if all members of the tourism committee reviewed this *Community Tourism Planning Guide* prior to the first committee meeting.

2. COMMITTEE MEETINGS

Once you have a commitment from representatives of a broad range of interest groups, it is time to call the first meeting. Being well-prepared and organized will start the process off on the right foot. By gathering relevant information, circulating necessary documents ahead of time and drafting a clear and manageable agenda, you will ensure that your meetings are productive and completed in the time allotted. Remember, a successful meeting is measured by what is accomplished, not by how long it lasts. Fatigue will set in and productivity will wane if meetings exceed two-and-a-half hours.

The steps involved in organizing tourism committee meetings are outlined in further detail as you continue to read on.

2.1 Establish Meeting Time and Date

The meeting could be set by the municipal council, which might assign a person to notify other committee members of the details. The council may also provide initial leadership to start the process. At this time, it is recommended to secure a suitable meeting space, source required audiovisual equipment and book any required catering.

2.2 Compile Background Information

For the first meeting, compile as much pertinent background information on tourism in the district as possible. The assigned resource person could make a valuable contribution to the committee by compiling relevant information, which may include the following:

- Municipal information – Official Community Plan (OCP), parks and recreation master plan, economic development strategy
- Tourism statistics – tourist information/visitor services centre statistics, campground occupancy data, highway traffic volumes
- Tourism promotional material – local/regional/provincial/federal promotional pieces, online content and/or video productions

Tourism Saskatchewan, various government departments and agencies, as well as your local municipal office can provide some of this information.

2.3 Assemble Meeting Materials

For each meeting, the committee should ensure that they have the following resources readily available:

- Copies of the *Community Tourism Planning Guide*
- Adequate tables, chairs and wall space
- Flip chart(s) with plenty of paper and an easel or method of mounting the chart for easy viewing
- General office supplies – felt markers, push pins, masking tape, pens/pencils, notepads (for each member)
- Background information compiled in 2.2
- Coffee and/or refreshments
- Name tags/cards if members are not acquainted
- Copies of the agenda
- Laptop(s) for presentations and recording minutes
- Audiovisual equipment, including a projector and screen (if required)

2.4 Draft Meeting Agenda

An agenda serves to keep the meeting focused and to assist the chair if the group strays off-topic. The agenda for the first meeting should be distributed to committee members in advance of the meeting date and should include:

- Welcome and opening message by the chair
- Personal introductions by each committee member
- Review of the agenda
- Review of the committee's terms of reference (these could be included in a bylaw as mentioned in Chapter Three)
- Review of the *Community Tourism Planning Guide*

- Review of the background information
- Tourism policy
- Selection of a chairperson
- Selection of a recorder (if not provided by council)
- Consideration could be given at this time for obtaining the services of a qualified facilitator
- Review of decisions reached and any assignments made, including the date to be completed
- Date and agenda for the next meeting

2.5 Role of Chairperson/Recorder

2.5a Meeting Follow-Up

During the course of this or other meetings, questions may arise that committee members cannot answer. The chairperson, in consultation with the group, can seek answers to these questions by assigning responsibility. Designated committee members can collect pertinent information and report back to the committee within an agreed-upon time frame.

2.5b Meeting Documentation

Throughout the meetings, there will be a need to keep track of what has been discussed and approved. Establishing and maintaining a record of committee activities can be done as follows:

- The chairperson or an appointed member can record lists and group statements on a flip chart or whiteboard for all to see. This can be done in point form as the meeting proceeds, and is a good idea, since it helps keep the group focused on the topic under discussion.
- The appointed recorder will keep detailed minutes for subsequent distribution to committee members. The minutes will form a permanent record of what takes place at each meeting and when steps in the process are completed. The date of completion should be recorded. A laptop computer is useful and convenient for recording, amending and distributing minutes.



3. TOURISM MARKETS

Before tourism can be developed or promoted, you must have reliable information on tourism as it exists today in your community. You need to find out who visits your area and why. The answers will determine your tourism markets.

Before addressing the task of listing your markets and describing or profiling them, spend a short period of time in open discussion about your community's tourism policy.

3.1 Identify Tourism Markets

Think about what you are trying to achieve through your tourism policy. Your policy may state that you want tourists to increase their length of stay and the amount of money they spend in your community. What kind of information will you need to help meet the objectives of your policy?

Successful tourism development and promotion depends on your understanding of tourism markets in terms of the following questions:

- Who is visiting your community?
- What interests them?
- Where do they come from?
- Why do they travel?
- When do they travel?
- How often do they travel?
- How do they research and book travel?
- How do they travel?

Tourism Saskatchewan has assembled market segment profiles for Canadian leisure travellers. The profiles are posted on Industry.tourismsaskatchewan.com.

During your general discussion of tourism markets, the committee should consider the following questions about your current visitors:

- Why do people travel to your community? Is it for pleasure, business or both? Is it to visit friends or relatives, attend an event or participate in an activity? Are they coming to your community to learn something? Do you know how many visitors fall into each of these categories?
- When do people travel to your community? (e.g. weekends, holidays, hunting season, winter, summer)
- How do people travel to your area? (e.g. car, motorcoach, recreational vehicle, aircraft)
- From where do your tourists come? Are they from nearby towns, cities, rural areas, other provinces or other countries?
- Do you know other "demographic" information about visitors to your community? For example, can you put them into categories of age, gender, income, education, marital status, or occupation? If this kind of specific data is not available, make your best guess.
- What knowledge do you have concerning tourism markets in other communities?
- What are the trends in travel and what attracts tourists today?

A general discussion of all of the above is worthwhile. Remember to think in terms of your own community and the area in which it is located. Keep in mind that throughout the entire planning process, the tourism plan must take into consideration your community's regional context.

Many of your tourism markets will be similar to those of nearby communities. Although you are developing a tourism plan for your own community, many of the objectives you will eventually develop may entail working and cooperating with other communities.

Dedicate about 30 minutes to a general discussion of tourism markets at this meeting of the committee. In the next step, you will develop your tourism market profiles.

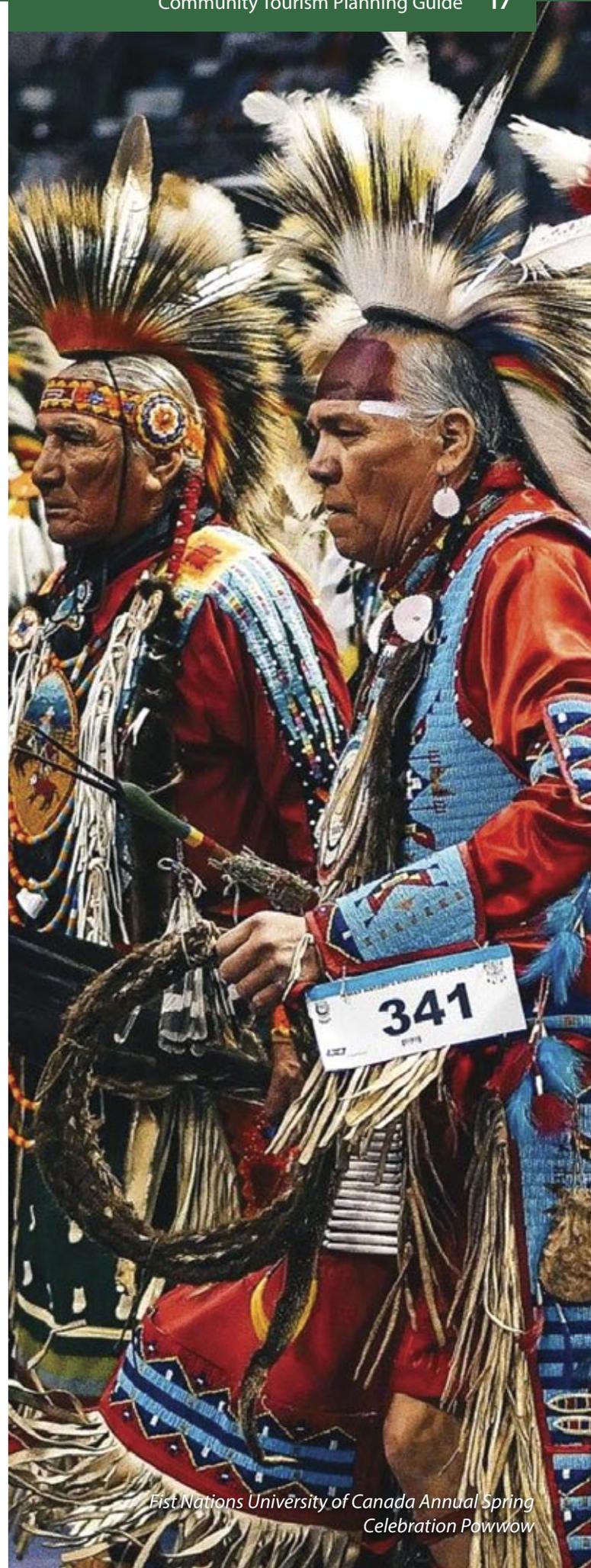
3.2 Develop Tourism Market Profiles

To put tourism markets in focus, the committee must develop tourism market profiles, which describe the types of tourists who currently visit or pass through your community. Visitors or tourists can be categorized according to their reasons for travel:

- Attendees of cultural events/performances
- Campers
- Business travellers
- Cottagers
- Hunters
- Road and utility work crews
- Sports teams and spectators
- Delegates of conventions/meetings
- Golfers
- Anglers
- Skiers
- Snowmobilers
- Motorcoach tour travellers
- Shoppers
- Visitors of friends and relatives
- Ecotourism or outdoor adventure enthusiasts
- Attendees of agricultural fairs/exhibitions
- People seeking professional services (medical visits, business appointments)

Types of tourists will vary from community to community. Information about the types of tourists visiting or passing through your community should be tabulated, using a chart similar to the Tourism Market Profile Chart included in Appendix B.

A copy of this should be drawn on a flip chart or whiteboard for use during the meeting. As tourism market profiles are developed, the chairperson or an appointed member should fill out the chart. You could distribute individual blank copies of the Tourism Market Profile Chart to each participant to work through as a group.



Use a pencil when marking individual charts or have additional blank charts available. Changes to the profiles may occur later in the planning process as input is sought from businesses, museum societies and other relevant organizations.

As you proceed with your profiles, the chairperson should ask all committee members for input on what types of tourists visit or pass through your community. The tourist types should be recorded along the left margin of the Tourism Market Profile Chart.

Next, the chairperson should ask the committee if questions beyond those appearing along the top margin of the chart should be included. Additional questions should be recorded in the spaces available.

The committee can now profile tourism markets by simply answering each question about each tourist type and filling in the blanks. If some of the questions are difficult to answer, the committee should make its best guess by consulting the reference material that was gathered for the meeting and making use of committee members' knowledge about visitors to the area.

Once questions related to each tourist type have been answered, record the information. It will form an important component of your tourism plan. To complete the chart, rank each tourism market in order.

3.3 Rank Your Tourism Markets

Ranking your tourism markets is beneficial for several reasons. Through the exercise of ranking, your major markets will become readily apparent. The results of these rankings are valuable later in the planning process when the committee must decide where to concentrate its efforts. Ranking your markets is also important because it stimulates more thought and discussion regarding this very vital element of the tourism plan.

Determine the importance of each of your tourism markets (types of tourists) by exploring the following questions:

- How many of each tourist type come to your community?
- How much time does each tourist type spend in your community?
- How much money does each tourist type spend in your community?

You do not need exact figures to apply these criteria. To illustrate, simply determine whether anglers are more or less important to your markets than sports teams and spectators.

Indicators for ranking tourist types appear in spaces along the left-hand side of the Tourism Market Profile Chart.

A grading system can be used if the committee has difficulty determining rank. Committee members individually grade each tourist type on a scale of one to 20. Twenty represents the highest importance, one represents the lowest. Grading is done independently and the results are passed on to the chairperson for tabulation.

Here is an example of how it works:

Eight committee members grade a tourist type as follows:

First member gives a grade of.....8

Second member gives a grade of.....12

Third member gives a grade of15

Fourth member gives a grade of.....9

Fifth member gives a grade of17

Sixth member gives a grade of.....13

Seventh member gives a grade of14

The chairperson gives a grade of.....10

Total.....98

Once the committee grades all tourist types, the highest totals will surface as your top tourism markets.

The market with the highest total is the most significant and should be ranked number one on the Tourism Market Profile Chart. The market with the second highest total should be ranked number two and so on.

In the event of a tie, a simple show of hands should suffice to reach a decision.

Keep in mind, the above procedures for ranking or grading will apply not only to tourism markets, but also to assets, concerns and objectives that will be dealt with later in the planning process.

Once the Tourism Market Profile Chart is complete and your markets have been ranked, you will be ready to check the validity of your work.

3.4 Solicit Input from Businesses and Relevant Organizations

Prior to the next committee meeting, the chairperson should assign members of the committee to contact relevant businesses, organizations and individuals such as:

- Hotel and motel operators
- Restaurateurs
- Park and campground operators
- Service station operators
- Tourist information booth operators
- Hunting and fishing guides
- Indigenous councils or local groups
- Saskatchewan Ministry of Highways and Infrastructure
- Saskatchewan Ministry of Environment
- Saskatchewan Ministry of Parks, Culture and Sport
- Saskatchewan Ministry of the Economy
- Tourism Saskatchewan
- Destination area/destination marketing representatives
- Municipal officials
- Retail businesses
- Service clubs
- Cultural event organizers
- Tourist attraction operators (e.g. museums, cultural centres)
- Sporting event organizers
- Golf course operators
- Community Futures Development Corporations

When these businesses and organizations are reached, committee members should provide them with copies of completed Tourism Market Profile Charts and ask for input. This is also an opportune time to explain the tourism planning process.

Mention that assistance would be appreciated at this stage and suggest that there will be further opportunities for input when a draft tourism plan has been formulated. Ask what tourism promotional activities are currently underway and what is planned for the future.

Additions or changes that result from talks with others in the community should be discussed at a subsequent committee meeting. A record of any approved changes or additions should be made at that time.

The next step is to list your community's tourism assets.

4. TOURISM ASSETS

This part of the process features a brainstorming session by the tourism committee. The session is aimed at developing five lists that will include all of the tourism assets in and around your community. The lists will correspond to the five components of tourism:

- Attractions
- Businesses
- Infrastructure
- Human Resources
- Promotion

4.1 Defining Tourism Assets

Tourism assets should be confined to those community assets that can or do attract and serve tourists.

Your community may have a high school, a new grocery store, a recently expanded library and an RCMP detachment – all of which constitute community assets. However, none of these relate directly to tourism unless the asset is somehow unique. For example, a retail outlet that is housed in an historical building would qualify.

4.2 Listing and Ranking Tourism Assets

Mark five flip chart sheets with an asset category corresponding to the five components of tourism.

The chairperson can ask the committee to either brainstorm the community's tourism assets or offer suggestions, one by one, until all possibilities have been explored.

Keep in mind that assets can be placed under more than one category. This is helpful if the committee has difficulty deciding where an asset fits. Also, tourism assets do not necessarily have to be within your community. For example, tourists travelling through your area may be going to or coming from an attraction, such as a national or provincial park, that is some distance away. In this instance, the park should be recorded on the Tourism Attraction Assets list.

Once you have established a list of assets for each of the five key components of tourism, each list should be ranked.

Your tourism assets should be ranked to highlight the community's tourism strengths. You will want to build on these when it comes time to establish your tourism objectives and tourism action steps. When considering the importance of tourism assets, the committee should ask the following:

- How attractive is the asset to tourists?
- How unique is the asset to your community?
- How easily can the asset be promoted to tourists?
- How effective is the asset in attracting tourists to your community to spend time and money?

The chairperson should lead the group in ranking the tourism assets that have been identified for each of the five components of tourism. The importance of each asset should be designated by assigning it a number. Rank the assets, one-by-one, from most important to the least. For example, consider all of the assets listed under Tourism Attraction Assets and number accordingly, then move on to Tourism Infrastructure Assets and so on.

If difficulty arises during the ranking of any tourism asset, you can use the grading system described in 3.3.

5. TOURISM CONCERNS

The committee is now ready to compile five lists of the community's tourism concerns. Again, one list is needed for each of the five key components of tourism. Before starting your lists, you must understand what is meant by tourism concerns and how they relate to your markets and your assets.

5.1 What are Tourism Concerns?

Tourism concerns can include:

- **Negative assets** – Check your lists of assets, as well as your Tourism Market Profile Chart. Do either your assets or your markets have any negative features?
- **Outright liabilities** – Perhaps there is a shortage of skilled employees, which are critical to providing the quality tourism experience visitors expect. Committee members should try to list all concerns, even those that seem insurmountable, because someone else may be able to offer a solution. Even if no solution is found, you will have discussed the matter and put it into realistic perspective for the community.
- **Undeveloped ideas** – They may include great ideas that have not received action. Again, your assets lists and market profiles will likely reveal interesting suggestions about what could or should be done to increase tourism in your community.

It is important to consider both the positive outcomes and the challenges of proposals for increasing tourism. When rephrased negatively, a great idea can become a concern.

Conversation example:

Committee Member: "What this town needs is a way to tell visitors about our colourful history."

Chairperson: "That's a great idea. How can you rephrase it so it becomes a concern?"

Committee Member: "We have no way of telling people about the colourful history of our town."

Chairperson: "Good. We should record that concern under the list tourism concerns – promotion. Our colourful history has already been identified as a tourism asset/attraction, and now we are noting that we need to determine how best to convey and interpret it to visitors."

The committee should make every effort to be as honest and explicit as possible when listing tourism concerns. A statement such as "Visitors just pass right through town, nobody ever stops here," is much too general to be listed as a tourism concern. It may, however, have aspects relating to each of the five basic components of tourism. For example, visitors may not be stopping in town for several reasons:

- Few clean washrooms at local service stations (tourism businesses)
- No well-maintained and easy to reach parking areas (tourism infrastructure)
- Interesting attractions are not visible from the highway (tourist attractions)
- Some merchants have not recognized the importance of hospitality and customer service (tourism human resources)

Any one of the above could be listed as a concern. If you have difficulty categorizing a particular concern under the five key components of tourism, it probably has not been stated specifically enough.

Remember, the more specific you are in expressing your concerns, the easier it will be to find a solution.



5.2 Listing and Ranking Tourism Concerns

To list and rank tourism concerns, use the same procedures you followed for tourism assets. Create five lists of tourism concerns – one for each of the tourism components. If you have sufficient wall space, keep your tourism assets lists and the Tourism Market Profile Chart posted for easy reference.

Once each list is complete, the concerns should be ranked. By ranking, your biggest concerns will receive the attention that they deserve. When it comes time to seek municipal and public input on your tourism plan, it will become readily apparent if your principal concerns are in line with what others think. As an added benefit, if the committee identifies easily addressed concerns that can lead to highly visible and positive results, they can be used to bolster community support for the committee's work.

The following criteria apply to determining the importance of tourism concerns:

- Issues that have a negative effect on many or all of your tourism markets should rank higher than those that affect a fewer number.
- Consider how much time, effort and money will be needed to address the identified matter. Obvious concerns that can be more easily addressed should rank higher than those requiring a substantial commitment. Capture the easy "wins" first.

Again, if the committee experiences difficulty when ranking concerns, use the grading system described in 3.3.

When this stage of the process is complete, the committee should have lists of valuable information and a reasonably good understanding of the community's tourism markets, assets and concerns, and how they relate to each other.

The recorder should make sure this background information forms part of the committee's minutes.

Your next step is to state your community's tourism goals.

6. TOURISM GOALS

6.1 Defining Tourism Goals

Tourism goals are clear, concise statements that broadly outline what the committee would like to see happen to tourism in the community. All goals must be compatible with the community's tourism policy and should provide direction for more specific objectives to follow.

6.2 How to Develop Goals

A simple way to state tourism goals is to insert the words "to improve" in front of each of the five basic components of tourism. Thus, the committee's goals would be:

- To improve tourism attractions;
- To improve tourism businesses;
- To improve tourism infrastructure;
- To improve tourism human resources; and
- To improve tourism promotion.

By stating tourism goals in this fashion, the committee is assured that all the tourism concerns (also stated in relation to the five components) will be considered.





7. TOURISM OBJECTIVES

7.1 Defining Tourism Objectives

Tourism objectives are more specific than goals. They are the stated desires of your committee and represent the ends to which community action should be directed. If acted upon, tourism objectives will help you accomplish your tourism goals. Each tourism goal will likely involve several tourism objectives.

Setting objectives is a difficult, but necessary process. The following guidelines will assist the committee in determining them.

Tourism objectives:

- Do not have to be stated as complete sentences
- Should be clear and concise – Would someone outside of the committee or community understand it?
- Should help accomplish the goal to which they relate
- Should be measurable – In six months, will you be able to determine whether an objective has been fully accomplished, partly accomplished or not accomplished at all?

- Should be realistic – Does the objective relate to an existing or potential market? Do you have or can you acquire the resources needed to accomplish the objective?

7.2 How to Develop Objectives

Examples of tourism objectives can be found in the Sample Tourism Plan in Appendix A. The committee should set aside a few minutes to read over the sample objectives provided. When this brief orientation is complete, you should be ready to develop objectives of your own.

Focus on one goal at a time. As you develop objectives for each of the five tourism components, be sure to have the Tourism Market Profile Chart and the corresponding list of assets and concerns posted for easy reference. For each tourism component, reproduce the Goals and Objectives Worksheet from Appendix C on a separate flip chart sheet.

Each objective is formed by restating one concern as a positive statement that will help to accomplish the tourism goal. It may be possible to have one well-worded objective that will adequately deal with more than one concern.



Saskatoon

Avoid wording that is so broad or general that the objective becomes difficult to fulfil or measure.

In determining objectives, examine the relationship between the needs and wants of your tourism markets and the tourism resources of your community. For example, your community may be on a frequently used route for motorcoaches travelling along a major corridor. What are the needs and wants of these travellers? Motorcoach operators often want accommodations that provide quality service, competitive rates and restaurants capable of serving larger groups.

You may have these assets and wish to establish an objective such as “to increase motorcoach stopovers in our community from five this year to 20 stopovers next year.” You might consider the following action steps to achieve that objective:

- Identify special tour services in publications and websites produced by Tourism Saskatchewan and local tourism associations
- Contact appropriate tour companies recommended by marketing consultants at Tourism Saskatchewan

Your community may be an attractive location for shopping, business conferences or outdoor activities. An objective might be: “To increase the number of visitors to our community for shopping, business conferences, etc.” Newspaper ads, highway signs, store or mall displays and many other promotional options are additional actions that could help you achieve your objectives.

You can promote a service or an attraction in a number of ways. You will have to choose the option(s) appropriate to your tourism policy, the specific tourism market(s) you are trying to reach and your community's financial and human resource capabilities.

As you establish objectives, always consider your tourism markets, assets and concerns, and think about how realistically you can satisfy the market needs that you have identified.

7.3 How to Develop Objectives

The process for developing objectives should unfold as follows:

- Display the necessary flip charts.
- Write your goals in the appropriate column of the Goals and Objectives flip chart sheet. Committee members may follow along on their individual Goals and Objectives Worksheets.
- Take a few minutes to review your Tourism Market Profiles, as well as the tourism assets and concerns lists relating to the goal you are considering.
- Focus on the tourism concerns list and be certain all wording is specific and easily understood, and that all your bases have been covered.
- Make any changes to your tourism concerns list that result from your review.
- Focus on the first concern on the list and determine what should be done to address it.
- Write an objective that addresses this concern (refer to the Sample Tourism Plan in Appendix A for hints on what objectives could look like). Experience has shown that it is often best to write down your first thoughts. Once the committee has something on paper, you can add, delete or amend at will. Do not worry about neatness, this is a time for creative thinking.
- When everyone is satisfied with the wording of the objective, move on to the next concern and develop the next objective.
- When all tourism concerns relating to your first goal have been addressed, display your tourism assets and concerns lists for the next goal and repeat the process.

As you continue, make sure the committee's recorder captures the conversation accurately. When you are satisfied that the concerns have been properly stated and addressed with objectives, you are ready to start ranking the objectives. To avoid fatigue, committee meetings should not exceed two-and-a-half hours. Consequently, you may decide to rank the objectives at your next meeting.

7.4 Ranking Objectives

The procedure for ranking objectives differs from the process that you used to rank tourism assets and concerns. Objectives are ranked together regardless of the tourism goal to which they relate.

To rank objectives, make use of the grading system described in 3.3. Following this procedure, as you grade each objective you are also determining the rank. To start with, the committee should rank only about 10 objectives in order of priority (one being the most important and 10 being the least).

A priority list of 10 objectives is recommended to provide direction as to what the committee wants to initially achieve. All remaining objectives should be considered of equal importance and may be addressed whenever the committee wishes.

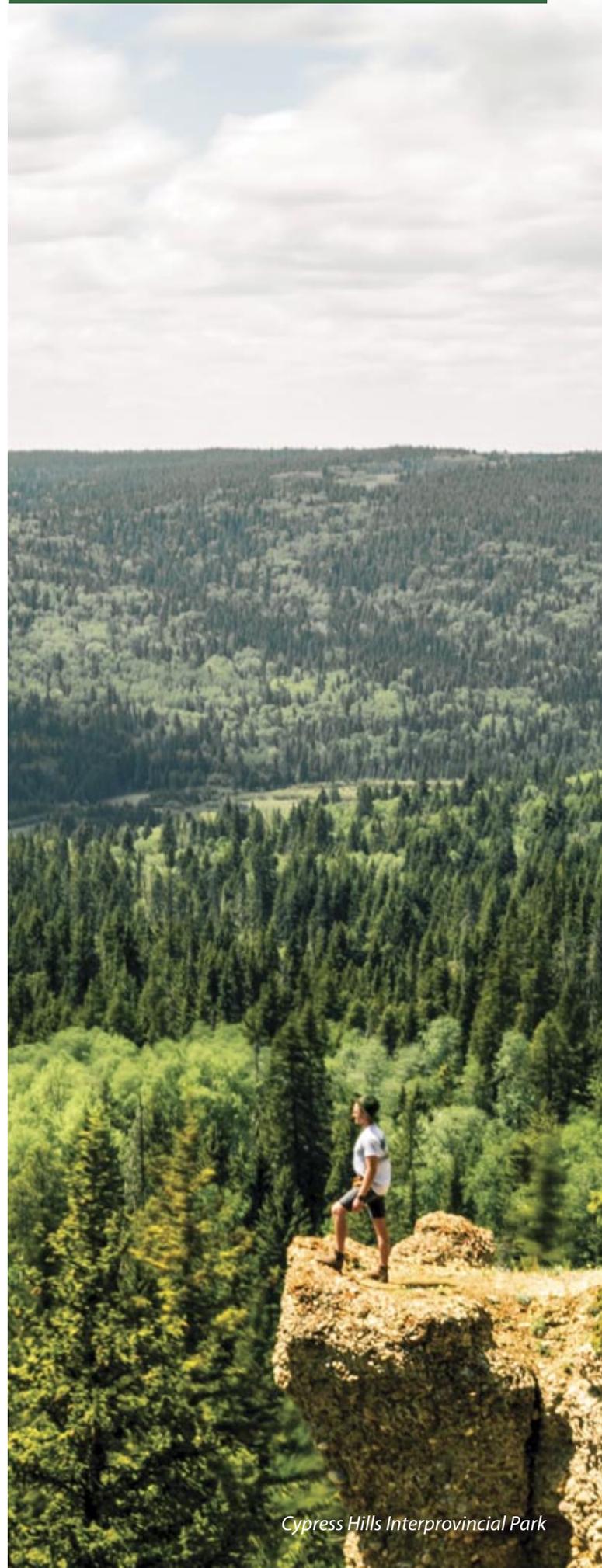
Ranking your objectives is a very worthwhile exercise. For everyone who will review the plan, the process highlights what the committee feels are the community's tourism priorities. When it comes to implementing the plan, the committee will be able to assign responsibility and develop timelines quickly and appropriately.

To begin, display your Goals and Objectives Chart and look at all of the objectives together. The following criteria will help you to assess and prioritize your objectives. Consider how effectively they:

- Attract more visitors
- Encourage visitors to stay longer
- Encourage visitors to spend more money
- Minimize adverse social, economic and/or environmental effects
- Produce highly visible results when accomplished
- Appeal to the community at large
- Support the community at large
- Reflect what the community is capable of achieving

There will be both short-term and long-term objectives. Short-term objectives are identifiable by how easily they can be accomplished and how quickly they will show results. By their nature, long-term objectives will require considerably more time to accomplish.

The committee is now well on its way to completing the first draft of the tourism plan. You have stated all your objectives clearly and are ready to carry on with how you propose to accomplish them.





8. TOURISM ACTION STEPS

8.1 Defining Tourism Action Steps

It is important to outline in a detailed, step-by-step fashion, the various actions needed to achieve individual objectives. In all likelihood, a number of action steps will be required for each. They should be very specific, and should dispel any confusion about what needs to be done and how to accomplish it. While tourism action steps represent the committee's best guess as to what should be undertaken to accomplish each objective, they may lead to a dead end or indicate the need to develop alternate plans.

For examples of tourism action steps, refer to the Sample Tourism Plan in Appendix A.

8.2 How to Develop Action Steps

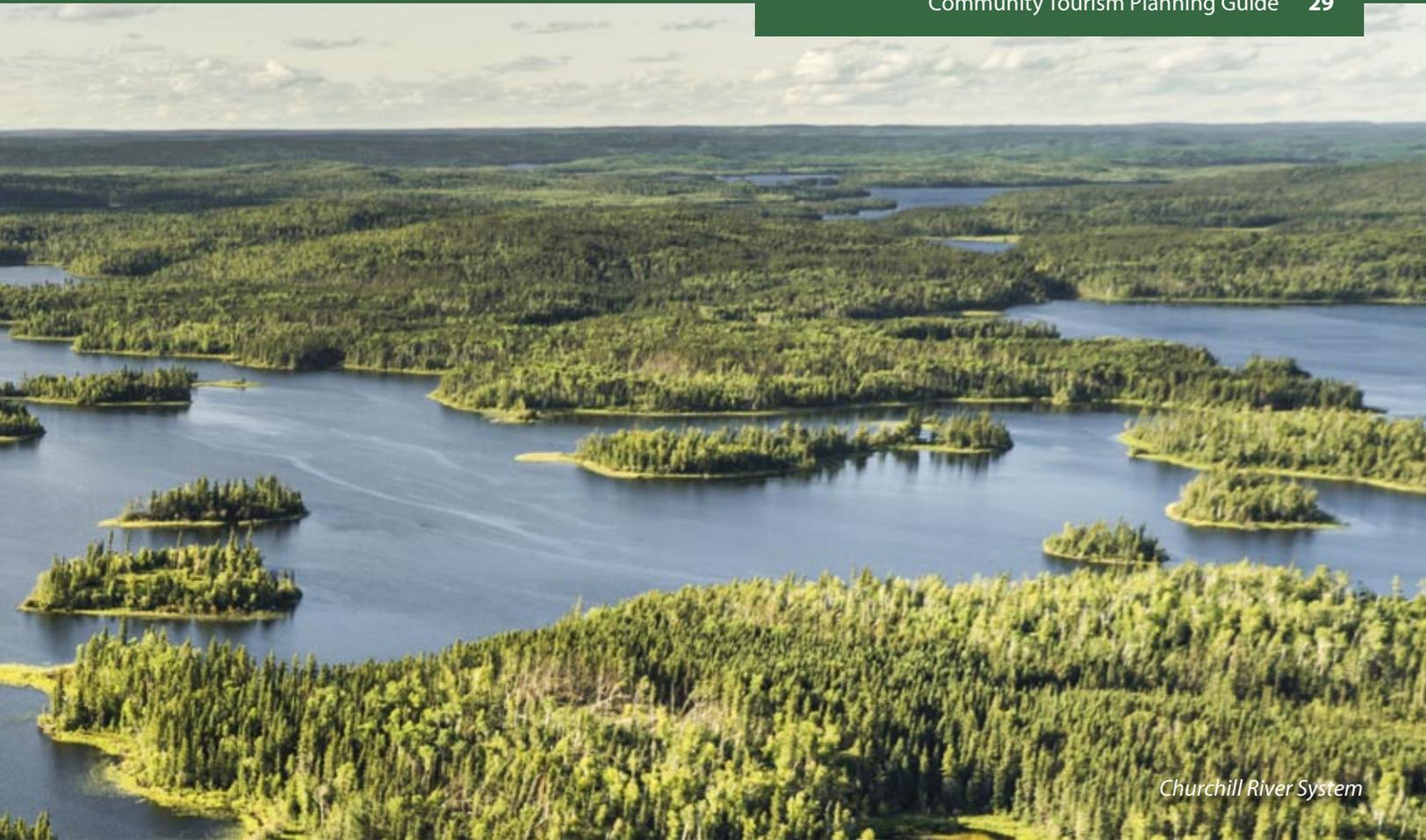
Distribute copies of the Actions Steps Worksheet from Appendix D. The worksheet summarizes the process of developing action steps that are required to achieve your determined objectives. The top of the worksheet should be completed for each objective before you develop the corresponding action steps. There is also a space to provide background (or

justification) for the objective that has been stated. This brief background statement should be developed by the committee and noted as each objective is addressed. It allows the committee to describe why the objective is being proposed, and will help municipal council and others to better understand your thinking.

To develop tourism action steps, start with the objective with the highest rank and write the number one in the box labelled "Rank No." Other top priority objectives will be numbered two through 10. Objectives beyond the top 10 do not require a rank at this time. Worksheets for all remaining objectives may be completed in random order.

As you proceed, keep in mind that individual committee members will eventually be responsible for supervising the coordination of each step after the tourism plan has been drafted, submitted to the municipal council for review and approval, and feedback has been received from the public.

Action steps should be listed in the order in which you expect them to be accomplished.



Churchill River System

For the moment, there is no need to formally assign responsibility or set specific deadlines for the action steps. This will be done after the committee has received input from municipal council and the public. Input may result in significant changes to the plan. The committee should always strive to be as flexible as possible throughout the process.

If you experience difficulty developing action steps for a certain objective, there are several points to consider:

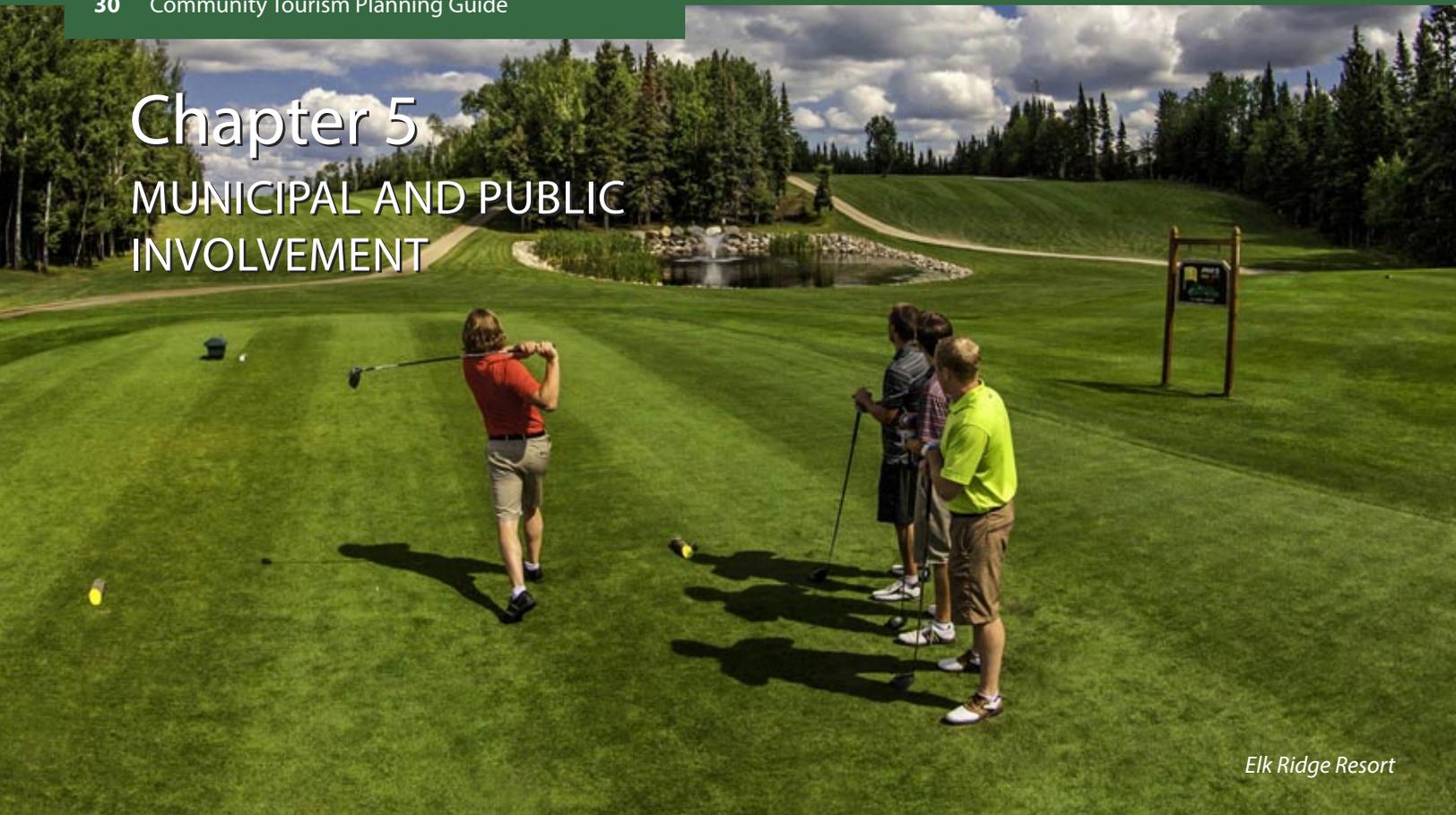
- Your objective may be unrealistic. You may wish to change or even delete your objective, if you cannot determine how it can be accomplished.
- You may need some advice. If you want to keep an objective, but need some recommendation on how to accomplish it, consider discussing it with the municipal administration and community stakeholders, or contact Tourism Saskatchewan.

Once you have outlined your tourism action steps, you will have everything you need to develop the first draft of the tourism plan. Remember, you can always refer to the Sample Tourism Plan in Appendix A to review the outline and content for your draft plan.

When the draft plan is submitted to municipal council, it is advisable to include a list of businesses, individuals, organizations and other government agencies that the committee feels should have input into the plan. Council may wish to make additions to this list.

Chapter 5

MUNICIPAL AND PUBLIC INVOLVEMENT



Elk Ridge Resort

1. COUNCIL APPROVAL IN PRINCIPLE

All of the committee's work, thus far, has been in preparation for submission of an initial draft of the tourism plan, first to municipal council and then to the public.

Before seeking input from businesses, organizations, the general public and other government agencies, you should give municipal council the opportunity to review and discuss the draft plan. If council identifies major concerns, the committee must take them into consideration. You may have to revise the draft and bring it back to council for another look.

When council approves the draft plan in principle, permission should be sought to obtain input from the aforementioned groups. Council and/or municipal administrators may, at this point, provide guidance on when, where and how public feedback should be obtained.

This process must be followed if the tourism committee is established under the authority of council. The procedures are essential because council will likely play an important role in the implementation and funding of projects featured in the plan.

2. COMMUNITY INPUT

There are many ways to obtain community input or public involvement:

- Organize open house meetings and workshops
- Present and discuss at an open municipal council meeting
- Present to local interest groups and follow-up with a discussion and questionnaire
- Arrange for media advertising and publicity
- Print the plan in the local paper. Include an address for comments or the date for a public meeting
- Engage in one-on-one discussions with community members
- Send copies of the plan to people on your distribution list and ask for comments

All communities in Saskatchewan have their own special qualities and their own way of doing things. Ask your council which of the above approaches best apply to your area.

Those most likely to be affected by the plan should provide input. Consult with:

- Hotel/motel operators
- Campground operators
- Restaurateurs
- Service station operators
- Retail merchants
- Hunting/fishing guides
- Local media
- Indigenous interests
- Local historic society
- Provincial government departments
- Service clubs and associations
- Arts/cultural groups
- Tourist attraction operators

If key people fail to provide input, for whatever reason, a special effort should be made by committee members to visit these people on an individual basis, explain the plan and obtain feedback.

Be prepared to sell your ideas. The more enthusiasm you create for the plan and for tourism, in general, the more support you can expect from the community to carry out the plan's objectives. Everyone in your community can become a tourism ambassador.

Show flexibility. If others make suggestions that vary somewhat but contribute to your tourism goals and are consistent with your tourism policy, be prepared to make some changes. People who are eager to assist with development may be eager to help you implement the plan. Do not hesitate to encourage their support.

Keep your local media informed. Someone from the committee should be assigned to sit down with the local newspaper and radio or television programmers (if present in your community) to clearly explain the plan and the process. What you are doing is newsworthy. Make sure that it gets reported.



Black Fox Farm & Distillery

Once input is received from the public and the agencies identified, the committee should review all comments and suggestions and make appropriate changes to the draft plan.

3. DETAILING YOUR STEPS

The committee should now assign responsibility and deadlines for the completion of action steps.

At this point, it should be stressed that the committee will play a lead role in implementing the tourism plan. Individual committee members should be given responsibility for coordinating each step. That does not mean that members alone are responsible for all activities associated with implementation. Others in the community will participate in implementation. However, the assigned committee member is the coordinator who will manage activities and report on their progress. The coordinator's role should always be made clear, either during discussions or when names and responsibilities are added to the "action steps section" of the Action Steps Worksheet (see Appendix D).

For example, it is not sufficient to say that the local chamber of commerce will be responsible for a given action. Instead, a selected committee member will be responsible for following and reporting on the chamber's participation.

All members of the committee are encouraged to promote community participation in specific action steps.

A timeframe must be assigned for each action step. Be realistic when planning the time it should take for a committee member to accomplish the action.

4. OBTAINING ENDORSEMENT

4.1 Council Endorsement

Once revisions have been made and your action steps have been detailed, the plan should be taken once more to council for endorsement. Official recognition of the tourism plan should appear in the council's minutes.

Municipal council participation and public input in the planning process are as important as implementation. Council, local businesses and others in the community must not only agree with the plan, but should enthusiastically endorse it in order for it to be successfully implemented.

4.2 Broader Tourism Industry Endorsement

Once you have received endorsement from your local council, you may wish to provide a copy of your community's tourism plan to any tourism sector organizations active in your area (see contact list at the conclusion of this guide).

Should your plan be in accordance with regional and provincial product development and marketing strategies, you will be in a better position to participate in any programming designed to accomplish the goals and objectives of your tourism plan. By remaining in close contact with Tourism Saskatchewan's Industry Development Department throughout the planning process, staff can put you in touch with necessary contacts and provide information on current development and marketing initiatives.

Chapter 6

MONITORING AND REVIEWING ACTIVITIES



Sundogs Excursions

1. MONITORING

It is essential that you devise a means to monitor the effectiveness of your activities prior to implementing the plan.

For example, if your community stages an annual festival and you are developing a new program to promote the event, you must have monitoring procedures in place to determine whether promotions have been worthwhile.

Perhaps your objective in the plan is to attract more visitors through direct-mail promotions, some form of newspaper and radio advertising, a Facebook contest or a combination of these and other promotional activities. You should try to gauge the success of your efforts by obtaining figures showing fair attendance before and after new promotions were implemented.

If attendance has increased significantly after the new program, you may be safe in assuming your efforts were successful. However, you might also consider additional monitoring to make sure a causative relation actually exists between the new program and increased attendance. You should be aware of other factors outside of your control that may have affected

attendance at your event. Take these into consideration when analyzing the effectiveness of your promotions.

Additional monitoring could come in the form of "sampling" activities. Here you would establish procedures for obtaining information from people who attended the fair after the new promotional program was implemented. If it is a summer event, you could hire people to approach fairgoers at strategic locations with a checklist of questions. The more people you question, the better your sample will be.

In any sampling procedure, it is usually best to provide incentives to people whom you question. They are more likely to take the time to answer if you offer them something. Free tickets, discount coupons or low-cost promotional giveaways could be exchanged for participation in the sample.



Other sampling activities include questionnaires by mail, telephone interviews and online surveys. These may be carried out after the fact, if you have information on attendees and can reach them. Keep in mind that these additional sampling activities could be costly.

If sampling is done, try to get as much information as possible from the people whom you question, without making the process too inconvenient. The data that you obtain will not only give direction on how successful your specific program was, but will also provide a clearer understanding of your tourism markets.

2. REVIEWING

The results of your monitoring efforts throughout the year should be discussed at an annual meeting. You may also wish to prepare a brief annual report for distribution to interested participants and residents of the community and district.

Your goals and objectives should be reviewed and your progress toward reaching them evaluated. As they are gradually achieved, they will be replaced by new ones. The findings of your review will determine your activities for the coming year.

These proposed activities should, again, be presented to council for endorsement. Thus, the process repeats itself. Local media should be told about your successes and other positive aspects of your efforts. You might even consider having an annual tourism night with guest speakers, films and presentations.

Over the years, the committee will become comfortable with working through the process described here, and will likely fine-tune it to make it more streamlined.

Chapter 7

SUMMARY



Batoche National Historic Site

If your tourism plan is comprehensive, flexible and has the support of the community, you can expect to achieve real success. A good tourism plan can benefit your community and surrounding district in several ways, including the following:

- Attracting sustainable numbers of tourists;
- Increasing visitor spending and/or length of stay;
- Minimizing adverse social, economic and/or environmental effects of tourism;
- Increasing the quality and possibly the number of retail and service facilities;
- Improving the quality of cultural attractions and events;
- Increasing community image and civic pride; and
- Improving quality of life.

One important objective not shown in the Sample Tourism Plan concerns the tourism committee itself. Its enthusiasm, momentum and periodic renewal should always be kept in mind. Although long-term contributions by individual volunteers cannot be taken for granted, every effort to introduce and train new members along the way should be pursued.

Over the last 20 years, the tourism industry in Saskatchewan has grown dramatically. In some communities, the local capacity to plan and coordinate marketing and promotional activities and to develop attractions has become well-established. It has also been demonstrated that the success

communities have encountered locally can be amplified through cooperation with neighboring communities. That is what characterizes the tourism sector – people working together cooperatively to make a positive contribution to their community's economic and social well-being. We hope that this publication will be a useful guide as you also work towards these ends.

For further information and assistance, please contact Tourism Saskatchewan's Industry Development Department:

102 – 202 4th Avenue N
Saskatoon, SK S7K 0K1
306-933-5900

189 – 1621 Albert Street
Regina, SK S4P 2S5
306-787-9600

To access a copy of the *Community Tourism Planning Guide*, visit industry.tourismsaskatchewan.com/advice-and-resources/community-tourism-planning.

Appendix A

SAMPLE TOURISM PLAN

The following is an example of a fairly modest plan that might have been prepared by people living in and nearby a smaller community almost anywhere in Saskatchewan.

Introduction

This Community Tourism Plan has been produced by the (community name) Tourism Committee (see attached list of members). The committee was established under bylaw 017-02 passed by the Town of (community name), Saskatchewan.

The plan was completed on December 1, 2019 and will receive a minor review on June 1 of each successive year, as well as a major review on December 1 of each successive year.

The plan was developed using the *Community Tourism Planning Guide* provided by Tourism Saskatchewan. The booklet describes tourism in terms of five key tourism components:

- Attractions
- Businesses
- Infrastructure
- Human Resources
- Promotion

The plan considers our tourism markets, as well as our assets and concerns in developing goals, objectives and action steps. There was also considerable public input including:

- One council meeting
- Two public meetings
- Numerous personal interviews
- One questionnaire
- One workshop

The committee will be responsible for initiating actions that have been stated in the plan and will need the support and assistance of local individuals, businesses and community groups. Further information on how to get involved can be obtained from the Town Office.

The plan is intended to make our residents aware of the economic and social benefits of tourism, and to assist with the development of the tourism industry, both within our town and in the surrounding area.

The tourism industry is important to us because it brings dollars into our community, creates jobs, helps make our local businesses better and more successful, brings interesting people to our community, promotes and enriches our cultural character and develops community pride.

Tourism Policy

Tourism will be encouraged both within our town and within its surrounding area in such ways as to attract more tourists, increase their length of stay, increase the amount of money they spend in our businesses and attractions and ensure that increased tourism does not create adverse social, economic or environmental problems.

Tourism Committee Members

A. Boutin
 B. Vollett
 M. Miller
 W. Wright
 H. Van Sickle
 D. Grossman
 C. Makowecki
 L. Christiansen
 H. Wong
 L. Morin

TOURISM MARKET PROFILES

Tourist Type Rank ()	Where are they from?	When do they come here?	What services do they look for?
Visiting friends and relatives Rank (1)	<ul style="list-style-type: none"> • Saskatchewan • Alberta 	<ul style="list-style-type: none"> • Long weekends • Hunting season • Reunions and weddings • Rodeo (June) • Music jamboree (Aug) 	<ul style="list-style-type: none"> • Accommodations • Restaurants • Golf course • Groceries • Entertainment
Campers Rank (2)	<ul style="list-style-type: none"> • Southern and Central Saskatchewan • Alberta • Other Canada and U.S. 	<ul style="list-style-type: none"> • Weekends May 17-Sept 4 	<ul style="list-style-type: none"> • Gas (auto and boats) • Groceries • Firewood • Golf course • Fishing • Tours of wildlife • Viewing areas
Sports teams and spectators Rank (3)	<ul style="list-style-type: none"> • Surrounding towns and cities • Alberta 	<ul style="list-style-type: none"> • Old-timer hockey tournament • Bonspiel • Hockey schools • Fastball tournaments 	<ul style="list-style-type: none"> • Restaurants and lounges • Accommodations • Hockey schools

Note: Tourist types have been ranked – number 1 being most important, number 2 being second most important and so on.

TOURISM ASSETS

Tourism Attractions Asset Ranking:

- #1 Excellent quality and well-known 18-hole golf course
- #2 Wilderness areas close by with good fishing lakes
- #3 Annual rodeo
- #4 Annual fastball and hockey tournaments
- #5 Well-developed ball diamonds
- #6 Annual curling bonspiel
- #7 Indoor rink with 800 seats
- #8 Community hall
- #9 Heritage museum and pioneer music jamboree
- #10 Farmer's market

Tourism Businesses Asset Ranking:

- #1 18-hole golf course (this business provides an excellent golfing experience)
- #2 Four service stations
- #3 New motel, two other motels
- #4 Liquor vendor
- #5 Supermarket
- #6 Two dining lounges and three other restaurants
- #7 Well-known gift/handcraft store
- #8 Hardware and department store
- #9 Tea room in the museum

Tourism Infrastructure Asset Ranking:

- #1 Good access to primary highway
- #2 Full sewer and water servicing with excellent water quality

Tourism Human Resources Asset Ranking:

- #1 Some very friendly merchants
- #2 Friendly tourist-booth staff
- #3 Respected cultural community

Tourism Promotion Asset Ranking:

- #1 Town tourist information booth
- #2 Town website
- #3 Membership on area tourism association board of directors
- #4 Pamphlets distributed to other curling clubs regarding our bonspiels
- #5 Town brochure

TOURISM CONCERNS

Tourism Attractions Concerns Ranking:

- #1 Regional Park campground requires upgrading
- #2 Museum cannot operate year-round
- #3 Golf course clubhouse is too small

Tourism Businesses Concerns Ranking:

- #1 No repair facilities for RVs and outboard motors in town
- #2 No recreational equipment rentals in town (canoes, boats, snowmobiles, etc.)
- #3 No Automated Teller Machines (ATMs) in town

Tourism Infrastructure Concerns Ranking:

- #1 Several good fishing lakes in the area do not have adequate access
- #2 There is no RV sewage dumping station in or near town

Tourism Human Resources Concerns Ranking:

- #1 Some tourist booth staff are not knowledgeable about all of the things to see and do in town and in the surrounding area
- #2 Not all merchants and their staff are friendly
- #3 Some residents do not appreciate the need to be friendly and courteous to visitors

Tourism Promotion Concerns Ranking:

- #1 Campers are not aware of all of the goods and services available in town
- #2 Deteriorating location map at tourist booth
- #3 Tourist booth is not very attractive
- #4 No welcome signs at edge of town
- #5 Lack of rodeo and ball tournament promotion outside of town

TOURISM GOALS AND OBJECTIVES

Goal	Objectives	Rank
To improve tourism attractions	<ul style="list-style-type: none"> • To upgrade the Regional Park campground (or encourage a business to construct one) • To encourage the golf club to build a new clubhouse • To encourage the museum to host small meetings and family celebrations to increase revenues 	1
To improve tourism businesses	<ul style="list-style-type: none"> • To encourage two or more businesses to install ATMs and to encourage the establishment of an RV service centre, 24-hour convenience store and recreation equipment rentals • To encourage the establishment of a serviced campground 	8 1
To improve tourism infrastructure	<ul style="list-style-type: none"> • To investigate means of ensuring convenient and safe access to fishing lakes • To encourage paved parking and sewage dump station adjacent to tourist information booth 	9
To improve tourism human resources	<ul style="list-style-type: none"> • To encourage business to use occupation-specific and customer service/human resource training programs • To establish a better training program for tourist information staff 	5
To improve tourism promotion	<ul style="list-style-type: none"> • To provide a new location map at the tourist booth • To encourage the Town or chamber to develop a website with a dedicated tourism component • To encourage the creation and use of new social media including websites, Twitter, Facebook, Instagram, Pinterest, etc. • To ensure event organizers are aware of funding that may be available to assist in promotion • To ensure campers know about goods and services available in town • To upgrade the tourist information booth 	7 10 3 2 6

Goal: To improve tourism businesses

Objective: To encourage the establishment of a serviced campground.

Concern(s) Addressed: No full-service campground in or near the town.

RANK # 1

Background: A serviced campground is a valuable asset when trying to attract more participants and spectators to our rodeo and ball tournaments. The one in the Regional Park could be expanded, maybe with the assistance of a private operator or service club capable of investing in new facilities.

Action Steps	By Whom	When	Results
1. Meet with Regional Park board to seek support for a campground.	M. Miller	January 15	
2. Discuss site servicing (sewer, water, power) with the town engineer.	M. Miller	February 1	
3. Contact service clubs to see if any are interested in developing and/or operating a serviced campground.	M. Miller & C. Makowecki	February 15	
4. Discuss this commercial opportunity with the local economic development officer.	M. Miller	February 15	
5. Encourage the local economic development officer to promote this opportunity.	M. Miller	Ongoing	

Goal: To improve tourism promotion

Objective: To ensure that campers know about the goods and services available in town.

Concern(s) Addressed: Campers not aware of all goods and services available in town.

RANK # 2

Background: Despite the need for new infrastructure and facilities, the Regional Park campground accommodates one of our major markets. If we can let campers know that we can provide goods and services, they may be less inclined to always stock up before leaving home. Also, if it is rainy and cool, they may be enticed to come to town to do some shopping, etc. Campers are already a good potential market for community events.

Action Steps	By Whom	When	Results
1. Contact chamber of commerce to produce a pamphlet or coupon book of local businesses for distribution to campers and other visitors.	D. Grossman	February 15	
2. Arrange for distribution of pamphlet/coupon book through the tourist information booth.	D. Grossman	May 15	
3. Distribute direct handouts to campers at the Regional Park campground (obtain permission from park personnel first).	D. Grossman	May 15	
4. Contact event organizers regarding distribution of their promotional material to campers.	H. Wong	March 1	
5. Arrange for distribution of events literature.	H. Wong	April 1	

Goal: To improve tourism promotion

Objective: To encourage the creation and use of new social media.

Concern(s) Addressed: Lack of rodeo and ball tournament promotion outside of town.

RANK # 3

Background: Our current exposure through various forms of social media could use improvement and regular updating and maintenance. We need to encourage the creation and use of social media sites including, Facebook, Twitter, Instagram, Pinterest, YouTube, etc.

Action Steps	By Whom	When	Results
1. Contact Tourism Saskatchewan's Online Marketing team to obtain information on promotional assistance.	D. Grossman	January 15	
2. Determine cost estimates and bring forward for discussion at the February 15 meeting	D. Grossman	February 15	

Goal: To improve tourism human resources

Objective: To establish a better training program for tourist information booth staff.

Concern(s) Addressed: Some of the tourist booth staff are not knowledgeable about all of the things to do/see in town and in the surrounding area. They have not visited local attractions and cannot adequately respond to inquiries.

RANK # 4

Background: Our tourist information booth staff should be enthusiastic and knowledgeable about all of the attractions, activities, and services we have to offer. They must know when the stores are open, and what the weather report is for the next few days. They are on the hospitality "front line" and must be well-trained.

Action Steps	By Whom	When	Results
1. Review existing tourist booth training with those responsible at chamber of commerce.	B. Vollett	January 15	
2. Offer to assist with an expanded training program.	B. Vollett	January 15	
3. Contact the Saskatchewan Tourism Education Council (STEC) to arrange for delivery of a training program, including staff from nearby attractions and local businesses.	B. Vollett	February 15	
4. Help to promote the program locally and ensure that staff is registered in the training program.	B. Vollett & H. Wong	March 1	

Goal: To improve tourism human resources**RANK # 5**

Objective: To encourage businesses to use occupation-specific and customer service/human resource training programs.

Concern(s) Addressed: Not all business owners and staff are friendly. They may need training for specific job skills in order to provide adequate services for visitors and customers.

Background: In the eyes of some visitors, the whole reputation of a community can rest on a single encounter with a front desk agent, a food and beverage server, a gas station attendant or a retail sales associate. That encounter must be a hospitable one.

Action Steps	By Whom	When	Results
1. Contact the Saskatchewan Tourism Education Council (STEC) to become familiar with their program.	H. Van Sickle	February 15	
2. Call local businesses to coordinate meeting time and place; then confirm with STEC.	H. Van Sickle B. Vollett & H. Wong	March 1	
3. Coordinate training sessions for local business in conjunction with those for information booth staff, \ and organizations that are directly involved with tourists.	H. Van Sickle	May 1	

Goal: To improve tourism promotion**RANK # 6**

Objective: To upgrade the tourist information booth.

Background: The information booth is in a good location and is structurally sound; however, it needs paint, floor coverings and better display racks.

Concern(s) Addressed: The tourist information booth is not very attractive.

Action Steps	By Whom	When	Results
1. Contact businesses, service clubs, and town council for financial support and services in-kind.	D. Grossman	March 1	
2. Organize a weekend work bee to undertake renovations.	L. Christiansen	May 1	

Goal: To improve tourism promotion**RANK # 7**

Objective: To provide a new location map at the tourist booth.

Background: The old location map is out-of-date, in disrepair and does not give a good impression to visitors.

Concern(s) Addressed: Deteriorating location map at the tourist booth.

Action Steps	By Whom	When	Results
1. Contact the chamber of commerce and local businesses to seek support and funding.	D. Grossman	February 15	
2. Have a map designed, painted, and assembled.	L. Christiansen	April 15	

Goal: To improve tourism businesses**RANK # 8**

Objective: To encourage the establishment of the following businesses: RV service centre, 24-hour convenience store, recreation equipment rentals; encourage at least two merchants to install ATMs.

Concern(s) Addressed: Lack of businesses in town offering ATMs for visitors to access cash, and repair and rental services for recreational vehicles like boats, snowmobiles, etc.

Background: These businesses could be an expansion of someone's existing business or they may be entirely new. The Tourism Committee believes these would be successful in town and would also encourage visitors to stop, instead of travelling through.

Action Steps	By Whom	When	Results
1. Approach existing businesses and the chamber of commerce with ideas and make them aware of other initiatives underway to improve our tourism industry.	C. Makowecki	February 1	
2. Contact the local economic development officer to seek advice on how to attract these types of businesses if no existing businesses are interested.	C. Makowecki	March 1	

Goal: To improve tourism infrastructure

Objective: To investigate means of ensuring convenient and safe access to our fishing lakes.

Concern(s) Addressed: Several fishing lakes in the area do not have adequate access.

RANK # 9

Background: Several of the lakes in our area are only accessible by dirt roads which become impassible when it rains. There are no boat launches or fish cleaning stations. Better access would mean more anglers and campers. These are some of our best tourists.

Action Steps	By Whom	When	Results
1. Determine what steps are required by the committee, the town council and rural municipality to improve road access.	L. Morin	February 15	
2. Contact the Wildlife Federation and the Ministry of Environment to discuss the potential impact of increased pressure on the fishing resource.	L. Morin	February 15	
3. Determine what shoreline alteration permits are required for boat launches, and the environmental requirements for fish cleaning stations.	A. Boutin & L. Morin	March 1	

Goal: To improve tourism promotion

Objective: To encourage the Town and/or chamber of commerce to develop a dedicated tourism component on their website(s).

Concern(s) Addressed: The Town and/or chamber will be better enabled to promote all of the resources of our community by having tourism, recreational, cultural, educational, and business information available to people who may be encouraged to visit our part of Saskatchewan.

RANK # 10

Background: Representing the local tourism industry accurately and in an inviting manner on official town or chamber of commerce websites is important. The information influences potential visitors and helps them with travel planning.

Action Steps	By Whom	When	Results
1. Investigate the costs of developing traditional and mobile-friendly websites.	A. Boutin	February 1	
2. Discuss the concept with the town administrator and the chamber of commerce.	A. Boutin	February 15	
3. Encourage the chamber of commerce to present the concept and cost estimates to town council.	A. Boutin & H. Van Sickle	April 1	
4. Encourage the group responsible to actively participate in reciprocal links between local and area attractions, and regional and provincial tourism organizations.	H. Van Sickle	March 1	

Goal: To improve tourism infrastructure

Objective: To encourage the development of paved parking and sewage dump station adjacent to the tourist information booth.

Concern(s) Addressed: There is no RV sewage dump station in or near town.

NO RANK

Background: The more inviting we can make the tourist information booth, the more opportunity there will be to get people to stop. Once we have stopped them, our well-trained staff can promote our town's attractions, goods, and services.

Action Steps	By Whom	When	Results
1. Approach town council with a proposal to pave and provide a dump station.	D. Grossman, H. Van Sickle & H. Wong	February 15	

Goal: To improve tourism attractions

Objective: To encourage the museum to host small meetings and family celebrations.

Concern(s) Addressed: The significant potential of cultural tourism is not being fully recognized, and the museum is not generating enough revenues to operate year-round.

NO RANK

Background: Our community's heritage museum does a wonderful job of interpreting the past, and the annual music jamboree attracts several hundred visitors. Our community has an active drama group interested in dinner theatre opportunities, and we always host the area's annual music festival. If we can generate sufficient revenues from hosting family celebrations and small meetings, the museum could possibly operate year-round.

Action Steps	By Whom	When	Results
1. Contact the museum society to see if there is interest in investigating this opportunity.	B. Vollett	January 31	
2. Discuss town zoning and licensing with the town administrator and approach members of council.	H. Van Sickle & B. Vollett	February 28	
3. Work with the museum society to plan a minimum of three such ventures this year – to ascertain demand and learn how to handle this potential activity.	H. Van Sickle, B. Vollett & W. Wright	March 15	

Goal: To improve tourism attractions

Objective: To encourage the golf club to construct a new clubhouse.

Concern(s) Addressed: The present clubhouse is too small to accommodate large tournaments.

NO RANK

Background: Our town has an excellent golf course. Three years ago it expanded from 9 holes to 18. The original clubhouse cannot accommodate large tournaments - there is not room at the sign-in area, food service is restricted, and managing the tee-off at the first hole is a problem. A newer and larger clubhouse would enable the course to host expanded numbers of visitors and improve the level of service provided.

Action Steps	By Whom	When	Results
1. Contact golf club executive to determine interest in expanding again after only three years.	W. Wright	February 15	
2. If interested, offer to work on a sub-committee to plan this capital project.	W. Wright	March 15	
3. Enlist the support of local builders who might be interested in assisting.	W. Wright	April 15	
4. Refer the golf club to the local economic development officer for financial and organizational advice.	W. Wright	April 30	
5. Follow-up as required (this is a longer-term project, but a worthwhile objective).			

Conclusion

Note that some of the goals and objectives charted can be achieved in a reasonably short period of time. Others have a medium or even long-term timeline. This provides the committee with early successes, which builds confidence to tackle the longer-term, more complex objectives.

Appendix B

TOURISM MARKET PROFILE CHART

Tourism Market Profiles

Tourist types should be ranked – number 1 being most important, number 2 being second most important, and so on. Complete this chart for each tourist type that you have identified.

Tourist Type Rank ()	Where are they from?	When do they come here?	What services do they look for?
Rank ()			

Appendix C

GOALS AND OBJECTIVES WORKSHEET

Tourism Goals and Objectives

Tourism Goals and Objectives should be ranked - number 1 being most important, number 2 being second most important, and so on. Complete this chart for the Goals and Objectives that you have identified.

Goal	Objectives	Rank
To improve tourism attractions		
To improve tourism businesses		
To improve tourism infrastructure		
To improve tourism human resources		
To improve tourism promotion		

Appendix D

ACTION STEPS WORKSHEET

Tourism Action Steps

Fill in an Action Steps Worksheet for each objective you have identified. You should complete the top portion of the worksheet prior to identifying the necessary action steps and assigning responsibility for them.

Goal: To improve Tourism _____ Rank # _____

Objective: _____

Concern(s) Addressed: _____

Background: _____

Action Steps	By Whom	When	Results





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