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Regional Heritage Tourism Strategy

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REGIONALHERITAGE TOURISM STRATEGY

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Plans/Strategies

REGIONAL HERITAGE TOURISM STRATEGY

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EXECUTIVE SUMMARY
REGIONAL HERITAGE TOURISM STRATEGY

I. INTRODUCTION

The Heritage Canada Foundation has a solution to making Canadian regions unique and attractive destinations for both visitors and residents while helping residents to better appreciate the heritage of their region. The solution creates business opportunities and new jobs and the demonstration of a new process that can be adapted in any region of Canada. It is called the *Regional Heritage Tourism Strategy*.

II. THE REGIONAL HERITAGE TOURISM STRATEGY -
PRINCIPLES AND OBJECTIVES

A. Basic Principles

The *Regional Heritage Tourism Strategy* is an economic and tourism strategy based on local heritage resources. It helps the population of a region to organize itself, identify and develop its heritage resources, define what type of tourism it wants and create action. The *Strategy* will be particularly effective as an economic development and regional planning tool.

The people of a region must themselves understand, develop and promote the uniqueness of their local environment and culture: not some outside agency. The citizens of the region must be the curators and the interpreters of their own heritage.

It is fundamental that the population in a defined territory works collaboratively to develop its heritage resources: both for themselves and to attract tourists. A tourism strategy developed in this way can enhance the quality of life of the region, not threaten it. Only then will the tourists receive the "authentic" high quality experience that they are seeking.

B. Objectives of the Regional Heritage Tourism Strategy

The objectives of the *Regional Heritage Tourism Strategy* are as follows:

1. The creation and demonstration of a model for regional tourism development that can be applied universally-across Canada by 1991.
2. The creation and operation of three demonstration projects between 1987 and 1991.
3. The following economic improvements to the project areas: (average per year for an increase of 5,000 visits per year)
 - a. Jobs - 84 new man-years of employment.
 - b. Direct and Indirect income to the region: \$2,700,000
 - c. Total Government Revenues: \$680,000
 - d. Capital Investment: \$2,300,000

III. HERITAGE CANADA'S EXPERTISE IN PROGRAMME DEVELOPMENT

The development of the *Regional Heritage Tourism Strategy* has been derived from the Foundation's extensive experience in downtown revitalization through its *Main Street Canada* programme (\$9 million over 7 years), its *Property Programme* (\$.6 million in last 4 years) and from Heritage Canada's investigations in ecomuseums.

The *Main Street* programme provides many concrete and tested processes in organization, project management, economic development, training, working with the private sector, and tourism. These processes coupled with the Foundation's long standing experience in heritage enhancement and product development provide the necessary expertise to create a programme of regional heritage tourism development.

IV. THE PROCESS

Each Demonstration Project will have a full time Co-ordinator with an office in the region. The Local Co-ordinator will be an employee of Heritage Canada though he (she) will be supervised by the regional organizations. His (her) responsibilities will be to plan and implement activities in the following four areas: Organization, Product Development, Marketing, and Economic Development.

The programme places great emphasis on the training of the region's citizens. Through seminars, training courses, and meetings the citizens are taught skills in the identification, care, and interpretation of the region's heritage resources.

During the three years of a project, the citizens and business people of the community will undergo a process that is both flexible to take into account local conditions and concerns and rigid to ensure that the final result is an integrated product and that the citizens and business people have the opportunity to explore all avenues of change.

The *Strategy* divides the schedule of activities into two concentrations: activities directed at the Local Co-ordinator's personal development and activities directed at the citizens of the region.

During the first year, the citizens and business people of the region will begin the process of product development and marketing : first in resource identification, then in enhancing or stabilizing the assets of the region, and by creating uniquely local promotional activities that will generate excitement within the region . In the second year of the project, a greater emphasis will be placed on marketing and the citizens and business people will be helped to make marketing decisions for future product development and promotion. In year three, the project will concentrate on promoting outside the region and building the tourism infrastructure.

An integral part of the *Regional Heritage Tourism Strategy* is a monitoring and evaluation system. The system measures both the progress of the regional projects and the development of the overall programme. These measurements will provide an indication of how well the projects and the programme are doing and will point to modifications that might be required.

V. THE HERITAGE CANADA FOUNDATION IMPLEMENTATION STRATEGY

A. A National Demonstration Programme

The Heritage Canada Foundation is undertaking a National Demonstration Programme in collaboration with federal, provincial, municipal, private, or other partners interested in applying the Regional Heritage Tourism Strategy.

Heritage Canada will support an office and support a full time Programme Director to the task of developing, managing and monitoring this new programme. The Foundation will provide training and on-going consultation services with the assistance of the partners to the Local Co-ordinator and the project.

In the immediate future to meet the initial demand, three "Demonstration Projects", will be created to fine tune the approach and develop unique and truly Canadian expertise and experience. Each project would last for at least three years. It is felt that three projects can be effectively managed by the Programme Director and that three projects will provide the breadth necessary for the development of a good model process. However, if strong interest is shown from other regions, Heritage Canada will explore instituting addition projects.

B. Partners and Other Participants

Heritage Canada will seek to gain the assistance and collaboration of federal and provincial agencies and the regional and local governments in financing and carrying out the process. Other participants will include volunteer provincial heritage organizations and tourism associations

c. Time Frame

Beginning in 1987-88, the *Regional Heritage Tourism Strategy* programme will last five years: 0.5 year for programme preparation and project selection; 3.5 years to operate the three year demonstration projects; 1.0 year to build on the experience of the Demonstration Projects to develop a model which could be widely applied.

VI. BENEFITS OF THE STRATEGY

A. Economic Benefits

The *Regional Heritage Tourism Strategy* will produce an anticipated increase in construction, retail sales, tourist visitations, and income tax. Some of the returns accrue to the region, others directly to the provincial and federal treasury. The anticipated impact of the Strategy on each project will conservatively total over seven million dollars at an increase of 5,000 visits per year. Eighty-four new jobs will be created.

The return on investment in terms of economic benefit to each Region would be approximately eleven dollars for every one dollar invested in the Programme at the 5,000 visits level.

The overall *Regional Heritage Tourism Strategy* Demonstration Projects, at the 5,000 visits level, would have an economic benefit of over 22 million dollars and would create 252 new jobs.

B. Other Economic Benefits

1. To the Region:

- a. New jobs at low cost.
- b. Local people explore their own regions so that their tourism dollars are expended within the territory.
- c. Increased tourism visitations and overnight stays.

2. To the Province:

- a. Increased tourism and tourism related activities such as construction and retail sales will increase sales and user tax receipts.

3. To the Country

- a. Positive effect on the nation's international balance of payments and gross national product by encouraging Canadians to be tourists at home, and by making Canada a more attractive destination for foreign visitors,

c. Social Benefits

1. To the Region:

- a. Better care, enhancement, and efficient use of scarce heritage resources.
- b. Citizens take care of their own resources and so feel more responsible towards them.
- c. Citizens have increased say in the planning of their region.

2. To the Province:
 - a. Help for provincial heritage agencies in their efforts to care for heritage resources by in effect creating a volunteer army of citizens working with similar goals to those of the agencies.
 - b. Provide an opportunity for all partners and volunteer organizations to strengthen their skills and experience in such areas as organizing locally, training, and working with business.
3. To the Country:
 - a. Canadians discover other Canadians.
 - b. Strengthening of ties between regions and different Canadians.
 - c. Strengthening of the Canadian identity and bonding of the Canadian mosaic.

VII. RECOMMENDATIONS

- A. That the provincial government becomes a partner with Heritage Canada to develop the *Regional Heritage Tourism Strategy*.
- B. That the federal government, through existing federal-provincial agreements where possible, also become a partner.
- c. That Heritage Canada and its partners together examine potential projects.
- D. That Heritage Canada, its partners, and regional representatives initiate projects in three regions.

VIII. FOR MORE INFORMATION

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REGIONAL HERITAGE TOURISM STRATEGY

REGIONAL HERITAGE TOURISM STRATEGY

I. INTRODUCTION

Tourists, both Canadian and international, are looking for experiences that give them a sense of the unique character of the place they are visiting. They are seeking to learn about the people, their customs and lifestyle, the landscapes, and the buildings.

Canadians are interested in learning first hand of the diversity of their country, and satisfying their growing awareness of the rich Canadian heritage.

in the international market, the importance of a unique Canadian travel experience is underlined by "the single most important finding" to emerge from the U.S. Pleasure Travel Market Study released in November 1985: Canada's strength is that it is a touring destination. It is a destination that Americans see as foreign. Visitors are attracted by the ethnic diversity of Canada's people, its regional and local traditions, its scenery and buildings.

The Heritage Canada Foundation has local, national, and international experience in community and regional development. It has since 1979 worked with the business sector in over 30 Main Street downtown revitalization projects and has been a major investigator of the community development aspects of the European ecomuseum. In addition, Heritage Canada plays a leading role in many heritage related issues.

Heritage Canada has a solution to making Canadian regions unique and attractive destinations for both visitors and residents while helping residents to better appreciate the heritage of their region. The solution creates business opportunities and new jobs and the demonstration of a new process that can be adapted in any region of Canada. It is called the *Regional Heritage Tourism Strategy*.

H. THE REGIONAL HERITAGE TOURISM STRATEGY - PRINCIPLES AND OBJECTIVES

A. Basic Principles

The *Regional Heritage Tourism Strategy* is an economic and tourism strategy based on local heritage resources. It helps the population of a region to organize itself, identify and develop its heritage resources, define what type of tourism it wants and create action. The Strategy will be particularly effective as an economic development and regional planning tool. In addition, the strategy will help Canadians further their appreciation of the country's industrial and rural heritage: heritage resources which have often been neglected in the past.

In order to attain the economic benefits of the *Regional Heritage Tourism Strategy*, a community must first be able to clearly articulate its own identity before it can reflect that identity in a consistent and coherent manner to visitors from the outside world. The citizens of the region must be the curators and the interpreters of their own heritage.

It is fundamental that the people of a region themselves understand, develop and promote the uniqueness of their local environment and culture: not some outside agency.

It is fundamental that the population in a defined territory works collaboratively to develop its heritage resources: both for themselves and to attract tourists. A tourism strategy developed in this way can enhance the quality of life of the region, not threaten it. Only then will the tourists receive the "authentic" high quality experience that they are seeking.

B. Objectives of the Regional Heritage Tourism Strategy

The objectives of the *Regional Heritage Tourism Strategy* are as follows:

1. The creation and demonstration of a model for regional tourism development that can be applied universally across Canada by 1991.
2. The creation and operation of three demonstration projects between 1987 and 1991.
3. The following economic improvements to the project areas: (average per year for an increase of 5,000 visits per year)
 - a. Jobs - 84 new man-years of employment.
 - b. Direct and Indirect income to the region: \$2,700,000
 - c. Total Government Revenues: \$680,000
 - d. Capital Investment: \$2,300,000

These benefits do not include benefits that would be generated by the creation of one or several *Main Street Canada* projects in the Region.

The end result is an improved quality of life for the population, more money drawn to the region through tourism, and a broadened economic base.

III. HERITAGE CANADA'S EXPERTISE IN PROGRAMME DEVELOPMENT

The Heritage Canada Foundation is a national charitable non-profit society serving the needs of Canadians in the conservation, care, and enjoyment of their heritage. Since 1973 the Foundation's programmed have been wide-ranging covering various aspects of physical and ethnological heritage. These programmed have involved Canadians from all parts of Canada. In addition, the Foundation's activities in several multi-national agencies have given it international experience.

The development of the *Regional Heritage Tourism Strategy* has been derived from the Foundation's extensive experience in downtown revitalization through its *Main Street Canada* programme (\$9 million over 7 years), its *Property Programme* (\$6 million in last 4 years) and from Heritage Canada's investigations in ecomuseums.

The *Main Street Canada* programme was developed by Heritage Canada and has been in operation since 1979. The programme operates projects through a full-time onsite Project Co-ordinator working from a Main Street storefront office located in the project's downtown. The Co-ordinator works on four areas: organization, Marketing, Economic Development and Design. By the end of 1987 over 50 communities across Canada will have been helped in the physical and economic improvement of their central business districts. By 1991, the *Main Street* programme will have been instituted in 70 communities. In addition, *Main Street Canada* is an important member of an informal network of communities and agencies involved in downtown revitalization both in Canada and the United States.

The communities directly involved in the *Main Street* programme cover a range of different situations from one industry towns of 3,000 people to communities with diversified economies of over 150,000 people. The programme serves as a model of public and private co-operation can be generalized to many different circumstances. The economic benefits of the programme on the communities involved has been significant. Some samples of the effects of the programme over the life of the three year projects are shown below in Figure 1:

Figure 1

Samples of *Main Street Canada* Programme Effects
Three Year Cumulative Totals*

	<u>Perth Ontario</u>	<u>Fort Macleod Alberta</u>	<u>Moose Jaw Saskatchewan</u>
Population	4,000	4,000	35,000
Cost to public sector and H. C.F.	\$150,000	\$180,000	\$240,000
Jobs created	131	43	92
Value of Building Permits issued (Private Only)	\$1,985,595	\$1,094,200	\$2,259,577
Increase in bldg. permits (% increase over previous year)	1980: - 1981: - 1982: -	1983: 1082.1% 1984: 58.8% 1985: 219.0%	1982: 153.0% 1983: 315.0% 1984: 436.0%

* Data accumulated from reports from projects and evaluations completed after the conclusion of Main Street Canada's official involvement in the communities.

The *Main Street* programme provides many concrete and tested processes in organization, project management, economic development, training, working with the private sector, and tourism. These processes coupled with the Foundation's long standing experience in heritage enhancement and product development provide the necessary expertise to create a programme of regional heritage tourism development.

IV. THE PROCESS

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*****
x      REGIONAL HERITAGE TOURISM STRATEGY x
x
x      A full time Local Co-ordinator      x
x      In a local office                    x
x      Working simultaneously in four areas: x
x
x      Organization                         x
x      Product Development                  x
x      Marketing                           x
x      Economic Development                 x
x
*****

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A. Local Co-ordinator

Each Demonstration Project will have a full time Co-ordinator with an office in the region. The Local Co-ordinator will be an employee of Heritage Canada though he (she) will be supervised by the regional organizations. His (her) responsibilities will be to implement the four point programme and act as a catalyst for change. The Local Co-ordinator will help the region to plan and implement the programme. A draft job description is shown in Appendix A.

The Co-ordinator should have outstanding communication and organization skills and an education in a heritage related field such as Architecture, History, Archaeology, Interpretation, Literature, Geography, or Museology. Appendix A shows the activities that the projects undergo and to whom the activities are directed.

B. Training

The programme places great emphasis on the training of the region's citizens. Through seminars, training courses, and meetings the citizens are taught skills in the identification, care, and interpretation of the region's heritage resources. Heritage Canada will use as instructors, when possible, existing local expertise and the skills available from the volunteer provincial heritage organizations.

c. Four Point Approach

The Local Co-ordinator will plan and implement activities in four areas: Organization, Product Development, Marketing, and Tourism Development.

1. Organization

The objective of the organizational component is to bring the people of a region together to work towards a common goal. Formerly fragmented commercial, , industrial, cultural, natural, educational and tourism energies pull together to make their region an attractive tourism destination.

Overseeing the project is a Residents Committee. Composed of representatives of the citizens of the region, this body is central to the whole process. It is mainly through this committee that collaborative action is generated, and the population's participation and interest is triggered and sustained. The Committee decides which resources to develop and turn into attractions, and which actions would be of most benefit to the region.

An Executive Committee is chosen from within the Residents Committee. This executive will oversee the day-to-day operations of the project. The Residents Committee and all its sub-committees are both doers and catalysts. It is a catalyst in that it is a vehicle to broaden the base of the programme amongst the citizens of the region. The Residents Committee is the key to the organizational structure. The Residents Committee functions through sub-committees (e.g. Resource Identification, Economic Development), which are set up depending on the region's needs.

Acting as a resource to the Residents Committee is a Technical Advisory Committee made up of local specialists from disciplines such as historical research, restoration architecture, design, regional planning, conservation of artifacts, biology, forestry, and water conservation and supplemented by outside specialist as the need arises. This group 'is organized according to the needs of the community. The specialists, who work on a voluntary basis, operate closely with the residents, guiding their activities by giving them advice on how to undertake certain tasks. In turn, the residents (who are often the real experts) contribute their own specialized knowledge.

2. Product Development

The entire region or territory has to be considered as "the product," with all its human, natural and man-made resources working together in unison. The Co-ordinator works closely with the population, the heritage and nature conservation groups and other people or institutions to research potential attractions, develop means to care for them and to turn the following resources into real attractions:

- a. Natural: typical fauna and flora, vistas, natural elements of exceptional beauty or significance.

- b. Man-made: buildings, structures, machines, and archaeological remains of local, regional or national significance; industries and farmsteads connected with the area's development; transportation routes and curiosities.
- c. Human: people who possess a unique skill, are famous for accomplishments, or have an exceptional knowledge of local history or events; native or ethnic communities with a distinct culture.
- d. Traditions: sporting events, festivals, fairs, parades, farming, business and industrial traditions.

All of these resources will be linked together into a regional story, with all the elements building on, and reinforcing each other.

3. Marketing

The Residents Committee will select suitable marketing themes which reflect and integrate the key aspects of the regional character. The emphasis will be on attractions which work well for residents. If they work well for residents, they will also contribute to the visitors "sense of place."

This approach to tourism development is an incremental, rippling process starting with the local population, then working its way to the provincial, national and international markets.

The project will work to fulfill the needs of two distinct target markets:

- a. The residents market: The regional stories and related attractions will have to be marketed to the local population so that they can get involved in celebrating their own unique identity and presenting it to others. The residents will have to plan how to best accommodate increased numbers of visitations and learn how to appreciate the visitor's expectations.
- b. The visitors market: In order to compete in the provincial, national and international markets, the citizens must learn modern marketing techniques to promote the regions. To get the maximum impact, regional resources will be pooled and integrated.

4. Economic Development

Tourism can be the instigator of economic growth for the community. The Local Co-ordinator will work to ensure advantage is taken by the private sector and all levels of government of the opportunities created by the *Regional Heritage Tourism Strategy*. The project will work at several levels:

- a. Regional economic issues: broad planning, transportation routes, attraction of new industries, user fees, funding for projects.
- b. Identification and recruitment of new services.
- c. Development of individual attractions through private and public moneys and volunteer work.

c. **The Three Year Programme of Activities**

During the three years of a project, the citizens and business people of the community will undergo a process that is both flexible to take into account local conditions and concerns and rigid to ensure that the final result is an integrated product and that the citizens and business people have the opportunity to explore all avenues of change.

The sequence of activities involves different facets of the region. While the Residents Committee ultimately is responsible for the changes that occur in the region, it is actually the sub-committees and the Local Co-ordinator that implement the changes. Working on a day-to-day basis with the sub-committees, the Local Co-ordinator facilitates the work that the citizens wish to undertake. The Strategy divides the schedule of activities into two concentrations: activities directed at the Local Co-ordinator's personal development and activities directed at the citizens of the region. -

During the first year, the citizens and business people of the region will begin the process of product development: first in resource identification then in actually enhancing or stabilizing the assets of the region. The Local Co-ordinator is meanwhile trained in a number of areas to enable him (her) to provide the citizens and business people with help.

The citizens and business people will participate in a number of goal setting exercises and a seminar to help them decide on the scope, objectives, and form of the changes they wish to undertake. Given that the region may contain upwards of a hundred thousand people and that the project may never be finished even though the external agencies' involvements do, it is important that the first year's organizational activities are thorough.

In the second year of the project, the emphasis is on marketing. The citizens and business people will be helped to make marketing decisions for future product development and promotion. Two seminars and the development of a marketing plan are scheduled for this year. The Local Co-ordinator will attend further professional development activities and will attend two networking meetings.

In year three, the project will concentrate on promoting outside the region and building the tourism infrastructure.

The exact timing of the programme activities will vary depending on the local conditions. It is the basic sequence of events which is important. It ensures that there is a logical and systematic development of the heritage resources and tourism services. Each project will decide on its own specific schedule based on the framework. A detailed schedule of events and their description is shown in Appendixes B and C respectively.

D. Monitoring and Evaluation

An integral part of the *Regional Heritage Tourism Strategy* is a monitoring and evaluation system. The system measures both the progress of the regional projects and the development of the overall programme. These measurements will provide an indication of how well the projects and the programme are doing and will point to modifications that might be required.

1. Project Evaluation

A monitoring and evaluation system is integrated into the three year process. Baseline data is accumulated prior to the official start of the project and during the first half year of the project. Approximately every twelve months a "Check-up and Refocus" session will be held in the region to ensure that the project is on track and to ensure that the objectives of the programme are being met or if they need readjustment. At the end of the third year a formal evaluation of the project will be completed.

Each project will have several "milestones" or key points of achievement. The exact date at which the "milestones" are reached will vary from project to project to reflect the circumstances of the individual regions. The dates are indicative of the sequence of events. The "milestones" are listed in Appendix D.

2. Programme Development

The development of the Regional Heritage Tourism Strategy programme will follow two tracks. The first is *the* development of the events and activities which will take place in the projects. The second is the development of the training materials, marketing programmes, publications, networking, and other management activities which are necessary for the development of a model and the continuance of the Strategy after the conclusion of the demonstration projects. Appendix E shows the milestones of the development of the activities and events for the projects. Appendix F shows the milestones for the development and the management of the Strategy.

V. THE HERITAGE CANADA FOUNDATION IMPLEMENTATION STRATEGY

A. A National Demonstration Programme

The Heritage Canada Foundation is undertaking a National Demonstration Programme in collaboration with federal, provincial, municipal, private, or other partners interested in applying the *Regional Heritage Tourism Strategy*.

Heritage Canada will support an office and support a full time Programme Director to the task, of developing, managing and monitoring this new programme. The Foundation will provide training and on-going consultation services with the assistance of the partners to the Local Co-ordinator and the project.

In the immediate future to meet the initial demand, three "Demonstration projects", will be created to fine tune the approach and develop unique and truly Canadian expertise and experience. Each project would last for at least three years. It is felt that three projects can be effectively managed by the Programme Director and that three projects will provide the breadth necessary for the development of a good model process. However, if strong interest is shown from other regions, Heritage Canada will explore instituting addition projects.

B. Other Partners

Heritage Canada will seek to gain the assistance and collaboration of federal and provincial heritage, economic, and tourism agencies in designing and carrying out the process. The partners will assist in selecting the regions and will have a specific role in the Strategy:

1. Heritage Canada

Heritage Canada will act both as the developer of the processes and programme and as the day-to-day manager of the total programme. It will act as the prime contractor and will set the direction of the programmers development.

2. Volunteer Provincial Heritage Organizations

From time to time, these organizations will provide training, consulting services, and help in team building in the projects. These organizations will act as a subcontractor to Heritage Canada.

3. Federal Government Agency

The federal government will be approached to finance a portion of the programme through one of the federal-provincial economic sub-agreements already in place.

4. Provincial Government Agency

The provincial government will be approached to finance directly a portion of the programme and will, as needed, provide guidance in both the tourism and heritage aspects of the projects. Furthermore, the Provincial Government Agency involved in this programme will maintain liaison with other provincial departments or agencies such as Parks, Highways, Economic Development, Heritage, Tourism, Education and Environment.

5. Regional or Municipal Governments

Local government and the business community will aid in the dissemination of information, in the identification of resources, and the organization of the committees. They will be expected to contribute financially to the operation of their project.

6. Tourism Associations

The tourism associations will provide tourism expertise in the form of training and consulting in the marketing the product as it is developed.

7. Museums and Local Heritage Organizations

These institutions and groups play an important role as sources of community heritage expertise. They will provide assistance in resource inventory and theme definition and will be active in training other members of the community in techniques of investigation, resource care, and interpretation.

c. Time Frame

Beginning in 1987-88, the *Regional Heritage Tourism Strategy* programme will last five years:

- 0.5 year: Programme preparation and project selection.
- 3.5 years: To operate the three year demonstration projects. Beginning and ending of the projects are 'staggered.
- 1.0 year: To build on the experience of the Demonstration Projects to develop a model which could be widely applied.

VI. BENEFITS OF THE STRATEGY

A. Economic Benefits

The *Regional Heritage Tourism Strategy* will produce an anticipated increase in construction, retail sales, tourist visitation, and income tax. Some of the returns accrue to the region, others directly to the provincial and federal treasury.

Figure 2 shows the anticipated impact of the *Regional Heritage Tourism Strategy* is based on statistics from the Tourism Canada's publication 1987 Tourism Impact - The Facts and on a fraction of the construction multiplier produced through the *MainStreet* programme. The construction multiplier has been discounted to take into consideration the difference in the the amount of time the Local Co-ordinator will be spending working with building owners.

Figure 2

Economic Impact of the
*Regional Heritage Tourism Strategy**
for One Region

	Additional Visits per Year			
	2000	5000	10,000	20,000
Tourism Receipts	\$602,280	\$1,505,700	\$3,011,401	\$6,022,801
Direct and Indirect Income	\$1,083,398	\$2,704,394	\$5,416,988	\$10,833,975
Government Revenues	\$272,616	\$681,540	\$1,363,080	\$2,726,161
Investment	\$95,372	\$238,430	\$476,859	\$953,718
Construction	\$2,345,530	\$2,345,530	\$2,345,530	\$2,345,530
TOTAL IMPACT	\$4,399,196	\$7,479,694	\$12,613,858	\$22,882,185
Jobs Created	34	84	169	338

The anticipated impact of the *Strategy* on each project will conservatively total over seven million dollars at an increase of 5,000 visits per year. Eighty-four new jobs will be created.

The overall *Regional Heritage Tourism Strategy* Demonstration Projects, at the 5,000 visits level, would have an economic benefit of over 22 million dollars and would create 252 new jobs.

* See Appendix G for summary of calculation of impacts.

B. Other Economic Benefits

1. To the Region:

- a. New jobs at low cost.
- b. Local people explore their own regions so that their tourism dollars are expended within the territory.
- c. Increased property values and property tax assessments.
- d. Increased tourism visitations and overnight stays.
- e. Regional growth.
- f. Development of the physical infrastructure of the region. New transportation links, services, and amenities are created.

2. To the Province:

- a. Increased tourism and tourism related activities such as construction and retail sales will increase sales and user tax receipts.
- b. Local tourism dollars will remain in the province.
- c. Enhancement of the overall provincial mix of attractions.

3. To the Country:

- a. Positive effect on the nation's international balance of payments and gross national product by encouraging Canadians to be tourists at home, and by making Canada a more attractive destination for foreign visitors,

c. Social Benefits

I. To the Region:

- a. Better care, enhancement, and efficient use of scarce heritage resources.
- b. Social cohesion amongst the citizens of a region and a better understanding by the citizens of their living place and their role in it.
- c. Improvement in the quality of life in small communities due to the wider contact with new activities and experiences.
- d. Citizens take care of their own resources and so feel more responsible towards them.

- e. Citizens have increased say in the planning of their region.
- 2. To the Province:
 - a. Help for provincial heritage agencies in their efforts to care for heritage resources by in effect creating a volunteer army of citizens working with similar goals to those of the agencies.
 - b. Provide an opportunity for all partners and volunteer organizations to strengthen their skills and experience in such areas as organizing locally, training, and working with business.
- 3. To the Country:
 - a. Canadians discover other Canadians.
 - b. Strengthening of ties between regions and different Canadians.
 - c. Strengthening of the Canadian identity and bonding of the Canadian mosaic.

VII. RECOMMENDATIONS

- A. That the provincial government becomes a partner with Heritage Canada to develop the Regional Heritage Tourism Strategy.
- B. That the federal government, through existing federal-provincial agreements where possible, also become a partner.
- c. That Heritage Canada and its partners together examine potential projects.
- D. That Heritage Canada, its partners, and regional representatives initiate projects in three regions.

VIII. FOR MORE INFORMATION

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APPENDIXES

APPENDIX A

DRAFT JOB DESCRIPTION FOR LOCAL CO-ORDINATOR

- General Duties: The co-ordination of activities of the *Regional Heritage Tourism* project office. Under the direction of the director of the *Regional Heritage Tourism* programme, the Local Co-ordinator assumes responsibility for developing and implementing the programme in the region where the project office is located.
- Specific Duties:
1. Open and manage a *Regional Heritage Tourism* project office within a designated area of the participating region.
 2. Advise and assist the people of the region on the techniques of tourism and attraction development.
 3. Promote a strong and dynamic image of the region by aiding the citizens to organize effectively, utilize local skills and initiatives, and co-ordinate unified marketing and promotional activities.
 4. Organize, where appropriate, informational sessions for the citizens of the region on topics relevant to tourism.
 5. Develop strategies to assist business recruitment in order to strengthen the tourism service infrastructure. Assist in the development of projects which will have a positive economic impact on the region.
 6. Provide, upon request, advice for the identification, renovation, restoration, or interpretation of historical resources in the region.
 7. Bring to the attention of the director of the *Regional Heritage Tourism* programme any particular event or issue relevant to the national aspect of the programme.
 8. Collaborate with the director of the *Regional Heritage Tourism* programme in the production of technical reference material.
 9. Collaborate with the director of the *Regional Heritage Tourism* programme as required to facilitate the monitoring and evaluation of the project.

Monthly Reports

In addition to these duties, the co-ordinator is required to prepare a monthly status report for the director of *Regional Heritage Tourism* programme.

The report shall include the following:

1. Current activities, projects in progress, etc.
2. Monthly statement of project budget
3. Visual record of physical impact of the programme (i.e. 20-40 slides).
4. Reporting of any travel, holiday or sickness leave.

APPENDIX B

PROGRAMME ACTIVITY SCHEDULE

	<u>Month</u>	<u>Activity</u>	<u>Activity Directed at</u>
PROJECT	-6	Project selection	
<u>PREPARATION</u>	-3	Recruit Project Co-ordinator	
	0	Professional Development I	Local Co-ordinator
<u>YEAR 1</u>	1	Organizational Analysis Creation of Residents Committee	Citizens
	2	Kick-Off Seminar - Inventory and Documentation	Citizens
	3	Defining the Heritage Product	Citizens
	4	Committee Review	Citizens
	6	Framework of Opportunity Networking Meeting	Citizens Local Co-ordinator
	7	Committee Review	Citizens
	9	Stake Building Event	Citizens
	10	Committee Review	Citizens
	12	Check-up and Refocus	Citizens
<u>YEAR 2</u>	13	Professional Development II Networking Meeting	Local Co-ordinator Local Co-ordinator
	14	Marketing Action Plan	Citizens
	15	Seminar - Product Development	Citizens
	18	Networking Meeting	Local Co-ordinator
	20	Seminar - Marketing	Citizens
	23	Check-up and Refocus	Citizens
	24	Networking Meeting	Local Co-ordinator
<u>YEAR 3</u>	27	Seminar - Tourism	Citizens
	30	Networking Meeting	Local Co-ordinator
	33	Seminar - Economic Development	Citizens
	36	Check-up and Refocus Project Evaluation Networking Meeting	Citizens Citizens Local Co-ordinator

APPENDIX C
DESCRIPTION OF PROGRAMME ACTIVITIES

1. Project Selection

A committee of provincial and federal agencies and Heritage Canada will select regions for inclusion in the programme.

2. Local Co-ordinator Selection

The Local Co-ordinator will be chosen by Heritage Canada after consultation with appropriate regional organizations.

3. Professional Development I and II

The Local Co-ordinator will be given personal instruction by Heritage Canada staff and other specialist in the basic skills he or she may need to deliver and operate the projects. The lessons will be designed to develop practical skills drawing on the working experience of our participants. The first session, with a duration of approximately two weeks will give the co-ordinator a clear understanding of the issues he or she will be confronting on site. The second session will deal with advanced techniques and skills needed to manage the project.

A personalized training programme is organized for each co-ordinator.

4. Kick-off

The official start of the project will include public ceremonies involving all participants of the project.

5. Organizational Overview

The organizational overview leads the way to creating the key Residents Committee. The activity is divided into two parts:

- a. Organizational Analysis - The Local Co-ordinator, the provincial partners, and representatives from local organizations and agencies will make an enumeration of the potential participants of the Residents Committee and will create and implement a plan of action.
- b. Creation of the Residents Committee - A meeting will be convened of the organizations and agencies in the region identified during the Organizational Analysis meeting in order to create the core of the Residents Committee and to give it a basic direction for the programme.

6. Defining the Heritage Product

At the beginning of the project, the Residents Committee and the Local Co-ordinator with the assistance of a consultant will identify the heritage themes and related resources and activities of the region in order to establish the "heritage context."

7. Opportunity Framework

The Residents Committee and Local Co-ordinator will use the heritage context to identify, with the assistance of consultant, a wide range of economic development opportunities.

8. Stake Building Event

The Residents Committee and the Local Co-ordinator, with consulting assistance where required, will choose directions from the Framework of Opportunity to develop objectives for the project and identify goals that the project will attempt to meet over the three years.

9. Committee Review

Much of the work of the Residents Committee will be done by sub-committees which will report regularly to the full committee with the results of their specific tasks.

10. Seminars

- a. Inventory and Documentation - Techniques for identifying, evaluating, and synthesizing all aspects of a region's community cultural identity.
- b. Product Development - Techniques for articulating and defining key characteristics of chosen themes. Identifying and implementing complementary development strategies.
- c. Marketing - Participants are taught skills for the promotion and selling of regional story and of the sites and activities developed under the programme.
- d. Tourism - The seminar will discuss methods of developing the region as an attractive tourism destination.
- e. Economic Development - Participants will learn the techniques and tools they will need to encourage the economic growth of the region.

11. Marketing Action Plan

After the community has had an opportunity to evaluate the report from the Community Priority Setting meetings, an action plan will need to be developed. The Marketing Action Plan will arrange for the major actors to decide on a strategy for implementing the process. The activity will take the form of a seminar with special emphasis on marketing the resulting work undertaken by the region.

12. Networking Meeting

On a regular basis regional or national meeting of project co-ordinators will occur in order that the co-ordinators are able to learn and share expertise and experience of the newest techniques in the field.

13. Check-up and Refocus

Once a year, the region and partners will have an opportunity to evaluate the project to ensure that goals, themes, and priorities are still relevant and to make changes to priorities and goals as necessary.

14. Project Evaluation

At the end of the programme, an evaluation of the project's work is completed in order to garner lessons which can be applied to other existing and to new projects.

APPENDIX D
PROJECT MILESTONES

<u>Approx. Month</u>	<u>Objective</u>
2	Creation of Residents Committee
10	Regional report of the direction, goals, and priorities of the project completed
15	Production of a marketing action plan
20	Directory of the regional attractions finished
24	Production of intra-regional promotional campaign
30	Development of regional tourism campaign
36	Creation of a plan to continue the process after the official end of Heritage Canada's involvement in the project

APPENDIX E

MILESTONES IN DEVELOPMENT OF PROJECT EVENTS
(Approximate Date Relative to the Selection
of the First Local Co-ordinator
Date of Selection = 0)

<u>Approx. Month</u>	<u>Objective</u>
4	Planning for First Professional Development programme completed
6	Organizational Analysis process completed
7	Seminar - Inventory and Development prepared
8	Defining the Heritage Project process completed
9	Structure for Committee Reviews completed
11	Framework of opportunity process completed
14	Stake Building event process completed
17	Format of Check-up and Refocus prepared
18	Second Professional Development programme completed
19	Marketing Action Plan programme co-mpleted
20	Seminar - Product Development prepared
25	Seminar - Marketing organized
32	Seminar - Tourism organized
38	Seminar - Economic Development organized

APPENDIX F

MILESTONES IN DEVELOPMENT AND MANAGEMENT
OF REGIONAL HERITAGE TOURISM STRATEGY

Approx. Month	Objective	Project
9/87	Funding for <i>Regional Heritage Tourism Strategy</i> in place	
11/87	Selection of first demonstration project completed	1
1/88	Selection of first Local Co-ordinator completed	1
2/88	Development of promotional strategy completed	
4/88	Kick-Off: Official start of first project	1
5/88	Selection of second demonstration project completed	2
6/88	Selection of second Local Co-ordinator completed	2
7/88	Selection of third demonstration project completed	3
8/88	Selection of third Local Co-ordinator completed	3
8/88	Kick-Off: Official start of second project	2
8/88	Format of Networking Meeting developed	
9/88	First Networking Meeting	
10/88	Kick-Off: Official start of third project	3
3/89	Second Networking Meeting	
9/89	Third Networking Meeting	
3/90	Fourth Networking Meeting	
9/90	Fifth Networking Meeting	
2/91	Planning of Project Evaluation process completed	
3/91	Sixth Networking Meeting	
3/91	Evaluation of first project completed	
7/91	Evaluation of second project completed	
8/91	Seventh Networking Meeting	
9/91	Evaluation of third project completed	
2/92	Administrative details arising from demonstration projects settled	
5/92	Products arising from demonstration projects available for sale	
8/92	Evaluation of <i>Regional Heritage Tourism Strategy</i> completed	

APPENDIX G

ECONOMIC IMPACT OF REGIONAL HERITAGE TOURISM STRATEGY*

I. NATIONAL TRAVEL VOLUMES (Total visits, one night or more)

	<u>Number</u>	<u>Receipts</u>
Foreign	13,745,000	\$5,006,000,000
Domestic	52,480,000	\$14,937,000,000
Total	<u>66,225,000 (1)</u>	<u>\$19,943,000,000 (2)</u>

II. NATIONAL IMPACT OF TOURISM

	<u>Direct Impact</u>	<u>Indirect Impact</u>	<u>Total</u>
Income	\$13,424,000,000	\$22,450,000,000	\$35,874,000,000 (4)
Government Revenues	\$4,629,000,000 (Prov. + Munic.)	\$4,398,000,000 (Fed.)	\$9,027,000,000 (5)
Investment			<u>\$3,158,000,000 (6)</u>
			%8,059,000,000 =====
Jobs (person-years)	590,000	529,000	1,119,000 (3)

III. IMPACT OF REGIONAL HERITAGE TOURISM STRATEGY

A typical Main Street project returns approximately \$14 for every \$1 of programme money invested. To take into account the Local Co-ordinator's smaller emphasis on working with building- and property owners, the following calculations for construction are discounted by 75% so that \$1 of investment is shown to have only a very conservative multiplier effect of .5350. On the basis of the above national statistics and the Main Street experience, an increase of visits per year due to the Regional Heritage Tourism Strategy would have the following impact:

	<u>Additional Visits per year:</u>				<u>Calculations</u>
	2000	5000	10000	20000	
A. Economic Impact					
Tourism Receipts	\$602,290	\$1,505,700	\$3,011,401	\$6,022,801	(2) / (1) * NO. OF VISITS
Income (Dir. + Ind.)	\$1,083,398	\$2,708,494	\$5,416,988	\$10,833,975	(4) / (1) * NO. OF VISITS
Government Revenues	\$272,616	\$681,540	\$1,363,080	\$2,726,161	(5) / (1) * NO. OF VISITS
Investment	\$95,372	\$238,430	\$476,859	\$953,718	(6) / (1) * NO. OF VISITS
Construction	2,345,530	2,345,530	2,345,530	2,345,530	
Total	<u>\$4,399,195</u>	<u>\$7,479,694</u>	<u>\$12,613,857</u>	<u>\$22,882,185</u>	
B. Jobs Created					
	34	84	169	338	(3) / (1) * NO. OF VISITS

* Based on Tourism Canada publication "1987 Tourism Impact - The Facts" and Heritage Canada Main Street project evaluations