

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.