

Overview of Heritage Tourism Strategy

The Halifax Regional Municipality began a process of review and consolidation of heritage and cultural services in 1996. In 1998 the mandate of the Halifax Regional Tourism Department was expanded to include heritage and culture. In 1999 staff were brought together from planning and museum branches and tasked to meet with the community to develop a heritage strategy that met three goals:

- to improve public efficiency
- to reduce dependency on municipality
- to enhance sustainable opportunities

Through a 14 month process of community consultation we came to understand community strengths, national tourism opportunities and public service gaps. This resulted in the development of a Heritage Tourism Strategy for HRM, which pioneers a new model for heritage and cultural management and development in HRM.

The strategy in large measure reflects the education and experience of three staff members: Betty Ann Aaboe Milligan- HRM Education Officer, Lew Rogers - Director of Tourism, Culture and Heritage and Dan Norris - HRM Manager, Culture and Heritage Tourism Projects.

The Strategy includes four key elements:

- 1) Nova Scotia research on International Tourism Trends related to heritage, culture and nature tourism;
- 2) A heritage tourism development model [see National Trust Forum Journal -Summer 1999, v 13, no4 and How to Succeed in Heritage Tourism 1999 Edition].
- 3) Strategic Directions for HRM developed to guide Heritage, Cultural and Natural tourism service delivery for next six years;
- 4) "Standards of Excellence" developed to ensure that grants and incentives provided by Council become over time linked to the programs we want to deliver to build community capacity.

The Strategy builds on Council approved principles for working with the heritage, cultural and natural resources. It was presented to Halifax Regional Council on May 16, 2000 and was approved by the full council.

The year 2000 version of the Strategy is now out of print. The Strategy will be revised

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

as information becomes available. This is an electronic version, prepared on February 21, 2001. Printed copies of the Strategy will be available (cost-recovery) in May 2001 and annually thereafter. If you would like to order a paper copy, please contact either:

Daniel Norris
Manager, Culture and Heritage Tourism
Dept. of Tourism, Culture & Heritage
P.O. Box# 1749
Halifax, NS, Canada
B3J 3A5

Tel: (902) 490-4339
Fax: (902) 490-5950
e-mail: norrisd@region.halifax.ns.ca

Betty Anne Aaboe Milligan
Education Officer
Dept. of Tourism, Culture & Heritage
P.O. Box# 1749
Halifax, NS, Canada
B3J 3A5

Tel: (902) 490-5113
Fax: (902) 490-5950
e-mail: milligb@region.halifax.ns.ca

File Name:

D:& Heritage UnitTourismStrategyStrategy for 2001version#5.wpd

Revised Date:

February 23, 2001

TABLE OF CONTENTS

	Overview.....	i
	Table of Contents.....	iii
SECTION 1	Council Direction and Market Trends.....	1
SECTION 2	Strategic Directions for HRM.....	8

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

SECTION 3	Strategic Development Process.....	13
SECTION 4	An Inventory	20
SECTION 5	Priority Selection Criteria.....	32
SECTION 6	Priority Projects.....	33
SECTION 7	Program for 2000, 2001	41
SECTION 8	Monitoring & Benchmarks.....	43
SECTION 9	Evaluation & Funding	48

Council Direction:

On December 15, 1998 Regional Council approved the development of a Heritage Tourism Strategy. At that time staff had determined that the present approach to the delivery of heritage services was fragmented and not sustainable. Staff sought approval from Council to develop a Heritage Tourism Strategy that would provide a consolidated delivery of services. At the same time, the plan would address the “new way of doing business” in HRM that encapsulated three corporate financial parameters: the Municipal Guiding Principles, the Multi- Year Financial Plan and the Business Strategies of Council.

These parameters define methods of service delivery that place emphasis on building community self-sufficiency and long term sustainability. Staff exploration of tourism opportunities identified Heritage Tourism as an approach that respects the conservation

Heritage Tourism Strategy: Section 9 Heritage Tourism Funding

of resources. Heritage tourism raises the standards of heritage, cultural and natural resources so that they can be positioned as a part of the HRM tourism product.

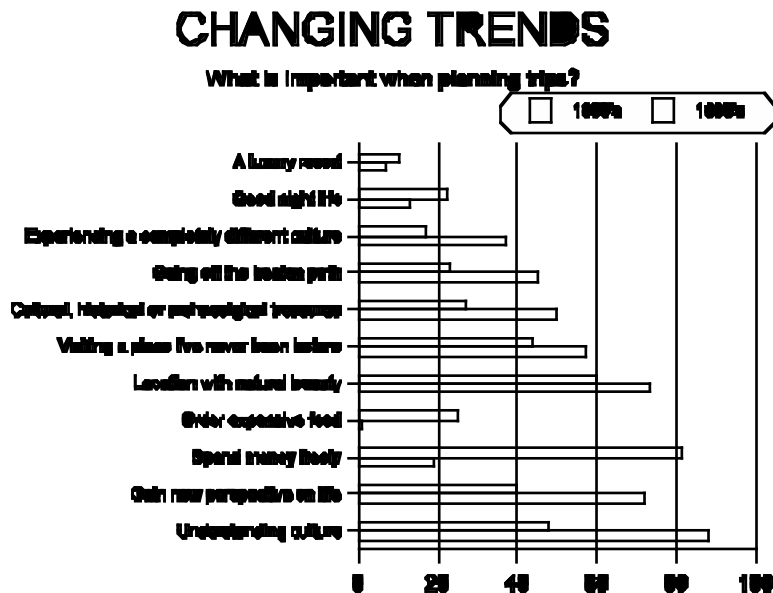
A Heritage Tourism approach can be used to increase the “value” of the heritage, cultural and natural resources within HRM in two ways:

- community value is placed on heritage resources by the local community; and
- economic value is realized by positioning the resources to tap into revenue producing streams, such as tourism and economic development.

As well, a Heritage Tourism approach provides two advantages to HRM:

- 1) municipal vulnerability is reduced because business planning practices become the standard of practice and the costs of service delivery are shared; and,
- 2) community self-sustainability is enhanced, because this approach encourages local business development of heritage, cultural and natural tourist related resources.

Market Trends



Heritage Tourism Strategy: Section 9 Heritage Tourism Funding

5

International tourism trends create a unique opportunity to “grow” our indigenous cultural and heritage resources. A review of the tourism literature illuminates what HRM is doing right and what HRM can develop in terms of Heritage Tourism.

The graph to the left shows that there is a fundamental shift in world wide consumer and tourism trends now taking place.

We are ideally positioned in HRM to develop a linkage to these international trends and attract the consumers interested in cultural and heritage resources. The “key” to this development will be to develop these resources in a manner that respects the quality and authenticity of the resources.

The following market research and strategic information is provided by the Provincial Department of Culture and Tourism. It is used here by permission. It is a goal of HRM Cultural and Heritage Tourism to develop market research capabilities in 2001.

INFORMATION FROM NOVA SCOTIA MARKET RESEARCH: What is Cultural tourism?

Cultural tourism can be defined as "visits by persons from outside the host community motivated wholly or in part by interest in the historic, artistic, scientific or lifestyle/heritage offerings of a community, region, group or institution"¹.

Cultural tourism would include travel with the specific objective of participating in the heritage, culture and visual/performing arts of a destination in order to experience and learn about the area. This can range from visiting museums and historic sites, attending a festival or theatre performance, staying with a farmer or fishermen in their home, visiting an art exhibit, researching family roots, participating in an aboriginal or ethnic event, or enrolling in a learning vacation on archaeology, architecture, crafts or the arts.

In addition, a large component of Cultural tourism in Nova Scotia also includes those who travel with the prime intent of sightseeing, visiting friends and relatives or other non-cultural objectives but who will include or supplement itinerary planning with cultural attractions. This is a major component of our cultural "customer-base" and represents significant numbers.

Very often Cultural tourism is included as a component of "ecotourism", however, this is an often misused and misunderstood term so it has been subdivided into "nature" tourism and "cultural" tourism. It is recognized that these two components are interactive, however for the sake of this paper we will be examining Cultural tourism while a separate Nature Tourism Strategy is being developed for Nova Scotia.

Cultural tourism products should contain two basic characteristics:

¹ *Strategic Directions for Ontario's Cultural Tourism Product* ; LORD Cultural Resources, Toronto, 1993.

Heritage Tourism Strategy: Section 9 Heritage Tourism Funding

6

1. experience - either participatory or emotive; and
2. education - to increase one's knowledge, understanding and appreciation of an area's culture and heritage.

Why is Cultural tourism Important?

Tourism is the world's fastest growing industry, predicted to be the world's largest by the year 2000 generating over \$2 trillion annually. A 1990 study for the World Resource Institute found that while tourism overall has been growing at an annual rate of 4%, "ecotourism" which includes both nature and Cultural tourism comprises about 10% of tourism receipts and is growing at 30% per annum. *The World Tourism Organization contends that most of the 86% increase in world wide tourism receipts projected by the end of the century will come from cultural and nature-related travel.*

In the '80s, American travelers spent their money freely. This was not the case in the '90s. Comparisons show a shift from escapism to enrichment. Culture and heritage are increasingly of interest to travelers. One source (The Globe and Mail, January 9, 1993 from a Lou Harris poll for Travel and Leisure magazine) indicates that the single greatest motivator for travel in the 1990's is "understanding culture" (88%). Fifty percent of travelers interviewed said that "cultural, historical or archaeological treasures" are important in planning a trip.

The 1993 report done by Lord Cultural Resources Planning and Management Inc. on Cultural tourism in Ontario states that this growth is the result of several trends:

1. Higher levels of education have greatly increased demand for both culture and tourism
2. The growing influence and affluence of women has led to increased demand for culture and Cultural tourism
3. The large baby boom generation is entering the peak years in the life cycle for culture and travel. Cultural participation among adults increases with age.
4. Decreases in the amount of leisure time have led to more mini-vacation and escapes; this may lead to a latent demand for cultural experiences while traveling. However, this may be somewhat countered by a growing tendency for people to spend more time at home.
5. Cultural tourism is a significant travel motivator among most high education, high income, frequent pleasure travelers. It is a specialized market which spend more "when on vacation". As well, U.S. and international visitors have a higher degree of interest in Cultural tourism products than residents.

Our Canadian residential market should not be overlooked. Although people sometimes take a trip for a mixture of reasons, their main trip purpose affects their propensity to attend cultural events. On average, those who travel in Canada for pleasure (a category which includes travel for the purpose of attending events and attractions), are the most likely to attend a cultural event. Canadian travelers are a sizeable group of potential consumers of cultural events, given that 72% of Canadians took at least one overnight non-business trip in 1992. In 1992, 30% of all Canadians 15 and over, at home or while traveling, went to a performing arts presentation.²

Cultural tourism in Nova Scotia

Cultural tourists to Nova Scotia have the opportunity to interact with residents and enjoy "live culture". This interaction is an integral component for tourism in the province.

Existing Market Research

Nova Scotia's traditional tourism market is general touring, with sightseeing (visiting a range of attractions and destinations) as the major activity. The 1992 Visitor Exit Survey measured tourists' participation in various activities, as follows:

- **Sightseeing** **67%**
- Shopping 64%
- **Craft Shops** **46%**
- **Museums/Historic Sites** **37%**
- **National/Provincial Parks** **29%**
- **Antique Shops** **25%**
- Night Clubs/Lounges 21%
- **Festivals/Events** **14%**
- Birdwatching 11%
- Guided Tours 11%
- **Performing Arts**

² *Time for Travel . . . Time for Culture. Attendance at cultural events by Canadian travelers, 1992. Travel-Log, Summer 1995*

Heritage Tourism Strategy: Section 9 Heritage Tourism Funding

8

	10%
• Art Galleries	9%
• Whale watching	6%
• Spectator Sports	5%
• Theme Parks	4%
• Other Nature Related	3%

In 1994, Tourism Nova Scotia took stock of tourism studies, plans and research that have been completed in the last five years. This was done to identify gaps in the research that would show what tourism areas needed strategic direction. One of these areas was Cultural tourism. Tourism Nova Scotia has initiated a study to provide a market demand assessment of tourism markets for Nova Scotia's Cultural tourism products' and an identification of Cultural tourism product development opportunities in response to the market assessment.

In June 1996, Phase I of the Nova Scotia Cultural tourism Study³ has provided some market analysis of a cultural tourist to Nova Scotia. The following are some of the key findings of the initial market assessment:

- up to 65% of tourists to Nova Scotia have at least some interest in cultural activities;
- Cultural tourism visitors exhibit higher levels of education attainment (47% completed university) than non-Cultural tourism travelers (39 % completed university);
- Cultural tourism-related visitors have higher household incomes with 40% of them reporting household incomes of \$60,000 or more per year;
- Cultural tourism visitors are much more likely to be on pleasure trips than are non-Cultural tourism visitors;
- three and a half times as many Cultural tourism interested visitors reported extending a business trip to include a pleasure component;
- Cultural tourism visitors show a strong tendency to travel as couples;
- as might be expected, Cultural tourism visitors are some four or five times more likely to make culture-related purchases than are non-Cultural tourism travelers;
- Cultural tourism visitors show a much more pronounced interest in participating in

³ The Nova Scotia Cultural Tourism Study was completed in November 1996.

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

9

other general activities (i.e. shopping, bird watching, whale watching, guided tours, etc.) during their visit than do non-Cultural tourism visitors;

- the average length of stay of Cultural tourism visitors was substantially longer than that of other travelers, at 7.02 days versus 3.61 days;
- Cultural tourism visitors stay almost two and a half times longer in the province than non-Cultural tourism visitors.

In research conducted by the Province of Nova Scotia in 1996 it was determined that there are eight main qualities⁴ that Heritage tourists value.

The greater the extent to which HRM Cultural tourism products provide this value, the greater the likelihood for attracting Heritage tourists both to the region and to specific attractions and events.

- **Awareness:** Tourists need and want information. They are most likely to attend attractions which offer name recognition or a favourable reputation. This could be through tourism guides, advertising or the recommendations of friends, relatives, hotel front desk staff or taxi drivers. The most effective and also the least costly method of building awareness is favourable word of mouth, which is related very much to the issues discussed below.
- **Quality:** Heritage tourists tend to be in higher education and income categories, and the data confirm they are generally willing to pay more for higher quality accommodation, food and beverage, entertainment and services. It is reasonable to assume that they are also seeking quality from Heritage products. The higher the level of product quality the more likely the success.
- **Uniqueness:** Given the socio-economic profile of Heritage tourists, and their greater propensity to travel, a key factor is whether a specific Heritage product is perceived to be different enough from those tourists have visited elsewhere or which are available at home. In this regard, it is essential for all Heritage products interested in boosting tourist visitation to emphasize their unique features.
- **Entertainment Value:** Even if aware of a Heritage product and its reputation for quality and uniqueness, many Heritage tourists traveling in Nova Scotia primarily as pleasure travelers will wish to know that they will “enjoy” their visit on the basis of their perception of a Heritage product’s entertainment value. Heritage products which wish to enhance their tourism visitation will need to consider ways and means to enhance the real and perceived entertainment value offered.
- **Convenience:** Even if a tourist is aware of a Heritage product, recognizes both the quality that it offers and its uniqueness, and is convinced the experience will be entertaining, it must still be convenient to attend. This raises the issue of operating schedules, access and other factors which may either be incentives or disincentives to visitation.

⁴ Nova Scotia Cultural Tourism Study, Draft Final Report, October 1996.

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

11

- **Value for Time:** This factor relates very much to the issues itemized above, but should be considered separately on the basis of travel time and time at the attraction or event. A key consideration is whether a Heritage product has enough appeal to offer value for travel time as a stand alone destination or whether it is part of a package capable of better justifying the travel time.
- **Value for Money:** Despite the fact that Heritage tourists tend to be in higher income categories and tend to spend more in the province, the price charged for the experience is still important factor in determining whether or not to attend. Value for money is based on not only price but the perception of how the quality, uniqueness, entertainment value and other factors listed above equate to the price to be charged.
- **Need to Feel Welcomed:** The final criterion might appear to be basic but is essential to making everything else work. The visitor must be made to feel welcomed as a person and not just as a “tourist with money”.

A Comprehensive, Phased Approach:

Heritage Tourism literature suggests a planned development strategy that incorporates the promotion of three mutually reinforcing products: Heritage Tourism, Nature Tourism and Cultural Tourism. This is supported by experience, particularly that in the United States, that suggests that the skill sets needed by the community are similar in each area of tourism. In the first two years the program focus will be on Heritage Tourism. The focus would shift in the second phase to Nature Tourism. The third and final phase would place a focus on Cultural Tourism.

Phase #1: Heritage Tourism Resources

Museums
Registered historic properties
Historic landscapes or streetscapes
Buildings with historic significance because of architectural or engineering features, the people associated with them, their contribution to an historic event.
Bridges, barns battlefields or parks
Fountains , sculpture, monuments

Phase #2: Natural Tourism Resources

Resources which do or could attract visitors if developed:

Unique landscapes	Rivers
Gorges	Scenic Vistas
Forests	Hiking trails
Scenic byways	Roads
Canals	Parks

Phase #3: Cultural Tourism Resources

A listing of the indigenous products presented by:

Artists
Craftspeople
Folklorists
Entertainers like singers and storytellers
Museums
Galleries
Theaters
Restaurants serving ethnic food
Special events like re-enactments, festivals , craft fairs
Farming, fishing and other traditional lifestyles

Creation of a Culture & Heritage Tourism Unit:

The purpose of the **Culture & Heritage Tourism Unit** is to bring together resources and enhance service delivery. The unit will be responsible for the delivery of services related to culture and heritage tourism. These services include the mandate for heritage

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

publications, historic site promotion, skills development in heritage education and cultural policy development and implementation. The consolidation of services is a preferred approach for client service because it creates a one- stop shop for public referrals and a synergy of service delivery.

Consolidated Services:

Heritage Publications	Heritage Tourism, Publications & Historic Events
Heritage Education	Education, Training and Collections Management
Cultural Policy Development	Cultural Policy, Support, Representation
Historic Site Promotion	Heritage, Arts & Cultural Facilities

The possibility of achieving enhanced service delivery was explored through a series of staff meetings held between 1996 to 1998. During this discourse it became apparent that although amalgamation had occurred in 1996, the staff and department responsibilities related to heritage were still fragmented as was service delivery.

A further review was authorized by Dan English and through a series of staff reassignments in 1998 and 1999 heritage responsibilities were consolidated in one business unit- Tourism, Cultural and Heritage.

Creation of Heritage Tourism Areas

Staff have explored various methods to deliver Heritage services. And, although the phased approach will enable the municipality to introduce efficiencies in tourism service delivery with LIMITED or no increase in municipal resources, there is still too great a need to deliver services to the whole region.

Staff conducted research in 1998 and 1999 in conjunction with the development of the new book "One City...Many Communities. This research explored the region from a new perspective- that of communities. When conducting research into communities staff sought information about the following factors: how did settlement occur? what cultures or families formed settlements? What geographic features defined communities? What industries propelled development? This research revealed that the region could be considered as ten areas that share the following commonalities: cultural background, geographic features, family surnames and development patterns. The ten areas suggest a distribution system for Heritage tourism delivery (see Map), These areas are being called Heritage Tourism Areas.

The purpose of defining Heritage Tourism Areas is to allow HRM to strategically develop Heritage Tourism products based on potential of resources and need. For example, we intend to use Heritage Tourism Areas to improve service efficiencies IN RURAL AREAS where the opportunities for Heritage tourism are greatest.

The Heritage Tourism Area approach will enable the municipality to reduce costs, in URBAN AREAS where there is duplication of resources at present. The Heritage Tourism Area approach will also enable the municipality to promote Heritage Tourism where there is a need for enterprises that enhance self- sufficiency for marginalized groups such youth in areas where nature touring, cycling, and walking opportunities exist.

Finally, the Heritage Tourism Area approach will enable the municipality to address ecological targets.

Development Guidelines

To ensure that Heritage Tourism develops in a way that is compatible with the values of HRM, the following Development Guidelines are incorporated in this Strategy:

Principle 1: Focus on Authenticity and Quality

A prime travel motivator is the appeal of experiencing a different culture and history. Highlighting local history, foods, plays, re-enactments, crafts, lifestyles, architecture and landscapes are great assets. The Heritage tourist is a discriminating traveler and appreciates the “real thing” and a quality experience. Any development which threatens or compromises on authenticity and quality should be challenged.

Principle 2: Preserve and Protect Heritage Resources

Heritage resources are both tangible and intangible and include heritage artifacts, buildings and landscapes; the culture of a community and its traditions, and the natural resources of the region. Recognizing these as valuable assets, ensuring their preservation, and nurturing them to evolve is a sound investment for the local community and for future tourism. A plaque on an empty site which once was a vibrant living home, or a book telling what life was once like in a community are not enough - these are more a statement about what has been lost than a living part of the heritage and tradition of a community. Preserving and protecting Heritage resources makes good sense.

Principle 3: Make Sites and Experiences Come Alive

Heritage sites or events that involve people are interesting to visitors. An enriched experience includes knowing about the history and the people involved with an historic site, learning how artifacts were used, getting help with interpretation of a work of art, experiencing a performance that is part of the local community, watching an artist or craft-person create, visiting a studio, or seeing traditional Heritage practices still being followed. Enlivening a Heritage situation can take many forms, such as brochures, program guides and other print material providing background information and guiding the visitor through the experience, live guides or docents (paid or volunteers), interactive displays or kiosks, or remote information sourcing such as tourism information on the Internet. Information and human contact will make a tourism experience memorable.

Principle 4: Find the Fit - Between your Community and Tourism

A key component of Heritage tourism is that it must be sustainable in all aspects, environmentally, economically and socially. It must be seen and must actually be a positive part of the community, and it must be supported by residents. Tourism can contribute to the community in many ways, but it can also have negative

consequences. A successful Heritage tourism initiative is of the scale, content and quality that residents support. It does not intrude into the times of year or into certain places that local residents do not want to share. It is respectful of local traditions and beliefs, and it is not intrusive. The distinctive Heritage experience is what Heritage tourism is all about, and this is best nurtured with the support and the direction of the local community.

Principle 5: Collaborate with Other Tourism Stakeholders

Collaboration is essential to develop the tourism products that visitors want. No single organization or supplier can provide what tourism demands in attractions, transportation, food or accommodation. Success depends on partnerships at all levels - local, regional, provincial, Atlantic and national. Sharing information, pooling resources, and joint marketing and advice all raise the standard of the entire industry and all members benefit. Showcasing regional heritage or traditional community cultural life can cover a large area and best be experienced by traveling to several communities. Similarly, marketing and packaging culture with non-cultural attractions involves partnering within and between organizations and communities.

The five development guidelines described above are a good a starting point for a Heritage tourism strategy. The community, HRM business units and the private sector are all responsible for Heritage Tourism. This clearly points the way to partnering and collaboration for the development of the tourism products and their marketing.

Definition of a Development Process

Staff initiatively defined an intuitive ‘development process’ model that was formed by more than five years of experience with managing community groups that were seeking to co-manage heritage facilities in HRM. This staff experience includes: the Khyber Arts Centre, the Maritime School of Conservancy, the Sackville Heritage Park and the Dartmouth Heritage Museum. A four step development process model was defined and presented to 25 heritage groups at the first heritage tourism workshop held in February 1999 at Scott Manor House. The experience of the assembled groups supported the view that there were four steps in the heritage resource development process: definition of site significance, engaging the community, seeking municipal support for protection [primarily through protection legislation] and creating linkages to external funding sources to finance ongoing operations and capital improvements.

At the time of the workshop there was general concurrence that the weak link in the process was creating linkages to external [outside the community] funding sources. Subsequently, and through meetings with more than 70 community groups staff revised this understanding and came to the conclusion that there are widely divergent skill sets present in the community with respect to all four steps. Moreover, there are two steps in the development process where weakness not only threaten self-sufficiency, they actually prevent community growth and resource development: these are: 1) the creation of linkages to external funding sources and 2) engaging the community in resource development. In fact, although community groups are often initially interested and enthusiastic in the prospect of managing a heritage resources, there is considerable difficulty in engaging and maintaining the organizational skill sets required to community manage a heritage resource.

A strategy devised to bring about self-sufficiency accordingly, must be designed to place as much emphasis on group facilitation as building linkages to external funding sources.

10 Years of Heritage Tourism:

Literature from the National Trust for Historic Preservation in the United States has proven to be instrumental to the definition of a strategic development process. For over 10 years now there have been pilot programs underway in the United States that can inform this work in HRM. The American experience, by good fortune, suggests a development process that is identical to that experienced in HRM. There are indeed 4 steps in the development process, as identified in the accompanying colour brochure [see How to Succeed in Heritage Tourism] and reproduced below.

The Heritage Tourism Development Process:

FOUR BASIC STEPS⁵

STEP #1: Assess the Potential:

“Assessing your area’s potential for Heritage Tourism is an essential first step. Evaluate your assets in these five areas: attractions, visitor services, organizational capabilities, protection and marketing”

STEP #2: Plan and Organize:

“Make Good Use of Human and Financial Resources. They are the keys that open the doors to sustainable heritage tourism”

STEP #3: Prepare, Protect & Manage

“Look into the future and the present when you prepare for visitors, be sure that the choices you make improve your community for the long term. Plan to win the war, not just the battle”

STEP #4: Market for Success

“To draw new people and money into your community, develop a multi-year, multi-tiered marketing plan. Your goal is to reach your target market and to seize opportunities to partner with local, regional, provincial or national groups. Include these four components in your marketing plan: public relations, advertising, graphic materials and promotions”

The development process noted above suggests a number of strategic directions for HRM to take to ensure that Heritage Tourism is successful in this region. Staff have prepared an Inventory of Heritage Resources [section 4], developed selection criteria [section 5], prioritized the sites most suitable as pilot projects [section 6] and have developed a program to implement heritage tourism in HRM over the next two years [section 7]. Shown immediately below are the detailed steps of the development process.

⁵ Based on “How to Succeed in Heritage Tourism” , 1999
National Trust for Heritage Preservation

STEP #1: Assess the Potential for Heritage Tourism⁶

- a) Assess Attractions: Conduct Inventory (p.22)
 - historic & archaeological resources,
 - cultural resources
 - natural resources

- b) Use Visitor Services Checklist (p.23)
 - lodging?
 - restaurants?
 - shops?
 - infrastructure?

- c) Assess Community Organizational Capabilities
 - mission driven?
 - plan?
 - board of directors?
 - active committees?
 - paid staff?

- d) Ensure Resources are Protected
 - what measures exist?
 - what are the gaps in protection?

- e) Conduct an Inventory of All Marketing Initiatives
 - assess all available demographic information about who comes to visit
 - assess promotional materials
 - identify all travel related associations, information, resources and courses
 - identify the trade shows, conferences, educational tours and sales missions organized to market travel to your area

⁶ Based on “How to Succeed in Heritage Tourism” , 1999
National Trust for Heritage Preservation

STEP # 2: Assist the Community to Plan and Organize⁷

a) Human Resources :

- build local consensus
- build an organization

b) Financial Resources:

- prepare a financial plan
- identify government and private sources

⁷

Based on “How to Succeed in Heritage Tourism” , 1999
National Trust for Heritage Preservation

STEP #3: Prepare, Protect and Manage⁸

a) Prepare for Visitors

- site, do you need to repair, remodel, restore, rehabilitate
- interpretation for the site
- hospitality training for volunteers, staff

b) Protect the Site

- prepare a comprehensive site preservation plan, that includes:
 - designation & protection
 - design & development review
 - growth management (easements, loans, incentives)

c) Manage the Site

- Infrastructure: if assessment supports, improve roads, facilities, police, traffic
- balance carrying capacity of area: ability to host without damage
- develop organizational management: monitor change, measure progress,

⁸

Based on “How to Succeed in Heritage Tourism” , 1999
National Trust for Heritage Preservation

STEP #4: Market for Success⁹

a) Public Relations: get message out through the media

- press kit
- press release
- educational tours
- community awareness
- use Public Service Announcements
- photo/slide library
- speakers bureau
- crisis management plan

b) Advertise: market to target audiences through paid advertising

- create compelling message and supporting visuals
- print advertising
- electronic advertising
- consumer advertising (to tourist directly)
- trade advertising (to travel industry professionals)
- co-op advertising (through tourist associations)

c) Interpret the Site with Graphic materials

- choose a logo to fix identity of program
- print brochures
- develop visitor services directory
- prepare a group services directory for tour groups
- print special itineraries
- design and install signage
- prepare a map

d) Promote the Site:

- take your message to travel industry shows
- take message to consumer trade shows
- create sales missions
- develop contests with other products

Resource Name	Ownership/ Public Accessibility	Management Authority	Econ Resp	D es ig na tio n.
---------------	------------------------------------	-------------------------	--------------	----------------------------------

⁹ Based on “How to Succeed in Heritage Tourism” , 1999
National Trust for Heritage Preservation

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

Africville (historic site) 1840	HRM w/access	HRM/?/ Society	HRM	A
Alderney Landing 1999	HRM w/access	HRM/Board	HRM/ Board	B
Bicentennial Theatre 1890	HRM w/access	HRM/?	HRM/ ?	C
Civic Collection 1749+	HRM w/ partial access	HRM	HRM	A
Dartmouth Common	HRMw/access	HRM	HRM	A
Dartmouth Heritage Museum pre- contact - present	HRM w/access	HRM/ Com/ soc Board	HRM/ Prov- Fed grant s/in kind donati ons/ HRM	B
Dingle Tower 1908	HRM w/access	HRM	HRM	A
Evergreen House 1867	HRM w/access	HRM Com/soc Board	HRM/ Prov- Fed grant s kind donati ons	B
Grand Parade 1749/1868	HRM w/access	HRM	HRM	A
Greenvale School 1906	H	HRM	HRM	A
Halifax Police Museum 1841 (1749)	HRM w/access	HRM/ committee	HRM/ in kind donati ons	B
Halifax Common	HRM w/access	HRM	HRM	A
Halifax City Hall 1888	HRM w/ partial access	HRM	HRM	A
Khyber Arts Centre 1888	HRM w/ partial access	HRM/ Com/soc Board	HRM/ mana ge- ment agree	C

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

			ment				
Leighton Dillman Park, Dartmouth	HRMw/access	HRM	HRM	A			
MacPhee House 1890's	HRM w/access	HRM Com/soc Board	HRM/ fee for service TB)/ community grant	C			
Mi'kmaq Millennium 2000? Monument	HRM w/access	HRM/ ?	HRM	?			
Middle Musq. Exhib Grounds	HRM w/access	HRM/ society	societ y	C ?			
Moirs Mill 1930?	HRM no access	HRM	HRM	A			
Peace Pavillion 1994	HRM w/access	HRM/ Com/soc Board ?	HRM/ in kind donations	?			
Public Gardens 1840's	HRM w/access	HRM	HRM	A			
Sackville Heritage Park	HRM w/access	HRM/ committee	HRM/ Prov/ Fed	C			
Scott Manor House 1769	HRM w/access	HRM/ Com/soc Board	HRM/ lease /com. fund-raising	C			
Starr Manufacturing Site 1867	HRM no access	HRM	HRM	A			
William Ray (Quaker) 1786	HRM w/access	HRM/ Com/soc Board	HRM/ Prov-Fed grant	B			
Acadian House Museum/ Musée de la Maison Acadian mid-	Com owned/ access	Com/ soc Board	fund raisin g	D			

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

19C.						
Army Museum	Com Owned/ access	Com/soc Board	Prov grant/ fund raisin g/Fed ?	D		
Atlantic Canada Aviation Museum	Com Owned/ access	Com/soc Board	Prov grant/ fund raisin g	D		
Black Cultural Centre	Com Owned/ access	Com/soc Board	Prov- Fed grant/ fund raisin g	D		
Centre for Art Tapes	Com owned / no access	Com/soc Board	?	D		
Chezzetcook Historical Society	Com Owned/ access	Com/soc Board	Fund raisin g	D		
Fultz House Museum	Com Owned/ access	Com/soc Board	Prov grant/ fund raisin g	D		
Girl Guides of N. S. Archives	Com Owned/ access?	Committee	fund raisin g	D		
Hubbards Waterfront	Com Owned/ access	?	?	D		

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

	access					
Memory Lane, Lake Charlotte	Com Owned/ access	Com/soc Board	??	D		
Moose River Gold Mine Museum	Com Owned/ access	Com/soc Board	HRM 100% tax exem ption/ Prov grant/ fund raisin g	D		
Musquodoboit Railway Museum	Com Owned/ access	Com/soc Board	HRM fee for servic e/ tax exem ption/ Prov grant/ fund raisin g	D		
NS Sport Heritage Centre	Com w/access	Com/soc Board	Prov grant	D		

Royal Can. Legion Military Museum	Com Owned/ access	Committee	Fund raisin g	D		
Sackville Heritage park	Com Owned/ access	Committee of Council	HRM/ Prov/ Fed funds	D		
Waverly Heritage Museum	Com Owned/ access	Com/soc Board	HRM 1 time grant/ Prov grant	D		
Cambridge Military Library	Fed no access	Committee	?	E		

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

CBC Broadcast Archives	Fed no access	Fed	Fed budget	E		
Fort McNab	Fed w/ access	?	Fed budget	E		
George's Island/ Fort Charlotte	Fed no access	?	Fed budget	E		
Halifax Citadel	Fed w/ access	?('Friends' helps with management)	Fed budget/?	E		
Lighthouse Collection	Fed w/ partial access	?	?	E		
Maritime Command Museum	Fed w/ access	Committee	?	E		
Sackville Heritage Park	Fed w/access	Committee	?	E		
Shearwater Aviation Museum	Fed w/access	Com/soc Board	?	E		
Shubenacadie Canal Corridor	Fed w/access	?	?	E		
York Redoubt	Fed w/ access	?	Fed budget	E		
Art Gallery of Nova Scotia	Prov owned/access	Board	?	E		
Fisherman's Life Museum	Prov owned/access	Prov	Prov budget	E		
Medical History Museum	Prov owned	Prov	?	E		
Museum of Natural History	Prov owned/access	Prov	Prov budget/Fe	E		

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

			d grant			
Musq. Railway <i>Rails to Trails</i>	Prov owned/ access	Prov/ committee	?	E		
N.A. Archives and Records Management	Prov owned/ access	Prov	Prov budg et	E		
Sackville Heritage Park	Prov owned/ access	HRM/ committee	?	E		
Shubenacadie Canal Corridor	Prov owned?/partia l access	Committee	?	E		
Anglican Diocese Archives	Pvt w/access	Committee	?	F		
Anna Leonowans Gallery	Pvt w/access	?	?	F		
Archdiocese of Nova Scotia	Pvt w/access	Committee	?	F		
Dalhousie Art Gallery	Pvt w/access		?	F		
Deadman's Island	Pvt/ no access		?	F		
Discovery Centre	Pvt w/access		?	F		
Fisherman's Cove	Pvt w/access		?	F		
Long Hill View plane	Pvt w/access		?	F		
Maritime Conference Archives	Pvt w/access		?	F		
Mt. St. Vincent Art Gallery	Pvt w/access		?	F		
Neptune Theatre	Pvt w/access	Com/soc Board	?	F		
North West Arm Trail	Pvt w/access		?	F		
Shambala Archives	Pvt w/access		?	F		
St. Mary's Univ Art Gallery	Pvt w/access		?	F		
St. Paul's Anglican Church Archives	Pvt w/access	Committee	?	F		
Thomas McCulloch	Pvt w/access		?	F		

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

Museum						
V.G. Hosp Nurses Archives	Pvt w/access	Committee	?	F		
Duke of Kent collection of buildings and sites				F		
Mi'kmaq history sites				F		
Titanic sites in region				F		

Why an Inventory?

To determine the potential for Heritage Tourism Development in the HRM it is necessary to have an accurate inventory of the resources in the municipality which will support this development. These resources include:

- the structures which have been given status through the Heritage Property Registration process (see attached draft list, Appendix)
- 2. the organizations which care for the heritage resources
- 3. the sites where these resources can be seen.

This inventory is still evolving and there may be other Heritage resources in the HRM, not yet included here. The ones on the following list meet criteria 2/3 above and/or are associated with:

- land or structures which the general public has physical access to
- land or structures with access through a custodian
- land or structures which the general public may have access to in the near future.

The sites and structures which HRM owns have been highlighted by the addition of a grey screen to the list and have a designation of A, B or C.

Those which HRM completely finance have been given an A or B designation. B designations are managed by a community group.

C designations are financed by both the community group and the HRM

Type of Ownership Legend:

- A HRM owned HRM financed (capital and operating) HRM managed
- B HRM owned HRM financed (capital and operating) Community managed
- C HRM owned HRM financing (capital)
Community financing (operating) Community managed
- D Community Owned Community financed Community managed
- E Fed. & Prov. Owned Funding various Managing various
- F Privately owned with community significance

Type of Management Legend:

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

HRM w/ access	Owned by HRM with year round public access
HRM w/ partial access	Owned by the HRM with some public access
HRM no access	Owned by the HRM, no public access
Com/soc Board	Community Board or registered society
Fed no access	Owned by the Federal Government, no public access
Fed w/access	Owned by the Federal government with public access
Prov owned/access	Provincially owned with public access
Prov owned	Provincially owned but portions are unsafe for public
	access
Pvt w/access	Privately owned, some public access
??	Information is not yet known or unclear
Committee	Governed by a committee, not a registered society

**LIST OF REGISTERED
HERITAGE PROPERTIES**

The list of registered heritage properties is available from the Planning and Development Department. The list includes sites protected through Municipal Heritage Property Bylaw H-200 and registered by Halifax Regional Council. Many of the sites were first identified and protected by the former municipal units that were consolidated into Halifax Regional Municipality in 1996. The heritage protection afforded to each site designated after 1996 is continued through Heritage Bylaw H -200. It is the opinion of staff that built heritage forms an important part of the Heritage Resources of HRM.

This section is temporarily unavailable due to computer problems.

Staff have identified Priority Heritage Tourism Projects as HRM owned and managed by a community group, or other owned and community managed, where HRM provides some form of financial assistance. These are identified in the following table.

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

Phase One (2000,2001) : Heritage Tourism:

The first phase of this development strategy is to develop Heritage and Cultural Tourism opportunities.

Phase Two (2002,2003) : Natural/ Coastal Tourism:

The second phase of this development strategy is to develop Natural/ Coastal Tourism opportunities. These are identified in the following table.

Phase Three (2004,2005) : Cultural Tourism

The third phase of this development strategy is to develop Heritage Cultures and the opportunities. These are identified in the following table.

HRM OWNED, COMMUNITY MANAGED Heritage Tourism SITES

Project Name	Alderney Landing
Contact Name, #, Dept.	Dan Norris, 490-4339
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

Project Name	Bicentennial Theatre
Contact Name, #, Dept.	Dan Norris, 490-4339
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

Project Name	Dartmouth Heritage Museum
Contact Name, #, Dept.	Dan Norris, 490-4339
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

Project Name	Deadman's Island
Contact Name, #, Dept.	Dan Norris, 490-4339
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

	managed, to pursue financial opportunities (per Heritage Tourism Strategy)
--	--

Project Name	Evergreen House & William Ray House, Dartmouth
Contact Name, #, Dept.	Dan Norris, 490-4339
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

Project Name	HRM Lighthouse Collection
Contact Name, #, Dept.	Dan Norris, 490-4339
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

Project Name	MacPhee House, Sheet Harbour
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

Project Name	Moirs Mill Historic Site
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

Project Name	Peace Pavillion
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

Project Name	
Contact Name, #, Dept.	
Goal / Deliverable(s)	

Project Name	Scott Manor House, Bedford
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

Project Name	HRM Titanic Sites
Contact Name, #, Dept.	Dan Norris, 490-4339
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging, to create environment of financial stability, to ensure that HRM owned, community managed sites are effectively managed, to pursue financial opportunities (per Heritage Tourism Strategy)

OTHER OWNED, COMMUNITY MANAGED Heritage Tourism SITES

Project Name	Acadian House Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Atlantic Canada Aviation Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Cole Harbour Heritage Farm Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Chebucto Head Lighthouse
Contact Name, #, Dept.	Dan Norris, 490-4339
Goal / Deliverable(s)	To explore possible re-use by community school

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

Project Name	Chezzetcook Historical Society
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Duke of Kent Sites
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Fultz House Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Hubbards Waterfront Project
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Memory Lane , Lake Charlotte
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Moose River Gold Mine Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Musquodoboit Railway Museum I
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Musquodoboit Rails-to-trails
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of trail, to promote packaging

Project Name	North West Arm Trail
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of trail, to promote packaging

Project Name	NS Sport Heritage Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Porter's Lake Trail
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of trail, to promote packaging

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

Project Name	Royal Canadian Legion - Somme Branch Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Sackville Heritage Park
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	St. Margaret's Bay Eco- Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

Project Name	Shearwater Aviation Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	SS Atlantic/ Terence Bay Fishplant
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

Project Name	Shubenacadie Canal Commission
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of canal corridor, to promote packaging

Project Name	Urban Farm Museum (proposed)
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

Project Name	Waverly Heritage Museum
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of site, to promote packaging

HERITAGE CULTURES & Heritage Tourism OPPORTUNITIES

Project Name	Mi'kmaq History Sites, Events & Traditions
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

Project Name	Portugese Heritage Sites, Events & Traditions
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

Project Name	Black Heritage Sites, Events & Traditions
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

Project Name	Acadian Heritage Sites, Events & Traditions
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

Project Name	Duetch (German) Heritage Sites, Events & Traditions
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

Project Name	New England Sites, Events & Traditions
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

Project Name	English, Irish & Scottish Heritage Sites, Events & Traditions
Contact Name, #, Dept.	Dan Norris, 490-4339/ Betty Ann Aaboe Milligan (5113)
Goal / Deliverable(s)	To improve awareness of sites, to promote packaging

Revised: April 6, 2000

Phase One (2000 - 2001)

PROGRAM OBJECTIVES:

The first phase of this development strategy is to develop Heritage Tourism opportunities. Staff have identified five program objectives, these are:

- I. Improve the awareness of, and access to, heritage tourism sites for residents and visitors;
- I. Promote the packaging of heritage tourism sites for the benefit of both the visitor and citizens through the improvement of service quality and development and marketing initiatives, such as web sites, rack cards and brochures;
- I. Create an environment of financial stability and promote sustainable development for heritage tourism sites and community operators
- I. Pursue opportunities and initiate the development of public, private and community heritage tourism partnerships
- I. Ensure that heritage tourism sites, particularly those owned by HRM, are effectively managed and site development is coordinated with other HRM departments;

PROGRAM DELIVERABLES:

To realize the five program objectives identified above staff are placing a concentrated focus on the following five areas of service delivery:

1. TO IMPROVE AWARENESS OF A SITE:

It is the intention of staff to develop a dedicated WAY FINDING effort focused on improving awareness of the six prioritized heritage tourism sites. This effort will include:

- highway signage
- site interpretation
- websites

I. To PROMOTE PACKAGING

This effort will include the application of industry “promotional” standards to heritage tourism sites. The standards being sought by Heritage tourists suggests that the “quality” of the promotion will have to be very high, as we associate with first quality tourism products in other sectors. This effort would include:

- developing a “HRM Heritage brand” or identity
- creating a common brochure for all six sites and encouraging joint promotions
- designing individual rack cards for each site for display at visitor centres

I. To CREATE AN ENVIRONMENT OF FINANCIAL STABILITY

This effort will include education and training in business planning, education in sourcing financial business opportunities (such as those related to the film industry) and courses on fund raising and grantsmanship, delivered through

- Heritage Resource Manager Support Group Sessions

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

41

- Access to Courses
- Participation at Trade Shows with Exhibits

4. **To ENSURE THAT SITES ARE EFFECTIVELY MANAGED**

This effort will focus on the adoption of Facility, Site and Program Management tools and techniques that enable Heritage Tourism Resources to be effectively managed, such as:

- promoting non-profit development and offering organizational assistance
- facilitating public participation meeting and building community
- developing partnership agreements for site and facility

I. **To PURSUE FINANCIAL OPPORTUNITIES**

This effort will focus on the exploration and implementation of partnerships with public, private and community organizations that FINANCE heritage and community development, including but not limited to:

- National Heritage and Tourism Organizations
- National, Regional and Local sector cost-sharing Models
- Private and Non-Profit Charitable Foundations (such as Foundation for Heritage&Arts)

PROGRAM RESOURCES:

To deliver the five services identified above, at a level of service that “builds” Heritage Tourism product, staff are seeking the authority to strategically allocate municipal resources. The strategic allocation of resources will be dependent on the site achieving a standard of excellence and a subsequent evaluation of the site as a heritage tourism product, as detailed in Section 8: Standards of Excellence and Section 9: Evaluation and Funding.

STANDARDS OF EXCELLENCE

The following standards of excellence will be used in considering the support which the Halifax Regional Municipality may offer to museums within its boundaries. These have been developed by the Nova Scotia Museum in consultation with the heritage community of the province.

A. Significance to COMMUNITY Standards:

The museum knows and understand its nature , function and role in the service and development of its community; defines its community clearly in its mission statement /statement of purpose; attempts to meet community's expectations; attempts to ensure that the community and visitors understand the purpose of the museum; support and involvement of community for museum and its program is evident; makes the site (if applicable) available to different users.

B. INTERPRETATION Standards:

The museum satisfies a diverse audience which seeks enjoyment , learning and social interaction; supports interpretation through research; uses a variety of interpretive methods including exhibits, programs, personal interpretation and extension services; identifies interpretive themes/ messages and communicates these clearly to its audience; makes the audience experience enjoyable and educational through skilled staff/volunteers

Exhibits

The museum ensures that exhibits are relevant to its mission statement; are supported by research, communicate clear themes/ messages and interpret artifacts/specimens; are presented in an interesting and attractive manner and are safe to audiences; have a clear beginning and end; incorporate interactive opportunities and are enhanced by other interpretive methods; demonstrate a strong commitment to preserving artifacts/specimens through display methods, monitoring and environmental control; temporary and traveling exhibits supplement and enhance permanent exhibits or raise awareness concerning community activities.

Interpretive Text

The museum creates interpretive text (catalogues, information sheets, labels, panels, self-guided tour material, etc.) which assists in explaining themes/messages of the exhibit; imparts information about the artifact/specimens in the exhibit; is visible, attractive, clear and concise; is user- friendly and allows access to information for a diverse audience.

Lighting

The museum ensures that lighting is used to help guide visitors through the exhibits an is used with minimal damage to the artifacts/specimens.

Personal Interpretation

The museum ensures that information delivered by interpreters is relevant to its mission statement ; is supported by research; communicates clear themes/messages in an educational and entertaining way; takes into account age , interests, background, needs, abilities of audience; evaluates interpreters' delivery as a means of measuring success.

C. Community MANAGEMENT Standards:

The curator/director recognizes his/her obligations to the board and the community; understands the difference between staff responsibility and that of the board for museum activities; realizes his/her financial responsibilities and fulfils these to his/her best ability; translates the goals of the organization into plans and activities; maintains appropriate records in order to ensure accountability; establishes the mechanics for review and reporting.

Information

The museum organizes administrative information according to a documented, consistent information filing system; improves the management of administrative information through the use of technology; makes information readily accessible to users.

D. Protection of Resource: Information Standards

Collection and Access to Information

Museum staff are guided by policy and use procedures manuals to produce a standardized approach to collection documentation; use worksheets, card catalogue and /or other formal documentation method; record all actions; enable access to collection and related documentation with finding aids; store and exhibit artifacts/specimens in ways which ensure longevity; provide public access to collections and information

Collection Management

Museum staff or volunteers ensure all policies concerning the collection are updated and adhered to; record any procedures pertaining to artifacts / specimens as comprehensively as possible; perform procedures in a consistent manner producing a high standard of collection care and documentation.

Documentation

The museum ensures that each artifact/specimen has a record or document consisting of accession information; keeps research, condition reports, conservation reports, or deaccession reports organized for accessibility; records, where applicable, the distinction between working and permanent collection; maintains, where possible, comprehensive records which are regularly updated; duplicates records of basic collection records (hardcopy/computerized) which are stored off-site..

Archives

The museum acquires fonds according to its acquisition policy; describes fonds according to Rules For Archival Description (RAD); has preservation principles in place; accessions, labels and stores boxes; supervises public users of archives who are made aware of rules for use of archival materials

Research

The museum identifies research, in a collections management or research policy, as integral to its mandate; encourages and directs research; involves people within and outside the museum and the museum's immediate community in ongoing research; supervises individuals who are conducting research, to protect the collection and the integrity of

the
collection
informatio
n

Care and Handling

The museum ensures that its collection, on display or in storage, is maintained according to general museum standards; trains and ensures that staff/volunteers use proper care and handling procedures for artifacts/specimens on a daily basis; monitors and controls relative humidity, temperature, light levels and ultraviolet levels on a regular basis; inspects regularly for potential pest and water problems; undertakes active and aggressive interventions immediately when problems or discrepancies are discovered; protects artifacts/specimens from dust accumulation;. controls access to neat, clean and well organized storage area(s); uses identification system for storage location shelf enabling easy retrieval of objects.



D. Protection of Resource: Facility Standards

The museum ensures that its property and buildings are well maintained and that the aesthetic or historical features of the site and community are considered; takes every reasonable effort to accommodate physically challenged visitors through a variety of means; offers various services and conveniences at its site for users; ensures staff and visitor are physically and environmentally safe in all areas of the site, takes maximum efforts to secure the collection and building(s)

Property

The property is in a good state of repair; grounds and property belonging to the museum are physically and environmentally safe, clear of all debris, obstacles, graffiti, mould, etc.; has accounted for the aesthetic or historical features of the site and community in its property design, which considers the safety of users in all areas including parking, walkway, and ramps.

Building Exterior

Foundations, exterior cladding, structural openings, roofs, and service elements appear to support themselves and be in a good state of repair with an absence of cracks, leaks, rust, split shingles, missing tiles, rot, loose or broken pieces/sections; exterior surface finishes (paint, stain, trim, etc.) are in good condition and clear of graffiti, mould etc.; exterior of structures appears to be in keeping with the aesthetic or historic character of the building/site.

Building Interior

Interior elements (walls, ceilings, windows, doors, trim, stairs, decorative components, etc.) are in good condition with absence of cracks, chipping, leaks, mould, rot, loose or broken pieces/sections, etc.; interior finishes (paint, stain, trim, wallpaper, etc.) are in good condition and clear of dirt, graffiti, mould, etc.; interior of structures with historic significance appear to be in keeping with the age/character of the building/site; interior is well maintained with, washrooms, floors, exhibit cases, staff rooms, etc., clean and free of dirt; washrooms have adequate soap and towel supply, waste receptacle.

Accessibility/Services

The museum makes every reasonable effort to accommodate physically challenged visitors through walkways, ramps and elevators and through smaller measures such as lowering or enlarging labels, providing assistance on stair, etc; offers various services and conveniences for users.

Safety and Security

The museum considers the safety of staff and visitors in all areas and at all times on site ; has written an emergency preparedness plan; trains staff/volunteers on procedures pertaining to fire, visitor injury or other disasters; secures the building and collection to the best of its ability.

E. Marketing and Retail Standards

The museum establishes itself as a community leader by increasing awareness and support of its unique programs and products; increases self-generated revenue; raises visitation, ultimately increasing social, cultural and economic benefits for the museum and the surrounding community; establishes appropriate promotion methods which recognize the

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

47

integrity of the museum; collaborates with other museums and local groups; links retail sales to the collection and mission /statement of purpose; realizes profitability by meeting or exceeding established targets.

Marketing

The museum increases awareness of its programs and products and raises visibility and visitation while maintaining its integrity; relates key messages to its mission statement; identifies and researches its many target audiences; develops programs and strategies which best promote the museum's credibility; defines specific promotional goals for which evaluation methods are set and adhered to; reviews and evaluates its effort on completion.

Signage

The museum site and roads leading to the museum are clearly signed in order to attract users, to clarify directions should the user become confused or disoriented, and to clarify the rules of use of the museum and its grounds.

Retail

The museum designs its retail activity as a integral component of a positive visitor experience; links retail sales to the collection and mission/statement of purpose; makes a positive financial contribution to the museum.

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

STEP #1: Assess the Potential (HRM leads)			
a) Heritage Significance?	Historic		
	Archaeological		
	Cultural		
	Natural		
b) Visitor Services?	Lodging		
	Restaurants		
	Shops		
	Infrastructure		
c) Community Organization Capabilities?	Mission Driven		
	Plan		
	Board of Directors		
	Active Committees		
	Paid staff		
d) Protection of resource?	Existing		
	Possible		
e) Current Marketing Initiatives	demographic info		
	promotional materials		
	related associations ?		
	trade show participation		
	fam/educational tour		
	sales missions		
f) Location	district?		
g) Ownership	identify owner		
Step #2: Plan and Organize for Heritage Tourism (community leads)			
a) Human Resources	build local consensus		
	build an organization		
b) Financial Resources	prepare a financial plan		
	identify government funding partners		
	identify private funding partners		
c) Tourism	identify Tourism		

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

Resources	Development area		
	identify fit with multi-year strategy		
e) Development principles	focus on authenticity?		
	focus on quality?		
	site protected?		
	interesting to visitors?		
	fit between tourism and community?		
	collaboration with other tourism stakeholders?		
Step #3: Prepare, Protect and Manage (HRM leads)			
a) Prepare for Visitors	site, does it need repair, remodel, restore or rehab?		
	site interpretation?		
	signage to the site?		
	hospitality training for volunteers, staff?		
b) Protect the site	comprehensive site preservation plan?		
	designation?		
	protection?		
	design & development review?		
	growth management?		
c) Manage the Site	if needed, improve infrastructure		
	balance carrying capacity of area		
	develop organizational management tools		
	monitor site changes		
	measure visitor progress		
Step 4: Market for Success (community leads)			
a) Public Relations, get the message out	-press kit		

**Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding**

through the media	- press releases		
	- educational tours		
	- community awareness		
	- use PSAs		
	- photo/slide library		
	- speakers bureau		
	- crisis management		
b) Advertise, through paid advertising	- create compelling message & visuals		
	- print advertising		
	- electronic ads		
	- consumer ads		
	- trade industry ads		
	- co-op ads		
c) Interpret the Site with Graphics	- choose a logo		
	- print brochures		
	- develop visitor services directory		
	- prepare group services directory		
	- print special itineraries		
	- design & install signage		
	- prepare a map		

FUNDING PROPOSAL

In Section One of this strategy refers to a report presented to Council on December 15, 1998. That report included two parts to the motion approved by Council. The first referred to the staff development of a Strategy for Heritage Tourism. The second part of the motion, approved by Council, was that staff were to explore the issue of using the proceeds from the sale of surplus heritage properties for heritage purposes.

This strategy fulfills the direction that a Business Plan be developed within the framework of the Multi-Year Financial Strategy. This plan will ensure that Heritage Tourism is developed to meet the MYFS goals of:

- improving municipal efficiencies
- improving community effectiveness

Heritage Tourism Strategy:
Section 9 Heritage Tourism Funding

- enhancing sustainable opportunities

This strategy is designed to achieve these goals in a cost-efficient manner that makes best use of existing staff and operational budgets. There is however, one outstanding piece: that of capital funding to improve community heritage tourism attractions. Staff have given the suggestion of Councillor Schofield much thought and are sending a separate report to Council to address this matter. When Council have determined how they wish HRM to proceed, a Funding section will be inserted here.

It is important for Council to know that all municipal funding for the Heritage Tourism Strategy will be linked to STANDARDS OF EXCELLENCE [Section 8] and ongoing EVALUATION [Section 9].