

**TWILLINGATE ISLANDS
TOURISM MASTER PLAN
VOLUME II**

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EXECUTIVE SUMMARY (Volume II)

Introduction

In Volume II, we focus on the actual strategy for developing and growing the tourism potential of Twillingate Islands. While this volume builds on the information gathered in Volume I (i.e. the existing tourism product of Twillingate Islands and its strengths and weaknesses), it is also built on the following fundamental tourism principles.

We first place the strategy in context by explaining why tourism is important to an area and then by showing the various steps or building blocks necessary to grow a tourism industry. This is followed by an explanation of how tourists make decisions to visit locations such as Twillingate Islands and how they choose to spend money while there. Finally, we match the potential tourist with the existing tourism product of Twillingate Islands. With this background, which should help in understanding why we have chosen this particular approach in developing the strategy, we present both the product development and marketing strategies.

Tourism Benefits

Tourism is important to communities for a variety of reasons, but perhaps two of the more important are:

- Economic benefits including employment are spread throughout the community, as opposed to being located within a single business; and
- An area has the opportunity to show case its most attractive attributes which contributes to a sense of community pride.

Specifically, the economic impacts of tourism include:

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

Other benefits include:

- Providing additional markets for local businesses, helping to sustain small businesses for which there might not otherwise be sufficient market potential, and providing a wider range of opportunities for local residents, such as dining, shopping, entertainment, etc.;
- Helping to support community recreational and cultural amenities;
- Providing employment opportunities for people entering the labour force, and for seasonal and part-time workers;
- Contributing to creating a sense of pride in the community; and

- Helping to support business and industrial development because an attractive community to visit is also an appealing community in which to locate a business.

Building Blocks of a Successful Tourism Destination

To attract visitors, a destination has to offer *highly unique, appealing experiences in which they have a competitive advantage and in which a significant number of people are interested*. General sightseeing is no longer valid as a sufficient appeal for more than a very limited visit.

Attractions and activities available at a destination - and the scope, intensity, uniqueness and appeal of the experience these activities offer compared to similar experiences available at competing destinations - will contribute strongly to whether a trip decision is made, and which destination is chosen. For the purposes of this strategy, we call such activities primary demand generators.

Other activities may not, in fact, contribute to motivating the visit at all, but they may be of sufficient interest to a market segment to motivate individuals to add it to their agenda while they are at the destination. In such cases, the activity functions as a demand supporter.

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

Demand Generators include such attributes as:

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

Demand Supporters include such attributes as:

- Interesting and unique shopping, particularly for local indigenous products and crafts;
- Quality dining, including unique indigenous cuisine;
- Quality accommodations of different types;
- Easy access to information, reservations and visitor services;
- Quality travel routes and signage;

- Access to a well-developed tourism product distribution network (i.e. tour operators, packagers, travel agents);
- Convenient, fast and affordable transportation to access the destination;
- Trained, professional service and hospitable staff; and
- A safe environment.

The Overall Strategic Approach For Twillingate Islands

In order to save time and money and to ensure some measure of success as a tourism destination, it is important that a community identify which of the markets available to them are the ones it wants and which of them are they most likely to get, and then focus the effort on those market segments. This is generally referred to as product-market matching.

In undertaking a product-market matching exercise, we have determined that the personal explorers and exotic tour seekers segments and the culture and heritage segment discussed in Volume I each fit well with most of the current and potential product on Twillingate Islands. Conversely, Twillingate Islands have a good mix of product to attract these segments. Therefore, these segments should be given top priority in product development and marketing efforts in the future.

The next best market segment for Twillingate Islands is vacations for Newfoundland residents. Here we are looking at touring trips and extended stays of a week or so. Most of this would involve direct consumer marketing.

The third priority segments are adventure tourism, ecotourism and the short getaway market for Newfoundland residents. Twillingate Islands lack the product and the product potential to become a major destination for adventure and ecotourism. In the resident market, the long travel distance from the major market in St. John's is the major reason this segment didn't score better.

Recommended Priorities for Product Development and Marketing

This strategy recommends that the greatest effort in product development be given to the most important products for the top priority segments. Specifically, the top priorities for the product development effort should include:

- Developing "clusters" of activities;
- Establishing a 'harbour experience' in Twillingate Harbour and making general townscape improvements;
- Completing the proposed development of the Long Point lighthouse property;
- Preserving designated heritage structures and expanding the scope of heritage programming and interpretation on the Islands;
- Expanding the scope of arts/cultural offerings and craft production;

- Developing suggested itineraries and packages for visitors; and
- Upgrading and expanding accommodations and restaurants on Twillingate Islands.

The top priority market segments, which we will refer to collectively as the 'explorers', generally have higher incomes, are empty nesters and typically travel in couples. They have high expectations with respect to quality of facilities and experiences, and they are certainly prepared to pay for better quality. In other words, they are not price sensitive and, in fact, they often seek to pay more to get better quality (e.g. they use price as a barometer of quality). So charging a higher price for something unique and of good quality is not a problem in this market. In fact, that is better.

The first priority in marketing should be given to this 'explorer' market segment. Second priority should be given to the Newfoundland resident vacation market.

PRODUCT DEVELOPMENT FOR TWILLINGATE ISLANDS

With an understanding of what the benefits of tourism are to a particular area, what motivates a visitor to come to Twillingate Islands, who the visitors are and what they expect, and what is the product-market match, we can now turn our attention to the actual strategy.

On the following pages are the products that should be developed. The product strategies are grouped in broad concepts such as "product clusters" or "infrastructure". Within some of these broader concepts are specific strategies that flow from the broader ones.

1. Product Clusters

Develop a physical clustering of attractions, activities and services that create a critical tourism mass worthy of a visit. In this way visitors can leave their car, readily visit the attractions, etc. that are available to them and comfortably walk from one attraction to another.

- Develop the harbourfront on the south side of Twillingate Harbour into a primary cluster attraction by connecting the area from the abandoned building just east of Toulinguet Inn B and B to the Northeast Church through the use of walkways, interpretative signage, sitting areas, small private yacht marina, harbour activities, boat rentals, living interpretation and small scale business kiosks (Priority – High).
- Build on the success of Driftwood Gallery and Twillingate Museum by gradually converting other underutilized buildings on the north side of the Harbour into an arts cluster with programming, art galleries and studios for artists and craftspeople (Priority – Medium).

2. Infrastructure

Create two major professionally developed tourism focal points for visitors on Twillingate Islands using existing structures.

- Complete the plan for the refurbishment and interpretation of Long Point Lighthouse that was suggested in the 1991 Randolph Report since the lighthouse continues to be a

popular destination for all visitors coming to Twillingate Islands. Focus on the interpretation of icebergs as that is the primary draft and icon of the area (Priority – High).

- Develop a one-stop visitor centre in Twillingate known as the *Twillingate Experience Centre*. Locate the Visitor Centre in or near the harbourfront development cluster as the anchor attraction. Plan the *Twillingate Experience Centre* to provide a complete menu of visitor services including, but not limited to, the following: information, maps, interpretative materials, public washrooms, showers and ice (for private yachts), public Internet access, pay phones, bookings in both off and on season, itineraries and an accurate visitor tracking system (Priority – High).

3. Living History Village

Create a 'living history museum without walls' by restoring as much of the community as possible while maintaining it as a living, working community, and to provide visitors with a full experience of the community's past history and present character through interpreted sites and traditional activity demonstrations (e.g. boat building, fishing, wine making, arts, crafts). Physical interfaces could be created between tourists and genuine enterprises operating in the community by:

- Establishing an interpretive and demonstration site at businesses, in a location readily accessible to visitors;
- Allowing visitors to view the work being undertaken; and
- Providing interpretive information on both the current process and the history of the activity in the community.

Two specific suggestions for enterprises within the living history village concept are:

- A craft centre or program for the production and marketing of local hand made craft items (Priority –Medium); and
- An ECONOMUSEUM[®] using the Weil Winery (Priority – Medium).

4. Itineraries and Packages

Develop a series of guided and self-guided packages since great experiences may be available to visitors at a destination, but normally it takes a lot of work and time for the visitor to find and organize them. This situation can be improved by presenting the visitor with suggestions, both in the form of suggested itineraries as well as packages that can be booked in advance. They can include the following:

- Self-guided suggested itineraries (e.g. trail walking) (Priority – High).;
- Self-guided packages (e.g. a combination of accommodations, boat tour and hiking) (Priority –Medium).;
- Guided group programs (e.g. boat tours, sea kayaking) (Priority – Medium).; and

- Guided group packages (e.g. outdoors, cultural) (Priority – Medium).

The guided and self-guided packages can include walking, driving, boating or biking and be developed and marketed under the banner of *Hidden Cove and Meandering Roads* (Priority – High) that targets general tourism and explorer, eco and adventure, cultural and heritage, and on island get away markets. Specific initiatives related to *the Hidden Cove and Meandering Roads* theme could include:

- Specific interpretative themes (e.g. *Premises, Stages and Sheds – The History of the Fishery; From Pride’s Drong to Purcell’s Harbour – What’s in a Name; Arches and Icebergs – A Natural History Tour*). This would include producing interpretive materials to communicate the interesting stories of Twillingate Islands that link to target markets (Priority – High).
- The hiking trails system which would be improved and marketed through a strategic trail strategy, trail improvements, professional interpretation materials and signage. Trails should be located both outside and within communities (Priority – High).
- Boat tours offerings which should be expanded, especially when icebergs are not present, to include themes and specific itineraries (e.g. *All Around the Circle* to visit the communities named in the song; *Island Experiences* to visit the many islands in the area; *Inland Water Exploration* to visit the many bays and inlets in the area and *The Way We Were* to visit abandoned communities, etc.) (Priority –Medium).
- A distinct community identity and activities for each of the larger communities and coves on Twillingate Islands by identifying unifying characteristics in each location (e.g. *Back Harbour-Where History Began; Durrell – Stages of the Fishery; Crow Head – Copper mine*) (Priority –Medium).

As well as tours, activities need to be packaged and encouraged on Twillingate Islands, particularly for rainy days.

- Develop a *Discover Twillingate Islands Program* for individuals and families consisting of a self-guided interactive program that includes local sites and attractions (e.g. the Lighthouse, Prime Berth, *Toutons and Tea*, *All Around the Circle* Dinner Theatre, Twillingate Museum, Durrell Museum, Northeast Church Museum, Weil Winery) and interactive activities at selected sites (e.g. Lighthouse lecture and games in the basement of the craft shop; living interpretation at Twillingate Museum with ‘Georgina Stirling’; historical movies/plays/concerts/craft at the Northeast Church Museum; demonstrations about Newfoundland and Labrador at the *Twillingate Experience Centre*; storytelling for children at the Durrell Museum; tour of school murals followed by a painting workshop for children at the school; wine/juice tasting at Weil Winery, etc) (Priority – High).

5. Heritage Tourism

Undertake and enhance a number of activities that appeal to the cultural/heritage tourism visitors that come to Twillingate Islands and that are, at the same time, important to the people of Twillingate Islands by:

- Coordinating the efforts of local museums and archives to provide more cost effective, focused, professional activities through exploring joint and coordinated displays, exhibits, staffing, funding, standards and marketing (e.g. one brochure for all, a combined ticket price, staggered hours, etc.) (Priority –Medium);
- Preserving and protecting some of the most important of Twillingate Islands' 120 designated heritage structures by building on the inventory of heritage buildings on Twillingate Islands that was undertaken in 1998 through the hiring of a heritage tourism coordinator (Priority –Medium);
- Identifying and interpreting the six archaeological sites known to exist on Twillingate Islands (Priority –Medium); and
- Establishing an archival network for Twillingate Islands that contains not only recorded history of individuals (i.e. genealogy) and events, but also serves as a source of information for cultural producers (Priority –Medium).

6. Enterprises

Develop several small business opportunities to service visitors to the area including:

- Providing increased opportunities for visitors to participate in outdoor experiences by providing rental services of bicycles, sea kayaks and outdoor equipment (Priority – Medium); and
- Developing outport vacation getaways modeled on the farm vacations of Prince Edward Island (Priority –Low).

7. Tourist Services

Increase the number, and improve the quality of, accommodations and restaurants to better match the needs of incoming visitors by:

- Increasing the number of quality B and Bs in stages as the demand grows, encouraging the development of at least one four star B &B/Inn similar to Fishers Loft in Port Rexton or the inn in Battle Harbour, and encouraging the upgrading of a portion of the Anchor Inn (Priority –High);
- Increasing the quality and value of B and Bs to match the interest of the market segment visiting Twillingate Islands (Priority –Medium); and
- Expanding and enhancing the quality of restaurants in the area in stages as demand grows to meet the expectations and needs (e.g. fresh non-fried local food) of the tourist market segments visiting Twillingate Islands (Priority –High).

8. Municipal And Business Developments

Improve Twillingate Islands as a tourism destination by undertaking several initiatives that fall within the responsibility of municipalities and local businesses such as:

- Providing opportunities for tourists in motorized vehicles to admire the many scenic vistas on Twillingate Islands or to stop for a walk or picnic without posing a traffic hazard to other individuals in motorized vehicles. This can be done by creating scenic look-offs, pull over places, and parking along existing road networks as a municipality undertakes annual road improvements (Priority –High);
- Developing a unifying identity for Twillingate Islands by creating a series of municipal icons to tie in with the area's strengths and the provincial icons (e.g. icebergs, whales, lighthouses, living fishing village, culture and heritage) that would be placed on municipal property (e.g. street signs, disposal bins, banners, etc.) (Priority – Medium);
- Developing and approving a heritage by-laws in order to preserve, protect and utilize some of the 120 designated heritage buildings on Twillingate Islands before any more deterioration or removal occurs (Priority –Medium);
- Developing and approving an appropriate freestanding signage by-law restricting the display of tourism related signs both within and outside of Twillingate (Rte. 340) to only two free standing design types: a welcoming sign to Twillingate Islands and signs directing all visitors to the *Twillingate Experience Centre* (Priority –Medium);
- Enhancing the entrance to the town of Twillingate by making it better planned as well as more inviting, attractive and festive (e.g. repainting at appropriate times some of the businesses; installing planters, landscaping, banners, etc.; removing unsightly equipment to the rear of buildings; installing signs that reflect the period when Twillingate was at its height of importance (1850-1950), etc.) (Priority –Medium);
- Building on the existing mural program found on and in some buildings on Twillingate Islands by choosing a few small and well placed buildings in several of the communities throughout Twillingate islands to depict through murals either the icons or local historical interest (e.g. a painting of John Peyton or the Maritime Archaic in Back Harbour; a fishing dory in Durrell, lobster pots in Purcell's Harbour) (Priority –Medium); and
- Ensuring that Twillingate, Crow Head, Purcell's Harbour as well as other smaller settlements reflect the historical/cultural and thematic approach suggested for visitors by encouraging businesses to make any improvements to their property and signage thematic in approach (e.g. using local icon designs and products that will be developed - icebergs, whales, lighthouses, living fishing village, culture/heritage - where possible, developing any new infrastructure and signage in keeping with the heritage atmosphere of the towns and the proposed heritage by-laws) (Priority –Medium).

9. Organizational Structure and Human Resources

Organizational Structure

Put in place an organizational structure that will help Twillingate Islands deliver on its latent potential for expanding the range and quality of its tourism experience products. This challenge cannot be overcome without a creative approach to mobilizing a business solution.

Human Resources

- Form an organization that would have the mandate to co-ordinate a program of tourism management including, but not necessarily limited to, the following: Twillingate Islands marketing; itinerary and package development as well as marketing of these products (Priority –High).
 - Explore the option of having an established tourism operator take on the role of co-ordinator and marketing agent on behalf of the participating suppliers in the community, with a percentage of sales paid as a commission to compensate the organizer for the work.
 - Explore also the option of forming a cooperative.
- Initiate a *Team Twillingate* concept to underscore the importance of a cooperative approach to visitors among all groups and interests on Twillingate Islands in which local tourism operators and the people of Twillingate Islands would cooperate and be identified publicly as working together for the development and promotion of a quality tourism product. This would help in reducing some of the divisions that presently exist on the Islands (Priority –High);
- Build on the cooperative approach established by local B and Bs as part of the *Team Twillingate* initiative by strengthening and expanding it to other tourism services, attractions and activities (Priority –High); and
- Conduct on-going training in visitor services and product knowledge using local expertise as well as services offered by Hospitality Newfoundland and Labrador (Priority –High).

Other

- Develop Twillingate Islands eventually into the tourism hub for the immediately adjacent areas (i.e. *Road to the Isles*) (Priority –Low).

Market Readiness

In order for Twillingate Islands to position and advertise itself as a tourism destination that will meet consumer needs and expectations in a very competitive market place, a number of business and community practices, policies, strategies and tools need to be followed.

They include the following for tourism operators (Priority –High):

- Product standards;
- Hospitality Standards;
- Products that match markets;
- Marketing strategy and plan in place that is responsive to market opportunities having profit potential;
- Marketing Tools in place that will vary by type of business;
- Marketing partnerships and networks should be used with DMOs, tour operators, receptive operators – along with appropriate policies and practices for doing business with each of them; and
- Right pricing.

They include the following for the communities of Twillingate Islands (Priority –High):

- Tourism hub/spoke concept;
- Signage and directions;
- Single point of arrival;
- Visitor services; and
- Purchase point for tour packages.

Market Development

Before undertaking marketing activities, it is important to establish various kinds of marketing relationships with the different marketing partners. In order of priority, these include partnerships within Twillingate, with others in the Central Newfoundland region and in the province generally, and in external markets and in that order.

THE MARKETING STRATEGY FOR TWILLINGATE ISLANDS

In order to understand the marketing strategy, it is important to understand how potential tourists think when they are planning a trip to Canada and then Newfoundland and Labrador and finally to Twillingate Islands. Only after understanding this approach can a marketing plan be put in place. The first question to answer is when should tourist providers partner and when should they compete. In order to arrive at the answer, it is important to understand how potential tourists arrive at a decision to visit Twillingate Islands and then how Twillingate Islands can position itself within that context. With that understanding, we then move on to how Twillingate Islands can best market itself using existing market networks. The following sections explore those ideas in more detail. The actual strategy builds on that understanding.

The Marketing Challenge In Tourism – Partners Or Competitors

Before going to market, an effort needs to be made to develop partnerships with others in the community, the region and the province that have a common interest in promoting tourism to the province and Central Newfoundland as well. This brings up an interesting question and a challenge. Are Twillingate's tourism operator's competitors or partners in marketing to tourists? When should they partner and when should they compete?

The answer is that a marketing program needs to foster non-competitive collaborations on destination awareness and promotional marketing for the region and for the community. Competition should be limited to marketing to visitors when they are in the community itself, and only with regard to the particular offerings of one's business in comparison to that of competing businesses. In other regards, everyone in the community should act like a partner in helping the visitor have the best experience possible.

It is vital to present a balanced and comprehensive presentation of information on all products available at the destination to the tour operator. So the industry really should work as partners in this whole effort.

The Marketing Network

It is vital that the marketing effort be designed in a fashion such that, given the budget available, each initiative reaches the right audience and produces results. Each has to be cost-effective and show a return on investment in terms of new sales generated. This means that the effort needs to be limited to a few affordable initiatives that will be effective.

The greater the scope of the marketing agenda, the greater the budget needed to be effective. And the necessary increase in budget is exponential as soon as one moves into out-of-province marketing. Conversely, the smaller the budget available, the more limited the scope of marketing effort to be effective. In other words, one should spend first locally and then enough to do the job properly. Then, if more budget is available, spend enough to do a good job in the next marketplace. Then, move to the next step. The danger is in spreading limited dollars too thinly across more markets than a budget can address with the necessary level of effort to have the desired impact.

For community tourism promotion organizations, the first effort is promoting to people when they are in town, to encourage and assist them to do more, stay longer and spend more. Then, if budget allows, join in regional marketing efforts. And if more budget is available, participate in provincial co-op marketing programs. Beyond that, leave it to the regions and the province to get the job done.

The two exceptions are:

- the provincial travel guide which is an excellent vehicle to reach visitors planning a trip to the province as well as those travelling within the province; and
- a local website.

The Marketing Strategy

The objectives of the marketing strategy for Twillingate Islands are:

- To grow tourism visitation to the Twillingate Islands from all target markets, on a long-term sustainable basis;
- To encourage existing visitors to Twillingate Islands to stay longer which results in more visitors, longer stays and higher spending, means more overnight and more same day visitors and should deliver a positive return on investment for all partners involved the area;
- To foster cooperative marketing efforts by the various partners involved in the Twillingate Islands tourism industry; and
- To maximize the impact of available marketing resources by focusing on the strongest market opportunities, and by working cooperatively to implement efficient and effective marketing programs.

Positioning the Destination

'Positioning' the destination appropriately is an important element of the overall strategy, particularly in a case like this where the key target market are well-travelled, discerning consumers with high expectations. Positioning is essentially what the consumer is told about the essence of what a location has to offer, usually in a succinct marketing statement, with each word laden with meaning and imagery. For Twillingate Islands and the key target markets, words such as exotic, unique, quality, authentic, natural, historic, heritage, culture all have meaning that fits well here. So a positioning statement might be something like this:

Twillingate Islands – A place of hidden coves and wandering roads offering a unique destination for discerning travellers seeking the authentic Newfoundland – come and experience the best of the Islands' nature, culture and heritage – and we have the best icebergs!

It is vital that the community live up to the promise! So the promise must be made possible first.

Target Markets

Based on the research and analysis presented earlier, the priority target markets for Twillingate Islands have been identified as:

Primary Markets

- Non-resident visitors to Newfoundland and Labrador:
 - Explorers
 - Exotic Tour Seekers
 - Culture/Heritage Travellers

(This would include independent travellers as well as those on FIT packages and group tours)

- Residents of Newfoundland and Labrador on vacation trips within the province.

Secondary Markets

- Non-resident visitors to Newfoundland and Labrador having a strong interest in adventure and ecotourism experiences; and
- Residents of central Newfoundland on getaway trips.

Promotional Elements - Consumers

A variety of promotional elements are recommended. Priority short-term efforts should focus on:

- Web site;
- Lure/Trip Planning Brochure;
- Map of Twillingate Islands;
- Co-op Ad in the provincial travel guide;
- Local and regional Visitor Information Services; and
- Local geographically accurate Twillingate Islands Map.

Future Research Needs

Very little information is available on the visitor to the Twillingate Islands. An initiative should be undertaken over the next two or more years to conduct a survey of visitors to the area.

- In order to collect this type of information, the surveys will need to be undertaken when visitors are either finished their trip to the Twillingate Islands, or are at least well into their visit. Care should be taken to select visitors on a random basis, and to ensure a mix of same day and overnight visits. This could perhaps be undertaken through the *Twillingate Experience Centre*.
- Additionally, visitors should be surveyed every few years and a feedback form should always be available at the *Twillingate Experience Centre*.

CONCLUSION

Often those involved in tourism initially believe in the adage, "Build it and they will come." They may come, at first. But they won't stay, return or necessarily have a positive experience. In this strategy, we have tried to show that a successful tourism destination involves many interrelated components, not just buildings, and that the basis for building any good tourism destination starts with well thought out planning, product market matching, product packaging and marketing. Only then will visitors come, stay, return, spend money and have a positive experience.

As has been indicated in Volume I of this strategy, the Twillingate Islands are blessed with many elements that make up a successful tourism destination including scenery, culture, heritage and location. However, if the Islands are to grow and remain competitive with other destinations, a number of actions or strategies need to be undertaken in a systematic fashion.

In this strategy, the rationale for a specific systematic approach is outlined. It is based on an understanding of the visitors that come and will continue to come Twillingate Islands and matching the interests of those visitors with the experiences that Twillingate Islands offers. This strategy focuses on creating and packaging a critical mass of unique and appealing attractions, events, cultures, entertainments and leisure activities based on the natural and cultural/heritage offerings of Twillingate Islands. The strategy also suggests providing quality, appealing experiences of special interest to visitors which are different from those available at their point of origination. Scenery, natural areas, culture and heritage are highlighted for recreation, relaxation and enjoyment. All of this is developed into programs and packages which appeal to the special interests of the visitors and which they can participate in easily.

This strategy tries to underscore the need to look at one's community through the eyes of a tourist as well as to determine what is important about the Islands for both residents and tourists in terms of what should be preserved, promoted, protected and enhanced. Thus, as an example, we have suggested that a living heritage village approach be undertaken in which many of the existing (and future) businesses and organizations (e.g. Boat building, fishing, crafts, wineries, arts) can be viewed that many residents take for granted, but, in fact, are different and appealing to visitors, especially in an outpost setting.

Knowing that limited funding is available for infrastructure, the strategy has been designed to enhance existing structures rather than building new ones, which are costly to construct, operate and maintain. Most of what is suggested is the development of themed packages and itineraries that can be developed at minimal cost. Only two structures are suggested for major improvements, the Long Point Lighthouse and the Twillingate Experience Centre. Many other historical structures are in need of repair and any future efforts in terms of infrastructure should concentrate on those. Other infrastructure suggestions have to do with upgrading the visitor experience through by-laws and an overall heritage approach to any additional community improvements.

We also focus on strengthening the human resources of the area, particularly regarding ongoing training, and we point out the need for a new and creative approach to organization and management in order to ensure that all of the proposed activities, attractions and marketing take place.



Unfortunately, for many tour operators, marketing and knowledge of the markets are the last points contemplated in developing a tourism destination. In this strategy we place a strong emphasis on understanding of the market and how to attract the attention of that market. And we have tried to provide a time schedule that makes sense in terms of priorities.

If this strategy is followed, residents will not see a major change in their community, except in the enhancement of quality of life and economic benefits; yet visitors will come away from Twillingate Islands having participated in a very positive and lasting experience.



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8.0 DESTINATION DEVELOPMENT AND MARKETING ON TWILLINGATE ISLANDS

8.1 THE BUSINESS CASE FOR TOURISM

Economic Benefits

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

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

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

Other Benefits

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

- Providing additional markets for local businesses, helping to sustain small businesses for which there might not otherwise be sufficient market potential, and to provide a wider range of opportunities for local residents, such as dining, shopping, entertainment, etc.;
- Helping to support community recreational and cultural amenities;
- Providing employment opportunities for people entering the labour force, and for seasonal and part-time workers;
- Contributing to creating a sense of pride in the community; and
- Helping to support business and industrial development because an attractive community to visit is also an appealing community in which to locate a business.

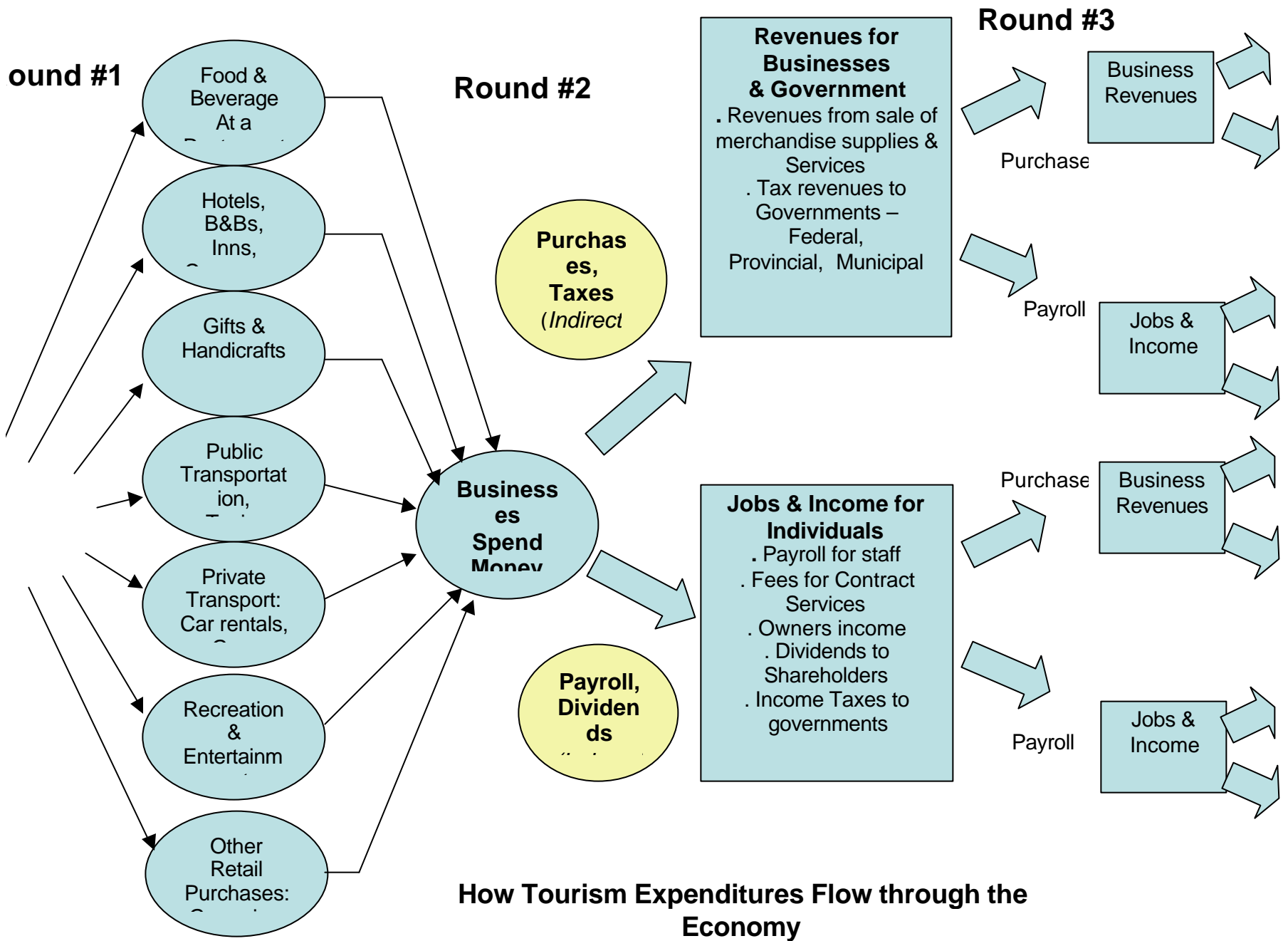


Figure 1

8.2 BUILDING BLOCKS OF A SUCCESSFUL TOURISM DESTINATION

Tourism is an increasingly competitive business and, while markets are growing, they are also becoming much more demanding. As well, the increased ease of international travel, and the growth in "exotic" destinations, means that consumers can travel to a wide variety of interesting and exotic destinations with relative ease. Thus, in order to attract business, a destination has to offer *highly unique, appealing experiences in which they have a competitive advantage and in which a significant number of people are interested*. General sightseeing is no longer valid as a sufficient appeal for more than a very limited visit.

Activities available at a destination - and the scope, intensity, uniqueness and appeal of the experience these activities offer compared to similar experiences available at competing destinations - will contribute strongly to whether a trip decision is made, and which destination is chosen. Other variables are at play, of course, such as time available, cost, etc., but from an experiential standpoint, the foregoing is valid.

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

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

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

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

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

Demand Generators include such attributes as:

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

Demand Supporters include such attributes as:

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

The key demand generators are unique, quality, appealing experiences of interest and offering good value. People travel for rest, relaxation, excitement, escape, learning and to participate in special interest activities, but the destination they choose is dependent on which destination best measures up to the description in the first sentence.

In summary, the development of a successful destination requires attention to these two different but related features: new demand generation and measures to influence visitors to stay longer and spend more. Demand generators will bring more new visitors as well as encourage existing visitors to stay longer. A successful destination requires a sufficient critical mass of demand generators and demand supporters to create a broadly based experience for visitors. Demand supporters will contribute to holding people longer and encouraging them to spend more.

Attention to both demand generators and demand supporters is important in generating increased economic activity from tourism, but extra priority should be given to the former.

As well, a successful destination has to achieve a level of critical mass in marketing before it can expect to achieve marketplace success. It must also pay careful attention to human resource issues to ensure that visitors are provided with a high standard of service quality from skilled staff. Finally, it is important that the average community member, those people that are not directly involved in the tourism sector, are welcoming and hospitable to visitors.

8.3 THE OVERALL STRATEGIC APPROACH FOR TWILLINGATE ISLANDS

One of the critical issues mentioned in the foregoing discussion, under 'demand generators' is that of marketing to highly targeted market segments. In other words, it is important that a community identify which of the markets available to them are the ones it wants and which of them are they most likely to get, and then focus the effort on those market segments. This is generally referred to as 'product-market matching'.

8.3.1 Product-Market Match Analysis

The consultants for this Plan have used a product-market matching process (Table 19) in preparing this tourism strategy for Twillingate Islands. The products that Twillingate Islands have in place or can potentially develop with a reasonable effort are listed on the vertical axis, while the target market segments offering the greatest potential are presented on the horizontal axis. The second column indicates the status of the product offering in terms of being good, needing improvements or needing the addition of more product. The asterisks indicate the importance of the product to that particular market segment. One asterisk means 'important' to the market segment, two means 'very important' to this market.

What is evident is, first, that the personal explorers and exotic tour seekers segments and the culture and heritage segment each fit well with most of the current and potential product on Twillingate Islands. Conversely, Twillingate Islands have a good mix of product to attract these segments. In fact, these market segments are very similar to one another and many travellers fit into all of them. As a consequence, the approach in both product development and marketing would be largely the same for these segments. Collectively, these segments should be given top priority in product development and marketing efforts in the future.

The approach would include some marketing directed at consumers. However, a larger part of this effort would be directed at the travel trade.

The next best market segment for Twillingate Islands is vacations for Newfoundland residents. Here we are looking at touring trips and extended stays of a week or so. Most of this would involve direct consumer marketing.

The third priority segments are adventure tourism, ecotourism and the short getaway market for Newfoundland residents. Twillingate lacks the product and the product potential for it to become a major destination for adventure and ecotourism. In the resident market, the long travel distance from the major market in St. John's is the major reason this segment didn't score better.

8.3.2 Recommended Priorities for Product Development and Marketing

This study recommends that the greatest effort in product development be given to the most important products for the top priority segments. Specifically, the top priorities for the product development effort should include:

- Developing "clusters" of activities;
- Establishing a 'harbour experience' in Twillingate Harbour and making general townscape improvements;
- Completing the proposed development of the Long Point lighthouse property;
- Preserving designated heritage structures and expanding the scope of heritage programming and interpretation in the community;
- Expanding the scope of arts/cultural offerings and craft production;

- Developing suggested itineraries and packages for visitors; and
- Upgrading and expanding accommodations and restaurants on Twillingate Islands.

The top priority market segments, which we will refer to collectively as the 'explorers', generally have higher incomes, are empty nesters and typically travel in couples. They have high expectations with respect to quality of facilities and experiences, but they are certainly prepared to pay for better quality. In other words, they are not price sensitive and, in fact, they often seek to pay more to get better quality (e.g. they use price as a barometer of quality). So charging a robust price for something unique and of good quality is not a problem in this market. In fact, that is better.

The first priority in marketing should be given to this 'explorer' market segment. Second priority should be given to the Newfoundland resident vacation market.

Table 19 Product-Market Match Evaluation

Tourism Products and Services	Product Status*	Target Market Segments				
		Personal Explorers, Exotic Tour Seekers	Adventure, Ecotourism Travellers	Culture, Heritage Travellers	Nfld Market Vacations	Nfld Market Getaways
Market Priority		#1	#3	#1	#2	#3
Activities, Attractions						
Nature hiking	%	*	**	*	**	*
Island touring	&	*	*		*	
Museum, lighthouse	#	**		**	**	
Other heritage facilities, programming, interpretation	&	**		**	*	
Storytelling	&	*		**	*	
Dinner theatre	#	*		**	**	
Other cultural entertainment	&	*		**	*	
Biking	&	*	*			
Kayaking	&	*	**		*	
Rainy day programs	&	*	*	*	*	*
Boat tours	#	**		*	*	
Crafts:						
Craft outlets	#	*		*		
Craft products	&	**		**		
Other:						
Dining	% &	**		*	*	**
Guided, self-guided tours	&	**		**	*	*
Festivals, events	&	*		**	**	**
Harbour experience	&	**		**	*	
Accommodation	% &	**	*	**	**	**
Vignettes	&	*		**		

Legend

- # means 'Good'
- % means 'Needs Improvement'
- & means 'needs more product'
- * means 'important to this market segment.'
- ** means "very important" to this market segment.

8.3.3 Visitor Experience Development

A destination can have accommodations, restaurants and shops, but it also needs to develop great 'experiences' for visitors. Therefore, experience products are necessary such as suggested itineraries for visitors, packages and the like. This topic is addressed in section 8.4.4.

8.3.4 Market Readiness

It is also vitally important that a destination have 'market-ready' products and services for visitors, meeting their expectations. And there needs to be an obvious point of arrival and information available to visitors. This is addressed in section 8.8.

8.3.5 Market Development and Marketing

There needs to be an effort to establish marketing partnerships, within and without the community, along with relationships with tour operators and others involved in the travel trade distribution network. This is addressed in section 8.9.

Finally, when the foregoing is in place, then the marketing effort should begin in earnest.

8.3.6 Phased Implementation

As mentioned, it is important that attention be given first to the product development needs and opportunities before the major marketing effort gets underway (i.e. the product needs to be developed before it is promoted). Also needed is a 'tourism destination development model' to guide all activities. The elements of a tourism destination development model is described in Figure 2.

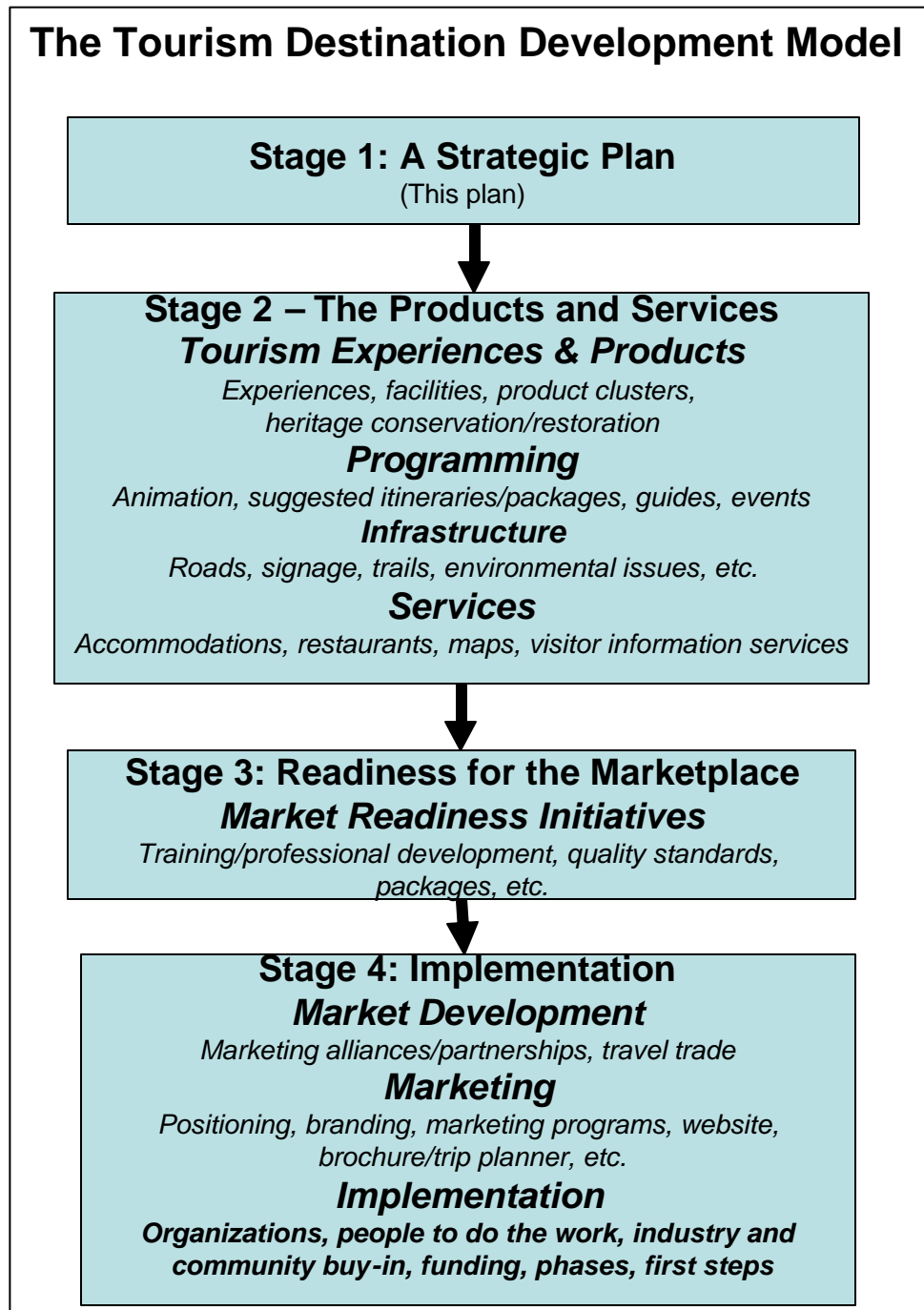


Figure 2

The following section addresses each of these issues in more detail.

8.4 PRODUCT DEVELOPMENT

The following section outlines specific product development strategies based on tourism demand, strengths of the area and weaknesses perceived in the existing product. The product strategies are grouped in broad concepts such as “product clusters” or “infrastructure”. Within some of these broader concepts are specific strategies that flow from the broader ones.

8.4.1 Product Clusters

Objective: Develop a physical clustering of attractions, activities and service.

Strategy: Create a critical tourism mass by developing clusters of attractions, activities and services that makes them worthy of a visit. In this way visitors can leave their car, readily visit the attractions, etc. that are available to them and comfortably walk from one attraction to another.

Develop the two existing natural clusters in the Town of Twillingate, the harbourfront development on South Island and the cultural cluster on the North Island.

- The first cluster (See 8.4.1.1 for more detail) would extend along the harbourfront between the abandoned building near Toulinquet Inn Bed and Breakfast and the North East Church Heritage Museum; and
- The second smaller cluster (See 8.4.1.2 for more detail) would be in the vicinity of the Driftwood Gallery and would tie in the various arts and historical sites in the area (e.g. Twillingate Museum and Church, the Gallery).
- Designate and promote these two areas.
- Encourage other like-minded businesses or attractions to locate in each area.
- Include eventually other areas (e.g. Back Harbour with information about John Peyton, the Maritime Archaics and the oldest house in Back Harbour; Crow Head and Purcell's Harbour).

Priority: High

Measurement: *Twillingate Experience* feedback form and number of visitors.

...

8.4.1.1 Twillingate Harbourfront – Southside Cluster

Objective: Develop one of the major natural strengths of the area, Twillingate Harbour, as a focal point for tourism.

Strategy: Develop the harbourfront into a primary cluster attraction by connecting the area from the abandoned building just east of Toulinquet Inn B and B to the Northeast Church through the use of walkways, interpretative signage, sitting areas, small private yacht marina, harbour activities, boat rentals, living interpretation and small scale business kiosks.

- Designate the area for harbour development from the abandoned building just east of the Toulouguet Inn B and B to the Northeast Church Heritage Museum;
- Seek funding to undertake harbourfront design for this area that would include the above mentioned activities and materials. Include the following elements in the overall design:
 - Design the walkway to accommodate the eventual establishment of small well-designed kiosks to house appropriate summer visitor businesses such as crafts, food and beverage; and
 - Design the walkway to accommodate people who would provide short individual 'living interpretation' drama of Twillingate's history (e.g. Mary March, children of the first settlers, etc.).
- Encourage local businesses along the harbourfront to paint their businesses, stages and wharves in traditional Twillingate colours.

Priority: High

Measurement: Track the number of visitors using the harbourfront through existing harbourfront businesses.

...

8.4.1.2 Twillingate Cultural Centre – Northside Cluster

Objective: Create a cluster of cultural activities on the north side of Twillingate Harbour.

Strategy: Build on the success of Driftwood Gallery and Twillingate Museum and gradually convert other underutilized buildings on the North side of the Harbour into an arts cluster with programming, art galleries and studios for artists and craftspeople.

- Link visually the cultural cluster by signage or painted footsteps;
- Identify the feasibility and potential for creating an 'arts centre' in the former AVCO building;
- Investigate Gros Morne Park's Artist in Residence program and Jim Baird's Corner Brook Artist in Residence program to determine if any aspects of these programs could be adapted to Twillingate Islands;
- Work with local artists to define needs and opportunities for strengthening the arts community in the region; and
- Organize art/craft fair weekends, such as *Arts in the Coves* as part of programming to bring in outside artists to paint, sculpt, woodwork, build model boats, etc. that interpret the natural and cultural heritage of Twillingate Islands.

Priority: Medium

Measurement: Number of visitors.

...

8.4.2 Infrastructure

8.4.2.1 Long Point Lighthouse

Objective: Create a major professionally developed focal point for visitors on Twillingate Islands using an existing heritage structure.

Strategy: Complete the plan for the refurbishment and interpretation of Long Point Lighthouse that was suggested in the 1991 Randolph Report (i.e. The viewing platform, interpretative panels, parking lot and walking trails are already completed) since the lighthouse continues to be a popular destination for all visitors coming to Twillingate Islands.

- Proceed with Crow Head Municipality buying the Lighthouse;
- Hold discussions as to whom would have ultimate authority for ongoing administration, operations and maintenance of the Long Point Lighthouse (e.g. Crow Head? TITA? Joint?);
- Seek funding for a site development plan, lighthouse upgrades and construction costs ;
- Update the 1991 Randolph Report in the new Plan and focus on detailed architectural and interpretative display plan drawings, the cost of upgrading the facility and creating the interpretation displays, and ongoing costs associated with administration, operations and maintenance;
- Focus on the interpretation of icebergs as that is the primary draw and icon of the area (i.e. avoid duplicating any other local interpretation now being undertaken by other attractions);
- Make all displays professional, interactive, scientific and user-friendly using information from the International Ice Patrol, Coast Guard, and iceberg consultants; and
- Hold discussions with the Long Point Interpretation Centre who leases one of the lighthouse properties to ensure ongoing coordinated development occurs for the lighthouse property.

Priority: High

Measurement: Number of annual visitors.

...

8.4.2.2 Twillingate Experience Centre

Objective: Develop a one-stop visitor centre in Twillingate known as the *Twillingate Experience Centre*.

Strategy: Locate the Visitor Centre in or near the harbourfront development cluster as the anchor attraction.

- Explore the possibility of using the abandoned heritage building immediately to the east of Toulinquet Inn Bed and Breakfast as the Visitor Centre;
- Determine how the Centre could best be owned and managed (see 8.7 for additional information).
- Plan the *Twillingate Experience Centre* to provide a complete menu of visitor services including, but not limited to, the following: information, maps, interpretative materials, public washrooms, showers and ice (for private yachts), public Internet access, pay phones, bookings in both off and on season, itineraries and an accurate visitor tracking system;
- Restore the building to tie in with the overall design of the harbourfront development, and paint it in colours to reflect the traditional colours of Twillingate commercial establishments (e.g. red and white);
- Provide sufficient parking adjacent to the facility to accommodate an average flow of visiting automobiles and RVs;
- Encourage the passage of a municipal signage law for Twillingate that would limit other tourism signs in favour of directions and signage to the *Twillingate Experience Centre*;
- Make a concerted effort to have all bookings made eventually through the Centre for accommodations, attractions and activities for a percentage fee;
- Display large maps of the two Islands inside of the building showing the location of various activity clusters and attractions as well as routings associated with the *Hidden Cove and Meandering Roads Program* (see 8.4.4.2);
- Make available smaller maps of the above for public distribution and sales;
- Provide brochures, maps, guidebooks and other visitor information materials on site;
- Ensure that the Centre becomes the visitor tracking centre by maintaining flexible hours, ensuring that it is the hub of all visitor information and that it provides the right kind of information and services for tourist;
- Sell *Twillingate Experience Centre* items that carry the Twillingate Islands icons/logos (e.g. icebergs, whales, living fishing community, lighthouses and culture/heritage) that help support the ongoing costs of operations and maintenance of the Centre; and

- Keep open a portion of the Centre year round to respond to requests, bookings, etc. Other organizations could use the centre for meetings and offices.

Priority: High

Measurement: Track the number of visitors using the Centre.

...

8.4.3 Living History

Objective: Create an Authentic, Living History Village

Strategy: Create a 'living history museum without walls' by restoring as much of the community as possible while maintaining it as a living, working community and providing visitors with a full experience of the community's past history and present character through interpreted sites and traditional activity demonstrations.

The concept could be applied to operating businesses as well. Physical interfaces could be created between tourists and genuine enterprises operating in the community by:

- Establishing an interpretive and demonstration site at the business, in a location readily accessible to visitors;
- Allowing visitors to view the work being undertaken; and
- Providing interpretive information on both the current process and the history of the activity in the community.

The power of this concept is that it creates unique and interesting tourist experiences out of non-tourism activities in the community; experiences that interpret the unique heritage and cultural character of the community. It also has the value of being authentic and real (e.g. not contrived, artificial or 'touristy').

- Investigate the possibility by researching and/or visiting other examples (e.g. Sherbrooke Village, NS; parts of Shelburne, NS);
- Create a committee/group to carry the idea forward;
- Identify possible existing and future enterprises/structures, etc. that would benefit and be suitable to this concept;
- Develop a plan in consultation with the community, particularly the business community as to how it could be undertaken cost-effectively on Twillingate Islands;
- Develop a business case for this approach; and
- Control how far visitors can intrude (e.g. Visitors would have access to the interpretation area and any associated retail area and they would be able to view the demonstration area of the business across a counter or through a window, but they would not be able

to enter the demonstration area or to obtain access to any other part of the building or grounds).

- Research the provision of some additional incentives, such as:
 - Financial assistance in restoring and upgrading their buildings to enhance their long term viability, and to establish a demonstration component at their establishment;
 - Having the interpretive feature developed, staffed and maintained by the tourism interests in the community, if that were feasible; and
 - In appropriate cases, having on-site sales of the company's products as mementos of the visit.
- Identify community enterprises that would be candidates for such a program through the meeting of the following tests:
 - The activity would be of significant interest to visitors;
 - It is linked to the heritage and culture of the community;
 - It can be demonstrated and interpreted effectively; and
 - It can be done without disrupting or intruding on the enterprise.

Priority: Medium to high

Measurement: Level of interest among local enterprises/organizations.

...

8.4.3.1 Crafts

Objective: Develop a craft centre or program for the production and marketing of local hand made craft items as part of the Living History Village concept.

Strategy: Prepare a craft development strategy for Twillingate Islands that:

- Inventories individuals on the Islands who produce and sell crafts;
- Brings together individuals to set up a craft committee (i.e. Woman's Institute in Labrador Straits, Grenfell Handicrafts Craft Committee);
- Suggests conducting a craft development workshop (e.g. Bring in Historic Sites Association for workshop on how to produce for craft shops);
- Identifies priorities and strategy for producing, demonstrating and selling craft items;
- Identifies type of organisational structure best suited for Twillingate Islands to develop craft industry (e.g., cooperative, craft network);
- Shows how to work with government agencies to secure funding for production and demonstration of crafts in summer months (i.e. *Traditional Skills Network*);
- Selects site (s) for demonstrations;

- Produces interpretive and promotional materials and information on craft demonstrators for visitors; and
- Outlines how to offer craft workshops to visitors as part of the *Living History* concept and the *Discover Twillingate Program*.

Priority: Medium

Measurement: Increased number of craftspeople on the Islands and increased number and variety of locally made goods of quality.

...

8.4.3.2 Economuseum

Objective: Create one ECONOMUSEUM® on Twillingate Islands within the next five years as part of the Living History Village concept.

Strategy: Weil Winery is already a tourism attraction, which could be enhanced by becoming an economuseum¹ by following the steps below:

- Work with Weil Winery to submit an application for admittance to the Economuseum network;
- Contact Economuseum network representative for Atlantic Canada and arrange a meeting with Weil Winery to evaluate the feasibility of the winery being admitted to the network;
- Visit another economuseum in the network with owner of Weil Winery to provide information and understanding on how an economuseum works;
- Complete business and infrastructure plan to standardise winery with other economuseum sites;
- Develop an interpretation and promotion strategy for the economuseum that features the variety of specialty wines; and
- Offer wine tastings and products for sale on-site.

Priority: Low to medium

¹ An economuseum combines **economics** and **culture** to:

- Demonstrate a craft business that produces objects using traditional know-how;
- Open to the public workshops that show how the craft is practiced;
- Sell its products on the site by means of their presentation.
- Is equipped with educational tools to explain its subject matter through an exhibition of traditional objects, presentation of contemporary works and a documentation and records centre.

The Economuseum network has two sites in Newfoundland and Labrador and over fifty sites in Atlantic Canada and Quebec.

Measurement: Number of visitors.

...

8.4.4 Itineraries And Packages

8.4.4.1 Guided and Self-guided Itineraries and Packages

Self-guided Itineraries and Packages

Objective: Develop a series of Guided and Self-guided Packages.

Strategy: Great experiences may be available to visitors at a destination, but it normally takes a lot of work and time for the visitor to find and organize them. This situation can be improved by presenting the visitor with suggestions, both in the form of suggested itineraries as well as packages that can be booked in advance.

- Interview visitors to find out what they enjoyed most about their visit, what they would recommend to their friends and what they think might be done to improve the experience for visitors;
- Consider several types of itineraries and packages:
 - Self-guided suggested itineraries (e.g. trail walking)
 - Self-guided packages (e.g. accommodations, boat tour and hiking)
 - Guided group programs (e.g. boat tours, sea kayaking)
 - Guided group packages (e.g. outdoors, cultural).
- Work with local operators to develop many different outdoor experience itineraries (e.g. up to 25 eventually) and several packages (e.g. up to six eventually) for visitors interested in half and full day activities on Twillingate Islands;
- Conduct a workshop on package development with operators;
- Determine the interest of local operators in developing these packages so that inbound tour operators can readily tap into them;
- Develop the packages under the theme *Hidden Cove and Meandering Roads* to include activities that would appeal to the four market segments (general touring/explorer, eco and adventure tourism, culture and heritage and Newfoundland get away markets in the following areas:
 - Culture/Heritage
 - Nature
 - Outdoor activities
 - Marine/Coastal.
- Provide examples from other regions of the province (e.g. Viking Trail); and
- Produce booklet of packages/excursions for provincial and national tour operators.

Priority: High

Measurement: Number of requests.

...

Self-guided Itineraries

Objective: Develop a Series of Self-guided Itineraries.

Strategy: Design suggested itineraries for visitors around the recommended 'core' experiences (the primary focus of a particular itinerary) as an entirely do-it-yourself experience. The objective is to make suggestions as to how a visitor might want to organize and enjoy a stay on Twillingate Islands. In other words, use the Islands assets to suggest how a visitor will best enjoy the unique experiences available in the area.

A self-guided experience for visitors allows them to do suggested activities entirely on their own, when they like, for how long they like, with the combination of features they prefer, and so on. In other words, they can customize it as much as they want, which, for many travellers today, is a preferred way to travel.

Self-guided itineraries involve the following elements:

- Where to get interpretive information, availability of guide services, who to call to book, etc. experience, to whom it will most appeal;
- How to get there, where to park, etc.;
- How to best enjoy the core experience – the time involved, features to take advantage of, etc.;
- What other experiences they should combine with the core experience – at the same location, enroute to and from, at other nearby locations;
- The type of core experience it is – adventure, culture, heritage, nature, etc.;
- Highlights of the core;
- What traveller services are available enroute and at the location – restaurants, souvenir/craft shops, etc.; and
- What it will cost them.

Priority: High

Measurement: Number of requests.

...

Self-guided Packages

Objective: Develop Self-guided Packages.

Strategy: Create packages that a person can book and purchase the core experience and the key associated traveller services from one seller for one price (with optional add-ons perhaps). Self-guided packages should not be too elaborate. The basic package should include the core experience and the essential services the traveller will require. Other things should be offered as optional add-ons. Packages are, by their nature, inflexible, which is a negative for travellers who prefer flexibility, which is most of them. However, flexibility can be recovered if you make all of the non-essential features optional. The package then becomes part fixed and part design-it-yourself, which is better.

Making an itinerary into a package is done when some of the following conditions apply:

- An extra benefit can be provided to the traveller that isn't generally available to everyone, like interpretive materials, a special souvenir, etc.;
- A saving can be offered; and
- There are restrictions on access to the core experience, requiring an advance reservation.

Priority: Medium

Measurement: Number of requests.

...

Group Programs

Objective: Develop Group Programs.

Strategy: Create a couple of group programs that lend themselves to a group format, or even require a group format to make it feasible, such as a guided tour, or a boat cruise. This requires a schedule of days and times when it is available, the meeting point, what to bring/not bring, etc. It probably also involves a fee for the person managing and/or guiding the group.

The same kinds of things involved in planning a self-guided itinerary are involved in planning a group program, however, not all of the details necessarily have to be given to the traveller. The advantage to the traveller is that the manager/guide looks after the planning, organizing and the details, leaving the traveller free to just enjoy. And there is the added benefit of having a knowledgeable person to provide commentary and interpretation.

A group program shares the inflexibility of the package, in that it has a fixed start and end point, a fixed group itinerary and a fixed cost. Some flexibility can be added by offering pre and post add-ons as options, either or both group and independent activities.

Group programs can be sold to pre-formed group travelling together, or to independent travellers who book into published dates. For pre-formed groups, the program can be customized and scheduled for any time mutually agreeable.

Priority: Medium

Measurement: Number sold.

...

Group Packages

Objective: Develop Group Packages.

Strategy: Create a couple of group packages (i.e. a group program combined with other features and traveller services, such as accommodations, meals, interpretive materials, etc.). A group program is packaged when the same kinds of additional benefits can be offered as with the self-guided package.

For group packages sold to independent travellers, there is need for some additional services, most particularly initial introductions of participants and orientation to the package program, resolution of any limitations affecting participants (diet, fitness, etc.), a means of transporting the group, and so on.

Priority: Medium

Measurement: Number sold.

...

Marketing Itineraries and Packages

Objective: Market Itineraries and Packages.

Strategy: Promoting these products successfully requires a particular approach. The messaging should have the following features, in this order:

- A category – type of experience;
- An attention-getting name;
- A description of the appealing features of the experience and the benefits provided;
- The duration;
- Dates available (for group programs/packages);

- Who to call for more information, how to book; and
- The cost (for packages, the price per person, assuming a party of two sharing a room if accommodations are involved).

Example – Heritage walking tour of Little Harbour

<p style="text-align: center;"><i>Heritage Walking Tour of Little Harbour</i></p> <p><i>Tour Description:</i> Visit the natural arch and abandoned fishing communities in Jones Cove with one of the local residents of Little Harbour. This guided walk along the coast is a great area for spotting icebergs and whales. The trail leads to secluded beaches and to the natural arch. Vegetable cellars and foundations of old homes remain from the resettled community. A traditional Newfoundland lunch is served upon your return at the Beach Rock B&B.</p> <p><i>Distance:</i> 3 kms roundtrip</p> <p><i>Duration of activity:</i> half day</p> <p><i>When:</i> Thursday/Saturday mornings 10 am</p> <p><i>Start/end point:</i> Beach Rock Bed and Breakfast</p> <p><i>Degree of difficulty:</i> moderate</p> <p><i>Clothing required:</i> hiking boots, long pants, warm clothing, bottled water, snack</p> <p><i>Price:</i> \$15 adult/\$10 young adults (10-15) It is not recommended to bring small children on this trip.</p> <p><i>For bookings or more information, call the Twillingate Experience Centre (709-884-0000)</i></p>

Publishing a trip-planning brochure or booklet is a preferred approach, as well as a website.

As recommended elsewhere in this report, there should also be a 'point of arrival' in the community where information can be acquired and bookings made for the various itineraries and packages available.

Priority: High

Measurement: Number of requests.

...

Develop and Manage Itineraries and Packages

Objective: Develop and Manage Itineraries and Packages.

Strategy: Developing, marketing and co-ordinating quality itineraries and packages will require a concerted effort by someone who knows how to make them sell, work well for the customer and provide a profit to the supplier. Too often an amateurish approach is taken, with limited planning and insufficient attention to the needs and desires of the traveller. Too often the

program is designed to sell all things the community has to offer rather than respond to the traveller's desire for truly unique, high quality experiences. However, if a market-responsive rather than sales-driven approach is taken, it can be very successful in strengthening the appeal of the community as a destination.

Priority: High

Measurement: Number of requests.

...

8.4.4.2 Back Roads and Country Coves

Hidden Cove and Meandering Roads

Objective: Develop a series of walking, driving, boating or biking itineraries/packages under the theme of *Hidden Cove and Meandering Roads* that targets general tourism and explorer, eco and adventure, cultural and heritage, and on island get away markets.

Strategy: Research interpretive themes (e.g. *Premises, Stages and Sheds – The History of the Fishery; From Pride's Drong to Purcell's Harbour – What's in a Name; Arches and Icebergs – A Natural History Tour*); produce interpretive materials to communicate the interesting stories of Twillingate Islands that link to target markets, develop supportive materials (e.g. signs) and package under the *Hidden Cove and Meandering Roads* banner using the following steps:

- Select interpretive locations throughout the Islands to support themes;
- Identify objectives for each location – what will visitors see and learn here;
- Determine knowledge (what will visitors learn) and behaviour (how should they behave) objectives for each site;
- Choose a variety of communication methods for themed tours (e.g. pamphlets and maps first and eventually maybe video, tape cassettes, and CDs);
- Identify tours that can be developed with a local resident as part of a guided tour program (e. g. living history heritage tour with Georgina Stirling or Dr. John Olds). Work with dinner theatre actors/actresses to refine and develop adult or school program to train interpreters;
- Develop tours in clusters to achieve critical mass quickly;
- Use strategically placed interpretive signs (e.g. Quebec Lower North Shore Jacques Cartier trail example available through the Quebec-Labrador Foundation) wherever appropriate and possible;
- Produce self-guided trail brochure to complement signage program (e.g. Quebec Lower North Shore Jacques Cartier trail example);

- List as part of the *Hidden Cove and Meandering Roads* guided and self-guided packages programs;
- Obtain a copy of *A Day in the Kingdom* from the St. Johnsbury, VT, USA Chamber of Commerce (heritage map and cassette as part of a driving tour through the Northeast Kingdom of Vermont) and discuss feasibility of a similar program for Twillingate using local music (e.g., Split Peas), local storytellers and actors/actresses from dinner theatre; and
- Develop promotional/interpretative materials, as discussed in 8.4.4.1, to include type of activity (e.g. walking, touring, biking, boat,) start and end points (e.g. the harbour, lighthouse), duration of activity (e.g. half hour, half day), degree of difficulty (e.g. strenuous, moderate, easy), clothing required (e.g. hiking boots, long pants).

Priority: High

Measurement: Test the various programs and communication tools, then track them to determine the most popularly requested programs and communication tools and disregard those that are not working well.

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Hiking and Walking Trails

Objective: Develop the trail system.

Strategy: Improve the quality of the trail system and associated interpretative information on Twillingate Islands so that the trail system can be packaged under the *Back Roads and Country Coves* banner by undertaking the following steps:

- Complete a strategic trail strategy for Twillingate Islands;
- Form a hiking trail working group or committee of interested residents;
- Conduct an inventory of other trail systems in the central and eastern regions (e.g. Discovery Trail system, Green Bay Trails, Terra Nova National Park) to understand how other groups and associations have addressed quality of trails and trail information;
- Hike trails and identify quality of trail and a number of significant sites for interpretation panels;
- Conduct an inventory of natural/cultural heritage sites (e.g. scenic views, wildflowers, abandoned communities) along the trails;
- Focus on the cliffs, bays, coves and inlets as well as natural rock formations, abandoned sites and small communities that offer visual and human interest opportunities to the general tourism/explorer, eco and adventure tourism, cultural and heritage and on island vacation get away markets;

- Include the many harbours ringed with interesting homes, stages, and merchant buildings for additional in-town walks for all market segments;
- Measure the length of the trails and determine the degree of difficulty using Park Canada standards;
- Develop a standard trailhead and interpretation signage program for Twillingate Islands ensuring trailheads are clearly marked;
- Upgrade hiking trails (i.e. hardness, width, etc.) on Twillingate Islands based on gathered information and recommendations from other sites, determining which trails have the most potential for target markets and upgrading these first;
- Organise a program for the development of interpretative materials including:
 - Completion of a high quality regional map and/or maps to orient visitors to trails;
 - The upgrade of the hiking trails booklet with information from the trail inventory as well as reducing the physical size of the booklet so that it is more easily transportable; and
 - Complete a strategic, long-term trail development strategy that upgrades quality of trail and associated information over five years.
- Develop a series of town walks within Twillingate and Crow Head that connect interesting places and features with themes (see Community Identity objective).

Priority: High

Measurement: Track through the *Twillingate Experience* feedback form (note: Tracking the number of people using trails is difficult, even if a sign in box is placed at the beginning of each trail).

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Boat Tours

Objective: Increase the breadth of boat tour offerings, especially when icebergs are not present.

Strategy: Expand the present boat tour program so as to be packaged under the *Back Roads and Country Coves* banner by including more island stops, visits to abandoned or resettled communities and boil ups. The tours could be packaged to include themes and specific itineraries with different boat tours leaving on different days. Each tour would have its own interpretative material and would be packaged and sold through the *Twillingate Experience Centre* as well as through existing inbound tour operators and boat tour operators. By coordinating these activities with other communities, it helps position Twillingate as a tourism hub and fosters greater cooperation between communities. It also provides that authentic Newfoundland experience which visitors are looking for. Examples are:

- An *All Around the Circle* boat tour that builds on the popular Newfoundland song, is familiar to the greatest number of Twillingate's visitors (i.e. visitors from Ontario), could be packaged to transport visitors between Moreton's Harbour, Fogo and Twillingate, and uses Twillingate as the start and end point; Fogo would benefit with overnight visitors;
- The *Islands' Experience* boat tour could include trips to Exploits and Change Islands with overnight stays on one or the other of the islands;
- *Inland Waterway Exploration* could a tour of the many bays and inlets around Twillingate Islands with stopovers for boil-ups or lunch; and
- The *Way We Were* boat tour would take visitors to abandoned communities for picnic lunches or boil-ups.

Priority: Medium

Measurement: Number of requests.

...

Community Identity

Objective: Create a distinct community identity for each of the larger communities and coves on Twillingate Islands.

Strategy: Identify unifying characteristics in each location that will be reinforced through the *Hidden Cove and Meandering Roads* Program as well as the *Experience Twillingate Program* (e.g. *Back Harbour-Where History Began*; *Durrell – Stages of the Fishery*; *Crow Head – Copper mine*). Ensure that:

- Each community would have an identifier as agreed upon within each community;
- These identifiers would become by-lines for each community; and
- Attractions would be preserved and enhanced based on these themes (e.g. the stages of Durrell should be preserved, enhanced promoted; the history and artifacts of Back Harbour need to be preserved, enhanced, and promoted; the history of the copper mine in Crow Head).

Priority: Medium

Measurement: Visitors begin referring to communities by their sub themes (e.g. "Where's the community where history began?").

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Community Activities

Objective: Develop community activities for some of the smaller settlements on Twillingate Islands.

Strategy: Develop a plan that ensures that some of the smaller communities have their own focal point and that these are integrated into the overall *Hidden Cove and Meandering Roads* program. This will help ensure that visitors experience the breath of activities and interests on Twillingate islands, Suggestions include:

- Consider enhancing the natural beauty of the Crow Head Park through interpretation, perhaps a small band shell for occasional entertainment;
- As part of the heritage program, ensure that the stages of Durrell are preserved and enhanced;
- Identify, mark and enhance the natural beaches in Purcell's Harbour; and
- Identify and enhance other settlements in a similar way.

Priority: Medium

Measurement: Number of visitors.

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8.4.4.3 Discover Twillingate Program

Objective: Develop a *Discover Twillingate Islands Program* for individual and families.

Strategy: Provide a self-guided interactive program of activities particularly suited for rainy days by following the steps below:

- Identify and inventory potential activities and attractions to be included in the program;
- Include sites and attractions such as the Lighthouse, Prime Berth, *Toutons and Tea*, *All Around the Circle* Dinner Theatre, Twillingate Museum, Durrell Museum, Northeast Church Museum, Weil Winery;
- Develop interactive activities at selected sites (e.g. Lighthouse lecture and games in the basement of the craft shop; living interpretation at Twillingate Museum with 'Georgina Stirling'; historical movies/plays/concerts/craft at the Northeast Church Museum; demonstrations about Newfoundland and Labrador at the *Twillingate Experience Centre*; storytelling for children at the Durrell Museum; tour of school murals followed by a painting workshop for children at the school; wine/juice tasting at Weil Winery, etc);
- Contact businesses and organizations to participate in program; and
- Produce booklet of *Discovery Coupons* for sale at the *Twillingate Experience Centre*.

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8.4.5 Heritage Tourism

8.4.5.1 Museums and Archives

Objective: Coordinate local museums and archives activities with goal of placing them under one operating Museum Board.

Strategy: Visitors want to learn about an area in a coordinated, organized and user-friendly manner. Therefore, it would be beneficial to coordinate under one Board all of the area's museum activities, interpretation and artifacts. This would be more cost effective, would focus and clarify the visitors understanding of the area, and avoid duplication of exhibits and displays. The following steps are suggested:

- Meet with all Museum Boards;
- Determine the most efficient manner of providing coordination of activities between the local museums;
- Undertake a SWOT analysis of each of the museums with the objective of determining the primary focus of each in an effort to enhance that focus and avoid duplication; and
- Explore joint and coordinated activities such as displays, exhibits, activities, staffing, funding, standards and marketing (e.g. one brochure for all, a combined ticket price, staggered hours, etc.).

Priority: Medium

Measurement: Success in attracting funding and amount of money saved by the institutions.

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8.4.5.2 Built Heritage

Objective: To preserve and protect some, or the most important, of Twillingate Islands' 120 designated heritage structures.

Strategy: Build on the inventory of heritage buildings on Twillingate Islands that was undertaken in 1998 and provides an excellent basis on which to create interpretative materials, begin selective restoration and ongoing use and start reclaiming the fine architectural heritage of Twillingate Islands.

- TITA and the Museum Board should meet to discuss and coordinate activities related to heritage with objective of placing heritage tourism under the Museum Board;
- Explore the possibility of hiring a heritage tourism coordinator to assist the Museum Board in coordination with TITA in implementing a heritage tourism strategy on Twillingate Islands;

- The job description (or expanded role of the Museum Board) could include, but not be limited to, the following activities listed below:
 - Develop a heritage communication strategy to build community capacity as well as to raise local and provincial awareness (e.g. Produce newsletters, heritage articles, public presentations for communities, schools and business community);
 - Create a program to establish heritage by-laws and designate local properties (e.g. Create heritage by-law program; meet with municipal councils to explain importance of by-laws, streetscapes, etc.; work with Heritage Foundation of NL to decide which by-laws and designations are the most appropriate; develop informational packages for heritage owners; develop municipal heritage plaque program; designate four built structures in community with provincial status so that islands achieve heritage tours status with HNFL; evaluate feasibility of Twillingate being established a registered heritage district as part of HNL's commemorate program, etc.);
 - Provide support to local businesses (e.g. help them build heritage elements into their services for visitors including redesigned menus, using heritage colours and heritage photographs; work with municipalities to develop incentive program such as most improved business award to encourage them to integrate heritage elements into their services);
 - Undertake human resources development and training (e.g. Develop a heritage-guiding course to build interpretation skills to enhance visitor experience); and
 - Develop a school/community heritage fair program (e.g. Work with such partners as Regional Economic Development and Schools program; visit other places that have heritage fairs).

Priority: Medium

Measurement: Achievement of the above activities.

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8.4.5.3 Archaeology

Objective: Highlight the rich archaeological history of Twillingate Islands.

Strategy: Identify and interpret the six archaeological sites known to exist on Twillingate Islands by:

- Marking the Maritime Archaic Burial Site in Back Harbour, which is the only site to date that has been excavated, with an all weather interpretative panel that includes information regarding the importance of protecting the site and the reasons why no further excavation can take place there; and
- Producing a well designed professional pamphlet describing the history and importance of the site and the five other sites on the Islands which would be distributed through the *Twillingate Experience* Centre and cross-marketing of tourism establishments.

Priority: Medium

Measurement: Number of requests for information and approximate number of visitors who visit the Back Harbour site as determined through the *Twillingate Experience* feedback and/or survey form.

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8.4.5.4 Genealogy

Objective: Establish an archival network for Twillingate Islands that contains not only recorded history of individuals (i.e. genealogy) and events, but also serves as a source of information for cultural producers.

Strategy: Build on the increasing Interest in genealogy by former residents of Twillingate Islands and relatives of individuals born on the Islands. The Anglican Church Library and the Twillingate Museum have helped catalogue information in this regard and opportunities exist for further enhancement in keeping with the strong cultural and heritage theme that Twillingate Islands offers by following the steps outlined below:

- Place under the Museum Board the responsibility for working with the churches and museums on Twillingate Islands to develop an archival network of historical information that is accessible to the public;
- Organise a community museum-working group that will decide on archival information that should be available to the public;
- Contact the Museum Association of Newfoundland and Labrador (MANL) and the Association of Newfoundland and Labrador Archivists (ANLA) for workshops and programs available on organising and preserving archival collections;
- Apply to the Community Memories Program through the Canadian Heritage Information Network (CHIN) to obtain hardware and software to archive and preserve selected collections digitally;
- Develop a digital pictures archive and record sampling available to the public; and
- Post the digital archive on-line with CHIN.

Priority: Low

Measurement: Number of hits on the website.

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8.4.6 Enterprises

8.4.6.1 Outdoor Rentals

Objective: Provide increased opportunities for visitors to participate in outdoor experiences.

Strategy: Provide rental services for outdoor equipment at the harbourfront cluster that allows visitors to take advantage of Twillingate Islands' natural attributes including:

- Establishing a small rental bicycle business, particularly for touring along the roads to Durrell, that could be done as an ancillary service to an already existing business, but located near the *Twillingate Experience Centre* (*Rationale: Many visitors in the target market segment are bicyclers*);
- Establishing a small sea kayak rental business located near the bicycle rental business or as a part of it so that equipment rentals can be done from one place (*Rationale: Along the coast of Twillingate Islands are many bays, coves, inlets and islands that are relatively sheltered from ocean swells and strong currents. Sea kayaking is increasing in popularity, especially among the ecotourism and adventure markets*); and
- Establishing a small outdoor rental equipment business (*Rationale: Often visitors want to have a boil up, take a picnic or go for a long hike, but have not brought along the appropriate equipment or clothing*).

Priority: Medium

Measurement: Number of rentals.

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8.4.6.2 Outport Vacation Getaways

Objective: Develop outport vacation getaways.

Strategy: Model weekend getaways on farm vacations of Prince Edward Island by:

- Working with local operators to develop packages that provide accommodations (two to three days) in lived in heritage homes that are not already established B and Bs;
- Offering these visitors opportunities to participate in traditional Newfoundland cuisine, live music and entertainment/dancing, Toutons and Tea, and Dinner Theatre as well as recreational activities such as boat ride/fishing/kayaking and hiking/walking; and
- Working with local Team Twillingate marketing effort to market the packages in any regional marketing efforts, include in the provincial travel guide and post on the web sites.

Priority: Low

Measurement: Level of interest and number of hits on provincial web site.

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8.5 TOURIST SERVICES

8.5.1 Accommodations

Objective: Provide enough quality B and Bs and small inns to meet the increased demand for quality accommodations in the area. At the moment Twillingate is losing important revenue, as the appropriate demand supporters do not exist. Given the lack of accommodations in the area, this will not provide undue competition for the existing accommodation owners.

Strategy: Increase the number of quality B and Bs in stages as the demand grows, encourage the development of at least one four star B &B/Inn similar to Fishers Loft in Port Rexton or the inn in Battle Harbour, and encourage the upgrading of a portion of the Anchor Inn by following the steps below:

- Work with the local citizens to show them the benefits of operating a B and B;
- Identify potential vacant houses that could be bought and turned into B and Bs;
- Conduct a feasibility study/business plan with respect to operating more B and Bs in Twillingate using existing occupancy figures as well as how successful similar operations are doing elsewhere in the province;
- Network with the provincial B and B Association to encourage individuals to open up B and Bs in Twillingate;
- Network with Twillingate Island residents who have moved away from the area and are interested in coming home and establishing B and Bs;
- Talk with potential investors about opening up B and Bs and a small high quality inn using the feasibility study as an investment tool;
- Advertise in Newfoundland and Labrador for potential B and B operators; and
- Advertise elsewhere (e.g. Ontario) if unsuccessful in attracting B and B operators locally or provincially;

Priority: High

Measurement: Increase in the number of B and Bs and establishment of one high quality small inn within three to five years.

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Objective: Increase the quality and value of B and Bs to match the interest of the market segment visiting Twillingate Islands.

Strategy: The top priority market segment for Twillingate Islands, the explorers, generally have higher incomes, are empty nesters and typically travel in couples. They have high expectations

with regard to quality and experiences and are prepared to pay for better quality. Therefore, the suggested strategy should include the following:

- Upgrading the quality of existing B and Bs to better reflect the culture of the area (e.g. use of: locally made furniture or antiques; photographs, paintings, and books of the area: locally made crafts such as quilts or area rugs) - Examples from elsewhere: Cape Onion B and B on the Northern Peninsula;
- Upgrading the quality of existing B and Bs to better reflect the expectations of the tourist segment coming to Twillingate Islands (e.g. use of wood flooring and quality area rugs: good quality soaps, linen and sheets; a few pieces of fine furniture rather than a clutter of inexpensive chain store furniture) - Examples from elsewhere: Compton House in Trinity;
- Ensuring that any improvements include private bathrooms;
- Increasing the price of staying at a B and B in order to make it more profitable and to reflect the market segment visiting Twillingate Islands; and
- Paying attention to detail (e.g. Outside gardens, fresh flowers, locally produced jams and jellies, etc.).

Priority: Medium

Measurement: Increase in B and B price and level of satisfaction by customers, number of repeat customers, and number of referrals.

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8.5.2 Restaurants and Other Tourist Services

Objective: Expand and enhance the choice of restaurants in the area so that they meet the expectations and needs of the tourist market segments visiting Twillingate in stages as demand grows.

Strategy: Encourage the establishment of a few small seasonal quality restaurants and coffee shops that provide menu items reflecting the tastes of the general touring/explorer, eco and adventure tourist, cultural and heritage and island vacation/getaway markets by:

- Encouraging new and existing restaurants to work in developing cost effective simple menus that reflect the food of the area, are high in quality and presentation, and are just slightly different from other regions that serve quality food;
- Suggesting that these restaurants prepare local menu items that are not fried (e.g. poached cod or salmon, fresh mussels, local crab and shrimp; fresh salads, homemade breads and rolls and desserts using local berries; and
- Encouraging the establishment of new small bars, coffee shops and restaurants that could be located along the in the two designated "cluster" areas.

Priority: High

Measurement: Decrease in number of visitor complaints about the food.

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8.6 MUNICIPAL AND BUSINESS DEVELOPMENTS

A number of opportunities could fit as part of one of the larger tourism concepts described earlier. However, they fall within the jurisdiction of a municipality or a group of local businesses. Therefore, they are listed separately.

8.6.1 Scenic Look-offs

Objective: Provide opportunities for tourists in motorized vehicles to admire the many scenic vistas on Twillingate Islands or to stop for a walk or picnic without posing a traffic hazard to other individuals in motorized vehicles.

Strategy: Provide scenic look-offs, pull over places, and parking along existing road networks by:

- Identifying the most scenic look-off points that can accommodate pullover areas for motorized vehicles or pull-over areas for the most popularly hiked trails;
- Priorizing each of these; and
- creating each year one or two scenic look-outs, pull over points, or parking areas during normal maintenance of roadways, when it is within a town's jurisdiction.

Priority: High

Measurement: Amount of traffic that uses look-offs.

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8.6.2 Unifying Identity

Objective: Provide a unifying identity for Twillingate Islands.

Strategy: Develop municipal icons that tie in with the area's strengths and the provincial icons (e.g. icebergs, whales, lighthouses, living fishing village, culture and heritage) by:

- Working together (i.e. municipalities, TITA and professional designer) to develop a plan for the professional design and delivery of a municipal icon program;
- Using these thematic materials on all municipal services where appropriate (e.g. garbage bins, stationary, signage, murals);
- Develop themed municipal street signage that offers an opportunity for visitors to find their way while at the same time highlighting the area's history and culture:

- Design street signage for Twillingate and Crow Head using local icons (e.g. icebergs); and
- Give first priority to main streets, then to streets with interesting names and finally to other streets based on significant traffic usage and/or major tourism sites.

- Create collateral material (e.g. t-shirts, mugs, baseball caps, key chains, banners, flags etc.) using the themed materials that can be used as tourism promotion gifts and also sold to support ongoing municipal and tourism initiatives in the *Twillingate Experience Centre*; and

- Produce a series of banners using the logos that can be displayed at the entrance to the towns of Twillingate, Crow Head, Purcell's Harbour and other settlements, flown along the harbour development and displayed inside the *Twillingate Experience Centre*.

Priority: Medium

Measurement: Public display of above items.

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8.6.3 Heritage By-law

Objective: Develop and approve appropriate heritage by-law.

Strategy: In order to preserve, protect and utilize some of the 120 designated heritage buildings on Twillingate Islands, a heritage by-laws needs to be developed and passed by the appropriate municipal councils before any more deterioration or removal occurs.

- Work with the Museum Board, AHI, HNFL and other appropriate organizations and municipalities to determine the most appropriate and effective legislation (See 8.4.5.2);
- Consult with the population for their input into the legislation and develop informational packages;
- Determine methods of enforcing the legislation;
- Work with TITA, the Museum Board and other organizations to determine appropriate and effective usage of unoccupied heritage buildings;
- Provide local incentive programs to encourage residents of historic properties to improve their heritage structures; and
- When critical mass of heritage structures are saved and used, apply for provincial heritage status.

Priority: Medium

Measurement: Preservation of designated heritage buildings.

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8.6.4 Signage

Objective: Develop and approve an appropriate free-standing signage by-law restricting the display of tourism related signs both within and outside of Twillingate (Rte. 340).

Strategy: Allow the placement of only two free standing design types on Route 340: a welcoming sign to Twillingate Islands and signs directing all visitors to the *Twillingate Experience Centre*. The following steps should be undertaken:

- Consult with tourism establishments as to the most effective means of undertaking this action;
- Outline the rationale for this by-law and the steps required to implement it;
- Indicate that the town of Twillingate would be responsible for the installation and on-going maintenance of each sign;
- Indicate that the town of Twillingate would be responsible for the removal of all other signs;
- Remove the existing map of Twillingate from the left hand side of Toulinguet Avenue; and
- Place directional signs to the *Twillingate Experience Centre* at appropriate intervals within the town of Twillingate.

Priority: Medium

Measurement: Passage and enforcement of by-law and removal of existing signage.

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8.6.5 Entrance to the Town of Twillingate

Objective: Welcome visitors to the Town of Twillingate.

Strategy: Enhance the entrance to Twillingate by making it better planned as well as more inviting, attractive and festive.

- TITA, local businesses and the municipality of Twillingate should get together to determine what changes could be made to the area that would be low cost, relatively maintenance free and increase business.
- Ideas that could be explored are:
 - Repainting some of the business buildings in bright contrasting colours such as has been done on the right hand side of the road as entering the town of Twillingate;
 - Establishing clusters of plantings to break-up the lengthy parking lots on either side of the street;

- Installing streetlights that reflect better the architectural period of the town when it was at its greatest commercial importance (i.e.1850-1950);
- Installing planters and banners on the streetlights during the summer (i.e. The banners would be the same as those described previously in this section);
- Encouraging all large-scale automotive machinery to be placed at the rear of buildings or behind fencing; and
- Encouraging business owners, where possible, to develop and display new signage that better reflects the town's historic past and tourism potential. The signage should reflect the period when Twillingate was at its height of importance (i.e. 1850-1950).

Priority: Low to medium

Measurement: Aesthetic improvement of entrance to Twillingate within three to five years.

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8.6.6 Mural Program

Objective: Build on the existing mural program found on and in some buildings on Twillingate Islands.

Strategy: Continue the mural theme that has already been established in the high school, Crow Head Town Hall and on the AGA building.

- Choose a few small and well placed buildings in several of the communities throughout Twillingate islands to depict through murals either the icons or local historical interest (e.g. a painting of John Peyton or the Maritime Archaic in Back Harbour, a fishing dory in Durrell, lobster pots in Purcell's Harbour).

Priority: Medium

Measurement: Establishment of at least three murals throughout the Islands within three years.

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8.6.7 Community Continuity

Objective: Ensure that Twillingate, Crow Head, Purcell's Harbour and other smaller settlements reflect the historical/cultural and thematic approach suggested for visitors.

Strategy: Encourage businesses in each town/community on Twillingate Islands to help support tourism and increased visitation by ensuring that improvements to their property and signage are thematic in approach (e.g. using local icon designs and products that will be developed - icebergs, whales, lighthouses, living fishing village, culture/heritage - where possible; developing any new infrastructure and signage in keeping with the heritage atmosphere of the towns and the proposed heritage by-laws).

Priority: Low to medium

Measurement: Increased number of displayed icons and heritage signage.

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8.7 HUMAN RESOURCES AND ORGANIZATIONAL STRUCTURE

8.7.1 Twillingate Islands Product Development and Marketing Structure

Objective: Form an organization that would have the mandate to co-ordinate a program of tourism management including, but not necessarily limited to the following: Twillingate Islands marketing; itinerary and package development as well as marketing of these products.

Strategy: While Twillingate Islands has the latent potential for expanding the range and quality of its tourism experience products, it does not currently have the organizational infrastructure in place to deliver on that potential. The challenge cannot be overcome without a creative approach to mobilizing a business solution.

- Explore the option of having an established tourism operator take on the role of co-ordinator and marketing agent on behalf of the participating suppliers in the community, with a percentage of sales paid as a commission to compensate them for their work.
- Explore also the option of forming a cooperative. The coop enterprise would perform the following general functions:
 - Developing and managing the *Twillingate Experience Centre*;
 - Developing suggested itineraries for visitors;
 - Developing and coordinating itineraries and packages on behalf of the package participants/partners and selling them;
 - Contracting with tourism operators, individuals and others to provide services, operate trips and/or doing its own trips, etc.;
 - Assisting adventure and activity operators with acquiring equipment, training, financing and in providing administrative support services. In cases where there is a business opportunity and no independent operator available, the coop could take on the project – things like kayak rentals, bike rentals, etc.;
 - Developing a comprehensive trip planning brochure on the packages and programs available;
 - Coordinating and leading the marketing of the products and packages; and
 - Providing a central information and reservations service.

It is proposed that an appropriate individual or organization be contracted to coordinate the initial steps involved in implementing such a program, which would include:

- Assist the existing tourism operators on Twillingate Islands, and others willing to invest and participate, with organizing the cooperative business - by arranging for the preparation of a business plan, facilitating meetings of the potential participants, acquiring professional advice on legal, operational and business matters, etc.
- Negotiate a seed-funding program with a funding agency for the following:

- The establishment of the proposed *Twillingate Experience Centre*;
 - Acquisition of rental equipment;
 - Start-up costs;
 - Initial market development costs; and
 - A five-year declining subsidy to cover initial operating deficits.
-
- Hire an experienced tourism professional having solid marketing and business experience, to function as coordinator during the development and ongoing operation of the cooperative enterprise.

Priority: High

Measurement: Ability to manage the centre and other activities on at least a break-even basis within three to five years.

...

8.7.2 Team Twillingate

Objective: Build *Team Twillingate*

Strategy: To underscore the importance of a cooperative approach to visitors among all groups and interests on Twillingate Islands, a *Team Twillingate* concept could be initiated in which local tourism operators and the people of Twillingate Islands would cooperate and be identified publicly as working together for the development and promotion of a quality tourism product. This would help in reducing some of the divisions that presently exist on the Islands. This could be a sub-theme and/or sub-group of TITA. The following steps should be followed:

- Bring together key local tourism operators and stakeholders and offer them a three-day team-building and educational exchange at Tourism Atlantic's Sustainable Tourism Centre of Excellence in Bouctouche, New Brunswick;
- Work with government stakeholders and funding agencies to build support and buy-in for tourism plan at local and provincial level;
- Engage in workshops and tours to build awareness and understanding of 'sustainable best practices' for community tourism planning;
- Hold a follow-up meeting in Trinity, discuss with tour operators there what went right and wrong with regard to the development of their tourism product, view B and Bs, look at waterfront development and ancillary activities (e.g. kayaking);
- Conduct a series of follow-up meetings and workshops in Twillingate with community stakeholders to share lessons learned and to identify necessary actions to implement the Tourism Master Plan;
- Use the *Team Twillingate* concept for on-going marketing of Twillingate Islands;
- Develop the *Team Twillingate* theme for buy-in by the public by:

- Hold meetings among tourism operators, seniors groups, and high school students as well as economic development and tourism related organizations to identify and plan effective ways to serve the public; and
- Develop hats, shirts or pins that identify to visitors those individuals who are part of *Team Twillingate*.

Priority: High

Measurement: Increased tourism operator and community buy-in. and positive visitor feed back on the energy and tourism product of Twillingate Islands.

...

8.7.2.1 Cooperative Approach

Objective: Build on the cooperative approach established by local B and Bs as part of the *Team Twillingate* initiative.

Strategy: Strengthen and expand it to other tourism services, attractions and activities by:

- Encouraging B and Bs to meet at the beginning of each season to coordinate efforts and referrals; reviewing previous years successes and weaknesses and methods of enhancing or correcting them; developing methods for dealing with accommodations shortfalls; identifying methods of making winter bookings when B and Bs are not open, but tourists are making summer plans (e.g. 1-800 number for all accommodations; *Twillingate Experience Centre*) and working more closely with in-bound tour operators to ensure their needs for accommodation can be met; and
- Expanding this approach to other attractions and activities.

Priority: High

Measurement: Fewer complaints regarding visitor services.

...

8.7.3 On-going Training

Objective: Conduct on-going training in visitor services and product knowledge.

Strategy: Several local tourism operators have training and have worked for major hotels, resorts or business chains. These individuals could be used in local training initiatives along with outside expertise to provide ongoing training to local tourism operators.

- Encourage TITA to develop a database of local operators with professional training using them for ongoing workshops; and
- Suggest TITA should identify training priorities among local tourism operators using HNL, tourism consultants and local operators for the delivery of workshops and short courses and programs on an ongoing basis.

Priority: High

Measurement: Increased number of trained tourism operators and employees and customer satisfaction.

...

8.7.4 Regional Hub

Objective: Develop Twillingate Islands into the tourism hub for the immediately adjacent areas (i.e. *Road to the Isles*).

Strategy: Position Twillingate Islands as the tourism hub offering good quality accommodations, food and beverage service as well as attractions, activities and interpretative materials that are well coordinated with attractions, activities and interpretative materials for other areas within *Road to the Isles*.

- Work with other tourism and economic development groups to demonstrate how they would benefit by this approach (e.g. TITA or private operators will help develop packages that include other areas);
- Develop cooperative advertising with other areas showing that Twillingate Islands have the accommodations, food and services as well as attractions that complement other areas' attractions (e.g. Boyd's Cove); and.
- Slowly increase the number and quality of accommodations, food and beverage services to support positioning as a tourism hub.

Priority: Low

Measurement: *Twillingate Experience* feedback form asking what activities they visited in the area.

...

8.8 MARKET READINESS

Objective: Put in place a series of business practices, policies, strategies and tools, which, if followed, will help tourism operators on Twillingate Islands, meet consumer needs and expectations in a very competitive market place.

Strategy: Before an overall marketing plan is implemented, TITA as well as individual tourism operators should ensure that a number of key market readiness indicators are in place. Most of the indicators listed below are included as specific strategies under Section 8.4 'Product Development', but can be used as a checklist by TITA to determine the market readiness of Twillingate Islands. If Twillingate Islands ranks low in any of these indicators, then a concerted effort should be used to correct these weaknesses. Programs supported by Tourism Atlantic for

the Bay of Fundy Product Club and Signature Attractions should be reviewed as well as a number of tools developed for market readiness such as mentoring and mystery shopping.

The indicators are as follows:

- Product standards
 - Quality facilities, service and guest experiences;
 - Participation in Canada Select for accommodations;
 - Trained staff, certified staff, guides; and
 - Professional development and training programs for both management and staff.
- Hospitality Standards
 - Front line staff trained in customer service (e.g. participate in HNL Customer Service training programs); and
 - Guarantees of customer satisfaction.
- Products that match markets
 - Understand/identify the target markets for the business, and have products, facilities, services and packages to respond to/match with the market(s) that have been identified;
 - For traveller service businesses, have 'experiential' packages that can grow demand and yield in all seasons;
 - For experiential businesses, have value-added packages that can grow demand in off-peak periods; and
 - A mix of products and markets to maximize demand and revenues on a seasonal basis.
- Marketing strategy and plan in place that is responsive to market opportunities having profit potential.
- Marketing Tools in place that will vary by type of business
 - Website;
 - 1-800 number – manned all year;
 - Information and reservation system;
 - Data base of customers and enquiries; and
 - Brochure and other marketing materials.
- Marketing partnerships and networks should be used with DMOs, tour operators, receptive operators – along with appropriate policies and practices for doing business with each of them.
- Right pricing
 - A value approach, with prices set so as to cover costs and make a profit, rather than to simply match or underbid the competition; and

- Some form of 'revenue management' program to maximize revenues in each season.

Priority: High

Measurement: All indicators are either in place or are in the process of being put in place.

...

Objective: Put in place a series of community based practices, policies, strategies and tools that, if followed, will help Twillingate Islands meet consumer needs and expectations in a very competitive market place.

Strategy: Before a marketing plan is implemented, a number of key community market readiness indicators need to be in place. The indicators listed below are included as specific strategies under Section 8.4 'Product Development', but can be used as a checklist by TITA to determine the market readiness of Twillingate Islands. If the communities rank low in any of these indicators, then a concerted effort should be used to correct these weaknesses. Programs supported by Tourism Atlantic for the Bay of Fundy Product Club and Signature Attractions should be reviewed as well as a number of tools developed for market readiness such as mentoring and mystery shopping.

The indicators are as follows:

- Tourism hub/spoke concept
 - Provides a variety of accommodations, food and beverage and services as well as attractions, activities and interpretation;
 - Partners and link with smaller centres that have individual activities or attractions; and
 - Develops and promotes packages that benefit both the hub and spokes.
- Signage and directions
 - Signage policy that prohibits proliferation of competing and confusing signs;
 - Displays of authorized signs that lead all visitors to one point of entry and visitor information service;
 - Clear street signage; and
 - Good quality maps that include all information necessary for a tourist to find services as well as attractions and activities.
- Single point of arrival
 - One visitor centre providing a range of visitor services so that the "guess" is taken out of the travelling experience; and.
 - Ability to track visitors, their point of origination, preferences and dislikes.
- Visitor services
 - Pay phones, Internet access, public washrooms, parking, and laundry facilities;
 - Provides visitor with immediate needs; and

- Provides a planned approach to increased visitation.
- Purchase point for tour packages.
 - Maximizes the visitors' experience, especially those on a tight time frame;
 - Meets demands of a variety of market segments; and
 - Provides clear focus as to depth and breath of the offerings of Twillingate Islands.

Priority: High

Measurement: All indicators are either in place or are in the process of being put in place.

...

8.9 MARKET DEVELOPMENT

Before undertaking marketing activities, it is important to establish the various kinds of marketing relationships with the different marketing partners. In order of priority, these include partnerships within Twillingate, with others in the Central Newfoundland region and in the province generally, and in external markets.

8.9.1 Community Marketing Partnerships

Objective: Achieve a cooperative approach among community tourism stakeholders in promoting the destination.

Strategy: Stakeholders have a common interest in this regard. This includes not only marketing activities outside the community, but also initiatives within the community designed to extend stays and spending of visitors.

- Develop and implement an organizational model to coordinate these collaborative activities. (See the discussion to follow on when to partner, when to compete.).

Priority: High

Measurement: Number of partnerships, increased lengths of stay and higher spending by visitors as measured through the *Twillingate Experience* feedback and/or survey form.

...

8.9.2 Regional Marketing Partnership

Objective: Work with the Kittiwake Coast Tourism Association.

Strategy: Develop Collectively initiatives designed to promote the region and extend the stay of visitors in it.

- Develop and implement a strategy for working with the Kittiwake Coast.

Priority: High

Measurement: Increased lengths of stay.

...

8.9.3 Provincial Marketing Partnerships

Objective: Join in Provincial marketing initiatives that are cost effective.

Strategy: Most important is the provincial travel guide, which is widely used by travellers as both a pre-trip and on-trip planner. Some other provincial co-op marketing promotions outside the province may be cost effective for Twillingate Islands, but generally, the Islands should rely on the Provincial effort to do the job for it. Some of the provincial in-province co-op promotions may be cost-effective.

The other important area for partnership here is working with in-province tour operators.

Priority: High

Measurement: Increased visitation as a result of the provincial tourism guide and in-province operators as determined by the *Twillingate Experience* feedback and/or survey form.

...

8.9.4 External Marketing Partnerships

Objective: Target outside tour operators that have programs in the province.

Strategy: As with in-province tour operators, the Twillingate marketing program should target most particularly those that have itineraries in Central Newfoundland.

Priority: Medium

Measurement: Increased visitation as determined by the *Twillingate Experience* feedback and/or survey form.

...

8.9.5 Partners versus Competitors

Objective: Develop a marketing program that fosters non-competitive collaborations on destination awareness and promotional marketing for the region and the community.

Strategy: Competition should be limited to marketing to visitors when they are in the community itself, and only with regard to the particular offerings of one's business in comparison to that of competing businesses. In other regards, everyone in the community should act like partners in helping the visitor have the best experience possible (For further discussion on this topic, see 9.1).

Priority: High

Measurement: *Twillingate Experience* feedback form and/or survey.

...

9.0 THE MARKETING STRATEGY FOR TWILLINGATE

In order to understand the marketing strategy, it is important to understand how potential tourists think when they are planning a trip to Canada and then Newfoundland and Labrador and finally to Twillingate Islands. Only after understanding this approach, can a marketing plan be put in place. 9.1 poses the question as to when should tourist providers partner and when should they compete. 9.2 answers the question through a model for understanding how potential tourists arrive at a decision to visit Twillingate Islands and then how Twillingate Islands can position itself within that context. With that understanding, we then move on to how Twillingate Islands can best market itself using existing market networks. We then discuss a potential marketing network for Twillingate Islands, which is followed by the actual strategy.

9.1 THE MARKETING CHALLENGE IN TOURISM – PARTNERS OR COMPETITORS

Before going to market, an effort needs to be made to develop partnerships with others in the community, the region and the province that have a common interest in promoting tourism to the province and Central Newfoundland as well. This brings up an interesting question and a challenge. Are Twillingate's tourism operator's competitors or partners in marketing to tourists? When should they partner and when should they compete?

Even at the community level, are the community's businesses competitors for the tourist's business, or partners in influencing the visitor while in Twillingate?

It is critical that we get some understanding about when businesses should partner and when they should compete. There is a lot of confusion around this issue, and that confusion causes conflict and strife. It is a major barrier to getting broadly based buy-in to a sustainable community marketing effort. It is critical that the stakeholders in the community generally agree on when to partner and when to compete.

To understand this properly, we need to look at the buying cycle for a visitor. The following exhibits are helpful. The first deals with the leisure traveller and a vacation trip. The second, the travel trade. In both cases we have designed the model for long-haul markets. It also works for closer at hand markets, albeit without the first and perhaps the second stages involved in the process.

9.2 THE CONSUMER BUYING MODEL

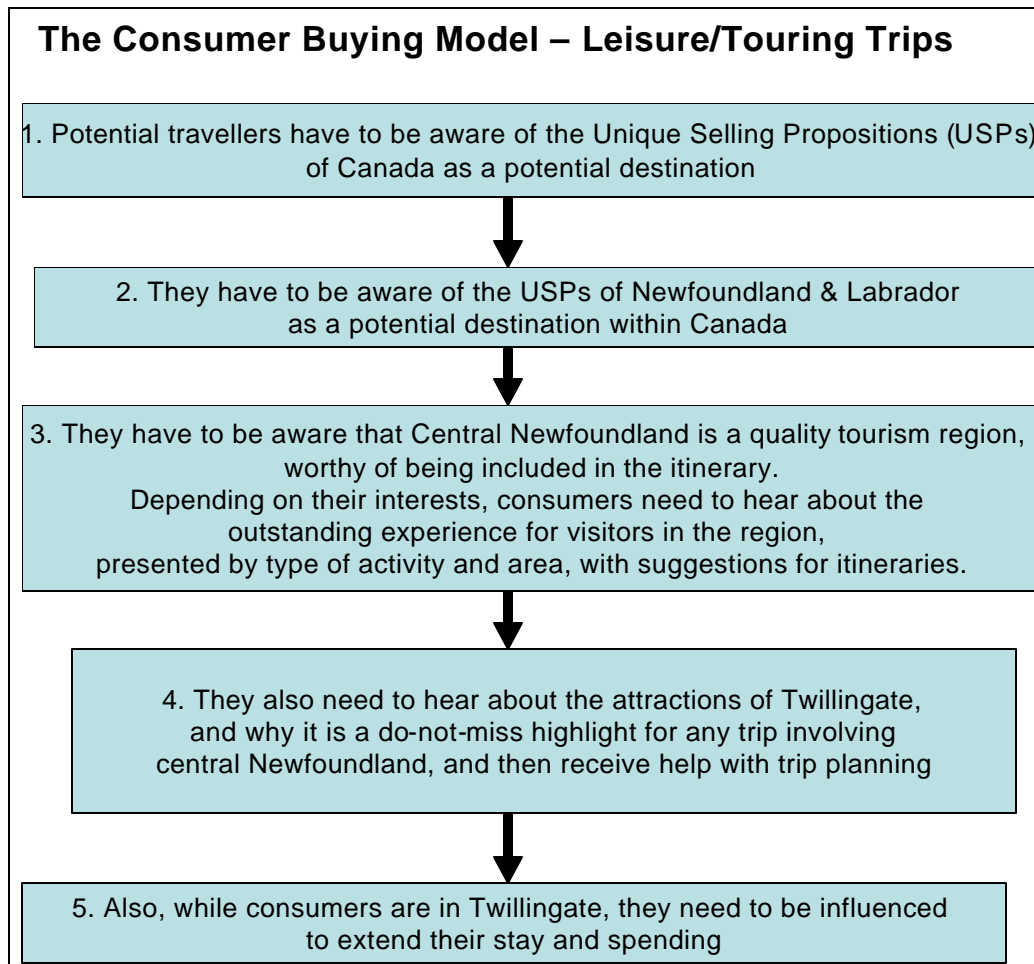


Figure 3

With steps 1 through 4, there is no question - Twillingate's tourism stakeholders are all partners. There are no competitors in Twillingate in these portions of the marketing effort.

Only in step 5, while businesses have a common interest in the agenda, it is reasonable for them to compete in promoting their particular offerings. At the same time, however, it is equally reasonable, and important, for them to cooperate in marketing activities that will induce people to enjoy their visit more and therefore stay longer and spend more. This involves cross promotion of one another's products, providing suggestions of things to do and see and generally collaborating in maximizing the quality of the visitor experience.

So, the marketing program needs to foster non-competitive collaborations on destination awareness and promotional marketing for the region and for the community. Competition should be limited to marketing to visitors when they are in the community itself, and only with regard to the particular offerings of one's business in comparison to that of competing businesses. In other regards, everyone in the community should act like a partner in helping the visitor have the best experience possible.

Let's look at marketing directed at the travel trade.

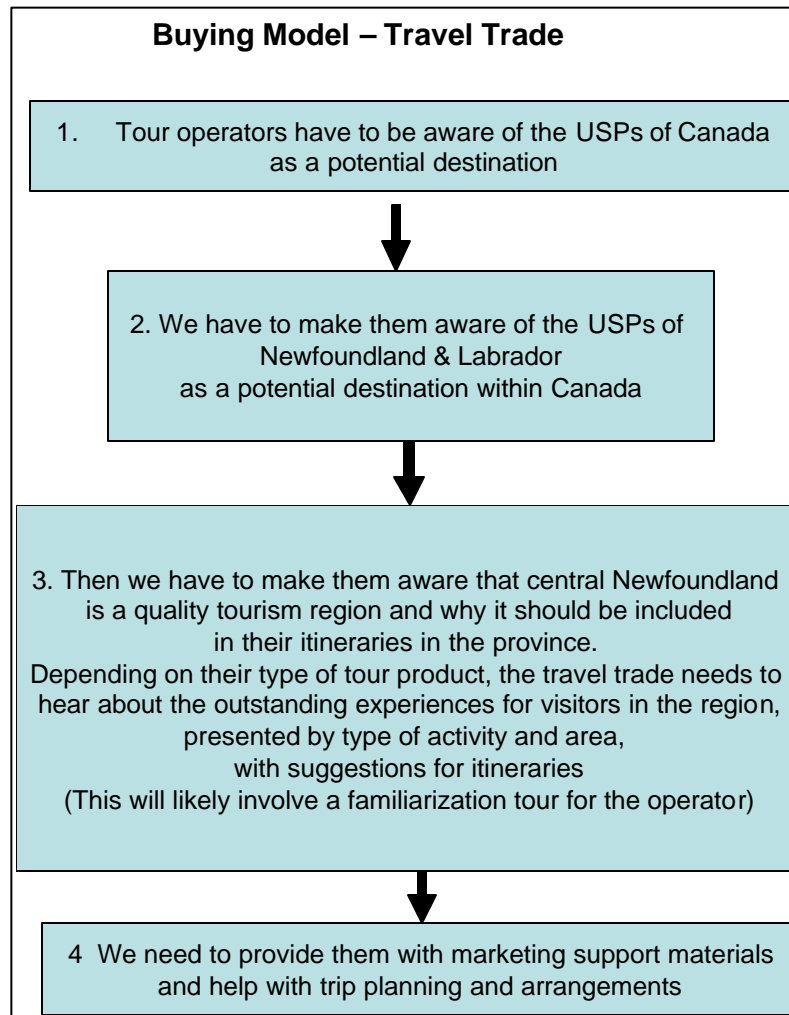


Figure 4

In this case, from steps 1 through 4, the stakeholders in Twillingate are all partners in working with the travel trade. It is vital to present a balanced and comprehensive presentation of information on all products available at the destination to the tour operator. So the industry really should work as partners in this whole effort.

In short, in both kinds of markets, the tourism operators need to partner in getting them to come here, in 'growing the pie'; then compete, where appropriate, for pieces of the pie while they are in the community.

thinly across more markets than a budget can address with the necessary level of effort to have the desired impact.

For community tourism promotion organizations, the first effort is promoting to people when they are in town, to encourage and assist them to do more, stay longer and spend more. Then, if budget allows, join in regional marketing efforts. And if more budget is available, participate in provincial co-op marketing programs. Beyond that, leave it to the regions and the province to get the job done.

The two exceptions are:

- the provincial travel guide which is an excellent vehicle to reach visitors planning a trip to the province as well as those travelling within the province
- and a local website.

These are discussed further below in further detail.

9.4 THE MARKETING STRATEGY

9.4.1 Objectives

The objectives of the marketing strategy for Twillingate Islands are:

- To grow tourism visitation to the Twillingate Islands from all target markets, on a long-term sustainable basis;
- To encourage existing visitors to Twillingate Islands to stay longer which results in more visitors, longer stays and higher spending, means more overnight and more same day visitors and should deliver a positive return on investment for all partners involved the area;
- To foster cooperative marketing efforts by the various partners involved in the Twillingate Islands tourism industry; and
- To maximize the impact of available marketing resources by focusing on the strongest market opportunities, and by working cooperatively to implement efficient and effective marketing programs.

9.4.2 Positioning the Destination

'Positioning' the destination appropriately is an important element of the overall strategy, particularly in a case like this where the key target market are well-travelled, discerning consumers with high expectations. Positioning is essentially what the consumer is told about the essence of what a location has to offer, usually in a succinct marketing statement, with each word laden with meaning and imagery. For Twillingate Islands and the key target markets, words such as exotic, unique, quality, authentic, natural, historic, heritage, culture all have meaning that fits well here. So a positioning statement might be something like this:

Twillingate Islands – A place of hidden coves and meandering roads offering a unique destination for discerning travellers seeking the authentic Newfoundland – come and experience the best of the Islands’ nature, culture and heritage – and we have the best icebergs!

It is vital that the community live up to the promise! So the promise must be made possible first.

9.4.3 Target Markets

Based on the research and analysis presented earlier, the priority target markets for Twillingate Islands have been identified as:

Primary Markets

- Non-resident visitors to Newfoundland and Labrador:
 - Explorers;
 - Exotic Tour Seekers; and
 - Culture/Heritage Travellers
(This would include independent travellers as well as those on FIT packages and group tours).
- Residents of Newfoundland and Labrador on vacation trips within the province.

Secondary Markets

- Non-resident visitors to Newfoundland and Labrador having a strong interest in adventure and ecotourism experiences; and
- Residents of central Newfoundland on getaway trips.

9.4.4 Promotional Elements - Consumers

A variety of promotional elements are recommended and are discussed below. Table 21 describes which promotional tools or elements are most cost-effective for each of the five target markets identified above. Based on this summary chart, priority short-term efforts should focus on:

- Web site;
- Lure/Trip Planning Brochure;
- Map of Twillingate Islands;
- Co-op Ad in the provincial travel guide;
- Local and regional Visitor Information Services; and

- Local geographically accurate Twillingate Islands Map.

The promotional material developed should work in concert with existing provincial and partner efforts, and provide a clear message and strong images, focusing on the great experiences available in the Twillingate Islands, accompanied by the provincial icons for which Twillingate is so well positioned – whales, icebergs, fishing village, lighthouse, culture/heritage, as a setting/backdrop. Material should be of high quality and prepared with professional assistance.



Table 21
Overview of Consumer Marketing Activities by Target Market

Marketing Activities	Primary Target Markets			Secondary Target Markets	
	Personal Explorers/ Exotic Tour Seekers	Culture Heritage Travellers	Nfld. & Labrador Residents on Vacation Trips	Adventure & Ecotourism Travellers	Getaway Market from Central Nfld.
Lure and Pre-Trip Planning/Non-Resident Markets					
Web site (linked to provincial and regional sites)	**	**	NA	*	NA
Lure/Trip Planning Brochure (in response to enquiries)	**	**	NA	*	NA
Co-op Ad in Provincial Travel Guide	**	**	NA	*	NA
Co-op Ad in Provincial Travel Guide as part of Kittiwake Coast	*	*	NA	*	NA
Selected Provincial Co-op Marketing Programs targeting out-of-province visitors	In partnership with the region, only where on-strategy and cost-effective for Twillingate		NA	Probably not cost effective	NA
In-Province Marketing					
Web site			**		*
Lure/Trip Planning Brochure in regional TICs	**	**	*	**	
Co-op Ad in Provincial Travel Guide	**	**	*	**	
Co-op Ad in Regional Travel Guides	*	*	*	*	*
Other Regional Co-op Marketing Efforts targeting visitors while in-province	*	*	NA	*	NA
Selected Regional Co-op Marketing Efforts targeting provincial residents	NA	NA	**	NA	**
Provincial & Regional Media – Press Releases, Feature Stories Advertising	NA	NA	**	NA	**
Marketing in Twillingate					
Visitor Information Services in Twillingate	**	**	**	*	*
Local Map	**	**	*	*	*
Cross Marketing among operators	*	*	*	*	*

Legend

- * Important
- ** Very Important

9.4.4.1 Web Site

Objective: Develop a website.

Strategy: With the increasingly critical role that the Internet plays in travel today, a website is a critical marketing tool.

The web site should be oriented to potential visitors and include the following information:

- Overview of the Twillingate Islands and their key appeals to potential visitors – unique selling propositions and illustrations of the great experiences available; and
- Further descriptive information, with appropriate photography, on the types of visitor experiences and suggested itineraries and packages available in the Twillingate area including *Back Coves and Country Roads* and Discover Twillingate programs that cover the following areas:
 - Culture/Heritage
 - Nature
 - Outdoor activities
 - Marine/Coastal.

Linked to each experience category should be information on the various itineraries and packages, as described in Section 8.4.4. This section should be expanded as new itineraries and packages are developed.

The Web site should:

- List accommodations with basic information on each property, along with contact information and links to their websites;
- List information on attractions and activities, festivals and events, with similar types of information and links;
- List restaurants, basic services such as banks, etc.;
- Include printable maps illustrating where the Twillingate Islands are, how to reach them, travel time required;
- Include printable maps of the community; and
- Provide details on how to get more information – by phone, fax, e-mail or mail.

Ideally the web site should have a searchable data base of information on the various types of experiences available, e.g. history, whales, icebergs, hiking trails, etc. If this is not affordable in the short term, it could be added at a later date.

The web site should be linked to/from the regional tourism sites (Kittiwake Coast, Central Newfoundland Tourism) and the provincial site, and the web address should be included in all printed promotional material such as ads in the travel guide, lure brochure, etc.

It will also be important for the web site to “come up” when various search words are used by potential travellers, such as icebergs, Newfoundland, etc. This requires some effort on the part of the web master to ensure that the site is included in the most popular search engines.

Priority: High

Measurement: Number of web site driven requests for additional information on Twillingate and number of hits on the web site.

...

9.4.4.2 Promotional/Lure Brochure

Objective: Produce a promotional/lure brochure.

Strategy: This will be a key marketing tool for Twillingate Islands. Its primary objective will be as a fulfilment piece sent to potential visitors who are planning a trip, and it can also be distributed at provincial and regional tourist information centres. This is not an advertising-driven publication and is not intended to include a list of all businesses in the community (see discussion below on the map which could serve this function). In fact, there should be no advertising in this brochure and it should only include information and photography on the area’s demand generating appeals.

The promotional/lure brochure will focus on enhancing interest in the Twillingate Islands, focusing on the strengths of the area in order to convince more visitors to come and stay longer. The brochure should be of good quality,

including professional photography of the area’s key appeals and demand generators – icebergs, coastal scenery, whale watching, the Lighthouse, culture/entertainment, heritage, etc. An overview of the types of experiences available to visitors should be provided, along with a general description of the itineraries and packages that are suggested for visitors.

It should also include a map illustrating the location of Twillingate relative to Grand Falls, Gander, and St. John’s with approximate driving times.

The box provides a general idea of a suggested layout of this brochure.

Priority: High

Suggested Brochure Layout

Panel #1
Incredible photograph (one), plus a banner – Twillingate Islands – the Best of Newfoundland and Labrador’s nature, culture and heritage - & Icebergs!

Panel #2
Unique Selling Propositions and Icons

Panel #3
Suggested itineraries/packages available

Panel #4
Maps of how to get there, Phone #, Web site URL, how to book, etc.

Measurement: Number of requests.

...

9.4.4.3 Twillingate Islands Map

Objective: Produce a detailed, topographically accurate map of Twillingate Islands.

Strategy: The map should illustrate the point of arrival to the Twillingate Islands, the information centre, and the Experience Centre. It should also include a list of activities and experiences available in the area, cross referenced to locations on the map. One idea would be for businesses to be able to purchase advertising on the map, in addition to having a basic listing.

Priority: High

Measurement: Number of requests.

...

9.4.4.4 Advertising

Provincial Travel Guide

Objective: Place a cooperative advertisement about Twillingate Islands in the Provincial Travel Guide.

Strategy: The provincial travel guide has an excellent reach and is used as a trip planner at both the pre-trip and on-trip stages. It is a very cost-effective way of reaching all markets that are considering Newfoundland and Labrador as a travel destination and planning their trip around the province. As well, many travellers, both resident and non-resident, use the travel guide while on their trip in the province.

Team Twillingate (e.g. those operators committed to tourism on the Islands) should mobilize a co-op ad in the provincial travel guide including a general lure message on Twillingate Islands and ads of participating tourism businesses. It should also include the web site URL and a toll-free number to call for additional information. The deadline for the travel guide is usually mid-summer so this effort will need to be mobilized well in advance.

As well, it would be valuable for Twillingate Islands to be represented under any Kittiwake Coast regional ad that is placed in the provincial travel guide.

Priority: High

Measurement: Number of calls received for general information from the ad and number of calls and bookings received by businesses participating in the co-op ad.

...

Regional Travel Guide(s)

Objective: Place a cooperative ad in the Kittiwake Coast regional tourism guide and, if budget permits, in other adjacent regional guides.

Strategy: As is the case with the ad in the provincial guide, this ad should feature Twillingate Islands unique appeals and include ads of participating tourism businesses.

Priority: High

Measurement: Number of calls received for general information from the ad and number of calls and bookings received by businesses participating in the co-op ad.

...

Regional and Provincial Co-op Marketing Programs

Objective: Participate in regional and provincial co-op marketing programs, when the opportunity arises, targeting Newfoundland & Labrador residents.

Strategy: Both the province and regional tourism associations sometimes undertake marketing programs targeting provincial residents to encourage them to take trips within the province and/or to visit certain regions of the province. *Team Twillingate* should selectively participate in initiatives such as these that are cost-effective and appropriate given the target markets identified earlier. These may be done as co-op efforts by tourism operators or as part of a Twillingate Islands “sell”. They should feature Twillingate Islands “vacations”.

Priority: Medium

Measurement: Level of inquiries and reservations/Sales made by participating businesses as a result of the program.

...

Provincial and Regional Media Advertising

Objective: Participate in some limited additional media advertising.

Strategy: Participation may be appropriate targeting the Newfoundland vacation market and the Central Newfoundland getaway market. Care should be taken to ensure that this type of advertising has a “call to action” – a specific package or program that can be purchased by consumers, and is not just general information on the destination. Tactics for media relations are discussed later.

Priority: Medium

Measurement: Sales generated by the advertisement.

...

Local Media Advertising

Objective: Advertise on a very selective basis with the local media catchment area.

Strategy: Local media advertising is available in the area, but most tourism operators on Twillingate Islands have already come to realize that it is not well targeted to visitors to Twillingate. The local media is better used in product development (e.g. advertising tourism meetings) than in marketing the product.

Priority: Low

Measurement: Sales generated by the advertisement.

...

9.4.4.5 Cross Marketing among Operators

Objective: Ensure promotional materials from other tourism related businesses are available on site.

Strategy: It will be important for each of the tourism businesses in the Twillingate Islands to have available information on other tourism businesses in the region, and on the range of activities, attractions, festivals and events, and other things for visitors to do while in the area. This is particularly important for accommodation operators since visitors tend to spend more time in their businesses. Making this information available to visitors can help extend their stay, and spending, in the area – but it can also significantly enhance the visitors' experience.

Each tourism-related business should have a small brochure rack containing the general lure brochure, maps and brochures and information on other businesses in the area, as well as on things to do and see. Front line staff at all tourism-related businesses should be trained so that they are familiar with the other businesses in the area, and with all of the things to do and see in the Twillingate Islands.

Priority: High

Measurement: Visitor satisfaction as expressed through Twillingate Experience feedback and/or survey form.

...

9.4.5 Marketing Tactics

Travel Trade Market Development

Objective: Ensure that *Team Twillingate* maintains close and effective communications with the travel trade.

Strategy: *Team Twillingate* should generally rely upon their regional and provincial destination marketing organizations to pursue getting more business from out-of-province tour operators. However it will be important that customized information for the trade be provided to them along

with the brochure and the map, as well as any other information on itineraries and experiences offered in the area. As well, tourism-related businesses in Twillingate should participate in provincially/regionally hosted familiarization trips for travel trade representatives.

The travel trade media are a good venue to get newsworthy information about your destination published and distributed to the travel trade. This can be particularly valuable to introduce new products. *Team Twillingate* should work with Travel Trade staff from the provincial Department of Tourism, Culture and Recreation in this respect.

With in-province tour operators and receptive operators, periodic contact should be made with them directly. Key in-province players include Maxxim Vacations, McCarthy's Party, Wildland Tours and Vision The Atlantic Canada Co.

Priority: High

Measurement: Number of bookings.

...

Consumer Media Relations

Objective: Provide newsy stories to the provincial consumer media about Twillingate Islands, its events and new experiences for visitors.

Strategy: Identify human interest stories and the unusual and provide to the media on a regular basis. Press releases and pre-prepared special interest feature stories are effective tools in this regard.

Priority: Medium

Measurement: Number of stories carried in the media.

...

9.5 FUTURE RESEARCH NEEDS

Objective: Conduct ongoing tourism research on Twillingate Islands.

Strategy: Very little information is available on the visitor to the Twillingate Islands. An initiative should be undertaken over the next two or more years to conduct a survey of visitors to the area.

In order to collect this type of information, the surveys will need to be undertaken when visitors are either finished their trip to the Twillingate Islands, or are at least well into their visit. Care should be taken to select visitors on a random basis, and to ensure a mix of same day and overnight visits. This could perhaps be undertaken through the *Twillingate Experience Centre*.

Additionally, visitors should be surveyed every few years and a feedback form should always be available at the *Twillingate Experience Centre*.

The survey should seek to collect the following types of information:

- Visitor origins;
- Length of stay – in the province, in central Newfoundland and on Twillingate Islands;
- Party characteristics – single, couple, family, group;
- Main, and other reasons for deciding to visit Twillingate Islands;
- How they heard about Twillingate Islands;
- Activities/attractions/festivals and events participated in while on Twillingate Islands;
- Level of satisfaction with their experience on Twillingate Islands including more detailed discussion of aspects of their visit that were not satisfactory and why;
- Suggestions for additional visitor experiences that could be provided in Twillingate Islands; and
- Spending while on Twillingate Islands.

Priority: High

Measurement: Number of completed surveys.

10.0 CONCLUSION

Often those involved in tourism initially believe in the adage, “Build it and they will come.” They may come, at first. But they won’t stay, return or necessarily have a positive experience. In this strategy, we have tried to show that a successful tourism destination involves many interrelated components, not just buildings, and that the basis for building any good tourism destination starts with well thought out planning, product market matching, product packaging and marketing. Only then will visitors come, stay, return, spend money and have a positive experience.

As has been indicated in Volume I of this strategy, the Twillingate Islands are blessed with many elements that make up a successful tourism destination including scenery, culture, heritage and location. However, if the Islands are to grow and remain competitive with other destinations, a number of actions or strategies need to be undertaken in a systematic fashion.

In this strategy, the rationale for a specific systematic approach is outlined. It is based on an understanding of the clientele that visits and will continue to visit Twillingate Islands and matching the interests of those visitors with the experiences that Twillingate Islands offers. This strategy focuses on creating and packaging a critical mass of unique and appealing attractions, events, cultures, entertainments and leisure activities based on the natural and cultural/heritage offerings of Twillingate Islands. The strategy also suggests providing quality, appealing experiences of special interest to visitors which are different from those available at their point of origination. Scenery, natural areas, culture and heritage are highlighted for recreation,

relaxation and enjoyment. All of this is developed into programs and packages which appeal to the special interests of the visitors and which they can participate in easily.

This strategy tries to underscore the need to look at one's community through the eyes of a tourist as well as to determine what is important about the Islands for both residents and tourists in terms of what should be preserved, promoted, protected and enhanced. Thus, as an example, we have suggested that a living heritage village approach be undertaken in which many of the existing (and future) businesses and organizations (e.g. Boat building, fishing, crafts, wineries, arts) can be viewed that many residents take for granted, but, in fact, are different and appealing to visitors, especially in an outport setting.

Knowing that limited funding is available for infrastructure, the strategy has been designed to enhance existing structures rather than building new ones, which are costly to construct, operate and maintain. Most of what is suggested is the development of themed packages and itineraries that can be developed at minimal cost. Only two structures are suggested for major improvements, the Long Point Lighthouse and the Twillingate Experience Centre. Many other historical structures are in need of repair and any future efforts in terms of infrastructure should concentrate on those. Other infrastructure suggestions have to do with upgrading the visitor experience through by-laws and an overall heritage approach to any additional community improvements.

We also focus on strengthening the human resources of the area, particularly regarding ongoing training, and we point out the need for a new and creative approach to organization and management in order to ensure that all of the proposed activities, attractions and marketing take place.

Unfortunately, for many tour operators, marketing and knowledge of the markets are the last points contemplated in developing a tourism destination. In this strategy, we place a strong emphasis on understanding of the market and how to attract the attention of that market. And we have tried to provide a time schedule that makes sense in terms of priorities.

If this strategy is followed, residents will not see a major change in their community, except in the enhancement of quality of life and economic benefits; yet visitors will come away from Twillingate Islands having participated in a very positive experience.