
Regional Tourism Promotion Mandate

IMPLEMENTATION GUIDE



**Vibrant and Sustainable
Communities**



Regional Tourism Promotion Mandate Implementation Guide

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Table of Contents

Section 1: Background Information	4
Section 2: Roles & Responsibilities	5
Section 3: Structure & Minimum Requirements	7
3.1 Establish a Regional Destination Marketing Organization	7
3.2 Develop a Regional Tourism Marketing Plan	8
Section 4: Next Steps and Deliverables	9
Section 5: Where to Find Help	9
Appendix: Partners	10
Other Partners	11

Section 1

BACKGROUND INFORMATION

The November 2021 white paper *Working Together for Vibrant and Sustainable Communities* lays out a new local government structure for New Brunswick, including an expanded role for the regional service commissions (RSCs). Figure 1 details this expanded role.

FIGURE 1: ROLE OF THE REGIONAL SERVICE COMMISSIONS

EXISTING REGIONAL SERVICES	EXPANDED REGIONAL SERVICES
<ul style="list-style-type: none">• Solid waste management.• Planning and building inspection services.• Any additional functions voluntarily adopted by the board of directors.	<ul style="list-style-type: none">• Economic development (including workforce development).• Tourism promotion.• Community development.• Regional transportation (transit and community transportation).• Regional infrastructure cost-sharing.• Additional social focus.

This document provides a framework for RSCs in understanding their **new tourism promotion mandate**. It provides roles and responsibilities, key deliverables for 2022 and 2023, and recommendations for the establishment of service delivery models.

RSCs will provide a forum for local governments to cooperate on regional tourism promotion. RSCs will also play a vital role in coordinating their regional tourism economic development. They will work to understand their place within said ecosystem, without duplicating services that exist at the federal, provincial, or municipal level. Figure 2 (found in section 2) summarizes the roles and responsibilities of the RSC in tourism promotion and compares them to the role of provincial and local governments.

The regionalization of tourism promotion is an incredible opportunity for RSCs and provincial agencies to work together towards a more prosperous province. Strong partnership between the RSCs, the Department of Tourism, Heritage and Culture (THC), rights holders, local governments, and industry partners is vital to ensure efficient and coordinated growth.

Section 2

ROLES & RESPONSIBILITIES

RSCs are mandated to provide regional leadership for tourism promotion. The methods chosen to achieve this mandate will be decided by the commissions' board, and the approach will serve as a gateway for all partners to support and expand the tourism offerings in the region. There are well established partners and partnerships in most regions as a foundation for RSCs to lead and grow.

Tourism promotion is defined as “encouraging actual and potential visitors to travel to a destination through the spreading of information”. The role of an organization providing tourism promotion includes:

- Identifying key markets and ideal guests.
- Creating and delivering marketing programs.
- Communicating the brand promise.
- Initiating direct sales.

Figure 2 clarifies roles and responsibilities of each stakeholder as it relates to tourism promotion.

FIGURE 2: OVERVIEW OF TOURISM RESPONSIBILITIES

PROVINCIAL GOVERNMENT	REGIONAL SERVICE COMMISSIONS	LOCAL GOVERNMENTS
<ul style="list-style-type: none"> • Develop the provincial tourism strategy (THC). • Develop sector specific strategies and plans. • Provide tourism expertise and support to RSCs in achievement of their tourism mandate. • Build strategic national and international tourism marketing campaigns to attract defined customers and create marketing partnership opportunities for RSCs. • Make brand resources available to industry, i.e. digital assets, destination brand guidelines, and marketing toolkits. • Responsible for providing vision and leadership around tourism experience and business development. • Manage provincially owned digital marketing channels such as website and social media. • Chair/Lead the Tourism Advisory Committee. • Partnerships with Tourism Industry Association of New Brunswick on workforce strategy. 	<ul style="list-style-type: none"> • Develop a regional tourism strategy that is integrated with the RSC Economic Development Plan and aligned to the provincial tourism strategy. • Establish an RSC regional tourism promotion organization - Regional Destination Marketing Organization (RDMO). • Develop a regional tourism marketing strategy with digital presence, and implementation plan including dedicated budget for the RSC. • Participate in and contribute to co-op marketing partnership opportunities established by THC. • Create and execute marketing initiatives/programs, partnerships and digital channels based on regional marketing strategy and implementation plan. • Develop a regional website to promote the region and increase awareness and interest. • Contribute to provincially owned digital marketing channels such as website and social media. • Actively participate in the Tourism Advisory Committee. 	<ul style="list-style-type: none"> • Municipalities may have their own tourism department and could deliver the regional mandate. • Establish and collect a Tourism Accommodation Levy (authority under the <i>Local Governance Act</i>). • Contribute to the regional tourism promotion budget. • Option to participate in and contribute to marketing partnership opportunities established by THC. • Contribute to provincial and RSC owned digital marketing channels such as website and social media.

Under the mandate of tourism promotion for the RSCs, THC will continue to provide expert knowledge in marketing and research. THC will also continue to focus on external domestic marketing campaigns as well as investments in the international and the Maritimes market, which the RSCs will be encouraged to leverage with a strategic and customized paid partnership via the THC Co-op Partnership Program. RSCs are also responsible for the provision of reliable and up-to-date tourism information to THC, to be used for provincially led marketing efforts.

Section 3

STRUCTURE & MINIMUM REQUIREMENTS

3.1 Establish a Regional Destination Marketing Organization

RSCs must establish a Regional Destination Marketing Organization (RDMO). While the term “organization” is in the title, an RDMO does not necessarily need to be a separate corporate body. RDMO is a common term used in regional tourism promotion to denote the local or regional body that promotes tourism into a geographic area. As a reference, RDMOs are presently used in several jurisdictions across North America and have been integral to the success of their tourism strategies (see the US State of Oregon, or the Canadian provinces of British Columbia or Quebec, among many others).

The primary purpose of the RDMO related to the RSC is to be an independent and industry driven collaborative body that develops and implements a regional tourism strategy (considering the RSC economic development mandate and overall regional strategy). The RDMO has a goal to connect regional tourism stakeholders in the territory covered by the RSC.

Each RSC may determine its specific RDMO structure and is ultimately responsible for the performance of their tourism promotion mandate. The RDMO may take the form of an internal department of the RSC, an external third party, or hybrid structure comprised of the RSC and the third party. In any case, the key feature of the RDMO must be an independent committee that serves as a voice for tourism providers in the region and influences the tourism promotion strategy. In other words, the RSC could be the RDMO or an external partner (like Tourism Fredericton, Envision Saint John, or a new organization) could be the RDMO, but in either case the RDMO must have a committee or board comprised of the region’s tourism industry stakeholders and organizations.

In addition to the above, the **RDMO will:**

- **Develop a regional tourism marketing strategy** with an objective to increase tourism activity throughout the region.
- **Develop strong partnerships and alliances** that will be key to develop a regional tourism strategy and tourism promotion (attractions, rights holders, hotels, convention centers, chambers of commerce, airports, sport facilities, etc.).
- **Provide regional leadership** and support a coordinated and collaborative approach that maximizes resources, encourages strategic planning and investment, and results in stronger marketing with better reach.

- **Have responsibility for tourism marketing and management** at a regional level and represent all their region's tourism business interests whereas sectoral organizations are provincial or national in scope and focus on opportunities to improve specific sectors of the tourism industry.
- **Work with all industry partners in their region** to grow tourism and work collaboratively across regions with sector-based organizations on areas of mutual interest.
- **Offer support** to existing subregional tourism groups and local communities.

This new tourism promotion model will allow for a stronger channel of communications between the regions and THC.

I 3.2 Develop a Regional Tourism Marketing Plan

Tourism promotion is only one component of effective tourism growth. The regional tourism marketing plan is the foundation for tourism promotion and its development and implementation are the RDMO's primary function. The plan will provide vision, direction, and strategic actions for regional destination marketing, it will be the guiding document for all tourism stakeholders in the region. The regional tourism plan should be integrated into the regional strategy, align with the RSC economic development plan, and align to the provincial tourism strategy (currently The Invitation).

Section 4

NEXT STEPS AND DELIVERABLES

Figure 3 lists critical milestones and due dates to fulfill the RSC’s tourism promotion mandate.

FIGURE 3: DELIVERABLES FOR 2022 AND 2023

MILESTONE	DUE DATE
Provincial government provides detailed guidelines on the economic development mandate to be provided by the RSCs.	April 2022
RSCs establish service delivery model for each new mandate/service.	June 2022
RSCs establish 2023 budget for each new mandate/service.	July 2022
Appointment of CEOs.	September 2022
Provincial government states regional strategy requirements.	September 2022
RSCs submit 2023 budget to the Minister of Local Government.	October 2022
New RSC structure and new responsibilities take effect.	January 1, 2023
RSCs adopt regional strategies.	July 1, 2023

Section 5

WHERE TO FIND HELP

[Tourism Industry Info – Information for Tourism Operators \(tourismnewbrunswick.info\)](https://tourismnewbrunswick.info)

Appendix

PARTNERS

The role of **Tourism, Heritage, and Culture (THC)** is to foster economic growth, pride of place, and the well-being of New Brunswickers through the conservation, development, and promotion of New Brunswick's natural, cultural, recreational, and heritage resources. THC provides leadership in the development and implementation of innovative experiential tourism products, multi-channel marketing/sales campaigns, social media community management, visitor counselling, and travel media strategies to meet the objectives of The Invitation – THC's departmental strategic vision.

The key objective of the Department of Tourism, Heritage, and Culture's Tourism Division is to increase visitation to the province, which supports:

- Creating jobs and growing net revenue in the tourism sector.
- Supporting businesses and regions in developing competitive training and skills.
- Building, renewing, and enhancing key infrastructure.
- Empowering, supporting, and energizing industry, communities, and regions.
- Continuing to increase pride of place.

New Brunswick's regions and their entities are central to THC's strategy. The THC Strategic Vision takes into consideration the singularity of each region and the importance of tailoring solutions to each corner of our province.

Agriculture, Aquaculture, and Fisheries (DAAF) works to develop and implement a total development approach for the agriculture, aquaculture, fisheries, and value-added sectors. DAAF is a key player in the development and execution of the local food and beverage strategy which is complementary to efforts made by THC both in Destination Development and Marketing efforts.

Natural Resources and Energy Development (DNRED) manages the natural resources of the province in the best interests of the people. It provides direction and supervision for natural resource development projects across New Brunswick, as well as licensing and legislation in relation to angling and hunting in the province.

Opportunities New Brunswick (ONB) is a Crown corporation, strategically led by a private-sector board of directors comprised of business leaders focused on New Brunswick's economic success. ONB will work closely with each RSC as their main contact with the province on all matters related to economic development.

Post-secondary Education, Training, and Labour (PETL) works to empower people with the skills and knowledge to succeed in New Brunswick as a place to live, learn, and work in a fair, safe, and inclusive environment. Through WorkingNB, PETL strategically responds to the evolving needs of the labour market, including tourism, by providing information, services and supports that are responsive to the needs of job seekers, adult learners, and employers.

WorkingNB will work closely with RSCs in establishing labour market partnerships and work-force development strategies.

Regional Development Corporation (RDC) is a Crown corporation that plans, coordinates, and implements regional development initiatives for the Province of New Brunswick. RDC works with other governmental agencies, institutions, and not-for-profit groups to ensure that economically challenged regions within New Brunswick are provided with the necessary tools and infrastructure required to attain their full potential in terms of community and economic development, including tourism development.

OTHER PARTNERS

There are many tourism development organizations and agencies working in New Brunswick and Atlantic Canada that provide financial support and expertise. THC is a strong collaborator with these organizations and RSCs will benefit to understand the role and value of each. There will be instances where RSCs will interact directly with these agencies and organizations. RSCs should look to work with these various organizations and THC and **must avoid duplicating services already offered within the ecosystem.**

- **Atlantic Canada Opportunities Agency (ACOA)** is the Government of Canada's economic development agency for New Brunswick, Newfoundland and Labrador, Nova Scotia, and Prince Edward Island. The agency works to create opportunities for economic growth, including tourism, in Atlantic Canada by helping businesses become more competitive, innovative, and productive. ACOA works with diverse communities to develop and diversify local economies, and by championing the strengths of Atlantic Canada.
- **Community Business Development Corporation (CBDC)** assists in the creation of small businesses and in the expansion and modernization of existing businesses by providing financial and technical services to entrepreneurs. There are 41 CBDC offices in Atlantic Canada, 10 of which are in New Brunswick (Bathurst, Bouctouche, Campbellton, Edmundston, Grand Falls, Hanwell, Miramichi, Shediac, St. Stephen, and Tracadie-Sheila). The CBDCs do not serve the Fredericton, Moncton, and Saint John urban areas.
- **Tourism Industry Association of New Brunswick (TIANB)** The Tourism Industry Association of New Brunswick (TIANB) is the leading advocate for tourism issues in the province of New Brunswick. As a representative and industry driven organization, the Association provides leadership and direction, working with partners and stakeholders at the Provincial, Atlantic and National levels to ensure the continued success of a competitive, progressive and sustainable business environment, fostering health and sustained growth to the New Brunswick tourism industry.
- **Local governments/Local-Regional Tourism Groups** The department of Tourism, Heritage and Culture works closely with multiple local governments and local-regional tourism groups in New Brunswick. They play an important role in the delivery of the tourism offering and are key to ensuring a positive guest experience. Many local governments currently have a tourism focused employee and a few RSCs already have the tourism mandate under their existing operations.