



# Stony Plain Tourism Master Plan

Final Report: May 13, 2021



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MANAGEMENT CONSULTING

May 13, 2021

Chantelle Laberge  
Culture & Tourism Development Officer  
Town of Stony Plain  
4905 – 51 Avenue  
Stony Plain, AB T7Z 1Y1

Dear Ms. Laberge,

Please find enclosed the final Stony Plain Tourism Master Plan. It has been a pleasure working with you, tourism stakeholders, and the community to develop this important document. We look forward to learning about all your successes in the coming years.

If you have any questions or require clarification on the attached report, please feel free to contact me at 780.266.7888.

Sincerely,

Justin Rousseau, Managing Director  
Expedition Management Consulting Ltd.





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# EXECUTIVE SUMMARY



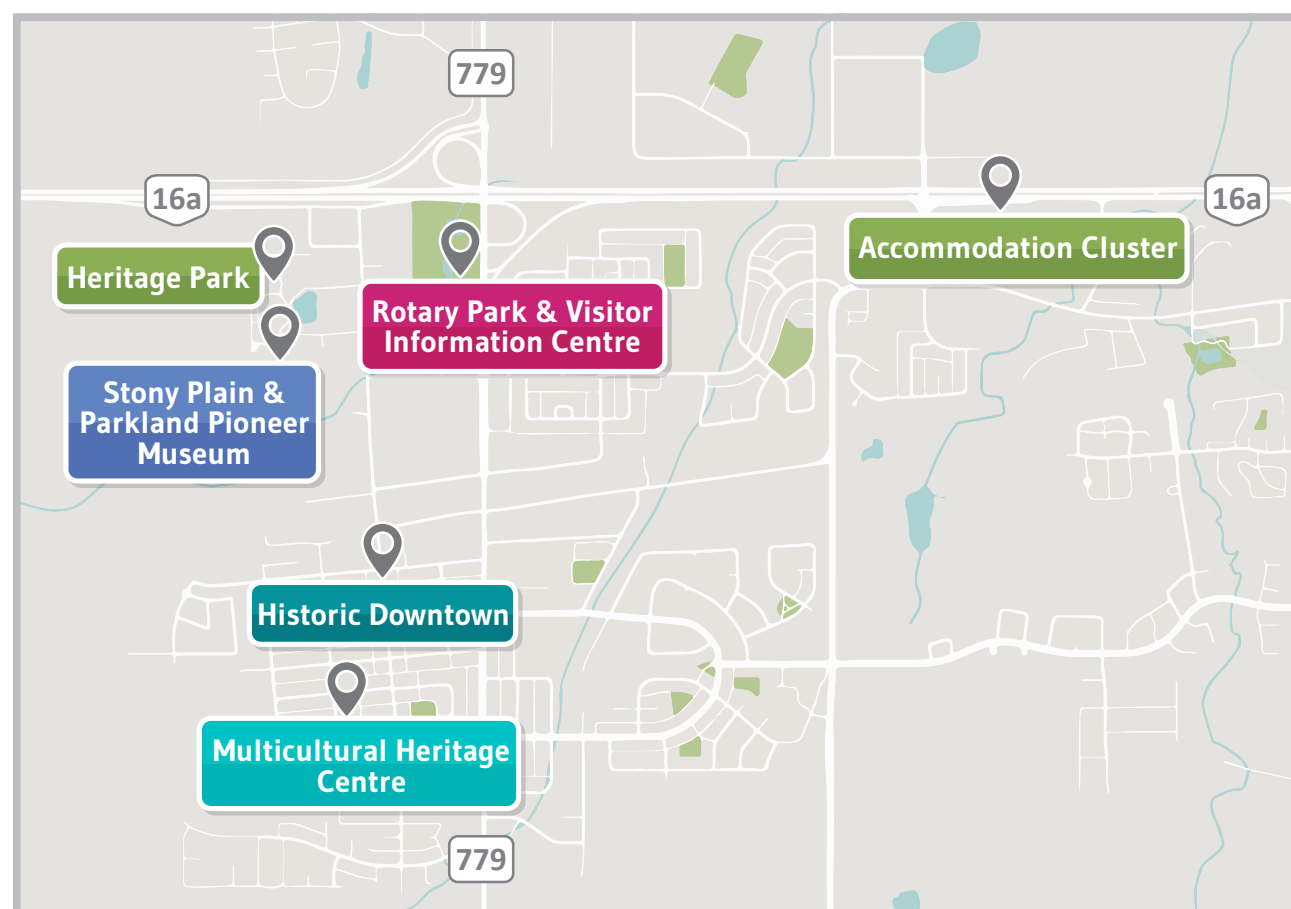


## Community Overview

Founded over 100 years ago as a service centre for the surrounding agricultural lands, Stony Plain has grown to become a community with a rich cultural heritage, a dynamic and growing population, and forward-looking vision. Located on Treaty Six Territory just west of the City of Edmonton, the Town has close proximity to 1.3 million people, an international airport (YEG), and a wealth of complementary attractions in nearby Spruce Grove and Parkland County.

Stony Plain has embraced its cultural history and is home to compelling events, heritage assets, historic main street, unique shops, and an active community of artists and artisans. Facilities like the Stony Plain & Parkland Pioneer Museum and the Multicultural Heritage Centre provide a glimpse into the community's agricultural ancestry, while the numerous murals help bring this history to life on the streets. Stony Plain's downtown is the core of the community, where residents and visitors shop, live, work, and play. The recent downtown redevelopment project will upgrade and enhance the historic downtown for residents, businesses, and visitors. This redevelopment offers opportunities for future tourism development and could catalyze a transformation of Stony Plain into a regional destination.

### Stony Plain's Anchor Attractions and Key Tourism Areas







## Destination Analysis

Tourism is widely recognized as an area of opportunity for Stony Plain. However, the community has not yet reached its full tourism potential. Key facilities and tourism areas, such as the Pioneer Museum, Multicultural Heritage Centre, and the downtown, are underutilized. Existing organizations lack the capacity and resources to fully program these areas and create new tourism experiences. To transform Stony Plain into a compelling destination that enjoys the sustainable benefits that tourism can produce, more should be done.

Anchor attractions and the downtown should be activated with engaging programs that appeal to both visitors and residents. New tourism experiences that broaden the appeal of niche offerings are also needed to attract a new generation of young, energetic visitors. The development of specialized and highly authentic offerings in the areas of culinary tourism, festivals and events, and visiting friends and relatives tourism will further serve to attract visitors, extend stays, and increase spending.

Equally as important as product development will be improving tourism marketing. Stony Plain should establish and effectively communicate a strong tourism brand that is rooted in its unique cultural offering. Existing marketing efforts should be expanded and enhanced to clearly communicate the community's tourism offerings to highly engaged visitor markets.

Fortunately, local stakeholders and businesses have expressed their interest in further developing tourism. There are also many examples of ongoing collaboration and mutual support between organizations in the community. Both of these indicators point to the conclusion that Stony Plain is poised for tourism growth.

Tourism development will require coordinated effort over many years and investments in people and infrastructure. The pay-off will be a strong and growing tourism industry that will generate economic and community value.

*The Town's proximity to a large market, strong support from stakeholder groups, and inventory of assets presents a significant opportunity for tourism development. Investing in tourism will support local businesses and quality of life for residents. This will result in enhanced economic and social benefits for the community.*



## Vision for the Future

Stony Plain has an opportunity to invite visitors to discover and celebrate all the things that make the community special. To capitalize on this opportunity, the community will focus on cultural tourism development and will make a significant effort toward creating compelling cultural tourism experiences. The following statement encapsulates Stony Plain's vision for the future.

### 10 Year Vision

*"By 2031, Stony Plain will become fully animated through cultural tourism. The community will have a hip urban vibe and become known as the place to be to engage in enriching cultural tourism experiences."*



### 5 Year Outcomes

- The community will have fully animated its anchor attractions and key tourism areas with both active and passive programming that entertains visitors and draws them in.
- Stony Plain will have a clear and compelling tourism brand rooted in the community's cultural offering.
- Stony Plain's digital and traditional tourism marketing will be significantly expanded and enhanced, as well as provide a strong call to action for those seeking cultural experiences.
- On-brand tourism messages will be well received by target markets and lead to increased visitation, lead generation, and revenues for tourism-related businesses.
- The community will see new investment from multiple sectors to support tourism development.
- Regional partners will be engaged in collaborative initiatives to achieve mutual tourism objectives.
- Residents will report a high level of satisfaction with tourism development.

### 10 Year Outcomes

- There will be a significant increase in tourism product available to visitors.
- Stony Plain will have expanded its market reach and fully established itself as a leading cultural tourism destination in Alberta.
- Tourism will be widely recognized as a key contributor to the economic and social prosperity of the community.
- Stony Plain will be poised for continued tourism growth.



## Focus Areas and Goals

Four overarching focus areas with accompanying goals have been developed to guide the community toward its vision for tourism.

### 1. Organizational Development

**Goal:** Build organizational capacity to support tourism development in Stony Plain.

### 2. Product Development

**Goal:** Build upon existing assets to develop compelling tourism experiences with broader appeal that will attract visitors to Stony Plain.

Four product development streams have been identified through the master planning process which show the greatest potential for development in Stony Plain. These streams include:



### 3. Marketing and Promotional Development

**Goal:** Focus the destination's tourism brand and entice travellers to visit by effectively promoting experiences to receptive target markets.

### 4. Destination Development

**Goal:** Enhance the capacity of local businesses and tourism stakeholders to transform Stony Plain into a high performing destination that is poised for future growth.

## Market Strategy

Stony Plain will employ a product development strategy as its primary strategic focus. Stony Plain is well positioned to benefit from this approach as the community has proximity to a large regional market, there is market demand, and there are excellent tourism assets in the community.

## Target Markets

Considering existing visitor data, and taking into account what inspires travel to Stony Plain, the following target markets have been identified for the master plan.

1. Day-trippers from Edmonton and area seeking to immerse themselves in Stony Plain's authentic arts and culture scene, vibrant downtown, and exciting festivals and events.
2. Overnight visitors from Alberta, British Columbia, and other parts of Canada travelling to Stony Plain to participate in compelling multi-day tourism packages.
3. Event goers from Alberta, other parts of Canada, and international destinations who are drawn to Stony Plain's events.
4. Visiting friends and relatives travelling to Stony Plain and the neighbouring communities who are looking to connect with their hosts through authentic experiences.

## Explorer Quotient Targets

Destination Canada has established EQ profiles to help destinations identify their best Traveller Types. The experience preferences of the Cultural Explorer, Authentic Experienter and Personal History Explorer Traveller Types align well with the product offering proposed in the master plan. These Traveller Types seek experiences that immerse them in local culture. They particularly enjoy visiting interpretive centres, museums, historic sites/buildings, and dining at restaurants offering local ingredients. These profiles are described further in the plan and in the appendix.



## Implementation Framework

An implementation framework has been developed to support the tourism master plan. The framework identifies an organizational structure, roles, and funding mechanisms for tourism development that will move Stony Plain toward its vision.

### Roles in Implementation

**Town of Stony Plain** – Takes the lead role in ensuring the master plan is moving forward in the most effective and cohesive manner. The Town will increase its focus on tourism product development and marketing.

**Tourism Development Task Force** – A multi-stakeholder group that acts as a forum for consistent communication, collaboration and idea sharing related to the implementation of the master plan. The task force will play an active role in implementing the master plan.

**Stakeholder Groups** – Stakeholder groups (e.g. local businesses, organizations, engaged citizens, etc.) will play a key role in growing tourism in Stony Plain. Businesses must be actively engaged in implementing the master plan.





## Action Plan

The plan contains action items that are grouped into priority initiatives across the overarching focus areas for the master plan. An estimated implementation budget for the first three years and performance measures have also been developed to support the plan. Below are the top 10 action items for consideration during implementation.

### Top 10 Action Items

---

1. Obtain formal commitment from the Town of Stony Plain and other key stakeholders to implement the Tourism Master Plan.
2. Establish a Host Organization (Town of Stony Plain) and Tourism Development Task Force who will be primarily responsible for implementing the Tourism Master Plan.
3. Allocate financial and human resources to implement the Tourism Master Plan. Wherever feasible, resources should be leveraged between partner organizations to build collaboration between stakeholders.
4. Develop tactical product development action plans for each tourism product line identified for Stony Plain (i.e. Arts, Culture and Heritage Tourism / Culinary Tourism / Events Tourism / Visiting Friends and Relatives Tourism).
5. Host a tourism planning forum with stakeholders to kick off implementation of the master plan.
6. Establish a clear and compelling tourism brand for Stony Plain focused on cultural tourism. Significantly enhance Stony Plain's digital tourism presence, including development of an enhanced tourism website and social media channels.
7. Increase capacity to support tourism product development, marketing, and broader destination development by adding an Experience Development and Marketing Resource.
8. Develop and implement an annual Tourism Marketing Plan for Stony Plain.
9. Incorporate a tourism focus to the Town's Business Retention and Expansion Program.
10. Develop and launch a Destination Animation Program targeted at key tourism areas during peak visitation times.





## Conclusion

This document offers a strategic direction that will advance Stony Plain toward its vision to become fully animated through cultural tourism. It is clear that tourism presents a significant opportunity for Stony Plain and several important indicators point toward the community being ready to capitalize on tourism growth.

Now is the time for stakeholders to work together with a high degree of collaboration and strong investment to build a destination that is competitive in the long-term. By coming together as a team and committing to tourism development, the future will include a high quality of life for residents, strong income for businesses, and the preservation and enhancement of Stony Plain's special culture.



1

# PROJECT OVERVIEW

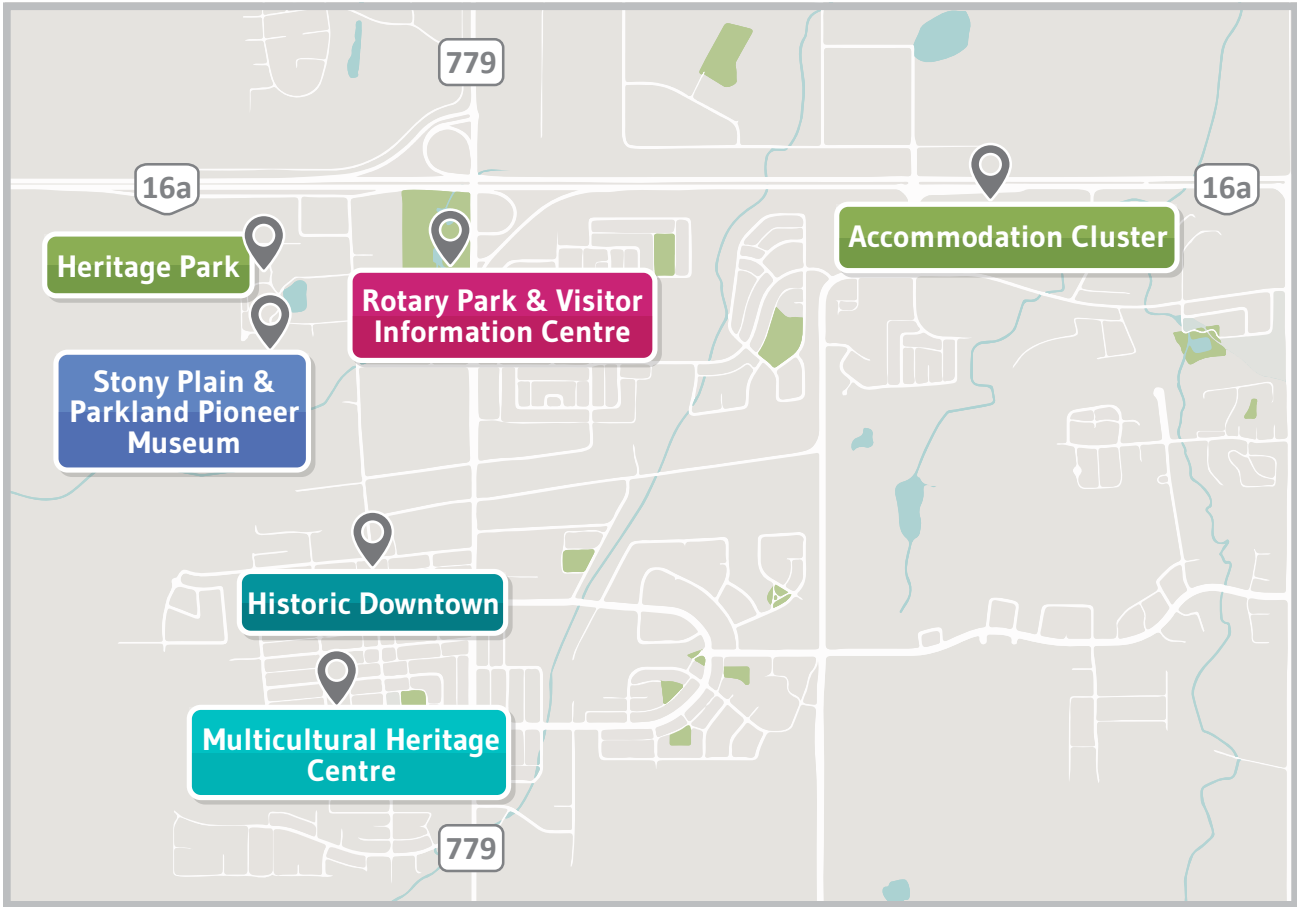


# Community Overview

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Stony Plain has embraced its cultural history and is home to compelling events, heritage assets, historic main street, unique shops, and an active community of artists and artisans. Facilities like the Stony Plain & Parkland Pioneer Museum and the Multicultural Heritage Centre provide a glimpse into the community’s agricultural ancestry, while the numerous murals help bring this history to life on the streets. Stony Plain’s downtown is the core of the community, where residents and visitors shop, live, work, and play. The recent downtown redevelopment project will upgrade and enhance the historic downtown for residents, businesses, and visitors. This redevelopment offers opportunities for future tourism development and could catalyze a transformation of Stony Plain into a regional destination.

## Stony Plain’s Anchor Attractions and Key Tourism Areas



# Project Purpose

The Town of Stony Plain commissioned this study to review the current state of tourism in Stony Plain and develop a master plan for its future development. The plan will communicate a roadmap that will set the direction of tourism development within Stony Plain over the next ten years.

# Process

The project had five, interconnected phases as described below.





# Project Team

The Stony Plain Tourism Master Plan was overseen and developed by the Project Team. Below is a list of Project Team representatives.

Project Team	
Town of Stony Plain	Chantelle Laberge – Culture and Tourism Development Officer Brenda Otto – General Manager of Strategic Services
Consultant Team	
Expedition Management Consulting Ltd.	Justin Rousseau – Managing Director Maxwell Harrison – Senior Associate Drew Ziegler – Senior Associate Breanna Hives – Graphic Designer

# Overview of Research

A variety of primary and secondary research activities, as well as detailed analysis, were conducted to develop this report. Primary research was gathered through facilitated sessions with residents and stakeholders, online surveys of residents and stakeholders, and one-on-one interviews. The level of engagement received from those who participated in the process was excellent and we had deep conversations with the public and stakeholder groups. Secondary research was gathered from local, regional, provincial, and national data sources, information requests of the Client, a review of relevant literature and an online review. Please see Appendix A for a list of research and analysis activities undertaken during the project.

## Future Vision Images

This report contains several non-local images that have been incorporated to help readers envision a future state for tourism in Stony Plain. These have been labeled “Future Vision Image” throughout.





# 2

## CASE FOR INVESTMENT IN TOURISM





There are many economic and community benefits to be gained through investment in tourism. This section provides a definition of what tourism is, as well as a brief overview of the benefits tourism can bring to Stony Plain.

## What is Tourism?

Tourism is a dynamic and competitive industry that has no universally accepted definition. For the purposes of this report, tourism can be broadly defined as:<sup>1</sup>

*“The activities of people travelling to places outside their usual environment for leisure, business or other purposes for not more than one consecutive year.”*

Using the North American Industry Classification System, we can further define tourism as an economic sector made up of the following five industries: Accommodations, Food & Beverage, Recreation & Entertainment, Transportation, and Travel Services.



## Alberta's Tourism Industry

Alberta's tourism industry is often referred to as an “industry of industries.” It is comprised of all businesses, organizations and individuals that provide services and experiences to travellers. Tourism plays a vital role in the continuing economic success and development of Alberta and makes a significant contribution to the economic and social vitality of communities throughout the province.<sup>2</sup> Specifically, tourism has significant strategic value to the province and Stony Plain for the following reasons:<sup>3</sup>

- **Tourism is an economic platform** – Tourism crosses many sub sectors (transportation, food and beverage, recreation, culture) and has a broad and diversifying effect on the economic base of the province. A significant number of tourism operators are small and medium-sized businesses with many being family owned and operated.
- **Tourism supports jobs** – Visitors spend money at campgrounds, hotels, restaurants, gas stations, grocery stores, and retail stores in the Town. This is new money for small businesses that create jobs for residents.
- **Tourism has growth potential** – Research has demonstrated that both domestic and international visitors have an increasing, and strong interest in visiting Alberta destinations.
- **Tourism drives infrastructure** – Tourism can be the catalyst needed to invest in the built infrastructure that makes for great places to live and visit (e.g. parks, pathways, public art, signage and other amenities).
- **Tourism contributes to the awareness and positive image of communities in the global marketplace** – Tourism can enhance the reputation and awareness of communities on a worldwide basis. Tourists are potential investors and can become valuable ambassadors for business development and talent attraction in Stony Plain.



## Economic Benefits of Tourism

There are many economic benefits of tourism as tourism brings visitor dollars into Stony Plain. Visitor spending is “new” money that then circulates throughout the local economy, multiplying its benefit. Additionally, tourism can expose Stony Plain to potential investors and homeowners. In some cases, tourists enjoy their visit so much that they choose to stay.

The tourism industry is a significant economic driver throughout the Province. The tourism industry in Alberta:<sup>4</sup>



**Generates \$8.9 billion in direct visitor spending.**



**Supports 22,196 tourism businesses.**



**Sustains over 127,000 jobs province-wide.**



**Generates billions in total tax revenue for municipalities, the province and the federal government.**

## The Visitor Economy

The visitor economy refers to the widespread and often unseen benefits Stony Plain receives from dollars spent by travellers. Tourism is more than just a business sector; it is an economic driver that crosses multiple industries and supports growth in multiple ways. Here is an illustration:<sup>5</sup>

A family from North Carolina travels to Stony Plain to take part in the Blueberry Bluegrass Festival. They take a flight, rent a car, stay in a local accommodation, and rent or buy equipment. This is the “direct” impact of the visitor economy: local businesses receive money from tourism spending.

As a result of this spending, the festival generates more revenue and local businesses are able to make a profit and hire more staff. This “indirect” impact of tourism spending produces a multiplying effect as an economic driver by increasing wages, salaries, profits, and other business costs. Also, as more visitors come to Stony Plain, more work is generated in the supply chain, as wholesalers, food and beverage suppliers, tour planners, retailers, manufacturers, etc., are called upon to meet customers’ demands.

The new employees hired by businesses now have money to spend on clothes, food, transportation, entertainment and to pay taxes. This is the “induced” impact of the visitor economy. The ripple or spillover effects of this induced impact are felt as income, and taxes are spent throughout the province on housing, education, transportation, infrastructure, energy, communication, health care and other personal expenditures.

The end result is that tourism dollars circulate throughout the economy, amplifying their impact along the way, resulting in support for community building and economic well-being.



## Community Benefits of Tourism

Tourism has the potential to provide compelling community benefits for Stony Plain, as well. While the benefits are multiple and varied, tourism can provide the following:<sup>6</sup>



### A source of community pride

Celebrating local culture and sharing it with the world can be a significant source of pride for communities, individuals, and cultures.



### Capacity to encourage community engagement

Tourism can provide opportunities for individuals within the community to become engaged through business, volunteerism, event/activity execution and interpretation of local culture.



### Enhancements to the quality of life for residents

Communities that embrace tourism can often justify enhancements to infrastructure, events, and activities well beyond what could be achieved without a stable source of external revenue flowing into the community. Local community members benefit from enhanced amenities.



### Preservation and Enhancement of Built and Natural Environments

The tourism industry can also contribute to the preservation and revitalization of built and natural environments in Stony Plain. When a destination's unique characteristics (e.g. special landscapes, authentic culture, history, etc.) are leveraged as tourism products, they acquire an enhanced value that goes beyond the economic considerations. Travellers experience an emotional connection to the places they visit, while residents find a newfound significance for things that they may have taken for granted before. The addition of such values provides the motivation to further protect significant community assets and, in some cases, enhance them.

Great places to visit are also often great places to live. By embracing the tourism industry and being inviting to visitors, Stony Plain can further enhance the benefits it receives from tourism beyond the economic sphere alone.

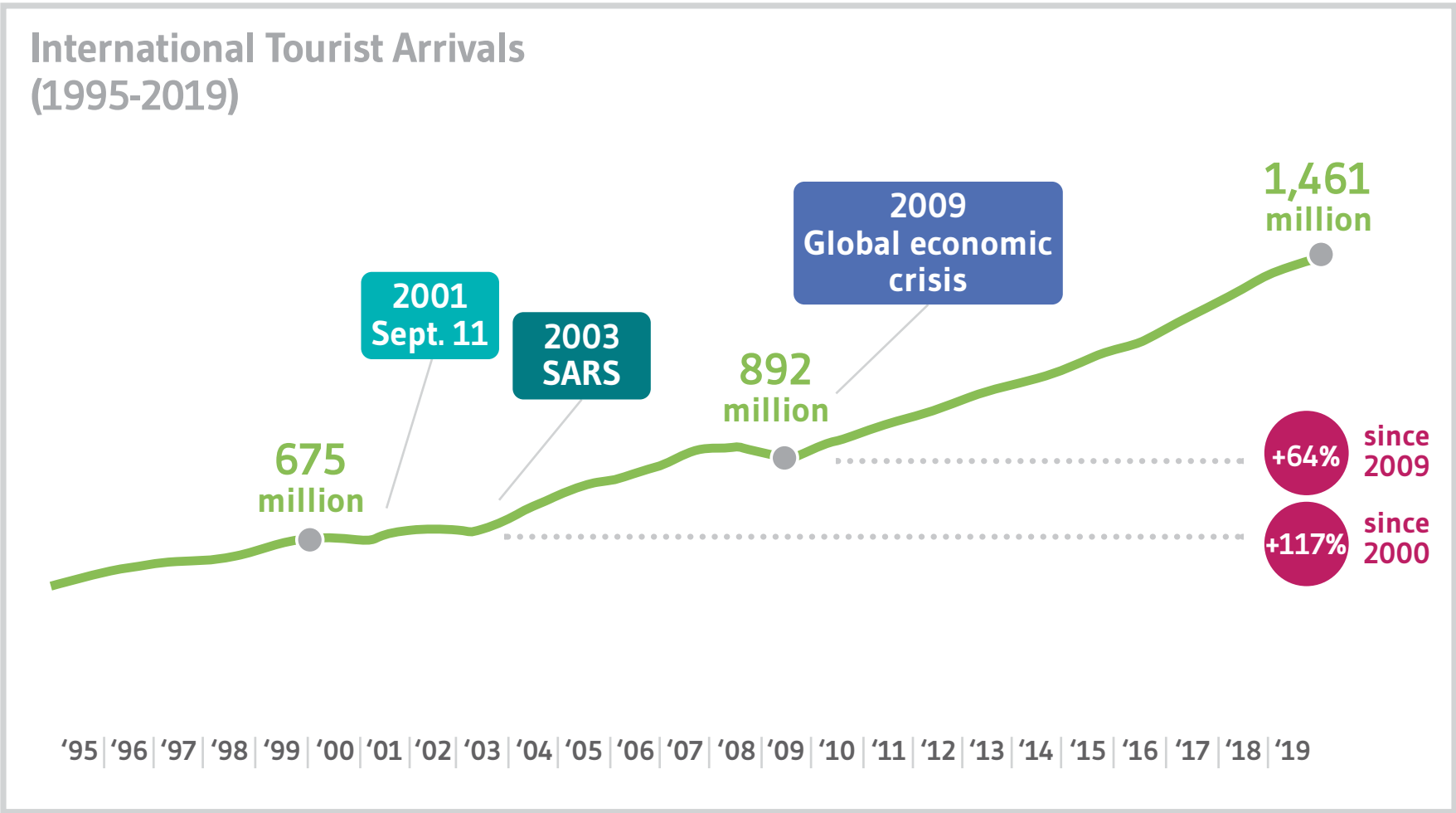


# Resiliency of Tourism

The COVID-19 crisis is unprecedented and tourism has been one of the most negatively affected sectors.<sup>7</sup> The full impacts of the crisis cannot be known at this time, although, it is clear that significant recovery efforts will be needed. As the world responds to and recovers from this global health emergency, the tourism sector will need to evolve.

It is important to note that as a global industry, tourism has a strong history of growth and has been proven to be resilient through significant crises and events. International tourism has seen continued expansion over the past few decades, despite occasional shocks. In the past 20 years, international tourist arrivals have risen from 675 million in 2000 to 1.5 billion in 2019. This dramatic growth demonstrates the sector’s strength and resilience (see Figure 1).<sup>8</sup>

Figure 1. Global Tourism Growth and Resiliency Through Economic Shocks



Source: UNWTO



# Why Invest?

Tourism already provides a multitude of benefits for Stony Plain and has the potential to generate far more. The Town’s proximity to a large market, strong support from stakeholder groups, and inventory of assets presents a significant opportunity for tourism development.

Investing in tourism development will support local businesses and quality of life for residents. This will result in enhanced economic and social benefits for the community. A conceptual model of how these benefits come to be is provided in the Destination Management Cycle (see below).

*The Town’s proximity to a large market, strong support from stakeholder groups, and inventory of assets presents a significant opportunity for tourism development.*

The Destination Management Cycle



Source: Travel Alberta. (2018).



# 3

## TOURISM TRENDS



The impacts of COVID-19 and broad tourism trends at the provincial, national, and international levels are considered in this section. The findings from this research was used to inform the master planning process.

## Impacts of COVID-19

Stakeholders in the tourism industry have often stated that tourism was the first hit, the hardest hit, and will be the last to fully recovery from the COVID-19 pandemic. With a disruption of this scale, there will be changes to how the tourism sector functions moving forward, including visitor behaviours and preferences, government responses, business operations, and community needs. Described below are potential trends that destinations should consider as they plan for recovery.

### Pace of Recovery

Estimates on the pace of recovery for the tourism sector vary, but there is general agreement that full recovery will take several years. For example, Travel Alberta's goal is to rebuild Alberta's visitor economy to 2019 levels by 2023.<sup>9</sup> There are many factors that will influence how fast tourism returns, including the rate of vaccinations, case loads, timelines for easing restrictions, the potential for new virus variants, and overall traveller confidence. However, it is clear that those jurisdictions who get control of the pandemic the quickest will be the best positioned to recover sooner.

### Hardening of Borders

National, and in some cases provincial, borders have hardened significantly since the onset of the pandemic. As the pandemic comes under control, the movement of people across borders will become easier than it is now. Although, there could be new measures put in place that act as barriers to visitation. One example of this could be governments requiring a digital passport proving a person has been vaccinated before they can enter a country. Another consideration is that international visitors may be denied entry to certain countries based on their own country's state of response to the pandemic. This has potential to reduce the size of accessible international tourism markets.

## Regional and Domestic Travel will be the First Segments to Recover

Experts agree that regional and domestic travel will recover much faster than international tourism for most destinations. Short-haul trips, often made to visit friends and family, will be an important market for tourism operators to capitalize on. This presents a particularly strong opportunity for smaller destinations that are near large population centres with people looking to explore new places without travelling too far afield. Stony Plain is well positioned to serve increased demand from regional markets.

## Tailoring Experiences for the Visiting Friends and Relatives Market

After having lived through lockdowns that limited person to person interaction, there will likely be a surge in travel to visit family and friends. Historically, the tourism sector has not put much focus on this market, so there is significant opportunity to improve and expand offerings that cater to VFR travellers.





## Tourism Trends

### Experiences vs Material Goods

Today's visitors are seeking experiential tourism products that connect them to the people and places they visit. One of the biggest recent shifts in consumer behaviour has been the prioritization of experiences over material goods. According to a 2015 study published in Forbes magazine, 78% of people between the ages of 25-40 prefer to spend money on an experience over a material possession.<sup>10</sup> This growth in experiences is aligned with an increased desire to share experiences with others. In a Forbes survey, 69% of respondents said they believe attending live experiences helps them connect better with their friends, their community and people around the world, while 72% indicated they would like to spend more on experiences in coming years.<sup>11</sup>

*Visitors are seeking experiences that connect them to the people and places they visit.*



78%

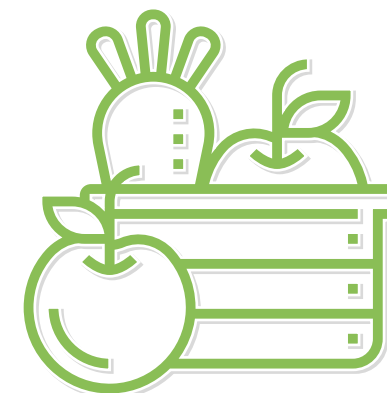
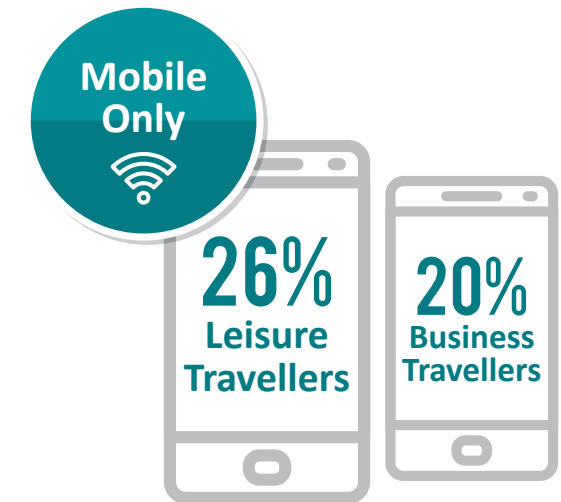


25 - 40  
Yrs Old

**Prefer to Spend Money on Experiences**

### Digital Travellers

Over the past decade, the world has undergone a significant digital transformation. According to some estimates, by 2021, more than 26% of leisure travellers and 20% of business travellers globally will be "mobile only," operating with smartphones and tablets, rather than laptop or desktop computers.<sup>12</sup> These digitally connected travellers can research and purchase travel 24/7 through the internet, and they demand strong connectivity, even in rural or remote places. Destinations will need to have the infrastructure in place to ensure strong connectivity in order to attract the visitors of the future.



### Localism

Consumers are embracing products that have local credentials or claims as they consider these products to be better quality, healthier, more sustainable, and more authentic.<sup>13</sup> Examples of these products include craft beer, farm-to-table offerings, and local festivals that highlight community values. Visitors are seeking immersive experiences that allow them to "live like a local," if only for a short period of time.

### Culinary Tourism

Culinary tourism is big business in Alberta and the sector has been chosen as an area of focus for further development by the Government of Alberta.<sup>14</sup> More than simply eating at local restaurants, culinary tourism adds value to the visitor experience by connecting producers and chefs, featuring local culinary talent, and creating new and memorable experiences that enable visitors to see, touch, smell, hear and taste the destination.<sup>15</sup>





## Destination Stewardship

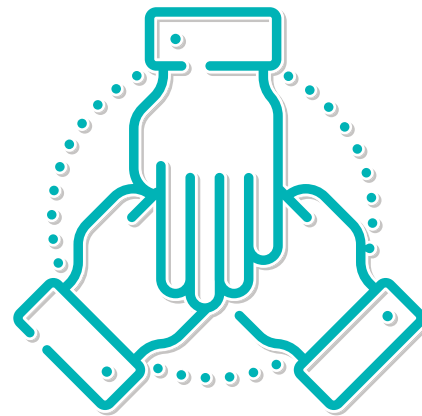
According to Destinations International's 2019 Futures Study, the most significant shift overall for destination organizations worldwide is the expanding role from solely destination marketing to destination management.<sup>16</sup> Today, destination organizations are focusing more intentionally on developing new destination experiences and stakeholder networks that incorporate a wider breadth of local companies and organizations, including those outside tourism and hospitality.

*"Destination management addresses the interactions between visitors, the industry that serves them, the community that hosts them, and the environment (natural, built and cultural)."*

*- UNWTO, 2019*

## Community Alignment

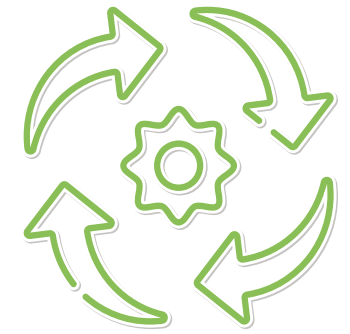
The most effective destinations have the support of government officials and area residents who believe that the visitor economy positively impacts their community and elevates their overall quality of life. Building coalitions between the public and private sectors to move a destination toward a common goal can be challenging due to the variety of audiences and agendas. However, the powerful benefits of community alignment are well worth the effort. When government, businesses and residents agree on the value of the visitor economy, then it is much easier to build support for new initiatives that will grow tourism.<sup>17</sup>



*When government, businesses and residents agree on the value of the visitor economy, then it is much easier to build support for new initiatives that will grow tourism.*

## Sustainable Tourism Development

Globally, greater attention is being paid to the sustainability of the tourism sector. Sustainability refers to the environmental, economic, and socio-cultural aspects of tourism development. A suitable balance must be established between these three dimensions to promote long-term sustainability. According to UNWTO, sustainable tourism should:<sup>18</sup>



1. Make optimal use of environmental resources while maintaining essential ecological processes and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to intercultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building.





4

DESTINATION  
ANALYSIS





This section provides the key findings that were synthesized from all the Destination Analysis activities. Please see Appendix A for a summary of the Destination Analysis activities that were undertaken.

## Key Findings



### 1. Strong Support for Tourism Development

There is strong support among stakeholders and in existing strategies/plans to further develop tourism in Stony Plain. Numerous stakeholders, including local businesses, community organizations, festivals and events, government representatives, and residents, recognize the potential tourism has to vitalize the community, support economic growth, and improve quality of life.



### 2. Clarifying a Vision and Brand for Tourism in Stony Plain

There is a need to clarify a vision and brand for tourism in Stony Plain. Throughout the engagement process, stakeholders communicated uncertainty in terms of where tourism in Stony Plain is heading and what their identity is as a destination. Similar gaps were identified during the assessments completed by the consulting team. Creating a unifying vision and clear brand that the community can rally behind will be key to success.



### 3. Enhancing Tourism Marketing

Stony Plain markets its tourism offerings through a variety of digital and traditional (hard copy) channels, including the Tri-Region Tourism website, Town website, Destination Guide, Mural Guide, and several pamphlets for local attractions. Overall, existing tourism marketing tends to have a clean, attractive design with suitable balances between written and visual content. However, available analytics, consultant assessments, and feedback from stakeholders indicates there is room to improve Stony Plain's tourism marketing.

Unnecessary duplication was found between existing channels (i.e. municipal and tourism websites), and the content could do more to reinforce a clear tourism brand for the community and highlight anchor attractions. Another gap is an overall lack of a compelling call to action directed at visitors. Furthermore, the search engine optimization of the Tri-Region Tourism website was found to be low. Traffic to the website has increased in recent years; however, the website's overall performance is relatively weak in terms of its number of sessions, page views, etc. Importantly, it was found that the Tri-Region Tourism website does not prominently highlight Stony Plain's tourism product offering. A more coordinated, well-resourced, and impactful approach to tourism marketing is needed.



### 4. Activating Downtown Stony Plain

The recently redeveloped downtown presents a significant opportunity to become a focal point for tourism. What is needed now is to activate the area into a hub of visitor activity. Ideas for enhancements could include outdoor patios, activity zones, downtown events, and programming that animates the area during peak visitation periods (i.e. evenings and weekends).





## 5. Opportunity for Product/Experience Development

Stony Plain should develop more experiences to attract visitors, extend stays, and increase spending locally. There is a strong core of cultural and artistic product in the community, however, it is not presented in an easily consumable way. Additionally, there is a need to broaden the appeal of certain niche products to attract a wider market. The following opportunities for products were identified as having the highest potential for development in Stony Plain.

### Arts, Culture, and Heritage Tourism

- A. Celebrating the Past – Stony Plain’s rich and diverse history can be leveraged to create compelling tourism experiences. The stories of Indigenous peoples, European settlers, and agricultural heritage contributes to the history of the area and would be of interest to certain traveler segments. Built assets, such as the Pioneer Museum, Multicultural Heritage Centre, and community murals can all be utilized to a greater degree as cultural tourism attractions. This can primarily be done through the creation of compelling, on-brand tourism experiences.
- B. Building an Emerging Cultural Vibe – Stony Plain has attracted a diverse set of highly skilled artisans, artists, and musicians. As such, Stony Plain has an opportunity to appeal to a younger audience who is seeking a hip cultural vibe and unique experiences that connect them to the places they choose to visit. This can be accomplished through art, music, restaurants, and programming throughout the Town and in particular the downtown core.

**Culinary Tourism** – Strong culinary offerings are often key to the success of destinations and, in Stony Plain’s case, could play a large role in activating the downtown. There is also an opportunity to leverage Stony Plain’s strong connection to the agricultural sector to develop authentic agritourism offerings that would be attractive to visitors.

**Events Tourism** – Local community groups produce popular anchor events such as the Blueberry Bluegrass Festival, Farmers’ Days (co-produced with the Town), and the Cowboy Gathering, while the Town hosts Canada Day, Family Fest, numerous summer sessions, outdoor movies and much more. These events are supported by excellent indoor and outdoor spaces, such as Heritage Park and Rotary Park. There is opportunity to leverage the success of these events and the quality of event spaces to support tourism development.

Sport events are another area of potential opportunity for Stony Plain. Local sport groups play a significant role in attracting and delivering sport events, which drives visitation and overnight stays in Stony Plain. The Town may consider investing in these opportunities from time to time.

**Visiting Friends and Relatives Tourism** – Stony Plain residents expressed strong support for increasing the quantity and enhancing the quality of tourism product that appeals to the visiting friends and relatives market (VFR). 77% of resident survey respondents were likely or very likely to invite their friends and family to visit within the next two years. Developing experiences and tailoring marketing efforts to this visitor segment could be a powerful opportunity to grow tourism.

*77% of resident survey respondents were likely or very likely to invite their friends and family to visit within the next two years.*







## 6. Collaboration and Partnerships are Needed

There was a clear sense of optimism among stakeholder groups and a strong desire to work together to achieve tourism objectives. Several stakeholder groups are already working well together and have formed successful partnerships. Some examples include the Town's support for the Pioneer Museum and Multicultural Heritage Centre, and the Town's partnership with the Greater Parkland Regional Chamber to operate the visitor information centre. Although, more could be done to provide opportunities for collaboration and align tourism development efforts. A multi-stakeholder organization is needed to move tourism forward. In the medium to long term, there may be opportunity to establish a stand-alone destination management organization (DMO) in Stony Plain.

### Regional Collaboration

There is support from stakeholders to collaborate regionally on ongoing tourism marketing initiatives. However, it was found that Parkland County has no plans in the foreseeable future to invest in active tourism development. Additionally, while Spruce Grove supports the Tri-Region Tourism initiative, tourism is a relatively low priority for the City ("not in the top five focus areas").



## 7. Building Capacity for Tourism Development

Capacity for tourism development is a challenge in the community. There is a need for more tourism training to improve customer service, promote experience development, and increase the local knowledge base around tourism.



## 8. Planning for Tourism Development

Tourism development has been limited by a lack of a plan to provide direction and accountability for tourism resources. There is a need to establish increased and sustainable funding sources to ensure tourism-related initiatives are properly resourced. In the medium to long term, Stony Plain may want to consider the creation of a destination management fund (DMF) to support tourism development.



## 9. Stony Plain's Competitive Advantage

The unique characteristics of Stony Plain were analyzed in relation to its competitors to better understand what makes the destination special. From this analysis, it was determined that Stony Plain's competitive advantage is its combination of compelling culture, art and heritage offerings in an authentic small town, rural atmosphere with attractive complementary offerings close by.





## 10. SWOT Analysis

The key findings from the SWOT analysis are provided next.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Strong supply of culture, arts, and heritage assets.</li> <li>• Friendly, welcoming residents.</li> <li>• Authentic small town, rural atmosphere.</li> <li>• Active community of musicians, artists, and artisans.</li> <li>• Strong ground access through Highway 16A and 779.</li> <li>• Proximity to a market of over 1.3 million people in the Edmonton region.</li> <li>• Strong interest from local businesses, stakeholder groups and residents to develop tourism.</li> <li>• Excellent visitor information centre and surrounding park area.</li> <li>• Strong culture of volunteerism.</li> <li>• Complementary tourism assets in the surrounding region, including natural attractions, agritourism opportunities, and sport/recreation facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of visitor and market ready experiences.</li> <li>• Underdeveloped destination development framework.</li> <li>• Lack of resources for tourism development and marketing.</li> <li>• Lack of animation and visitor-focused programming to draw visitors in and entertain them.</li> <li>• Business hours tend not to be aligned with peak visitation periods.</li> <li>• Fragmented tourism promotion system.</li> <li>• Lack of market awareness of Stony Plain's unique offerings (locally and externally).</li> <li>• Tourism brand is not well defined.</li> <li>• Lack of transportation options.</li> <li>• Limited public washrooms available for visitors in the downtown core on evenings and weekends.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Organizing and aligning key stakeholders for tourism development (i.e. governments, businesses, not-for-profit organizations).</li> <li>• Animating and activating key tourism areas to draw visitors in and increase spending (e.g. newly redeveloped main street, attractions, public spaces).</li> <li>• Capitalizing on the trend of increased domestic tourism.</li> <li>• Leveraging grant funding for destination development and tourism marketing.</li> <li>• Supporting the region's core economic sectors through tourism.</li> <li>• Leveraging community and tourism assets to benefit residents and visiting friends and relatives.</li> <li>• Supporting utilization of Town owned facilities through tourism (e.g. Stony Plain Golf Course, potential future Regional Recreation Centre, etc.).</li> <li>• Leveraging regional attractions/assets to help drive visitation locally. Particular opportunity may exist with the proposed development of a Nordic Spa in Parkland County.</li> <li>• Collaborating with neighbouring municipalities and DMO's to drive visitation regionally.</li> <li>• Leveraging the Edmonton Metropolitan Transit Services Commission to enhance transportation options for residents and visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Threat of COVID-19 and potential future pandemics to the health of residents and visitors.</li> <li>• Economic crisis as a result of COVID-19.</li> <li>• Environmental threats, including degradation of natural areas from overuse, wildlife displacement, natural disasters, and climate change impacts.</li> <li>• Competition for limited investment and development resources (locally and provincially).</li> <li>• Competition for visitors from other destinations.</li> </ul>



5

# VISITOR ANALYSIS



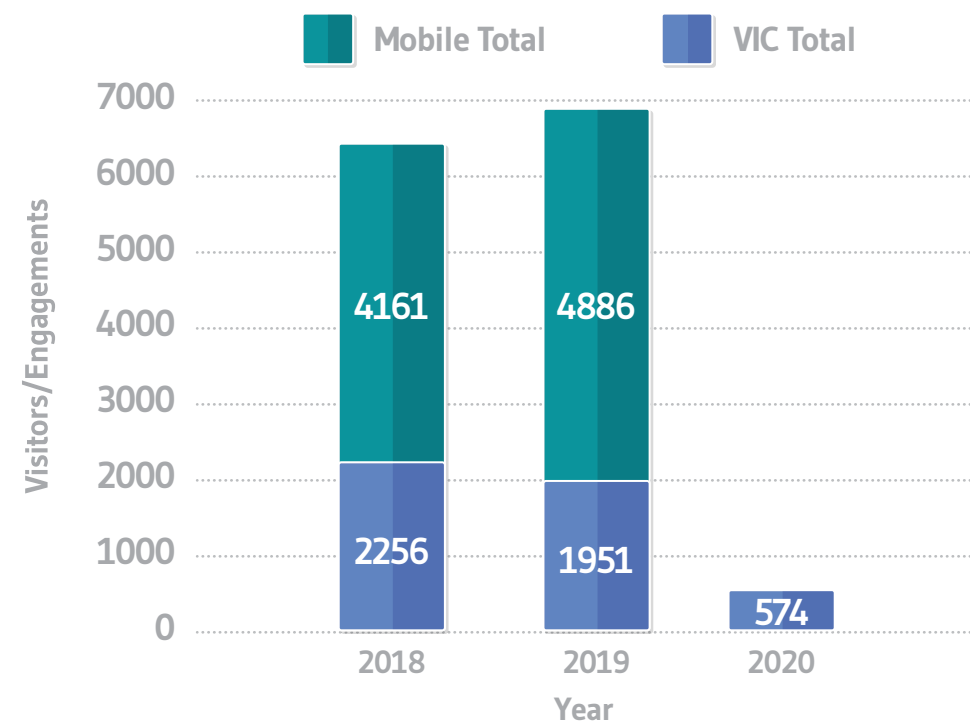


Market data on visitors to Stony Plain and region was collected and analyzed to support the tourism master plan. The main findings are summarized next.

## Stony Plain Visitor Centre Statistics

The Stony Plain Visitor Centre welcomes over 6,000 visitors each year. Between 2018 and 2019, the visitor centre saw a slight decline in visitation while the mobile visitor kiosk saw an increase (see Figure 2). There was a significant decline in visitation in 2020 due to the COVID-19 pandemic.

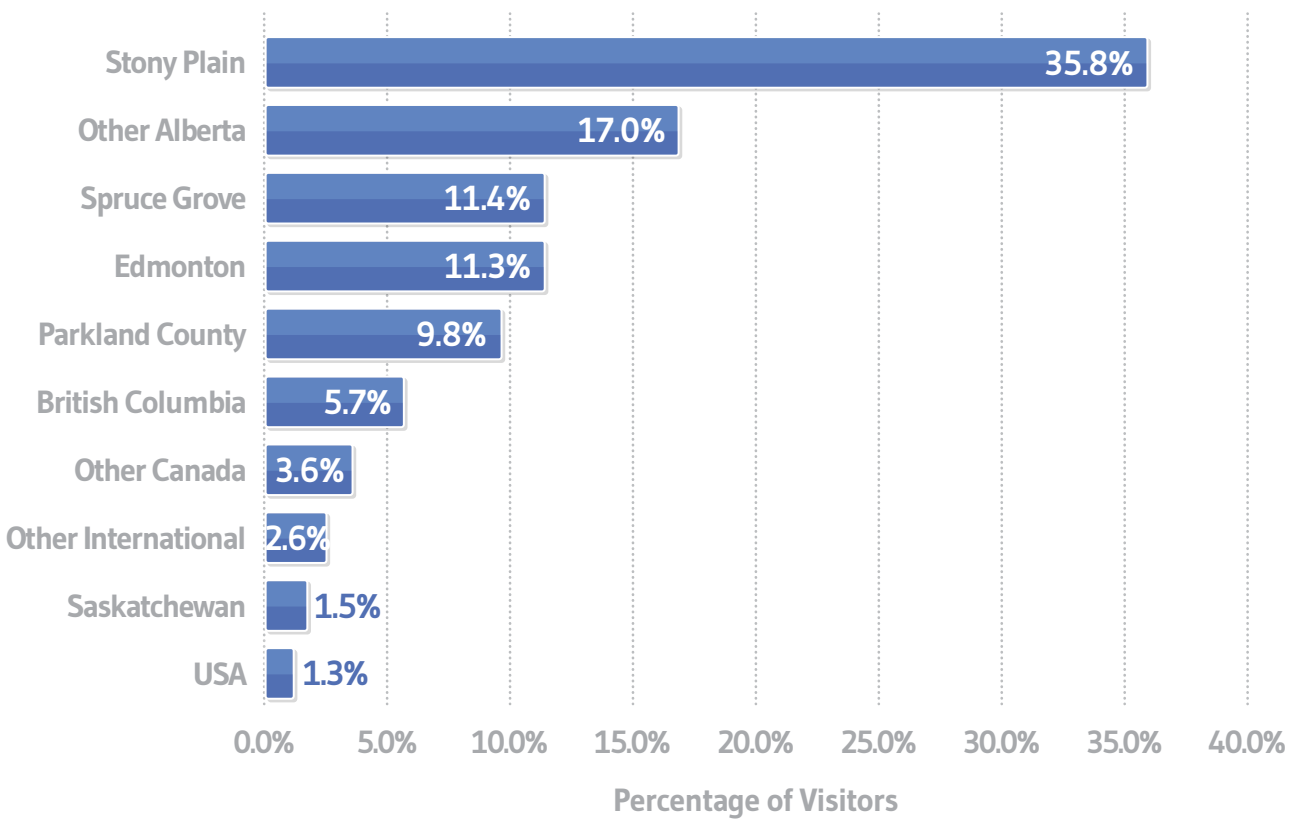
Figure 2. Annual Visitation to the Stony Plain Visitor Centre and Mobile Visitor Kiosk (2018 – 2019)\*



\*Local residents are included in these visitation statistics. Residents represent 30-36% of annual visits to the Visitor Centre.

Visitors to Stony Plain’s visitor centre primarily originated from within Stony Plain (35.8%). This was followed by Alberta residents from outside the region (17.0%), Spruce Grove (11.4%), Edmonton (11.3%), Parkland County (9.8%), BC (5.7%), other Canada (3.6%) other international (2.6%), Saskatchewan (1.5%), and the US (1.3%). In terms of seasonality, 60% of these visits occurred during the summer, 28% occur during the spring, 7% in the fall, and 5% over the winter. Visitors often requested tourism-related information from staff. The top queries included topics such as campgrounds, parks, maps, transportation, events, attractions, restaurants, shopping, and accommodations.

Figure 3. Origin of Visitors to the Stony Plain Visitor Information Centre (2019)





## Domestic Tourism in Edmonton Area Tourism Region<sup>19</sup>

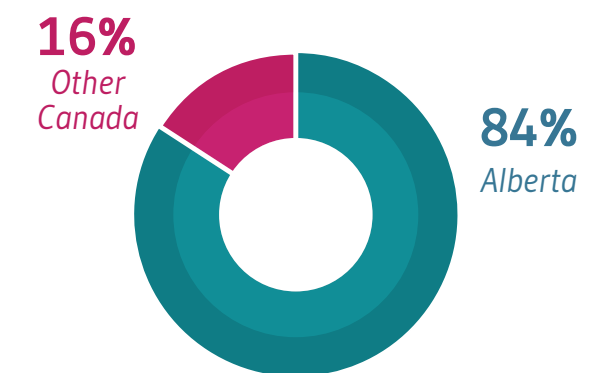
In 2017, 7.3 million visits were made by residents of Alberta and other parts of Canada to destinations in the Edmonton and area tourism region. Albertans accounted for 6.2 million (84%) of these visits, with 1.2 million person-visits (16%) originating from other parts of Canada. Overall, visits to the Edmonton area tourism region accounted for 21% of total person-visits in Alberta.

Approximately 35% of all visits included at least one overnight stop, primarily by Alberta residents. Of the 2.94 million overnight visits to the region, Central Alberta residents accounted for 20% of the visits followed by Calgary and area with 19% and northern Alberta with 15%. An additional 14% and 9% were attributed to neighbouring British Columbia and Saskatchewan, respectively.

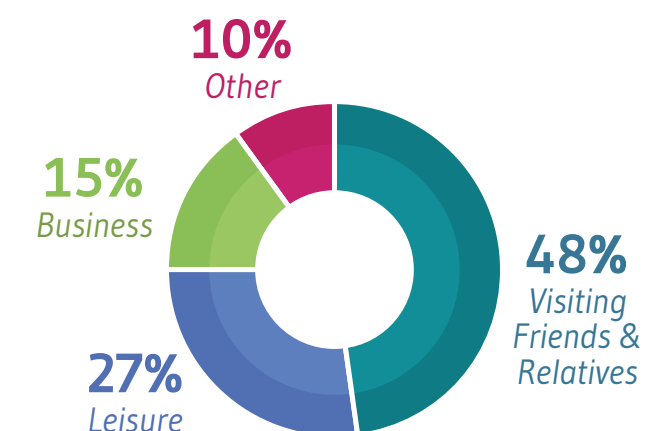
The main purpose of overnight visits was for friends and family (48%), leisure (27%), and business (15%). 55% of nights were spent in the homes of family and friends, followed by hotels, motels, and other roofed accommodation (44%), and campgrounds and RV parks (1%). Domestic visitors tended to stay an average of 2.7 nights with an average party size of 2.3 people. Domestic overnight visits were primarily from July to September (29%) and October to December (27%), followed by April to June (23%) and January to March (21%).

The total direct tourism expenditures for the region was an estimated \$1.885 billion, of which food and beverage accounted for the largest share (27%), followed by private vehicle/rentals (21%), retail/other (16%), accommodations (16%), public/local transportation (14%), and recreation/entertainment (6%).

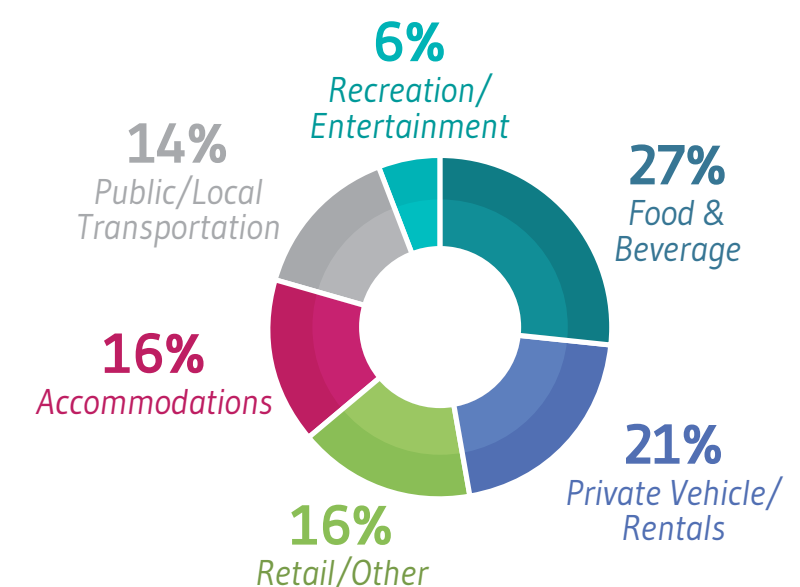
Domestic Visitation to Edmonton Area Tourism Region



Main Purpose of Trip



Visitor Spending





## Visiting Friends and Relatives Tourism

Traveling to visit family and friends is a significant driver for travel to the Edmonton area. In fact, “Visiting Friends and Relatives (VFR) represents a considerable share of all tourism in Alberta.”<sup>20</sup> The VFR market accounts for 43% of all in-province trips by Albertans, and VFR is the main reason for more than half of Canadians traveling to Alberta from other provinces.

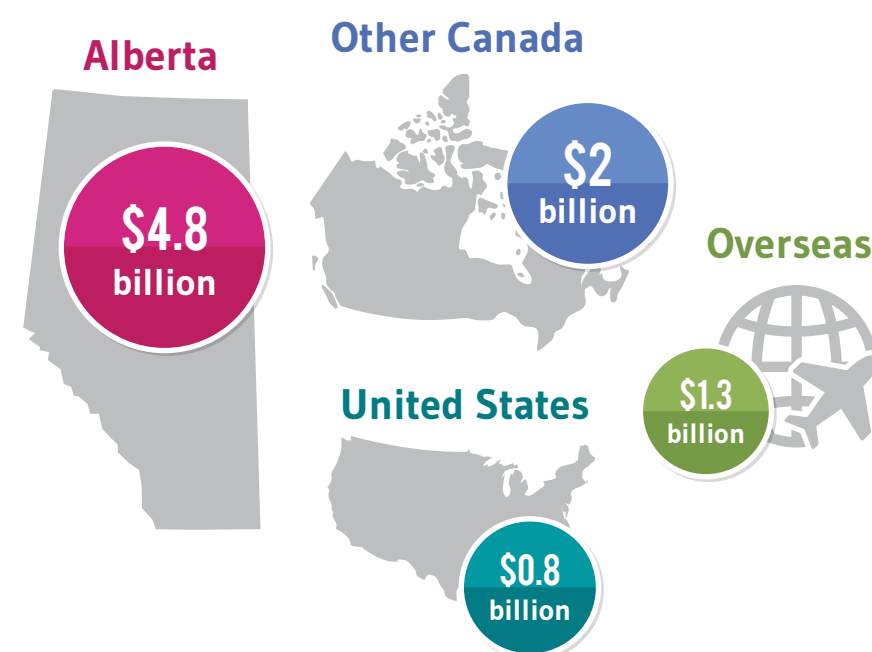
Research on the VFR market in Alberta indicates that residents use their personal experience to determine what to do when friends and family visit from out of town. Planning is typically a joint effort between the hosting resident and their guests. While most hosts are involved in trip planning (80%), very few hosts plan activities in advance of their guests’ arrival (15%). More often plans are made once guests arrive (23%) or both before and after guests arrive (41%).<sup>21</sup> Given that planning happens in the destination and is relatively spontaneous, resident hosts rely on personal experience to inform decisions on where to go and what to do with guests.<sup>22</sup>

## Domestic and International Visitation to Alberta\*

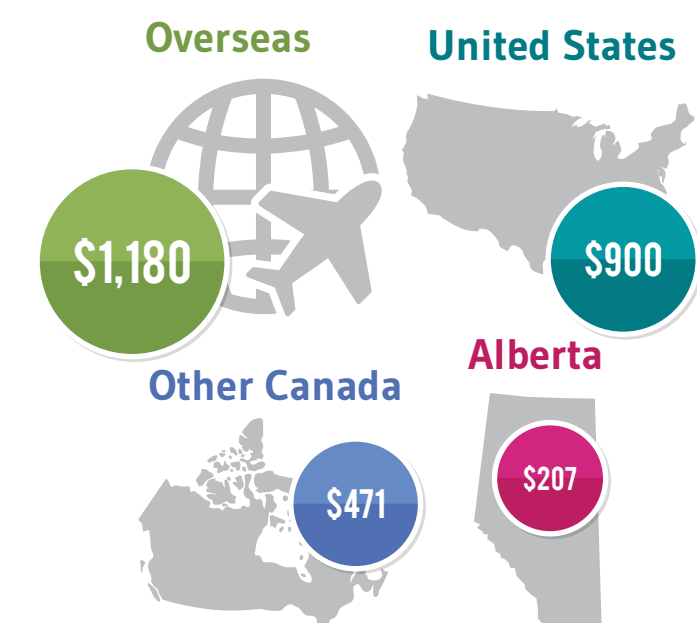
In 2017, 36.9 million person-visits were made to destinations in Alberta. Visitors primarily came from within Alberta (83%), followed by other parts of Canada (11%), overseas countries (3%), and the United States (2.6%). Alberta-based visitors were responsible for the majority of person-visits; however, this market was only responsible for 54% of total tourism expenditures. Other Canada (22.0%), overseas countries (14%) and the United States (10%) were responsible for almost half of the total tourism expenditures made in the province. Key sources of overnight inbound travel to Alberta include neighbouring provinces, the U.S. and major European and Asian markets.<sup>23</sup>

\*Due to a change in the quality of data from Statistics Canada, starting in 2015 the Alberta government only provides analysis for international visitation to Alberta on a province-wide basis.

Total Expenditures by Origin



Average Spending Per Person Per Visit





6

VISION AND  
GOALS





## Vision Statement

Stony Plain has an opportunity to invite visitors to discover and celebrate all the things that make the community special. To capitalize on this opportunity, the community will focus on cultural tourism development and will make a significant effort toward creating compelling cultural tourism experiences. The following statement encapsulates Stony Plain's vision for the future.

### 10 Year Vision

*"By 2031, Stony Plain will become fully animated through cultural tourism. The community will have a hip urban vibe and become known as the place to be to engage in enriching cultural tourism experiences."*



### 5 Year Outcomes

- The community will have fully animated its anchor attractions and key tourism areas with both active and passive programming that entertains visitors and draws them in.
- Stony Plain will have a clear and compelling tourism brand rooted in the community's cultural offering.
- Stony Plain's digital and traditional tourism marketing will be significantly expanded and enhanced, as well as provide a strong call to action for those seeking cultural experiences.
- On-brand tourism messages will be well received by target markets and lead to increased visitation, lead generation, and revenues for tourism-related businesses.
- The community will see new investment from multiple sectors to support tourism development.
- Regional partners will be engaged in collaborative initiatives to achieve mutual tourism objectives.
- Residents will report a high level of satisfaction with tourism development.

### 10 Year Outcomes

- There will be a significant increase in tourism product available to visitors.
- Stony Plain will have expanded its market reach and fully established itself as a leading cultural tourism destination in Alberta.
- Tourism will be widely recognized as a key contributor to the economic and social prosperity of the community.
- Stony Plain will be poised for continued tourism growth.



## Focus Areas and Goals

Four overarching focus areas with accompanying goals have been developed to guide the community toward its vision for tourism. Detailed action items to support the achievement of these goals are provided in Section 9 – Action Plan.

### Focus Area #1. Organizational Development

**Goal:** Build organizational capacity to support tourism development in Stony Plain.

The first step toward developing tourism in Stony Plain will be to enhance tourism service delivery systems in the community. The Town will expand its role in destination management, particularly regarding product development and marketing. However, the Town will need strong support from the community and stakeholders in order for tourism development to be successful. Multiple partner organizations from a variety of sectors will need to come together through collaborative efforts to organize themselves for tourism growth.

### Focus Area #2. Product Development

**Goal:** Build upon existing assets to develop compelling tourism experiences with broader appeal that will attract visitors to Stony Plain.

In order to attract more visitors to Stony Plain, compelling tourism experiences that resonate with target markets need to be developed. Anchor attractions, such as the Pioneer Museum and Multicultural Heritage Centre, and the downtown core should become activated through ongoing programming that appeals to visitors. Supporting experiences that diversify and complement Stony Plain's cultural offering also need to be developed. Four product development streams have been identified through the master planning process which show the greatest potential for development in Stony Plain. These streams include:

1. Arts, Culture and Heritage Tourism
2. Culinary Tourism
3. Events Tourism
4. Visiting Friends and Relatives Tourism

### Case Study: Chartier Restaurant

Chartier restaurant in Beaumont, AB is an excellent case study on the power unique culinary offerings have to support tourism and vitalize downtown areas. Particularly when the culinary experience links with the culture of the community.

Chartier was an idea born out of the passion, dedication, and love that two local entrepreneurs had for their community. More than just a restaurant, Chartier provides its customers with a deep connection to the French roots of the community. The restaurant also celebrates local history and partners with regional producers to provide the freshest products to its customers.

People from throughout the Edmonton Capital Region regularly make the trip to Beaumont to experience Chartier and it has become a local staple. In this way, Chartier has become a focal point for Beaumont's downtown and a driver of tourism.

Stony Plain could benefit from encouraging this type of culinary experience in the downtown core to help activate main street.





### Focus Area #3. Marketing and Promotional Development

**Goal:** Focus the destination's tourism brand and entice travellers to visit by effectively promoting experiences to receptive target markets.

Stony Plain should establish a clear and compelling tourism brand, in addition to expanding and enhancing its tourism marketing activities for it to grow as a destination. The main areas for improvement include Stony Plain's digital presence (i.e. tourism website and social media channels) and existing visitor information resources, such as the Destination Guide, attraction pamphlets, and mapping.

### Focus Area #4. Destination Development

**Goal:** Enhance the capacity of local businesses and tourism stakeholders to transform Stony Plain into a high performing destination that is poised for future growth.

Capacity enhancing initiatives will be vital in supporting stakeholders in their efforts to transform Stony Plain into a high performing destination that is poised for future growth. Responding to and recovering from the COVID-19 pandemic will be important in the near term, as will enhancing the attractiveness of the destination to visitors and tourism investors.

#### Case Study: Tourism Marketing in Sylvan Lake

In 2016, the Town of Sylvan Lake completed a Visitor Friendly Assessment and Action Plan. As part of the assessment, digital visitor information was reviewed and significant opportunities for improvement were identified.

One of the key recommendations from the plan was to develop a stand-alone tourism website that would promote Sylvan Lake's core assets and strengthen the destination's brand. Since then, Sylvan Lake has gone on to develop an excellent tourism website that showcases the destination and gives visitors a compelling reason to visit!

This type of approach could work very well as Stony Plain seeks to focus efforts on its cultural tourism offering.

Please visit <https://visitsylvanlake.ca/> to see more.





7

# MARKET STRATEGY AND TARGET MARKETS





## Strategy for Tourism Development

When developing Stony Plain's market strategy for tourism, Ansoff's Product/Mission Mix was utilized (see Figure 4). This model helps to frame what direction tourism development should take. Ansoff's Matrix identifies four different strategies, which can be described as follows:

### Market Penetration (existing products in existing markets)

- Expanded provision of existing product for existing markets.

### Market Development (existing products in new markets)

- Focus on existing products promoted to market segments currently not highly engaged.

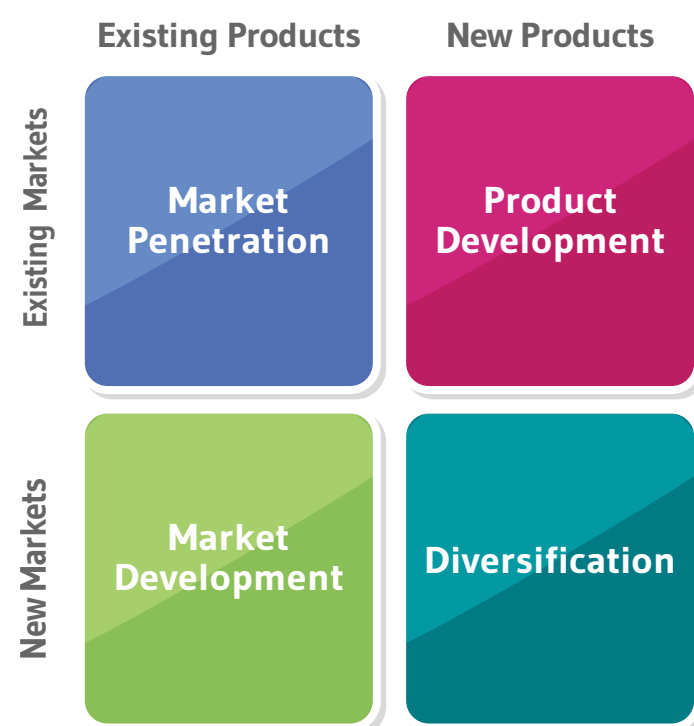
### Product Development (developing new products for existing markets)

- Expansion of current products or addition of new products for existing markets.

### Diversification (developing new products for new markets)

- Develop new products specifically designed to attract and engage new markets.

Figure 4. Ansoff's Product/Mission Mix



## Strategic Focus

Stony Plain will employ a product development strategy as its primary strategic focus. The following points support this focus.

### Product Development

- Large, Accessible Markets** – Stony Plain has ready access to large Alberta-based markets, in particular the Edmonton Capital Region. This represents a significant number of potential visitors, many of whom are actively seeking experiences Stony Plain can offer. There is significant opportunity to create a stronger connection with this customer base in order to expand market share.
- Need for New Product** – A lack of visitor and market ready tourism products in Stony Plain indicates a need for new product.
- Opportunity to Build Upon Anchor Attractions** – The community has several anchor attractions and assets that drive visitation to the area. Building upon these existing attractions to expand their appeal will be easier than developing brand new products for new markets.

The destination must be responsive to the needs of both visitors and residents. This will ensure that product development is consumer focused, while still gaining the support of local people.

### Important Note

Product development is the primary strategic focus and the majority of implementation activities should generally fall within this focus. However, it is important to note that Stony Plain does not need to limit itself exclusively to this approach. If attractive opportunities within the focus areas of market penetration, market development or diversification present themselves, they should be considered on a case by case basis.



*Future Vision Image*

## Target Markets for Stony Plain

Considering existing visitor data, and taking into account what inspires travel to Stony Plain, the following target markets have been identified for the master plan.

1. Day-trippers from Edmonton and area seeking to immerse themselves in Stony Plain's authentic arts and culture scene, vibrant downtown, and exciting festivals and events.
2. Overnight visitors from Alberta, British Columbia, and other parts of Canada travelling to Stony Plain to participate in compelling multi-day tourism packages.
3. Event goers from Alberta, other parts of Canada, and international destinations who are drawn to Stony Plain's events.
4. Visiting friends and relatives travelling to Stony Plain and the neighbouring communities who are looking to connect with their hosts through authentic experiences.

## Explorer Quotient Targets

Explorer Quotient (EQ) is a market segmentation tool developed by Destination Canada and utilized by Travel Alberta to help destinations identify their best Traveller Types. There are several Traveller Types and each one has particular experience preferences, characteristics, and travel values. The experience preferences of the Cultural Explorer, Personal History Explorer, and Authentic Experiencer Traveller Types align well with the product offering currently available in Stony Plain. It is recommended that Stony Plain target these Traveller Types. See the infographics next for brief summaries of each of these Traveller Types and Appendix C for their full market profiles.



# Cultural Explorers

Cultural Explorers are defined by their love of constant travel and continuous opportunities to embrace, discover, and immerse themselves in the culture, people, and settings of the places they visit. They love to learn about and absorb themselves in the ancient history, as well as the modern cultures, of the places they visit. Cultural Explorers prefer active vacations and experiences that are shared with others. Cultural Explorers particularly enjoy attending farmers' markets, dining at restaurants offering local ingredients, visiting interpretive centres/museums, viewing outdoor street performances, visiting small towns and villages, and food-related tours (e.g. cheese, chocolate, etc.).

*Cultural Explorers particularly enjoy attending farmers' markets, dining at restaurants offering local ingredients, visiting interpretive centres/museums, viewing outdoor street performances, visiting small towns and villages, and food-related tours (e.g. cheese, chocolate, etc.).*

Gender:

34% Male, 66% Female

Education:

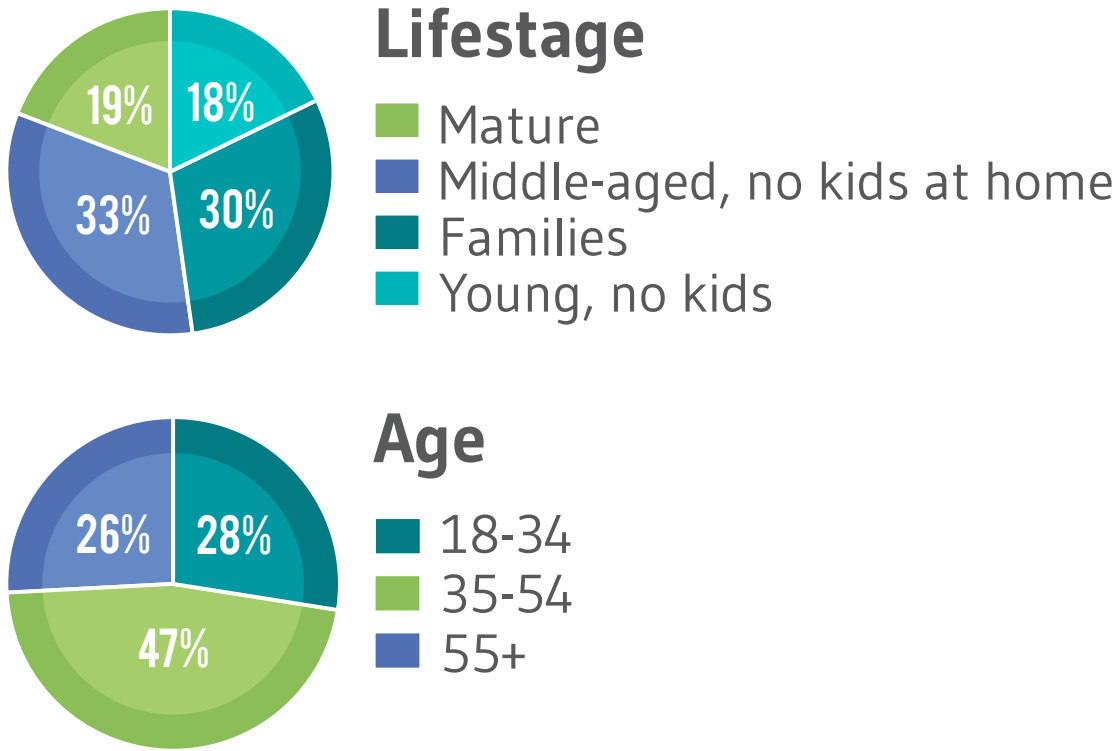
Average

Employment:

Full-Time, slightly above average # of homemakers

Household Income:

Average



Future Vision Image



# Personal History Explorers

Personal History Explorers are primarily defined by their desire to connect to their own cultural roots. As such, their most important travel motivation is interest in understanding their own ancestry and heritage. Personal History Explorers actively seek creature comforts when on vacation and will splurge on the finer things in life. They are attracted to groups where they can socialize and share their experiences with others. Personal History Explorers particularly enjoy immersing themselves in their own culture, visiting interpretive centres/museums, dining at restaurants offering local ingredients, and attending farmers' markets.

*Personal History Explorers particularly enjoy immersing themselves in their own culture, visiting interpretive centres/museums, dining at restaurants offering local ingredients, and attending farmers' markets.*

Gender:

Education:

Employment:

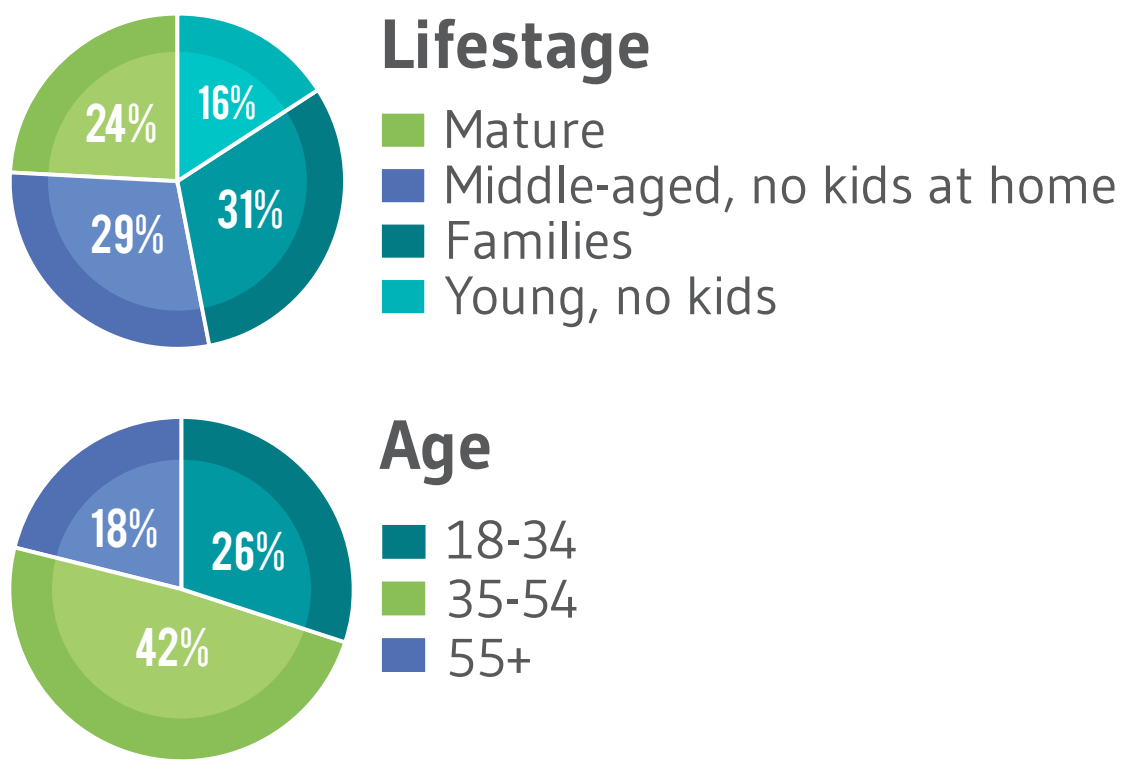
Household Income:

47% Male, 53% Female

Average

Full-Time, or retired

Average





# Authentic Experiencers

Authentic Experiencers look for authentic, tangible engagement with the destinations they seek, with a particular interest in understanding the history of the places they visit. They see travel as a way to experience other people and places. Authentic Experiencers enjoy spontaneity and prefer to do their own thing rather than travel in a group. Authentic Experiencers most appealing activities include visiting small towns and villages, viewing wildlife like birds and animals, visiting well known historic sites and buildings, and dining at restaurants offering local ingredients.

*Authentic Experiencers most appealing activities include visiting small towns and villages, visiting interpretive centres/museums, visiting well known historic sites and buildings, and dining at restaurants offering local ingredients.*

Gender:

Education:

Employment:

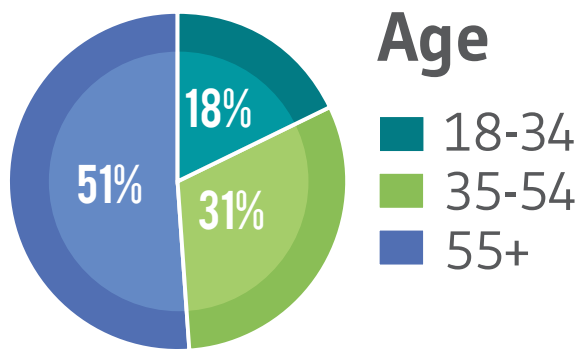
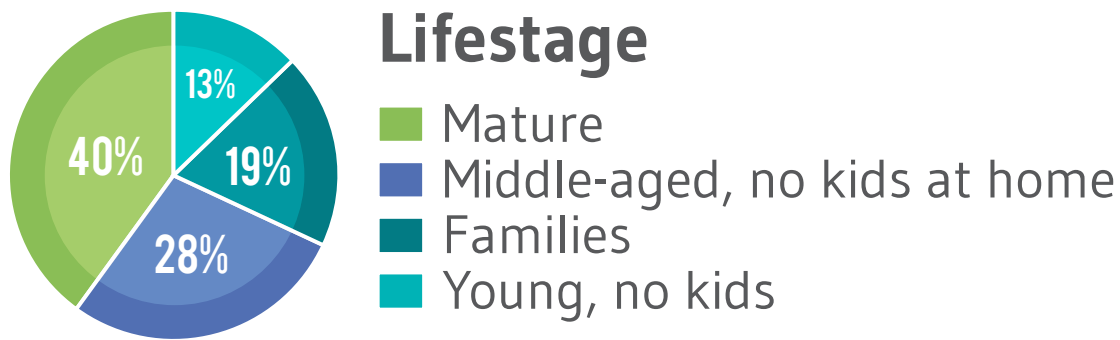
Household Income:

51% Male, 49% Female

Higher than average

Full-Time, higher than average are retired

Average





8

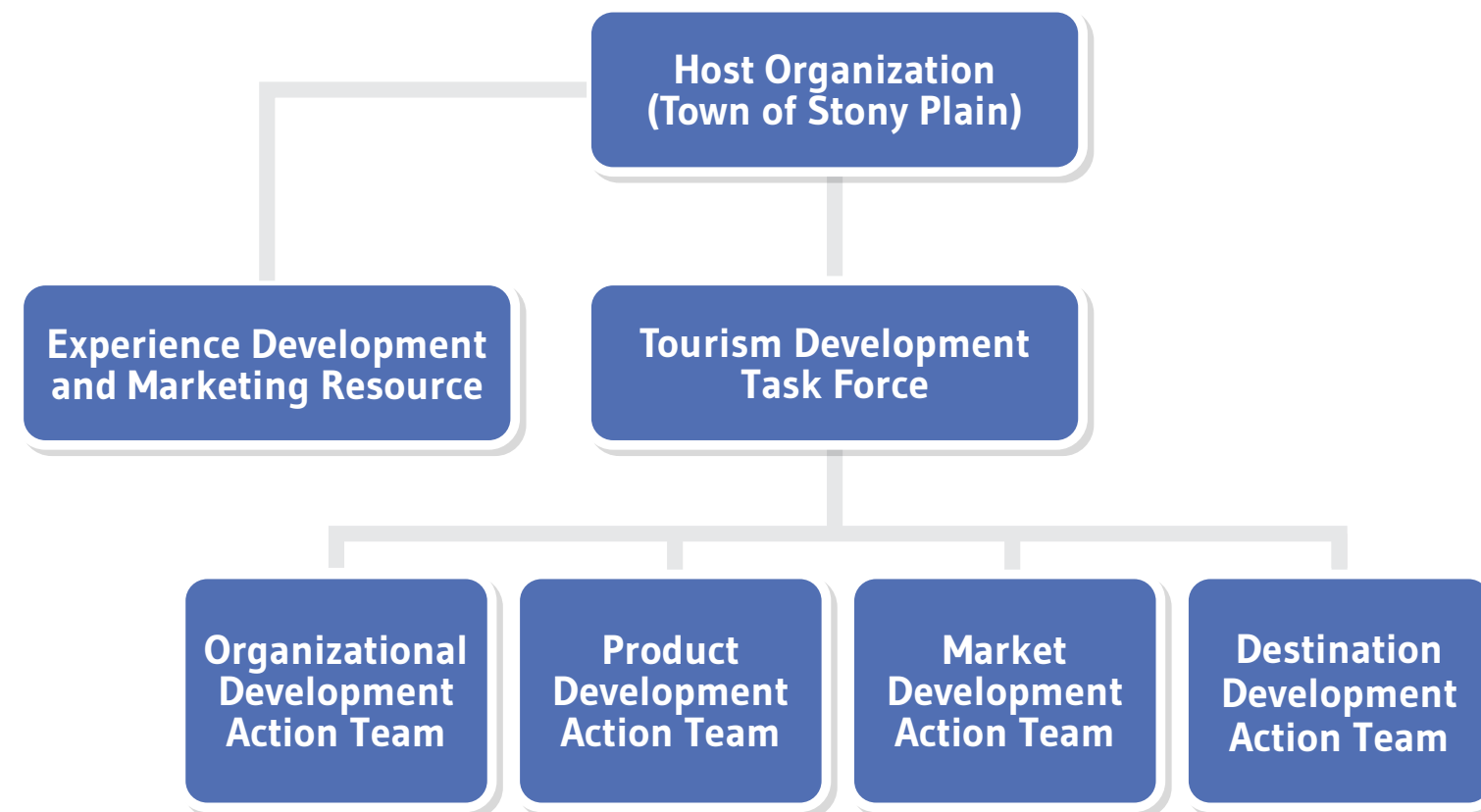
IMPLEMENTATION  
FRAMEWORK



## Tourism Master Plan Implementation Framework

This section describes an implementation framework for the Tourism Master Plan. The framework puts forward an organizational structure (see Figure 5) and the roles each organization will play in implementation. A discussion on funding mechanisms to support the master plan is also provided.

*Figure 5. Tourism Master Plan Implementation Framework*



### Implementation Approach

In order to effectively implement the master plan, it will be important to diversify the workload to those that have the most to gain by building the local tourism sector. Therefore, it is envisioned that tourism development activities will primarily be executed by engaged stakeholders. However, overall success will not occur without adequate support from the Host Organization.



## Host Organization

It is recommended that the Town of Stony Plain takes on the role of “Host Organization” for the Tourism Master Plan. As the Host Organization, the Town will provide oversight to ensure the Tourism Master Plan is moving forward in the most effective and cohesive manner, while also expanding its role in tourism development. It is possible that as the master plan evolves, it may become appropriate for another organization to take over the role of Host Organization. A set of criteria that can be used to assist in selecting future Host Organizations is provided in Appendix D. The role of the Host Organization is as follows:

*The role of the host organization is that of champion, facilitator, organizer, and supporter.*

### Role:

- Champion, facilitator, organizer, and supporter.
- Takes the lead role in destination management to ensure the plan is moving forward in the most effective and cohesive manner.
- Facilitates tourism product development and, in certain cases, provides programming that engages both visitors and residents.
- Provides tourism marketing services and shepherds the destination brand.
- Secures partnerships and leverages funds.
- Invests in tourism development initiatives where appropriate.

## Tourism Development Task Force

The Tourism Development Task Force is a multi-stakeholder group made up of those who have a stake in tourism and have the passion and energy to contribute toward its development. The role of the Tourism Development Task Force is as follows:

### Role:

- The main forum for collaboration and communication in the promotion and development of tourism initiatives.
- Has an important role in implementing the Tourism Master Plan.

### Composition:

- Town of Stony Plain
- Arts, Culture and Heritage Sector
- Culinary Sector
- Events Sector
- Attractions/Tour Operator Sector
- Accommodations Sector
- Retail Sector
- Resident Representative
- Greater Parkland Regional Chamber of Commerce
- Regional Partners (as appropriate)

## Action Teams

Action Teams implement key projects in each of the areas of focus. Action Team representatives will report on their initiatives periodically at Tourism Development Task Force meetings.

### Role:

- Implement key projects in each of the areas of focus.

### Composition:

- Members of the Tourism Development Task Force as required.
- Members of other community organizations/businesses as required.



## Experience Development and Marketing Resource

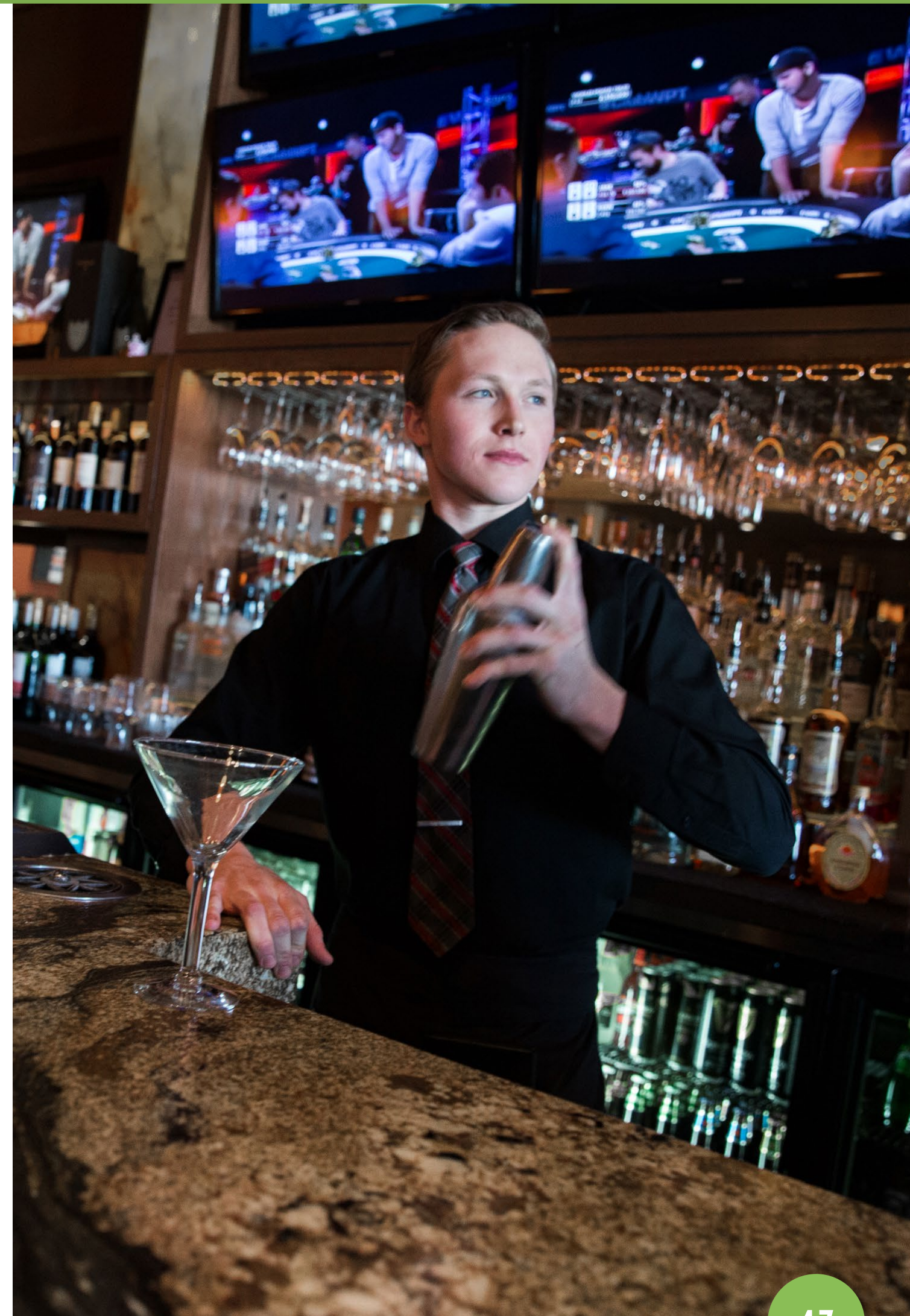
The Experience Development and Marketing Resource (EDMR) will play a vital role in expanding and enhancing the tourism product offering in Stony Plain. The scope of work for the EDMR could be covered through contracts with professional service firms, or the EDMR could be a part-time or full-time employee of the Town.

### Role:

- Support local attractions/facilities to develop new, on-brand experiences that can be readily consumed by visitors.
- Manage the development of a new tourism website.
- Bring partners together to develop tourism packages.
- Program key tourism areas (e.g. downtown, Rotary Park, event spaces).
- Deliver tourism marketing services.
- Coordinate tourism development initiatives in the community (e.g. destination animation program, training opportunities, etc.).
- Help implement key projects in each of the areas of focus.

### Resourcing Considerations

Successful implementation of the action plan over the identified timeframe will require investment of additional financial and human resources. Attempting to implement the plan using existing capacities/resources will not substantively move the master plan forward in the timelines put forward. Several initiatives could be packaged together into a single project and (potentially) be supported through grant funding.





## Partner Roles and Responsibilities

The implementation of this master plan will require the cultivation of partnerships to collaboratively accomplish initiatives. The following identifies key partners for the master plan and describes their role.

Organization	Role
<b>Greater Parkland Regional Chamber of Commerce (GPRC)</b>	<ul style="list-style-type: none"> <li>Manages the visitor information centre and mobile kiosk in Stony Plain.</li> <li>The GPRC is a key link to the business community and will be an important leader in tourism development. The Chamber should encourage members to participate in implementation of the master plan.</li> </ul>
<b>Businesses and Entrepreneurs</b>	<ul style="list-style-type: none"> <li>The private sector provides many of the front-line services to visitors, such as accommodations, food and beverage, and experiences.</li> <li>Local businesses will play a key role in growing tourism in Stony Plain through the development and delivery of high-quality experiences.</li> <li>Businesses must be actively engaged in implementing the master plan.</li> </ul>
<b>Local Associations, Clubs and Groups</b>	<ul style="list-style-type: none"> <li>Passionate individuals from local associations, clubs, and groups will play key roles in implementing the master plan, developing new tourism product, and ensuring tourism develops in a way that also enhances quality of life for residents.</li> </ul>
<b>Residents</b>	<ul style="list-style-type: none"> <li>Passionate and dedicated community champions will need to be inspired to help implement the master plan and generate buy-in within the community. Making the opportunity to participate in the Tourism Development Task Force and on Action Teams will be important.</li> </ul>
<b>City of Spruce Grove</b>	<ul style="list-style-type: none"> <li>The City currently contributes financially to the Tri-Region Tourism initiative and the GPRC. The City's continued engagement and support through these efforts will support future tourism development.</li> <li>Contributes to the development of tourism offerings that are complementary to Stony Plain's (e.g. sport tourism, shopping, culinary, etc.).</li> <li>Opportunity to partner on regional package development and promotions.</li> </ul>
<b>Parkland County</b>	<ul style="list-style-type: none"> <li>The County currently contributes financially to the GPRC.</li> <li>Contributes to the maintenance and development of tourism offerings that are complementary to Stony Plain's (e.g. outdoor nature-based activities and assets).</li> <li>Opportunity to partner on regional package development and promotions.</li> </ul>



Organization	Role
Other DMO's and Municipalities	<ul style="list-style-type: none"><li>In addition to the Tri-Region partners, there is potential to partner with other DMO's and municipalities on tourism initiatives (e.g. product development, experience packaging, collaborative marketing, training, etc.). Potential partners could include the City of Edmonton / Explore Edmonton, municipalities along the Highway 16 corridor, and other communities with similar cultural tourism offerings.</li></ul>
Travel Alberta	<ul style="list-style-type: none"><li>Travel Alberta is the destination promotion organization for the province of Alberta. This organization promotes travel to the province, and tourism development within the province through its programs. It is important that the Town works closely with Travel Alberta to benefit from its extensive knowledge and resources.</li></ul>
Alberta Jobs, Economy and Innovation	<ul style="list-style-type: none"><li>Alberta Jobs, Economy and Innovation could be an important funding partner moving forward through various grant programs related to tourism development. The department also provides excellent resources, training, and advice in implementation.</li></ul>
Indigenous Tourism Alberta	<ul style="list-style-type: none"><li>Indigenous Tourism Alberta's mandate is to lead the development of Alberta Indigenous tourism industry. ITA could be a future partner in the development of Indigenous-related tourism offerings in Stony Plain and region.</li></ul>

## Funding Mechanisms

Successful tourism development requires time, energy, and resources to achieve. Therefore, a resourcing structure is needed to ensure initiatives move forward and momentum is maintained. Potential funding mechanisms to support this master plan include the following. Each of these mechanisms are described in greater detail in Appendix E.

- Municipal Funding
- Increases in Business Activity and Tax Base
- Fee for Service
- Destination Management Fund
- Membership Fees
- Stakeholder Contributions
- Corporate Partnerships
- Provincial Grant Funding



9

ACTION PLAN





The action plan is divided into seven sub-sections, which include:

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Performance Measures.....	66

Action items were formulated based on the findings from the consultant assessment, input from the community, and best practices from successful tourism destinations. Completing the action plan will drive Stony Plain toward its vision and goals for tourism development.

Each action item has been assigned a suggested priority rating, estimated cost, and anticipated timeline for implementation.

Priority Criteria

- Low Priority (L)


There is considerable benefit to tourism, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority at this time.
- Medium Priority (M)

There is a considerable benefit to tourism, however; because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a lower priority than high priority items at this time.
- High Priority (H)

There is a strong benefit to tourism, and because of phasing considerations, cost, organizational readiness, or relative importance in relation to other initiatives, these initiatives are deemed a high priority at this time.


Cost Criteria		Implementation Timeline	
Low Cost (L)	Less than \$10,000	Short Term (S)	Less than 2 years
Medium Cost (M)	\$10,000 - \$50,000	Medium Term (M)	2 – 5 years
High Cost (H)	\$50,000 - \$100,000	Long Term (L)	More than 5 years

Quick Wins



A blue star indicates that an action item is a “Quick Win.” Quick wins are actions that can be implemented within a year or two, have a high probability of success and have a relatively low cost.

COVID-19 Recovery Items



This icon indicates items that can support businesses and the community recover from COVID-19 in the short term.



Future Planning, Evaluation, and Reporting


A key component of the success of this master plan will be the evaluation of its initiatives. The action plan should be reviewed bi-annually, at which time priorities should be re-evaluated and a discussion of any variances should occur in reference to key performance indicators (KPI’s). If new projects are added (or old projects removed) as the plan progresses, this should be done by weighing the relative priority of all projects in the plan. The action plan should be updated on a yearly basis; therefore, the third quarter evaluation period will set the stage for the updated version of the plan. In the fourth quarter, the updated plan should be formalized and a draft approved by the end of the year. It is further recommended that the entire plan be updated in year five of implementation.





# 1. Organizational Development

**Goal:** Build organizational capacity to support tourism development in Stony Plain.

PRIORITY	COST	TIMELINE	Quick Wins 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)	COVID-19 Recovery Items 
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)	
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)	

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
A. Organize and Collaborate for Tourism Development	1.A.1 – Obtain formal commitment from the Town of Stony Plain and other key stakeholders to implement the Tourism Master Plan.	H	L	S	
	1.A.2 – Establish a Host Organization (Town of Stony Plain) and Tourism Development Task Force who will be primarily responsible for implementing the Tourism Master Plan.	H	L	S	
	1.A.3 – In the medium to long term, conduct a study to analyze the feasibility of establishing a Destination Management Organization (DMO).	M	M	M-L	
B. Allocate Resources to Tourism Development 	1.B.1 – Allocate financial and human resources to implement the Tourism Master Plan. Wherever feasible, resources should be leveraged between partner organizations.	H	H	S	It is envisioned that the Town will increase its investment of financial and human resources toward tourism development, particularly relating to product development and marketing.
	1.B.2 – Increase the capacity of the Town to support tourism product development, marketing, and broader destination development by adding an Experience Development and Marketing Resource (EDMR). The cost/benefit of hiring contracted resources versus adding municipal staff should be considered.	H	H	S	The primary role of this resource is to facilitate the development of new experiences at local attractions. Other duties would include programming key tourism areas (e.g. downtown), delivering tourism marketing services, and coordinating tourism development initiatives in the community (e.g. developing/managing tourism-related programs, organizing training opportunities, etc.).
	1.B.3 – In the medium to long term, determine the willingness of stakeholders to pursue the creation of a Destination Management Fund (DMF) as an additional funding source for tourism development.	M	M	M-L	See Appendix E for an analysis of the potential annual revenue a DMF could generate in Stony Plain.





PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		






Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
C. Collaborate with Key Partners	★ 1.C.1 – Deliver presentations to the Boards of key stakeholder organizations to encourage collaboration on the implementation of the Tourism Master Plan.	H	L	S	
	★ 1.C.2 – Host regular tourism planning forums open to all tourism stakeholders in the community. The purpose of these forums would be to share successes/achievements, enhance collaboration, build capacity, and communicate future initiatives.	H	L	Ongoing	The first forum should occur within six months of master plan approval to kick off implementation.
	★ 1.C.3 – Schedule bi-annual meetings with regional partners to share tourism-related plans and collaborate (e.g. City of Spruce Grove, Parkland County, Explore Edmonton).	M	L	Ongoing	
	1.C.4 – Meet with Travel Alberta and Alberta Jobs, Economy and Innovation's Tourism Branch to determine opportunities to work together.	M	L	S	





## 2. Product Development


**Goal:** Build upon existing assets to develop compelling tourism experiences with broader appeal that will attract visitors to Stony Plain.

PRIORITY	COST	TIMELINE	Quick Wins 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)	COVID-19 Recovery Items 
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)	
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)	



Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
A. Expand and Enhance Tourism Offerings in Stony Plain	2.A.1 – Create tactical Tourism Product Development Plans for each tourism product line identified for Stony Plain. These plans will serve to increase the number of market ready experiences that appeal to key visitor markets.	H	M	S-M	Included in these plans should be recommendations for downtown activation that will help develop experiences to drive traffic downtown. These plans could be developed over several years using a phased approach to lessen the resource requirements in the near term.
	 2.A.2 – Work with anchor attractions/events to develop new tourism-related products that will attract target markets.	H	M	S-M	Anchor attractions/events identified through this study include the Pioneer Museum, Multicultural Heritage Centre, Heritage Park, Crooked Pot Gallery, Downtown Murals, Blueberry Bluegrass Festival, Farmers Days, and the Cowboy Gathering.
	2.A.3 – Develop a destination animation program targeted at key tourism areas during peak visitation times.	H	L	S	Destination animation programs provide matching grants to local businesses/organizations to help them animate areas with programming that enhances visitor and resident experiences (e.g. small performances, interactive art displays, etc.).
	 2.A.4 – Provide tourism experience and package development training to stakeholders who can play a role in developing new tourism product.	H	L-M	S-M	For example, anchor attractions, events, existing and potential new tourism operators. A list of potential training programs is provided in 4. Destination Development.
	 2.A.5 – Package complementary experiences together to provide compelling single and multi-day experiences that will incentivize travel to Stony Plain.	H	L	S-M	This will be a key function of the EDMR.
	 2.A.6 – Work with anchor attractions to expand operating hours to peak visitor periods (i.e. evenings and weekends).	M	M	M	To start, expand operating hours during key weekends in the summer. The end goal is for these attractions to become fully animated.
	 2.A.7 – Work with the GPRC to engage tourism-related businesses in the downtown with the goal to increase hours of operation during peak visitation times (e.g. evenings, weekends, events).	M	L	S-M	Pilot evenings and weekends, particularly during festivals and events, to start.



PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
B. Arts, Culture and Heritage Tourism	 2.A.8 – Review municipal bylaws, policies, and procedures to ensure a strong foundation and favourable regulatory framework is in place to support tourism development (e.g. patio regulations, event permits, street closure policies, etc.). Where applicable, make adjustments that will encourage experience development and enhancement of the visitor experience.	M	L	S-M	For example, outdoor patio regulations, event permits, street closure policies, etc.
	2.B.1 – Build tourism focused programming around existing cultural assets, including the Pioneer Museum, Multicultural Heritage Centre, Murals, and others.	To be determined through the Tourism Product Development Plans.			
	2.B.2 – Work with cultural groups to develop unique cultural tourism programs (e.g. interpretive tours of historic sites, Indigenous programming, art showcases, cultural demonstrations, etc.).	This could include enhanced school programs.			
	2.B.3 – Seek opportunities for product clustering, packaging, and itinerary development with neighbouring communities and regional attractions.				
	2.B.4 – Consider developing engaging digital tourism applications to showcase Stony Plain's offerings.				
	2.B.5 – Engage with Indigenous groups and First Nations in the region to explore opportunities to build Indigenous tourism offerings.				
C. Culinary Experiences	2.B.6 – Work with Indigenous Tourism Alberta to encourage the development of Indigenous tourism experiences.				
	2.C.1 – Incorporate culinary experiences into visitor and market ready experiences in all other product categories.				
	2.C.2 – Encourage the development of unique culinary offerings in Stony Plain (e.g. restaurants, breweries, distilleries, etc.).				
	2.C.3 – Leverage Alberta Open Farm Days to expand agritourism offerings.				



PRIORITY	COST	TIMELINE	Quick Wins 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)	COVID-19 Recovery Items 
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)	
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)	

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
D. Events Tourism	2.D.1 – Develop a Tourism Festival and Event Strategy and Action Plan for Stony Plain.				This strategy would assess the community's capacity to host festivals/events, create a shared vision among stakeholders, identify the types of festivals/events the community should focus on, put forward an organizational structure and collaboration framework to execute on festivals/events, and serve to align the efforts and resources of the community around festivals/events.
	2.D.2 – Develop a dedicated web portal for festival and event planning with information and supports specifically for tourism-focused festivals and events.				
	2.D.3 – Animate key areas of the destination, such as the downtown, Heritage Park, and Rotary Park, throughout the year with art installations, street performances, seasonal programming to draw visitors in and support festivals and events.				
	2.D.4 – Develop an event hosting policy for the Town that provides a foundation for the effective development, management, and resource allocation of services.				
	2.D.5 – Develop an event toolkit to communicate with and support event producers. The event toolkit should provide information on how to host an event, destination protocols, marketing recommendations, event production tools, safety, applications, event contacts, templates, etc.				
	2.D.6 – Pursue attractive sport tourism event opportunities as they arise.				
	2.D.7 – Ensure sport tourism is considered in: <ul style="list-style-type: none"> <li>The facility design and business planning for the proposed new Regional Recreation Centre.</li> <li>The ongoing operations of the Stony Plain Golf Course and other Town facilities.</li> </ul>				
	2.D.8 – Endeavour to strengthen and/or expand winter season festival and event offerings.				



**PRIORITY**  
L (low)  
M (medium)  
H (high)

**COST**  
L (low cost - less than \$10,000)  
M (medium cost - \$10,000 - \$50,000)  
H (high cost - \$50,000 - \$100,000)



**TIMELINE**  
S (less than 2 years)  
M (2 - 5 years)  
L (more than 5 years)

**Quick Wins** ★  
**COVID-19 Recovery Items** 🔧

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
E. Visiting Friends and Relatives Tourism Product	2.E.1 – Provide resources, training and other supports to encourage residents to host VFR (e.g. trip planning tools, how-to-host tip sheets, etc.).				
	2.E.2 – Encourage experience providers to offer host incentives, such as discounts when residents bring visitors with them.				
	2.E.3 – Work with experience providers to tailor their offerings to the visiting friends and relatives market.				
	2.E.4 – Develop a Tourism Ambassador Registry and recruit residents who are passionate about showcasing their community to visitors to join the Registry.				Through this program, local people who have strong knowledge of their community and/or unique experiences that they are willing to share with visitors are identified and included in the registry so they can be connected to visitors to support their experience.
	2.E.5 – Develop an Experience Toolbox that residents and their visiting friends and relatives can use to enhance their experiences.				The Toolbox would contain multiple reference sheets for how to incorporate simple activities to enhance the overall visitor experience. Each reference sheet would be 1-2 pages long and contain simple set up and delivery instructions, in addition to a list of required materials.





### 3. Marketing and Promotional Development




PRIORITY	COST	TIMELINE	Quick Wins 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)	COVID-19 Recovery Items 
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)	
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)	

**Goal:** Focus the destination's tourism brand and entice travellers to visit by effectively promoting experiences to receptive target markets.



Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
A. Tourism Branding	3.A.1 – Establish a clear and compelling tourism brand for Stony Plain focused on cultural tourism.	H	M	S	The brand should take into consideration the direction put forward in the Tourism Master Plan and be grounded in what makes the destination special (see Vision and Competitive Advantage).
B. Enhance Visitor Information	3.B.1 – Significantly enhance Stony Plain's digital tourism presence, including its tourism website and social media channels.	H	M-H	S	This could be accomplished through the creation of a stand-alone tourism website that clearly speaks to Stony Plain's target markets. Should the Town choose to continue with the Tri-Region Tourism website, a redevelopment and rebrand of the site is needed and Stony Plain's offerings should be prominently showcased.
	3.B.2 – Develop enhanced visitor information resources (e.g. visitor guide, maps, pamphlets, etc.). The resources should be focused on Stony Plain's top attractions/experiences, align with the brand, and contain experiential writing and compelling images. Information should be primarily geared for visitors, but it should also speak to residents in order to encourage VFR travel.	H	M-H	S-M	The Mural Guide is an excellent piece of visitor information. No improvements are recommended. The Destination Guide has a clean look and features engaging images throughout. However, the information is presented as more of an inventory of what is available in Stony Plain. More could be done to provide visitors with a compelling call to action. Similar growth areas are present in the existing facility pamphlets and tourism maps.
★	3.B.3 – Develop a bank of compelling tourism-related images for use in marketing resources.	M	L	S-M	The images should align with Stony Plain's tourism brand and the direction put forward in the Tourism Master Plan.
★	3.B.4 – Consider reducing the amount of visitor information available on the Town's municipal website and direct visitors to the main tourism website instead.	M	L	M	
★	3.B.5 – Re-inventory Stony Plain's tourism assets on an annual basis to ensure up-to-date information is available.	M	L	Ongoing	




PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
C. Improve Tourism Marketing	 3.B.6 – Work with local market ready tourism operators to list their products on ATIS 2.0.	M	L	Ongoing	The Alberta Tourism Information Service (ATIS 2.0) is a free content marketing tool available to all Alberta tourism operators.
	 3.C.1 – Develop and implement an annual Tourism Marketing Plan for Stony Plain utilizing the information provided in the tourism master plan.	H	M	S	Opportunities for collaborative marketing with local attractions, businesses, and events should be considered to achieve greater reach.
	 3.C.2 – Develop and launch a Destination Passport for Stony Plain.	H	L	S	Destination Passports are an easy way to connect visitors and residents with great offers at local businesses. The program works by aggregating special offers/deals onto a digital “passport” which is typically free to use. This serves to drive visitation and spending in the local community. Destination Passports are often incentivized through giveaways or prize draws. Several destinations across Canada have implemented Destination Passports as a way to support COVID-19 recovery (see <a href="#">Kamloops</a> and <a href="#">Kelowna</a> for examples).
	3.C.3 – Send delegations of local tourism champions and representatives to important tourism conferences and trade shows to capitalize on emerging opportunities, build capacity and drive visitation to the destination (e.g. Travel Alberta Industry Conference, Go West, etc.).	M	L	Ongoing	
	3.C.4 – Leverage Travel Alberta’s Cooperative Investment Program to achieve a higher leverage on tourism marketing resources.	M	Depends on Campaign	M - L	Travel Alberta pays greater consideration toward marketing activities that involve two or more Alberta based tourism partners. Additionally, tourism marketing focused on local markets and VFR are now eligible for investment.
	3.C.5 – After more market ready tourism products are available, consider offering familiarization tours to media outlets, travel influencers and the travel trade to attract increased visitation.	L	M	M-L	





PRIORITY	COST	TIMELINE	Quick Wins 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)	COVID-19 Recovery Items 
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)	
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)	




Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
D. Collaborate Regionally	3.D.1 – Work with Spruce Grove and Parkland County to develop packages and itineraries, and to cross promote each other's offerings.	H	L	Ongoing	
	3.D.2 – Work with regional partners to ensure alignment between the Stony Plain Tourism Master Plan and the Tri-Municipal Regional Plan.	M	L	S	
	3.D.3 – Begin discussions with other DMO's along the Edmonton-Jasper corridor to improve cross promotions and participate in regional marketing campaigns.	M	L-H	M-L	Explore Edmonton and Tourism Jasper are working to build out offerings along the Edmonton-Jasper corridor. Opportunities to collaborate with them on development should be explored.
E. Business Engagement 	3.E.1 – Develop an "industry" portal on the main tourism website where businesses can learn about tourism supports, engage with each other, and share information/resources/ideas.	M	L	S-M	





## 4. Destination Development





**Goal:** Enhance the capacity of local businesses and tourism stakeholders to transform Stony Plain into a high performing destination that is poised for future growth.

PRIORITY	COST	TIMELINE	Quick Wins 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)	COVID-19 Recovery Items 
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)	
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)	

Priority Initiatives		Action Items	Priority	Cost	Timeline	Notes
A. COVID-19 Crisis and Recovery Management		4.A.1 – Identify tourism industry COVID-19 support programs from all levels of government and work to connect local businesses and organizations to these supports.	H	L	S	Available tourism support programs are listed on the <a href="#">Travel Alberta</a> and <a href="#">Destination Canada</a> industry websites.
B. Increase the Capacity of Local Operators		4.B.1 – Provide educational opportunities to increase tourism operator capacity.	H	L	S-M	<p>Funding support for these programs may be available from provincial sources.</p> <p>There are many excellent training opportunities that could be offered, including:</p> <ul style="list-style-type: none"> <li>• Experience Essentials Workshop (TA)</li> <li>• Partnering and Packaging Workshop (TA)</li> <li>• SHiFT Program: Transforming Products to Experiences (TA)</li> <li>• Tourism Entrepreneurship Startup Seminar (AEDTT)</li> <li>• Indigenous Tourism Business Startup Seminars (ITA)</li> <li>• Visitor Information Providers Program (AEDTT)</li> <li>• Spring Training (AEDTT)</li> <li>• SuperHost Customer Service Training (go2HR)</li> <li>• Familiarization tours.</li> </ul>
C. Support Development of the Tourism Sector		4.C.1 – Incorporate a tourism focus to the Town's Business Retention and Expansion (BRE) Program.	H	M	S-M	
		4.C.2 – Explore the feasibility of developing a multi-faceted Tourism Development Incentive Program that will encourage the creation of new tourism businesses and the expansion of existing tourism businesses.	M	M-H	M	Jurisdictions across Canada are taking a pro-active approach to encouraging tourism development by offering incentives to new businesses as well as existing businesses that want to expand. These incentives typically include property tax abatements, fee waivers, loans, and grants.



PRIORITY	COST	TIMELINE	Quick Wins 	COVID-19 Recovery Items 
L (low)	L (low cost - less than \$10,000)	S (less than 2 years)		
M (medium)	M (medium cost - \$10,000 - \$50,000)	M (2 - 5 years)		
H (high)	H (high cost - \$50,000 - \$100,000)	L (more than 5 years)		

Priority Initiatives	Action Items	Priority	Cost	Timeline	Notes
D. Improve the Visitor Friendliness of the Community  	4.D.1 – Enhance the availability of public washrooms in the downtown during peak visitation periods (i.e. evenings and weekends).	H	L	S	
	4.D.2 – Complete a Visitor Friendly Assessment (VFA) of Stony Plain. The VFA will provide a practical assessment of how the community presents itself to visitors and include an actionable plan that will lead to tangible improvements in visitor friendliness.	H	H	S-M	Funding support may be available through the <a href="#">Visitor Friendly Program</a> .
	4.D.3 – Review transportation options to encourage movement of visitors to and within the community. Specifically review opportunities to enhance visitor transportation through the new Edmonton Metropolitan Transit Services Commission.	M	L	S-M	
E. Develop Tourism Sustainably	4.E.1 – Encourage the sustainable development of tourism in Stony Plain. This could be accomplished through: <ul style="list-style-type: none"> <li>Establishing a visitor management system.</li> <li>Encouraging businesses to implement sustainability standards and practices.</li> <li>Developing policies and programs to protect critical natural and social assets of the community.</li> <li>Implementing a broad sustainable destination monitoring program.</li> </ul>	M	M-H	L	
F. Ensure Tourism is Considered in all Future Long-Term Planning 	4.F.1 – Plan proactively for tourism infrastructure and prominently consider long term tourism development in all planning. As part of this proactive planning, the needs of the Town's tourism sector should be brought to the attention of planners during the development of long term strategies across all functional areas, including infrastructure, planning and development, recreation, parks and culture, economic development, social planning, etc.	H	L	Ongoing	
G. Measure Performance 	4.G.1 – Utilize the attached performance metrics, and other measures as appropriate, to measure performance on an annual basis. Use the data collected during the first year of measurement as a benchmark to compare future results to.	H	L	Ongoing	
	4.G.2 – Conduct a tourism economic impact assessment to benchmark the financial impact of the local tourism industry for future comparison.	M	H	M	



**PRIORITY**  
L (low)  
M (medium)  
H (high)

**COST**  
L (low cost - less than \$10,000)  
M (medium cost - \$10,000 - \$50,000)  
H (high cost - \$50,000 - \$100,000)

**TIMELINE**  
S (less than 2 years)  
M (2 - 5 years)  
L (more than 5 years)

**Quick Wins** ★  
**COVID-19 Recovery Items** 🔧

Priority Initiatives		Action Items	Priority	Cost	Timeline	Notes
H. Promote the Community Benefits of Tourism	★	4.H.1 – Communicate and promote the benefits of tourism to the community through a coordinated and well-resourced public relations campaign.	M	M	M	
		4.H.2 – Commit to formal communication and reporting processes to keep stakeholders and the community apprised of tourism developments (e.g. new business openings, business success stories, economic impact assessment results, etc.).	M	L	Ongoing	
I. Update the Tourism Master Plan		4.I.1 – Conduct a formal review and update of the Tourism Master Plan in year 5 of implementation.	M	M-H	L	



## Action Plan

The following action items have been identified as the top short-term priorities to advance the destination toward its vision. The top 10 list has been organized in order of priority.

### Top 10 Action Items

1. Obtain formal commitment from the Town of Stony Plain and other key stakeholders to implement the Tourism Master Plan.
2. Establish a Host Organization (Town of Stony Plain) and Tourism Development Task Force who will be primarily responsible for implementing the Tourism Master Plan.
3. Allocate financial and human resources to implement the Tourism Master Plan. Wherever feasible, resources should be leveraged between partner organizations to build collaboration between stakeholders.
4. Develop tactical product development action plans for each tourism product line identified for Stony Plain (i.e. Arts, Culture and Heritage Tourism / Culinary Tourism / Events Tourism / Visiting Friends and Relatives Tourism).
5. Host a tourism planning forum with stakeholders to kick off implementation of the master plan.
6. Establish a clear and compelling tourism brand for Stony Plain focused on cultural tourism. Significantly enhance Stony Plain's digital tourism presence, including development of an enhanced tourism website and social media channels.
7. Increase capacity to support tourism product development, marketing, and broader destination development by adding an Experience Development and Marketing Resource.
8. Develop and implement an annual Tourism Marketing Plan for Stony Plain.
9. Incorporate a tourism focus to the Town's Business Retention and Expansion Program.
10. Develop and launch a Destination Animation Program targeted at key tourism areas during peak visitation times.



## Estimated Implementation Budget (Year 1 – 3)

The following figure provides an estimated implementation budget for the Stony Plain Tourism Master Plan over the first few years. The investments identified from the Town represent a re-allocation of existing resources and an incremental increase on top of current investments.

*Figure 6. Estimated Implementation Budget (Years 1 – 3)*

	Year 1	Year 2	Year 3
<b>Revenue</b>			
Town Contributions	43,750	78,750	81,250
Government Grants and Partnerships <sup>1</sup>	43,750	73,750	76,250
<b>Total Revenue</b>	<b>\$87,500</b>	<b>\$152,500</b>	<b>\$157,500</b>
<b>Expenses</b>			
Experience Development and Marketing Resource (incl. Annual Tourism Marketing Plan) <sup>2</sup>		75,000	75,000
Tourism Product Development Action Plans	20,000	20,000	20,000
Tourism Marketing <sup>3</sup>	30,000	35,000	40,000
Tourism Brand and Website (re) Development	30,000	5,000	5,000
Tourism Planning Forum <sup>4</sup>	5,000	5,000	5,000
Tourism Training and Education	2,500	2,500	2,500
Destination Animation Program		5,000	5,000
Tourism Business Retention and Expansion Program		5,000	5,000
<b>Total Expense<sup>5</sup></b>	<b>\$87,500</b>	<b>\$152,500</b>	<b>\$157,500</b>

### Notes:

<sup>1</sup> Grants and partnerships are assumed to cover 50% of the costs associated with the EDMR, product development planning, tourism marketing, website development, tourism planning forum, training, and the BRE program.

<sup>2</sup> The investment identified for the EDMR is based on contracted resources so that grants could support 50% of the costs. Note that net costs to the Town would be greater should they choose to add a position instead. It is also important to recognize that grant funding would most likely be short term (1 – 3 years). Beyond that timeframe, funding for the EDMR position could potentially be fully absorbed by the Town should it choose to continue utilizing this resource.

<sup>3</sup> Tourism marketing investments could be further leveraged through cooperative marketing between the Town and local tourism-related organizations/businesses/events and/or Travel Alberta.

<sup>4</sup> This figure assumes a mix of internal and external resources are utilized to deliver the forum.

<sup>5</sup> Expenses do not include internal administrative costs.

### Revenue Considerations

Revenue from government grants and partnerships are not guaranteed. Therefore, the Town's investment may range from \$44K - \$87K in year 1, \$79K - \$152K in year 2, and \$81K - \$157K in year 3.





## Performance Measures

17 key performance indicators (KPI's) have been developed to support the master plan. These KPI's are provided as examples, and it is expected that they will be adjusted as necessary to align with the priorities and level of investment made during implementation. Each indicator is based on a 5-year time horizon. It is suggested that the KPI's be evaluated on an annual basis to ensure the community is on track to reach its 5-year targets.

Focus Area for Growth	KPI*	Measurement Tool
<b>1. Increased Experiences</b>	1.1 10% annual growth in experiential programming on a destination-wide basis (years 2 – 5).	Quarterly/annual reports
	2.1 10% annual growth in digital engagement with visitors (years 3 – 5).	Website Metrics
<b>2. Increased Awareness</b>	2.2 10% annual growth in new product awareness by visitors (years 3 – 5).	Visitor Survey
	2.3 10% annual growth in new product awareness by residents (years 3 – 5).	Resident Survey
<b>3. Increased Revenue</b>	3.1 5% annual growth in new tourism businesses and associated increase in municipal business tax revenue (years 3 – 5).	Operational budgets
	3.2 10% annual growth in operational revenue at visitor attractions (years 3 – 5).	Operator Survey
	3.3 5% annual growth in accommodation receipts (years 3 – 5).	Operator Survey
	3.4 5% annual growth in tour operator receipts (years 3 – 5).	Operator Survey
	3.5 5% annual growth in retail and restaurant receipts during peak tourism periods (years 3 – 5).	Operator Survey
<b>4. Increased Visitation</b>	4.1 10% annual growth in number of annual visitors to attractions (years 3 – 5).	Visitor statistics from attractions
	4.2 5% annual growth in number of overnight visitor stays (years 3 – 5).	Operator Survey
	4.3 5% annual growth in tour operator visitation (years 3 – 5).	Operator Survey
<b>5. Increased Satisfaction</b>	5.1 85% great rating at attractions (by year 5).	Visitor survey
	5.2 85% great rating with the quality of visitor amenities (by year 5).	Visitor survey
	5.3 85% great rating of overall experience in Stony Plain (by year 5).	Visitor survey
	5.4 Achieve a Net Promoter Score of 50 (by year 5).	Visitor survey
	5.5 20% increase in number of return visitors (by year 5).	Visitor survey

\*The timeframes described in the KPI column assume that new tourism product will be developed in year 1 and launched in year 2 of implementation. Timeframes should be adjusted based on when these activities occur.



10

# CONCLUSION







## Conclusion

This document offers a strategic direction that will advance Stony Plain toward its vision to become fully animated through cultural tourism. It is clear that tourism presents a significant opportunity for Stony Plain and several important indicators point toward the community being ready to capitalize on tourism growth.

Now is the time for stakeholders to work together with a high degree of collaboration and strong investment to build a destination that is competitive in the long-term. By coming together as a team and committing to tourism development, the future will include a high quality of life for residents, strong income for businesses, and the preservation and enhancement of Stony Plain's special culture.



# APPENDICES



## Appendix A: Research and Analysis Activities

The following research and analysis activities were undertaken during the project.

### 1. Surveys Administered:

- a. Stony Plain Resident Survey (94 responses)\*
- b. Stony Plain Stakeholder Survey (41 responses)\*

\*Summaries of the findings from each survey are provided in Appendix B.

### 2. Meetings Conducted:

- a. Steering Committee Meetings  
Dates: throughout project.  
Purpose: project management and input.
- b. Resident and Stakeholder Input Workshops (13 attendees)  
Dates: December 8 and 9, 2020  
Purpose: inform residents and stakeholders of the process and gain input on opportunities, challenges, and future vision.
- c. Town of Stony Plain Council Presentation and Feedback Opportunity  
Dates: March 19, 2021  
Purpose: inform Town Council of the direction put forward in the draft plan and collect feedback.
- d. Resident and Stakeholder Feedback Sessions (12 attendees)  
Dates: April 7 and 8, 2021  
Purpose: inform residents and stakeholders of the direction put forward in the draft plan and collect feedback.

### 3. Stakeholders Consulted (through interviews, surveys or workshops):

- a. Opportunities to provide input were made available to local and regional stakeholder groups. In total, 38 unique stakeholder groups chose to participate in the engagement process, including the following organizations:

#### Governments:

1. Town of Stony Plain Council
2. Town of Stony Plain Administration
3. City of Spruce Grove Administration
4. Parkland County Administration

#### Local Stakeholder Groups:

5. Stony Plain Public Library
6. Multicultural Heritage Centre
7. Stony Plain and Parkland Pioneer Museum
8. Greater Parkland Regional Chamber of Commerce and Visitor Centre
9. Blueberry Bluegrass Festival
10. Cowboy Poetry
11. Stony Plain Kinsmen
12. Heritage Agricultural Society
13. Rotary Club of Stony Plain
14. Parkland School Division
15. Stony Plain Lions Club

#### Local Businesses:

16. The Barn Owl
17. Best Western Stony Plain
18. Blue Diamond Jewellers
19. Camp 'n Class RV Park
20. Classic Replay
21. Dog Rump Creek Music
22. Elite Athlete Training Systems
23. Kountry Korner
24. LJI Galleries
25. North Central Cooperative
26. One Man's Treasure



- 27. Potters Guild
- 28. Ramada Stony Plain
- 29. Rare Gem Bed and Breakfast
- 30. Sorrentino’s
- 31. Travelodge Stony Plain
- 32. Village Fashions
- 33. The Whole Scoop
- 34. Uptown Industries
- 35. Soft Effects Inc.
- 36. Next Evolution Ventures

**DMO’s in the Region and Other External Stakeholder Groups:**

- 37. Explore Edmonton
- 38. Travel Alberta

**4. Documents Reviewed:**

- a. Strategies, plans and other documents from the Town of Stony Plain.
- b. Strategies, plans, and other documents from neighbouring communities.
- c. Tourism research and visitation statistics from Travel Alberta, Provincial Ministries, and national sources.
- d. Planning documents from stakeholders.

**5. Tourism Asset Inventory**

- a. The tourism assets of Stony Plain were inventoried to identify strengths and potential gaps. The tourism asset inventory recorded 128 assets across 12 tourism product categories in Stony Plain. The number of assets recorded for each category is shown in Figure 7. Anchor attractions in the surrounding region (i.e. Spruce Grove and Parkland County) were also considered, but are not included in the Figure. To view the full asset inventory in Excel format, please follow this [link](#).

*Figure 7. Number of Assets per Category*

Asset Inventory Category	Number of Assets Identified
Cultural and Heritage Attractions	12
Culinary Attractions	27
Festivals and Events	15 (Small/Local) 3 (Large/Regional)
Specialty Shops	29
Agricultural Attractions	3
Natural Attractions	2
Tour Operators	1
Facilities and Public Spaces	23
Accommodations	5 (332 rooms)
Campgrounds	2 (131 sites)
Meetings and Conventions	4
Entertainment Facilities	2
Total Number of Assets	128

**6. Visit and Photograph Tour**

- a. The consulting team conducted a visit and photograph tour of Stony Plain to experience the destination from a visitor’s point of view.



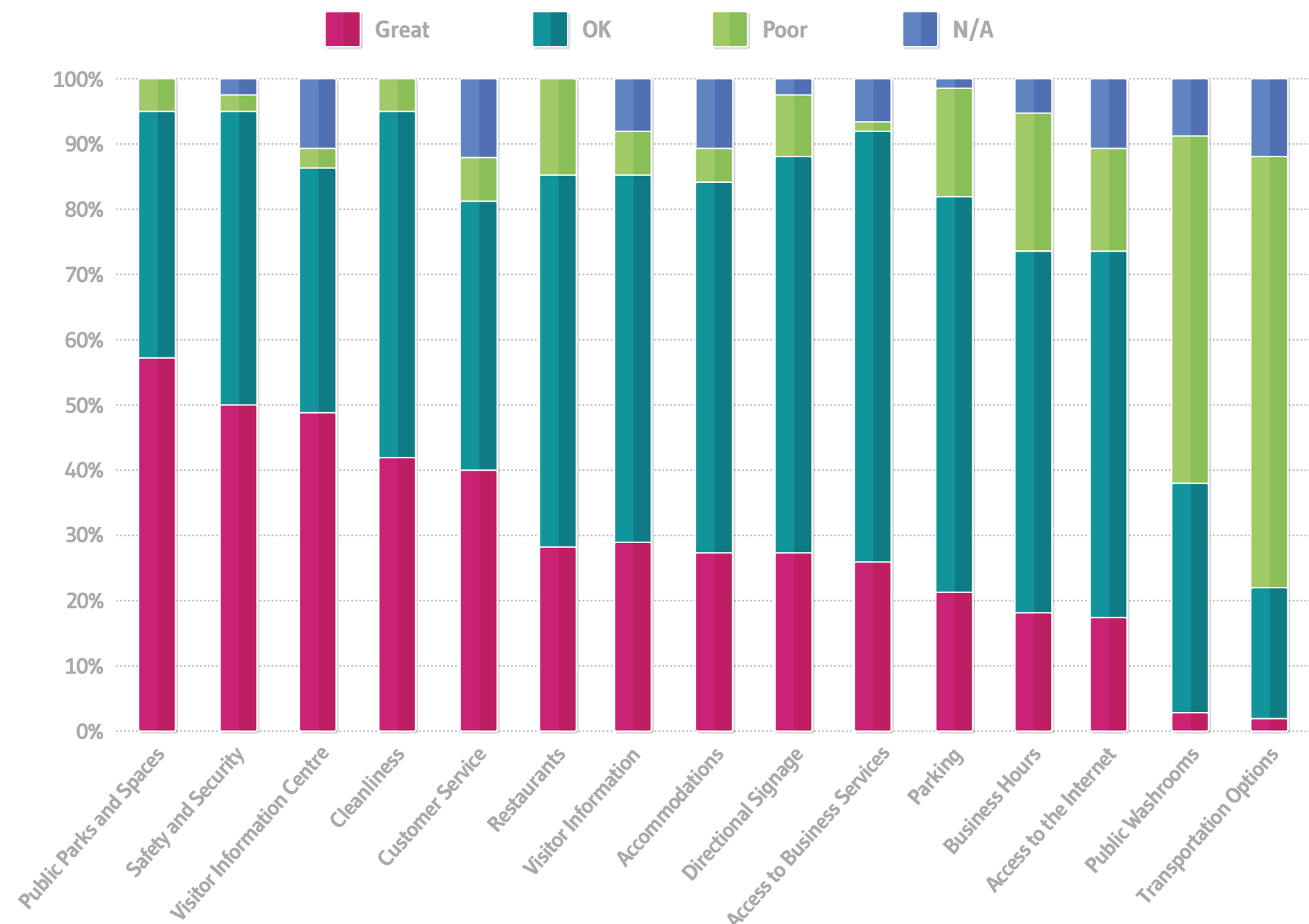
## Appendix B: Summarized Survey Results

### Resident Survey

Residents were surveyed between November 23, 2020 and January 8, 2021. The Town of Stony Plain posted the online survey on their website and promoted the opportunity through a variety of digital channels. In total, 94 responses were received. Key findings from the resident survey are provided next.

1. The majority of respondents were likely to recommend Stony Plain as a place for others to visit (78%).
2. Respondents felt confident answering basic visitor questions about Stony Plain (94% very or somewhat confident).
3. Respondents were able to identify many tourism assets in the community, including the downtown murals, Rotary Park, main street, Pioneer Museum, Multicultural Heritage Centre, and Heritage Park.
4. Visitor services and amenities rated highly by respondents included public parks and spaces (57% Great! And 37% OK), safety and security (50% Great! and 39% OK), visitor information centre (49% Great! and 38% OK), cleanliness (41% Great! and 53% OK), and customer service (39% Great! and 42% OK). Visitor services and amenities rated poorly by respondents included transportation options (66% poor), public washrooms (53% poor), business hours (21% poor), parking (17% poor), access to the internet (16% poor), and restaurants (15% poor).

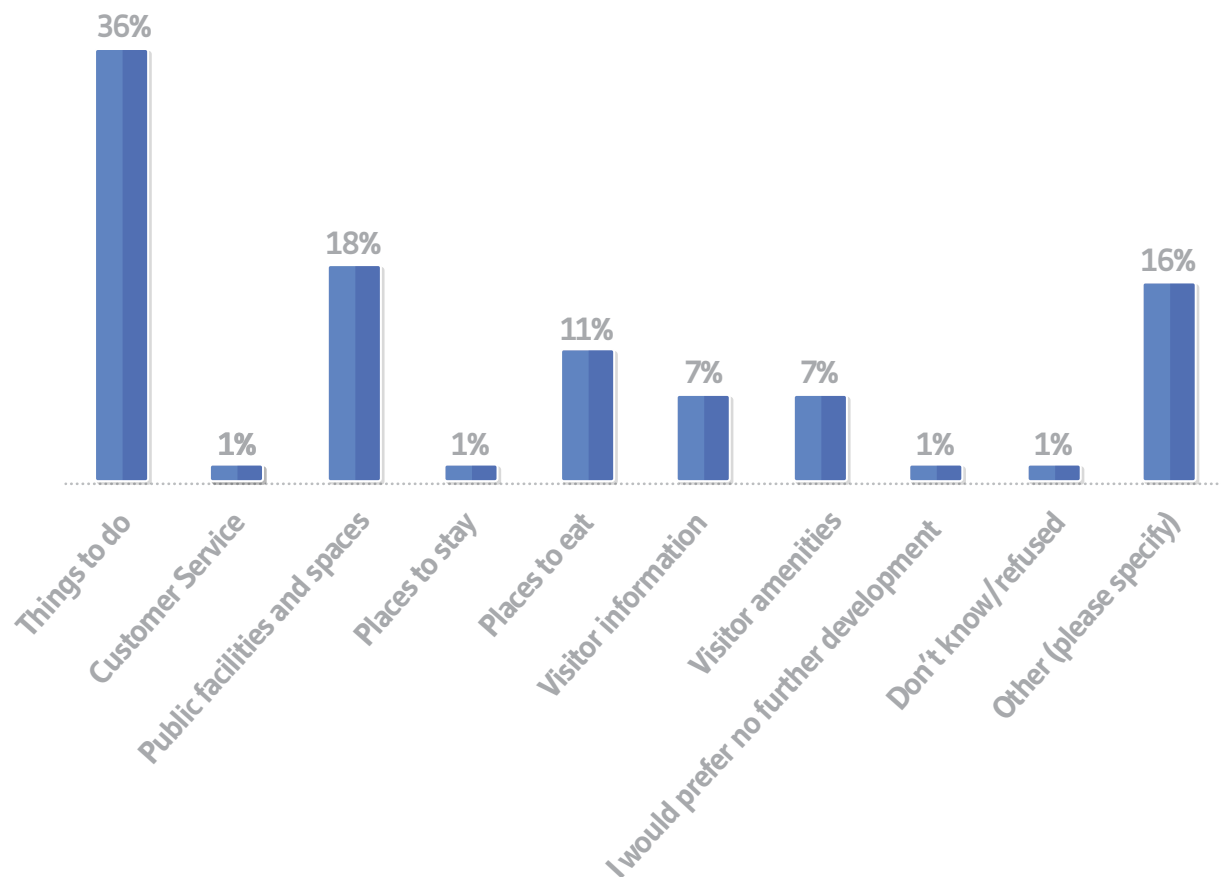
**Question: Please rate the following visitor services and amenities in Stony Plain.**





- 5. 77% of respondents were likely or very likely to invite their friends and family to visit Stony Plain within the next two years.
- 6. The biggest barriers to participation in activities with family and friends included activity not offered (20%), scheduling/timing of activities (14%), too busy (5%) and that their friends and family do not visit (5%). 11% of respondents to this question identified other barriers to participation. These were primarily related to limited access to parking, business hours, and COVID-19. Notably, 33% of respondents said they have not encountered any barriers.\*
- 7. In order to encourage more visitation to Stony Plain, respondents felt the community could most improve on things to do (36%), public facilities and spaces (18%), and places to eat (11%).

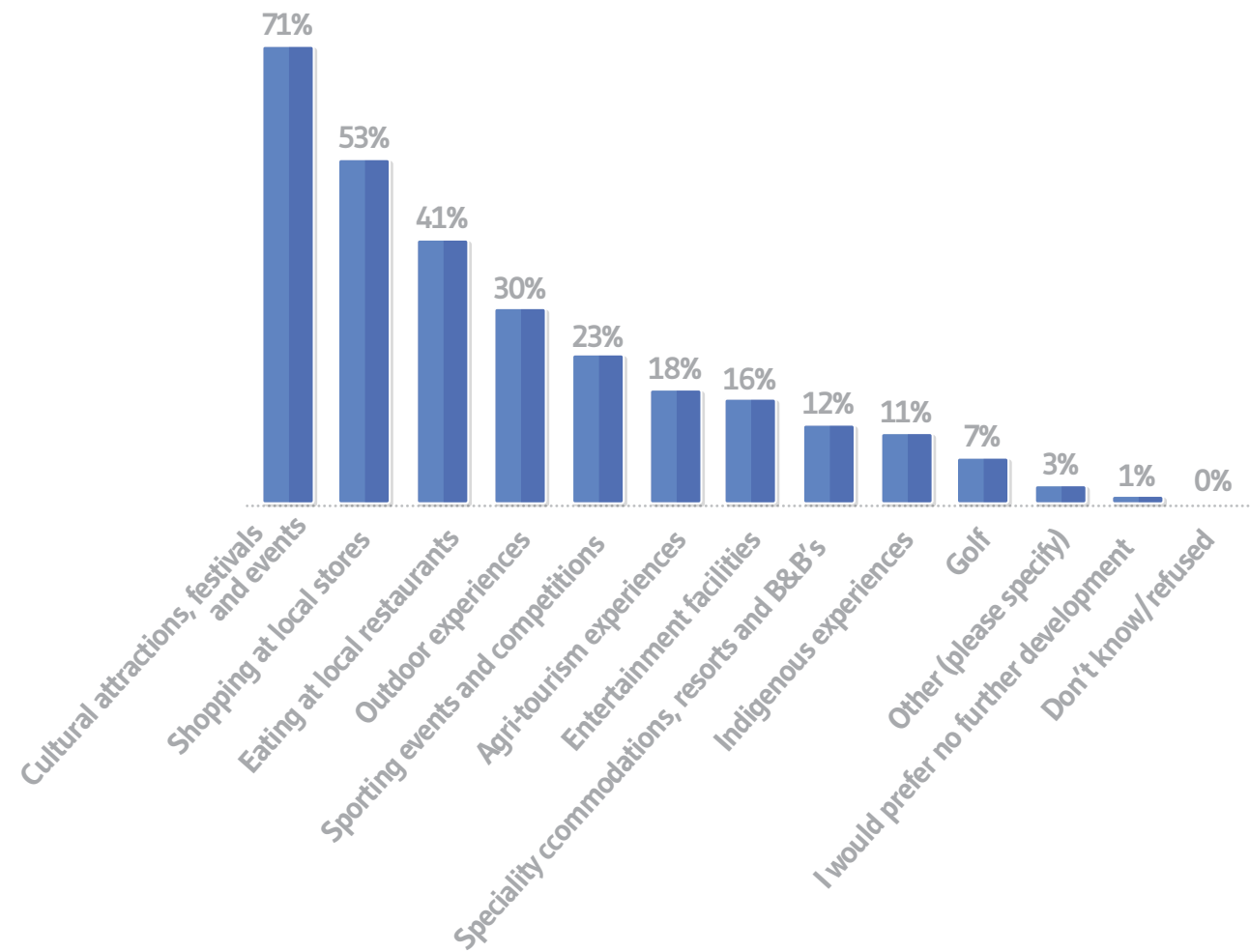
Question: In order to encourage more visitors to come to Stony Plain, what do you think the community could most improve on?



*In order to encourage more visitation, respondents felt the community could improve on things to do, public facilities and spaces, and places to eat.*

- 8. The top activities respondents thought had the greatest potential to be developed to encourage visitation were cultural attractions, festivals, and events (71%), shopping at local stores (53%), eating at local restaurants (41%), outdoor experiences (30%), and sporting events and competitions (23%).

Question: What types of activities have the greatest potential to be developed to encourage visitation?



- 9. The top 3 issues respondents said the community should focus on during the development of its Tourism Master Plan included expanding visitor experiences (59%), promoting Stony Plain as a tourism destination (45%), enhancing quality of life for residents (35%), improving visitor amenities (29%), and collaborating with regional partners (27%).

\*Multiple responses were accepted for these questions, which is why the totals add up to more than 100%.

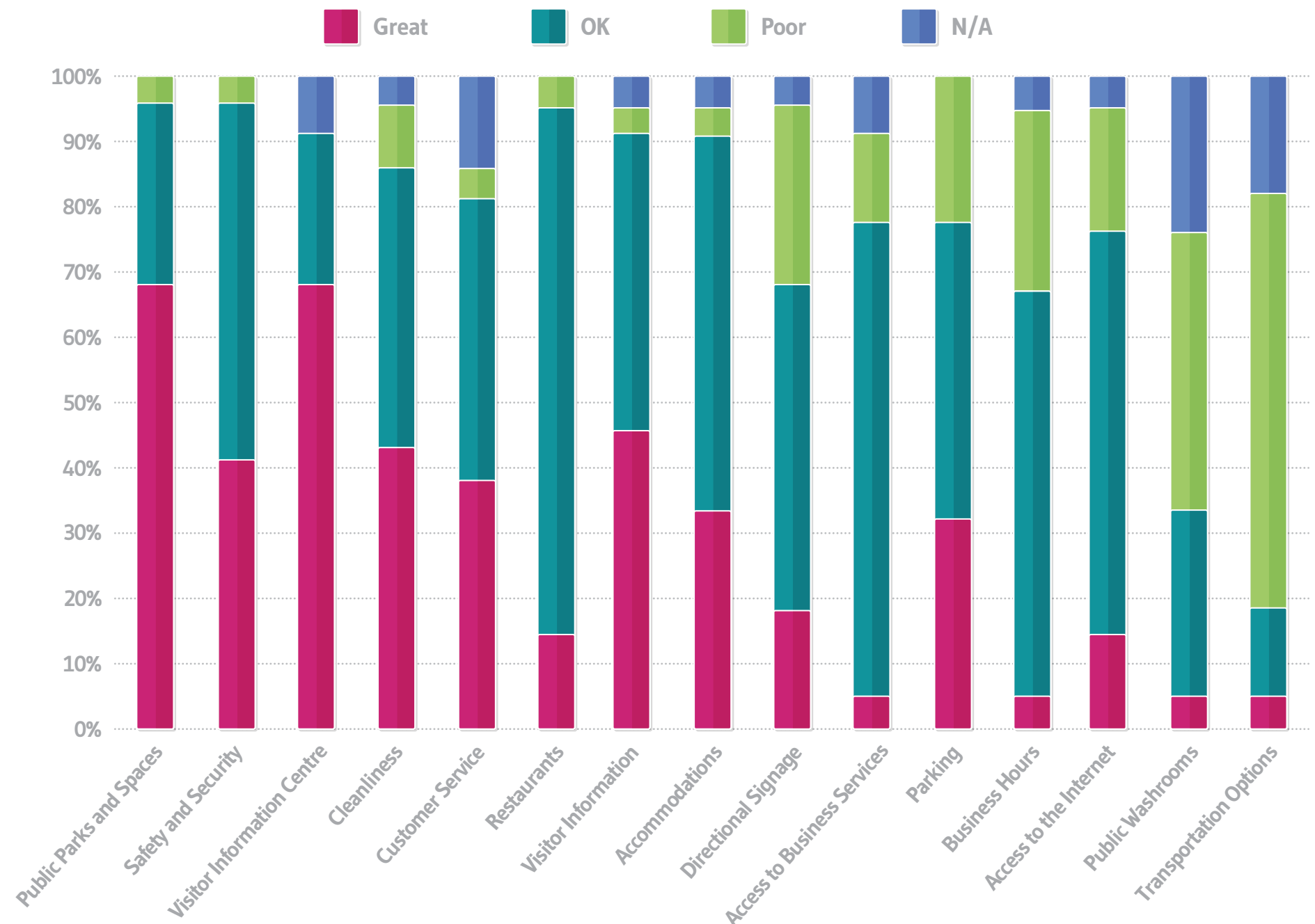


## Stakeholder Survey

An online survey of tourism stakeholders in Stony Plain was conducted between November 23, 2020 and January 8, 2021. The Town of Stony Plain posted the survey on their website and promoted the opportunity through a variety of online platforms. In total, 41 responses were received. Key findings from the stakeholder survey are provided next.

1. The top three issues respondents identified to focus on during the development of the Tourism Master Plan included expanding visitor experiences (48%), promoting Stony Plain as a tourism destination (48%), and growing visitation (44%).\*
2. Visitor services and amenities rated highly by respondents included public parks and spaces (68% Great! And 27% OK), visitor information centre (68% Great! and 23% OK), visitor information (45% Great! and 45% OK), safety and security (41% Great! and 55% OK), cleanliness (43% Great! and 43% OK), and customer service (38% Great! and 43% OK). Visitor services and amenities rated poorly by respondents included transportation options (64% poor), public washrooms (43% poor), business hours (28% poor), directional signage (27% poor), parking (23% poor), access to the internet (19% poor), and restaurants (15% poor).

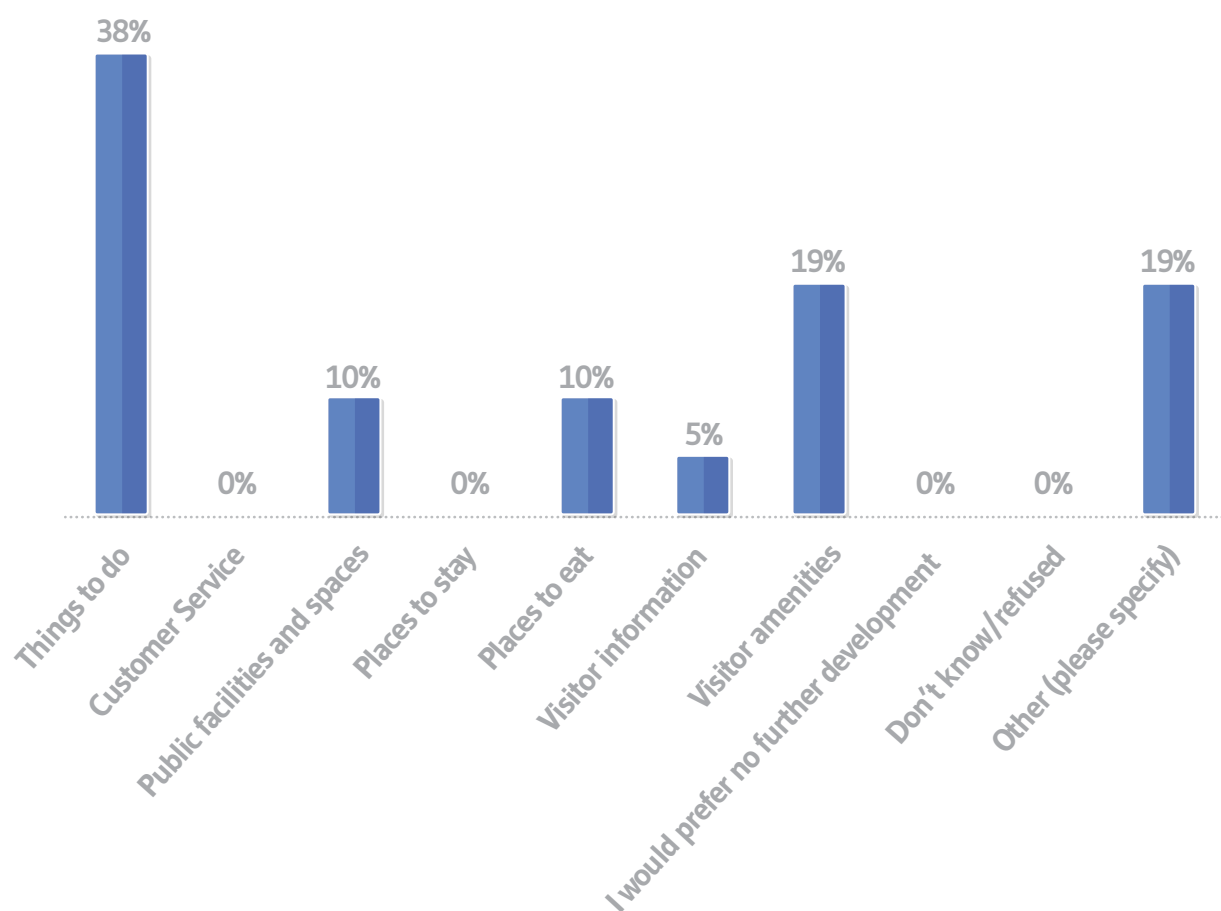
Question: Please rate the following visitor services and amenities in Stony Plain.





3. In order to encourage more visitation to Stony Plain, respondents said their community could most improve on things to do (38%), visitor amenities (19%), public facilities and spaces (10%), and places to eat (10%).\*

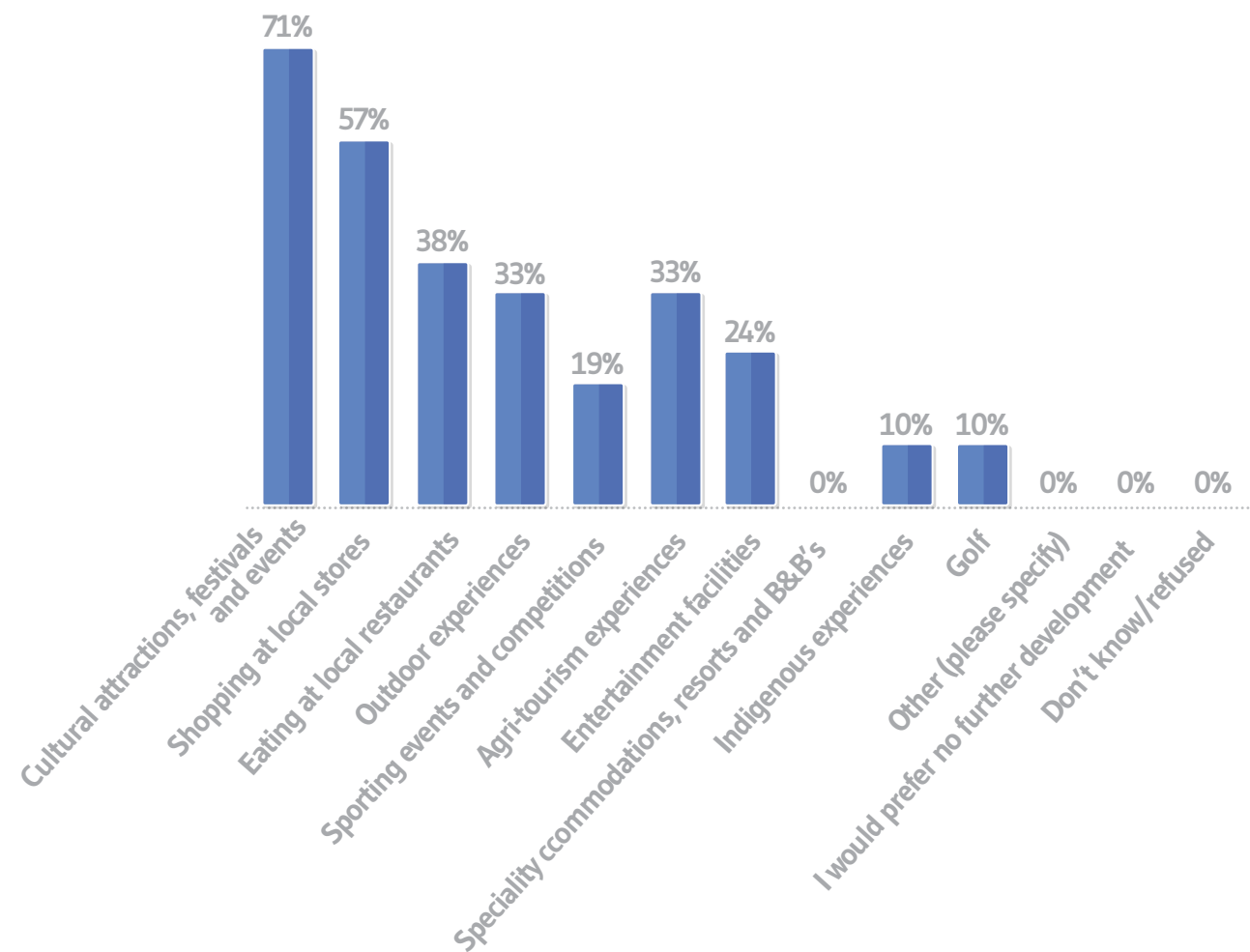
Question: In order to encourage more visitors to come to Stony Plain, what do you think the community could most improve on?



*Stakeholders would like to see more tourism advertising and promotions, brand building, collaboration, and product development.*

4. The top activities respondents thought had the greatest potential to be developed to encourage visitation were cultural attractions, festivals and events (71%), shopping at local stores (57%), eating at local restaurants (38%), outdoor experiences (33%), and agritourism experiences (33%).\*

Question: What types of activities have the greatest potential to be developed to encourage visitation?



- 5. In terms of destination development services, respondents were most supportive of tourism advertising and promotions (58%), building the destination brand (50%), stakeholder engagement, collaboration, and communication (46%), and tourism product development (25%).\*
- 6. Considering the impacts of COVID-19, many stakeholders feel their organization is either sustaining (40%), struggling (35%), or thriving (15%).
- 7. Over the next 12 months, a majority of stakeholders feel positive about the future outlook of their organization (40% very positive and 35% somewhat positive).

\*Multiple responses were accepted for these questions, which is why the totals add up to more than 100%.

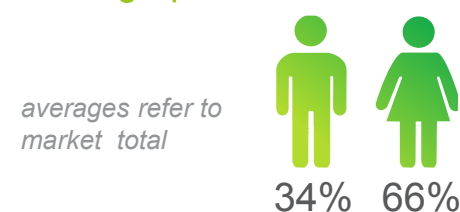


## Appendix C: Explorer Quotient Target Market Profiles

Canada  
**Cultural Explorers**  
 9% of Canadian Market



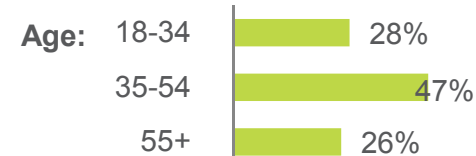
### Demographics



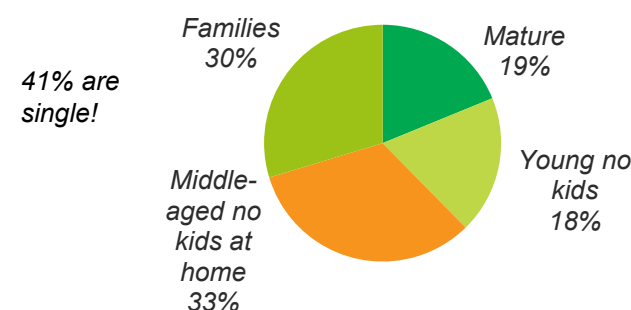
**Education:** Average

**Employment:** FT, slightly above avg. # of homemakers

**Household Income:** Average



### Lifestage



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*Cultural Explorers are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit.*

### Social Values

#### Top defining Values

**Cultural Sampling:** They believe that other cultures have a lot to teach them.

**Personal Creativity:** They love to use their imagination and creativity at work and play and sharing their ideas with others.

**Personal Control:** They feel in control of their lives and not afraid to take on moderate risk if it means they can learn something new.

**Need for Uniqueness:** They like to be different from others, and will pay attention to their manner of dress and appearance.

**Social Responsibility:** They believe in giving back to those in need.

**Personal Escape:** They long for that which is beyond the practical - want to experience beauty and pleasure in surprise and astonishment.

#### Bottom defining Values

**Ostentatious Consumption:** They are not highly materialistic and are offended by ostentatious consumption.

**Aversion to Complexity:** They are not intimidated by changes or complexities in society. Being spontaneous is thrilling and fun for them.

### Travel Values

#### A Cultural Explorer will seek:

**Unstructured Travel:** They prefer not to be constrained to "tourist" schedules or destinations, and will chart their own courses.

**Historical Travel:** They love to learn about and absorb themselves in the ancient history, as well as the modern cultures of the places they visit.

**Cultural Immersion:** The best way to experience a culture is to interact with it as deeply as possible.

**Nature Travel:** They will choose destinations that provide opportunities to experience natural beauty.

**Shared Experiences:** They are attracted to groups where they can socialize and share the experience with others – using social media for sharing during and after the trip.

#### A Cultural Explorer will avoid:

**Comfort-Seeking:** This EQ type seeks an authentic experience and doesn't need to be pampered in commercial hotels.

**Reluctant Travel:** They are always planning their next trip – they are not content to experience the world through the Internet or TV.



## Experience Appeal and Travel Behaviours

### 10 Most Appealing Activities (in descending order)

1. Marine life viewing (whale watching, other marine life)
2. Attending farmers' markets
3. Dining at restaurants offering local ingredients
4. Visiting national, provincial/state parks to visit interpretative centres/museums
5. Wildlife viewing - land based animals & bird watching
6. Visiting national, provincial/state parks to view wildlife and surrounding nature and/or to participate in adventure experiences
7. Viewing outdoor street performances (free)
8. Viewing Northern/Southern Lights/Aurora
9. Visiting small towns, villages
10. Food related factory tours (Cheese, chocolate, etc.)

### 3 of the Least Appealing Activities

1. Participating in multi-day guided group tours by bus
2. Golfing
3. Hunting

### Last Trip

**Party composition & size:** 74% took child-free trips, mainly travelling in groups of 2 adults.

**Duration:** 36% took trips between 4-7 nights duration, and a higher than average proportion took trips between 8-14 nights (28% vs. 22% for Canada). Avg: 10.4 nights

**Spend:** Average party spend is \$3,141 per trip. More was spent on long-haul trips - on average \$3,851 per trip

### Top 3 Sources for Trip Planning

1. Websites of online retailers, travel agencies or tour operators
2. Websites of airlines, hotels, attractions or other services at destination
3. Discussions w/ friends, family, business colleagues

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### Product:

- Interactive and immersive experiences
- Beautiful scenery, active adventure, shopping, dining and outdoor festivals/events
- Allows free exploration
- Environmentally, socially responsible

### Price:

- Will pay for unique experiences, local, sustainable, ethical products
- Value for money
- Respond well to discounts and feeling like they are getting a 'deal'
- Transparency of offering

## Canadian Cultural Explorers

### Promotion:

- Get people talking (word of mouth and word of mouse)
- Varied and extensive media mix, heavy emphasis on websites
- Include other traveller reviews
- Social connection with locals
- Stylish, creative
- Traditional Advertising (newspaper, magazine, billboard)

### Close the Sale!

- Partner with airlines, hotels, attraction and services in your area
- Travel agencies, travel operators and tour guide websites are sales channels – make sure where possible you are listed!
- Include a clear 'call to action' on websites and social channels
- Make it clear how to book online or connect via phone

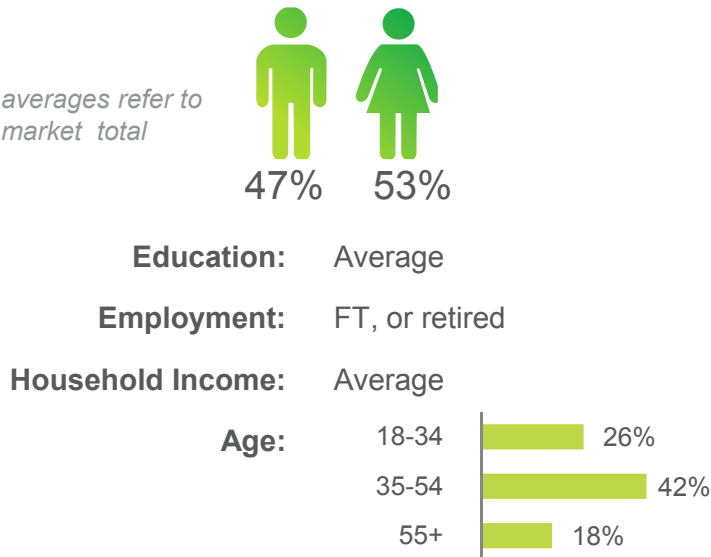
*\*compared to the global Cultural Explorer*



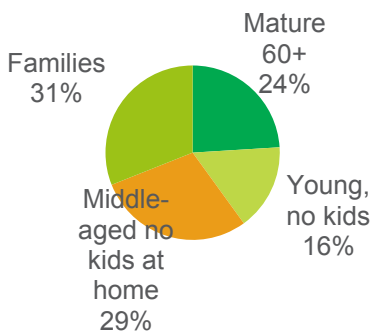
Canada  
Personal History Explorers  
13% of Canadian Market



Demographics



Lifestage



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As travellers, Personal History Explorers are primarily defined by their desire to connect to their own cultural roots – and do so by travelling in comfort, style and security.

Social Values

Top defining Values

**Discerning Hedonism :** They love to savour life’s pleasures, whenever they can.

**Social Intimacy:** They seek meaningful connections with others that lead to a better understand their own roots.

**Need for Status Recognition:** They want the fruits of their labour to show. They enjoy new technology, and will buy the latest gadgets to show off. Discounts are not as important for the Canadian PHE.

**Search for Roots:** They are more interested in understanding their own history and culture, rather than the cultures of others. Part of this is honouring traditional family passages, like births, marriages, deaths, etc.

**Concern for Appearance:** They are very image-conscious and place a great deal of importance on appearing attractive.

Bottom defining Values

**Buying on Impulse:** Although they are avid consumers, they try to balance this with their desire to be savvy, price-conscious buyers.

**Personal Control:** They have learned to adapt to whatever life presents to them.

Travel Values

A Personal History Explorer will seek:

**Roots Travel:** Their most important travel motivation is interest in understanding ancestry, heritage.

**Comfort/Luxury Seekers:** They want their creature comforts and will splurge on the finer things, including luxurious accommodations when on vacation. Canadian PHEs also enjoy active adventure.

**Security Concern:** They tend to be anxious travellers, fearful for their personal security

**Checklist Travel:** They want to see all the main attractions but don’t need to go in depth with any.

**Shared Experience:** Attracted to groups where they can socialize and share the experience with others.

**Hedonistic Rejuvenation:** Vacation is a time to be carefree and indulge – they will enjoy spa, great cuisine and other opportunities for a little pampering.

A Personal History Explorer will avoid:

**Reluctant travel:** Canadian PHEs have a greater interest in frequent travel than the Global PHE.



## Experience Appeal and Travel Behaviours

### 10 Most Appealing Activities (in descending order)

1. Marine life viewing (whale watching, other marine life)
2. Wildlife viewing - land based animals & bird watching
3. Seeing beautiful coastlines, beaches
4. Taking a day cruise
5. Visiting national, provincial/state parks to visit interpretative centres/museums
6. Viewing Northern/Southern Lights/Aurora
7. Dining at restaurants offering local ingredients
8. Visiting national, provincial/state parks to view wildlife and surrounding nature and/or to participate in adventure experiences
9. Attending farmers' markets
10. Seeing autumn leaves

### 3 of the Least Appealing Activities

1. Participating in vocational learning
2. Undertaking travel philanthropy/voluntourism
3. Attending literary festivals or events

### Last Trip

**Party composition & size:** Most travelled as 2 adults (41%) but they were more likely than average to travel with children.

**Duration:** Average trip duration for all PHEs was an average 9.3 nights. The average duration for a long-haul trip was 10.9 nights.

**Spend:** Average total party spend of \$2,629; those who travelled long-haul spent more at \$3,489 – both amounts similar to the Canadian average.

### Top 3 Sources for Trip Planning

1. Websites of online retailers, travel agencies or tour operators
2. Websites of airlines, hotels, attractions or other services at destination
3. Discussions with friends, family, business colleagues

### Product:

- Cultural heritage, reconnection
- Allows cultural immersion
- Group activities/tours
- Seeing all the highlights with greater focus on nature
- Less active options available

### Price:

- Good value
- Discounts not as imperative

## Canadian Personal History Explorers

### Promotion:

- More traditional travel advertising
- Emphasis on social aspects and gatherings
- Get people talking (friends/family)

### Close the Sale!

- Partner with airlines, hotels, attraction and services in your area
- Travel agencies, travel operators and tour guide websites are sales channels – make sure where possible you are listed!
- Include a clear 'call to action' on your website
- Make it clear how to book online or connect via phone

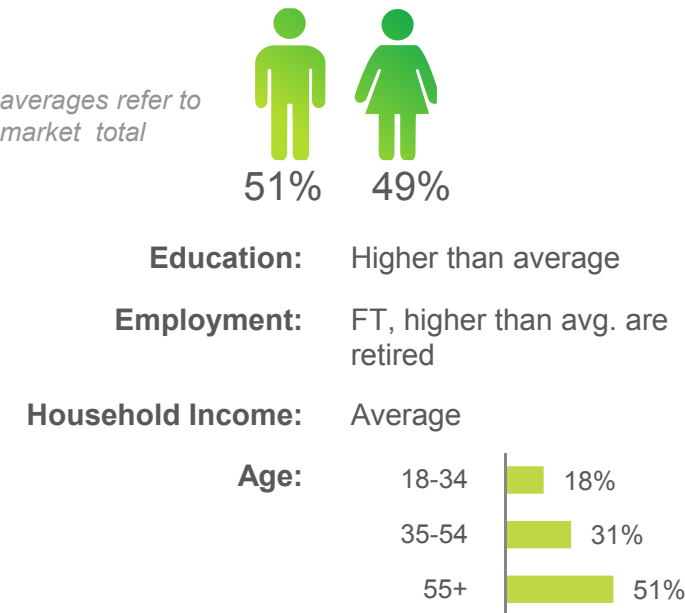
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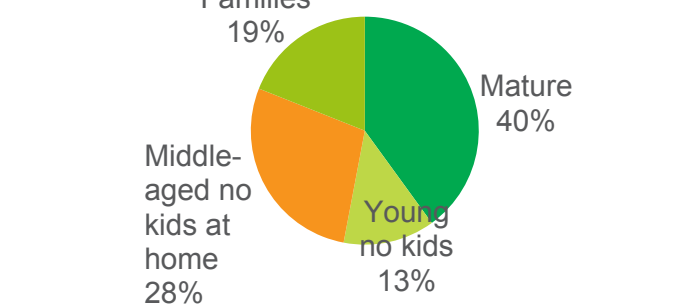
Canada  
Authentic Experiencers  
12% of Canadian Market



Demographics



Lifestage



© 2012 Canadian Tourism Commission

Authentic Experiencers are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit.

Social Values

Top defining Values

- Personal Control:** They are focused on maintaining control and autonomy in their lives. Many are retired, with time to do the things they want to do.
- Financial Security:** They feel optimistic about their financial future; more so than global AE's.
- Cultural Sampling:** They show a tendency to incorporate foreign cultures into their lives, like going to an Inuit art gallery or dining at a Thai restaurant.
- Importance of Spontaneity:** They enjoy the unexpected in life - they welcome and appreciate surprises.
- Ecological Concern:** They are concerned about the health of the planet and what that means to future generations.

Bottom defining Values

- Importance of Aesthetics:** With a more functional and pragmatic approach to life they are unlikely to be swayed by beauty or appearance.
- Joy of Consumption:** Although they are relatively affluent and confident financially, they are not avid shoppers, deriving little enjoyment from the act of consumption

Travel Values

An Authentic Experiencer will seek:

**Historic Travel:** They love to learn about and absorb themselves in the history and culture of the places they visit. They will research before they leave and take their time in historic sites and museums.

An Authentic Experiencer will avoid:

- Comfort Seekers:** This EQ type does not shy away from living like the locals do. This is more important than staying somewhere with the comforts of home.
- Luxury Travel:** They are unlikely to seek out luxury amenities or gourmet experiences.
- Group Travel:** They prefer to do their own thing.
- Escape:** Travel is not about escape from the day to day, they need not disconnect in order to relax.
- Hedonistic Rejuvenation:** They are unlikely to be carefree and indulgent when traveling – their focus is on learning



## Experience Appeal and Travel Behaviours

### 10 Most Appealing Activities (in descending order)

1. Marine life viewing (whale watching, other marine life)
2. Wildlife viewing - land based animals & bird watching
3. Visiting small towns, villages
4. Visiting national, provincial/state parks to view wildlife and surrounding nature and/or to participate in adventure experiences
5. Seeing beautiful coastlines, beaches
6. Visiting national, provincial/state parks to visit interpretative centres/museums
7. Visiting well known historic sites and buildings
8. Dining at restaurants offering local ingredients
9. Mountain and glacier viewing
10. Visiting well-known natural wonders

### 3 of the Least Appealing Activities

1. Attending nightclubs/lounges
2. Motorcycling
3. Snowmobiling as an overnight touring trip

### Last Trip

**Party composition & size:** 78% of Canadian AE's took child-free trips (vs. Canadian average of 72%).

**Duration:** Canadian AEs typically take longer trips than the average - 12.7 nights overall and 15.7 nights for long-haul travel.

**Spend:** Canadian AEs have an average per party spend of \$3189 per trip, \$3859 for long-haul..

### Top 3 Sources for Trip Planning

1. Websites of airlines, hotels, attractions or other services at destination
2. Websites of online retailers, travel agencies or tour operators
3. Travel guides and books

### Product:

- Historical Travel
- Features opportunities to meaningfully connect with locals
- More low-impact activities, but also some active and hands-on\*
- Authentic, living culture
- Creates opportunities for shared experiences

### Price:

- Reasonable

## Canadian Authentic Experiencers

### Promotion:

- Get people talking – word of mouth or word of mouse
- Traditional media and Internet – more use websites of regional or city tourism offices
- Practical details
- Catered to older demo
- Non-touristy
- Promotion in Travel Guides
- Articles in Newspapers

### Close the Sale!

- Partner with airlines, hotels, attraction and services in your area
- Travel agencies, travel operators and tour guide websites are sales channels – make sure where possible you are listed!
- Include a clear 'call to action' on your website
- Make it clear how to book online or connect via phone

*\*compared to the global Authentic Experiencer*

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## Appendix D: Criteria for Selecting a Host Organization

Organization	Program
<b>Goal Alignment</b>	The extent to which the goals of the organization align with those of the master plan.
<b>Organizational Capacity</b>	The extent to which the organization has the capacity to add value. Do they have the business infrastructure, experience, management capacity, and financial resources to be an active leader for the master plan?
<b>Collaboration</b>	The extent to which the organization encourages and supports collaboration between stakeholders.
<b>Knowledge</b>	The extent to which the organization understands tourism development.
<b>Resource Requirements</b>	The extent to which the organization will need additional resources to fulfill its mandate and action the plan.
<b>Entrepreneurial Mindset</b>	The extent to which the organization has the ability to be innovative and entrepreneurial in order to generate revenue to be reinvested in implementation of the master plan.
<b>Growth Potential</b>	The extent to which the organization will have the potential to achieve year over year growth in terms of visitation, visitor expenditures, and new products.
<b>Evaluation and Performance</b>	The extent to which the organization can be clearly evaluated and have its performance measured.
<b>Complementary Skills</b>	The extent to which the organization will bring to the arrangement a complementary skill set and/or other resources that will add value.
<b>Past Success</b>	The extent to which the organization has been successful elsewhere in similar projects.



## Appendix E: Funding Mechanisms

The following describes some of the funding mechanisms available to support tourism development.

### Municipal Funding

In Alberta, municipalities invest in tourism development in a variety of ways. Examples of municipal funding support include resources for staff, service contracts and special project funding. Municipalities can also support tourism through the development of infrastructure that enhances visitor experiences, in addition to dedicating staff resources toward appropriate tourism-related initiatives.

### Increase in Business Activity and Tax Base

One of the objectives of the master plan is to develop tourism initiatives that will result in increased economic activity from visitor spending. If businesses and governments see a return on investment, it is expected that further investment will be warranted from a range of stakeholders.

### Fee for Service

Fee for service is a “pay to play” option for tourism organizations to meet specific industry needs and generate revenue. Charging a fee for a website listing or for trade show representation are both examples of fee-for-service offerings. Providing a-la-carte products and services (vs. an all-inclusive membership fee) provides more choice for potential participants and allows them to invest in customized services. Conversely, this approach has the potential to significantly increase the number of sales transactions per year; therefore, this risk must be managed through the development of efficient administrative processes.

### Destination Management Fund

Destination Management Funds (DMF) are a proven method to provide core funds for tourism development and marketing. DMF's involve voluntary participation by operators who agree to charge an extra fee on their services (usually 2-3%). This extra charge is then contributed to the DMF for collective marketing and destination development purposes. In order for a DMF to achieve a sustainable scale it must reach a critical mass of participants. DMF's can be challenging to develop and maintain, but there are many examples of successful organizations that utilize DMFs in Alberta.

### DMF Revenue Analysis for Stony Plain

In Stony Plain there are approximately 332 fixed roof accommodation rooms. According to the Government of Alberta's Tourism Market Monitor, average daily rates (ADR) in the Edmonton region were \$126.28/per night and occupancy rates (OR) were 55.5% in 2019.<sup>24</sup> Assuming a 50% participation rate in the program and a 2% contribution rate, it is estimated that there is a potential annual revenue source of \$84,929 through a DMF (see Figure 8).

It should be noted that the stated ADR's and OR's are for the Edmonton region. Caution should be used when apply these figures to Stony Plain's accommodation sector. Additionally, these figures are from 2019; therefore, they are pre-COVID-19.

*Figure 8. DMF Revenue Breakdown (assuming 50% participation)*

# Rooms	Occupancy Rate	# days	ADR	Room Revenue/yr.	Participation Rate	DMF %	Total for DMF/yr.
332	0.555	365	\$126.28	\$8,492,949	0.5	0.02	\$84,929

### Opportunities in Implementing the DMF

A DMF could provide much need core funds that could be leveraged with contributions from partners. It is recommended that tourism product development is also considered as an acceptable expenditure of funds (in addition to promotions). A DMF can help create engagement from the business community as they will have “skin in the game.” This could in turn result in increased communication and partnerships (e.g. packaging of tourism experiences).

### Challenges in Implementing the DMF

The primary challenge is the task of selling the benefit of collaboration to business owners. Businesses will not want to participate in the DMF unless there is a reasonable expectation of a return on their investment. There will need to be a strong business case that supports investment.



## Membership Fees

Membership fees are a traditional revenue stream, providing revenue on an annual basis. These fees can be structured as a flat rate for all members, or in a scaled fashion whereby smaller organizations pay less. In return, members receive a package of services. Many tourism organizations in Alberta and across the globe utilize membership fees for a portion of their budgets.

## Stakeholder Contributions

This document identifies several stakeholder groups that could be contributors to the master plan as it moves forward into the implementation stage. These organizations may choose to fund various initiatives based on the mandate of their organization. It is expected that some organizations will participate to a greater degree (financially) than others. It should be noted that gifts in kind and other forms of collaborative support are also valuable contributions during implementation. It will be critical to have all stakeholders participate in the development of key initiatives in the plan regardless of their financial contribution.

## Corporate Partnerships

International research indicates that tourism organizations look to sponsorships and partnerships as key to building revenue. Building new partnerships is about creating value by connecting destination and partner brands, customers, and networks. Once the master plan begins to take shape it will be important to identify companies and organizations that identify with, or have branded themselves along similar lines to, the destination's tourism offering.

## Provincial Funding

The Government of Alberta invests funds in provincial, regional, and local tourism initiatives through various programs as described in Figure 9.

*Figure 9. Provincial Funding Programs*

Organization	Program	Available Funding
Alberta Jobs, Economy, and Innovation	Community and Regional Economic Support (CARES)	\$10,000 minimum
Alberta Jobs, Economy, and Innovation	Major Cultural and Sport Events	\$250,000 maximum
Alberta Jobs, Economy, and Innovation	Visitor Friendly Alberta	Approximately \$20,000 (depending on project)
Alberta Jobs, Economy, and Innovation	Community Facility Enhancement Program	\$125,000/year (small) \$1,000,000/year (large)
Alberta Jobs, Economy, and Innovation	Heritage Awareness Grants	\$15,000
Alberta Jobs, Economy, and Innovation	Historic Resource Conservation Grants	Grants range from \$5,000 - \$100,000
Alberta Jobs, Economy, and Innovation	Tourism Entrepreneurship Startup Seminar	Seminars are free to attend
Travel Alberta	Tourism Training Programs	100% of approved training costs
Travel Alberta	Cooperative Investment Program	Available funding varies depending on which program stream is applied for. See Travel Alberta's <a href="#">website</a> for more information.



## Appendix F: References

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