



# Upper Bay of Fundy Rural Region Destination Development Project

Phase 1: Baseline Research & Analysis Report

July 2022

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Cover Photo: The view east along the Fundy Trail Parkway. (photo credit: Michael Hawkins)

# Welcome to our Home

The Bay of Fundy has been called many things over the centuries. A wonder. A marvel. An iconic Canadian landscape. We call it home.

This is where we raise our families, run our businesses, enjoy retirement, and celebrate life's milestones. We know our neighbours, we look out for each other (even when we're squabbling) and we care deeply about our communities and the ecosystems we inhabit.

That is why in the midst of a global pandemic we began a regional planning process focused on destination development for the Upper Bay of Fundy rural region.

The Upper Bay of Fundy Rural Region Destination Development Project is a two-year initiative

funded by the Atlantic Canada Opportunities Agency (ACOA) and the Province of New Brunswick. The Friends of Fundy, a non-profit charitable organization provides financial and administrative management for our work.

We are creating a community-led process that include residents, business owners, non-profit organization members, and local government officials because the area in question doesn't follow any familiar municipal or provincial boundaries. Rather the Upper Bay of Fundy is an ecological zone defined as its name implies by the northeastern half of the Bay of Fundy, which stretches from the tidal beaches on the outskirts of St. Martins through to the famed cliffs of Cape Enrage, and includes Hillsborough, Riverside-Albert, Alma, Sussex, and the adjacent rural areas.

It is the longest stretch of wilderness coastline on the eastern seaboard.



## The Upper Bay of Fundy Rural Region

Home to:  
 15,700 people  
 170 small businesses  
 26 distinct settlements  
 1 national park  
 3 provincial parks  
 &  
 the largest financial investment in tourism infrastructure in New Brunswick.

Jurisdictionally, the Upper Bay of Fundy traverses three regional service commissions, 26 distinct settlements, one national park and three provincial parks over roughly 3,000 square kilometres. It is home to about 15,700 residents and 170 small businesses.

While Highway 1 connects Sussex to Moncton and to Saint John, the two cities located to the east and west of us, we connect with each other via four secondary highways (Hwys 111, 114, 121, and 915), arterial roads, and a system of ATV, snowmobile, biking and hiking trails.

We know where we live, and we know its value.

The Bay of Fundy: one of Canada's most iconic locations. People travel from all over the world to stand in awe of those powerful tides. To walk, as the tourism ads say, on the ocean floor. The Bay has long been used to represent the East Coast in national imagery and Hopewell's Flower Pot Rocks are nationally recognized symbols of New Brunswick.

But while the rest of Canada and the world see us as a singular destination, we have not always seen ourselves that way. We've been more apt to promote our individual assets rather than our collective value. We've allowed other larger entities to define us and sell us to the world as part of what they have to offer rather than sell ourselves as a complimentary but distinct rural, coastal culture. And if we're being honest, we've sometimes competed against each other in the race to attract money, people, and attention.

But we didn't come together to talk about the past; we came together to figure out what comes next.

Our overarching goal is to create a unified rural region that can clearly articulate what it is and what it wants, so we can sit as equal partners with larger entities, be it our neighbouring cit-

ies, the Province of New Brunswick, Destination Canada, or other partners to ensure the Upper Bay of Fundy is a safe, welcoming and sustainable place to live, to operate a business, and to visit, in that order.

When we came together for our first group planning session in October 2021, we set three priorities for our initial work.

First, we wanted to create a strategy that reflected the Upper Bay of Fundy's unique community assets and opportunities.

Second, we sought to identify existing and required resources to support implementation.

Third, we wanted to determine how to measure, monitor and manage implementation of the strategy in the years following its release.

We began by analyzing the region's current reality. The Upper Bay of Fundy doesn't just have a rich ecological and cultural story; it's got a strong financial tale to tell too.

The region has the highest level of financial investment in tourism assets in New Brunswick anchored by:

- Fundy National Park (federal);
- the Fundy Trail Parkway, Hopewell Rocks, and Cape Enrage (provincial);
- Poley Mountain Resort (private); and,
- the UNESCO Fundy Biosphere Region and UNESCO Stonehammer Global Geopark (non-profit).

Each of these anchor destinations draws thousands of visitors each year. Unsurprisingly tourism anchors the Upper Bay of Fundy's local economy, however to-date it has been a largely seasonal one. This is about to change thanks to five individual actions that cumulatively will alter the rhythm and flow of life along the Upper Bay of Fundy.

First, the final leg of the Fundy Trail Parkway is now complete, connecting the eastern entrance (Sussex area) with the western entrance of Fundy National Park, enabling motorists and cyclists to travel through the Upper Bay of Fundy region via a seamless and dedicated tourism route that connects St. Martins at the western edge to Hillsborough in the east.

Second, Fundy National Park became a year-round destination, welcoming winter activities such as hiking and camping.

Third, Poley Mountain Resort also became a year-round destination, with the addition of mountain biking trails, hiking, a lookout tower, and managed ATV trails for summer visitors.

Fourth, the region's two UNESCO designated areas, the Fundy Biosphere Region and Stoneham Geopark have formed a partnership to operate together. This will increase overall capacity, support, and concrete collaborations. UNESCO designated sites give a complete picture and celebrate our heritage, while also conserving the world's cultural, biological and geographical diversity, and promote sustainable economic development. Now that the Biosphere and Geopark have an established partnership these two internationally-recognized entities are leading the exploration and modeling of innovative management practices of natural and human activities.

Fifth, the Government of New Brunswick announced two major changes to local governance: it created new rural communities and municipalities by merging towns, villages and local service districts; and it transferred local tourism marketing decision-making to the province's 12 regional service districts (RSDs). For our region this means the creation of three new municipal entities. One includes the villages of Alma, Hillsborough, and Riverside-Albert, and portions of the local service district of Hillsbor-

ough, Harvey, Hopewell, Alma, and Coverdale. The second new entity brings together the Village of St. Martins with the local service district of Saint Martins and Fairfield, and a portion of the Simonds local service district. The third will see the Town of Sussex, the Village of Sussex Corner and a portion of the Sussex local service district become one community.

All this local activity is happening against the backdrop of global environmental change.

According to the Government of New Brunswick, the province is already experiencing the impacts of climate change, particularly coastal zones. Rising sea levels, caused primarily because of the melting of glaciers and ice caps, combined with the Bay of Fundy's high tidal cycle and storm surge will lead to increased flood elevations and increased risk of coastal flooding and coastal erosion risks, potential loss of natural habitat and damage to infrastructure.

As Upper Bay of Fundy business owners and staff, residents, and local government officials prepare to welcome visitors for the 2022 summer tourism season, we do so against a changing economic and environmental landscape.

We now live and work in a year-round, nationally-known tourism destination located in an internationally designated coastal ecosystem.

What does this mean, and more importantly, what does it mean for those of us who call the Upper Bay of Fundy home?

The short answer is we don't know - yet.

That's because our research, analysis and preliminary conversations over the past eight months identified one central issue that is shared across the region: residents, business owners, and government officials want greater

access to information and knowledge to make informed decisions about living, working and investing in the Upper Bay of Fundy region.

This includes but is not limited to greater access to information related to land development, infrastructure improvements, local governance reform, capital investment and funding, recruitment and retention of skilled workers, digital tools for improving business efficiency, product development, digital marketing, and opportunities for peer-to-peer learning and partnerships.

For a lot of you, it's not the first time you've told a special committee or a consultant your thoughts. Over the past 25 years, 14 reports have offered over 500 recommendations for different areas of the Upper Bay of Fundy. While there has been a diversity of individual ideas, there have been two consistent recommendations for success.

First, the Bay of Fundy is the star of our show. It's the primary attraction that draws people here and product development, promotion and infrastructure investments should focus on enhancing both the visitor and resident experience in and around the Bay.

Second, to capitalize on that we need to develop local capacity to plan, manage, and convert great ideas into tangible action that can be sustained year-over-year.

We agree both are essential, with one key difference. We're flipping the order of importance, placing capacity building and community-led collaborative leadership as the primary requirement for success.

The Upper Bay of Fundy is on the cusp of significant change and we, the people who live and work within it, have a choice to make: we can either passively wait to see what happens or we can hoist our own sails and navigate our way

together. We hope you will choose the latter and join us in charting a community-led route forward, beginning with the following three actions.

### **Action #1: Informed public consent is required to power our process.**

Community acceptance and respect must sit at the heart of any conversation about future development in the Upper Bay of Fundy because if residents are to accept and welcome change, they must see and believe their views are reflected in the decision-making process. To achieve that, an open and transparent process that provides residents and operators with access to timely information, delivered by trusted and objective sources is required. This includes creating safe and welcoming spaces for meaningful shared conversations about the possible benefits and risks of proposals, projects, and government/corporate directives.

### **Action #2: An independent community-led Upper Bay of Fundy Rural Development Network should be created with a mandate to build industry, community, and government support for a region-wide destination development agenda, to be completed by May 2023.**

In Phase 2 we will expand our working group membership to enable the creation of issue-specific action teams organized around three core organizational needs: strategic leadership, effective execution, and transparent and efficient governance. The network will also convene community conversations, industry training opportunities and peer-to-peer mentoring and information sharing.

### Action #3: The Upper Bay of Fundy Rural Region Development Network should use the United Nations' Sustainable Development Goals (UN SDGs) as a guide for building regenerative destination development capacity, knowledge and practices in the region.

The UN SDGs provide an internationally accepted set of values which balance people, the planet, and prosperity. The Upper Bay of Fundy's destination economy can be a powerful vehicle to promote and achieve SDG milestones most notably those connected to decent work and economic growth (SDG #8), responsible consumption and production (SDG #12), life below water (SDG #14), and life on land (SDG #15).

This report marks the half-way point of our work and contains the results of our initial research and analysis, which will inform our conversations and work in Phase II.

Here you will find five reports.

1. A community survey of residents' attitudes towards local tourism development.
2. A draft digital map of tourism assets.
3. A draft digital footprint assessment of local tourism operators' web presence.
4. An inventory and assessment of built heritage and cultural assets.
5. A review and analysis of regional development plans and reports from 1996 to 2022.

In addition, we have included two reports commissioned by the Fundy Biosphere Region both which review and analyze the Upper Bay of Fundy Rural Region's potential as a sustainable tourism destination as defined by the United Nations Sustainable Development Goals:

1. The Sustainable Development Goals and Fundy Biosphere Region; and,
2. The Sustainable Development Goals Engaged Biosphere Reserve.

As we come to the end of Phase 1 of our work, each of us is preparing to welcome visitors back to our attractions, businesses, festivals, and communities in the Upper Bay of Fundy.

We are excited to share our love of the Bay, its people, its culture and its history with others. We love our shared home, and we know, see and believe in its value.

We are hopeful you will join us in ensuring that value is nurtured and responsibly managed, so it can create sustainable shared benefits for the people who call the Upper Bay of Fundy home and those who share our desire to invest in a regenerative, prosperous future.

We look forward to continuing the conversation.

Respectfully yours,

Kevin Berry, resident, Hillsborough  
 Mike Carpenter, Red Rock Adventure, St. Martins  
 Janet Clouston, Albert County Historical Society and Museum, Hopewell Cape  
 Dr. Jennifer Dingman, Fundy Biosphere Region, Stonehammer Global Geopark  
 Micha Fardy, Friends of Fundy, Alma  
 Jamie Hare, Poley Mountain Resort, Wakefield  
 Michelle Harvey-Larsen, Albert County Tourism Association  
 Jordan Jamison, St. Martins & District Chamber of Commerce  
 Bob Rochon, mayor, Village of Hillsborough  
 Jason Thorne, community services, director, Town of Sussex  
 Paul Winkle, Beach Street Inn, St. Martins

July, 2022



The view from Headquarters Campsite, Fundy National Park. (photo credit: Lisa Hrabluk)

# Our Collaborative Process

The Upper Bay of Fundy Rural Region Destination Development Project has two phases.

## **Phase 1: Set the Direction Summer 2021 - May 2022**

This phase included baseline research and analysis, introductory presentations to introduce the project to community organizations and local governments, and a draft organizational model for moving forward.

## **Phase 2: Design and Build the Network Summer 2022 - March 2023**

This work will build off the feedback we receive from this Phase 1 report and will include stakeholder engagement, industry training and information exchange, and the design, and establishment of a new region-wide community development network.

## **A Collaborative Approach**

The word 'share' appears a lot in this report. That's because we recognize that achieving great things for the Upper Bay of Fundy will be forged through the talent, expertise, and creativity of many hands.

The challenges we face are too large for any one person or entity to tackle and the opportunities before us are too important to be controlled by a limited few. We need to work together to identify, shape and manage lasting sustainable developments that produce shared lasting benefits for our local communities.

We also believe strongly that we must share in the stewardship of the Upper Bay of Fundy

ecosystem to ensure its continued viability as we adapt to living and working with climate change and other environmental effects.

Our shared operating principles, purpose, mission, and priorities provide the frame through which we conduct our work.

## **Shared Operating Principles**

This project is a collaborative and integrated approach to community-led strategic planning. We use consensus-based decision-making. Our work is powered by the collective knowledge, experience and perspectives of local operators, residents, and community leaders.

## **Shared Purpose**

To co-create a destination development strategy and operational plan by, for and championed by the people who live and work in the Upper Bay of Fundy region.

## **Shared Mission**

To be a strategic leader in destination planning and management by bringing together resources and expertise.

## **Shared Priorities**

### **1. Regional Vision and Leadership**

It is essential that our region come together around a shared vision to create a consistent visitor experience that highlights the unique stories of the region. An outcome we want to achieve from this process is the development of a more cohesive and integrated Upper Bay of Fundy regional tourism experience that enables greater sharing of

information and resources among the various local governmental, non-profit, industry, and Indigenous organizations. Our shared connection to the Upper Bay of Fundy empowers us to work together as a unified regional destination to determine our shared development priorities and direction. Once that is established, we will be able to identify opportunities for shared cost savings, investment attraction, and mutually beneficial partnerships with external investors, industry associations, public sector funders, and neighbouring urban regions.

## 2. Measurable Economic Improvements

We seek to record a measurable increase in tourism and measurable business outcomes for local operators, such as an increase in high-value visitors, longer stays, increased visitor spending, broader appeal to international audiences, and increased capacity in organizations and businesses.

## 3. Product Development and Industry Training

We seek to increase the sharing of accurate information, knowledge and opportunities amongst tourism operators and service businesses and to increase collaborations to improve the overall Upper Bay of Fundy experience. Our goal is to build local capacity to increase access to funding and expertise to start, enhance, or scale tourism businesses and developments in the region. This includes building local knowledge and capacity related to the UN SDGs and sustainable tourism initiatives.

## 4. Engaged and Supportive Residents

Destinations aren't simply places people visit; they are most importantly places where people live. The future development of the Upper Bay of Fundy is dependent on the support and engagement of its residents. This is the path to sustainable population growth and regenerative economic development. Before we can put out the welcome mat to visitors, we must first welcome our

neighbours to the conversation.

## 5. Government Respect and Support

We will work with government partners to determine funding, governance and tax structures that are mutually advantageous for the development of the Upper Bay of Fundy. This will include having representatives from the Upper Bay of Fundy at the tables where decisions are being made that relate or affect the region's ecology, land management, infrastructure, governance, and economic future.

## Phase 1 Deliverables

Phase 1 focused on:

- gathering baseline data on the local visitor economy;
- analyzing overarching themes and issues of importance to our local population; and,
- researching global trends in regenerative tourism practices for ecologically-valued regions such as the Bay of Fundy.

Between September 2021 and May 2022 the Working Group held bi-weekly, 90-minute video conferences to review and analyze our findings, share information, and identify initial recommendations. We also held three hybrid half-day sessions to discuss and review our workplan, including the design of our Phase 1 report.

In addition, our co-chairs met bi-weekly with government funders to brief them on our progress, and our members gave 12 presentations to community groups and local government officials.

We were supported in our work by lead practitioner Lisa Hrabluk (Wicked Ideas) who facilitated our bi-weekly sessions and separate bi-weekly strategy calls with our co-leads, provided strategic advice on the formation of community-led networks, and helped design and deliver our community conversations.

The work found within each of these six topics was conducted by subject matter experts, some of whom are Working Group members.

Five of these topics were undertaken as part of the funding agreement signed with ACOA and the provincial Department of Tourism. The sixth was commissioned by the Working Group to examine how the Bay of Fundy region could align future tourism activities with the United Nations Sustainable Development Goals (UN SDGs).

## Phase 1 Research Agenda

1. **Create a baseline asset inventory of the Upper Bay of Fundy Region and create a digital map of the tourism assets identified.** Marcel Morin (Lost Art Cartography) created visualizations using satellite-generated imagery of the Upper Bay of Fundy region and the population centres of Alma, Hillsborough, Riverside-Albert, St. Martins and Sussex.
2. **Conduct a digital footprint assessment of local tourism operators' web presence.** This was completed by Working Group member and independent digital marketing specialist Kevin Berry.
3. **Complete an inventory and assessment of built heritage and cultural assets.** This was completed by Working Group member Janet Clouston (Albert County Museum).
4. **Review and analyze regional development plans and reports from 1996 to 2022.** This work was completed by lead practitioner Lisa Hrabluk.
5. **Conduct a Community Survey of residents' attitudes toward local tourism development.** We commissioned Jamie Gamble (Imprint Consulting) to provide strategic advice on measurement and evaluation, including helping to design the overall process and initial survey.
6. **Review and analyze the Upper Bay of Fundy Rural Region's potential as a sustainable**

**tourism destination as defined by the United Nations Sustainable Development Goals (UN SDGs).** Using the baseline asset inventory, the Fundy Biosphere Region conducted a high level review of the Upper Bay of Fundy Rural Region as it relates to positioning the region with the UN SDGs, including identifying areas of potential focus and promising practices already underway related to regenerative destination development.

7. **Learn how to develop a reconciliatory approach to our work, including Phase 2 engagement, strategic planning and development.** We have commissioned Cecelia Brooks (Wabanaki Tree Spirit) to provide expert guidance and support for the Working Group and future action teams. Due to Covid-19 restrictions regarding in-person gatherings, illness, and the start of the spring 2022 tourism season, this work was delayed until Phase 2.

# Phase 1 Findings

## What we identified via research, analysis, document reviews & stakeholder engagement sessions

Through our Phase 1 research agenda and stakeholder engagement we identified 20 issues, which we grouped under three anchor tenets. This will be the frame we use to design and prototype the Upper Bay of Fundy Rural Region Destination Development Network in Phase 2.

### Strategic Leadership

**1. Regional Coordination/Collaboration:** This was a near universal sentiment; it is time for our small communities to work together to leverage our collective knowledge and expertise to create a shared vision and direction for our rural region.

**2. Sustainable/Regenerative Tourism:** During our first round of community conversations, we received strong positive feedback on how and why our region could align our work with the United Nations Sustainable Development Goals (SDGs). Many of our operators and residents are here because they share a love of the Bay of Fundy ecosystem and want to protect it.

**3. Restoration/Conservation:** Our research concluded there are a number of historic, cultural and ecological sites of importance that require restorative work and then ongoing conservation to preserve and enhance these areas.

**4. Leverage UNESCO designations:** The merging of the Fundy Biosphere and Stonehammer under one management structure makes the Upper Bay of Fundy a leading region in the global UNESCO World Heritage program. This can be leveraged for marketing and conserva-

tion purposes, with both residents, New Brunswickers, and out-of-province visitors.

**5. Capacity Building:** Our destination economy is dominated by small business owners and entrepreneurs who are accustomed to wearing many hats. Because of that, they often don't access professional development opportunities because either they don't know how or don't have the time. Enhancing access to both training and shared services is of great interest to operators.

**6. Seasonal Extension:** Operators are interested in learning how to extend their business seasons, a move that will enhance services for locals because of increased volume and revenue.

**7. Product and Experience Development:** Operators and investors are interested in learning how they can create or enhance existing products and experiences to increase revenue and market reach.

**8. Visitor Experience:** Developing the Upper Bay of Fundy into a premiere visitor destination is of primary importance to local operators, regional industry groups, and provincial and national tourism marketers and funders.

**9. Events/Programming:** The region has the capacity for more events, particularly events and programming that links the communities to create a regional map and calendar of activities.

**10. Trails:** Linking existing trails to create a unified regional trail system for hikers, cyclists, ATVers, and skiers will help extend the seasons and market the Upper Bay of Fundy as a year-

round destination. Local groups lead the way on this and bringing them together could be a quick win in Phase 2.

**11. Interpretation:** During our stakeholder sessions, operators and residents identified training staff and tourism booth staff to speak knowledgeably about the region's ecosystem, cultural and heritage will enhance the visitor experience, as will training interpreters to understand and recommend activities throughout the region.

**12. Indigenous Knowledge & Leadership:** Fundy National Park is the regional leader in integrating Indigenous knowledge and leadership into its practices and programming and in Phase 2 we want to ensure the new network follows suit.

### Effective Execution

**13. Land Use:** This is a fundamental issue for residents in our region and must be front and centre of any work moving forward. Open and transparent land management is an essential requirement for building and maintaining trust with Upper Bay of Fundy residents and operators.

**14. Infrastructure:** Deteriorating roads, unreliable Internet, and neglected buildings were the top complaints from residents and operators, both of whom report it makes living and visiting the Upper Bay of Fundy a frustrating experience.

**15. Signage:** Operators told us better signage is required to help guide visitors through the region.

**16. Marketing:** Our emphasis will be digital marketing in Phase 2, particularly increasing operators' capacity and knowledge.

**17. Measurement & Evaluation:** This is essential to building trust with operators, investors, funders, and residents, and in providing the Network with data to analyze our work and make adjustments.

**18. Impact Assessments, Studies, and Research:** We will retain and partner with research partners, such as our successful project with UNB, to analyze specific elements of the network's work and to determine how to support operators, local governments, industry associations, and other network members in achieving individual goals.

**19. Inclusive Stakeholder Participation:** At the heart of our engagement process lies a commitment to access and diversity. To achieve that we will cultivate broad community support for the process and the resulting strategy by practicing open communication, and welcoming a diverse mix of perspectives, experiences and skillsets.

### Sustainable Governance

**20. Management & Implementation:** In Phase 2 we will build out a management and implementation plan for the Upper Bay of Fundy Network, first for the design and launch of a prototype during Phase 2, and based on those early results, a proposed management model, which will include governance and funding guidelines.



Ventus Machina & Hubert Francis perform, Albert County Museum Courthouse. (photo credit: Chloe Lundigran)

# Phase 2 Implementation Agenda

Summer 2022 - Spring 2023

## Phase 2 Organizational Framework

The Working Group will work with private, public and non-profit organizations as well as local residents to build out the Upper Bay of Fundy Destination Development Network.

The overriding goal is to create and launch the Upper Bay of Fundy Rural Destination Development Network via the following agenda, which includes 10 action items across the three core tenets.

### Strategic Leadership

Under this tenet we will:

- co-create and communicate a shared vision;
- harness stakeholder energy;
- develop and map a strategic plan;
- advocate effective tourism management using the United Nations' Sustainable Development Goals.

### Action Items

1. Convene and support four Action Committees related to priority areas identified Phase 1 work:

- housing;
- infrastructure, such as roads, trails, signage, and internet;
- labour, including attraction, retention, and training; and
- regenerative approaches to product and experience development in our local regional context.

2. Create and host a multi-day Rural Region

Destination Development Learning Summit in Autumn 2022 that will:

- publicly launch the Network;
- facilitate stakeholder knowledge exchange with experts related to strengthen rural destinations to be sustainable and regenerative drivers of the regional economy and local way of life;
- facilitate a day of learning for new and returning local and regional government officials; and,
- introduce our national partners Destination Canada and the Shorefast Foundation to the network and vice versa.

### Effective Execution

Under this tenet we will:

- define and assign network roles and responsibilities;
- monitor and measure our internal progress in building the network; and,
- identify key performance indicators for the major issues the Network elects to address.

### Action Items

3. Map and integrate our regions existing tourism value chain.

4. Work with our provincial and federal partners on market intelligence to inform decision making.

5. Pursue opportunities for digitization and innovation.

6. Create a website to drive traffic to the region

that is inclusive of the existing online presence of communities, operators and experiences.

7. Prototype two network-initiated digital tools to support four priority areas:

- a regional job preparation and training platform for helping operators onboard new hires efficiently, meet NB workplace standards and support knowledge access about regional products and experiences for staff to promote to travellers; and,
- Driftscape, an online app being adopted by the Town of Sussex to share local stories, guide people to places of interest, events and tours, and discover local gems.

### Sustainable Governance

Under this tenet we will:

- develop operational principles anchored around the twin values of accountability and transparency, key to building trust.
- execute a stakeholder engagement and public communications plan;
- design an adequate structure to support the long-term sustainability of the network and its work; and,
- place an emphasis on inclusive growth.

### Action Items

8. Co-design organizational structure.
9. Identify sustainable funding options.
10. Design and implement stakeholder engagement strategy.



Getting set to lift off at the Sussex Balloon Festival. (photo credit: Michael Hawkins)

# Public Survey Highlights

By Jamie Gamble, principal, Impact Consulting

## Background

In spring 2022, Friends of Fundy conducted an online survey to help inform the Upper Bay of Fundy Rural Region Destination Development Strategy. The survey engaged both residents and operators in an opportunity to provide their opinions and feedback with questions that were targeted to each group. The survey was distributed by using the contact lists and networks of local organizations including town councils, chambers of commerce, and industry groups. The survey was also promoted on the Friends of Fundy website and social media. The survey was open from February 2022 to April 2022.

We received 385 responses from the following communities:

Community	Responses
St. Martins	119
Hillsborough	71
Sussex	67
Riverside-Albert/Hopewell Cape	50
Alma	46
Other	33

## Findings

At the broadest level, almost all survey respondents indicated a high or very high level of pride in their community and clearly saw the benefits of both tourism and tourism development as noted.

The results on the facing page suggest the people of the region value tourism but would like local communities to benefit from it more fully.

From tourism operators, the results indicate a strong preference for how tourism planning should be done, and disappointment with the current state of how tourism planning is done.

**Question: On a scale of 1-5 please indicate your thoughts on the following:**

Statement	% high or very high
How you view the value and benefit of tourism in your community.	90%
Your support for tourism development in your community.	89%
Your level of pride for the community in which you live.	89%

From the lens of residents and operators, respondents shared their views/opinions further through a series of 10 questions indicating a level of agreement or disagreement on a 5-point scale:

- +5 - Strongly Agree
- 0 - Neither Agree nor Disagree
- -5 - Strongly Disagree

**Question: Please indicate your level of agreement with following statements (all respondents):**

Statement	Average Ranking
We need planned and controlled tourism development.	3.14
Tourism encourages investment in our local economy.	2.94
Tourism allows for positive interactions with new people.	2.94

Statement	Average Ranking
Tourism makes our community better.	2.89
Tourism makes people's lives better.	2.45
Positive benefits of tourism outweigh negative impacts.	2.41
Quality of life in the region has improved because of increased tourism.	2.05
I have more recreational opportunities (places to go and things to do) because of tourism in this area.	1.78
Tourism supports the preservation of local culture and protects the community's authenticity.	1.74
The quality of public services has improved due to more tourism here.	0.55

**Question: How important to you is it that tourism development is driven by the following priorities?**

Priority	Average Ranking
Environmental	3.25
Economic	3.09
Cultural	3.04
Social	2.47

**Question: Please indicate your level of agreement with following statements (Operators only):**

Statement	Average Ranking
Working effectively with tourism business owners is something I expect my community leaders to strive for.	4.14
My community would benefit from greater cooperation on tourism planning, development and promotion with the other regional communities.	3.83
Working effectively with the other regional communities is something I expect my community leaders to strive for.	3.65
The regional communities act more like "competitors" than "partners".	1.17

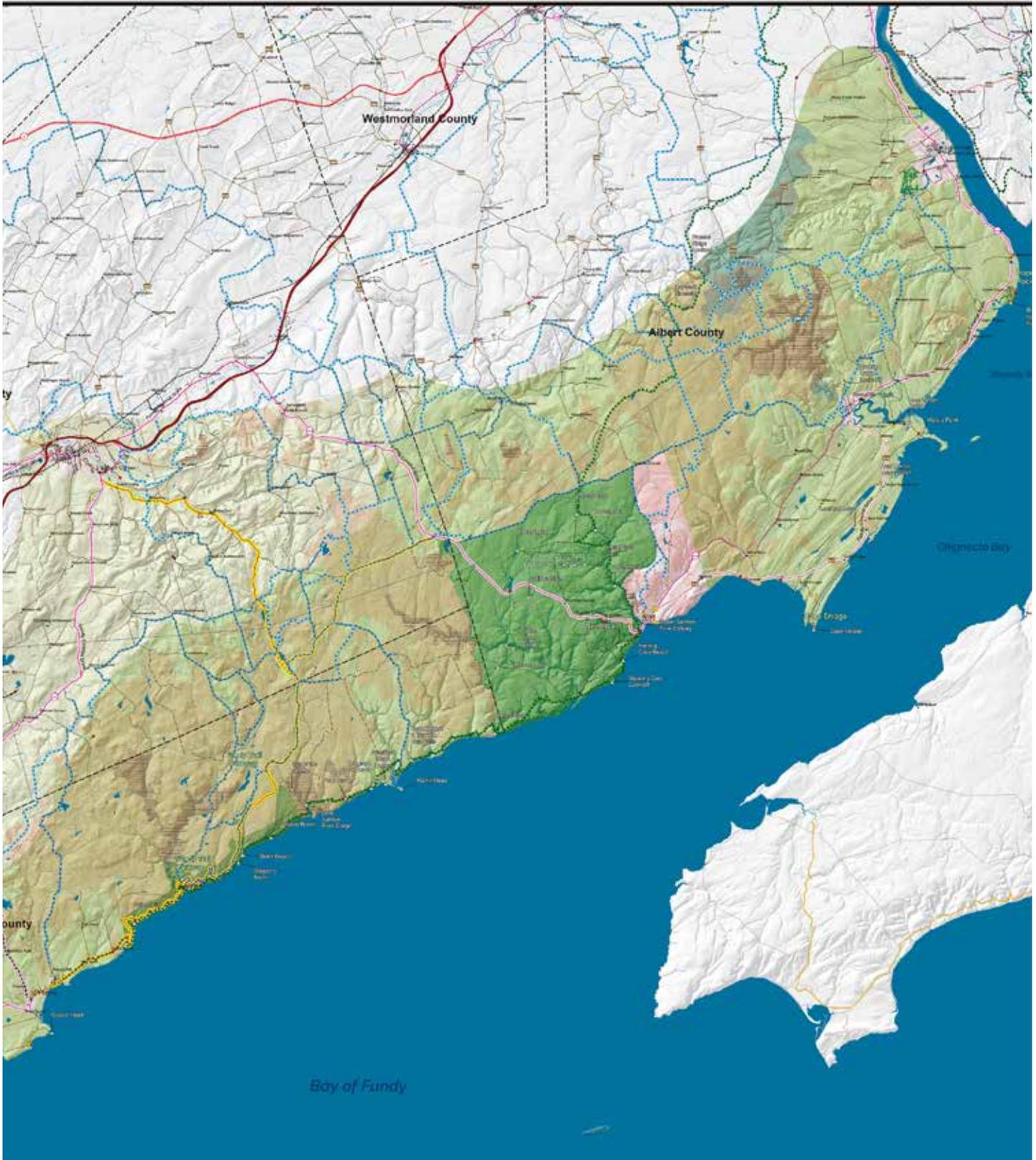
Statement	Average Ranking
The wear and tear of tourism on our infrastructure is unsustainable.	-0.17
There is good consultation with the tourism business community when decisions are made that impact my community.	-1.16
My community consults with its residents when making tourism development decisions.	-1.23
My community has a tourism plan that it follows.	-1.41

**Question to Operators only: Who would you like to lead regional tourism development?**

Entity	Responses
Tourism NB	55/69
Regional Tourism Association	45/69
Town or Village Councils	15/69
Chambers of Commerce	12/69

## Summary

The survey had a high response rate demonstrating strong interest and level of engagement by both residents and tourist operators indicating that this is indeed an important issue to the people of the Upper Bay of Fundy Region. At the broadest level, respondents very clearly see the benefits of both tourism and tourism development. More specifically, the survey demonstrates desire to advance tourism development in a manner that is more collaborative and coordinated within the region and between communities and tourist operators. It also speaks to the need for leadership to come from an overarching lens such as Tourism NB and the Regional Tourism Association as a desired way forward. As is so often a challenge, improved communication and consultation amongst the various players will be key to the success of regional and community tourism plans.

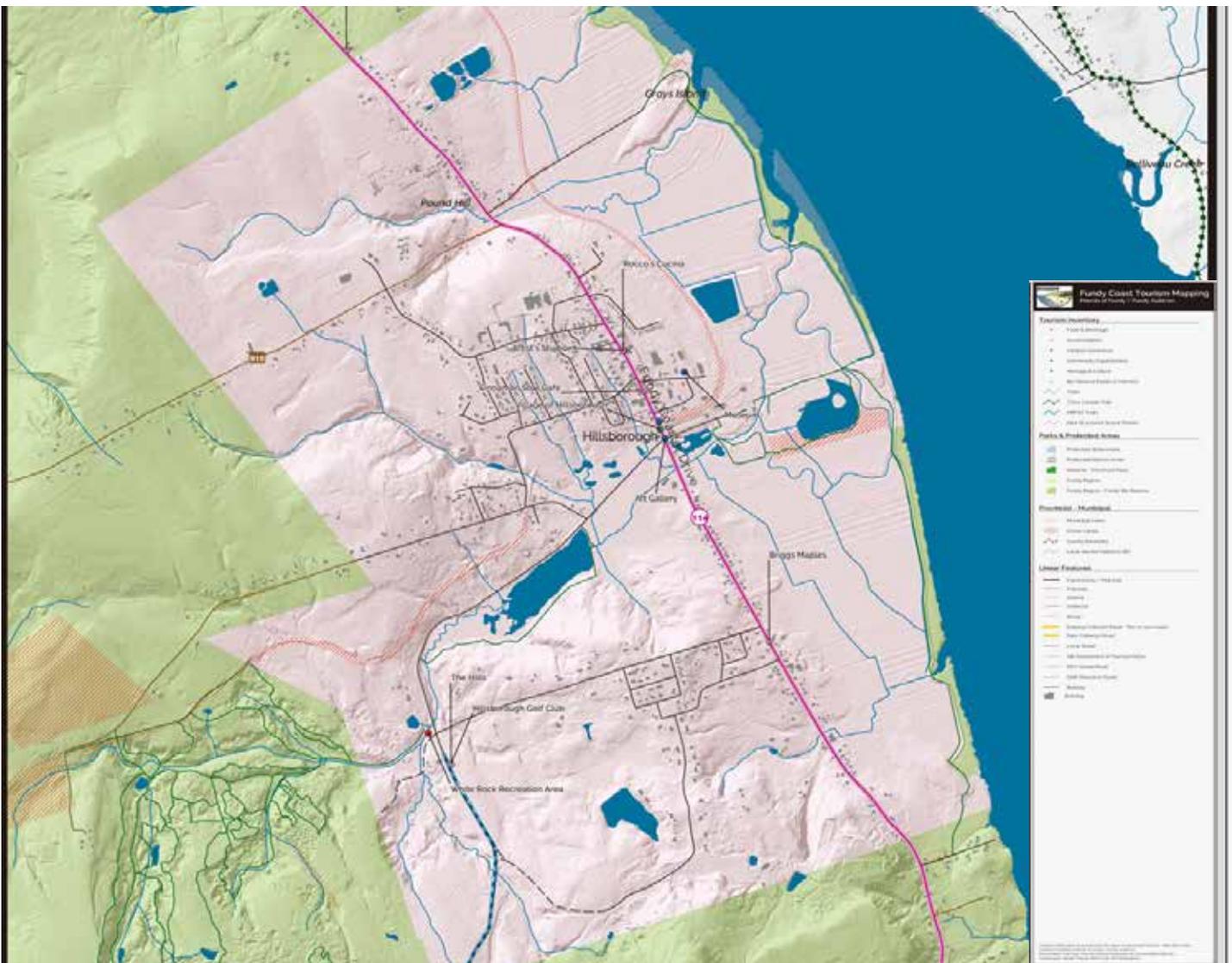


Upper Bay of Fundy coastline.

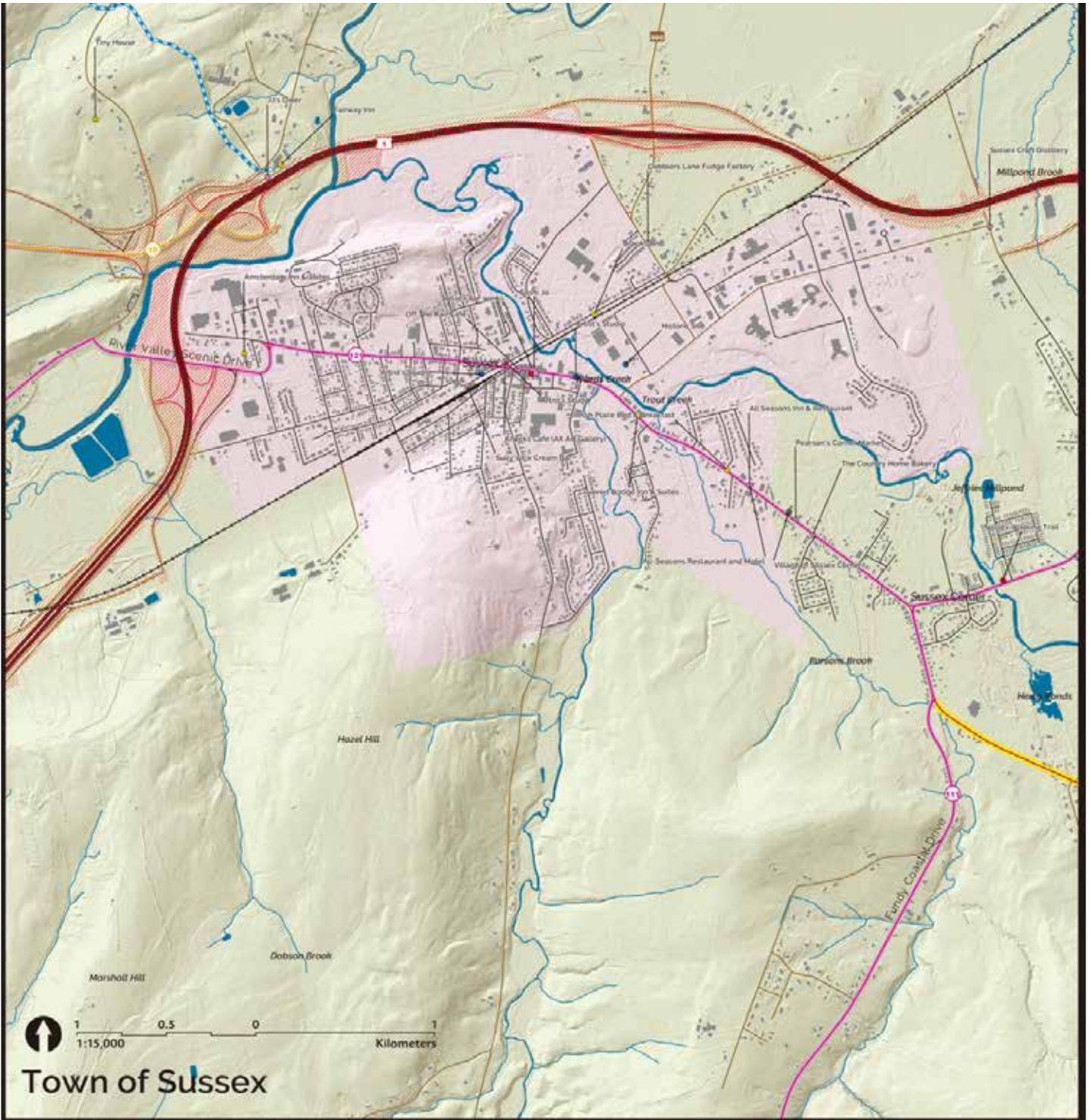
# Digital Maps

By Marcel Morin, cartographer, Lost Art Cartography

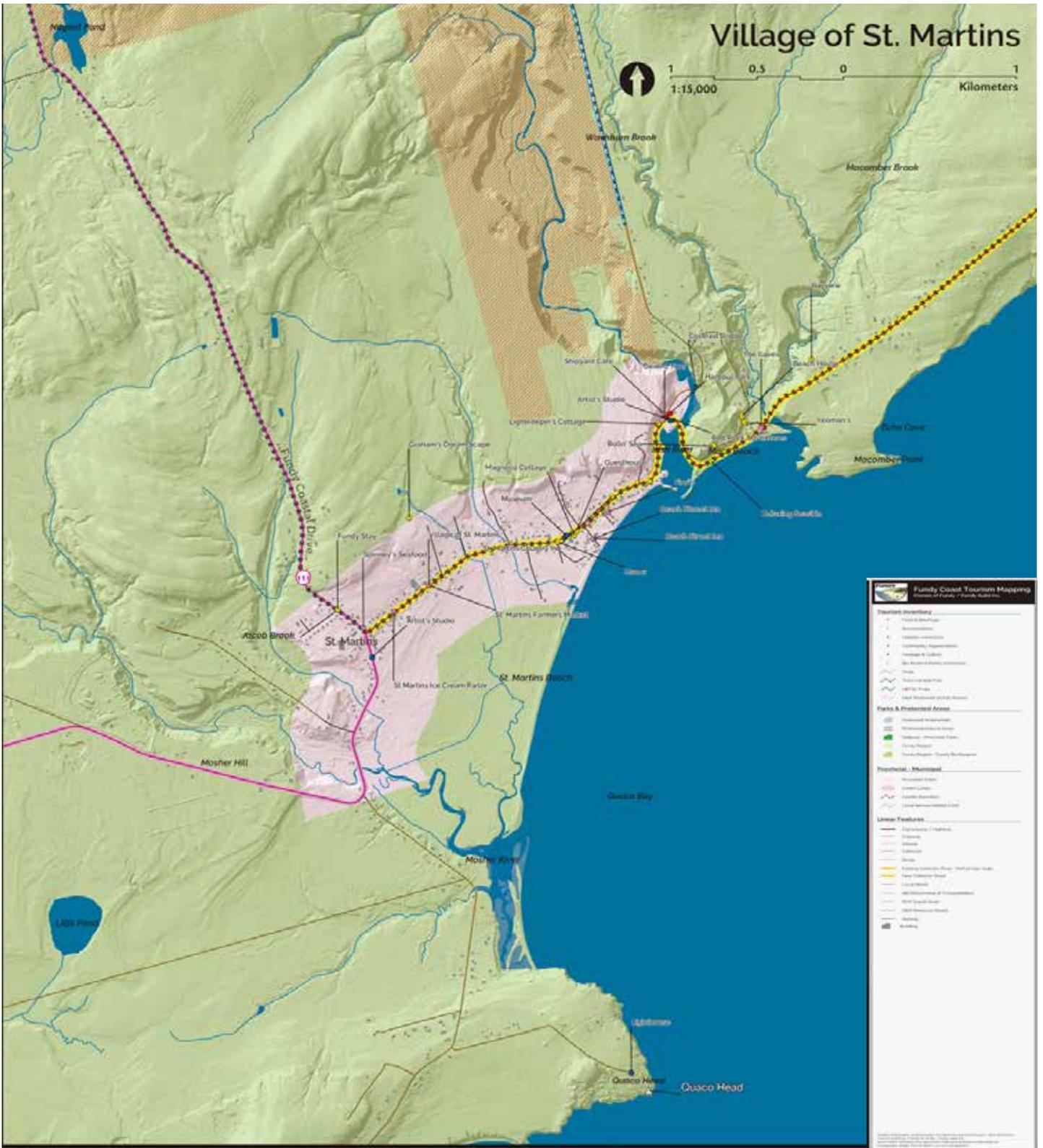
To envision a shared direction for Upper Bay of Fundy Rural Region, we first need to see what we have. These first drafts of our digital maps illustrate the various tourism assets in the community. We will continue to add and refine the content of these maps as the project progresses we will and residents, operators, and non-profit and government officials are able to view and interact with the content. Our goal is to create accurate visualizations of the Upper Bay of Fundy Rural Region to assist with future planning and management.



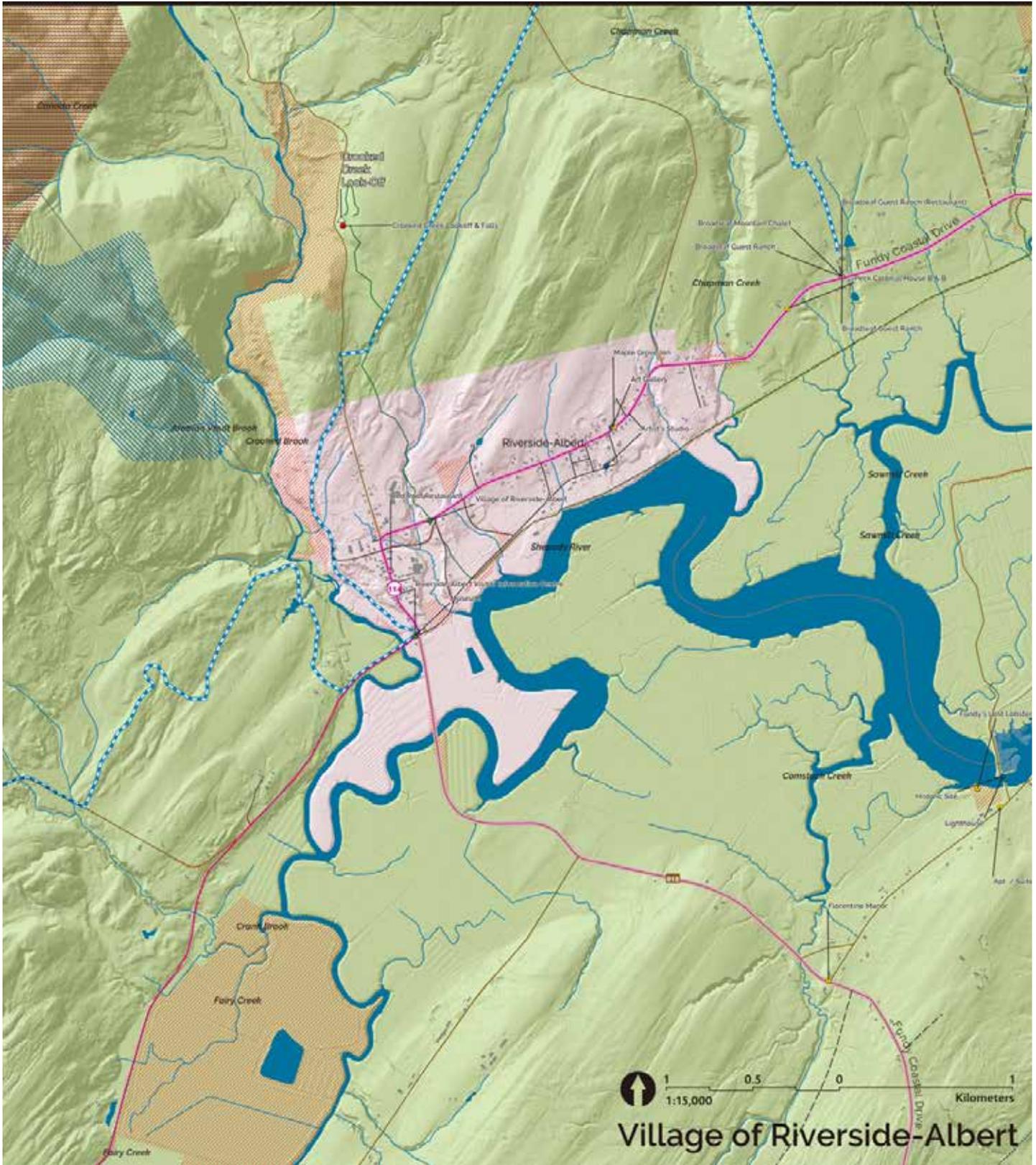
Hillsborough.



Sussex.

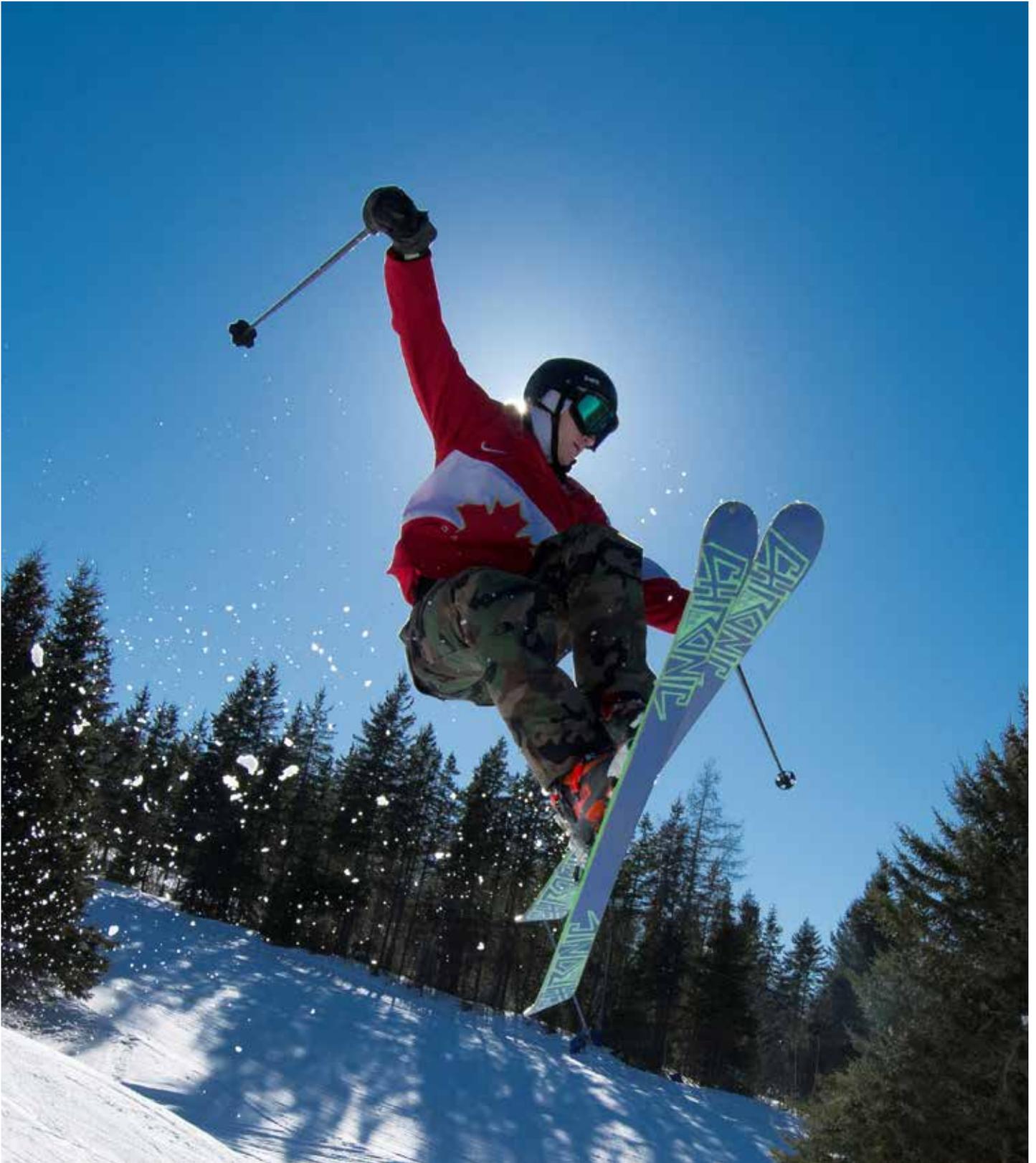


St. Martin's.



Riverside-Albert.





Big air at Poley Mountain Ski Resort. (photo credit: JPM Lamontagne)

# Digital Footprint Assessment

By Kevin Berry, digital marketing specialist

This report assesses:

- how the Upper Bay of Fundy Rural Region appears in digital searches; and,
- the digital presence of the region's tourism operators.

## Summary of Key Observations

- The Upper Bay of Fundy destination is extremely well represented online, in many travel sites, articles, social media and search results. Local results, links, and imagery from the Hopewell Rocks and local Upper Bay of Fundy attractions are dominant within the broader region.
- While other regions around the Bay of Fundy suffer from what could be considered a lack of focus or association with the Bay of Fundy "Brand" online, this region has centered itself around key, well-recognized and easily found attractions that draw traffic to the area.
- Some of the strongest performing online assets are very out-of-date and not controlled at the local level or even maintained.
- Three core attractions dominate the digital footprint of the region: Fundy National Park, The Hopewell Rocks and the Fundy Trail Parkway.
- Restaurant operators have migrated almost entirely away from stand-alone websites to use Facebook as their websites.
- Outdoor and adventure sites are dominant

and deliver top search results, online presence, and social media interactions

- Arts and culture presence is weak for this region. Galleries, museums, artisans, and historical sites are not highly visible in many online sources and results.
- Accommodation operators are under-utilizing online travel agencies (OTAs) and booking sites, including Google. This may be seasonal.
- Facebook is the only platform with 100% uptake among operators.

## Recommendations

- Local operators should have a baseline online presence. Up-to-date Google Listings, Tourism NB Listings, and Facebook Pages should be seen as the minimum.
- Local operators should take advantage of the Tourism NB website to promote deals and packages as well as other opportunities for promotion.
- Accommodations need to be better represented on online booking sites such as Google, Trip Advisor and others.
- Consistent use of Bay of Fundy and local common keywords such as Hopewell Rocks, Fundy Trail Parkway in online content and sites will create even more impact for operators.
- Engage with social media influencers and

travel blog writers in order to gain top of mind results and engage with travelers as they are starting to plan their trip.

- Engage with platforms such as TikTok, YouTube, and Instagram Reels around highly visual and unique local experiences.
- Creation of easy to share, easy to digest content around local operators and lesser-known attractions that can be incorporated into the larger regional partner sites.
- Many observations may be skewed by diminished activity due to Covid-19, there should be a re-examination and competition of the individual operators spreadsheet closer to peak season and hopefully post-Covid-19.
- Opportunity to provide basic website, social media and online presence support to operators along with individualized feedback.
- There is an opportunity for alignment and cross-linking with key provincial anchor sites in the region (Rocks, Parkway, Cape Enrage, etc).
- Communities need to assess and think about how they brand themselves and align with the Upper Bay of Fundy region, particularly as municipal reform is implemented.
- Create and maintain an up-to-date Bay of Fundy Destination website that would compete with or replace the older "bayoffundy-tourism.com" and "bayoffundy.com" sites focusing on updated Google and Social Media functionality. This opportunity goes beyond just the Upper Bay of Fundy Region.

## Destination Overview

The Upper Bay of Fundy Rural Region in New Brunswick for the purposes of this report encompasses the region from St. Martins through to Hillsborough, N.B. This encompasses the areas of Fundy National Park, The Hopewell Rocks, and the communities of St. Martins, Sussex, Alma, Riverside-Albert, Hillsborough and adjacent rural areas.

The destination is characterized by rocky cliffs and shorelines with sweeping vistas and a unique focus on the environments created by the highest tides in the world. The province of New Brunswick has actively promoted the region for its tides and the ability to interact and learn about these forces of nature here as well as the unique geology of the region.

Fundy National Park and The Hopewell Rocks have historically been large drivers of tourism traffic to the region. The Hopewell Rocks are considered New Brunswick's top attraction and are actively promoted by the Provincial Department of Tourism.

Communities such as Alma have grown their tourism sector largely as a result of being located at the main entrance Fundy National Park. The tourism operators that exist along the Route 114 provincial highway from Moncton to Fundy National Park have benefited greatly from the traffic driven by these two destinations.

In recent years the development of the Fundy Trail Parkway from St Martins through to Sussex and the northern border of Fundy Park has emerged as a growing destination as well. Other key attractions in the region include Cape Enrage, Mary's Point Bird Sanctuary, the St. Martins Sea Caves.

Numerous hiking trails have been developed and are actively being promoted as well. The region is gaining an international reputation for

trails such as the Fundy Footpath, and is becoming a mountain biking destination as well. The region has benefited from its designation as a UNESCO Biosphere reserve which also actively promotes the region.

The core area of the region has had an active tourism association for over 40 years, the Albert County Tourism Association. However, this organization does not include important gateway communities such as St Martins and Sussex.

The City of Moncton has recently began promoting the region as part of its strategy as a Road Trip Destination highlighting nearby attractions, with the Upper Bay of Fundy being front and centre. The City of Saint John utilizes many of the Upper Bay of Fundy attractions in its promotions as well.

### Key Attractions List

The region is fortunate to have several world-class and top-of-mind attractions. These are the essence of what drive visitors to this region.

#### Bay of Fundy

The Bay of Fundy is an internationally recognized “bucket list” attraction to see and experience the highest tides in the world. This is most certainly the most important and unique driver for Tourism in the Region and most attractions are focused on the Bay of Fundy Experience.

#### Fundy National Park

Established in 1950, Fundy National Park offers rugged coastlines, hiking, camping and over 25 waterfalls. It can be considered a key anchor site for the region’s tourism strategy.

#### Hopewell Rocks

The Hopewell Rocks Provincial Park has been the Province of New Brunswick successful effort to capitalize on the experience of the Bay of Fundy tides. Through the Hopewell Rocks iconic imagery recognized around the world, it’s online

strategy of “walk on the ocean floor” has led it to become the number 1 tourism destination in the province.

#### Fundy Trail Parkway

After 25 years of development, the Fundy Trail Parkway has opened as world-class driving trail, offering 30 km of spectacular winding coastal and highland roads, vistas, hiking trails and pristine beaches. It has been growing as a key destination in recent years and has the opportunity to drive much more growth in the region.

#### Cape Enrage

As the third Provincial Park in the region, Cape Enrage offers towering cliffs, abundant fossils, a still functioning 19th century lighthouse, fog-horn and Lighthouse Keepers and has in recent years added outdoor adventure components such as rappelling and zip-lining. As one of the top 4 highlighted natural attractions in the region by New Brunswick Tourism, it has the opportunity to become more dominant digitally and through physical traffic.

### Covid-19 and the Off-Season Effects

Covid-19 has had a significant impact on the physical and digital traffic to the Upper Bay of Fundy destinations. It is likely difficult to overstate the impact that the pandemic has had on the industry. If we look at the visitors to the Top 3 Attractions in the area, we can see the dramatic plunge in visitors at the Hopewell Rocks from 273,500 in 2019 to 41,887 in 2020, an 85% decline.

Some of the trends, websites, and traffic patterns in this report are unfortunately impacted and limited by Covid-19. We have attempted to highlight where we believe the current situation or data may be impacted by the global epidemic’s effect on tourism.

## Current Metrics and Background Data

As a metric of past traffic to the region, our main source is the Province of New Brunswick Tourism data. The Department of Tourism compiles leading indicators by month for several attractions and accommodations around the province.

For the study area, the attractions are limited to the Hopewell Rocks, the Fundy Trail (Fundy Parkway) and Fundy National Park. In their annual report the department of tourism has, in some years, published website redirects or “leads” where digital visitors have exited the Tourism NB site for a local operator, partner or attraction.

The change in traffic due to Covid-19 in 2020 and limited rebound in 2021 are obvious.

The relatively stable and even growing traffic to the Fundy Trail Parkway are likely because it is largely a driving trail, and in 2020 saw an increase due to a newly completed connector road as well as new and significant promotions of the Parkway by the Province and the Parkway management itself.

The author is not aware of the reason for the decline in traffic in 2021 from 2020.

## Province of New Brunswick Visitor Indicators

	Hopewell Rocks	Fundy National Park	Fundy Trail Parkway	Tourism NB Website Redirects
<b>2016</b>	243,963	271,365	43,194	1,162,899
<b>2017</b>	305,200	297,349	42,181	1,829,146
<b>2018</b>	278,061	235,432	48,614	507,065
<b>2019</b>	273,500	234,686	44,380	297,567
<b>2020</b>	41,887	163,164	61,894	n/a
<b>2021</b>	113,511	217,794	47,388	n/a

Data compiled from Province of New Brunswick's Department of Tourism, Heritage & Culture Indicator Reports and Annual Reports for years cited.

## Key Stakeholders & Current Marketing of the Destination

When we look at the regional stakeholders, local municipalities, and peripheral cities we see that there is significant promotion and utilization of the key assets of the Upper Bay of Fundy.

### Province of New Brunswick, Tourism New Brunswick

<https://tourismnewbrunswick.ca/bay-fundy>

Tourism New Brunswick is probably the most significant online source of traffic and information for visitors to the region. The Tourism NB Website maintains a focal series of pages, landing pages, itineraries and is a strong driver of traffic to local operator sites.



*Tourism NB website homepage.*

In terms of visibility, any search term related to accommodations, restaurants, museums, shops, galleries, and outdoor adventure associated with Fundy-related keywords will return a first page result on Google.

Being listed on the Tourism NB website will significantly boost the chances an operator's website will appear on Google's page 1 search results.

The Tourism NB Website has made it very simple for operators to have their businesses listed

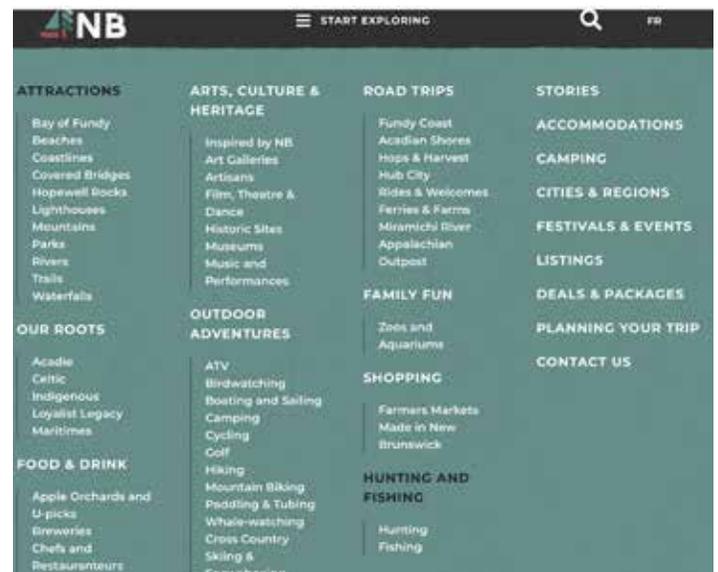
and it is surprising how many local operators have NOT taken advantage of this.

In fact, 22 per cent of the tourism operators assessed for this report were not listed on the Tourism NB site.

See Albert County Tourism further below for an example of how a local partner utilizes the Tourism NB Website to its advantage.

Tourism NB's website is continually refreshed, updated and overhauled and should be seen as one of the most important sites for an Upper Bay of Fundy digital strategy.

Of special note is the Hopewell Rocks Provincial Park. It is New Brunswick's #1 tourist destination and can be seen as a high level link from almost anywhere in the Tourism NB site navigation, in addition to Bay of Fundy, as indicated on the screenshot below.



*Tourism NB website site map.*

## Hopewell Rocks

<https://www.thehopewellrocks.ca/>

The Hopewell Rocks is one of the highest traffic search terms for the region, making it possibly the highest value digital tourism property in the province.

The Hopewell Rocks website is currently nested under the broader Parks NB Parcs website and at the time of this report appears to be under maintenance as the former site and domain are not being utilized to the extent of past years.

Bay of Fundy Tides Table links at the Hopewell Rocks have in past years been one of the highest traffic search results in the area.

Historically, thehopewellrocks.ca website was an anchor site for the region, receiving significant visitor traffic and containing abundant information about the destination, the tides, exhibits, facilities, trails and more.

There is an opportunity for the Upper Bay of Fundy Rural Region to partner with the Hopewell Rocks to ensure up-to-date and active content for visitors to the Rocks. As many visitors often visit twice, at high and low tide, there is an opportunity to direct visitors to local operators and other attractions in the nearby area.



*Hopewell Rocks on the Parks NB Parcs website.*

## The Fundy Trail Parkway

<https://fundytrailparkway.com/>

As one of the top tracked destinations in the region and in the province, this site is sure to grow in its influence and scores.

The website provides a very comprehensive overview of the trails, lookouts, and sights along it's way.

It falls short in providing links or information to the Upper Bay of Fundy region. As with the Hopewell Rocks, there is an opportunity to provide more information and external links from this site.



*Fundy Trail Parkway website home page.*

## Albert County Tourism (FundyTourism.com)

<https://fundytourism.com/>

The Albert County Tourism Association's Fundy-Tourism.com has done a good job reflecting the look and feel of the Tourism NB Website and is a top-level link from Tourism NB as well.

The site provides listings and maps for its members, which are about 70 businesses from River-view to Alma.

It provides links to individual members who pay an annual membership fee and is known locally for a printed map it distributes highlighting the area and its member businesses.

In search results for things like “Where to Eat near the Hopewell Rocks”, or “Accommodations near Fundy Park” it generally returns first page results on Google.

There could be opportunity for it to expand its listings to non-members, or to expand its geography to include periphery businesses in locations like St. Martins and Sussex or to provide links to other regional partners.

In 2019 the Association ran a series of pay-per-click (PPC) Google Search and Google Display Ads that provided results demonstrating that a local organization can generate focused meaningful paid traffic.



Albert County Tourism Association's FundyTourismNB site.

### St. Martins

<https://destinationstmartins.com/>

<https://stmartinscanada.com/>

Destination St. Martins provides a listing of local businesses, sites, shops, cultural assets and much more. In addition to Destination St. Martins, the St. Martins Chamber of Commerce maintains a very similar site.

Neither site scores high on visibility on more generic Bay of Fundy search terms, but both compete for local traffic.

The Village of St. Martins will become part of a larger regional rural municipality in 2023 and as such will likely have larger budgets and an opportunity to do more in terms of tourism and its digital presence.



The Destination St. Martins website.



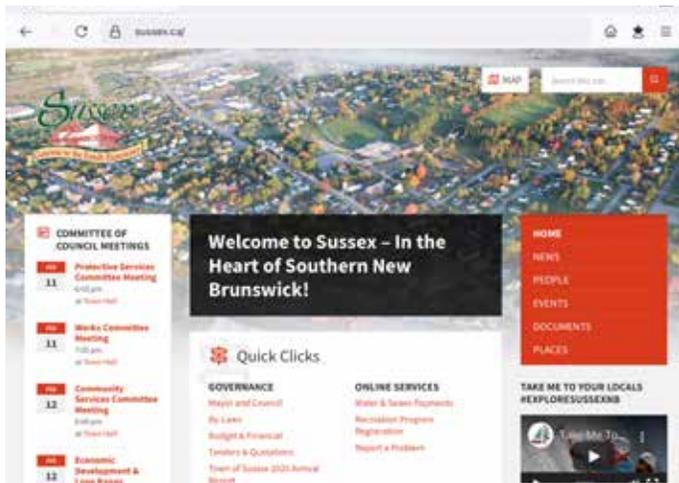
The St. Martins Chamber of Commerce website.

### Town of Sussex

<https://sussex.ca/>

The Province has in recent years begun to promote Sussex as a gateway to the Fundy region, as an entry point to the Fundy Parkway, Fundy National Park, the Hopewell Rocks, and as part of the Fundy Coastal Drive.

At the time of this report, the Town and most businesses do not seem to be using the Bay of Fundy or Fundy area attractions as part of their online strategy, but there is a significant opportunity to do so.



Town of Sussex website home page.

### Villages of Alma, Riverside and Hillsborough

<https://villageofhillsborough.ca/>

<https://www.villageofalma.ca/>

<https://www.riverside-albert.ca/index.htm>

In 2023 these three villages in the core of the region will be amalgamating with specific rural areas along Routes 114 and 915 to form one community. As such, it will be an important player in the regional tourism strategy.

While these three villages have all maintained local websites providing overviews of local attractions, businesses and activities, none have really been highly visible as compared to other online partners.

### City of Moncton

<https://www.visitgreatermoncton.com/>

<https://www.experiencemoncton.ca/home-page>

The City of Moncton has recently approved the formation of Destination Marketing Organization (DMO) that will be funded by a 3.5 per cent

Tourism Accommodation Levy. Initial indications are that it will promote itself as a centre for accommodations and dining while exploring the larger region, including the Upper Bay of Fundy rural region. It is clear that there will be an opportunity for the Upper Bay of Fundy region to promote its assets as a key draw for the DMO.

The City of Dieppe is also collecting a Levy and it may be part of this strategy in the future as well.

### City of Saint John

<https://www.discoversaintjohn.com/>

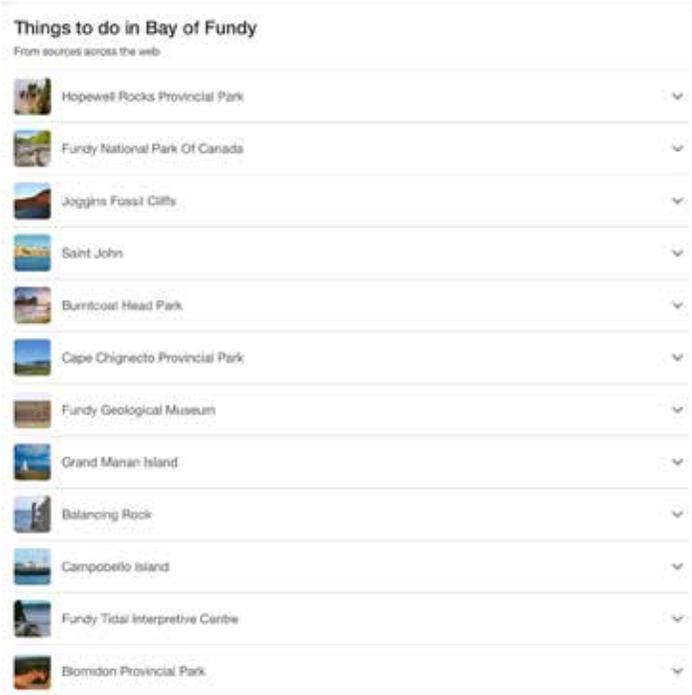
The City of Saint John actively promotes the St Martins area as part of its tourism strategy. There is opportunity to provide more content on the western part of the study area as part of the City of Saint John efforts.

### Competition for the Bay of Fundy Brand

The Province of New Brunswick has capitalized on the Bay of Fundy experience and brand more so than Nova Scotia and as a result is well positioned to capture the larger share of online traffic to New Brunswick destinations.

Nova Scotia has recognized this in recent years (Bay of Fundy Interpretation and Attraction Development Plan, 2010 by RMA Tourism) and as a result is beginning to gain more traction around the promotion of the Bay of Fundy and its development of attractions such as Burntcoat Head Provincial Park, Fundy Tidal Interpretive Centre and Rafting in Shubenacadie, Joggins Fossil Cliffs, Dining on the Ocean Floor and the Not Since Moses Run.

Despite recent effort and gains by Nova Scotia around promoting the Bay of Fundy, it appears that New Brunswick is still maintaining top-of-mind and top-of-search results.



A typical search result for 'things to do in Bay of Fundy'.

## Competition with other New Brunswick Bay of Fundy Attractions

The Province of New Brunswick promotes the Fundy Coastal Drive, which stretches from the USA Border at St. Stephen to the Nova Scotia border at Sackville.

Other locations such as the Reversing Falls in Saint John, St. Andrews, Grand Manan, and the other Fundy Isles all offer their own unique appeals from whale watching, boating and more urban experiences as well.

The Upper Bay of Fundy Rural Region as highlighted in this report can be seen as both complimentary or in competition with these other Bay of Fundy locals. From an online perspective, as well as from raw visitor numbers to the key attractions, the Upper Bay of Fundy is strongly positioned to continue to promote itself around the Bay of Fundy experience.

## Destination Online Footprint SEO/SEM

Perhaps the most obvious way to look at the Upper Bay of Fundy Footprint is to look at the presence of the region, it's top keywords or search terms, and how they are reflected online. SEO refers to "Search Engine Optimization" and SEM means "Search Engine Marketing". These areas of digital marketing look at how a business, a brand, or a website can be found online. It is the practice of examining and optimizing how to make yourself "discoverable" in the most efficient and effective manner.

For this project we examined the most significant websites that capture online traffic for the region and looked at the terms that people are searching on and the sites that they are referred to as a result.



New Brunswick tourism keyword search terms word cloud.

The Upper Bay of Fundy Region is well-represented online. If we look at the highest ranked pages, based on a variety of keywords and search terms, coming from a variety of geographic locations, there is a strong pattern and consistency among the top sites: The top performing sites provide a broad level of cross-linking to other sites and score high on keyword terms around the Bay of Fundy and it's associated attractions.

## The top keywords associated with the Bay of Fundy that return more than 500 searches/month.

Keyword	Average monthly searchers	Keyword	Average monthly searches
bay of fundy	50,000	hopewell rocks park	500
hopewell rocks	50,000	the hopewell rocks	500
fundy national park	50,000	alpine motor inn alma	500
cape enrage	5,000	place to stay alma nb	500
fundy trail	5,000	high tide bay of fundy	500
st. martins nb	5,000	hope rocks motel	500
alma nb	5,000	alma nb accommodations	500
sussex nb	5,000	fundy rocks motel	500
fundy	5,000	hopewell rocks kayaking	500
bay of fundy tides	5,000	bay of fundy camping	500
hopewell rocks tides	5,000	fundy campground	500
bay of fundy national park	5,000	bay of fundy rocks	500
fundy national park camping	5,000	cape enrage lighthouse	500
fundy footpath	5,000	best place to see bay of fundy tides	500
fundy park trails	5,000	low tide hopewell rocks	500
fundy park	500	bay of fundy hopewell rocks	500
highest tides in the world	500	cliffs of fundy	500
fundy camping	500	bay of fundy whales	500
hopewell cape	500	st martins nb accommodation	500
fundy tides	500	cottages in alma nb	500
fundy rose	500	tidal bore bay of fundy	500
hopewell rocks provincial park	500	bay of fundy park	500
parc provincial hopewell rocks	500	hopewell rocks high tide	500
fundy park camping	500	hope well rock	500
fundy national park trails	500	fundy hiking trails	500
hopewell rock tide times	500	canada bay of fundy	500
otentik fundy	500	bay of fundy flower pots	500
fundy highlands	500	rochers hopewell	500
fundy trail campground	500	alma new brunswick hotels	500
cape enrage zipline	500	kayaking bay of fundy	500
fundy national park cabins	500	bay of fundy campground	500
flower pot rocks	500	bay of fundy ferries	500

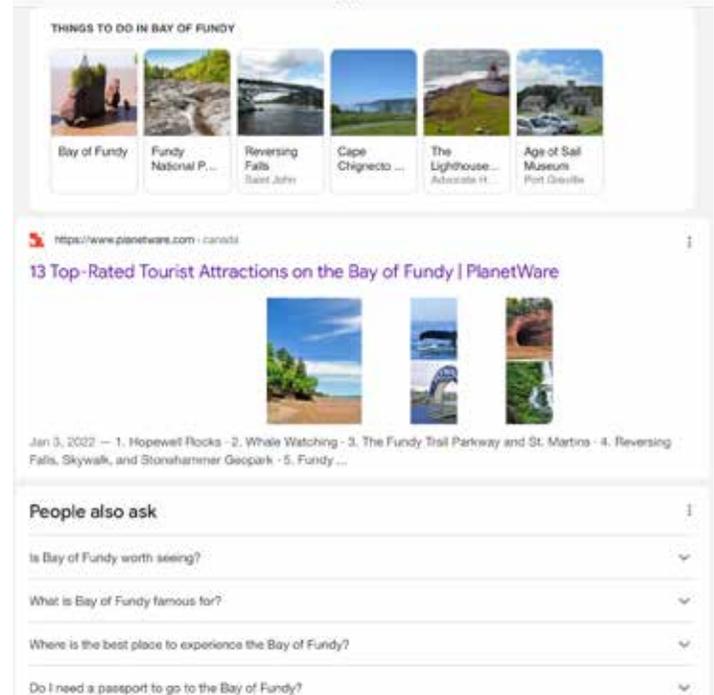
In a generic look at New Brunswick Tourism search terms that visitors use when searching for New Brunswick Tourism we can see that Bay of Fundy and the Hopewell Rocks are two of the top searched-for terms. Related search terms such as Bay of Fundy Tides and St. Martins NB also appear in the Top 20.

Brand or Non-Brand	Keywords	Activity	Keywords
<input checked="" type="checkbox"/> Place		<input checked="" type="checkbox"/> Activity	
<input checked="" type="checkbox"/> bay of fundy	321	<input checked="" type="checkbox"/> camping	70
<input checked="" type="checkbox"/> fundy national park	274	<input checked="" type="checkbox"/> hiking	63
<input checked="" type="checkbox"/> hopewell rocks	147	<input checked="" type="checkbox"/> kayaking	14
<input checked="" type="checkbox"/> fundy trail	96	<input checked="" type="checkbox"/> Other	4
<input checked="" type="checkbox"/> cape enrage	13	<input checked="" type="checkbox"/> Lodging	
<input checked="" type="checkbox"/> Other Brands		<input checked="" type="checkbox"/> Lodging	
<input checked="" type="checkbox"/> nb	128	<input checked="" type="checkbox"/> hotel	84
<input checked="" type="checkbox"/> airbnb	10	<input checked="" type="checkbox"/> lodge	28
<input checked="" type="checkbox"/> bay ferries	5	<input checked="" type="checkbox"/> Housing	
<input checked="" type="checkbox"/> canadian	5	<input checked="" type="checkbox"/> Housing	
<input checked="" type="checkbox"/> parkland village inn	4	<input checked="" type="checkbox"/> cottage	31
<input checked="" type="checkbox"/> tripadvisor	3	<input checked="" type="checkbox"/> chalet	14
		<input checked="" type="checkbox"/> Other	3

*Refined search terms for New Brunswick tourism.*

If we further refine the search terms by activities and brands, the following categories emerge. One of the things that search engines like Google and Bing do to highlight top results in a search is to display Snippets and Callouts. In determining which results can be displayed as a Snippet, Google looks for sites with highly structured content such as lists that are often seen as a match to visitor searches. If we look at the "Snippets" for a very broad and common search such as "best place to see the bay of fundy" we see the following displayed results.

The text being returned is coming from planetware.com, which is a consistently top-scoring site and we see that the imagery being displayed is popular sites - Hopewell Rocks, Fundy National Park and Reversing Falls. The Hopewell Rocks images are consistently the top-scoring and top returned images for most Bay of Fundy related searches.



*Typical search result for 'Things to do Bay of Fundy.'*

In addition, Google and Bing typically return related "People also Search for" and "Related Searches" call-outs. The Upper Bay of Fundy sites and imagery is consistently a top scored and top displayed result, as displayed in the previous screenshot.

While sites like Tourism New Brunswick, the Hopewell Rocks, Fundy National Park and the Fundy Trail Parkway are all highly ranked and visible sites there are some interesting results from other sites. In many online searches around the Bay of Fundy, there are some top ranked sites from outside the area as well.

There are strong results from fishing sites, hiking sites, and tide-related sites. In fact, so many searches and links from Bay of Fundy sites go to tide sites, that these sites are strong competitors in online traffic for related search terms.

## Top Ranking Sites by Keyword and Search Terms

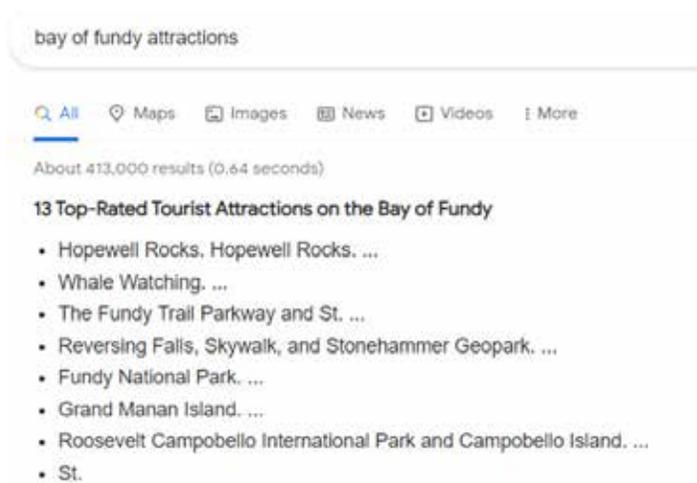
Top Competitors' URLs	Domain Authority	Overlap	Rivalry
bayoffundytourism.com	49	11%	77
bayoffundy.com	45	17%	80
novascotia.com	63	18%	78
tideschart.com	63	10%	66
tourismnewbrunswick.com	60	12%	64
tide-forecast.com	54	8%	64
tides.gc.ca	39	7%	64
ferries.ca	49	9%	64
tidetime.org	28	6%	59
thehopewellrocks.ca	52	4%	58
nbparks.ca	48	3%	58
tides4fishing.com	45	4%	53
tripadvisor.com	77	19%	52
capeenrage.ca	33	4%	52
pc.gc.ca	75	9%	51
travel.destinationcanada.com	63	2%	49
top5ofanything.com	50	1%	48
authentikcanada.com	50	1%	48
tidalboretimes.ca	21	2%	44
your-nova-scotia-holiday.com	27	4%	44
ontheworldmap.com	53	1%	44
nationalgeographic.com	93	4%	43
waterlevels.gc.ca	40	2%	42
windfinder.com	63	2%	42
canadianbucketlist.com	40	1%	42

When we break down the results and look at more specific, regional and what are called “long-tail search terms” there are additional players that move to the top of the list.

### Planetware

<https://www.planetware.com/canada/bay-of-fundy-cdn-nb-nbbf.htm>

Planetware is an example of a strong performing site. It is a TravelGuide site similar of Fodors, Frommers, Lonely Planet, etc. It features articles by travel writers about destinations around the world. They are experts at SEO ranking and providing the type of content that Google loves to index and feature.



*Planetware lists often make first page of search.*

An up-to-date travel article by Barbara Radcliffe Rogers of New Hampshire is consistently at or near the top of many Google searches around the Bay of Fundy. Because of the structure of the content among other factors, this listing of the 13 Top-Rated Tourist Attractions on the Bay of Fundy features as links, lists and snippets in many searches.

Searches around many top keyword search terms associated with Bay of Fundy consistently return this article. Three of the top five attractions consistently listed are in the Upper Bay of

Fundy Region. What this site has done is create a structured list, which search engines love, with strong emphasis on top performing attractions from the region, and it shows in the results.

### BayofFundyTourism.com

<https://bayoffundytourism.com/>

BayofFundytourism.com is an out-of-date, but well built and content-rich site that consistently ranks top of page on many search results.

It appears to have been a joint initiative first created over 10 years ago by the Provinces of New Brunswick and Nova Scotia along with RMA Tourism which may no longer be an active company.

The site itself contains a number of broken links and out of date information, but still ranks consistently higher than many more recent, but less rich and optimized sites. The Twitter account has not posted since 2015, but has 4,517 followers. Its Facebook page has 19,355 followers and has been inactive since April 2021.

RMA Tourism could not be contacted nor were their responses from inquiries to the site. There is an associated YouTube Bay of Fundy Travel Show channel with 19 Bay of Fundy videos going back 11 years, many from the Upper Bay of Fundy region with views in the 30-40k range.

### BayofFundy.com

<https://www.bayoffundy.com/>

As with the previously listed site, this site has significant content spanning NB, NS and Maine and appears to be privately run. It is also out-of-date, has a number of broken links, but still ranks on Page 1 of many searches.

### Destination Canada - Bay of Fundy

<https://travel.destinationcanada.com/things-to-do/road-tripping-fundy-top-spots-worlds-highest-tides>

Destination Canada is top referring domain to many of the regional sites and even to local operators who have been focused in their content. Tourism NB has featured blogs and articles and, in the past, have also engaged in paid content on the sites.

There is an opportunity to provide more content focused on the Upper Bay of Fundy Region. Destination Canada has also created partner content with the National Geographic Society focused on the region.

<https://www.nationalgeographic.com/travel/article/partner-content-bay-of-fundy-best-road-trip>

Another example is a featured article by a well-known travel writer, Heather Greenwood Davis who writes for such venues as the Toronto Star and Oprah Magazine. This article is specifically focused on the Upper Bay of Fundy and has links to several local operators. This is an example of what encouraging and supporting curated content can achieve.

<https://www.nationalgeographic.com/travel/article/bay-of-fundy-new-brunswick-nova-scotia>

There are many other sites with content driving traffic to local operators and attractions, and the rankings on these list change with time as content scores and relevancy changes.

### Social Media Footprint and Platform Use

Sharing tourism experiences today has moved away from the old printed guidebooks, brochures and photo albums and has been replaced by social media. With social media, everyone is a potential ambassador of the region and its businesses.

If we look at the region’s presence on social media, we can look at both broad presence and also the use of the social media platforms by individual operators. In an examination of a subset of the operators in the region, the following results were recorded. See chart below. Instagram and Facebook numbers represent number of followers; for Google and Trip Advisor we assessed the number of reviews.

#### Facebook

Facebook has become the dominant, and “bare-minimum” for all operators in the study area. Of the operators and local sites examined, 100 per cent had a Facebook Page with an average count of 4,418 followers.

One particularly interesting trend is all stand-

### Popular Social Media Platforms by Use, Upper Bay of Fundy operators

	Instagram	Google	Facebook	TripAdvisor
Use %	53%	87%	100%	74%
Most reviews or followers	7,000	586	20,810	2,602
Least reviews or followers	149	5	409	1
Average	1,118	170	4,251	557

alone Restaurants looked at in the region have completely abandoned websites in favour of running their online presence on Facebook. The only restaurants in the region that still have a website presence are those that are within inns or hotels which have broader sites.

In speaking with several restaurant operators who have abandoned their websites for Facebook there are several common reasons that emerge:

- cost savings
- technical complexity
- ability to keep content current
- customer interaction ability

There also may be the effects of Covid-19 and lower customer traffic that have spurred operators to cut costs, but overall, it seems to be more about the ability to keep content current and interact with their customers that is driving this behavior. It will be interesting to revisit this trend post-covid and once the tourism traffic has regained previous numbers.

The disadvantage seen with this move is that many of the operators have abandoned domains that are out of date on listing sites or even in search results. There is also the threat of having their business domain taken. Facebook-based business listings generally will not score high in search results and this may give an SEO advantage to hotel and inn-based restaurants to score higher on generic eating-related searches in the region.

Taking a look overall at the operators examined, the average following is 4418 and the average like is 4251, ranging from 409 to 20810. Poley Mountain Resorts is the highest at 20810, with the Fundy Trail Parkway at 11734 and the Hopewell Rocks at 13057. It is interesting that the Fundy Trail Parkway has quickly gained in online popularity to rival the Hopewell Rocks. The Average Review count is 107, ranging from

8 to 409. The average review score is 4.8, ranging from 4.2 to 5.0.

An observation is that not all operators have the reviews functionality enabled. In fact, 26% have reviews disabled. This can be seen as a lost opportunity to gain trust with a visitor and potential customer, but it also directly impacts search results as well, as search engine will give preference to sites or pages with reviews, and often to those with higher reviews.

The alternate point of view is that having bad reviews can severely impact a business online, so it may be to some businesses advantage to turn off reviews if they have been the subject of particularly low reviews.

There are some key areas for improvement that operators need to be aware of and utilize on their Facebook pages.

- Do not link to outdated websites or listings.
- Keep contact information and hours of business current.
- For restaurants, take advantage of the Menu feature to post your menu.
- Take advantage of pinned content and keep it current.
- Post actively, engage with your users, and respond to messages quickly.

### **Instagram**

Instagram is the #4 ranked social media platform on the planet after Facebook, YouTube, and WhatsApp. However, for the purposes of tourism, it is possibly the more important platform.

In a recent survey by Instagram it was found that 48% of users will look to Instagram when researching where to travel and to get inspired on new destinations. Considering that Instagram now has nearly 2 billion monthly users, and well over 500 million people use Instagram daily for an average of 29 minutes. Instagram stories has quickly taken over Snapchat with over 500 million daily users (compared to Snapchat at 150

million daily users).

Within the study area, 53 per cent of the Operators examined use Instagram.

The average number of followers is 1538, ranging from 149 to 7582 (Poley Mountain). If we take out Poley the next highest is 3500 (Fundy Trail Parkway), bringing the average to 1118. There is a strong opportunity here for businesses and attractions to gain customers. Over other platforms. Instagram is built on interactions and inspiration from family, friends, colleagues, and acquaintances: people you know, you trust, and whose opinion you are more likely to consider when it comes to making a travel decision.

### Top Instagram and Facebook Hashtags

Taking a look at the top Hashtags in use around top attractions and tags we can see the following generated lists from hashtag optimization platforms, these lists are by rank, so the higher in the list, the more commonly this hashtag is used associated with the specific attraction.

#### Hopewell Rocks

#hopewellrocks #newbrunswick #canada #bayoffundy #lowtide #explorenb #moncton #nb #atlanticocean #nature #confederationbridge #roadtrip #pei #newbrunswickcanada #travel #eastcoast #destinationnb #charlottetown #hopewell #explorecanada #themaritimes #magnetichill #lobsterbisque #ocean #summerroadie #redsoil #roadtoavonlea #cavendish #anneofgreengables #lobsterrisotto #seafoodplatter #fundy #travelphotography #atlanticcanada #explorenewbrunswick #fundynationalpark #ig #naturephotography #landscapephotography #hiking #travelgram #rocks #novascotia #discovernb #tide #beach #hightide #maritimes #explore #photography #atlantic #adventure #wanderlust #imagesofcanada #landscape #bayoffundynewbrunswick #sharecangeo #discovernewbrunswick #hopewellcape

#### ExploreNB (TourismNB promoted Hashtag)

#explorenb #newbrunswick #canada #explore-canada #nb #noisenb #seeninnb #destinationnb #eastcoast #nature #raw #discovernb #atlanticcanada #igers #maritimes #nbalways #myc-bcnb #newbrunswickcanada #saintawesome #fredericton #viewsnb #moncton #bayoffundy #nouveaubrunswick #discovernewbrunswick #sunset #saintjohn #photography #acadie #landscape #naturephotography #explorefred-ericton #chaleurnb #uptownsj #ig #sharecangeo #gram #uptownsaintjohn #bathurstnb #support-local #igerssaintjohn #summer #explore #hiking #photolovers #exploreeast #fundynationalpark #travel #beach #experienceacadie #saintjohnnb #photooftheday #acadian #acadienne #acadien #discoversaintjohn #acadienouvelle #fall #francophone

#### Bay of Fundy

#bayoffundy #novascotia #canada #explorenb #newbrunswick #annapolisvalley #wolfville #nature #novascotiarealestate #muskoka #raw #kaneisthekey #berwick #explorecanada #barrie #watetfrontnovascotia #chesternovascotia #windsornovascotia #halifax #exittownandcountry #eastcoast #schoolhousebrewery #eastcoast-lifestyle #atlanticcanada #callexit #valleypost #novascotiawaterfrontproperties #lakelife #gaspereau #ocean #explore #water #travel #destinationnb #maritimes #lunenburg #seeninnb #sunset #visitnovascotia #discovernb #ig #re-discoveringnature #outsideallseasons #novascotianature #backyardscenery #noisenb #igers #canadian #phoneography #lowtide #nbalways #fallslakens #exploringbackyard #naturesbeauty #appreciatingthesmallthings #skyline #nsrealtor #adventure #explorenovascotia

#### Fundy National Park

#fundynationalpark #newbrunswick #explorenb #fundy #canada #hiking #bayoffundy #nature #alma #eastcoast #newbrunswickcanada #explorecanada #atlanticcanada #raw #parkscan-

ada #hopewellrocks #noisenb #destinationnb #camping #nb #photography #hikenb #moncton #seeninnb #igers #adventure #travel #fundyfootpath #hike #thegreatoutdoors #roadtrip #getoutside #landscape #backpacking #travelcanada #lavertyfalls #mt #newbrunswicktourism #naturephotography #almanb #summer #maritimes #outdoors #atlanticbubble #vacation #hikingnb #nouveau Brunswick #waterfall #eastcoastcanada #imagesofcanada #ecmtb #hikecanada #nationalpark #dicksonfalls #forest #fundytrail #discovernb #hikenewbrunswick #canadian

### Fundy Trail Parkway

#fundytrailparkway #explorenb #fundytrail #newbrunswick #destinationnb #bayoffundy #stmartinsnb #atlanticcanada #explorecanada #nbalways #travel #destinationcanada #explore #inspiremyinstagram #mermaidlife #canada #discovernb #createyourhappy #mymermaidlife #noisenb #eastcoastmermaid #nb #nbexplorer #newbrunswickcanada #summer #canadalife #fundy #waterfall #ocean #fundytrailparkway #explorenb #fundytrail #newbrunswick #destinationnb #bayoffundy #stmartinsnb #atlanticcanada #explorecanada #nbalways #travel #destinationcanada #explore #inspiremyinstagram #mermaidlife #canada #discovernb #createyourhappy #mymermaidlife #noisenb #eastcoastmermaid #nb #nbexplorer #newbrunswickcanada #summer #canadalife #fundy #waterfall #ocean

### Top and Recommended Hashtags

Looking through the lists we can see a common thread of Hashtags emerge that would be of most utility to local operators and partners in the Upper Bay of Fundy.

1. #newbrunswick
2. #bayoffundy
3. #exploreNB
4. #hopewellrocks
5. #fundytrailparkway
6. #fundynationalpark

### 7. #fundy

#seeninnb #eastcoast #newbrunswickcanada #nb #maritimes are all actively used tags as well.

In addition, there is strong use in the local communities that should be encouraged, #stmartinsnb, #sussexnb #almanb #hopewellcapenb #riversidealbertnb and #hillsboroughnb.

Specific localities such as #capeenrage #watersidebeach #maryspoint are all examples of Hashtags to be used as well.

### Instagram Reels

With the new video capabilities of Instagram Reels, and its cross-linking via Facebook there is an opportunity for current Instagram creators and users to create and engage via video. This, along with TikTok are long hanging fruit for new short form video content.

### Google Operator Listings and Reviews

It is hard to overstate the importance for a business or operator to maintain and protect their Google listing and reviews. An up-to-date Google listing with accurate hours, contact information, links and reviews are essential in today's travel industry.

Research shows that 88 per cent of customers read online reviews to determine the quality of a local business when visiting an area; 72 per cent say that positive reviews will help them trust and select a business over those that have lower reviews.

Google reviews are a key component used by search engines to determine the top results. Google's search algorithm can place up to 10% weighting on reviews, based on quality, velocity and diversity. The reviews algorithm also are a key factor in determining if your business shows up in a "Map Pack". The map pack is a powerful listing from Google that shows a group of

businesses near where a visitor is searching. The map pack shows the address and phone number as well the number of Google reviews and the average score.

In addition, to the SEO and map pack advantage, operators can use Reviews to gain valuable feedback on their business and the visitor experience. If a visitor experience is negative, you should always respond. In general, the best approach is to apologize and provide a way to correct a wrong, if possible.

Businesses need to take an ownership role and prioritize keeping Google content up to date. Within the group of operators looked at in this study, 35 per cent did not have Hours of Operation listed, 9 per cent did not have accurate contact information.

Within the operators examined in this study, the average Google Review counts ranged from 5 reviews to 586. The average number of reviews is 170, and the average review is 4.7 ranging from 4.4 to 5.0. There are many operators in the

region with high numbers of reviews, and very positive reviews as well.

For Google Room Reservations, there are currently only a few local operators taking on-line reservations. It is recommended to re-examine this closer to the peak season and as travel to the area bounces back post-Covid.

### Trip Advisor

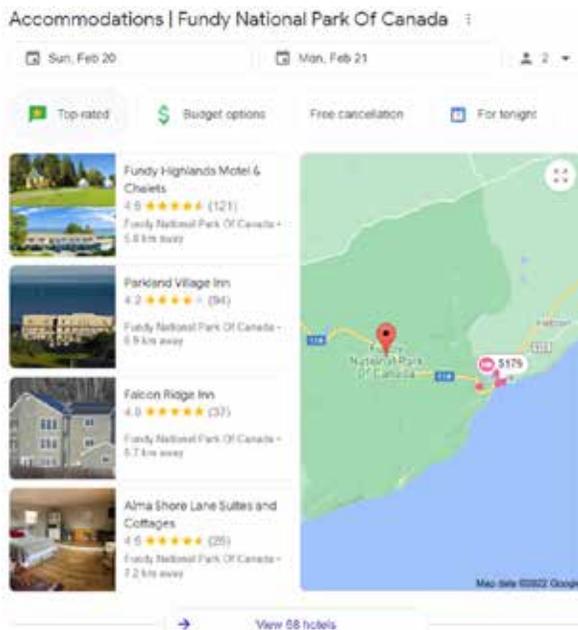
Trip Advisor has grown to be the dominant player in online travel reviews, search and listings and bookings.

It boasts over half a billion reviews, 500 million monthly users, and listings on over 7.3 million attractions, restaurants and accommodations. They have been going through some Covid-19 related changes and are experimenting with their pricing model for operators and things are somewhat in flux in the moment. They work with other OTAs (online travel agencies), aggregators and booking sites such as Booking.com, Expedia and many others.

Because of their dominance in search and reviews they consistently rank on page 1 for almost any travel-related search for accommodations, restaurants and local activities. Being listed and reviewed on TripAdvisor can immediately boost an operator's online presence, bookings and overall business.

Their pricing model has fluctuated somewhat but it appears that they are going with a royalty-based approach, with a hybrid of cost per click and have now introduced a TripAdvisor Plus subscription service which provides travellers with discounted bookings for a \$99 per year fee.

Of the businesses examined, the majority (74 per cent) have a Trip Advisor listing and score high in related searches as a result. In terms of raw review counts, the ranges are from 1 to 557 with an average review count of 123. The aver-



Example of a Google 'Map Pack'.

age review is 4.5, ranging from 4 to 5. Hopewell Rocks is an outlier at 2,603 reviews, a 4.5 rating, and is not included in the average.

At the time of this study, being in the off-season and also seeing limited travel due to Covid-19, we see a drop in the number of hotels actually offering online booking via TripAdvisor. While their listings are appearing, the links to book room reservations are typically defaulting to “contact the property”.

Trip Advisor is well known for its ranked lists of things like “Things to do near the Hopewell Rocks” or “Places to Eat Near Fundy National Park”. The operators who have highly reviewed listings on Trip Advisor traditionally see direct impacts in terms of customers and business.

### Tourism New Brunswick

The Tourism NB travel website is a high-scoring, high-authority site that consistently delivers page 1 search results for relevant terms for most listed business. Tourism NB has provided many tools for local operators to create and manage their listings as well as to create and upload other content such as deals and packages.

<https://tourismnewbrunswick.ca/sub->

Tourism NB new listing page for operators.

### [mit-new-listing](#)

About 22 per cent of operators do not have a Tourism NB Listing. This is an immediate and easy to complete activity for any tourism operator or entity in the region.

Tourism NB provides analysis of a subset of traffic directed from their website to local operators, sites and attractions related to the Upper Bay of Fundy region over a 12-month period from November 2020 to November 2021.

### Upper Bay of Fundy web traffic directed from Tourism NB

Affiliate Site	Clickouts to site
<a href="https://www.fundytourism.com/">https://www.fundytourism.com/</a>	399
<a href="http://www.fundytrailparkway.com/">http://www.fundytrailparkway.com/</a>	1,139
<a href="http://www.poleymountain.com/">http://www.poleymountain.com/</a>	119
<a href="http://fundytrail.ca/location/fundy-foot-path/">http://fundytrail.ca/location/fundy-foot-path/</a>	46
<a href="http://www.pc.gc.ca/eng/pn-np/nb/fundy/index.aspx">http://www.pc.gc.ca/eng/pn-np/nb/fundy/index.aspx</a>	128
<a href="https://freshairadventure.com/">https://freshairadventure.com/</a>	54
<a href="http://www.albertcountymuseum.com/">http://www.albertcountymuseum.com/</a>	67
<a href="http://www.quaco.ca/">http://www.quaco.ca/</a>	2
<a href="http://www.studioonthemarsh.com/">http://www.studioonthemarsh.com/</a>	3
<a href="http://axartscentre.ca/">http://axartscentre.ca/</a>	22
<a href="http://fundy-biosphere.ca/en">http://fundy-biosphere.ca/en</a>	234
<a href="http://www.stmartinscanada.com/">http://www.stmartinscanada.com/</a>	334
<a href="https://tourismnewbrunswick.ca/listing/town-sussex">https://tourismnewbrunswick.ca/listing/town-sussex</a>	n/a
<a href="http://www.broadleafbranch.com/">http://www.broadleafbranch.com/</a>	1,607
<a href="http://www.falconridgeinn.nb.ca/">http://www.falconridgeinn.nb.ca/</a>	69
<a href="http://www.allseasonsinn.ca/">http://www.allseasonsinn.ca/</a>	42

**Relevance & Interest Indicators: Tourism New Brunswick subset traffic analysis, November 2020 to November 2021. English and French pageview counts & average time spent on page.**

Page	Pageviews			Average Time on Page		
	English	French	Combined	English	French	Combined
<a href="https://tourismnewbrunswick.ca/bay-fundy">https://tourismnewbrunswick.ca/bay-fundy</a>	16,950	14,376	31,326	0:01:41	0:01:46	0:01:43
<a href="https://tourismnewbrunswick.ca/hopewell-rocks">https://tourismnewbrunswick.ca/hopewell-rocks</a>	4,291	2,846	7,137	0:02:02	0:02:26	0:02:14
<a href="https://tourismnewbrunswick.ca/fundy-coastal-drive">https://tourismnewbrunswick.ca/fundy-coastal-drive</a>	6,378	1,720	8,098	0:03:28	0:03:04	0:03:16
<a href="https://tourismnewbrunswick.ca/albert-county">https://tourismnewbrunswick.ca/albert-county</a>	555	364	919	0:01:35	0:01:34	0:01:35
<a href="https://tourismnewbrunswick.ca/fundy-coast-road-trip-fall">https://tourismnewbrunswick.ca/fundy-coast-road-trip-fall</a>	8,959	3,147	12,106	0:03:43	0:02:47	0:03:15
<a href="https://tourismnewbrunswick.ca/listing/fundy-trail-parkway">https://tourismnewbrunswick.ca/listing/fundy-trail-parkway</a>	1,727	630	2,357	0:02:15	0:02:18	0:02:16
<a href="https://tourismnewbrunswick.ca/listings?type=445">https://tourismnewbrunswick.ca/listings?type=445</a>	1,299	633	1,932	0:01:20	0:01:17	0:01:18
<a href="https://tourismnewbrunswick.ca/listing/fundy-trail-parkway">https://tourismnewbrunswick.ca/listing/fundy-trail-parkway</a>	97	24	121	0:03:39	0:04:32	0:04:05
<a href="https://tourismnewbrunswick.ca/listing/fundy-footpath">https://tourismnewbrunswick.ca/listing/fundy-footpath</a>	605	187	792	0:01:25	0:01:09	0:01:17
<a href="https://tourismnewbrunswick.ca/listing/fundy-national-park">https://tourismnewbrunswick.ca/listing/fundy-national-park</a>	1,184	412	1,596	0:01:56	0:02:22	0:02:09
<a href="https://tourismnewbrunswick.ca/listing/albert-county-museum">https://tourismnewbrunswick.ca/listing/albert-county-museum</a>	84	55	139	0:01:58	0:03:12	0:02:35
<a href="https://tourismnewbrunswick.ca/listing/quaco-museum">https://tourismnewbrunswick.ca/listing/quaco-museum</a>	14	0	14	0:00:18	0:00:00	0:00:18
<a href="https://tourismnewbrunswick.ca/listing/poley-mountain-resorts">https://tourismnewbrunswick.ca/listing/poley-mountain-resorts</a>	159	35	194	0:01:35	0:02:32	0:02:03
<a href="https://tourismnewbrunswick.ca/listing/kayak-fundy-freshair-adventure">https://tourismnewbrunswick.ca/listing/kayak-fundy-freshair-adventure</a>	105	55	160	0:02:10	0:02:15	0:02:12
<a href="https://tourismnewbrunswick.ca/listing/studio-marsh">https://tourismnewbrunswick.ca/listing/studio-marsh</a>	27	10	37	0:00:52	0:00:44	0:00:48
<a href="https://tourismnewbrunswick.ca/listing/ax-arts-and-culture-centre-sussex">https://tourismnewbrunswick.ca/listing/ax-arts-and-culture-centre-sussex</a>	96	23	119	0:01:50	0:01:42	0:01:46
<a href="https://tourismnewbrunswick.ca/listing/fundy-biosphere-reserve">https://tourismnewbrunswick.ca/listing/fundy-biosphere-reserve</a>	33	11	44	0:01:55	0:01:53	0:01:54

Page	Pageviews			Average Time on Page		
	English	French	Combined	English	French	Combined
<a href="https://tourismnewbrunswick.ca/listing/village-st-martins">https://tourismnewbrunswick.ca/listing/village-st-martins</a>	446	93	539	0:03:29	0:06:47	0:05:08
<a href="https://tourismnewbrunswick.ca/listing/town-sussex">https://tourismnewbrunswick.ca/listing/town-sussex</a>	682	208	890	0:04:18	0:04:12	0:04:15
<a href="https://tourismnewbrunswick.ca/listing/broadleaf-guest-ranch">https://tourismnewbrunswick.ca/listing/broadleaf-guest-ranch</a>	437	344	781	0:02:35	0:02:25	0:02:30
<a href="https://tourismnewbrunswick.ca/listing/falcon-ridge-inn">https://tourismnewbrunswick.ca/listing/falcon-ridge-inn</a>	75	7	82	0:02:17	0:02:13	0:02:15
<a href="https://tourismnewbrunswick.ca/listing/st-martins-country-inn">https://tourismnewbrunswick.ca/listing/st-martins-country-inn</a>	192	54	246	0:02:02	0:02:40	0:02:21
<a href="https://tourismnewbrunswick.ca/listing/all-seasons-inn-restaurant">https://tourismnewbrunswick.ca/listing/all-seasons-inn-restaurant</a>	201	64	265	0:01:35	0:01:52	0:01:43
	44,596	25,298	69,894	0:02:10	0:02:25	0:02:18

## Under-Utilized Platforms

### YouTube

YouTube is the second most utilized platform in the world for social media and it is under-represented in by the operators and attractions in this region. With literally billions of minutes of video content and over 2 billions users per month, it is the undeniable champion of online video.

When we look at the presence of travel-related content for the Upper Bay of Fundy Region, we see some strong videos, but they are generally older, some going back over 10 years. There seems to be a lack of more current content and engagement compared to what is possible. More recent and active content is coming from Nova Scotia locations. Given the unique and visual aspect of the Bay of Fundy tides and the compelling outdoor activities, there is an opportunity to do much more here.

Within niche topics such as mountain biking, hiking and kayaking there are more recent videos with good engagement.

### TikTok

In 2021 TikTok overtook Facebook in terms of screen time per user. The average TikTok user viewed over 24 hours of video per month last year. It is the most downloaded non-gaming app in the world and is the 2nd largest app in terms of consumer spend.

In terms of demographics, 60% of users are between the ages of 20-49 and 11% are over 50. More than 23 billion videos with the hashtag #TikTokTravel were shared last year.

MorningConsult found that 49% of Gen Z adults and 50% of millennials follow at least one travel influencer on social media. Most of them – over 80% – say they usually use influencers for recommendations. In fact, 57% of Gen Zers with summer travel plans said they'll specifically turn to social media to help them prep for their trips. The #BayofFundy hashtag currently has 11.4 million views, which is very significant. One strong influencer, a teacher from the Great Lakes Region known as Geodesaurus has created a compelling TikTok video on the Bay of Fundy that has recently had over 500,000 views and nearly

5000 comments in engagement.  
<https://www.tiktok.com/@geodesaurus/video/7010574296108027142?>

Given the highly visual and compelling nature of some of the unique attractions in the Upper Bay of Fundy region there is an opportunity to create compelling content around many of the attractions and localities.

**Twitter**

While Twitter was historically included in similar studies to this, it is not deemed to be of significant importance to the tourism sector. Of the operators in this study, only a handful have Twitter accounts, largely being the government sites such as The Hopewell Rocks and The Fundy Trail Parkway and even these are not very active and have very limited engagement. It is not recommended as a key platform for the operators in this region.

**Sector Summaries**

As part of the operator inventory being created by the Upper Bay of Fundy Rural working group, we are able to broadly categorize the local operators into the following sectors.

Category	Count
Outdoor & Adventure	28
Food & Beverage	52
Heritage & Culture	39
Community-based Organizations	8
Accommodations	86
<b>Total</b>	<b>213</b>

**Accommodations**

Hotel, Inn and Cabin websites are generally well built and many offer on-line reservations. At the time of this study, in the off-season, it was found that many operators had paused their online reservations availability with sites such as Google Bookings. In March of 2021 Google an-

nounced that free online booking listings would be free, so it is somewhat surprising not to find more properties being listed via Google. This is an area that should be reexamined closer to peak season and post-Covid.

Online Travel Agencies like Expedia and Booking.com are huge players in the travel accommodation business, historically spending over \$6 billion per year just on Google advertising alone. Very few operators in the region are currently listing with such online booking sites at the present time.

The websites of some hotels are content-rich and link to many local sites, attractions, shops and galleries. These sites consistently score higher and are returned higher in search results. Hotels with internal restaurants and food service are the only restaurants found with websites outside of Facebook.

There are a growing number of Airbnb operators in the region (43) and for the most part these listing are directly via Airbnb and are not featured via their own pages or sites. Instagram and Facebook are under-utilized in this sector as compared to all other sectors.

Examples of strong sites in this categories are Falcon Ridge Inn (<https://www.falconridgeinn.nb.ca/>) , Broadleaf Guest Ranch (<https://broadleaffranch.ca/>) and the St. Martins Country Inn (<https://stmartinscountryinn.ca/>). These sites all feature detailed content, some level of online booking or reservations, menus where applicable, and strong local attractions pages that provide links to other local sites and content.

**Food and Beverage**

As previously reported, stand-alone restaurants are not using websites. The only exception is restaurants that are within inns or hotels, as well as micro-breweries where they are built on broader sites.

Many travelers from urban areas and other region are accustomed to such online offerings from restaurants such as online menus, reservations and even online ordering. Outside of Sussex, services like Doordash and SkiptheDishes are not operating.

On the flip side, there are a number of local restaurants with highly active Facebook pages with large volumes of strong reviews, strong online interactions through commenting and messaging, and even some strong users of other 3rd party restaurant sites such as Restaurant-Guru and Zmenu.

Sussex Ale Works (<https://sussexaleworks.ca/>) is a good example of a strong site in this category with a very active Facebook and Instagram account and posts. If we look at the Facebook-only category, Topsy Tails (<https://www.facebook.com/tipsytails/>) in Alma and Rocco's Cuccina (<https://www.facebook.com/roccoscucina/>) in Hillsborough (among others) both have very strong followings and very active postings and interactions.

### Heritage and Culture

There are 39 operators and sites that are broadly grouped into this category. This includes local artists and artisans, art galleries, museums and related shops.

As a group, this category is under-represented online. It is thought that the visitor demographics to the area are largely adventure and outdoor enthusiasts. In terms of presence and visibility, the local outdoor attractions and adventure related operators have a much stronger presence in terms of traffic and visibility.

There are some strong performing sites with active highly rated listings on Google, Facebook, and Trip Advisor that actively show up on many searches.

Some examples in this category include the Quaco Museum (<https://quaco.ca/>), The Albert County Museum (<https://www.albertcountymuseum.com/>), and Tim Issac Pottery (<https://www.timisaacpottery.com/>)

### Outdoors and Adventure

This is the sector that drives traffic to the Upper Bay of Fundy region and the key sites here have already been discussed at length.

As a group, the 28 operators in this category tend to be at the top of list, highly visible online with well-developed websites and social media presence. Search terms around outdoor activities have resulted in very high scores and high traffic counts for many of the operators in this category. This category includes the unique attraction drivers for the entire region such as the Hopewell Rocks, Fundy National Park, the Fundy Trail Parkway, Cape Enrage and others.

In addition to the high traffic pages of the key attractions, outdoor outfitter and adventure sites such as Kayak excursions and rentals, hiking and biking sites are largely well represented and receive high traffic counts and conversions.

Examples of strong performing sites in this category are Kayak Fundy (<http://www.freshair-adventure.com/>), Baymount Adventures (<https://www.baymountadventures.com/>) and can also include Broadleaf Guest Ranch, which scores high on Food and Beverage and accommodations as well. These sites have strong reviews, relevant content, online booking capabilities and many cross-links to other sites in the region.



Winter Wander event in the Chignecto Pavilion at Fundy National Park. (photo credit: Micha Fardy)

# Built Heritage & Culture Assessment

By Janet Clouston, Managing Director  
Albert County Historical Society & Museum

## Introduction

The Albert County Historical Society (ACHS) has been working under contract a Built Heritage and Cultural Assessments (BHCA) as a part of the Upper Bay of Fundy Destination Development Project led by Friends of Fundy in a 2 year project that is supported by the Federal Government's Atlantic Canada Opportunities Agency (ACOA). This portion of the project commenced in November of 2021 and was completed in March of 2022, with planning for community consultation to follow.

This activity is designed to document findings in the communities involved in the regional development initiative namely: Hillsborough, Riverside-Albert, Alma, Sussex and St. Martins. The project also involves establishing a thorough database of heritage, public art and cultural assets in the region. The objective is to identify, enhance and elevate historic and cultural places and activities. A template used for the Built Heritage Assessment was provided by the ACOA.

This region is well known for its natural beauty, scenic vistas and time in nature on land and sea. Iconic National and Provincial Parks, trails, year-round adventures, and rural and seaside towns are drawing a large number of visitors to the region. Newly formed UNESCO designated Fundy

Biosphere Region (2012) and the Stonehammer Geopark (2010), and one of the "Natural Wonders of the World", the Hopewell Rocks, elevates the region to an even greater world-wide audience.

What is less known about the area is our amazing history, ship building legacy, industrial powerhouses, brilliant world leaders and the vibrant arts and culture community that is inspired by nature. This study identifies what common themes are found in the region, and recommends how these assets can be better shared with the visiting public, enriching their time in the area, and encouraging them to stay for longer periods of time to explore the region over several days. We are also interested in elevating pride-in-place for residents of the area and our neighbours in the rest of New Brunswick and Atlantic Canada.

## Methodology

The work on the BHCA project has been carried out in three parts:

1. Research and Information Gathering (25% of project). Fall, 2021
2. Working with Communities on the Built Heritage and Cultural Assessment (50% of project). Winter, 2022
3. Develop a Report with a list of Key Recom-

mendations (25% of project). Spring, 2022

In-person meetings for the Walkabout Exercise took place after a detailed pre-meeting session done via digital means using Zoom in the interest of public safety. Where possible, elected officials and municipal staff were included in the discussions, along with community leaders and heritage and culture volunteers. Detailed notes were taken during the meetings and key observations were noted, and where warranted recommendations were made. These were reviewed by attendees to ensure accuracy and to ensure that the key essence of the factors that make each community unique were captured.

These in-person exercises took place as follows:

- January 13 - Hillsborough with Bob Rochon, Mayor and Melody Land, Councillor, Village of Hillsborough.
- January 17 - Riverside-Albert with Jillian Hutchinson, Village Clerk, Village of Riverside-Albert.
- February 10 - Sussex with Jason Thorne, Community Services Director, Town of Sussex.
- February 11 - Alma with Susan MacCallum, Councillor, Village Clerk Hanna Downey, Village of Alma, and Alma resident Gail Walker
- March 4 - St. Martins with Jordan Jamison, St. Martins Chamber of Commerce, follow-up Zoom session with Jordon Jamison, Red Rock Adventures, and Carmel Viviar, Quaco Historical and Library Association.

The five completed Built Heritage Community Exercise documents are submitted with this report as Appendix 1-5. The Cultural Assessment Database Master List is Appendix 6.

## Key Findings

### Wealth of Knowledge in the Region

Every community has resourceful “knowledge keepers” who preserve the history and culture of the area, providing an opportunity for residents and visitors to the destination to learn about our storied past.

The innovative people who settled here established businesses and industries that thrived and created wealth for thousands who called this area home. From there came opulent homes, schools, churches and community facilities, many still in use today. This part of our story is often overlooked in the marketing of the region which tends to focus on time in nature, adventure and scenic beauty.

### Over 150 Heritage and Cultural Places

In the communities through the Upper Bay of Fundy Region there is a large quantity, quality and variety of heritage and cultural places, historic homes and buildings, and museum experiences. Although most known for nature and scenic beauty, those who enjoy history and learning about the areas they visit in greater detail will love their visit to this region. This aspect of the area needs more clearly defined and promoted, as well as encouraging area residents to also be more actively engaged and proud of this legacy area of New Brunswick.

### Connected by the Sea

Those who live in the region and visit the area are drawn by the beauty and power of the mighty Bay of Fundy and for the highest tides in the worlds. The many rivers that feed the bay are also intertwined in community stories and provide transportation and food for centuries.

From First Nations people who travelled through, lived, fished and forage in the area, to Acadian settlers who tamed the tide with their “aboiteaux” dyke system for farming, they were drawn to the sea. Those who followed from

Europe for the promise of a better life established communities along the water, fishing and farming and building ships to carry their goods to market.

Many of their descendants remain today, living a rural and coastal way of life, and visitors come to our shores to share in that legacy. Stakeholder communities boast being the “Gateway to the Bay of Fundy” and the Albert County Museum encourages you to “Discover the People of the Tides”.

### **Shipbuilding Heritage to be Celebrated!**

This region was one of the main shipbuilding capitals of Atlantic Canada.

Over 500 wooden-hulled sailing ships were built in St. Martins and 300 ships were built in Albert County, making us one of the wealthiest regions in Canada at Confederation in 1867. Ships were loaded and launched as fast as they could be built, transporting lumber, minerals such as gypsum and albertite, agricultural products. They were also carrying passengers who traveled the seas to Europe and the Eastern Seaboard, in particular Boston, our biggest trading partner.

This connection to Boston and beyond is a great storytelling opportunity. Return trips brought back kerosene, furnishings, exotic fruit and husbands and brides! This could be one of the major themes of the area and one of our most talked about historically significant narratives.

Shipwrecks should also be shared as there is an audience who is interested in this aspect of maritime history. St. Martins has the best resources for this story in the region.

### **Heritage Homes and Buildings Speak of a Rich Past**

We have documented 60 Heritage Homes in the region with architecture ranging from Gothic Revival to Queen Anne Revival, Italianate and

to more traditional Salt Box houses of the east coast, and Arts and Crafts Houses as they become a more common building style using local wood and new-world knowhow.

Many have been well maintained and are used as businesses or continue to be residences for new owners. Older commercial buildings remain as well, and some are still in use for businesses or have been adapted in use for residential or boutique shopping purpose, including churches. This creates a wonderful sense of time, space and community.

A beatification campaign for those buildings which are not in such great repair or are in need of facelifts could be a consideration in future planning.

### **Covered Bridge Capital of Southern New Brunswick**

There are 58 covered bridges in New Brunswick and 37 per cent of them, 22 in total, are in the Upper Bay of Fundy Region.

Once serving as vital links on roadways across rivers and streams, and by design built to last, they are now more of a symbol of times in the past. We have the unique opportunity to have covered bridges in each of the communities involved in this project.

There is an active Covered Bridge Association in New Brunswick as a resource to this project. People love covered bridges and there is a “Love Your Covered Bridge Day” Sunday of the NB Long Weekend in August, which could be incorporated into the work of this project team as a theme that connects us.

### **Rich Industrial Past**

Each community in the Upper Bay of Fundy Region has a very rich industrial past that visitors to the region would enjoy learning about and would add value to the marketing of the area.

- Hillsborough – Gypsum Mining and Manufacturing, Shipbuilding;
- Riverside-Albert – Lumbering and Regional Railway “hub”;
- Alma – Lumbering, Fishing and Shipbuilding;
- Sussex – Potash Mining, Canadian Military;
- St. Martins – Shipbuilding, Lumbering

### **Natural History of the Region**

As mentioned, people who are drawn to this region are here for time in nature and looking at the natural wonders that are featured in the Bay of Fundy.

A “Natural History Museum” with a large section of natural history, fossils and the Mastodon story and the science behind the World’s Highest Tides would be a major attraction for the region. This could either be a standalone attraction or added to an existing museum facility.

### **Lighthouses - Lighting the Way**

Along with sea travel comes danger! Add fog that is legendary in these parts, the tide from the Bay of Fundy and the weather that offers “nor-Easters” at a moment’s notice, the sea claimed many lives and had it not been for the areas lighthouses and the dedicated men and women who tended them many more would have perished.

The lure of lighthouses is undeniable as they offer a beacon of safety and unparalleled ocean viewpoints, and are key attractions.

### **Connected by the Appalachian Mountain Range and Acadian Forest**

New Brunswick is a northern point of the Appalachian Mountain Range as it moves south and west into the heartland of the USA. We are also part of the unique Acadian Forest which is found in Atlantic Canada, into Quebec and through New England in the USA.

This topography and ecosystem adds forest,

mountains, hills and valleys to our story. It creates opportunities for sharing of a unique culture such as fiddle and bluegrass music, allow both a coastal and forest adventure in close proximity, and gives us a great mountain excursion and a ski hill to play on with Poley Mountain, which is transitioning into a year-round resort with winter and summer activities and is diversifying its clientele by adding more visitor options.

### **Key Recommendations**

#### **Opportunities to Tell our Story**

We can leverage marketing and advertising in the region to weave in the history. Adding a “Did You Know” and sharing an aspect of our heritage and culture could be an option.

Example: “Did You Know that in the 1800s St. Martins was one of the largest shipbuilding communities in New Brunswick?”

Providing content to stakeholder and asking them to include history in their advertising. Finding ways to engage visitors in the history of the area will be a key consideration.

#### **Signage including Heritage Panels**

Some great examples of trailhead and wayfinding signs have been reviewed as part of the planning process in this project. Adding panels with the history relevant to that area of the trail, community or facility will be important to sharing the past with today’s visiting public.

#### **Cultural Festivals & Events**

There is growth potential in festivals and events and developing some seaside and regional themes would be a benefit to the area. From large outdoor concerts to events like the Balloon Festival in Sussex, to historical dinner-theatre style events and farm-to-table dinners, the arts and culture sector of the region could benefit from a strategy for year-round festivals and events as a part of the planning process for

destination management.

The Rising Tide Festival is a wonderful example of how we can connect our communities through culture and include history along with trails and tunes.

Love Your Covered Bridge Day (NB Day) has potential for the region for community building and sharing history and a fun family activity with the 22 bridges touching the entire region.

### **Making Space for History**

It is important that in order to make the history of the area known to visitors we need to find ways to educate them before the travel to the region in order to plan what to do during their trip. This means “making space for history” by adding it in prominent locations in marketing, social media and websites, and identifying the “story” we are telling about the area’s history.

This will take effort and repetition and buy-in from stakeholders and residents for this to be top-of-mind for people. For example, the Albert County Museum is very close to the Hopewell Rocks and is looking at a campaign for the 2022 season called “Between the Tides” to aim at reaching visitors before they arrive at the Hopewell Rocks so they can pre-plan their time between low and high tide. A marketing initiative between the two entities can go a long way in the pre-trip planning.

Weaving in the history of the area into the guest experience wherever possible through information found in local hotels, motels campgrounds and bed & breakfasts. Making sure that staff and community volunteers are aware of the history of the area and know what museums and cultural spaces are available during a person’s time here will be invaluable to this effort.

## **Phase 2 - Looking Forward, Including the Past**

How will we consciously add the history of the region into the Phase 2 implementation of this project, turning research into planning and implementation? This will be an interesting consideration for the Working Group as they assess the findings of the Built Heritage and Cultural Assessment Project.

The work completed in this project has opened a fascinating window into the past and provides an insight into what connects the communities in this region. Emphasising this shared legacy and the richness of knowledge that is our collective history can work to engage and captivate visitors and will create opportunities for better storytelling and provide compelling content.

**Chart 1: Hillsborough Built Heritage Community Exercise**

Community Feature	Questions	Notes
<p><b>Older Residential Properties</b></p>	<p>Are there typical patterns for traditional housing types in the community (building shapes, orientation, number of openings)?</p>	<p>Two types of houses: Higher end “mansion” houses for business owners, ship captains and ship builders. Includes Queen Anne Revival, Classic Revival, Gothic Revival, Italianate, Greek Revival, Georgian, Carpenter Gothic and Edwardian Classical homes and institutional buildings. Other style are for working people, employee housing and houses built before the economic boom that happened in the 1800s including Cape Cod and Saltbox Houses. Structural influences on many homes, turrets and wrap around porches. Opulence was on display. Many front door openings faced the water of the Petitcodiac as the water was more significant for transportation than the road at that time.</p>
	<p>What are the distinctive features that characterize older residential buildings (roof forms, windows, materials, colors, decorative detailing, chimneys)?</p>	<p>Steep pitched roofs on Victorian Gothic housing. Colourful and distinctive windows and trim work. Saltbox housing and craftsman style homes. Rock work from local sandstone and granite.</p>
	<p>Identify outstanding/well-preserved examples.</p>	<p>Many houses have been well preserved including B&amp;B operations, pharmacy, and post office.</p>
	<p>How have these structures changed over time? Have the changes been sympathetic? Why or why not?</p>	<p>Hardware store now a pharmacy. Many buildings are now gone others repurposed into commercial.</p>
	<p>How does new construction fit in with older residential neighborhoods?</p>	<p>No new construction in downtown core however new residential construction outside of town core. Any new construction was prior to closing of the Gypsum Manufacturing Company and closing of the Lumber Mill.</p>
	<p>What outbuildings are associated with these buildings (sheds, root cellars etc.) and are there many of left?</p>	<p>Abandoned outbuilding include water towers, silos, and old docks. Some have been repurposed.</p>
	<p>What are the typical setbacks of buildings from roads?</p>	<p>Limited setbacks due to construction happening before vehicles. Pedestrian sidewalks on only one side of the street.</p>

Community Feature	Questions	Notes
<b>Gardens/Landscaping</b>	What types of plantings are traditionally found in and around older residential properties? Along streets/roadways?	Heritage rose bushes, ash and maple trees. Heritage gardens in some of the historic home. Apple trees and orchards are common. Strawberry and wild cranberry.
	Are/were properties typically fenced? What patterns of fencing exist/existed in the community?	Fencing was rare and was for decorative purposes or identifying property lines.
<b>Circulation Routes</b>	Identify road and circulation patterns including old pathways and trails.	Main street down Steeves Street, Mill Street or to Waterfront Trail. Main street Academy to Salam Road Main Street to Pleasant Street Golf Club Road to White Rock Recreation Area Taylor Lane to Main Street Greys Brook Trail
	What is it like for pedestrians to walk to the community? (i.e. is it Safe? Scenic? Convenient?)	Limited sidewalks and hills Safe community with lighting at night Scenic with mixed residential and commercial
	What is the condition of roads and pathways?	Road and pathways conditions are good, trails are excellent. Sidewalks require upgrades especially for those who are mobility-challenged.
<b>Landmark Buildings</b>	Identify the special landmark buildings in the community (churches, public buildings etc.).	Old Baptist Church, Old Post Office, Village Office and Library, NB Railway Museum and Steeves House Museum, Anglican Church, Hardware Store / Pharmacy, Grocery Store, Peck Hall, United Church, Wallace Farm.
	How have they changed over time (alternations/use)? Have these changes been in keeping with the period? Why or why not?	Commercial and Residential use has changed. Yes in keeping with the period.

Community Feature	Questions	Notes
<p><b>Commercial/Industrial/ Fisheries Structures</b></p>	<p>What types of structures exist/existed in the community? Describe them in terms of form, materials, location and function.</p>	<p>Gypsum mining and industrial site, lumbering, mining and shipbuilding. Former economic hub of area with a valued economic past. Potential for the downtown core. Former office Gypsum Company Office used today as Municipal Offices and Public Library.</p> <p>Some former factory areas are dangerous with “no trespassing” signs. Trails surrounding the former mine site area very well used especially the White Recreation Area which is an all-season hiking, biking and ATV trail system.</p> <p>Downtown area from Academy Street to Steeves Street with existing businesses in historic building repurposed from original use. Wooden structures and brick building some no longer in existence however downtown feel is in place with restaurants, retail and service in place.</p>
	<p>What changes have they undergone over time? Have these been sympathetic? Why or why not?</p>	<p>Commercial resurgence and economic development currently underway. Farmers Market in old Baptist Church is an example</p>
	<p>Are many of the structures vacant or under-used?</p>	<p>Buildings have recently been purchased for repurposed use. Old post office has potential for business opportunities. Grocery Store opening soon in old location that was closed.</p>
	<p>What community needs could be accommodated in vacant structures (e.g. recreational, social, housing, cultural activities)?</p>	<p>Possible opportunities in community purposes, accommodation opportunities, pub and additional retail.</p>

Community Feature	Questions	Notes
<b>Open Spaces</b>	Describe the open spaces in the community (empty lots, shorelines, parks/recreational areas, wetland areas). What condition are they in (i.e. well-maintained, neglected, and polluted)?	Open Spaces include walking and hiking trails inland and along the waterfront and wetlands. Open spaces along the NB Railway Museum. Ponds and Ducks Unlimited sites. Hillsborough Golf Course. Open spaces are well used and fairly well maintained.
	How do they contribute to the quality of life in the community?	Residents enjoy the trails however they have become a destination for visitors from the region. Economic driver especially with cycling tourism.
	How could under-utilized spaces best be used to contribute to the quality of life in the community? (As infill housing? Recreational space?)	Apple orchard and pollinator garden have been planted Open spaces already used for recreation purpose Gazebo and public space in town core could be utilized more.
<b>General</b>	How do the above features/structures contribute to a unique sense of place?	Village has a rural location close to nature with a lovely town feeling with services. Visitors from Greater Moncton use the town as a "day trip" adventure. Town has a historic feel.
	Has anything been lost from the community fabric?	Some of the older homes are in disrepair which takes away from some of the charm
	What should be preserved?	Preservation of older residential properties Industrial history needs to be preserved Business hub and retail centre
	Identify "eyesores" in the community. What could be done to improve them?	Some homes in major need of repair Some properties are in need of de-cluttering. New owners are renovating some of the historic home others need major work. Actively looking for solutions with a beautification plan underway.
	Identify the areas in the community where people like to hang out, to walk, to engage in recreational activities. What makes them attractive? How could they be enhanced?	Trails, farmers market, playground, golf, coffee shop and diner, hardware store, grocery store.

Community Feature	Questions	Notes
<p><b>General (continued)</b></p>	<p>Identify the areas in the community where people like to hang out, to walk, to engage in recreational activities. What makes them attractive? How could they be enhanced? (continued)</p>	<p>Attractive out in nature, close to town and the central hub, atmosphere, easy parking.                      Enhancements include larger restaurant facilities, improved accessibility, washroom facilities.                      Growth potential in snowmobile and ATV use could be enhanced.</p>

**Additional Information**

- Year round population is 1,400 residents.
- Food and drink offerings have been developed greatly in the town centre.
- Saturday Market in former Church draws visitors from the region and has growth potential.
- Gypsum Mine and Manufacturing history very important to local stories and could be enhanced.
- Interpretive signage with history of the region is needed and would enhance visitor experience.
- Beautification projects should be addressed with incentives for home and garden enhancements.
- Assessment took place on January 13th from 1-3 pm with Mayor Bob Rochon and Councillor Melody Land, Village of Hillsborough.



The shoreline in Hillsborough at dusk. (photo credit: Bob Rochon)

Chart 2: Riverside-Albert Built Heritage Community Exercise

Community Feature	Questions	Notes
<b>Older Residential Properties</b>	Are there typical patterns for traditional housing types in the community (building shapes, orientation, number of openings)?	There are a few different styles of housing. Most are traditional salt box houses some with porches others with enclosed entrances. Larger Victorian style houses for business owners, political leaders and ship captains.
	What are the distinctive features that characterize older residential buildings (roof forms, windows, materials, colors, decorative detailing, chimneys)?	Prominent houses have turrets, large porches, decorative trim work, mainly painted white, large windows and landscaped yards.
	Identify outstanding/well-preserved examples.	Maplegrove Inn, Maplehurst Villa, Victoria Inn is a work in progress.
	How have these structures changed over time? Have the changes been sympathetic? Why or why not?	Maple Grove in - Used for Bed and Breakfast Maplehurst Villa -Former Ship captains house and was a group home Painted House Café - used use as entertainment venue
	How does new construction fit in with older residential neighborhoods?	New construction near older building but are not complimentary
	What kinds of outbuildings are associated with these buildings (sheds, root cellars etc.)? Are there many of them left?	Older homes have root cellar entrance, barns and gardening sheds
	What are the typical setbacks of buildings from roads?	Depends on at the area in the village - some have large setbacks, some do not
<b>Gardens/Landscaping</b>	What types of plantings are traditionally found in and around older residential properties? Along streets/roadways?	Cedar hedges, maple trees, oak trees.
	Are/were properties typically fenced? What patterns of fencing exist/existed in the community?	No fence patterns exist

Community Feature	Questions	Notes
<p><b>Circulation Routes</b></p>	<p>Identify road and circulation patterns including old pathways and trails.</p>	<p>King Street to Maple Street                      Maple Street to Water Street                      King Street to Water Street through the Village. Pathways in town Trans Canada Trail and Crooked Creek Trail                      King Street = 114 King Street turns into Hwy 915. Water Street turns into 114</p>
	<p>What is it like for pedestrians to walk to the community? (i.e. is it Safe? Scenic? Convenient?)</p>	<p>Pedestrian friendly community                      Sidewalks on main roads                      Shoulder increases when there is no sidewalk</p>
	<p>What is the condition of roads and pathways?</p>	<p>Roads are in great need of repair - patches and potholes. Trails are good and are being improved.</p>
<p><b>Landmark Buildings</b></p>	<p>Identify the special landmark buildings in the community (churches, public buildings etc.).</p>	<p>Anglican Church on Porter Street                      Riverside Consolidated School                      Bank of NB "The Old Bank Museum"                      Victoria Manor - former home of LT Governor, Catholic Church                      Riverside Albert Recreation (Rec) Centre                      Fairground and Surrounding out buildings, Curling Club                      Forestdale Home Seniors                      Health Centre - former hospital                      Outside Village limits - Sawmill Creek Covered Bridge and Broadleaf Ranch - accommodation, trails, trail riding and restaurant. Main accommodation provider in the region.</p>
	<p>How have they changed over time (alternations/use)? Have these changes been in keeping with the period? Why or why not?</p>	<p>Bank became a museum</p>
		<p>United Church - decommissioned and used as storage facility</p>
		<p>Most are used as purpose built</p>
<p>Fairground one of the oldest in NB</p>		

Community Feature	Questions	Notes
<b>Commercial/Industrial/ Fisheries Structures</b>	What types of structures exist/existed in the community? Describe them in terms of form, materials, location and function.	Fish Hatchery - no longer in operation DTI Government Works Yard - out buildings and gravel piles Retail outlets - Pharmacy, Gas Station and General Store, Restaurant, new Farm Stand and Campsite Maplegrove Inn B&B, Hair Salon
	What changes have they undergone over time? Have these been sympathetic? Why or why not?	Fish Hatchery - no impact Former farm area became DTI works yard assisting in water and sewage infrastructure for the village
	Are many of the structures vacant or under-used?	Several old general stores are vacant Fish Hatchery not in use
	What community needs could be accommodated in vacant structures (e.g. recreational, social, housing, cultural activities)?	Old general store is turned into an art gallery. Old pub being turned into private dwelling. Others are vacant but privately owned. Some buildings are currently for sale
<b>Open Spaces</b>	Describe the open spaces in the community (empty lots, shorelines, parks/recreational areas, wetland areas). What condition are they in (i.e. well-maintained, neglected, polluted)?	Open spaces around the Rec Centre, many areas along shorelines are trails with access to water for kayaking and canoeing, bike access and infrastructure being added. Crooked Creek Trail and lookout area a community asset. Most are well maintained. McClelan Park has a War Memorial Monument honouring the Veterans who served in WWI, WWII and Korean War, a Monument in honour of the original families of Irish settlers, and the recently erected Chipoudie Monument recognizing Pierre Thibodeau and the Acadian families who lived in the area 1700-1755.
	How do they contribute to the quality of life in the community?	Community members enjoy nature close to home. Outdoor spaces are an important part of the visitor economy.
	How could under-utilized spaces best be used to contribute to the quality of life in the community? (As infill housing? Recreational space?)	Regional Trail Development Project is currently underway and this is being addressed in a professional manner.

Community Feature	Questions	Notes
<b>General</b>	How do the above features/structures contribute to a unique sense of place?	Riverside-Albert is a village is unique in that it has many historical buildings and is immersed in nature and has outdoor spaces used by many types of visitors and locals in all four seasons. It is also central to a very busy tourism corridor.
	Has anything been lost from the community fabric?	Economic downturn has taken a toll and some of the town looks run down. Aging population is a considerable factor and unless new people buy old buildings this will continue to be issues.
	What should be preserved?	Historical homes need to be preserved as well with the Old Bank Museum. Idea: A financial incentive program to support and encourage renovations of historic buildings could be helpful to beautify historic properties.
	Identify "eyesores" in the community. What could be done to improve them?	Lions Hall and Private Homes - repairs, paint and yard work. Some are due to economic and social conditions however cleaning paint and yardwork will make a big difference toward pride of place.
	Identify the areas in the community where people like to hang out, to walk, to engage in recreational activities. What makes them attractive? How could they be enhanced?	Curling Club and "Chase the Ace" Crooked Creek Convenience Rec Centre when programming was in place. Main community gathering Place is missing in the village.

### Additional Information

- Year round population is 348 residents.
- Many older buildings and houses in the community are in need of restoration and updates. A village beautification project should be identified and funding sources reviewed.
- Better wayfinding signage and historical signage would enhance the visitor experience.
- There are opportunity for arts and cultural events in the Village to encourage extended visits.
- Old Bank of New Brunswick Museum is an important facility, museum and information centre that is in immediate need of intervention and a review of management.
- Free public kayak and canoe launch could be leveraged to make this area a kayak centre for Albert County.
- Acadian Monument and story of historical village is an opportunity for museum exhibit / interpretive signage.
- Key theme in Riverside-Albert Village - Bay of Fundy Adventure immersed in History.
- Assessment took place on January 17th from 11 am to 1 pm with Jillian Hutchison, Village Clerk.

Chart 3: Alma Built Heritage Community Exercise

Community Feature	Questions	Notes
<b>Older Residential Properties</b>	Are there typical patterns for traditional housing types in the community (building shapes, orientation, number of openings)?	Older buildings Cape Cod and Saltbox houses from the late 1800s to 1950s. Fire from the saw mill in 1926 destroyed most of the village so many houses are built after that time. Houses orient towards the water for the view of the bay or river.
	What are the distinctive features that characterize older residential buildings (roof forms, windows, materials, colors, decorative detailing, chimneys)?	Wooden shingle siding of various colors. Mixture of housing styles other than some of the more historic homes.
	Identify outstanding/well-preserved examples.	Cleveland Place, Vista Ridge are well preserved and are run as commercial businesses and an art studio / book store
	How have these structures changed over time? Have the changes been sympathetic? Why or why not?	Most are still for residential use.
	How does new construction fit in with older residential neighborhoods?	New construction is in areas outside of the village core as it is developed to its maximum. Land is being cleared to build new houses.
	What kinds of outbuildings are associated with these buildings (sheds, root cellars etc.)? Are there many of them left?	Out buildings are storage sheds or gardening sheds.
	What are the typical setbacks of buildings from roads?	Setback are minimum and allow for sidewalks on one side of main street. With few exceptions there is no setbacks other than for parking.
<b>Gardens/Landscaping</b>	What types of plantings are traditionally found in and around older residential properties? Along streets/roadways?	Gardens have decorative shrubs and trees. Rose bushes are common however landscaping depends on the owners.
	Are/were properties typically fenced? What patterns of fencing exist/existed in the community?	Fences are not common however there are a few homes with picket fences.

Community Feature	Questions	Notes
<p><b>Circulation Routes</b></p>	<p>Identify road and circulation patterns including old pathways and trails.</p>	<p>Main Street (Rt. 114) in both directions                      Foster Road to lobster shop on Alma Shore lane                      Ocean Drive                      Many people walk to and around Fisherman’s Wharf and the Fundy Park Boardwalk                      Main Street to Fundy View Drive to Old Mill Road along Salmon River</p>
	<p>What is it like for pedestrians to walk to the community? (i.e. is it Safe? Scenic? Convenient?)</p>	<p>Walking is much safer with sidewalks on one side. Convenient walking to shops and services, restaurants and viewpoints.</p>
	<p>What is the condition of roads and pathways?</p>	<p>Road conditions are good on main roads side roads are considered in fair shape.</p>
<p><b>Landmark Buildings</b></p>	<p>Identify the special landmark buildings in the community (churches, public buildings etc.).</p>	<p>United Church on Main Street, Alma Boathouse, General Store, Hotels and Motels Alpine Motel and Parkland Village Inn, Bake Shop, Lobster Shops are key attractions.                      Outdoor Skating Rink still used by residents.</p>
	<p>How have they changed over time (alternations/use)? Have these changes been in keeping with the period? Why or why not?</p>	<p>United Church is now a pub and café. Most buildings are still being used for what they were built for.                      Baptist Church is “under construction”.</p>
<p><b>Commercial/Industrial/ Fisheries Structures</b></p>	<p>What types of structures exist/existed in the community? Describe them in terms of form, materials, location and function.</p>	<p>Warehouses are along Main Street, Orange Lane, Alma Shore Lane, Ocean Drive and Hilltop Lane. Used for storage and fishing. Bait shed on School Street. Mix of wooden barns and aluminum sheds Fire Hall on Main Street</p>
	<p>What changes have they undergone over time? Have these been sympathetic? Why or why not?</p>	<p>Still being used for what they were built for as Alma remains a fishing village.</p>
	<p>Are many of the structures vacant or under-used?</p>	<p>Still being used for what they were built for.</p>
	<p>What community needs could be accommodated in vacant structures (e.g. recreational, social, housing, cultural activities)?</p>	<p>No vacant structure other than an old church.                      There is a housing shortage of rental accommodation as Airbnb vacation rentals has had an impact with a decrease housing stock.</p>

Community Feature	Questions	Notes
Open Spaces	Describe the open spaces in the community (empty lots, shorelines, parks/recreational areas, wetland areas). What condition are they in (i.e. well-maintained, neglected, polluted)?	Alma Beach is open and accessible and is well maintained. Wind with outdoor dining is an issue and outdoor garbage cans are needed. Walkway along the salmon river. Well managed village sometimes strained by visitor traffic. Outdoor skating rink used in summer for basketball and biking for children.
	How do they contribute to the quality of life in the community?	Outdoor activities are very central to life in Alma.
	How could under-utilized spaces best be used to contribute to the quality of life in the community? (As infill housing? Recreational space?)	Village core would be considered at maximum density and there is very little unused or under used land.
General	How do the above features/structures contribute to a unique sense of place?	Commercial area is considered “industrial” and not a “quant village” and there is no cohesive look to building. Alma! Committee has been formed to develop a landscaping plan with native trees and pollinators and are looking into festival and event, public art, benches, garbage cans, community building activities and looking at “rainy day” activities.
	Has anything been lost from the community fabric?	Medical services missing from community. There are no schools in the community and when the school was torn down the community was effected. Harbour View grocery store burnt in a fire and has not been re-opened. Most services are in Riverside-Albert including a medical centre and pharmacy and school.
	What should be preserved?	WWI / WWII Monument. Cleveland Brook and Salmon River Alma! Community group is looking into village beautification.
	Identify “eyesores” in the community. What could be done to improve them?	Old Baptist Church and houses near Route 915 on the outskirts of town.
	Identify the areas in the community where people like to hang out, to walk, to engage in recreational activities. What makes them attractive? How could they be enhanced?	Main Street area could be enhanced, village square towards the harbor is in need of enhancements and could be a main attraction. Signage needs to be enhanced and refurbished. Café’s, Restaurants and Pubs and at the Harbour view areas.

### Additional Information

- Year-round population is 230 residents.
- History of Alma is a rich history - interpretive signage is needed. Possible partnership with a local business or existing non-profit to locate this in the Village or in the Fundy National Park Interpretive Centre.
- Crosswalks would be helpful however DTI has issues with there being sidewalks on only one side.
- Staffing shortage is an issue for larger businesses and has an impact on economic growth.
- Garbage cans outdoors are required and public washrooms are an issue.
- Pathway and trail signage is needed and better signage for public parking as parking congestion in the visitor season is an issue.
- Municipal potable water shortage in peak season is an issue and will limit growth if a new water source is not found.
- Assessment took place on February 10th with Councillor Susan MacCallum, Village Clerk Hanna Downey and long-time Alma resident Gail Walker.



Volunteers at the Foods of the Fundy Valley 2019 Fundy ULTRA Trail event. (photo credit: Micha Fardy)

Chart 4: Sussex Built Heritage Community Exercise

Community Feature	Questions	Notes
<b>Older Residential Properties</b>	Are there typical patterns for traditional housing types in the community (building shapes, orientation, number of openings)?	Classic Revival with Italian styles. Gothic Revival Greek Revival. Queen Anne Revival Style. Edwardian Revival. Newer single family homes with large porches. Many houses built in the mid-1980s with the expansion of the local potash.
	What are the distinctive features that characterize older residential buildings (roof forms, windows, materials, colors, decorative detailing, chimneys)?	Distinctive rooflines, various brightly painted exterior colours, large and numerous windows. Decorative molding and trim work painted white.
	Identify outstanding/well-preserved examples.	See master list on pages 74-81.
	How have these structures changed over time? Have the changes been sympathetic? Why or why not?	Most residences are still family homes. One has been converted for commercial use as a funeral home. Former downtown hotel converted into apartments. Ginger ale factory converted to apartments.
	How does new construction fit in with older residential neighborhoods?	New construction is in an area outside of the downtown core as there is little area for construction in the downtown area.
	What kinds of outbuildings are associated with these buildings (sheds, root cellars etc.)? Are there many of them left?	Out buildings are garages and some garden sheds.
	What are the typical setbacks of buildings from roads?	Downtown main area has very little setback however as you move out of the area into residential the setback increases.

Community Feature	Questions	Notes
<b>Gardens/Landscaping</b>	What types of plantings are traditionally found in and around older residential properties? Along streets/roadways?	UNB recently completed a study and found several tree varieties. Apx. 40% were maple trees with the most common being the Norway Maple and apx. 20% were spruce trees led by the Linden Spruce. Others include cedar, apple, lilac, poplar and aspen used to beautify landscapes.
	Are/were properties typically fenced? What patterns of fencing exist/existed in the community?	No typical fences however there is a mix of fences from chain-link to wood. Not many fences in the community.
<b>Circulation Routes</b>	Identify road and circulation patterns including old pathways and trails.	Main street east to west in both directions, Maple Avenue, Leonard Drive, Church Street. Pathways near new residential area connecting to Main Street and Recreation Centre.
	What is it like for pedestrians to walk to the community? (i.e. is it Safe? Scenic? Convenient?)	Sidewalks and crosswalks are abundant and very safe. Scenic downtown with public art and murals.
	What is the condition of roads and pathways?	Roads are in need of work as this winter has been demanding. Road conditions are normally good.
<b>Landmark Buildings</b>	Identify the special landmark buildings in the community (churches, public buildings etc.).	Landmark buildings include Court House Building, Town Hall, Sharps Corner Drug Store, Train Station, Mofat's Hardware Store, Hockey Arena, Civic Centre, and Gateway Mall.
	How have they changed over time (alternations/use)? Have these changes been in keeping with the period? Why or why not?	Most are used for their original purpose. Renovations are in keeping with the style as best possible. Court House is vacant and is owned by the province.

Community Feature	Questions	Notes
<b>Commercial/Industrial/ Fisheries Structures</b>	What types of structures exist/existed in the community? Describe them in terms of form, materials, location and function.	Potash Mine, Agropur Dairy Farm Coop and Dairy Production, Mrs. Dunsters Head office, Prestige Homes, Princess Louise Show Centre.
	What changes have they undergone over time? Have these been sympathetic? Why or why not?	Potash Mine is closed, Sussex Cheese and Butter now Agropur.
	Are many of the structures vacant or under-used?	Many are still being used for what they were built for. Sussex Mall is now vacant as larger mall with Walmart opened in 2007.
	What community needs could be accommodated in vacant structures (e.g. recreational, social, housing, cultural activities)?	Court House could be used for municipal building Sussex Mall could used for residential and senior care facilities or social housing.
<b>Open Spaces</b>	Describe the open spaces in the community (empty lots, shorelines, parks/recreational areas, wetland areas). What condition are they in (i.e. well-maintained, neglected, polluted)?	Open spaces include farmland, waterfront trail, hiking trail to the Sussex Bluffs. Well maintained and new investment possible in trails. Many community playgrounds, parks and green spaces.
	How do they contribute to the quality of life in the community?	Quality of life is greatly enhanced by outdoor spaces, gathering places and play areas for children, performance space and fitness. Mental health is enhanced by these spaces.
	How could under-utilized spaces best be used to contribute to the quality of life in the community? (As infill housing? Recreational space?)	Covid-19 conditions and the need for healthy exercise in nature introduced many residents to the trail system who had not used them prior to that time. Use of trails has increased in recent years. Open spaces remain in order to host festivals and events.

Community Feature	Questions	Notes
<b>General</b>	How do the above features/structures contribute to a unique sense of place?	Sussex has a distinctive downtown area with older residential and commercial buildings that contribute to an interesting town core during the day and evening.
	Has anything been lost from the community fabric?	Vibrant downtown remains and new businesses fill the void when others close.
	What should be preserved?	Longest continuous agriculture fair in North America. Small-town entrepreneurs are picking up where agriculture is diminishing in importance. Preserve small town community feel and the Sussex Business Improvement Area is successful in that effort. New trail system will add to the accessibility.
	Identify "eyesores" in the community. What could be done to improve them?	Vacant Mall needs to be repurposed as soon as possible and Town of Sussex is looking into options. Fire has destroyed a building that was mixed use and the Town is planning a "Pop-up Eco Garden" and plant exchange. Will be a public gathering place and will be a partnership with Landscape New Brunswick and Communities in Bloom.
	Identify the areas in the community where people like to hang out, to walk, to engage in recreational activities. What makes them attractive? How could they be enhanced?	Nature Walkway is well used, gathering in parks. Outdoor concerts and indoor at the High School. Kingswood University has a chapel for live events and Remembrance Day events. Hockey arena, tennis courts, golf course, disc golf course are gathering place along with the Nutrien Civic Centre.

**Additional Information**

- Year round population is 4300, Sussex Corner 1461, totaling 5761 residents.
- Largest Flea Market in Atlantic Canada third weekend in August
- Balloon Festival second weekend in September.
- Towns Murals do a great job of sharing local history
- Food and Drink offerings have been developed greatly in the town centre.
- Camp Sussex former training area for the military largest in Canada leading up to WW2. Agriculture and Military history very important to local stories and could be enhanced.
- Arts and culture growth very significant for Sussex with the creation of AX Arts Centre.
- Assessment took place on February 11 from 1:30 to 3:30 with Jason Thorne, Town of Sussex.

Chart 5: St. Martins Built Heritage Community Exercise

Community Feature	Questions	Notes
<b>Older Residential Properties</b>	Are there typical patterns for traditional housing types in the community (building shapes, orientation, number of openings)?	Georgian, Gothic Revival, Italianate, Queen Anne and Arts and Crafts homes mixed with newer homes throughout the village. Most traditional historical buildings have verandah or front entrance specifically marked. Large windows or 'widow walks' in older homes facing the water. Prayer windows also featured.
	What are the distinctive features that characterize older residential buildings (roof forms, windows, materials, colors, decorative detailing, chimneys)?	Multiple story, distinct window designs and trim work, large bay windows, wood siding with trim colour, decorative ornate detailing with colour doors. Set back from harbour and on the hillside. Houses closer to the water were workforce housing.
	Identify outstanding/well-preserved examples.	Names of several well-preserved homes and buildings are referred to in the "Walking Tour of St. Martins. Featured on the master list database.
	How have these structures changed over time? Have the changes been sympathetic? Why or why not?	Most older homes have been well kept or improved. Not many changes over time. Any changes that were made they have been sympathetic. Many verandas have been removed.
	How does new construction fit in with older residential neighborhoods?	Mix of old and newer construction blends with older homes. New construction does not stand out as a conflict. The setback of the newer homes seems to keep the older heritage homes visible and non-conflictive.
	What kinds of outbuildings are associated with these buildings (sheds, root cellars etc.)? Are there many of them left?	Some outbuildings remaining and are normally sheds. Barns are found along Main Street.
	What are the typical setbacks of buildings from roads?	Older homes along Main Street are set back from the main road compared to newer homes due to smaller lot sizes for newer construction. Houses on the lefthand side (away from water) appear to be setback more while those on the right hand side are closer to the road. Newer construction has wider setbacks and side streets have closer setbacks.

Community Feature	Questions	Notes
<p><b>Gardens/Landscaping</b></p>	<p>What types of plantings are traditionally found in and around older residential properties? Along streets/roadways?</p>	<p>Maple and chestnut trees, some oak. Sugar maple trees are the signature of the village. Burning bush and rhododendron. Typical shrubs for gardens with hostas and annuals. Public benches with seasonal flowers and public gardens nearby.</p>
	<p>Are/were properties typically fenced? What patterns of fencing exist/existed in the community?</p>	<p>Historic photos depict white picket fencing lining Main Street but none now. Most hedges are from natural growth tree line or cedar hedges.</p>
<p><b>Circulation Routes</b></p>	<p>Identify road and circulation patterns including old pathways and trails.</p>	<p>Main Street leads to town core and towards sea caves and the Fundy Trail Parkway. St. Martins Road to St. Martins Beach and Quaco Beach and Browns Beach. Side streets to camp ground and businesses. Vaughn Creek Road up Orange Hill over Irish River and Yeoman’s Road to sea caves. Big Salmon River Road onto Little Beach Road towards Fundy Trial Parkway.</p>
	<p>What is it like for pedestrians to walk to the community? (i.e. is it Safe? Scenic? Convenient?)</p>	<p>Safe, scenic and convenient. Community is fairly flat and easy for all to enjoy. Sidewalks on Main Street but not available for all of the village and could be added in some areas. Roadway needs repairs.</p>
	<p>What is the condition of roads and pathways?</p>	<p>Main Street is in good condition. Route 111 from Sussex needs work: chip seal, curvy and rough. Road from Saint John not much better –but asphalt and wider. Alders have grown in the ditches. No pathways in the village identified</p>

Community Feature	Questions	Notes
<b>Landmark Buildings</b>	Identify the special landmark buildings in the community (churches, public buildings etc.).	Caves Restaurant, St. Martins Country Inn, Beach Street Inn, West Quaco homes, Community Centre, 4 Season Complex, Fire hall, Market Building (Strip Mall), Lions Manor Seniors Complex, Huttges General Store, Quaco Museum and Library, Covered Bridges, St. Martins Public School, Churches - Anglican (private owners), United, Baptist, Catholic. Homes restructured from Salmon River Community
	How have they changed over time (alternations/use)? Have these changes been in keeping with the period? Why or why not?	Newer buildings blend well with existing older structures with the exception of the 4 Seasons Complex (steel building). Renovations have improved appearance. Some older structures are in need of repairs.
<b>Commercial/Industrial/ Fisheries Structures</b>	What types of structures exist/existed in the community? Describe them in terms of form, materials, location and function.	Sheds/shacks on harbour rebuilt, used for fishing and now for tourism. Market building (strip mall) is wood clap board siding which is next to the 4 Season Complex (steel building) Some buildings not in keeping with the period but set back from the road so are less noticeable
	What changes have they undergone over time? Have these been sympathetic? Why or why not?	Use of old fishing shack turned into Red Rock Adventures and Café good use of historic building. Top of old lighthouse moved to heart of village now used as an Info Centre managed by the village of St. Martins.
	Are many of the structures vacant or under-used?	4 Seasons Complex, Harbour Park and Legion Hall.
	What community needs could be accommodated in vacant structures (e.g. recreational, social, housing, cultural activities)?	Need for rental housing and guest accommodations. Winter facilities to create a four-season visitor experience. Working with the Fundy Trail and the Village could be modeled after Alma and Fundy National Park. Public washrooms are needed and would be ideal in the 4 Seasons Complex. Public gatherings in Harbour Park increase usage however space is not used unless there is an event held there. Royal Canadian Legion could be better utilized for public events and functions.

Community Feature	Questions	Notes
<b>Open Spaces</b>	Describe the open spaces in the community (empty lots, shorelines, parks/recreational areas, wetland areas). What condition are they in (i.e. well-maintained, neglected, polluted)?	Marsh area remains natural. Harbour Park is maintained, needs more care and upgrades (park benches, picnic tables, structures pathways, and planned/landscaped gardens). Beach by caves are in good condition, open to the public. Brown's Beach and Lighthouse area good. Giffins Pond. Most open spaces are outside the Village and would be ideal for parks and walking trails. Wetland area provides habitat for birds. Underutilized spaces are the 4 Seasons Complex and ballfields.
	How do they contribute to the quality of life in the community?	They are part of the community. Open spaces allow residents to enjoy natural areas and promote physical activity because of the scenery and peacefulness. Although these spaces do lend a quality of openness to the village, they could be commercial as well, as long as they are kept within the structure of the village and what it strives to be.
	How could under-utilized spaces best be used to contribute to the quality of life in the community? (As infill housing? Recreational space?)	A recreational field of some sort, playground or picnic area could be considered at Harbour Park at the 4 Seasons Complex and market area could be used more in the summer. Recreational spaces could invite more families to live in the area. Road entering the village from the Catholic church could have a scenic lookout over marsh and bay.

Community Feature	Questions	Notes
<b>General</b>	How do the above features/structures contribute to a unique sense of place?	Large houses and their design depicts shipbuilding era and a sense of history. Lovely village seen when entering Main Street with a tree-line sidewalk, seaside, churches, heritage homes, covered bridges and the light house (info centre).
	Has anything been lost from the community fabric?	Loss of trees along Main Street and remaining ones need to be protected. Old sawmill damn on Irish River. Several heritage buildings lost due to fires or neglect. 68 heritage houses and businesses due to fires (1900 and 1920s). Gentleman's Racetrack. Militia Building, Mills, Bank, Bake Shop, Meat Shop, Blacksmith Shop, Fences, Verandahs, Roman Catholic Church, Sweeney Hall, Baptist Church, Masonic Hall, Seminary and schools, Train Station was dismantled and taken away with the rain Roundtable. Former pathway was a quick way to go from West Quaco to Main Street and is worth looking into. Lilacs (Lilac Range), Barns and outbuildings, outdoor Skating Rink, Bus Station now the Quaco Museum. Tennis Courts.
	What should be preserved?	Way of Life. Sense of Community, Museum, churches, heritage homes. Cemeteries (history). Tree line. Beach view. Setbacks encouraged for any new structures.
	Identify "eyesores" in the community. What could be done to improve them?	Marsh area could be enhanced with walkway and trail system. Older homes and buildings need renovations. Garbage cans and a system to manage trash collection is needed.
	Identify the areas in the community where people like to hang out, to walk, to engage in recreational activities. What makes them attractive? How could they be enhanced?	Harbour front and Harbour Park. Main Street itself or village proper. Beach areas (by the caves). Scenery and sense of community make them attractive. Need/enhance: Better parking and more of it, sidewalks, trails and access to parks and beaches. Look into year round activities.

### Additional Information

- Year-round population is 276 residents and will grow to 1500 with amalgamation.
- Seasonal destination with late spring, summer and fall visitation and currently “closed” for the winter.
- Quaco Museum and Library does a great job sharing the shipbuilding history of the area and support the visitor economy offering services to community members and is an Info Centre with well trained staff and are great at community outreach.
- Village is the gateway to the Fundy Trail Parkway
- History is weaved into tours provided by Red Rock Adventures
- Walking Tour Document prepared by Destination St. Martins is very well done and shares the history of many of the heritage homes of the community as well as the history of the region.
- Black Loyalist History can be a great opportunity to partner with Saint John.
- Fear of loss of community is a reality and balancing that with tourism is very important.
- Play area for children and picnic tables in Harbour Park would be a welcome addition with garbage receptacles.
- Assessment took place on March 4th from 1-3 pm with Jordan Jamison and on March 11 by Zoom with Carmel Viviar, Quaco Historical and Library Society.

**Chart 6: Cultural Assessment Master List, as of March 30th, 2022**

Name	Asset Type	Active/Non-Active	Seasonality	Lead Organization
<b>Hillsborough</b>				
Hillsborough (incorporated)	Municipality	Active	Year Round	Municipal Gov.
NB Railway Museum	Museum	Active	Seasonal	Non-Profit Group
Steeves House Museum	Museum	Active	Seasonal	Non-Profit Group
Gypsum Quarries and Mill Sites	Historic Site	Active and Non-Active	Year Round	None
Battle of Petitcodiac Monument	Monument	Active	Year Round	National Monument
Hillsborough Mastadon Site	Historic Site	Non-Active	Year Round	On Private Property
Voodoo Jet Monument	Monument	Active	Year Round	Municipal Gov.
Hillsborough Pioneer Cemetery	Historic Site	Active	Year Round	Non-Profit Group
Weldon Creek Covered Bridge in Salem	Historic Site	Active	Year Round	DTI
Acadian Dykes and Aboiteau	Historic Site	Active	Year Round	Marshland Trail
Caves in White Rock former Gypsum Mine	Historic Site	Non Active	Closed to visitors	White Rock Recreation Area
Victoriana Steeves House	Historic Sites	Active	Year Round	Canada's Historic Places

Name	Asset Type	Active/Non-Active	Seasonality	Lead Organization
Honourable John Lewis House	Historic Sites	Active	Year Round	Canada's Historic Places
Albert Manufacturing Company Office	Historic Sites	Active	Year Round	Canada's Historic Places
Hillsborough Fashions	Historic Sites	Active	Year Round	Canada's Historic Places
Wallace Farm	Historic Sites	Active	Year Round	Canada's Historic Places
Richard A. Gross House	Historic Sites	Active	Year Round	Canada's Historic Places
Christian Steeves House	Historic Sites	Active	Year Round	Canada's Historic Places
Valley Baptist Church	Historic Sites	Active	Year Round	Canada's Historic Places
Taylor Estate	Historic Sites	Active	Year Round	Canada's Historic Places
Hillsborough United Church	Historic Sites	Active	Year Round	Canada's Historic Places
John Peck House	Historic Sites	Active	Year Round	Canada's Historic Places
Peck Memorial Hall	Historic Sites	Active	Year Round	Canada's Historic Places
Jordan Steeves House	Historic Sites	Active	Year Round	Canada's Historic Places
Dr. Jump House	Historic Sites	Active	Year Round	Canada's Historic Places
Willy Duffy House	Historic Sites	Active	Year Round	Canada's Historic Places
Rose Arbor	Historic Sites	Active	Year Round	Canada's Historic Places
Richard Steeves House	Historic Sites	Active	Year Round	Canada's Historic Places
Jordan Steeves Business Block	Historic Sites	Active	Year Round	Canada's Historic Places
Alison Peck House	Historic Sites	Active	Year Round	Canada's Historic Places
Captain William Irving House	Historic Sites	Active	Year Round	Canada's Historic Places
Saint Marys Anglican Church	Historic Sites	Active	Year Round	Canada's Historic Places
Captain Wood House	Historic Sites	Active	Year Round	Canada's Historic Places
<b>Hopewell Cape</b>				
Hopewell Cape (unincorporated)	Land Services Dist.	Non-Active		
Albert County Museum	Museum	Active	Seasonal	Albert Co. Historical
RB Bennett Commemorative Centre & Monument	Museum / Historic Site	Active	Year Round	National Monument
WWI German Field Guns	Museum / Historic Site	Active	Year Round	WWI Monuement
Geological Services Gravity Marker	Historic / Cultural Site	Active	Year Round	National Scientific
Hopewell Rocks Prov. Park / Interpretive Centre	Provincial Park	Active	Seasonal	NB Parks

Name	Asset Type	Active/Non-Active	Seasonality	Lead Organization
Methodist Church / Pink Church Boutique	Historic / Cultural Site	Active	Seasonal	Private Business
Riverside-Albert (incorporated)	Municipality	Active	Year Round	Municipal Gov.
Bank of NB Museum	Museum	Active	Seasonal	Non-Profit Group
Acadian Monument	Monument	Active	Year Round	Non-Profit Group
Victoria Manor	Historic Site	Active	Year Round	Canada's Historic Places
Sawmill Creek Covered Bridge	Historic Site	Active	Year Round	DTI
Riverside-Albert Consolidated School	Historic Site	Active	Year Round	School Board
Shepody River Covered Bridge	Historic Site	Active	Year Round	DTI
McClelan Park	Historic Site / Monument	Active	Year Round	Municipal Gov.
<b>Harvey</b>				
Harvey (unincorporated)	Land Services Dist.	Non-Active		Community Volunteer
Cape Enrage Lighthouse	Provincial Site	Active	Year Round	Non-Profit Group
Cape Enrage Interpretive Centre	Activity / Culture / History	Active	Seasonal	Non-Profit Group
Lighthouse Park and Harvey Dam	Historic Site	Active	Year Round	Non-Profit Community Group
Mary's Point Interpretive Centre	Federal Gov.	Active	Seasonal	Parks Canada
Harvey Hall	Historic Site	Non-Active	Closed for renovations	Non-Profit Community Group
Ha Ha Cemetery	Historic Site	Active	Year Round	Non-Profit Group
<b>Alma</b>				
Alma (incorporated)	Municipality	Active	Year Round	Municipal Gov.
Molly Kool Centre	Friends of Fundy	Active	Seasonal	Friends of Fundy
Alma Wharf	Landmark	Active	Year Round	Government Wharf
Rising Tide Festival	Music Cultural Festival	Active	Annual Event	Friends of Fundy
Fundy National Park	Federal Gov.	Active	Year Round	Parks Canada
Fundy National Park Visitor Centre	Federal Gov.	Active	Year Round	Parks Canada
Point Wolfe Covered Bridge	Federal Gov.	Active	Year Round	Parks Canada
UNESCO Biosphere Lookout	Federal Gov	Active	Year Round	Parks Canada

Name	Asset Type	Active/Non-Active	Seasonality	Lead Organization
Forty Five River Covered Bridge	Federal Gov	Active	Year Round	Parks Canada
<b>Sussex</b>				
Sussex (incorporated)	Municipality	Active	Year Round	Municipal Gov.
AX - Arts and Cultural Centre	Cultural Group	Active	Year Round	Non-Profit Group
8th Hussars Regimental Museum	Museum	Active	Seasonal	Non-Profit Group
Don Stiles Museum	Museum	Non-active	Seasonal	Family/ Municipal Gov.
Agricultural Museum of New Brunswick	Museum	Active	Seasonal	Non-Profit Group
Squarebriggs Residence	Historic Site	Active	Year Round	Municipal Gov.
Williamson Residence	Historic Site	Active	Year Round	Municipal Gov.
Sutherland Residence	Historic Site	Active	Year Round	Municipal Gov.
Wallace Twin Houses	Historic Site	Active	Year Round	Municipal Gov.
Forbes Residence	Historic Site	Active	Year Round	Municipal Gov.
Arnold House	Historic Site	Active	Year Round	Municipal Gov.
Gunn House	Historic Site	Active	Year Round	Municipal Gov.
Black-Palmer Residence	Historic Site	Active	Year Round	Municipal Gov.
Diadema White House	Historic Site	Active	Year Round	Municipal Gov.
Jonah Residence	Historic Site	Active	Year Round	Municipal Gov.
Old MacDougall Residence	Historic Site	Active	Year Round	Municipal Gov.
Fairweather Residence	Historic Site	Active	Year Round	Municipal Gov.
Brooks Residence	Historic Site	Active	Year Round	Municipal Gov.
Kirkhill Cemetary	Historic Site	Active	Year Round	Municipal Gov.
Church Avenue Fountain	Historic Site	Active	Year Round	Municipal Gov.
Sussex Ginger Ale Factory	Historic Site	Active	Year Round	Municipal Gov.
Depot Hotel	Historic Site	Active	Year Round	Municipal Gov.
Sharp's Corner Drug Store	Historic Site	Active	Year Round	Municipal Gov.
Slipp/Deichmann/Wallace Residence	Historic Site	Active	Year Round	Municipal Gov.
Trinity Anglican Church	Historic Site	Active	Year Round	Municipal Gov.
Belleisle Creek #2 (Marven) Covered Bridge	Historic Site	Active	Year Round	DTI
Bloomfield Creek Covered Bridge	Historic Site	Active	Year Round	DTI

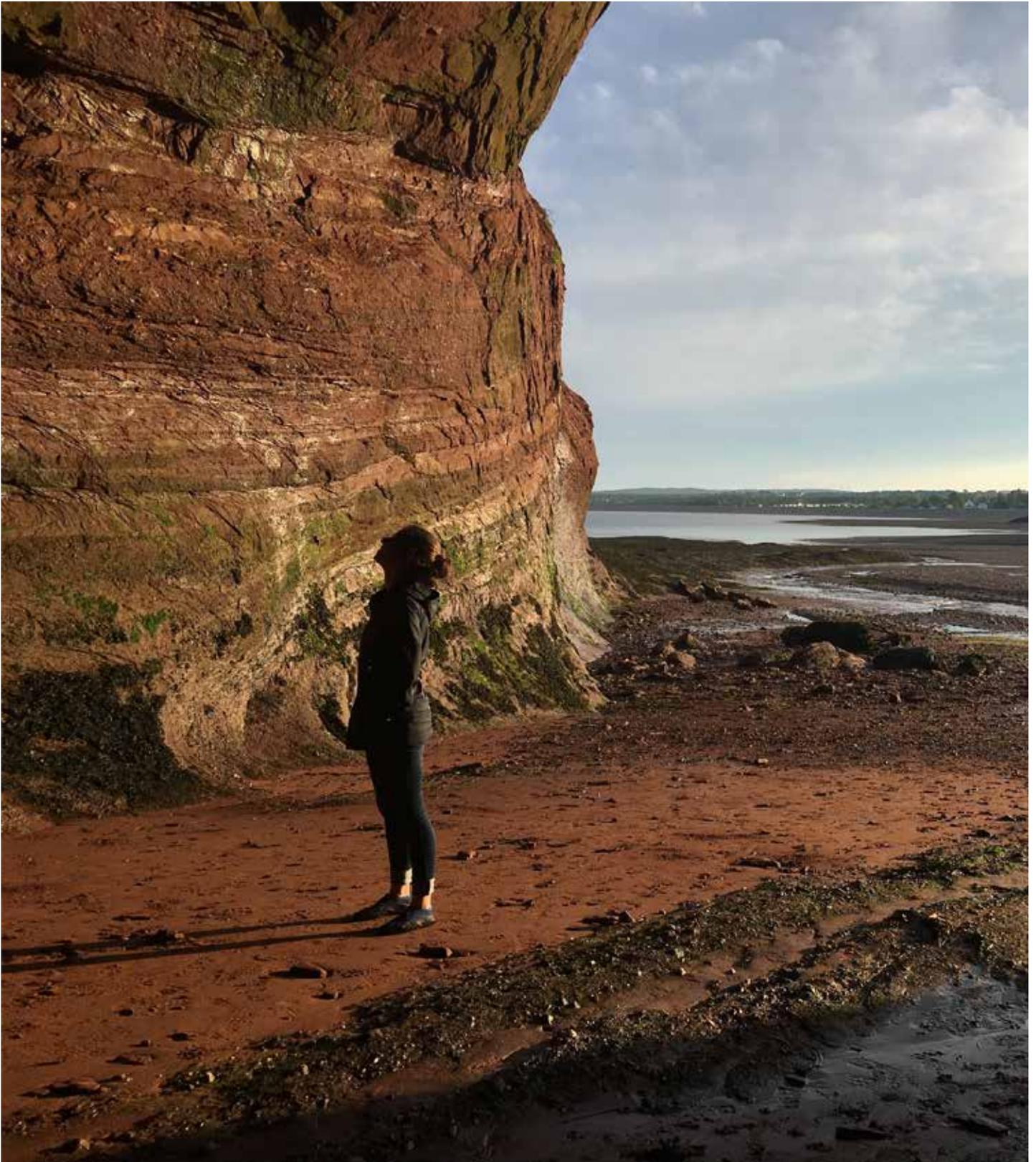
Name	Asset Type	Active/Non-Active	Seasonality	Lead Organization
Darlings Island Covered Bridge	Historic Site	Active	Year Round	DTI
Kennebecasis River #7.5 (Salmon) Covered Bridge	Historic Site	Active	Year Round	DTI
Hammond River #3 (Smithtown) Covered Bridge	Historic Site	Active	Year Round	DTI
Kennebecasis River #23 (Malone) Covered Bridge	Historic Site	Active	Year Round	DTI
Millstream River #5 (Centreville) Covered Bridge	Historic Site	Active	Year Round	DTI
Kennebecasis River #9 (Plumweseep) Covered Bridge	Historic Site	Active	Year Round	DTI
Smith Creek #1 (Tranton) Covered Bridge	Historic Site	Active	Year Round	DTI
Moosehorn Creek #1.5 Covered Bridge	Historic Site	Active	Year Round	DTI
Trout Creek #4 (Urney) Covered Bridge	Historic Site	Active	Year Round	DTI
Smith Creek #5 (Old-fields) Covered Bridge	Historic Site	Active	Year Round	DTI
Trout Creek #5 (Moore's Mills) Covered Bridge	Historic Site	Active	Year Round	DTI
Wards Creek #2 (McFarlane) Covered Bridge	Historic Site	Active	Year Round	DTI
Sense of Place by Hew Chee Fong	Public Art	Active	Year Round	Municipal Gov.
Looking Into The Past	Public Art	Active	Year Round	Municipal Gov.
1904 - 2004: The Growth of a Town	Public Art	Active	Year Round	Municipal Gov.
Maple Syrup Harvesting	Public Art	Active	Year Round	Municipal Gov.
"The Snappy Fire Department of the Maritimes"	Public Art	Active	Year Round	Municipal Gov.
A Sunday Afternoon in the Park	Public Art	Active	Year Round	Municipal Gov.
The Agricultural Fair	Public Art	Active	Year Round	Municipal Gov.
James Daniel O'Connell: The Picnic King	Public Art	Active	Year Round	Municipal Gov.
Royal Visits	Public Art	Active	Year Round	Municipal Gov.
Logging, Lumber Camps and Sawmills	Public Art	Active	Year Round	Municipal Gov.

Name	Asset Type	Active/Non-Active	Seasonality	Lead Organization
Official Change of the Cancellation Stamp	Public Art	Active	Year Round	Municipal Gov.
The Telephone: A New Brunswick Invention	Public Art	Active	Year Round	Municipal Gov.
The Merchants of Sussex	Public Art	Active	Year Round	Municipal Gov.
Early Pioneer Settlers	Public Art	Active	Year Round	Municipal Gov.
Camp Sussex & The 8th Hussars (Princess Louise's)	Public Art	Active	Year Round	Municipal Gov.
First Nations: Wo-lastokqiyik (Maliseet)	Public Art	Active	Year Round	Municipal Gov.
Sussex's First Skating Rink	Public Art	Active	Year Round	Municipal Gov.
Hockey - A Rural Religion	Public Art	Active	Year Round	Municipal Gov.
The Knoll - Centre of Social Life in Sussex	Public Art	Active	Year Round	Municipal Gov.
Coming Of The Railroad	Public Art	Active	Year Round	Municipal Gov.
Famous Sussex Ginger Ale	Public Art	Active	Year Round	Municipal Gov.
Francis Sproule Memorial Hospital - Sussex's First Hospital	Public Art	Active	Year Round	Municipal Gov.
Sussex - The Dairy Town	Public Art	Active	Year Round	Municipal Gov.
Sussex Vale Exhibition Building	Public Art	Active	Year Round	Municipal Gov.
<b>St. Martins</b>				
St. Martins (incorporated)	Municipality	Active	Year Round	Municipal Gov.
Quaco Historical and Library Society	Non-Profit Assn.	Active	Seasonal	Non-Profit Group
Fundy Trail Parkway Interpretive Centre	Museum	Active	Seasonal	Non-Profit Group
Quaco Head Lighthouse	Non-Profit Assn.	Active	Seasonal	Non-Profit Group
St. Martins Info Centre / Lighthouse	Historic Site	Active	Year Round	Village of St. Martins
Tynemouth Creek Covered Bridge	Historic Site	Active	Year Round	DTI
Black Settlement Burial Ground (Willow Grove)	Historic Site	Active	Year Round	Village of St. Martins
Hardscrabble Covered Bridge	Historic Site	Active	Year Round	DTI
Vaughn Creek Covered Bridge	Historic Site	Active	Year Round	DTI

Upper Bay of Fundy Rural Region Destination Development Project

Name	Asset Type	Active/Non-Active	Seasonality	Lead Organization
Arcana Shipwreck Memorial (Quaco Graveyard)	Historic Site	Active	Year Round	Village of St. Martins
Fisherman's Memorial Park	Historic Site	Active	Year Round	Village of St. Martins
Joseph Carson House	Historic Site	Active	Year Round	Quaco Historical Society
Osborne Hall	Historic Site	Active	Year Round	Quaco Historical Society
St. Martins United Church	Historic Site	Active	Year Round	Quaco Historical Society
Durrick House	Historic Site	Active	Year Round	Quaco Historical Society
Bentley House	Historic Site	Active	Year Round	Quaco Historical Society
Skillen House: 'The Willows'	Historic Site	Active	Year Round	Quaco Historical Society
Rommel House	Historic Site	Active	Year Round	Quaco Historical Society
Fowler House	Historic Site	Active	Year Round	Quaco Historical Society
Moran House	Historic Site	Active	Year Round	Quaco Historical Society
Crawford Love House	Historic Site	Active	Year Round	Quaco Historical Society
Flewelling House	Historic Site	Active	Year Round	Quaco Historical Society
Rev. Austin Smith House	Historic Site	Active	Year Round	Quaco Historical Society
Smith House, Hearst Paper Company	Historic Site	Active	Year Round	Quaco Historical Society
Rourke House	Historic Site	Active	Year Round	Quaco Historical Society
Captain McDonough House	Historic Site	Active	Year Round	Quaco Historical Society
Captain Whitfield Marsters' House	Historic Site	Active	Year Round	Quaco Historical Society
McIntyre House	Historic Site	Active	Year Round	Quaco Historical Society
Hamilton Moran House	Historic Site	Active	Year Round	Quaco Historical Society
Captain Wishart House	Historic Site	Active	Year Round	Quaco Historical Society
Baptist Church	Historic Site	Active	Year Round	Quaco Historical Society
Skillen Store	Historic Site	Active	Year Round	Quaco Historical Society
Vaughan House	Historic Site	Active	Year Round	Quaco Historical Society
Skillen House - Lilac Grange	Historic Site	Active	Year Round	Quaco Historical Society
Skillen House	Historic Site	Active	Year Round	Quaco Historical Society
Captain Vaughan House	Historic Site	Active	Year Round	Quaco Historical Society
Captain Moran House	Historic Site	Active	Year Round	Quaco Historical Society
Captain Carson House	Historic Site	Active	Year Round	Quaco Historical Society
Vail House	Historic Site	Active	Year Round	Quaco Historical Society
Lockhart House	Historic Site	Active	Year Round	Quaco Historical Society

Name	Asset Type	Active/Non-Active	Seasonality	Lead Organization
Vaughan Villa	Historic Site	Active	Year Round	Quaco Historical Society
Captain Harry Calhoun House	Historic Site	Active	Year Round	Quaco Historical Society
Orange Hall	Historic Site	Active	Year Round	Quaco Historical Society
Vaughan House	Historic Site	Active	Year Round	Quaco Historical Society
Vaughan House - Overlook	Historic Site	Active	Year Round	Quaco Historical Society
Others				
Gravesites	Historic Site	Active		Locally managed by Church Groups and Non-profit groups
Heritage Sites on Trails	Historic Site	Active and Non-Active		Best example in Riverside-Albert on The Great Trail
Grindstone Island	Historic Site	Non-Active		On Nature Conservancy Land
Albert Mines Provincial Heritage Site	Historic Site	Non-Active		On Private Land
Shipbuilding History / Sites		Active		Albert County Museum and Quaco Museum
Libraries & Community Centres		Active		Each Community Features
Music Venues		Active		Most Private Businesses
Cultural Special Events and Festivals		Active		Various / Rising Tide Festival
History of Region - Geology, Appalachian Mountain Range		Non-Active		Best in area at the Hopewell Rocks Interpretive Centre
Fundy UNESCO Biosphere Region Amazing Places				
Stonehammer UNESCO Global Geopark				



Exploring the St. Martins caves. (photo credit: Michael Hawkins)

# Analysis of Past Destination Development Reports, 1996-2017

By Lisa Hrabluk, principal, Wicked Ideas

Over a 21 year period 13 reports were commissioned to examine various parts of the Upper Bay of Fundy Rural Region. Together, these reports offered 488 recommendations for the tourist economy. The aim of this exercise is to enable readers to quickly assess the similarities, differences, and quirks of these reports to extrapolate learnings from this extensive body of work.

## Key Observations

- 1. It's all about the natural coastal environment:** This is the core value that is shared by residents and visitors - respect and love for this region.
- 2. A regional body is needed to manage, market and access fund for these developments is the first requirement:** There is a correlation between the failure of these reports to produce lasting and actionable change and the lack of a coordinated approach, run by a regional body with proper governance and funding attached to it. This is not a new idea. Multiple reports, beginning with the Albert County Tourism/Economic Potential Study in 1996 have advised that a governing body would be needed to over see the implementation of the recommendations, which would include determining how and where to access capital, selecting key vendors to assist with the roll-out and communicating the new vision to residents.
- 3. Residents must be part of the planning and co-creation:** Operators need all residents to welcome and support tourists, which means residents must feel they're heard and respected.
- 4. The region's tourism sector isn't ready for a spike in tourists:** With the arrival of the Fundy Trail Parkway, a shift in tone is detected in all the reports that follow its opening: the region is ill-prepared to welcome the mass of visitors that the Parkway was built to accommodate. This is particularly concerning for residents who cited concerns for safety of local water supplies, and the condition of local highways and roads. For operators, the promised spike in business brings with it opportunities and challenges. Access to training, entrepreneurial supports and staff orientation is desperately needed. So is private and public sector investment in infrastructure upgrades.

- 5. Set a shared direction, rather than a shopping list of targets and goals:** In reading these reports, I note that many of them contain a lot of recommendations, goals, targets and action items. The 'Four Windows' report and the Fundy National Park 2011 Management Plan are examples of this challenge. Both are stuffed with hundreds of ideas and proposed targets, which can be very inspiring. However, as time passes and targets and dates are missed, apathy can take root. The key for the Upper Bay of Fundy Rural Region Destination Development Project will be to take all the ideas and perspectives collected through community engagement and information gathering and funnel it into a shared direction with a few key metrics. That is how to build momentum across the region, feel a sense of accomplishment and attract more capital, people, information and ideas to build on what this project hopes to start.
- 6. Reframe the initiative to be focused on residents, rather than visitors. First look in, then look out:** All of these reports set out to answer the same question: How do we attract more people to the Upper Bay of Fundy? Because of that, it is unsurprising that these 14 reports place the greatest emphasis on building tourism infrastructure, developing new tourism products and improving marketing of the region. However, dig beneath the major recommendations and it is apparent that stormy waters lie ahead for each of these reports. The underlying challenges that residents of this rural region face - terrible roads, unreliable water supplies, slow or non-existent WiFi will hamper the growth of this destination economy. In addition, bringing tourists into the region will further erode these essential public services, which risks building resentment towards the tourist trade by residents tired of boiling their water in July and August, and detouring past Main Street to avoid the eternal back up of

vehicles, tour buses and RVs blocking their path. Developing a sustainable, regenerative destination economy must begin with developing a sustainable and regenerative community for the people who call the Upper Bay of Fundy home. Then the region and its residents will be prepared and willing to play host to the world.

- 7. Sustainable tourism development has always been recommended but rarely enacted.** The first mention of sustainable tourism development is in the first study, conducted by engineering firm Porter Dillion in May 1996 for Albert County. It remained a thread weaving through all the reports. However, the concept is never really adopted community or region-wide. Instead there is a hodgepodge of actions. Fundy National Park practices it, integrating it into its management activities; the trio of provincial destinations (Cape Enrage, Hopewell Rocks, and the Fundy Trail Parkway) adopt some sustainable practices, and private operators are left to determine it for themselves. The cumulative effect is a patchwork of sustainable practices rather than an overarching shared vision.

### Indigenous Perspectives & Knowledge

It is important to note that of the 13 reports reviewed, only one, the 2011 Fundy National Park Management Plan, cites Indigenous perspectives and knowledge about the Upper Bay of Fundy region and integrates that knowledge into its recommendations. This despite archaeological evidence of continuous habitation dating back 12,000 years.

As this project moves into Phase 2, it is essential contemporary Indigenous perspectives and knowledge be sought, considered and integrated into the foundational pillars of the Network, its operating principles, representation, and agenda. This should include analysis of the Truth and Reconciliation Commission of Canada's

Calls to Action Report (2015) to determine how the Network can work in a spirit of reconciliation with the Wolastoquik, Mi'kmaq and Peskotomuhkati peoples.

### Working Group Identification of Shared Themes

With the initial analysis as their guide, the Working Group identified major themes that ran through the reports and which could form the basis for shaping the design and management of the Upper Bay of Fundy Rural Region Network, during Phase 2. Those themes are:

1. Land Use
2. Infrastructure
3. Regional Coordination/Collaboration
4. Marketing
5. Trails

6. Signage
7. Restoration/Conservation
8. Sustainable/Regenerative Tourism
9. Capacity Building
10. Events/Programming/Product and Experience Development
11. Interpretation
12. Impact Assessments, Studies and Research
13. Measurement and Evaluation
14. Seasonal Extension
15. Visitor Experience
16. Management and Implementation
17. Leverage UNESCO designations

What follows on the next two pages is a chart that lists the 13 reports analysed, including publication dates, and development focus.

### Destination Development & Tourism Marketing Assessment Reports, 1996-2021

Title	Date	Place	Development Focus
Albert County Tourism/Economic Potential Study	1996 (May)	Albert County	Alma & Fundy National Park, Riverside-Albert, Hopewell Cape and The Rocks Provincial Park, Hillsborough
Fundy Escarpment Conceptual Master Plan	1998 (April)	Fundy Escarpment: 2km wide corridor between Fownes Beach (St. Martins) & Fundy National Park western boundary	St. Martins-Sussex-Alma triangle, including Fundy National Park, the Fundy Footpath, Fundy Trail and Fundy Parkway
Upper Bay Of Fundy: A World Biosphere Destination	2008 (December)	430,000 hectares Upper Bay of Fundy St. Martins-Tantramar Marsh-Moncton 1. a Core Zone (Fundy National Park); 2. a Buffer Zone ( the Fundy Trail Parkway, the Shepody National Wildlife Area and the Caledonia Gorge Protection Area); and, 3. a Transitional Zone (which takes into account a much wider sphere of communities and geography).	Alma-Fundy National Park-Fundy Parkway-St. Martins

Title	Date	Place	Development Focus
Bay of Fundy Interpretation & Attraction Development Plan	2010 (March)	Nova Scotia Amherst to Cape St. Marys Chignecto Bay Minas Basin Annapolis Valley Southwest Nova Scotia	Nova Scotia Bay of Fundy coastline
An Integrated Visitor Experience Opportunity Concept for Four Windows on the Bay: Fundy Trail Parkway, Cape Enrage, Hopewell Rocks, Fundy National Park	2011 (November)	Fundy Trail Parkway-Cape Enrage-Hopewell Rocks-Fundy National Park	Upper Bay of Fundy
Fundy National Park Management Plan	2011 (November)	Fundy National Park	On behalf of the people of Canada, we protect and present nationally significant examples of Canada's natural and cultural heritage, and foster public understanding, appreciation and enjoyment in ways that ensure the ecological and commemorative integrity of these places for present and future generations.
South Chignecto Redevelopment Plan, Fundy National Park	2015 (March)	Fundy National Park	Chignecto South, unused campsite in Fundy National Park that sits at the highest point in the park and across from the largest of the Park's three campsites.
Upper Bay Of Fundy Trails Town Vision: Discussion Paper	2017 (Januray)	Upper Bay of Fundy	The City of Moncton; The City of Dieppe; The Town of Riverview; The Town of Sackville; The Town of Sussex; The Village of Alma; The Village of St. Martins; The Village of Riverside-Albert; The Village of Hillsborough; The Village of Memramcook; The Village of Dorchester; and Fort Folly First Nation. The LSD's included in the Biosphere Reserve's transitional zone would include: Harvey; Hopewell; Elgin; Coverdale; Salisbury; and Waterford.
Bay of Fundy Product Assessment	2017 (May)		Fundy Coast of New Brunswick from the mouth of the Bay (Fundy Isles/St. Andrews) to the top of the Bay

Title	Date	Place	Development Focus
St. Martins Strategic Tourism Expansion Program (STEP)	2017 (May?)	St. Martins	St. Martins
St. Martins STEP Strategic Action Plan	2017	St. Martins	St. Martins
Destination St. Martins Spatial Plan	2018 (March)	St. Martins	St. Martins
Vision Alma	2013 (April)	Alma	Alma
The Greater Sussex-Hampton Region Economic Development Strategy	2017 (February)	Sussex/Hampton region	Sussex

The purpose of this exercise is to show the volume of ideas that have been generated in service to developing the Upper Bay of Fundy Rural Region. It is one thing to know a lot has been written; it is helpful to see it laid out in its totality on the following 20 pages.

For over two decades consultants, residents, operators and government officials have thoughtfully considered what it is they want for this region, how it could work and who they want to attract. However, only a fraction of these ideas were ever realized.

The Bay of Fundy Rural Region doesn't want for ideas. What it requires is the development of a shared vision and mission that its residents, operators and local government officials can rally around. Then, together the people who live here can determine:

- why they want to welcome people into their world;
- who they want to welcome;
- where and when they will host visitors;
- what they will offer; and how they will do all of this while ensuring the continued sustain-

ability of their communities, essential public services and quality of life.

### Cross-Report Analysis

The analysis is ordered across seven categories: vision, target market, goals, plan management, and additional information and statistics. I have purposefully omitted report names to enable readers to identify key themes.

### Vision

To be the year-round recreational playground of New Brunswick through the development and promotion of specialized tours and packages targeted at the adventure tourism and eco-tourism markets.

To create unparalleled journey-based and sustainable trail systems on both water and land that unveil the most dynamic coastal processes in the world. The Fundy Escarpment is one of the last remaining coastal wilderness areas between Florida and Labrador. When considered together, the Fundy Escarpment and Fundy National Park create the longest continuous section of publicly accessible protected coastline on the

Eastern seacoast. The purpose of this report is to create a common vision that integrates the Fundy Trail Parkway, Fundy Trail & Fundy Footpath.

To maximize the economic benefits of biosphere-related developments, there is a fundamental need for sound tourism development planning.

To increase tourism in the Bay of Fundy region by accomplishing several objectives:

- Enhance or create awareness of Nova Scotia's Bay of Fundy within the broad tourism marketplace.
- Attract visitors to the region. (The lure)
- Keep visitors in the region.
- Encourage visitors to explore and promote touring.

The Bay of Fundy and its surrounding natural and cultural landscapes and seascapes is a compelling mecca for explorers. It's quiet demeanour welcomes explorers to immerse in authentic settings, which reveal life at the edge of land and sea; and opportunities to explore rich marine and terrestrial environments.

The protection of ecological and cultural resources; the facilitation of meaningful visitor experiences; and fostering public appreciation and understanding of Parks Canada's heritage places in an integrated fashion.

Improving the trail system to be more attractive to families was identified by the Trail to 2017 Market and Revenue Projection document provided as background to this project. Trailhead facilities, better access to views, and rerouting of trails to improve user experience were all identified as priorities. In addition, cycling was also brought forward as a key component for consideration due to its growing popularity within the Park's target markets.

The Upper Bay of Fundy region, with such core partnership interests as Fundy National Park and the Fundy Biosphere Reserve, together with numerous enthusiastic municipalities and LSD's, with enthusiastic attractions, tourism operators and with the pending completion of the Fundy Trail Parkway (which in ilmagine's opinion has potential to emerge as the top new touring and destination attraction in Atlantic Canada), is an ideal candidate for the piloting of an Atlantic The Fundy Coastal Drive region has incredible potential: flagship products, a natural wonder with international drawing power, supporting products and some hidden gems. A strong product vision that capitalizes on the area's uniqueness and brings cohesiveness to the experience will help elevate the region to world class.

St. Martins will be competitively positioned as the southern experiential destination gateway to the Eastern Seaboard's new and most dynamic experience - the Fundy Trail Parkway. The inheritors of the St. Martins STEP Strategic Plan will, working in collaboration with their partners, pursue qualitative creative testing of thematic and brand directions for use by the community's emerging tourism leadership.

St. Martins is a vibrant village at the entrance of the Fundy Trail Parkway offering a unique experience like no other place; take in the breathtaking views of the dynamic, unspoiled rugged coastline of the Bay of Fundy; explore the enchanting shops and restaurants that will tantalize your taste buds and give you a new perspective on "shopping local"; and learn about the seafaring history and the grand houses from the "Golden Era of Shipbuilding" that complete this diverse coastal experience.

World recognition and four major attractions (Fundy Trail Parkway, Fundy National Park, Cape Enrage, and Hopewell Rocks) are predicted to significantly increase visitation to the region and

the Village of Alma, potentially overloading the existing support infrastructure. The community of Alma must be ready to host additional visitors if it is to maximize economic opportunities presented by this growth.

To identify a new economic prosperity path for the Sussex region post-closing of the Potash-Corp operations.

### Target Market

Eco-tourism, adventure tourism, touring and getaway holidays.

Nature-based tourism and recreation.

Ecotourism and Adventure Tourism.

Nature tourism and authentic seacoast experience.

Host the Nine Guest Explorer Types

- Authenticity Experiencers
- Cultural Explorers
- Buffs
- Personal History Travellers
- No Hassle Travellers
- Free Spirit
- Gentle Explorers
- Rejuvenator
- Reluctant Traveller

Audiences to Nurture and Inspire:

- Single's Scene: young, ethnically diverse singles and couples living in large urban cities
- Young Metro: young, ethnically diverse families with relatively young children.

Unfortunately, they are also underrepresented in Fundy National Park's major geographic market, New Brunswick, and in the New Brunswick tourism market. The Fundy National Park experience offer, and related promotional efforts will need to be strong to reach and attract these audiences.

Audiences to Retain and Grow:

- Young & Old: a mix of households of main-

ly singles – young, seniors, divorcees, single-parent families

- Middle-aged Achievers: affluent couples with school-aged children
- Fledgling Families: younger families and single parents, children under 15
- Family Traditions: middle-aged couples and families with school-aged children

Middle Age Achievers who “seek physical activities with family, hands-on learning – m EQ tendency towards Cultural Explorers and Authentic Experiencers.

Fledgling Families who “like to be outdoors in the fresh air which they find keeps their lives fulfilled” – EQ tendency towards Gentle Explorers and No Hassle Travellers.

Prosperous Parents who “pursue outdoor and cultural activities that enrich their lives and afford them quality time with their children” – EQ tendency towards Cultural Explorers and to a lesser degree Authentic Experiencers.

The highest potential travel customers are characterized as the classic touring vacationer of Atlantic Canada who by far represent the largest volume of visitors to Atlantic Canada, and more particularly the classic Bay of Fundy visitor. The classic touring vacationer can be considered as visitors in the mainstream (not fixated on one particular niche (e.g. birding, surfing, genealogy) who are travelling via rubber tire (e.g. private automobile, escorted motorcoach, private touring vehicles).

New Brunswick's EQ Targets are:

- Authentic Experiencers are upscale, middle-aged families living in suburban and second-tier cities. Living a healthy lifestyle is a priority and keeping up with the Joneses in their consumer activity. Likely to travel both domestically and internationally. NB may appeal to this group because of its

variety of land and water-based activities. Juggling a busy lifestyle, staying connected to friends and family and keeping up with current events may be easiest through online channels. They Are: spontaneous, discrete, ethical, eco-conscious, independent, curious. Most likely to be seen at: nature reserves, world heritage sites, hiking trails, museums, homestays, campsites. Travel values: like to learn everything about a place, time, or culture, nature, enjoy vast natural settings and wonders, cultural immersion, prefer integrating into the local culture, personal development, seek self-improvement through understanding others.

- Gentle No-Hassle Travelers are a middle-aged family group enjoying above-average incomes and living in suburban and exurban homes. They are an outdoor-oriented group, often looking to demonstrate their social status all while keeping price in mind. Overall, this group tends to travel closer to home and may find New Brunswick appealing as a destination because it is family-friendly and offers major events and winter sports. Broadcast and online are their mediums of choice. They are flexible, rational, spiritual, careful, energetic, open-minded, discriminating consumer. Most likely to be seen at: festivals, theatres, museums, parks, group tours, outdoors. Travel values: escape, seek a getaway from everyday stresses and responsibilities, group travel, enjoy socializing with others. Nature, like purity and serenity of open spaces, security, prefer safety of familiar places
- Cultural Explorers seek to embrace, discover, and immerse themselves in the entire experience of the culture, people, and settings of the places they visit. Not content to just visit historic sites and watch from the sidelines, they want to participate in the modern-day culture as well. They often attempt to converse with locals, attend local festivals, or go off the beaten path to discover how people

truly live. They are positive, open-minded, curious, risk-taker, flexible, easy-going, energetic, creative. Most likely to be seen at: heritage sites, cultural events, museums, festivals, B&Bs, hostels. Travel values: prefer traveling with like-minded people, living history/culture, enjoy ancient history and modern culture, learning travel, seek to learn everything about a place, time, or culture, constant exploration.

Destination St. Martins' tourism expansion plan is built on three pillars of experiences:

- 'The Golden Age of Sail',
- dramatic natural landscape features of the Bay of Fundy, and,
- local culture.

Alma: Explorer Quotient (EQ) market segments:

- Authentic Experiencers,
- Cultural Explorers, and
- No Hassle Travelers.

## Goals

Five goals:

- Develop tours and packages.
- Develop tourism support facilities and services.
- Increase awareness and interest with residents and non-residents.
- Develop key partnerships to advance tourism development, delivery, and promotion.
- Develop a tourism network amount tourism operator.

All activities and interpretation (signage, staff, maps, graphics, and events) should be based on discovering the dynamic, tidal influences of this coastal landscape.

Promising practices that could enhance a visitor experience in the Fundy region:

- Involve all stakeholders in shaping tourism policies and strategies...conservationists and tourism advocates must work as partners.

- Raise awareness of conservation issues.
- Emphasize the special character of an area through imaginative interpretation.
- Increase contact between visitors and local people.
- Develop local showcase facilities for cultural experiences.
- Promote 'green' messages to visitors.
- Demonstrate 'clean and green' through tourism management charters and green certifications.
- Develop and utilize a toolbox of supports to help businesses achieve green certifications.
- Introduce environmental award schemes
- Demonstrate sustainability and reductions in the environmental impact of the tourism industry and maximize the benefit to local operators.
- Develop partnerships and packages to promote appropriate ecotourism experiences.
- Seek to develop more creative environment-friendly travel offers.
- Avoid promotion of sensitive sites.
- Influence visitor behaviour to reduce negative impact and increase environmental awareness and benefits...Think Green, Act Green.
- Establish and maintain good monitoring processes for evaluation of ecological, social and economic development and sustainability.

The potential of the Bay of Fundy to be a tourism attraction of international status and to play an effective role in generating tourism visitation to Nova Scotia, is contingent upon highlighting and interpreting outstanding tidal landscapes and developing the tidal theme.

Four attractions are the principal "Windows on the Bay" through which our guests will be able to achieve innovative and enhanced connections with the Bay and its surroundings:

- Fundy Trail Parkway: explore the Bay's cliff shoreline by driving, walking, biking or hik-

ing a network of trails ... spectacular views of the Bay, and its geologic and marine history and to connect with the coastal community of St. Martins.

- Fundy National Park: unique insights into the Fundy Biosphere and opportunities to explore Fundy's coastal forest environment, spectacular waterfalls, fresh and marine aquatic environments and to connect with the coastal community of Alma.
- Cape Enrage: an outstanding perspective of the Bay is achieved from atop the Cape and its historic lighthouse revealing insights into the navigational challenges of the Bay, and at the base of the cliffs a unique fossil beach and is the base for cliff climbing and rappelling adventures.
- Hopewell Rocks: one of the marine wonders of the Bay, the "flowerpots" provide unique insight into the continuing evolution of the Bay and the surrounding flats at low tide present unforgettable Bay floor exploration opportunities.

These four primarily natural anchor attractions are linked to many other opportunities to connect with people and experience:

- the lifestyles of coastal communities
- the current and historic economies of the Bay and the shore
- the culinary history and delights of the region
- the evolution of fishing, boat building, forestry, agriculture and aquaculture
- the artistic heritage and current artisans
- the joys of relaxing and recreating in outstanding coastal and inland environment

The primary role of Fundy National Park is to protect for all time a representative example of two important ecoregions: the Fundy Coastal and the Southern Uplands ecoregions. FNP is also considered the important core of the UNESCO Fundy Biosphere Reserve (designated in 2007), which focuses on protection and encouraging sustainable tourism in the biosphere

region.

Redeveloping Chignecto South, and investing \$5.4M in new infrastructure and facilities in this location at the top of the hill, requires that a means of getting back up the hill to Chignecto South be found. Campers at Chignecto North face the same problem right now, as the car is the only practical means of exploring the Park from their location. An important secondary role, given its location at the top of the hill, is as a hub for the trail network linking the top of the hill with the more coastal attractions.

Create a vision for the development of a trail town pilot initiative within the upper Bay of Fundy region. It focuses exclusively on self-propelled trail experiences. The paper is intended to stimulate discussion among the leadership of FNP, the Province of New Brunswick, municipalities, ACOA, ACOA New Brunswick, GMIST, the Trans-Canada Trail, the Fundy Biosphere Reserve, and other stakeholders.

Regional product assessment as part of GNB's development of a Provincial Product Innovation Strategy in support of a new Tourism Growth Strategy.

Create a Sustainable Strategic Tourism Plan that incorporates products, services and experiential tourism.

Provide a proven Step-by-Step process to help guide stakeholders and communities in building and executing a successful Sustainable Tourism Community Plan.

The completion of the Fundy Trail Parkway in 2019 will have immediate implications for St. Martins creating a significant increase in visitation. It is anticipated that the Fundy Trail Parkway could become the primary scenic driving route in Atlantic Canada. Current visitation to the Fundy Trail Parkway averages 21,000 vehicles per year and upon completion, this num-

ber is expected to increase significantly (some estimate up to 100,000 vehicles annually). This increase provides a tremendous opportunity to grow the tourism economy in St. Martins and the Upper Bay of Fundy tourism region.

However, for St. Martins to fulfill its role as one of the key tourist attractions in the Upper Bay of Fundy, it is in urgent need of infrastructure upgrades. At present, it simply cannot handle the anticipated volume of visitor traffic, nor can it meet expectations for a high-quality visitor experience, but the potential is there. Furthermore, without the infrastructure upgrades, the visitor experience at the primary attraction (e.g., Fundy Trail Parkway) will suffer and reflect negatively on the attraction itself."

Public infrastructure improvements to allow Alma to play its role as the host and service centre in the Upper Bay of Fundy tourism experience.

Top three priorities for Sussex/Hampton:

- Unified tourism; arts and culture;
- Geothermal energy; and,
- Food production and processing

### Plan Management

Albert County Tourism Association will act as an umbrella group and will:

- provide increased levels of marketing exposure, with varying fee structure for members.
- develop and operate a County-wide reservation system.
- encourage accommodations and tour operators to develop and operate cooperative packages.
- organize and promote off-season tours for Albert County operators to experience products offered in competitive destinations.
- attend regional, provincial and national trade shows.
- staff and operate two seasonal visitor centres.

- set up toll-free information number.
- collect and disseminate market data.
- lobby government; and,
- be member-supported through fees.

To Adopt Management Guide for Fundy Escarpment, consider creating a coordinating body to steer future developments in the Fundy Escarpment that will:

- follow tourism objectives and policies for implements.
- develop linkages between organizations and agencies to promote tourism while maximizing social and economic benefits.
- encourage local community involvement and economic development.
- create awareness of and share information on training programs for recreational, culture and tourism operators;
- encourage the uptake of sustainable management programs for implementing.
- development and operating procedures, standards, and regulations for tourism activities; and,
- create awareness of the benefits of a collective and comprehensive marketing program.

The Fundy Tourism Development Task Force would work as an adjunct to Enterprise Fundy and Enterprise Southeast in carrying out the following types of activities:

- Intensive community tourism planning following the Bouctouche model.
- The use of models such as the Ten Essentials to improve individual products.
- The use of other diagnostic and development tools being developed by ACOA.
- The deployment of Total Market Readiness (TMR) techniques (mentoring and mystery shopping) to improve individual products.
- Adequately fund the Task Force with both human and financial resources.

Three horizons for achievement should be set for Four Windows by the Bay.

- 2012: Visitor Experience Opportunity Concept (VEOC) profiled and accepted by regional constituents, attraction staff, prominent operators and community leaders, who agree to visibly adopt the role of “hosts” and enhance their welcome and support of “guest” explorers.
- 2015: The four attractions, engaged communities and operators will have adopted the concept of proactive facilitation of experience opportunities. By this time the perception of the “newly emerged destination” as a ‘must see’ destination should have taken hold.
- 2020: Fundy Trail Parkway is completed and significant change has occurred in the facilitation of experience opportunities in the “Four Windows on the Bay” destination. Exploring its marine and coastal personalities is the primary draw of the area, complemented by opportunities to immerse in its communities, their heritage and current lifestyles. An array of significant changes will have been put in place by Fundy National Park and other attractions, nearby community attractions and services and independent travel operators and experience facilitators – realizing many of the themes, enhancements and innovations identified in the VEOC. The Province, ACOA and Parks Canada will be leading investors in these changes, with matching investments from communities and operators.

To achieve St. Martins’ Strategic Tourism Expansion Plan:

- Ensure community consultations solicit a wide range of ideas aimed at benefiting residents (e.g. recreation, lifestyle, community assets, sustainability, services, etc.).
- Establish an effective Facebook presence explaining the STEP process and promoting involvement, engagement and the contribution of ideas.
- Undertake a low-cost, interactive design

charrette to capture the Working Group's and municipal council's ideas as a preliminary form of creating designs for physical tourism concepts.

- Undertake professionally-led physical tourism concept design efforts to potentially integrate and blend various forms of development – explore the possibilities of ensuring ease of vehicular, cycling and pedestrian connectivity throughout the community and local area.
- Solicit experiential development ideas from stakeholders through two community consultation exercises.
- Work with GMIST to solidify best-of experiential development ideas.
- Brand recommendations
  - ST. MARTINS: The Excitement of the Eastern Seaboard
  - ST. MARTINS: Top of the Eastern Seaboard
  - ST. MARTINS: Experience the True Eastern Seaboard

## Additional Information and Statistics

Recommended types of partnerships

- Consortiums
- Joint ventures
- Strategic alliances
- Cooperative marketing
- Value chain relationships
- Business networks
- Shared standards for adventure tours and trails
- Joint training programs
- Jointly purchase supplies (ie laundry, landscaping)
- Cross promotional partnerships with sporting goods retailers in Saint John, Moncton and Fredericton
- With Post-secondary institutions to develop training programs in hospitality sector
- Students can undertake surveys and other market research for marketing plans

A 1994 study of Fundy Trail Parkway estimated it would generate \$5M in Year 1 (1998) & \$20M by Year 10 (2008). Proposed annual operating budget for Fundy Escarpment is \$923,550. Capital investment of \$6.3M required for infrastructure recommendations, excluding the Fundy Trail Parkway. Extending Trail from Martin Head to Fundy National Park is additional \$620,000.

The share of “easy sell” repeat visitors is declining. To counter this, the industry must do one or both of:

- enhancing the experiential offering to entice former visitors to come back more often; or
- more effectively developing and positioning a tourism offering to attract more first-time visitors.

While Fundy National Park is closely linked to the Bay of Fundy landscape, it doesn't have the iconic images that we find associated with the major parks listed above. Hopewell Rocks, nearby, (approx 170,000 visitors in 2006) offers these images and it appears that the two work together to generate and promote tourism to the area.

Management plans for Fundy National Park are approved by the Minister and are tabled in Parliament every five years.

Fundy National Park, like many other National Parks and Historic Sites, has seen declining attendance. The Park's existing markets are primarily Canadian and visiting in groups of adults and/or seniors only, as indicated by the following key statistics:

Visitor Origins

- 74% Canada, of which 60% are from New Brunswick (44% overall); 19% from Ontario and 10% from Quebec
- 18% United States
- 8% Overseas

Overall, over half of the visitors (56%) can be

classified as tourists, visitors to New Brunswick. The extent to which a visit to Fundy National Park (FNP) itself played a role in their trip decision is unknown. However, the Fundy Region is one of the province's most popular tourism destination areas and FNP is a key experience in this region.

#### Visitor Characteristics

- 75% of visitor groups are adults and/or seniors only
- US and overseas visitor groups are more likely to be seniors only
- Canadian adults are more likely to be traveling with children

PRIZM analysis of FNP's Canadian markets, representing almost ¾ of all visitors, indicates the following:

- The predominant EQ segments are Gentle Explorers, Authentic Experiencers and Cultural History Buffs
- Nearly half are Familiarity Seekers (Gentle Explorers, Virtual Travelers and No Hassle Travelers)
- Nearly half are from the 'Families' lifestage segments: Middle Age Achievers; Fledgling Families and Family Traditions

### Specific Recommendations by Report

*Copies of all the reports are available for review.*

#### **Report #1: Porter Dillon Report - Albert County Tourism / Economic Study (1996)**

1. Basic land use control with proactive planning policies to prevent incremental ad hoc development and protect the environment and natural resources.
2. Designate unincorporated areas as a Rural Area and develop a Rural Plan.
3. GNB strengthen clear-cutting legislation - look to Ontario and BC for guidance.
4. Adopt standards for property maintenance.
5. Upgrade Route 114 and provide more passing opportunities (Hillsborough-Riverview).

6. Resurface Route 114 for smoother driving experience.
7. Coordinate signage.
8. Develop network of trails, with supporting visitor infrastructure such as rest centres (huts, picnic tables, garbage containers).
9. Coordinate the delivery of tourism services and experiences.
10. Retain the unspoiled nature of the region.
11. Form regional partnership to develop new products or services, develop and apply new technologies, initiative new market opportunities, and improve cost efficiencies.

#### **Report #2: Fundy National Park Expansion - Fundy Escarpment Report (1998)**

12. Create a Community Tourism Program with two priorities: (A) to increase awareness of the Fundy Escarpment project and the potential it offers communities; and (B) to facilitate product development and business/entrepreneur training to align existing and new businesses with new opportunities.
13. Adopt a consistent design style, colour palette and built features, associated with the predominance of lumber mills and the coastal landscape across the entire region to create a unifying visual.
14. Zone the Escarpment with three levels of intervention based on concentration of features: highest concentration (Big Salmon River/Martin Head) will be primary development of parking, interpretation, administration and services; medium concentration with sensitive nature (Little Salmon River) will provide vehicular access to areas nearby but outside conservation area; and remaining areas with low concentration are accessed by multi-use trails and footpaths.
15. Coordinate with neighbouring communities to co-sponsor and organize special events and programming.
16. Train and hire qualified interpreters and staff.
17. Develop an interpretation strategy for signage, staff training, research, and marketing

that underscores the key theme that this is a unique and dynamic coastal landscape.

18. Create linkages with Moncton and Saint John visitor centres to inform and direct visitors to the three Gateway communities (Sussex, Alma and St. Martins).
19. Develop signage and programming for Sussex, Alma and St. Martins to capture visitor's attention and draw them into the Escarpment experience.
20. Conduct an environmental impact study to determine if reconstructing the old wooden wharf and dredging the channel at Big Salmon River is viable as a water-based entry point for sea kayakers, canoers and small craft boaters to draw them into the Escarpment experience.
21. Purchase Martin Head and make it part of the Fundy Escarpment to preserve its environment.
22. Limit Martin Head amenities to a toll booth, parking, small campground, tent sites, group camping, a solar-powered comfort station, trail heads and an orientation kiosk with interpretive signage.

**Report #3: Upper Bay Of Fundy:  
A World Biosphere Destination (2008)**

23. Support Fundy National Park management in the creation and execution of its 2010 Management Plan.
24. Play an advocacy role toward investment and product renewal within the park.
25. Set the bar high for products, experiences and services to be offered within the park.
26. Integrate the park into the rebrand and re-launch of the Parkway and Biosphere experience.
27. Play an action role with staff and resources to undertake tactical capacity building in communities surrounding the Core Zone (build sustainable tourism communities).
28. Play an action role with staff and resources to work with individual existing and potential business owners to raise the bar on tourism

services and experiences.

29. Involve communities and operators in the re-brand and re-launch of the Parkway and Biosphere experience.
30. Communicate about the Biosphere benefits to Transitional Zone communities and business owners; illustrate how their affinity may be greater to alternative destination mechanisms (e.g. scenic drives, municipal tourism management plans, etc.).
31. Establish a formal charter, which is a fundamental practice in the marriage between desirable tourism destinations and UNESCO biospheres.
32. Leverage Fundy Coastal Region's fit with leading tourism trends and marketplace wants to develop effective partnerships.
33. Create an umbrella Fundy Tourism Development Task Force representing all regional interests.
34. Champion and facilitate the adoption of sustainable tourism practices, greening programs and experiential programs such as Edge of the Wedge at the Gros Morne Institute of Sustainable Tourism.
35. Develop and implement a formal charter of environmental responsibility and sustainability.
36. Benchmark and monitor progress.
37. Champion and facilitate the identification and development of critical mass tourism initiatives and partnerships.
38. The Parkway and Biosphere initiatives should combine to offer consumers a new world class destination brand concept - The Fundy Reserve: A World Biosphere Destination or Upper Bay of Fundy: A World Biosphere Destination.

**Report #4: Bay of Fundy Interpretation & Attraction Development Plan (2008)**

Form a task force to:

39. Coordinate, set timelines and check in with each regional partner.
40. Develop visitor facilities and programming at

the best sites associated with the tidal landscape offering extraordinary interpreted activities related to the tides and the inter-tidal zone.

41. Build recognition in the global tourism market through outstanding images of these key iconic attractions.
42. Establish a tiered network of themed attractions, interpretation and amenities. Similarly, the system will incorporate wayfinding, site entry and on-site visual components that will create a visually integrated identity for the region.
43. Identify a network of tidal sites, natural and human history sites, scenic viewpoints and hiking trails can combine to create an informative self-guided touring route along Nova Scotia's Bay of Fundy.
44. Create a wayfinding and identity program to create the allure and sense of place and unify the region through signage and providing directions.
45. Create Tide and Seek, a tide-themed Bay of Fundy digital scavenger hunt.

**Report #5: An Integrated Visitor Experience Opportunity Concept for Four Windows on the Bay: Fundy Trail Parkway, Cape Enrage, Hopewell Rocks, Fundy National Park (2011)**

46. Establish a Destination-wide Leadership team to guide and support Visitor Experience Opportunity Concept (VEOC) application and be central information source.
47. Leadership team could play coordinating role in sponsoring collaborative action and in seeking external support for improvements which will benefit destination-wide.
48. Undertake a limited and strategic set of collaborative destination-wide or complementary projects to diversify and enhance experience opportunities and the quality of service support.
49. Strategically establish desired tourism image and means to pursue it.
50. Inventory experience opportunities, natural

and cultural resources of interest to priority EQ segments and share the findings with partners in developing destination-wide base.

51. Coordinate interpretive programs in accordance with identified themes and interests of priority explorer types and coordinate delivery roles by respective attractions.
52. Get people out on the water and help them to see the continuity of shared natural and cultural characteristics from a marine perspective.
53. Improve "night" and "off season" service offer.
54. Undertake a set of collaborative projects to improve the quality and consistency of guest services.
55. Improve use of contemporary technologies in serving guests.
56. Interconnect Destination-wide guest advisory services.
57. Put in place a "floor" of quality service and quality of Bay of Fundy experience opportunities and support services.
58. Clarify and diversify the scope and position of Bay Experience Opportunities.
59. Investigate means for Destination-wide Entrance fees: pass for the four windows.
60. Package services across destination and within attractions and communities.
61. Develop a coherent look amongst destination-wide attractions in their communications and on-site presence.
62. Acquire or develop a model of the Bay's tidal movements and phenomena.
63. Encourage communities and residents to understand and support collective roles in being a world-class and renowned travel experience destinations.
64. Motivate and support enhanced public services and amenities across the destination - public washrooms, benches, pedestrian support, information and orientation services
65. Improve linking road conditions and related travel direction information (signage).

- 66. Ensure sustainable tourism development principles and practices guide enhancement of guest services and diversification of experience opportunities.
- 67. Create packaged Excursions and packaged pricing.
- 68. Collaborative destination-wide visitor guide-designed to respond to values and exploration traits of EQ types, favouring as required priority types.
- 69. "Show and Tell" the Industry that we are all working together...highlight how we are working together on the Destination's website.
- 70. related to aquatic monitoring programs to engage and build awareness.
- 76. Prepare a communication action plan for visitor, partner and stakeholder engagement opportunities related to the park's programs.
- 77. Use the website and new media to expand communication related to the active ecosystem management and restoration work being conducted within the park.
- 78. Dialogue with New Brunswick Aboriginal communities and First Nations field researchers to determine shared objectives related to ecological integrity projects.
- 79. Engage Aboriginal conservation groups and networks such as the Aboriginal Traditional Knowledge (ATK) network and the Maliseet Nation Conservation Council (MNCC) in discussions on ecological integrity projects to determine interests and future engagement.

**Report #6: Fundy National Park Management Plan (2011)**

Key Strategy 1: Working within and beyond our boundaries to protect our ecological integrity.

- 70. Work with adjacent landowners, universities, local organizations, government departments and other stakeholders and partners who influence regional conservation efforts on protection, presentation and visitor experience initiatives related to ecological integrity.
- 71. Contribute to restoration work for Atlantic salmon habitat in the greater park ecosystem as part of a salmon coalition led by the Fundy model Forest.
- 72. Work with the Aboriginal Advisory Committee to identify training programs with Aboriginal communities such as the building environmental Aboriginal Human resources (beAHR) project and seek funding to increase capacity within Aboriginal communities.
- 73. Establish the status and trend of each of the selected monitoring measures and provide a comprehensive assessment of the condition of park ecosystems.
- 74. Complete culvert work for Highway 114 to allow for fish passage, and the Bennett Lake fishway construction.
- 75. Host additional Citizen Science activities that meet the needs and interests of visitors
- 80. Work with the Aboriginal Advisory Committee and interested Aboriginal communities to develop and implement a traditional knowledge study of the area.
- 81. Through the multi-park integrated funding project, complete actions for the recovery of culturally significant American eel, which include a focus on the collection and integration of Aboriginal Traditional Knowledge.
- 82. Hire 3-5 Aboriginal persons each year to work on projects with a focus on building capacity within Aboriginal communities.
- 83. Establish a formal relationship with the Maliseet Nation Conservation Council.
- 84. Through the communication action plan, identify and launch web applications for Fundy National Park's ecological integrity programs.
- 85. Hire a Stewardship Coordinator to engage visitors in volunteer initiatives through the Fundy Stewards Program.
- 86. Promote and deliver presentations related to the "Water for Life" and other ecological integrity projects of interest to groups within the region.
- 87. Support projects which encourage cross-

tional participation among staff related to restoration and monitoring efforts and promote their participation so that they can act as community ambassadors related to conservation activities.

88. Work with the Aboriginal Advisory Committee to involve Aboriginal communities in the Fundy Stewards Program in ways that are of interest to them.
89. Engage the Fundy biosphere reserve, New Brunswick universities and other partners in species at risk recovery program.
90. Monitor population levels and gene diversity of Atlantic salmon.
91. Work with research partners who have an interest in Atlantic salmon and American eel recovery efforts to develop research goals.
92. Develop new, engaging American eel recovery programs for visitors and school groups using social science information, including new hands-on monitoring activities.
93. Support and contribute efforts to the American eel network and the Atlantic Aboriginal Protection of Species Committee (AAPSC)
94. Communicate activities related to Atlantic salmon and American eel programs to park visitors, Aboriginal communities and the public through an improved website and in-park interpretation.
95. Participate on the national recovery team for the iboF population of Atlantic salmon and the Canadian American eel Science Working Group (CAeSCG).

Key Strategy 2: Creating connection to Fundy National Park – changing with the times

96. Complete a visitor experience opportunity concept for the park to identify and develop opportunities for enhancing programs, products and activities.
97. Develop and implement a marketing strategy that includes opportunities for collaboration with key tourism and sustainable development partners.
98. Develop products and marketing strategies

that target urban markets.

99. Conduct a review of the trail system (including a review of trail maintenance) to identify and develop new opportunities for visitors.
100. Work closely with tour operators to capture more of the market share of cruise ship passengers entering through the Port of Saint John.
101. Work with partners and stakeholders to develop new interactive and experiential opportunities.
102. Develop relationships with regional multi-cultural associations to identify and develop educational and experiential opportunities for new Canadians.
103. Improve visitor experience opportunities for Aboriginal peoples.
104. Work with the media toward promoting positive messages about the park.
105. Restructure the volunteer program to increase opportunities for involvement of visitors and local communities that encourage return visitation to the park.
106. Work with the Royal Astronomical Society to achieve Dark Sky Preserve designation.
107. Review and renew the winter program to offer a broader range of experience opportunities taking into account trip planning and marketing.
108. Explore options to diversify the camping experiences including ready-to-camp units to meet the needs and expectations of visitors and address declining camping figures.
109. Reinvigorate current winter, spring and fall offers.
110. Develop programs and activities that are aimed at reaching currently untapped markets.
111. Work with stakeholders and partners to offer winter events open the visitor Centre on a year-round basis.
112. Review the park's infrastructure, services, products and programs vis-à-vis the park's ability to meet changing market needs.
113. Develop Fundy National Park's unique

selling proposition in order to strengthen the park's competitiveness in the tourism market.

114. Collaborate with partners to develop a destination tourism strategy for the region. Focus on joint promotions, packaging and product development initiatives.
115. Implement solutions based on the findings from the market research gap analysis conducted for the park.
116. Evaluate infrastructure and program needs to support visitors at the western entry (based on social science research).
117. Work cooperatively with the Mi'gmaq and Wolastoqiyik to integrate Aboriginal traditional networks, commerce, and social structures - to promote cultural awareness, regional Aboriginal tourism, and interconnectivity of Aboriginal peoples within New Brunswick.
118. Coordinate efforts with Kouchibouguac National Park and the Metepenagiag Heritage Park.
119. Regularly update and provide timely information on the park's website related to trip planning, programs, activities and special events.
120. Increase marketing efforts through social media to capture the attention of regional and national audiences, focusing on what makes Fundy National Park unique and opportunities to experience the park.
121. Provide internet access at select locations within the park.
122. Prepare social media videos which focus on popular visitor experiences - such as camping, golfing, hiking, skiing, snowshoeing, and hiking - and place on the park's website.
123. Develop baselines for satisfaction levels for outreach education activities.
124. Develop partnerships with educational or other experiential organizations to access and engage urban audiences.
125. Incorporate findings from the review of

the park's external communications tools, products and outreach education initiatives to improve the park's external communications.

126. Establish a presence at local and regional community special events with a focus on urban audiences.
127. Work with the Aboriginal Advisory Committee to develop programs and initiatives with Aboriginal schools.
128. Work with educators to bring Parks Canada into classrooms while meeting their interests and objectives.
129. Explore the possibility of offering bus relief to schools who are unable to access the park due to cost barriers.
130. Explore opportunities with regional education providers to provide job shadowing and co-op experiences.
131. Produce an annual newsletter highlighting aspects of the "Water for Life" project for the community, industry, stakeholder organizations and field unit staff.

Key Strategy 3: Uncovering and communicating our park's untold stories in the land of 'Salt and Fir'

132. Work with former residents, communities and related interest groups to incorporate former park resident history and their stories for visitors to enjoy and commemorate their lives.
133. Consolidate research and knowledge of local and park history archived at the park.
134. Partner with the Albert County Historical Society and other heritage and educational institutions with an interest in the history, anthropology and archaeology of the region to complement the stories being told by other destinations along the Upper bay of Fundy and facilitate unique visitor experience opportunities.
135. Develop on-site and public outreach education programs related to the human settlement of the Upper Bay of Fundy region

using tools such as Google Earth to engage the public and generate interest in the region.

136. Work with the Aboriginal Advisory Committee to complete the "Place Name Project" to reflect an Aboriginal perspective.
137. Include cultural history of the park and stories from former residents in on-site and outreach programming.
138. Interpreters from destination partners and Parks Canada staff are trained together to deliver consistent messages.
139. Develop a Cultural resource value Statement (CrvS) for the park with stakeholder and partner input.
140. Inventory and evaluate the park's cultural resources to gain a better understanding of their values to local and regional communities, to improve the visitor experience offers within the park, and to meet the interests of visitors.
141. Work with the Aboriginal Advisory Committee to expand upon the Aboriginal oral history of the park, such as the Wolastoqiyik creation story.
142. Work with Aboriginal peoples, staff, stakeholders, partners and local communities and organizations to expand upon the park's knowledge of the park's cultural resources.
143. Work with the Aboriginal Advisory Committee to guide the park on Aboriginal matters, engage Aboriginal communities, identify opportunities to work on mutually beneficial initiatives and provide advice on park-related matters related to visitor experience, ecological integrity, external relations and other initiatives.
144. Engage New Brunswick Aboriginal communities who have an interest in FNP and seek new partnering opportunities to increase their involvement as defined by them. For example, invite Aboriginal elders and community members to be involved in park programming and to host events on-site. Explore New Brunswick Aboriginal peoples'

historical connection to the park and surrounding area and work with interested communities to consolidate historical research.

145. Explore opportunities to engage visitors about Aboriginal culture and heritage with the Aboriginal Advisory Committee.
146. Work with the Aboriginal Advisory Committee to extend public outreach programs to target Aboriginal schools and communities in New Brunswick.
147. Work with the Aboriginal Advisory Committee to create at least one permanent position for an Aboriginal person and a support program that focuses on recruitment and retention of Aboriginal staff.
148. Work with the Aboriginal Advisory Committee to develop training on sustainable tourism for Aboriginal communities.

## Area Management

### Headquarters Area

149. Work with the Headquarters Area Plan Working Group to explore options through the development of concept plans for facilitating visitor experience opportunities and celebrating park history through events, programs and exhibits.
150. Finalize and implement the selected concept plan with guidance from the Headquarters Area Plan Working Group.
151. Work with local community members to develop events, programs, activities and exhibits that are relevant to them and continue to connect them with the park.

### Wolfe Lake

152. Collate the 2010 VIP responses and conduct additional research as necessary to determine current visitor expectations for the west park entrance.
153. Use social science research to determine the explorer Quotient profiles for these new visitors to ensure that programs are tailored to meet their needs and expectations.
154. Conduct the necessary upgrades to

trails and trailheads as determined by the infrastructure and service offer review and a review of the VIP responses.

155. Review service offers designed to meet the needs of visitors travelling to the park by car.
156. Work with partners and stakeholders to develop visitor experience opportunities for the Wolfe Lake area that ensure links with other service and experience offers in the park.

### **Report #7: South Chignecto Redevelopment Plan, Fundy National Park (2015)**

157. The primary site-specific function of Chignecto South is to provide a center for outdoor fun, with a variety of activities and facilities, all of which will expand the current Park offer. In this way, Chignecto South will link the existing trails and attractions together. Once connected, the overall recreation offer will be strengthened and diversified by the establishment of a strong activity node connecting local trails facilities with those at the bottom of the hill.
158. In order to solve the vertical grade change, and connect the bottom of the hill with Chignecto South, a motorized conveyance must be established. This could take a number of forms, including everything from a van to a horse and cart. Preferably, the conveyance would be a green technology that runs off of alternative fuel or technology.
159. According to the International Mountain Biking Association (Canada) (IMBA), it is important to have a variety of trail types and skill levels when developing an area for Mountain Biking, especially if there is consideration to achieving a Ride Centre Designation from IMBA at some point in the future, such as Copper Harbor, Michigan. An important amenity at Copper Harbor is the outfitter, the Keweena Adventure Company. The outfitter provides rental services for

bikes and kayaks, as well as guides for those activities. Given the vertical grade challenge in the area, coupled with the fact that there is no ski lift available, the outfitter also provides a shuttle service.

160. Recommend five types of conveyance routes:
  - Motorized route (Hastings Auto-trail)
  - Mountain bike trails
  - Off-leash trails for dogs and their owners
  - Multi-use trails
  - Winter trails
161. Proposed Main Hub Area should have:
  - Observation tower
  - Sugar shack
  - Events barn
  - Group campfire circle
  - Events lawn
  - Mountain bike pump track and skills area
  - Off-leash dog area
  - Group campground
  - Overflow camping
  - Dark sky viewing areas
  - Dark sky interpretive area
  - Dark sky observatory
  - Cabins

To increase the appeal of the Chignecto South area to the identified target audiences, EPG suggests:

162. Add more adventure activities that will appeal to the young adult market and also to the active families. A suggestion is rock climbing lessons and guided experiences. Another possibility is zip-lining, if the landscape allows.
163. Ensure that the mountain bike trails have appeal to all skill levels - from beginners/learners (including children) to more advanced experiences.
164. Locate cabins in various locations throughout the site, including close to the centre of activities, not just in the back/

mid-country. Consider adding a 'learn to camp' program with the ability to rent equipment. While some of the market segments are campers, others seek roofed accommodation and/or look for less hassles and more simplicity in their travel experiences.

### **Report #8: Upper Bay of Fundy Trails Town Vision: Discussion Paper (2017)**

165. A not-for-profit proponent should be identified as a lead resource for coordination and communication of the proposed pilot initiative, for undertaking funding initiatives and for responsible management of funds and other resources during the pilot period. Potential proponent organizations include: Vision Alma, the Trans-Canada Trail, The Fundy Biosphere Reserve, the Fundy Trail Parkway (and other to be determined), with initial coordination and assistance from FNP in collaboration with ACOA and ACOA New Brunswick.
166. The proponent should, on behalf of future interests, acquire and hold an extensive list of domains and should register certain names, including but not limited to: [www.trailtown.ca](http://www.trailtown.ca); [www.trailtowns.ca](http://www.trailtowns.ca); [www.atlantictrailtowns.ca](http://www.atlantictrailtowns.ca) and [www.atlanticcanadatrailtowns.ca](http://www.atlanticcanadatrailtowns.ca) and [www.canadiantrailtowns.ca](http://www.canadiantrailtowns.ca) and [www.trailtownsofatlanticcanada.ca](http://www.trailtownsofatlanticcanada.ca) and [www.trailtownsofatlanticcanada.com](http://www.trailtownsofatlanticcanada.com); and other TBD.
167. A reverse best practices mission workshop should be funded, coordinated and staged to include the stakeholders from the July 20 workshop, together with municipal, LSD and other stakeholders, to be identified. It is recommended that the reverse best practices mission should engage the services of the May 2016 best practices mission contractor, Amy Camp of Cycle Forward, based in Pittsburgh, Pennsylvania.
168. While recognizing that a trail towns Atlantic Canada pilot initiative would inherently engage the active participation of municipal-

ities, businesses of numerous types (culinary, accommodations, attractions, retail, experience operators, tour operators, etc.), it is noted that there are specific strategic alignment opportunities involving certain key sectors of the tourism economy (e.g. emerging culinary strategies being undertaken by the Province of New Brunswick).

### **Report #9: Bay of Fundy Product Assessment (2017)**

169. Make the Drive Better. For such a great drive, it is not such a great drive. As a world-class experience, we first need to get the foundation right with 24/7, seamless and enjoyable access to the entire Bay of Fundy region.
170. Top Priority: Complete the Fundy Trail and the connector road to Route 114/Fundy National Park as soon as possible.
171. Other Priorities: Invest in improved roadway infrastructure.
172. Create 24/7 access to the entire drive
173. Complete required repairs/improvements to existing roads (ex. 114)
174. For all construction, keep future visitor requirements in mind (ex. non-motorized use of road shoulders, scenic lookouts/pull outs, nearby amenities and interpretation/visitor information, motor coach and RV, etc.)
175. Improve signage.
176. Develop wayfinding/attraction signage program
177. Establish technological connectivity throughout region.
178. Consistent mobile service, WiFi areas etc.
179. Can provide basis for future visitor support using mobile technology
180. Embrace The Tide. In and around The Bay of Fundy, it is all about the tide. It is the 'giver of life' not just for the region's incredible biodiversity, but for experiences that can be found here and nowhere else. They have shaped the coast and the islands, the com-

- munities, its people, their histories, how they live, and how they make a living. This theming can connect the entire region's products and communities to create a unique and cohesive sense of place. Other things are also important, but The Tide is the cornerstone.
181. Top Priority: Create a product innovation vision and strategy for the entire New Brunswick Bay of Fundy region, with the tide as the core.
  182. Share and refine it with industry stakeholders
  183. Finalize frameworks for product evaluation (see Appendix B for suggestions) to verify existing and identify potential high priority and flagship products around the region.
  184. Also confirm framework to ensure integrity and protection of natural environment
  185. See opportunities for recommended product development areas for consideration.
  186. Prioritize giving visitors access to the tidal phenomenon, 'on the Bay' experiences, and unique places to stay.
  187. Enhance the role of Provincial Parks by offering Fundy and Tide Phenomenon programming.
  188. Support development of world-class, guided, multi-day expeditions on the Bay, such as coastal hiking, cycling, kayaking.
  189. Work with NB Trails and other partners to prioritize for development and enhancement of the top trails (at varying levels of difficulty) connecting with the tidal phenomenon.
  190. Investigate the potential to claim and promote Passamaquoddy and Fundy Isles area as the largest natural marine and whale aquarium in the world.
  191. Other Priorities: Encourage and foster ways the entire region can work together to create a cohesive and coordinated visitor offering across the entire region.
  192. Create a new industry partnership model for the Fundy Coastal Drive to ensure integration, theming and synergy.
  193. Develop initiative for entire region (St. Stephen to Sackville/Aulac) for storytelling strategy by area across the region to guide community product development.
  194. Claim and own The Bay of Fundy. The best place in the world to experience this tidal phenomenon is here in New Brunswick. Not only should it be clearly established as the place to come, there should also be many layers of compelling reasons to stay in New Brunswick for the Fundy-related experience.
  195. Top Priority: Claim New Brunswick's Bay of Fundy as a world-class destination and best place in the world to experience this tidal phenomenon.
  196. Robust product offering of ways to experience the Bay of Fundy - leaving no reason or need to go elsewhere for Fundy experiences.
  197. Other Priorities: Utilize drawing power of the region to encourage longer stays in the province.
  198. Make links to other regions and scenic drives of New Brunswick to encourage visitors to stop, stay and spend in other areas of the province as well e.g. the natural progression from Fundy at the Moncton/Sackville/Fort Beauséjour end to continue on to the Acadian Coastal Drive (or vice-versa).
  199. Be Ready to Meet and Exceed Expectations. The completion of the Fundy Trail will draw new and returning traffic with a unique opportunity for first and critical second impressions. We need to capitalize on this opportunity by ensuring their experiences exceeds their expectations, and inspires advocacy and return visits.
  200. Top Priority: Boost the region's staying power.
  201. Develop more compelling reasons for visitors to STOP, STAY, ENGAGE AND SPEND. There is also currently not enough reason for return visitation, if the main perceived experience is to 'do the Rocks' or visit another

flagship attraction they might have already seen.

202. Develop authentic and artisan retail product strategies.
203. Integrate culinary tourism strategy (being developed separately), ensuring it supports the Fundy theme and tidal phenomenon.
204. Evaluate opportunities for evening and shoulder season offerings.
205. Ensure Fundy Trail is ready for the increased visitation, including group and motorcoach, in meeting expectations for amenities, products, services, and interpretation.
206. Increase authentic and alternative accommodation offerings.
207. Actively pursue the development and support of 'made in New Brunswick' authentic/alternative accommodations to enhance the Fundy experience.
208. Priorities to investigate unique accommodations such as include glamping experiences, authentic lodges, tree houses, lighthouse stays, and facilities offering a unique experience.
209. Upgrades to existing accommodations may be considered based on the development of a strict screening criteria.
210. Implement a more comprehensive professional development program.
211. Support operators in exceeding visitor expectations in experiential sharing and interpretation about the Bay of Fundy and its connection to places and people.
212. Support communities and operators in market readiness.
213. Work with the communities to ensure they are market-ready.
214. Identify and mitigate obstacles for operators who currently choose to not participate in the programs and inventory.
215. Work with funding partners to create programs for experiential products connected to the tidal phenomenon and other identified gaps.

### **Report #10: St. Martins Strategic Tourism Expansion Program (STEP) (2017)**

The St. Martins STEP Working Group will lead and concentrate on seven key strategic objectives in fulfilling its strategy.

Objective 1: To lead a community-driven strategic planning process that is reasonable, functional and effective, and is based on a clear set of priorities and guiding principles.

216. Follow the STEP formula.
217. Formal adoption within the STEP strategic plan of select guiding principles and tourism development techniques.
218. Develop and maintain a focus on best practices.
219. Conduct two interactive community consultation sessions.
220. Contract a professional spatial design firm to conduct an interactive design charrette involving all of the members of the Working Group and a limited number of other stakeholders.
221. Create and host an effective Facebook site.
222. Engage and communicate with the community and all identifiable stakeholders.
223. Ensure that all of the available historical, cultural and scientific intelligence about the destination area arrives at the STEP strategic planning table.
224. Ensure that all of the St. Martins STEP documentation and communications are as simple and clear as possible. Follow strategic planning best practice principles, including examining the 'best of' STEP outcomes from other jurisdictions (e.g. create interchange with STEP community people from Alma and elsewhere).
225. Work to ensure that the leadership and all of those on the STEP Working Group are fully informed, engaged, active and recognized relative to their effort.
226. Coordinator, co-chairs and the STEP

consultant should work to ensure that the Working Group remains focused on a finite agenda of actions and outcomes which are attainable and practical.

227. Examine and evaluate the options for a go-forward entity (e.g. an existing or to-be-constituted incorporated body) to ensure there is follow-through following the completion of the STEP Working Group's assignment as has been successfully achieved by Synergy Louisbourg, Vision Alma, etc.
228. Engage qualified professionals to lead in community, touristic, economic development master planning and in creating designs for physical tourism concepts.
229. Identify lands that are available for development and/or renewal.
230. Ensure the STEP Working Group will be exposed to a Tourism Atlantic session focusing on the meaning and examples of sustainable tourism development.
231. Sustainable tourism practices will be shared and understood by members of the Working Group and the community.
232. Undertake a comprehensive destination-based best practices mission (or reverse best practices session) exposing communities that have succeeded in developing and implementing effective sustainable tourism community plans.
233. Conducting a series of themed workshops which expose the Working Group and community stakeholders to tourism development techniques and opportunities. Complete the most comprehensive, insightful strategic plan in the history of the STEP program.
234. Attract a dynamic group of key partners to support the St. Martins STEP thrust (e.g. Tourism, Heritage and Culture NB, the Fundy Trail Parkway, Fundy National Park, the Bay of Fundy Biosphere etc.).
235. Stage formal STEP strategic plan presentations to political and institutional influencers - wage a campaign of strategy awareness

toward ACOA, provincial tourism and transportation interests, provincial Cabinet, MP's, MLA's, local corporate leadership. Other to be determined.

Objective 2: To define St. Martins based on an unequivocal unique selling proposition (USP/ brand) which enhances the destination's profile within New Brunswick and, by extension, the national tourism marketplace.

236. Develop hypothetical positioning, thematic and brand options for exposure to and reaction from local residents (e.g. St. Martins - The Excitement of the Eastern Seaboard).
237. Ensure options are subjected to professionally managed, qualitative consumer testing.

Objective 3: To pursue provincial, national and international designations which will enhance the stature of St. Martins as an in-demand travel destination.

238. Involving scientists and other experts, exploit St. Martins' excellent positioning as a model project for monitoring the natural forces of climate change and adaptation, possibly one of the most significant issues of our lifetime.
239. Confirm and recognize that this exceptional opportunity exists - likely those spaces encompassing the beaches, the harbour and the caves within and approximating St. Martins.
240. Developing an approach that creates a sustainable approach matching existing federal government programs for sustainable infrastructure investment.

Objective 4: To stimulate and measure economic growth, entrepreneurship and the attraction of new investment to St. Martins.

241. Seek immediate funding to assist in benchmarking the status quo economic condition and performance of the destination area (population, taxation base, taxation

contributions, number of businesses, full and part-time jobs, workforce, investment levels, building permits (residential, commercial and institutional), unemployment, etc.).

242. Seek funding to assist in continuously evaluating the economic condition and performance of the destination area.

Objective 5. To enhance the prosperity and quality of life for residents of St. Martins.

243. Ensure community consultations solicit a wide range of ideas aimed at benefiting residents (e.g. recreation, lifestyle, community assets, sustainability, services, etc.).

244. Establish an effective Facebook presence explaining the STEP process and promoting involvement, engagement and the contribution of ideas.

245. Undertake a low-cost, interactive design charrette to capture the Working Group's and municipal council's ideas as a preliminary form of creating designs for physical tourism concepts.

246. Undertake professionally-led physical tourism concept design efforts to potentially integrate and blend various forms of development – explore the possibilities of ensuring ease of vehicular, cycling and pedestrian connectivity throughout the community and local area.

Objective 6: To stimulate a new generation of visitor experiences in St. Martins and area.

247. Solicit experiential development ideas from stakeholders through two community consultation exercises (see Appendix C).

248. Work with GMIST to solidify best-of experiential development ideas.

249. Plan, fund and launch a packaged series of specifically themed, interactive tourism workshops designed to stimulate the interest of the widest possible constituency of community, business and other stakeholders (e.g. Fishers Diversification Workshop, The Art of

Storytelling, Themed Culinary Experiences, Retail Craft for Profit, How Design Drives Success, Branding Your Business, Experiential Enhancement, How to Operate a Successful Inn or B&B, and other TBD).

250. Ensure community consultations solicit a wide range of ideas aimed at benefiting residents (e.g. recreation, lifestyle, community assets, sustainability, services, etc.).

251. Establish an effective Facebook presence explaining the STEP process and promoting involvement, engagement and the contribution of ideas.

252. Undertake a low-cost, interactive design charrette to capture the Working Group's and municipal council's ideas as a preliminary form of creating designs for physical tourism concepts.

253. Undertake professionally-led physical tourism concept design efforts to potentially integrate and blend various forms of development – explore the possibilities of ensuring ease of vehicular, cycling and pedestrian connectivity throughout the community and local area.

254. Solicit experiential development ideas from stakeholders through two community consultation exercises.

255. Work with GMIST to solidify best-of experiential development ideas.

256. Brand recommendations

- ST. MARTINS: The Excitement of the Eastern Seaboard
- ST. MARTINS: Top of the Eastern Seaboard
- ST. MARTINS: Experience the True Eastern Seaboard

### Report #11: Vision Alma (2013)

Waterfront Boardwalk

257. Provide opportunities along the waterfront where the village meets the bay to experience the tides, fishery, history of ship

building, lumbering and shipping, the Molly Kool story and the beach.

#### Village Common

258. Create a centrally located mix of cultural opportunities, park space and visitor services (tourist information, washrooms and central parking lot).

#### Downtown Alma Main Street

259. Establish a welcoming downtown to allow visitors and residents to explore and experience the village, stroll along Main Street and access shops and services.

260. Create Recreation/ Festival/ Outdoor Adventure Centre.

261. Create a focus for outdoor adventure operators and a venue for markets, festivals and other cultural events in a park setting.

### Report #12: Destination St. Martins Spatial Plan (2018)

Destination St. Martins spatial plan is focused on improving services and experiences in four areas of the community. These improvements are designed to upgrade the infrastructure to meet the increase in visitation and as the support for experiences.

This will hold visitors in the community longer creating economic opportunities for local services such as accommodation, food, and shopping (art and crafts, and specialty items).

#### West Entrance

This is the welcoming point for visitors traveling the lighthouse trail from the south via Saint John and from the west via Sussex. Spatial improvements to the west entrance include:

262. Design improvements to the traffic intersection. Establishing a staffed visitor welcome center with washrooms, WiFi access and an exhibit of St. Martins attractions.

263. Upgrade the landscape in the intersection of Route 111 and Main Street.

264. Estimate of probable costs for improvements, \$1,026,000.

#### Village Core

265. Establish an identifiable center in the community that encourages visitors to stop and walk about the village to explore the architecture, culture and beaches. This provides the opportunity to offer visitors a retail experience helping grow the economy of the community. Spatial improvements to the core area include:

266. Upgrade the streetscape with a widened sidewalk along the north side of Main Street.

267. Add street trees, benches, banners, and decorative lights on Main Street in the core area.

268. Upgrade the exterior and interior of the museum and add public washrooms and a visitor welcome center.

269. Estimate of probable costs for improvements, \$1,466,000.

#### Harbour

The harbour is home to a small fishing fleet, several parks, a tourist information center and several retail outlets. The site is a successful tourist attraction but is now suffering from over subscription resulting in traffic congestion. Spatial improvements to the harbour area include:

270. Improve parking for buses and vehicles.

271. Upgrade pedestrian circulation.

272. Upgrade tourist information with the addition of a lighthouse plaza with interpretive signage.

273. Add an interpretive lookout (shipbuilding) on the walkway between the two wharves.

274. Estimate of probable costs for improvements, \$575,000.

#### Sea Caves

The sea caves of St. Martins are a feature of the Stonehammer UNESCO Global Geopark and rival the iconic Hopewell Rocks. The beach at the caves is as strong a draw as the caves them-

selves. The increase in traffic in recent years has created a traffic and parking problem potentially creating a safety issue. The beach from the breakwater to the caves is no longer forming the barrier it once did protecting Big Salmon River Road. The road is now washed over during extreme high tide closing the road and causing a potentially dangerous situation. The spacial improvements for the caves include:

- 275. Develop a new parking area off Yeomans Road.
- 276. Develop a bus parking area on the bluff behind the caves.
- 277. Build a seawall along Big Salmon River Road with pedestrian boardwalk.
- 278. Create a caves interpretive area at the Geohammer interpretive sign (benches, tidal clock, seaside landscaping).
- 279. Estimate of probable costs for improvements, \$1,649,000.

### **Report #13: The Greater Sussex-Hampton Region Economic Development Strategy (2017)**

Phase 1 (short term):

- 280. Establish a Tourism strategy stakeholder task force, including Arts & Culture representation and participate in the “Bay of Fundy” Tourism strategy project.
- 281. Develop a thorough understanding of the state of the tourism product, visitor experience, and infrastructure availability for the area.
- 282. Identify key product/experience gaps, partnership and business opportunities that are sustainable.
- 283. Establish broad stakeholder group alignment by developing both short and long term goals.
- 284. Develop coherent short term tourism positioning plan and promote regional tourism offer.

Phase 2

- 285. Develop of a comprehensive RSC8 tourism strategy that will align with the Bay of

Fundy strategy and the overall provincial tourism strategy.

- 286. This strategy will define the Region’s “unique experience” value proposition. This value proposition will guide the Region’s tourism product development and attractions, as well as inform the retail experience development.
- 287. Develop and implement a long-term tourism plan for RSC8. The plan will consider the feasibility of a tourism taxation instrument as a sustainable marketing funding source.

Arts & Culture strategy

The strategy is to build on the extensive accomplishments of this group, focusing on clear positioning and long-term sustainability.

- 288. Work with the area municipalities to develop a clear long-term arts & culture policy framework to guide all Arts & Culture investment/development decisions in a coherent and sustainable manner.
- 289. The framework will define guiding principles and priorities, ensuring that balanced and long-term thinking prevail.
- 290. This will ensure long-term stability and encourage volunteers to continue investing time and energy in the “cause”. Many municipalities in New Brunswick have already developed such a policy framework and can serve as examples.
- 291. Participate in defining the area’s “unique experience” value proposition and, from this, develop a Regional arts & culture brand positioning aligned with the policy framework. Secure long-term funding based on value propositions and policy.

### **Destination-Specific Recommendations**

The following recommendations are site-specific and are drawn from various reports.

#### **Fundy National Park**

- 1. Provide through smart board information

- services a full array of information required by guests to launch their explorations and enjoyment of the Park.
2. Staff must be well informed and personally familiar with the Park and Community experience opportunities and support services. They should also be well versed in regards to the destination-wide programs, services and facilities.
  3. A topographic model of the Park and surrounding area should be available for orientation purposes. This could be associated with a model of the Bay Phenomena used to introduce the concepts of tides.
  4. Personal and non-personal information distribution should include:
    - Menus of exploration opportunities for all EQ types.
    - Daily event itineraries and special event information.
    - Themed exploration maps relating to specific types of resources and desired connections should be developed for distribution on demand .
  5. Restore the Alma Covered Bridge as a pedestrian experience and use its interior as the primary Park and Community guest orientation facility and interpretive centre. The covered area of the Bridge could also be used as an interpretation centre particularly in relation to such important cultural heritage themes as: Fundy Architecture, Covered Bridges, Ship Building, and Community Evolution. A portion of the Bridge could be used for destination-wide guest information and orientation services and another portion for Alma community information services.
  6. Reexamine front country and backcountry trail network to offer challenges and achievements for the minds of explorers as well as for the bodies. Trails are to be pathways to explorer the natural and cultural environments of the Park - both physically and mentally.
  7. Trails should have identified themes as well as destinations.
  8. Supporting theme maps and contemporary guidance devices should provide information as well as orientation.
  9. The trails should form an exploration network facilitating explorer access to multiple environments and resources.
  10. Enhanced types of river crossings and other conveyance mechanisms will form parts of the improved walking and hiking network.
  11. Specific trails and pathways will be designed and designated for multiple and special usage, i.e. bikes, horses.
  12. Allow guest involvement in "smolt wheel" and "snorkel surveys" of river environments and fishes o "swift water snorkel training" in relation to salmon research techniques and perhaps the opportunity to be involved in the salmon survey.
  13. Opportunities for winter camping in the Headquarters campground "yurts" and perhaps at a rejuvenated Black Hole Cabin.
  14. Improved opportunities for cross-country skiing and shoeing; and perhaps related training programs for skill development and winter orienteering.
  15. Further development of traditional engagement programs associated with shoulder season school programs; these would also be made available to unaffiliated youth groups during the summer and fall season.
  16. Guest Involvement in cultural history resources inventories and restoration projects - opportunities which will be highly valued by Personal History Travelers and Cultural History Buffs.
  17. Programs and services currently offered to scheduled cruise ship excursion groups could be made available on a scheduled basis for unaffiliated groups of guests.
  18. The Interpretive program could be linked to a season long set of festival themes, with the interpretive programs providing more in depth exploration opportunities for cultural and natural heritage explorers.

19. Use of contemporary presentation devices during guided walks, such as the use of iPad at Hopewell Rocks, would add to the scope and depth of presentations - mobile interpretive centres.
20. An "expertise in residence" program could be used to invite selected specialists in natural and cultural heritage pursuits, who would offer presentations and one on one advice and discussions in return for access to special resources, research program opportunities and accommodation and living support during their residency.
21. Engagement of "buff" guests and local resident "expertise" in augmenting existing and new interpretive programs.
22. Consider development of a forestry canopy high rope trail through the trees. The rope trail networks will be linked with the equally novel tree house network.
23. Enhance bay kayaking via self-guided, independent kayakers, GPS guidance, geocaching, shuttle services and a growth of kayak exploration services.
24. Take a portion of the Coastal Trail and move it beyond the cliff top edge and either suspend or attach to the cliff below the cliff top.
25. Create personal guiding services.
26. Create Edible Forest and Intertidal Ecosystems Indigenous experiences, such as guided walks, dining experiences and food preparation opportunities for visitors.
27. Create interactive spring maple syrup tapping experience.
28. Create Heritage picnics celebrating the logging, fishing and first nations heritage and combine with similar celebrations of the food heritage of the Acadian, British, German and Irish communities of this Shore.
29. Create a 'chef in residence' program and invite New Brunswick chefs and culinary arts students to facilitate tasting and learning programs in summer and fall seasons.
30. Create 'sound and light recreations' of historic places and events, such as the Point Wolfe logging community and the Alma mill fire, and support each with historic papers and books.
31. Recreate log boom and logging dam exhibit at Point Wolfe River area to demonstrate ingenuity of loggers to overcome waterfalls and rapids.
32. Install a series of benches and viewpoints for quiet contemplation.
33. Create an 'Expert-in-Residence' program for specialists to conduct research in conjunction with public presentations and staff training on their topic of interest.
34. Build an inclement weather facility and provide programming for when the Bay's weather makes outdoor adventures challenging.
35. Augment current Pool & Spa services with high-end treatments and services.
36. Develop "forest environment" based spa programs using meditation and touch therapies in sensory rich natural environments.
37. Establish "sweat lodge" programs involving both physical and psychological treatment
38. Investigate the use of "Fundy Muds" for scrubs, massage and hot treatments.
39. Expand glamping, such as yurts, in front and back camping locations.
40. Rejuvenate Black Hole Cabin for explorer use
41. Install a network of treehouses, to be linked via high ropes and zip line trail, and powered by renewable energy in front and back camping locations.
42. Build an eco-lodge at Headquarters.
43. Provide fully outfitted tent camping, including support services.
44. Vary and upgrade the viewing experiences through selective cutting where forest hinders the view on Highway 114.
45. Create printed exploration guides and radio-based programming to connect guests to Park's diversity of environments.
46. Provide additional convenience services and amenities - convenience store, laundromats for Pointe Wolfe and Chignecto.
47. Provide base of operation, for a fee, for ad-

- venture tour operators.
- 48. Provide guaranteed reservation system for adventure tour operators.
- 49. Promote and rent amphitheatre, former craft school, youth hostels to groups and tour operators.
- 50. Develop trails for harder challenges in cooperation with tour operators.
- 51. Expand amphitheatre.
- 52. Develop links to Fundy and Dobson Trails.
- 53. Investigate more winter activities - camping, cross-country skiing, snowshoeing, etc.

### **Hopewell Rocks**

Hopewell Rocks is the most clearly expressed on-site sense of arrival and welcome in the region. Also a leader in new technologies, ie iPads.

- 54. Social media and traditional tourism promotions should seek to position the Rocks as a unique learning opportunity of Discovery Channel quality.
- 55. An enhanced and more interactive web site; site could be fed by web cams.
- 56. Additional non-personal media" could provide guests with information and orientation, while addressing the issue of safe exploration.
- 57. Develop "menus of opportunities" and concierge-like guidance from information and orientation staff to respond to the values and travel traits of priority explorer types - in particular Authentic Experiencers, Cultural Explorers, Buffs and No Hassle Travellers.
- 58. Create flexible hours of operation to coincide with tides.
- 59. Install washroom facilities in the parking area.
- 60. Be the Eastern Gateway for the Four Destinations, which can be augmented with additional guest orientation facilities and services.
- 61. Tailor tours and create themed self-guided information for specific explorer types.
- 62. Develop packaged excursions.

- 63. Enable night exploration of the intertidal zone.
- 64. Diversity water-based explorer supports by moving beyond kayaking.
- 65. Create geocaching initiatives.
- 66. Diversity dining and tasting experiences through restaurant services and development of heritage picnicking in different coastal environments.
- 67. Install additional stairways to access ocean floor and reduce bottlenecks.
- 68. Install network of benches with audio connections for people who aren't walking down to the ocean floor.
- 69. Expand trail network.
- 70. Consider a few campsite or yurt-like accommodations in the area.
- 71. Connect existing trails to other local attractions.
- 72. Improve marine/intertidal trail self-guided tours.
- 73. Enhance staff understanding, training and development of larger Bay of Fundy phenomena and ecosystems.
- 74. Effectively communicate to operators and hosts across the Destination - what Hopewell Rocks has to offer in experience opportunities, programs and services.
- 75. Interpretive displays of natural and geological phenomena.
- 76. Guided tours.
- 77. High tide boat tours.
- 78. Educational programs for children.

### **Cape Enrage**

- 79. Considerable opportunity for enhancing a guest's sense of arrival, welcome and orientation to the experience opportunities afforded at Cape Enrage.
- 80. Focus should be on welcoming the guests and launching their enjoyment and appreciation of this spectacular vista and historic place.
- 81. On-site staff should be more exploration guides and appreciation facilitators, offering

- information and insights, as much as organization of parking and orienting guests to basic services.
82. Enhance location map with exploration theme and heritage resources information.
  83. Develop a more interactive website with higher quality imagery, video clips and compelling exploration and adventure sport activities.
  84. Build Interpretation Centre in one of the Lighthouse buildings and hosting service to launch exploration of the Cape's natural and cultural heritage.
  85. Create an exploration guidance package of information, images and a map to the most rewarding locations for intertidal exploration and fossil discoveries.
  86. Restore kayak exploration of salt marsh with self-guided and guided exploration programs added.
  87. Create a geologic and geomorphic program, information package and tours toolkit based around the geologic origin of the Bay and the erosive forces that are constantly reshaping the Bay's exterior.
  88. Enhance exploration and understanding of the Lighthouse and its relation to Bay navigation, ship wrecks, ship rescues and the network of lighthouses throughout the Bay.
  89. Complement the story of the ships built on the Bay (to be told in St. Martins and Alma) with the log of ship wrecks.
  90. Facilitate heritage celebrations using evening spectacular displays and dinner theater; which would reveal both the navigation heritage and culinary heritage of the Upper Bay people.
  91. Develop technological capacities to project on fog images of navigation and ship wreck heritage experience opportunity.
  92. Improve experiences achieved along the access road to the Cape from Highway 915 and providing aerial perspectives of the Cape via a tethered balloon camera or in conjunction with Bay coast aerial tours celebrating the full array of coastal environments.
  93. Install one or more new staircases to access intertidal zone.
  94. Create an expanded network of pedestrian trails.
  95. Become a training and certification centre for rock climbing.
  96. Shuttle expert climbers to more challenging cliff faces via boat or land.
  97. Install a waterslide from the cliff to the Bay to diversify adventure sports.
  98. Convert one of the Lighthouse buildings into overnight accommodations to live the life of the lighthouse keeper, with a related heritage dining experience.
  99. Add limited camping or yurt facilities.
  100. Create offsite parking and shuttle service. Create a coastal tour boat service to facilitate a sea view.
  101. Cape could be a stop on a pan-Bay marine shuttle route that allows visitors to hop off and hop on at various points along the Upper Bay of Fundy.
  102. Provide Staff training in support of hosting and interpretation.
  103. Tap into local storytellers and expertise.
  104. Improve signage, views and experience opportunities along access road from 915 - motivate anticipation of arrival at Cape.
  105. Inform and involve local stakeholders in Cape Enrage "experience direction".
  106. Share the VEOC information and ideas with industry and community leaders.
  107. Finish on-site construction and mitigate visual impacts upon site experiences.
  108. Identify current barriers to growth and success.
  109. Raise resident awareness of Cape Enrage - invite residents to visit on special days.
  110. Foster support for sustainable tourism development and operations.
  111. Improve "night" and "off season" service offer.

### **Fundy Trail Parkway**

112. Improve welcome and orientation by connecting people with the natural and cultural diversity of the Parkway, the land and ocean's edge.
113. Train information staff in opportunities to experience the Bay, the Parkway and St. Martins.
114. Create high-quality web-based communications.
115. Install a significant exploration orientation facility at Fundy Trail entrance to address Parkway's natural and cultural themes (ship building, international trade, logging and built heritage), resources and exploration opportunities; and the destination-wide array of similar travel subjects and guest information needs.
116. Build an inclement weather facility and provide programming for when the Bay's weather makes outdoor adventures challenging.
117. Explore paragliding and parasailing from the cliffs and ziplining at Big Salmon River.
118. Explore converting Hearst Lodge into a back country spa in the natural environment.
119. Seek UNB and TIANB support towards enhancing guests services.
120. Provide means for guest to connect to selected NB museums and information sources.
121. Increased natural and cultural heritage interpretation and engaging experience opportunities.
122. Improve Parkway exploration guidance materials, maps, menus for priority explorer types - use multi-media.
123. Improve picnicking support for larger groups - perhaps facilitate heritage picnic and food experiences.
124. Enhance web based communications along Parkway.
125. Look to diversifying and enhancing Hearst Lodge guest opportunities.
126. Examine feasibility of shoreline "drop off /

pick up services by marine.

127. Connect existing Parkway shuttle to Community.

### **Hillsborough**

128. Heritage attractions to compliment train, such as horse and buggy rides, other steam-powered machinery, and a recreated century log homes with people in period costume.
129. Need a Welcome Centre that clearly defines this as the entry point for Albert County with a focus on Adventure located at junctions of Routes 910/114.
130. 600-acre former gypsum land has opportunity for day adventure activities - hiking, biking, caving, orienteering, cross-country skiing, snowshoeing, snowmobiling.
131. New 200-acre Burro Hills Golf Course opening in July 1996 could be a base for some outdoor adventures.
132. Develop trails in proximity to marshlands and dyke areas.

### **Riverside-Albert**

133. Crooked Creek Lookout is a significant tourism resource but it needs improved and new trails, particularly to waterfalls.
134. Connect trails to Albert County network of trails.
135. Spectacular fall foliage should be promoted Provide visual and physical linkages with Route 915 to strengthen R-A role as an ecotourism service centre to Shepody Marsh boardwalk and pedestrian walkway on Route 915.
136. Provide 'down home' visitor activities and events such as Homecoming Festival, Agricultural Exhibition and Bluegrass Festival, and historical attractions such as the Old Bank Museum, Anglican Church, and Riverside Consolidated School.

### **Alma**

137. Promote development of environmentally

sustainable technologies (Bear River, NS is an example; YMCA near Waterloo, ON) to overcome limited ability for water and wastewater servicing.

138. Rejuvenate the prized video presentation “Wind Ships of Alma” into contemporary presentation formats and serve as an introductory overview of the ship building and shipping heritage of Alma and the Bay of Fundy in general.
139. Personal history travellers would prize guidance and opportunities to rediscover their personal roots in the Park and Alma area.
140. Introduce guests to fishermen and others who depend of the Bay for their living and lifestyles.
141. Set out a visual pathway for guests to wander the community and experience its fishing industry, its historic buildings and contemporary living spaces. This would be an extension of the main street sidewalk and perhaps lead guest to locally favoured viewpoints and the community beach.
142. Establish gathering places which welcome guest to intermingle with residents at leisure - such as coffee cafes, parks, gazebo-like areas near the wharf. Make the sidewalk area a place for passive observation of community life with benches; and sidewalk eating areas associated with restaurants, the bakery and lobster pounds.
143. Provide a strategic network of community history and life panels in the area of the wharf, the river, the beach and perhaps strategic locations throughout the community.
144. On a periodic schedule, perhaps storytellers could provide a brief overview of the community and perhaps lead short guided walks of the community.
145. Work in collaboration with the Fort Folly First Nation to develop a Medicine Trail.
146. Create a series of “theme days” or multi-day events might be convened in or near Alma to celebrate: Acadian and Mikmaq heritage with the heritage being brought to life again through animators and learning activities.
147. Power street lamps and smartboards with a ‘small tidal flow generator’.
148. Coordinate main street’s architectural motif to celebrate culture and structural evolution of community history buildings and the influence Bay weather factors.
149. Design sidewalks and pathways to encourage greater pedestrian enjoyment.
150. Provide strategic access routes to beach and intertidal zone, and a walking guide to support self-guided explorations.
151. Launch Communities in Bloom project to give Alma a distinctive look from other Bay communities.
152. Rebuild the Jean K scow as a demonstration of heritage ship building, close to the Molly Cool Centre.
153. Link the Molly Cool navigation celebration to the Cape Enrage navigation and lighthouse heritage celebrations and St. Martins’ proposed ship building heritage celebrations.
154. Create a Heritage and Contemporary Foods Market.
155. Create a ‘Bay to Plate’ culinary school and related dining service once area is positioned as a compelling taste destination.
156. Create a series of ‘floating markers’ and concurrent intertidal markers visible from the Alma wharf, beach and other points within the Park, indicating the position of the tide at different times in its ebb and flow.
157. Create a “portable tidal turbine” positioned off shore - demonstrating at a Community or Park interpretive centre - how much energy is being produced by the tide at different periods of its ebb and flow. In conjunction with this measurement, an opportunity might be provided to guests to experience how much energy they or other devices might need to equate with the tidal energy generated at the turbine.

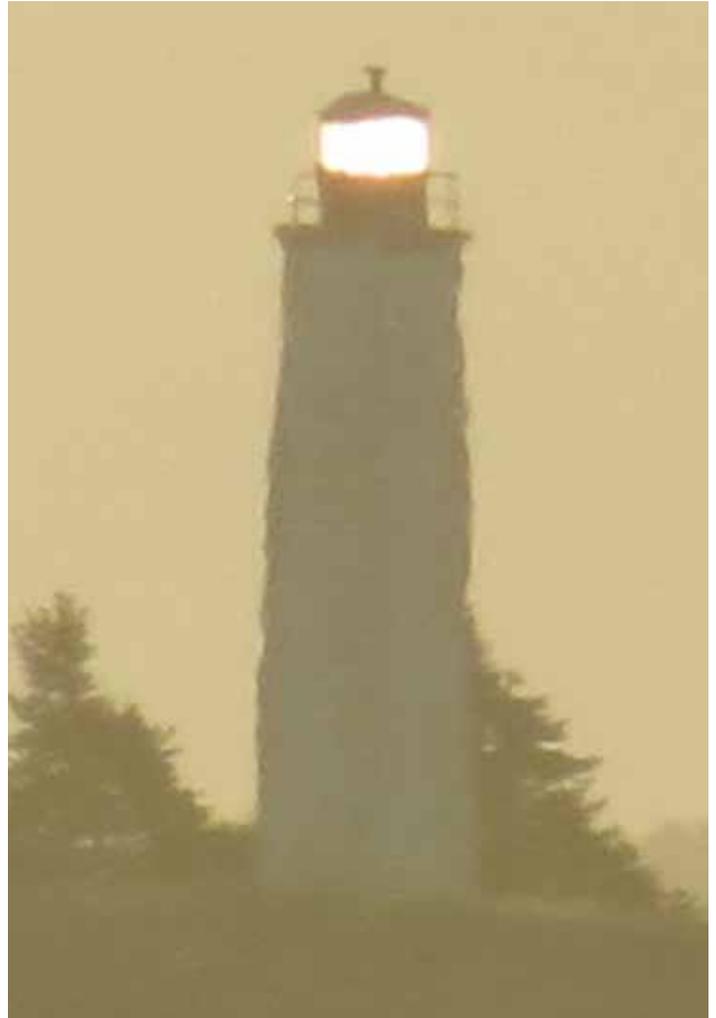
158. Create multi-modal coastal and intertidal challenge race between St. Martins and Alma.
  159. Create extreme mountain biking between St. Martins and Alma.
  160. Explore opportunities for swift water snorkeling, paragliding and cliff climbing.
  161. Provide shuttle service and sherpa-like support for Fundy Footpath.
  162. Create Fundy Footpath Challenge Race.
  163. Create aerial tours of Park and Bay.
- St. Martins**
164. Improve welcome and orientation by connecting people with the natural and cultural diversity of St. Martins, the land and ocean's edge.
  165. Install a 24/7 information/orientation facility at entrance to Village's main artery, and it should be linked to a similar facility at the Parkway entrances.
  166. Provide Wharf Area guest services to strengthen awareness of linkages between Village heritage and Parkway's natural and cultural experiences. This could be terminus of Parkway Shuttle service and information centre for day trippers.
  167. Encourage residents to adopt everyday practice of 'hosting' guests by responding to guest values, interest, needs and expectations.
  168. Create boat-based experiences so guests get out on the Bay.
  169. Enhance or establish pathways and boardwalks, install interpretive panels.
  170. Create a Marine Connection Centre to serve as an introduction to the marine and coastal experiences to be achieved throughout the length of the destination area. The programs, services and information of this Centre could be linked to other marine research and academic centres throughout new Brunswick and the Maritime Provinces; providing access to expertise, demonstrations of cutting edge research and virtual involvement in sub-marine observation.
  171. Create guided walks and self-guiding supports to encourage guests to tap into the diversity of marine and coastal observation opportunities which exist in close proximity to St. Martins and along the Parkway coastline.
  172. Introduce guests to fishermen and others who depend of the Bay for their living and lifestyles.
  173. Expand St. Martins season-long festivals, such as Old Home Week and Showcase events, to celebrate coastal, ship building and international trade heritage.
  174. Tell the story of the 500 ships build in St. Martins.
  175. Tell the story of St. Martins, at one time one of the wealthiest places in the Empire because of International Trade.
  176. Tell the story of Big Salmon River and its logging heritage.
  177. Install interactive interpretive panels.
  178. Create evening experiences.
  179. Use holograms and augmented reality to create virtual sawmill experience.
  180. Install webcams to better understand tides.
  181. Create an 'Expert-in-Residence' program for specialists to conduct research in conjunction with public presentations and staff training on their topic of interest.
  182. Operators extend accommodations into the fall season.
  183. Seek to enhance Community and Parkway cell coverage and WiFi use.
  184. Need to establish Community Leadership team for guiding VEOC actions - communicating VEOC to new Council and generate resident awareness and support.
  185. Get the council motivated and actively be involved in tourism.
  186. Present it to everyone and get buy in - involve and influence!
  187. Create more enthusiasm for the VEOC and the opportunities that it presents.

**Route 915**

- 188. Develop scenic drives on Route 915, Route 895 (Salisbury-Elgin) and Route 905 (Petitcodiac-Elgin).
- 189. Shepody Marsh, Cape Enrage, Harvey, Mary's Point, Dennis Beach, Waterside Beach, New Horton Lake, Long Marsh Lake, Lockhart Lake.
- 190. Develop pedestrian trails to strengthen linkage to Riverside-Albert.
- 191. Develop boardwalk and trails at Mary's Point and Shepody Marsh.
- 192. Develop scenic lookouts - Cape Enrage, Waterside Beach, Harvey Dam site, and across from New Horton Baptist Church.
- 193. Designate Mary's Point as an environmental protection/sensitive area.

**Caledonia Mountains**

- 194. Limit development to year-round trails for hiking, biking and cross-country skiing, warming huts for winter and fall activities; and wilderness campsites.
- 195. A few select sites for lodge style accommodation.
- 196. Concentrate visitor support services (gas, BnBs, tea room) in existing villages, such as Elgin Centre.
- 197. Eco-lodge and snowmobile lodge (Planet Albert has development for New Ireland Mountain Road).



Grindstone Lighthouse. (photo credit: Paul Gaudet)