



# CAPE BRETON ISLAND

Your Heart Will Never Leave



**Destination Cape Breton Strategy 2020-21**



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## 2019 Results



# 2019 Results

The year started with a record winter season with licensed room nights sold up 14% from January to March. This was boosted by hosting the Scotties Tournament of Hearts in Sydney, which brought an estimated 3,000 room nights sold in February.

Overall, the tourism season showed mixed results. Licensed room nights sold were down in the spring and summer, but up 7% in October. From January to October, licensed room nights sold were down 1%.

However, this was only part of the accommodation picture. Shared economy unit nights sold from January to October were up 44%. While a portion of these units are offered by licensed accommodations, it is estimated that 70-75% are unlicensed. An estimate of the combined licensed room nights and unlicensed shared economy unit nights sold shows that, overall, the Island was up 3% for the year to the end of October.

In addition to licensed room nights and shared economy unit nights sold, Destination Cape Breton tracks progress the following indicators:

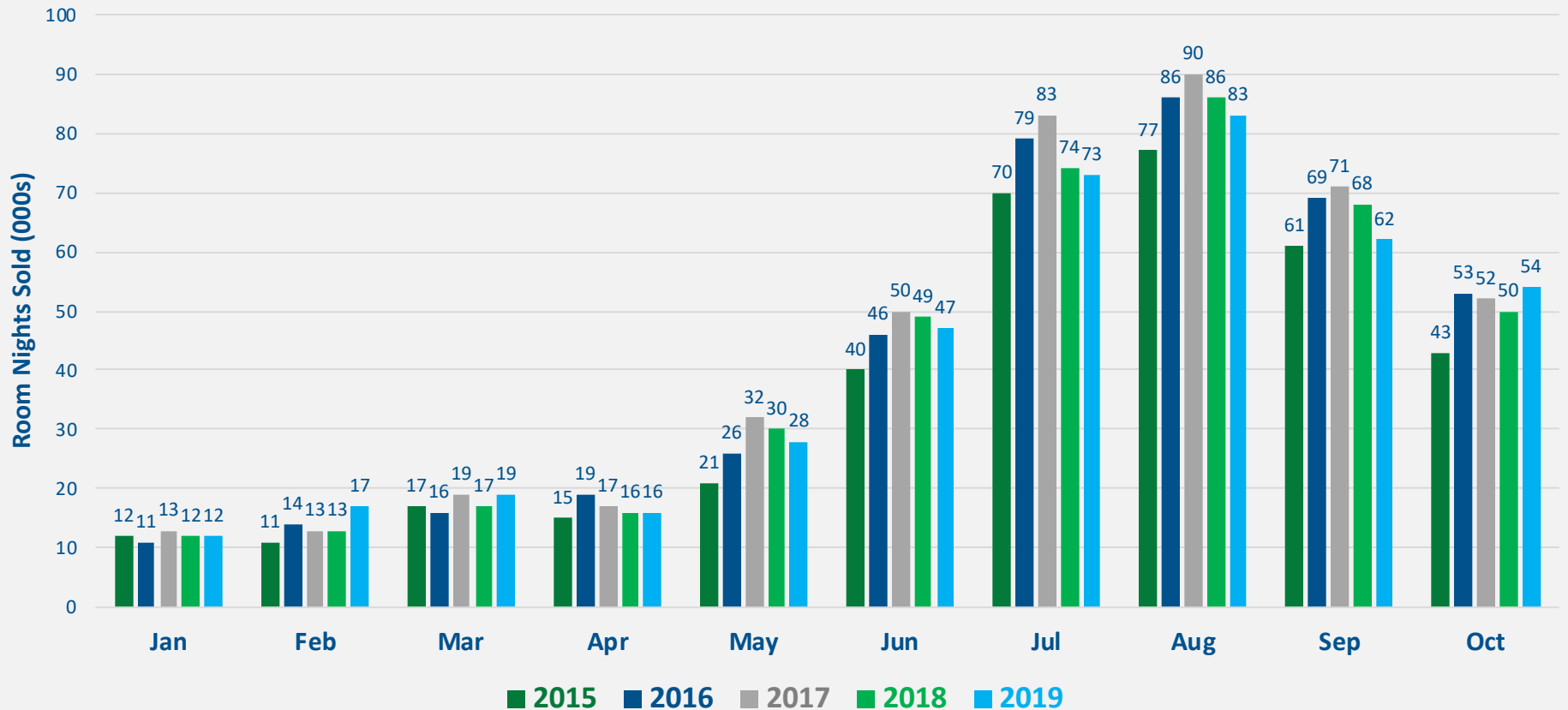
- Visitation to experiential icons;
- Traffic and engagement on [visitcapebreton.com](https://www.visitcapebreton.com); and
- Social media insights.

The detailed results of each are provided on the following pages.



# Licensed Room Nights Sold by Month

January-October 2015-19



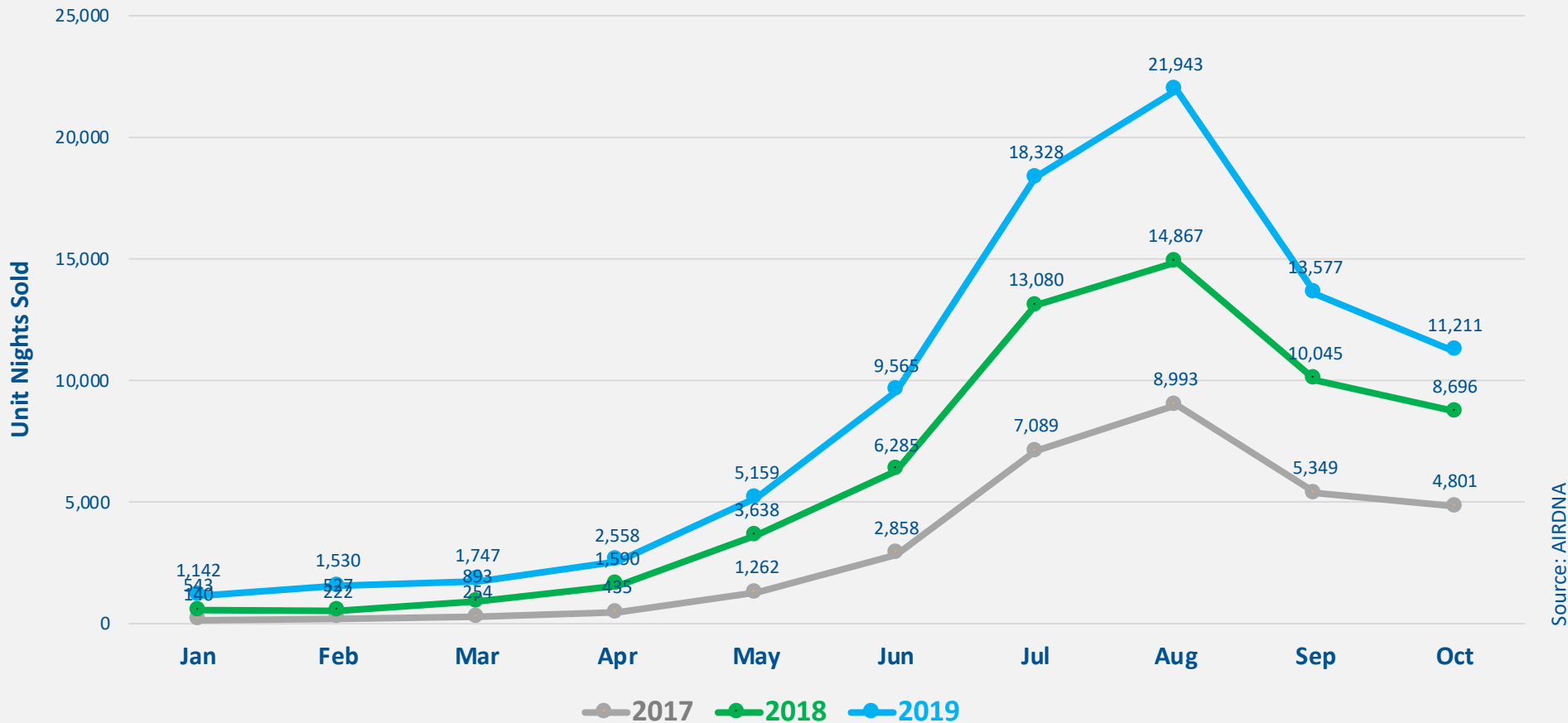
Source: Nova Scotia Tourism Indicators

Overall, licensed room nights sold were down 1% from January to October compared to 2018. Nova Scotia overall, was down 2% for the same period, so the Island fared slightly better comparatively. The occupancy rate for the Island was on par with 2018 at 53%.

Air visitation to the province was down 7%, with the grounding of the Boeing 737 Max and its impact on flight schedules being a major contributing factor. The CAT ferry being out of service was another challenge. Many operators reported experiencing many cancellations in September as a result of Hurricane Dorian.

# Shared Economy Unit Nights Sold by Month

January-October 2017-19

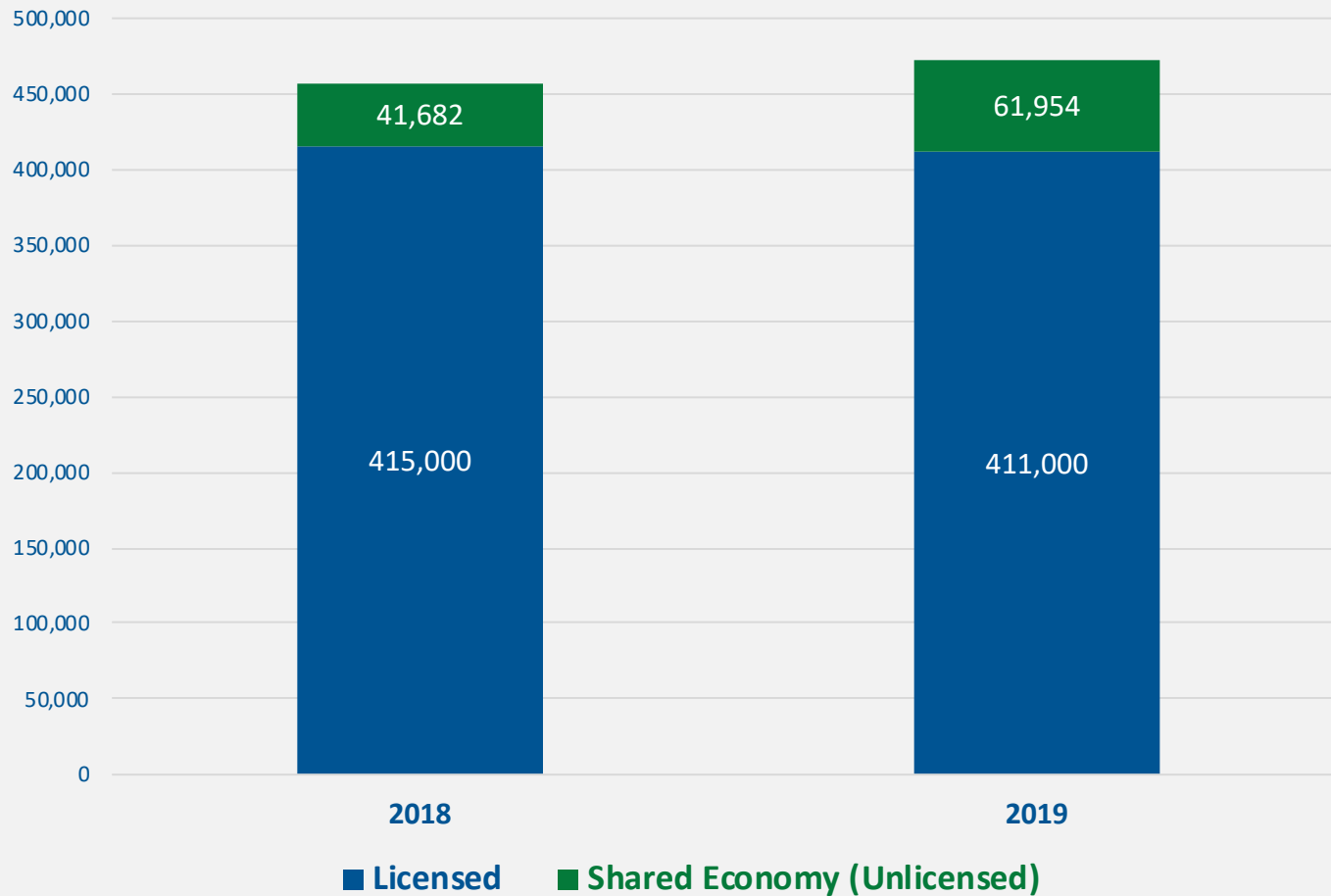


The chart illustrates the significant increase in shared economy unit night sold over the past three years. In 2019, there was a 44% increase in unit nights sold. This growth has supported the dispersal of visitors around the Island to communities that had previously

experienced relatively few overnight visitors, such as Glace Bay or Arichat. However, in communities with many overnight visitors, such as Chéticamp or Baddeck, it further divided the share of room nights, resulting in difficult seasons for some operators.

# Combined Room/Unit Nights Sold

January-October 2017-19

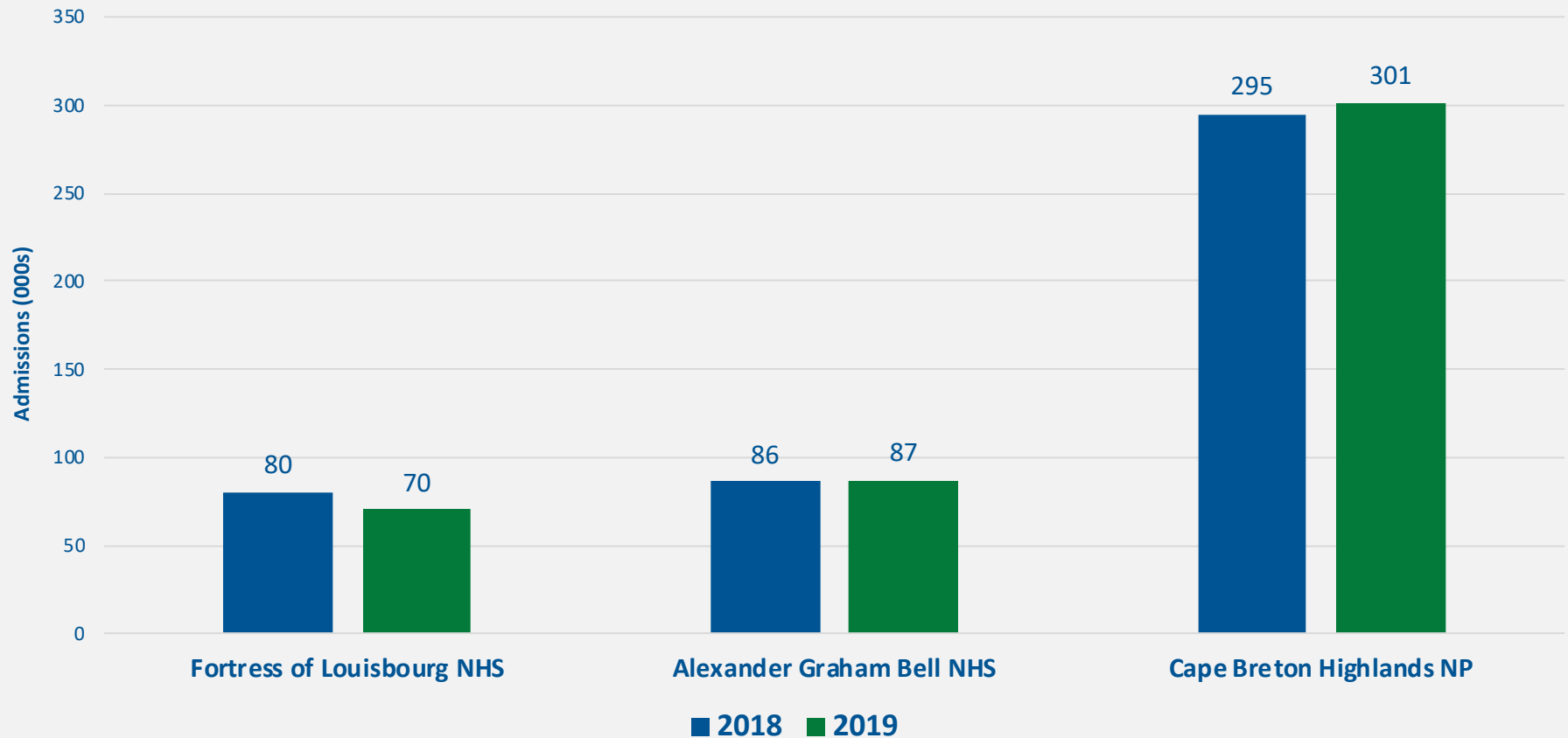


The chart illustrates and estimate of the combination of licensed room nights sold and unlicensed shared economy unit nights. Although there was a 4,000 decrease in licensed room nights sold, there was a 20,000 increase in unlicensed unit nights.

It should be noted that the shared economy unit nights could include a rental of an entire house with multiple bedrooms, which are counted as one unit rather than multiple rooms.



# Visitation to Parks Canada Sites 2018-19



As with the season overall, visits to Parks Canada sites showed mixed results. Visitation to the Cape Breton Highlands National Park increased 2% to 301,270.

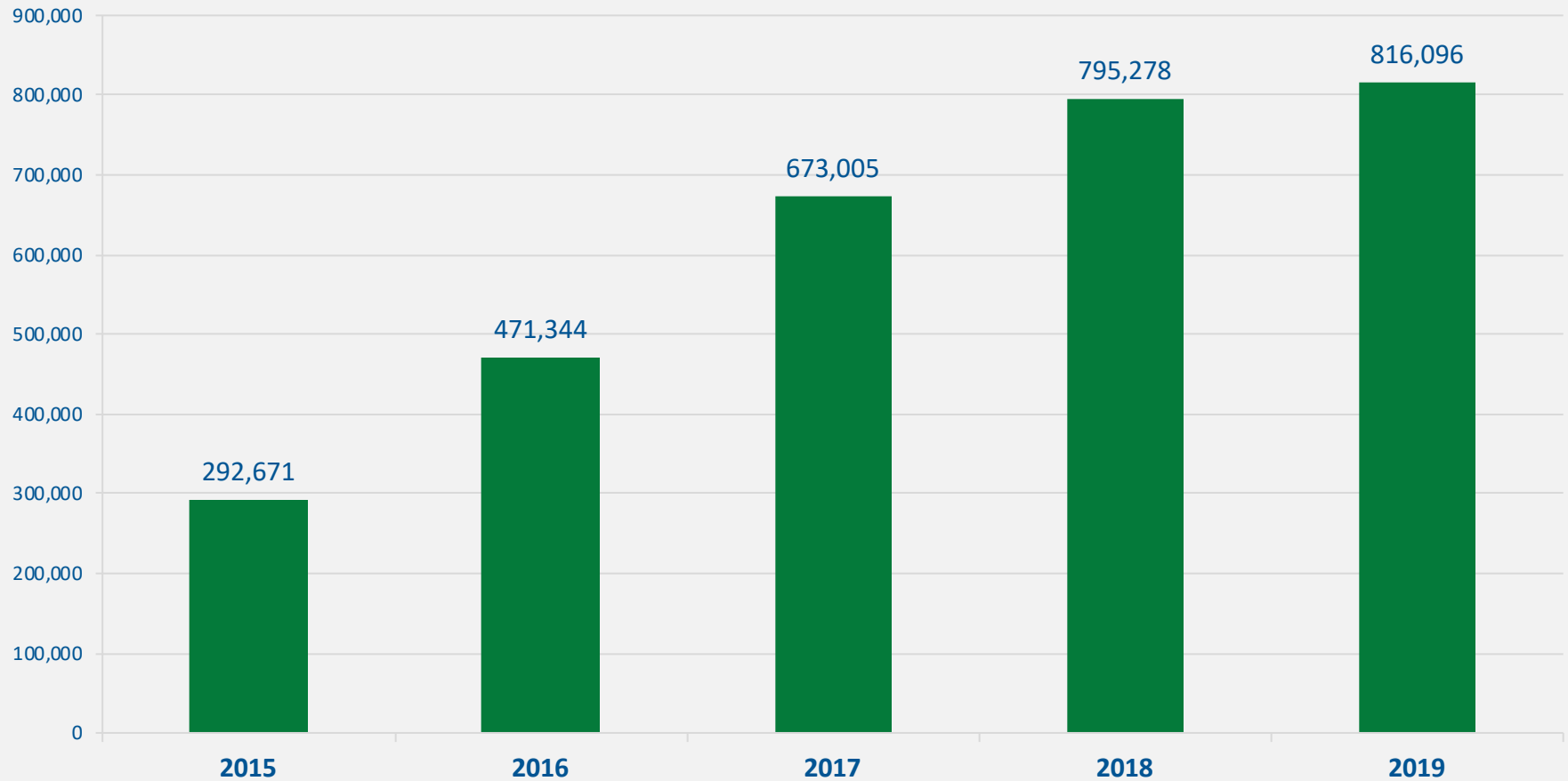
Revenues at the Park also increased 2%, but revenues for experience programs increased 15%.

The Fortress of Louisbourg National Historic Site

experienced a challenging year with visitation down 13%.

The Alexander Graham Bell National Historic Site experienced a modest 1% increase to 87,000 visits. This was aided to a great degree by cruise ship visits.

# visitcapebreton.com Sessions 2015-19



Source: Google Analytics

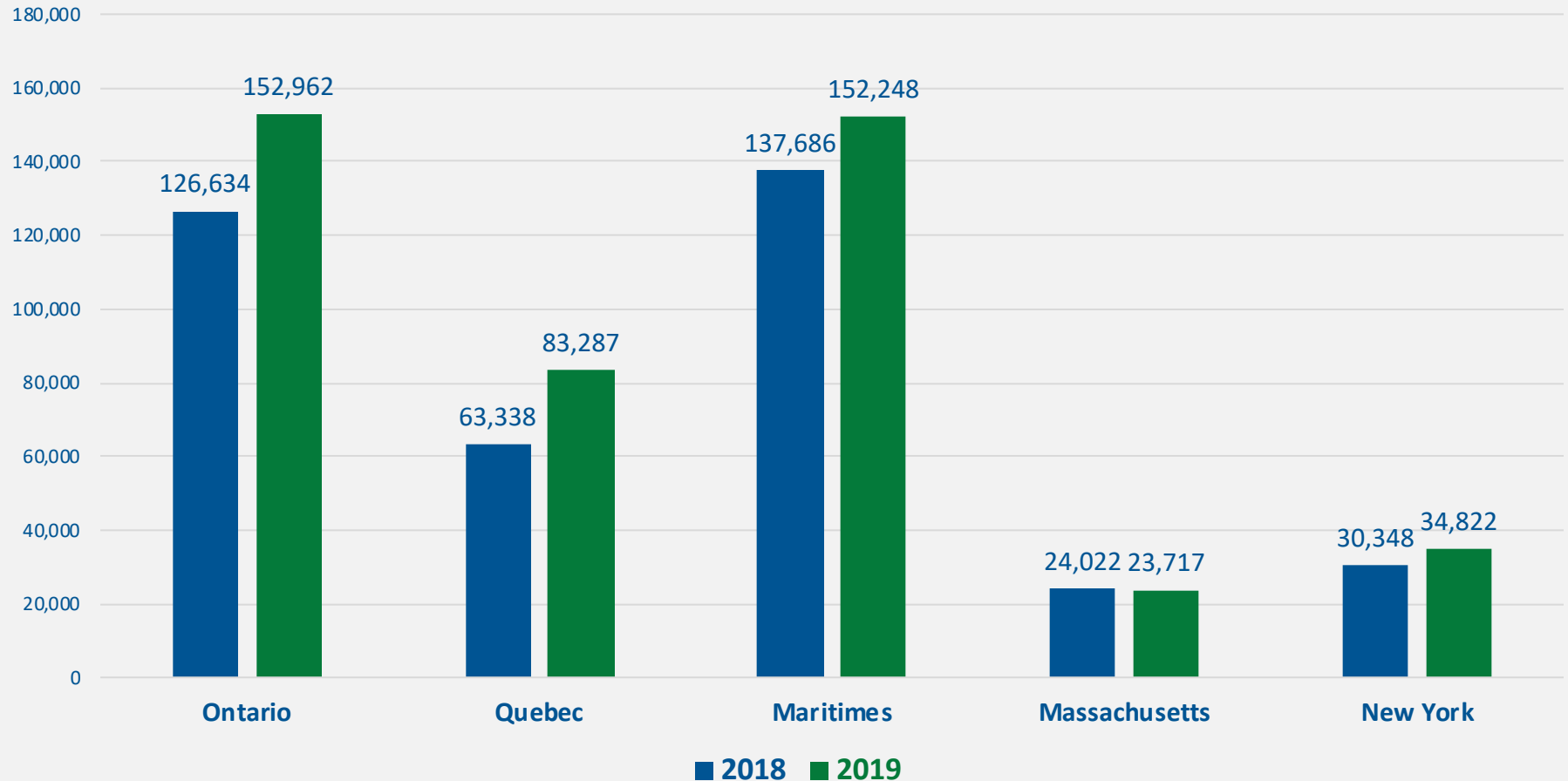
The chart shows the growth of website traffic over the past five years. Sessions in 2019 were up 180% over 2015, which indicates significant growth. Over the past year, sessions were up 3% over 2018.

A new website was launched in June 2019, which resulted in a temporary dip in organic search traffic.

This recovered to a stable rate after a couple of months, but did impact overall traffic.

Additionally, although website traffic was up, site engagement levels showed decreases, mostly attributed to more awareness tactics within the digital campaign such as display and social ads.

# visitcapebreton.com Sessions by Market 2018-19



Source: Google Analytics

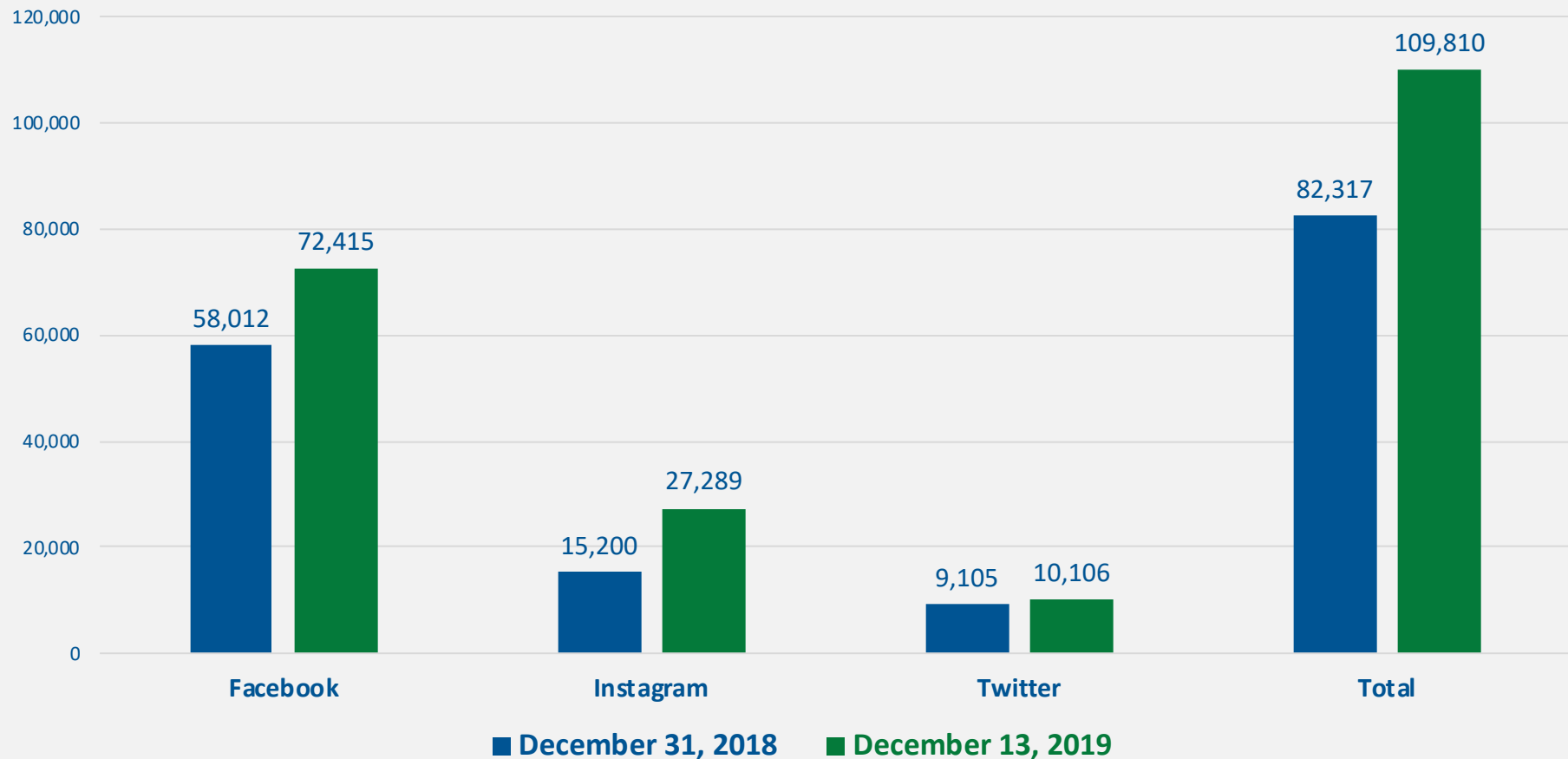
Traffic from all target markets was up, with the exception of Massachusetts, which was down slightly. Ontario continued to be the top market with a 21% increase in traffic, followed by the Maritimes, which increased 11%. Within the Maritimes, Nova Scotia was up 3%, but New Brunswick was up 66% and Prince Edward Island was up 31%.

Quebec continued to grow as a market, with traffic increasing by 32%.

Within the United States, New York increased 15%, while Massachusetts decreased 1%. Although not targeted, Illinois traffic grew by 208% to over 10,800 sessions.



# Social Media Follower Growth 2018-19



Source: Facebook, Instagram, Twitter Insights

Social media follower growth increased 33% in 2019 to almost 110,000. Facebook increased 25%, Instagram increased 80%, and Twitter increased 11%.

In addition to follower growth, the total number of engagements (likes, comments, shares) increased by

57% to over 900,000. Video views for the year increased were just shy of 4 million, which was on par with 2018. The hashtag #visitcapebreton was used 21,579 times in 2019.



## 2020-21 Strategy Overview



# Guiding Principles

The 2020-21 strategy for DCBA is based on the following guiding principles:

1. It is developed in alignment with the ACOA Tourism Innovation Action Plan and Tourism Nova Scotia's Driving Export Revenue Strategic Plan.
2. It adheres to the Research/Product Innovation/Marketing Continuum.
3. It continues to build on the established core assets/motivators, including:
  - Coastal/Seacoast Experiences
  - Sightseeing and Touring
  - Culture, Entertainment and Heritage
  - Outdoor Activities
  - Major and International Events
  - Experiential Accommodations
4. It continues to utilize Destination Canada's award winning and proven Explorer Quotient (EQ) psychographic profiles, focusing on Authentic Experiencers and Cultural Explorers.
5. It bases all decisions on the best evidence, wherever possible.





# Goals and Objectives

To generate incremental growth in Cape Breton Island's tourism economy, the strategy will focus on two main areas:

- Maximizing capacity within all periods of the year through increasing visitation and season extension; and
- Increasing the yield (i.e. revenues generated within the destination) from each visitor.

Using these two methods of growth, the measurable goals must reflect the maximization of plant capacity and increasing the revenue yield per visitor. This will include measuring room and unit nights sold at registered accommodations, as reported by Tourism Nova Scotia, and tracking marketing levies per room night sold. Using 2019 as a benchmark, the goal targets will be:

**A 2% increase in registered room and unit nights sold on Cape Breton Island with the majority of the increase coming in the shoulder and winter seasons; and**

**A 2% increase in levy revenue yield per registered room or unit night sold.**



# Research





# Research

The continuum begins with research to define the target audience, identify shifts, and what they are seeking in the destination.

Research conducted over the past number of years has shown that the target audience can be defined as follows:

## Demographic

- Empty nest couples aged 45-70 (boomers and Gen X)
- Pre-nest young adults (millennials)
- Females do majority of travel planning (58% of web visits)

## Geographic

- Ontario
- Quebec
- Maritimes
- New York
- Massachusetts

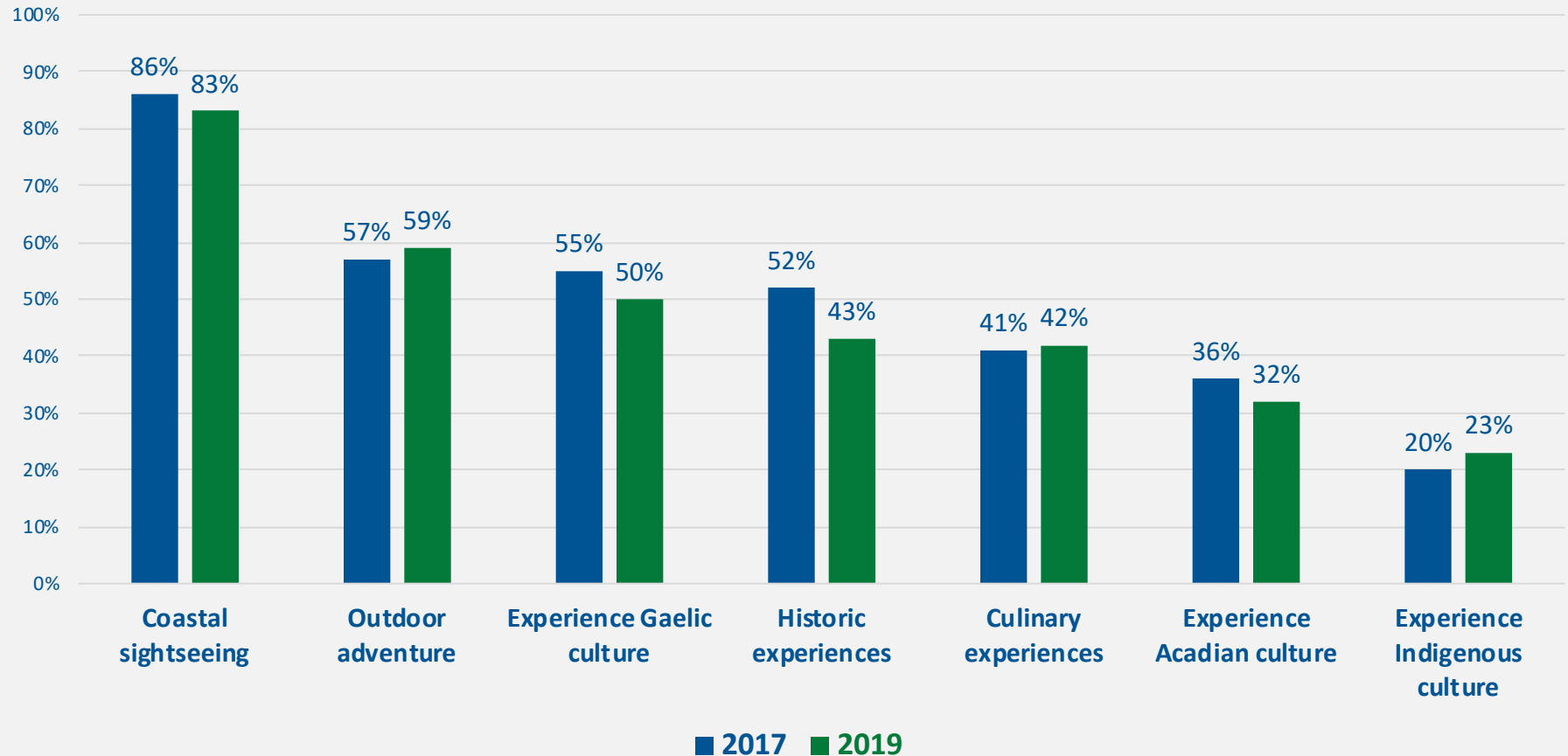
## Psychographic (EQ Types)

- Authentic Experiencers (33% of visitors)
- Cultural Explorers (24% of visitors)

Destination Canada categorizes Authentic Experiencers and Cultural Explorers as 'Learners'. They are drawn by culture and natural beauty. They seek engagement in a destination – to meet locals and to be participants in the culture.



# Travel Motivators



Source: Cape Breton Travel Intention Survey

When comparing the top motivators to visit Cape Breton Island as determined through the Travel Intention Surveys of 2017 and 2019, coastal sightseeing (including the Cabot Trail which is also the top motivator to Nova Scotia as a whole) continues to be the top motivator, although it dropped slightly.

Outdoor adventure was the second motivator and it increased slightly. Although there were decreases in some categories, these categories remained the top motivators. As such, marketing content should focus mainly on these motivators.



# Other Trends and Observations

Through research conducted in 2019, a number of other trends are emerging:

- Ad recall rates rose for online and social media, but declined for TV and consumer shows.
- The travel planning cycle is trending toward longer planning cycles, with 67% planning three or more months out from their vacation.
- There has been a consistent growth in visitors citing that they travelled to Cape Breton by air at 23% in 2019 compared to just 15% in 2015.
- Of those who travelled to Cape Breton Island by air, 35% flew into Sydney with the vast majority of those visitors stating they had taken a direct flight from either Toronto or Montreal.
- The average length of stay increased from 5.3 nights in 2017 to 5.6 nights in 2019.
- 45% of visitors stated that they wanted to experience Cape Breton music during their visit, but only 38% did, indicating that more can be done to promote live music on the Island.
- There was a significant decrease in intent to visit the Fortress of Louisbourg as part of the trip, which mirrored the decline of visitation.



# Research Objectives

In pursuit of the goals, the following strategic objectives have been defined for Research:

## **1. To continue to measure and report on key performance indicators**

- Room nights sold
- Shared economy unit nights sold
- Google Analytics
- Social media insights

## **2. To explore other options to collect market intelligence on Cape Breton Island's target audiences and tourism performance**

- Work with partners (Tourism Nova Scotia, ACAT, Destination Canada) to monitor what they are using
- Explore new options for measuring tourism performance with Cape Breton University's World Tourism Institute (WTI)
- Continue to support CheckIn Analytics in developing a platform for real-time data on room nights

## **3. To monitor global travel research for trends that may aid or impact Cape Breton's tourism industry**

- Attend key destination focused events
- Monitor global tourism research sources such as Skift, World Tourism Organization, Phocuswright, etc.





## Product Innovation

# Product Innovation

The investment in product innovation on Cape Breton Island over the past number of years has been significant. Numerous initiatives have been implemented, following the ACOA/Tourism Atlantic Toolkit and Tourism Nova Scotia's Experience Excellerator program, to raise the product offering on the Island to a new level. The result is that Cape Breton Island has gone beyond market readiness for many experience categories and is pursuing the development of world-class offerings.

In 2019, an experience development workshop was conducted in partnership with Tourism Nova Scotia and Parks Canada, with another planned for early 2020. A number of operators went through the Experience Excellerator program and more have applied for 2020.

In culinary, Destination Cape Breton supported a local food ambassador, Alicia Lake, to attend a best practice mission in Portland, Oregon. Subsequently, the organization partnered with the Cape Breton Food Hub, NSCC, and ACOA to initiate an advanced market readiness program for the culinary sector. NSCC will address professional development and training opportunities identified through the AMR program.

A new event, the Cabot Trail Food Truck Rally, was created to facilitate the extension of the fall season beyond Celtic Colours. Destination Cape Breton also supported the Cape Breton Jazz Festival in hiring a consultant to review their operation and make recommendations to elevate the event.







# Product Innovation Activities

## Cultural Tourism Development

Destination Cape Breton has worked closely with tourism stakeholders within the three main cultures of Cape Breton Island: Mi'kmaq, Acadian, and Gaelic. These discussions are important to foster deeper understanding of each culture, respectful ways to support and promote each culture, and to learn about new experiences and developments.

## Experience Development

Building on the initiatives of the past year, Destination Cape Breton will host a number of experience development events, including:

- Experience innovation workshops;
- An experience-focused start-up event;
- Exploring best practice missions; and
- Webinars or other educational events for industry.

## Event Development

A new Cape Breton Island Events Strategy is nearing completion and the strategy will recommend that Destination Cape Breton, in collaboration with partners, implement a process of creating new events, innovating existing events, and attracting events. Within this strategy, Destination Cape Breton will act as a catalyst to bring partners together and provide support. The focus will be on building the shoulder and winter seasons. The Signature Events and Community Festivals and Events programs will also continue.





### **Industry Education, Training and Development**

Collaboration with both Cape Breton University, primarily through the World Tourism Institute, and NSCC will continue to be a focus. The development of a comprehensive customer service program will be a priority. The culinary AMR program will continue and other possibilities for new AMR initiatives will be explored. Industry conferences, such as the Tourism Innovators Summit hosted in partnership with the WTI, will be developed.

### **Tourism Innovation**

Destination Cape Breton will continue to collaborate with the local innovation community to encourage innovation both within the tourism industry and ancillary to the industry (e.g. technology tools and platforms). The Tourism Startup Weekend was a success and a similar event will be explored for 2020. Other opportunities will be explored for competitions such as the Intersect Challenge that resulted in the creation of a new startup called CheckIn Analytics.



# Product Innovation Objectives

In pursuit of the goals, the following strategic objectives have been defined for Product Innovation:

**1. To work with Mi'kmaq, Acadian, and Gaelic cultural tourism partners to support their growth and development**

- Coordinate regular meetings of each cultural tourism group to deepen understanding of each culture, obtain guidance on the respectful presentation of each culture in promotional efforts, and learn about new experiences and developments
- Continue to support sharing sessions that bring together elders, culture bearers, historians and folklorists from each main culture to discuss shared histories and experiences

**2. To work with industry and partners to identify, innovate, and increase the inventory of value-added experiences that can be classified as 'world class'**

- Continue implementing experience innovation events
- Continue the experience start-up event with CBU and partners
- Identify candidates for the Experience Excellerator program
- Explore opportunities to participate in or develop best practice missions
- Explore other experience-focused webinars and training options for industry





- 3. To collaborate with partners to create or innovate festivals and events that can serve as travel motivators in the winter and shoulder seasons**
  - Identify opportunities and bring partners together to create a robust calendar of events
  - Continue the Signature Events program
  - Continue the Community Festivals & Events program with the five municipalities and ACOA
- 4. To build and enhance the winter product**
  - Work with partners to create new experiences and events for winter
  - Mobilize advocacy to support winter season development
- 5. To collaborate with Cape Breton University and NSCC to enhance industry education, training, and development**
  - Work with the WTI to explore and pursue opportunities, particularly for customer service training
  - Explore the hosting of another Tourism Innovators Summit in partnership with the WTI
  - Work with the Cape Breton Food Hub and NSCC to implement the Culinary AMR program, professional development activities, and a culinary-focused conference
- 6. To collaborate with the Cape Breton Island innovation community to foster and support tourism innovation**
  - Coordinate another tourism startup event
  - Establish an innovation committee to explore other opportunities for challenges or innovation initiatives



# Marketing





# Marketing

The proliferation of mobile technology has created a fundamental shift in consumer behaviour. People don't "go online" anymore; they live online. And in this new reality, we act on our needs and make decisions in what Think with Google calls micro-moments. For travel, Think with Google has defined four key micro-moments, as outlined below:

**I-want-to-get-away moments:** a.k.a. "dreaming moments" that happen when people are exploring destination options and ideas with no firm plans. At this stage, people are looking for inspiration.

**Time-to-make-a-plan moments:** a.k.a. "planning moments" that happen when people have chosen a destination. They're looking for the right dates, the right flight, the right place to stay, and all the things they'll do while they're there.

**Let's-book-it-moments:** a.k.a. "booking moments" that happen when the research is done, and people are ready to book their tickets and reserve their rooms.

**Can't-wait-to-explore moments:** a.k.a. "experiencing moments" that happen when the trip is underway. Travelers are ready to live the trip they've been dreaming about—and share it with others.

These micro-moments provide a Path to Purchase that Destination Cape Breton has been using for the past three years. The following page outlines the tactics that will be employed to reach the target audience at each stage of the Path to Purchase.

# The Path to Purchase

## DREAMING >

### Digital Marketing

- Display
- Video
- Social

### Content (Hero)

- Hero video
- Influencers
- Travel media

### Collateral Material

- Experience Guide

### TV

- Regional

### Artist Ambassadors

### Activations

## PLANNING >

### Digital Marketing

- Category search
- Re-marketing
- Social
- Email

### Content (Hub)

- Locals blogs
- Experience videos
- List-style content
- Operator listings

### Collateral Material

- Experience Guide
- Seasonal Guides

### Print

- Saltscapes
- Motorcycle Guide

### Saltscapes Expo

### Travel Trade

## BOOKING >

### Digital Marketing

- Branded search
- Re-marketing
- Social

### Content (Help)

- Locals blogs
- Itineraries
- Packages
- FAQ

### Collateral Material

- Experience Guide
- Seasonal Guides

### Travel Trade

## EXPERIENCING >

### Content

- User-generated (UGC)
- Reviews

### Collateral Material

- Map





# Marketing Activities

## Digital Marketing

Digital marketing is the largest component of the Destination Cape Breton marketing campaign, by far, and delivers the strongest ROI. Over the past few years, DCBA has partnered with Tourism Nova Scotia through their Digital Marketing Program, which provides matching dollars to target the key markets. This investment is complemented by additional digital marketing to target the Maritimes and an 'always on' approach that is designed to reach the target audience at key micro-moments.

For 2020, there will be a stronger focus of the digital marketing campaign on engagement and conversion. A greater share of the budget will be allocated to search engine marketing. The campaign will also start earlier, as per the research showing longer travel planning cycles, with a stronger allocation in the first quarter of 2020.

## Content Marketing

A content strategy was developed for 2019, which will be honed and adjusted. This strategy follows the 'Hero, Hub, Help' approach of Destination Canada's Content Playbook to identify content and distribution channels that will reach the target audience at each stage of their path to purchase.

The communities of interest (COI) model will be integrated within the content marketing strategy to utilize local advocates and targeted influencers to create and disseminate content.



## Website

A key piece of the digital marketing and content strategies is the website, which has been designed to be a content hub. The website will continue to be optimized for performance in terms of:

- Greater landing page optimization and alignment with ad creative;
- Stronger calls to action to motivate goal conversions, particularly clicks to operator websites;
- Continued imagery alignment to ensure that visitors viewing seasonal campaign content only see imagery reflective of those seasons;
- Continued mobile optimization to ensure the best possible experience for the majority of the site visitors; and
- Adding a Music section that will highlight where visitors may experience live music.

## Collateral Material

The Cape Breton Island Experience Guide continues to be the main lure/fulfillment piece for visitors and receives strong praise from visitors and front-line staff in visitor information centres. Upon a review of visitor recall of the guide, the distribution of the guide will be adjusted and reduced in 2020.

Seasonal campaign collateral has been developed over the past few years, including a Taste of Autumn brochure and a Winter Guide. These guides will be continued and will be complemented with a new Spring Guide.

The Cape Breton Island Map will continue to be produced for visitors on Island and provided through visitor information centres.



## **Television**

Television advertising continues to be effective with the Maritimes, particularly with news programs. For 2020, there will be regional spring, fall and winter (2021) campaigns on TV.

## **Print**

Saltscapes Magazine continues to have strong recall within the Maritimes and a 2020 buy will focus on spring, fall and winter (2021). As well, an ad will continue to be placed in the Atlantic Canada Motorcycle Touring Guide, which is widely utilized by that market.

## **Artist Ambassadors**

The Island's touring artists are the finest salespeople of our destination. Destination Cape Breton partnered with Natalie MacMaster and Donnell Leahy and family, the Barra MacNeils, and the Men of the Deeps in 2019 to promote the Island during their tours. These partnerships will continue and additional partnerships are being explored with Ashley MacIsaac, Còig, and Pretty Archie for 2020.

## **Travel Trade**

Destination Cape Breton will continue to work closely with Tourism Nova Scotia's sales team to support their efforts to draw more visitors to the province, and Cape Breton Island specifically. This will include:

- Collaborating on in-market sales missions;
- Collaborating on travel trade fam tours; and
- Attending Rendezvous Canada.

In addition, efforts will be made to work with receptive tour operators within the region to encourage them to increase the Cape Breton Island





share of their itineraries. They will be invited to tour the Island to see the experiences that can build their itineraries.

### **Activations**

To support the growth in direct air travel to the Island, activations will be planned and executed in both Toronto and Montreal. Both activations, to be planned with key partners, will include a contest promotion and an industry event with media, in-market influencers, event planners, and members of the travel trade.

### **Influencers and Travel Media**

Destination Cape Breton will continue to work closely with Tourism Nova Scotia to identify and bring key influencers and travel media to the Island. As well, key influencers in Toronto and Montreal will be invited to the in-market activations and to visit Cape Breton.

### **Saltscapes Expo**

The recall rate for this consumer show declined in 2019 and, as a result, Destination Cape Breton is reducing its investment in the show for 2020. A Cape Breton presence will continue be coordinated.

### **User-generated Content (UGC)**

Recommendations of friends and family is one of the most effective ways that potential visitors learn about a destination. A campaign will be developed in working with operators that encourages visitors to share their photos and videos on social media and utilizing the #visitcapebreton hashtag.





# Marketing Objectives

In pursuit of the goals, the following strategic objectives have been defined for Marketing – Leisure:

- 1. To increase website traffic on cbisland.com by 5% to reach 855,000 sessions, while increasing the partner events on the site to 25%**
  - Strengthen the digital marketing campaign
  - Optimize the website for conversion
  - Implement an email marketing campaign
  
- 2. To increase the social media footprint by 25% to reach 135,000, while also increasing the total number of engagements by 25%**
  - Enhance the content marketing strategy
  - Integrate the COI approach across all aspects of the content strategy
  - Identify and build relationships with local advocates in other travel motivator categories
  - Bring in targeted influencers
  - Continue Summer Intern program
  
- 3. To increase demand in high-value markets**
  - Plan and execute activations in Toronto and Montreal
  - Continue distribution of the Experience Guide in Ontario
  - Enhance and expand the Artist Ambassador program
  - Collaborate with Tourism Nova Scotia to target the travel trade
  - Continue to work with Tourism Nova Scotia to target travel media and influencers



- 4. To drive shoulder and winter visitation from the Maritimes region**
  - Plan and execute spring, fall and winter campaigns using digital, social, TV, specialty print
  - Continue distribution of the Experience Guide within the region
  - Continue working with Live Life in Tents and other partners on seasonal Creatives Weekends
  - Continue attending the Saltscapes Expo with a reduced investment
- 5. To encourage increased length of stay and yield per visitor**
  - Add messaging on the website to encourage longer stays
  - Develop and promote 7-day itineraries
  - Work with receptive operators to increase Cape Breton Island's share of their Maritimes itineraries
- 6. To mobilize visitors into advocates for Cape Breton Island**
  - Develop and implement a UGC campaign in conjunction with operators





## Niche Markets



# Meetings and Events

The Island played host to a number of major events in 2019, including:

- Scotties Tournament of Hearts;
- National Legion Youth Track and Field Championships;
- STIHL Timbersports Championship; and the
- National Major Little League Baseball Championships.

Major events on the schedule for 2020 include:

- National Darts Championship;
- National Senior Men's Baseball Championship;
- National Legion Youth Track and Field Championships;
- USPORT National Women's Soccer Championship; and
- Nova Scotia Music Week.

The Island also hosted a number of meetings and conferences, including the Canada-New England Cruise Symposium, Tourism Industry Association of Nova Scotia Annual General Meeting, among others.

As mentioned in the Product Innovation section, a Cape Breton Island Events Strategy is nearing completion and the strategy will recommend that Destination Cape Breton, in collaboration with partners, implement a process of creating new events, innovating existing events, and attracting events. This will include the implementation of recommended tactics within the strategy and a robust focus on attraction of sporting events and right-sized meetings. In 2020, this process will be more integrated within the Destination Cape Breton structure and will align with the Events Nova Scotia strategy.



# Niche Ports and Marine Tourism

Destination Cape Breton continued its role in representing the Island's three niche ports (Baddeck, Louisbourg, and Chéticamp) within the Atlantic Canada Cruise Association (ACCA). DCBA provided ACCA with content and information required to promote the Island's niche ports through their activities. Currently, there are 10 scheduled visits to the niche ports in 2020.

Discussions have taken place with the Port of Sydney to take a lead role with the niche ports, with DCBA continuing to play a supporting role. Given that the Port has relationships with most of the cruise lines and knows the industry, their expertise will help develop opportunities for the niche ports.

With the majestic Bras d'Or Lake and scenic coastal ports, Cape Breton Island is well positioned for growth in marine tourism. Destination Cape Breton continued its partnership with Develop Nova Scotia to attract superyachts and larger vessels to Cape Breton Island. Implementing infrastructure upgrades for these vessels, such as those planned for the Baddeck Wharf, will also enhance the marine experience for other boaters.

Develop Nova Scotia plans to release its marine tourism strategy early in 2020, which will include priorities for Cape Breton Island, and collaborative promotional efforts are being planned.





# Niche Markets Objectives

In pursuit of the goals, the following strategic objectives have been defined for Niche Markets:

## **1. To increase the number of major events hosted on-Island in 2021 and 2022**

- Work with key stakeholders to prioritize and implement the recommended actions within the Cape Breton Island Event Strategy
- Identify events to target, in alignment with the Events Nova Scotia categories, and develop strategies to attract those events
- Integrate the Events Cape Breton project more closely within the Destination Cape Breton structure
- Attend key events like the CSTA Sports Events Congress

## **2. To increase the number of meetings and conferences hosted on-Island in 2021 and 2022**

- Work with stakeholders to identify meetings and conferences to target and develop strategies to attract those events
- Develop new marketing materials for meetings and events
- Develop and implement a new partnership program for meetings and events

## **3. Build the niche ports visitation schedule for 2021 and beyond**

- Formalize a new partnership with the Port of Sydney to lead the marketing of the niche ports along with ACCA
- Implement a niche port development workshop
- Form and formalize a niche ports committee



#### **4. Develop the marine tourism market in partnership with Develop Nova Scotia**

- Work with Develop Nova Scotia and stakeholders to prioritize and implement the recommended actions within their new marine tourism strategy
- Work with Develop Nova Scotia and stakeholders to implement a COI approach to marketing the marine tourism experience
- Collaborate with Develop Nova Scotia to target superyachts and large vessels





## Industry Mobilization



# Industry Mobilization Objectives

The implementation of the strategy requires the participation of industry operators and partners. As such, a number of objectives to mobilize the industry have been identified:

## **1. To enhance communication channels with industry**

- Conduct pre-season industry sessions around the Island
- Continue the monthly industry newsletter and expand the subscription list
- Enhance and update the industry page on [visitcapebreton.com](http://visitcapebreton.com)
- Continue regular meetings with the Product Innovation and Marketing Committees

## **2. To build confidence in the tourism industry by promoting tourism as an economic driver for the Island and increasing awareness of the tourism product**

- Develop and distribute a year-end report
- Conduct 'State of the Industry' presentations in conjunction with the Island's chambers of commerce
- Continue to nominate and promote tourism award winners



For more information, visit:  
**[cbisland.com/dcba-industry-page](https://cbisland.com/dcba-industry-page)**