Regional Destination Management & Marketing

What is the Governance Structure?

Proposed Board Governance Structure with Maximum 15 Members

Based on industry consultations and a review of existing models, the following board structure is recommended for the DMMO in the Valley region:

Sectoral Representatives	Each Municipality Represented	2 Cultural Representatives	2 Non-voting Ex-officios
• Accommodations 10+ rooms • Accommodations STR • Food/Beverage • Outdoor Tour Operator/ Attraction • Culture/Heritage • Education/Training	• Tourism operator from Annapolis, Kings, West Hants, Glooscap • Director of Kentville Business Community • Director of Wolfville Business Development Corporation • Director of Windsor Township	• First Nation • Acadian/Francophone	• Valley REN • ACOA

How would it be staffed?

- Staffing would scale up as collection rates increase.
- Recommended approach:
  - Begin with an Executive Director
  - Add a Marketing Strategist when funds allow

Where would it be located?

- Does not need to be public-facing
- Can be a modest office space anywhere in the Valley - shared space would be ideal

Levy Projections

Units Sold: 2024 →	143,878
Average Room Rate →	x $162
Total Sales →	$23,308,236
Levy →	x 3%
Total Levy Projection →	$699,247.08

Funding Model

Marketing Levy
3% Levy on accommodations

+

Membership Fees
Tiered membership fees for non-accommodation tourism businesses

Revenue

Total: $590k

$490k	→	Marketing Levy
$60k	→	Grants
$40k	→	Guidebook Ads + Membership

Based on a 70% remittance rate on $700,000. Budgets can scale up as collection rates increase.

Recommendations for Implementation of Levy

- **Service Agreements with DMMO that outlines roles, expectations, and KPIs**

- **Adopt a Third-Party Collection Platform**

ORHMA
ONTARIO RESTAURANT
HOTEL & MOTEL ASSOCIATION

The ORHMA Reporting Tool simplifies Municipal Accommodation Tax (MAT) compliance by automating tax calculation, reporting, and remittance for accommodation providers.

- **Enforcement:**
  - Initial focus on education and compliance support.
  - By-law officers are engaged only when necessary.
  - The marketing levy bylaw includes provisions that allow the municipality to intervene when remittances are in arrears.

Where is this Working?

- In 2024, Cape Breton recorded its second-highest number of room nights sold in history.
- Tourism revenues on the island have grown by 30% over the 2019 pre-pandemic levels.
- Approximately 88% of Destination Cape Breton’s budget now comes from the marketing levy, and each dollar spent on marketing has been estimated to generate $27 in direct visitor spending.

“We're great believers in the 'we over me' approach, and wholly believe that a regional direction to tourism benefits all parties involved.”

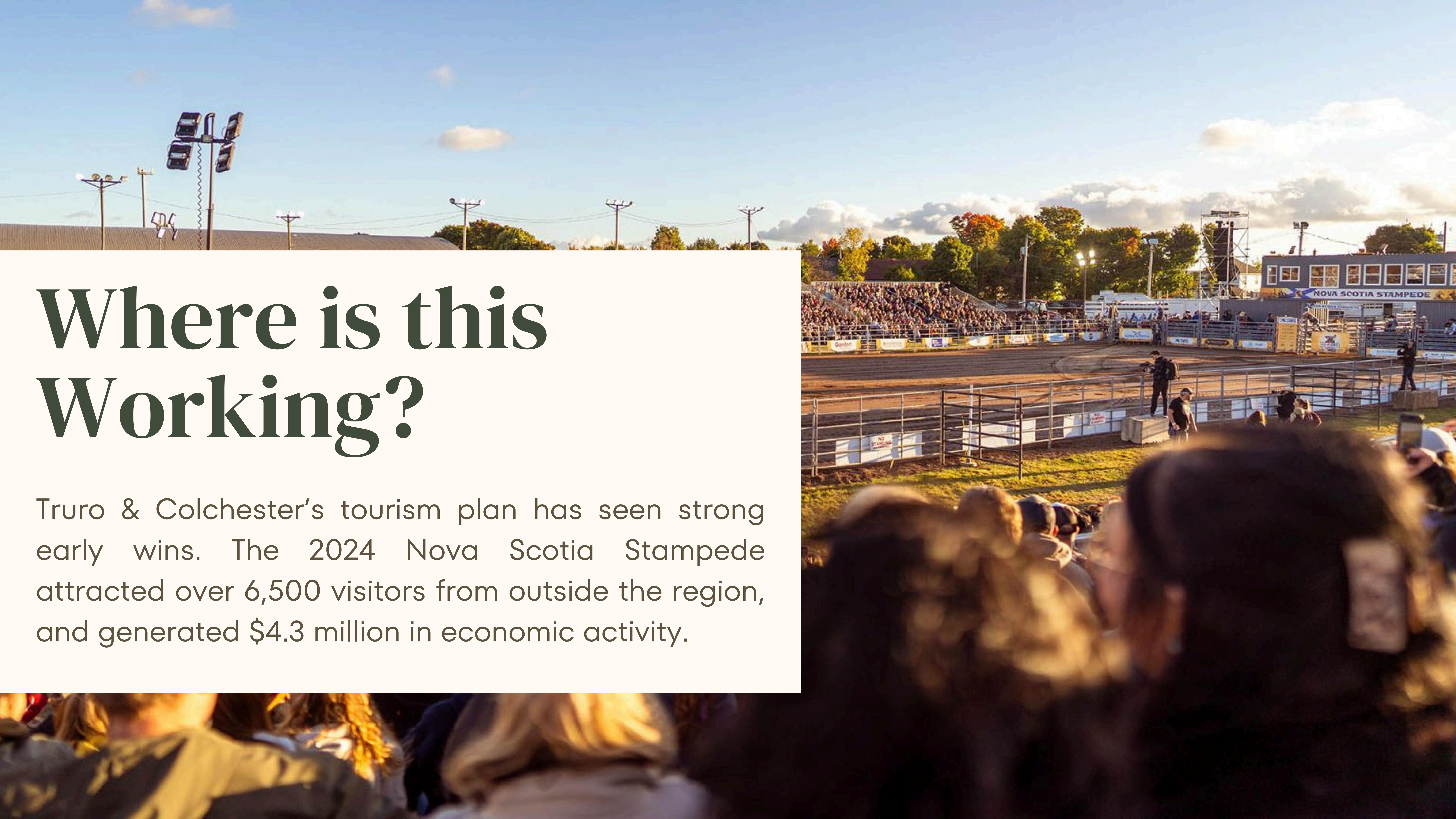
- Justin and Colin, Short Term Rental Operators in Cape Breton

Where is this Working?

- In 2024, Discover Halifax marked another record-setting year: a 2.6% increase over 2023 and an 11.4% gain since 2019.
- Helped support strong bids for major events like the 2024 Juno Awards and Pickleball Canada National Championship.
- 88% of residents now report the tourism industry’s impact as “positive” or “very positive”.

"As the primary revenue source, the marketing levy has been instrumental in sustaining
our core services designed to promote this region."

- Ross Jefferson, President and CEO Discover Halifax



Where is this Working?

Truro & Colchester's tourism plan has seen strong early wins. The 2024 Nova Scotia Stampede attracted over 6,500 visitors from outside the region, and generated $4.3 million in economic activity.

“I have had over 5000 visitors to SEEK this year and not one guest has complained or brought up the levy.”

- Miriah Kearney, Seek Wilderness Accommodations

Where is this Working?

YASTA (Yarmouth & Acadian Shores Tourism Association) had another very successful season: over 38,000 CAT ferry tickets sold and accommodation providers reporting longer stays.

“Our marketing dollar goes farther through YASTA. Shared creative and access to their data mean we reach priority markets as a region, not as isolated businesses. Marketing the region works because visitors travel based on experiences and interest, not municipal lines.”

- Jonathan Joseph, Argyler Lodge