VOCTADA
PRESENTS

VILLAGE OF CHESTER TOURISM ACTION PLAN 2003

We invite you to send your suggestions or comments to

VOCTADA
P.O. BOX 997
CHESTER, NS
B0J 1J0

Table of Contents

Section I: Introduction

Why a Tourism Plan? 3
Definition of a Tourist 5
How Tourism Benefits all Residents of Chester 6
Tourism Industry in Chester 7
Village of Chester Tourism and Development Association (VOCTADA) . .8
Formulation of Tourism Committee 9

Section II: Research and Analysis of Tourism Situation in Chester

Four Pronged Approach 10
Survey and Results 10
Situational Analysis of Tourism in Chester 10
Goals and Objectives 12

Section III: Village of Chester Tourism Action Plan

About the Tourism Action Plan 16
Tourism Action Plan 17
Review and Evaluation 30
Conclusion 31

Section IV: Timing

Timing of Action Steps 32

Appendicies

Appendix A: Tourism Forum Notes 35
Appendix B: Letter of Invitation to Village of Chester Interest Groups . . . 38
Appendix C: List of Groups Invited to Join Tourism Committee 39
Appendix D: Tourism Survey Results 40
Appendix E: Situational Analysis of Tourism in the Village of Chester . . . 53
Appendix F: Committees and Representative Positions to be Created 58

Section I - Introduction

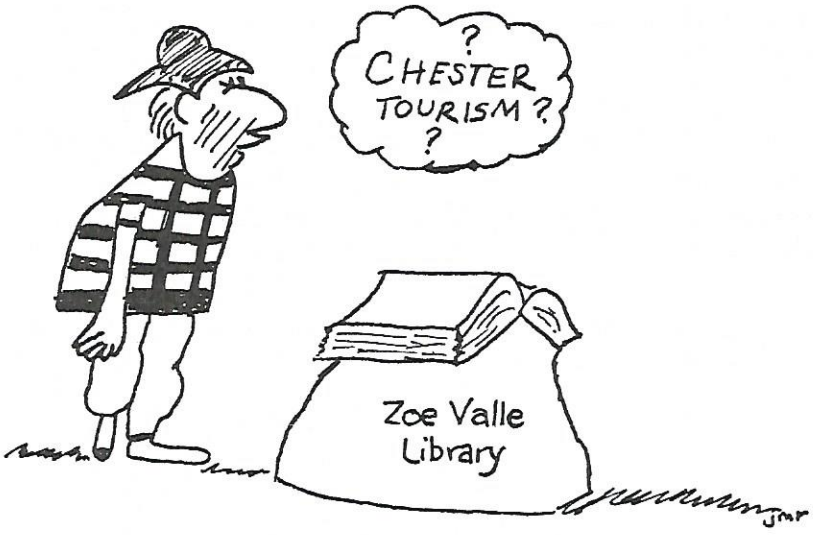
Why a tourism plan?

According to the Nova Scotia Department of Tourism's definition, a tourist is anyone who lives 50 or more miles away and stays overnight in a community. By this definition, tourism in Nova Scotia has increased by only 4% over the past 25 years. Coupled with this is the fact that out of the 250 000 out-of-province visitors to the South Shore in 2001, only 16%, or 40 000 people, visited Chester. When compared with the 93%, or 232 500 people, who visited Lunenburg in 2001, tourism in Chester would appear to be relatively insignificant.

By this definition, tourism would appear to not be out of control in Chester. However, it will continue to grow, regardless of whether or not residents take action. By developing and implementing a clearly thought our tourism plan, it will be possible to protect Chester from the detrimental effects of tourism while providing the Village with new infrastructure and enhancing our existing assets to attract some of those visitors who are passing our community by.

It was the goal of the Tourism Committee to develop a Tourism Action Plan taking into account the desires of the residents of the Village of Chester and the needs of the Village to create a prosperous community. As this plan will detail, tourism, when planned and prepared for correctly, is a healthy and profitable business and one which Chester cannot afford to miss out on.

This tourism action plan as the result of extensive research and discussion, contains thirty two short term and long term objectives and detailed action steps for achieving these objectives. The completion of these objectives will provide Chester with a wide variety of new and revitalized assets intended to both enhance and protect the natural purity of our village.



KEEPING CHESTER SPECIAL

DO WE NEED TOURISTS?

In the year 2000 from April through September, $1 million were pumped into the Chester-Chester Basin economy by tourists who stayed only one night in the area.

The dictionary defines a tourist as someone who travels for pleasure. A Chester Tourist is a visitor who values our distinctive lifestyle and who comes to experience our community. In fact, a Chester Tourist is very much like ourselves!

VOCTADA Tourism Committee Vision Statement:
Fostering a united community which distinguishes Chester as a unique tourist destination, while sustaining Chester's distinctive lifestyle and community values.

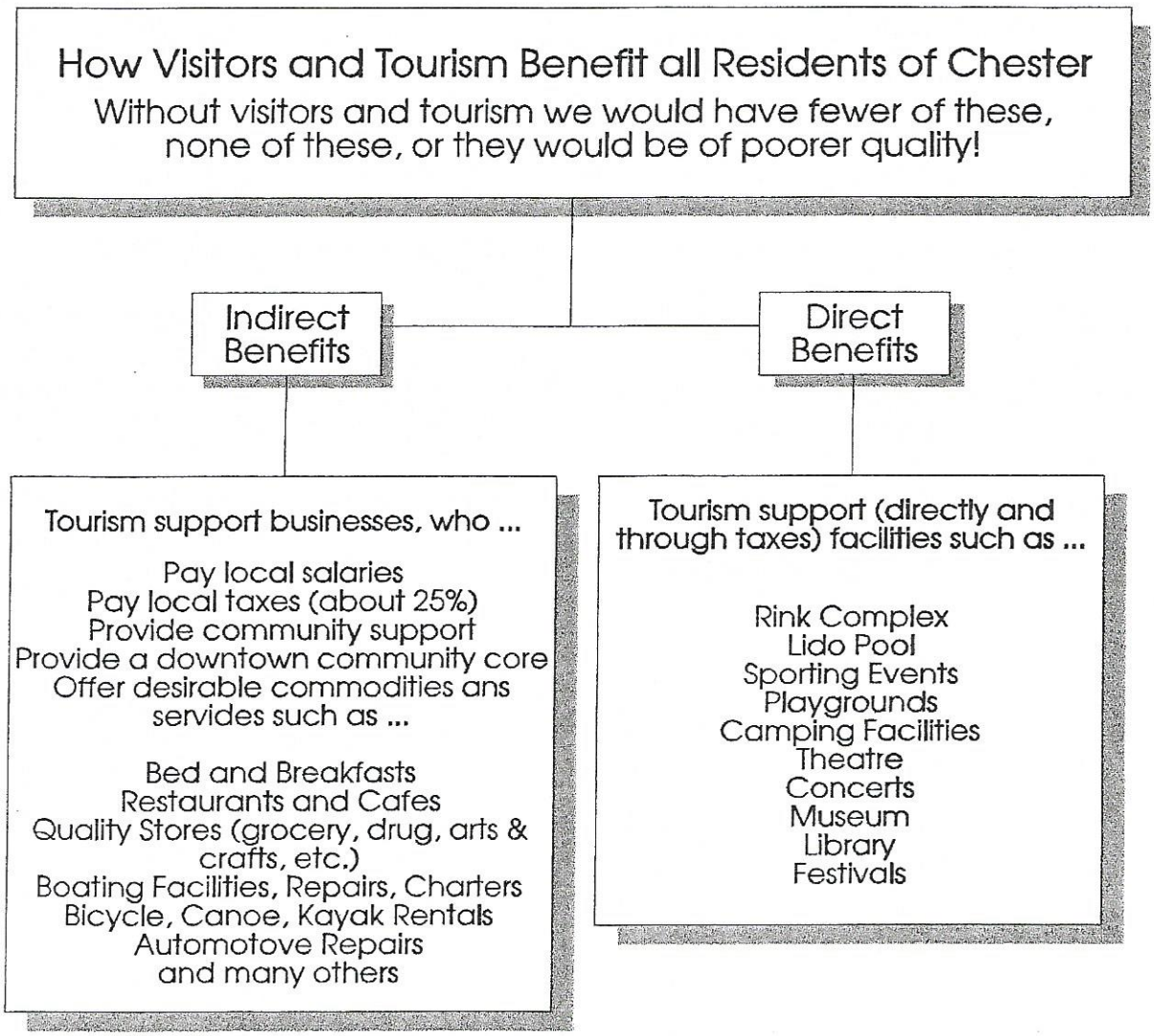
Definition of a Tourist

Throughout the development of this plan, the Tourism Committee has wrestled with what the precise definition of a tourist might be. It was felt that Chester does not have one key type of tourist - but three. These three types of tourists in Chester are all distinct from one another and are looking for different things when they visit the village. These three types of Chester Tourists are as follows:

1. **Seasonal Residents** - people who own property in the village and live in Chester for a period of up to six months per year
2. **Visiting Friends and Relatives** - people who come to Chester to visit Residents and/or Seasonal Residents and either stay with family and friends or rent accommodation during their stay
3. **Day Trippers** - people who live nearby and visit Chester for a day or people who pass through the village, making Chester part of a longer trip

How tourism benefits all residents of Chester

The benefits of tourism are far reaching. Obvious tourist services such as inns, campgrounds and Visitor Information Centres only scratch the surface of the benefits tourism provides a community. Everyone benefits from the money and services created in a community through tourism. The following chart briefly illustrates some of the many advantages tourism can provide in a community.



Tourism Industry in Chester

A Brief History of Tourism in Chester

First established in 1759 by settlers from New England, Chester is a place of intoxicating beauty which has been bewitching visitors for nearly two centuries. In its own unique way, Chester has always been different from the other communities along the South Shore of Nova Scotia.

Since September 4, 1856, when the first regatta was held in Chester's harbors, complete with fireworks and a ball, Chester has been a mecca for yachtsmen of all types. While Lunenburg was sending its great schooners off to the Grand Banks in search of cod, Chester was wining, dining and amusing some of the wealthiest families from the Northeastern United States.

In the late 1800's, vacationers found grand hotels and innumerable activities to amuse them. Some people fell so much in love with Chester that they began to build homes of their own. Some families even donated land and buildings to the village which had stolen their hearts.

During the Second World War, Chester's magical charm was put to work for a different purpose when one of the grandest inns in the village became a convalescent home for Norwegian seamen. After the war, visitors again returned to Chester. They spent their winters dreaming of July and the promise of yet another summer on Chester's peaceful shores.

Chester was making a living from tourism years before anyone decided tourism was an 'industry' of its own. By marketing itself to people outside the community, Chester grew into the beloved and celebrated village it is today.

Village of Chester Tourism and Development Association

The Village of Chester Tourism and Development Association (VOCTADA), was initiated about a decade ago, by a group of volunteers. One of its goals is to attract more funding, both government and private, for projects which will enhance Chester's beauty and improve its functioning, without altering its character.

VOCTADA's Mission

> VOCTADA works to enhance and preserve Chester's character and surroundings while encouraging appropriate economic growth, as well as effective and efficient management through a broad pro-active, project oriented mandate.

Why should VOCTADA be the group to develop a Tourism Action Plan?

Sensing that Chester had been riding the coat tails of its former glory for too long, VOCTADA wanted to assess the wishes and expectations Chester residents have regarding tourism in their community. Villagers from all backgrounds were encouraged to come and participate in an open discussion about tourism, at the Chester Legion on August 8, 2002. This public forum was designed to provide VOCTADA with information which could be used when developing projects for tourism management. Sufficient concern about the effects and management of tourism within the village was voiced for VOCTADA to form a committee whose goal was to develop a Tourism Action Plan for the village, using the notes which were taken verbatim at the August 8 forum. It was also felt that the Village of Chester needed tourism planning in addition to that of the Municipality in order to focus on goals specific to the community.

Notes from the Tourism Forum can be found in *Appendix A*.

Formulation of Tourism Committee

Tourism Committee Regular Members

The Tourism Action Plan Committee was made up of volunteer members of VOCTADA who represented a wide variety of community attitudes towards and perspectives on tourism. The regular committee members were as follows:

Christina McCurdy, Tourism Committee Chairperson
Duncan McNeil
Judith Rudderham
Claudette Sapp
Kerry Keddy
Edward Rutherford
Willa Creighton

Tourism Committee Guest Members

Throughout the development of the Village of Chester Tourism Action Plan, it was deemed essential to involve as many members of the community as was feasiblely possible. The tourism committee felt the most efficient way to operate would be to extend an open invitation to local organizations. Inviting interest groups to partake in the development of a Tourism Action Plan, ensured that people with different views of, and a stake in, tourism would have a say in the outcome. Letters were sent (*Appendix B*) to numerous interest groups (*Appendix C*), inviting them to join the tourism planning meetings, if they were curious about what was happening or had any issues or concerns they wanted addressed. Each group was then contacted by phone, or in person, and issued a vocal invitation.

The Tourism Committee is pleased to be able to say that throughout the development of this Tourism Action Plan, a large number of people (outside VOCTADA's membership) joined the planning process by attending planning meetings, discussing issues and having their concerns addressed. As well, members of VOCTADA have discussed the committee's progress on both and formal and informal basis with members of various community organizations throughout the planning process.

In addition, the Tourism Committee felt that it was particularly important to keep the Chester Municipal Chamber of Commerce, as the tourism development representatives of the Municipality, aware of developments and thoroughly involved in the planning process. Their involvement has been extremely valuable and appreciated and has helped build an even stronger Tourism Action Plan than would have otherwise been possible.

Section II - Research and Analysis of Tourism Situation in Chester

Four Pronged Approach

At the outset of planning, the tourism committee determined that the effective research, development and implementation of a Village of Chester Tourism Action Plan would require working on four different goals at once. These four goals were as follows:

1. Liaise with the Chester Municipal Chamber of Commerce, South Shore Tourism Association and other groups who have an interest in tourism. Bring these groups together to develop a plan which will work for everyone.

2. Put together a report/article that will help to show all residents of Chester that tourism has been good for Chester in the past and can continue to be good in the future. (see Appendix)

3. Survey Chester businesses and individuals to ascertain their reaction to tourism, how it affects them and to learn the extent to which they wish to participate. (see Appendix)

4. Build a Tourism Action Plan.

Survey and Results

As part of the committee's strategy for research and education, a survey to determine individual resident's needs and desires with respect to tourism was developed and distributed to the mailboxes of all village residents. Then this survey was made as widely available within the village as was feasible. Out of the more than 750 surveys which were distributed, 168 were returned; providing a response rate of 21 precent. This meant that twenty one percent of the recipients felt tourism was an important enough issue that they wanted to voice their opinion.

The results of the Tourism Survey (*Appendix D*) were used in generating the goals and objectives for tourism control and infrastructure development in the Tourism Action Plan. As well, the many valuable observations, opinions and ideas expressed in these surveys were compiled for future use in the development of activity planning, village protection, marketing strategies and the many other activities which the Tourism Plan has addressed.

Situational Analysis of Tourism in Chester

A situational analysis of the Chester's standing with regard to tourism was developed. This analysis was a critical evaluation of the tourism situation in Chester and examined the Strengths, Opportunities, Threats and Weaknesses or various sectors within the community in terms of tourism. The situational analysis was comprised of information gathered throughout the

planning process with input from professional sources (ie. government, tourism associations), the community(ie. tourism forum, tourism surveys) and local individual and group discussions.

The purpose of developing a situational analysis was to have a more clear and easier to use format for compiling and utilizing information. Presented in a table format (*Appendix E*), the situational analysis provides a clear overview of the status of the village with respect to tourism. It was this document, more than any other, which was used in the development of the goals, objectives and action steps in this Tourism Action Plan.

Goals and Objectives

The first objective was to identify and define the goals and objectives to be addressed in detail by the Tourism Action Committee - with the goal being a broad statement of the desired outcome and the objectives as more specific, workable and measurable statements of how to accomplish the goals.

GOALS	OBJECTIVES
1. To create a more aesthetic and active village for residents and visitors.	1.1 To improve quality of entrances to village. 1.2 To encourage residents to become actively involved in beautifying the village. 1.3 To encourage residents to take more pride in the appearance of their properties. 1.4 To encourage businesses to enhance their buildings while still maintaining their unique identity in the village. 1.5 To improve services available at Lordly Park. 1.6 To enhance natural areas, making them more accessible.
2. To improve the quality and control of vehicle access to the village.	2.1 To create more appropriate traffic flows through the village. 2.2 To provide better control of and access to parking. 2.3 To make walking in the village easier and more desirable. 2.4 To consider providing bicycle rentals at the VIC and making biking easier and more desirable.
3. To increase the level of cooperation, the quality of and support for tourism within the village.	3.1 To educate villagers and local tourism employees on the value of tourism. 3.2 To encourage cooperation between, local support of and foster pride in village initiatives, activities and businesses. 3.3 To create a network of support for tourism related businesses. 3.4 To provide tourism related training locally for front line staff and others who are interested. 3.5 To become actively involved in regional tourism initiatives.

GOALS	OBJECTIVES
4. To improve overall quality of services available to visitors.	4.1 To create public access to washroom facilities. 4.2 To improve availability of waste management resources (garbage cans/recycling) 4.3 To improve quality and quantity of Visitor Information Services. 4.4 To create a new web site devoted solely to visitors, activities and tourism in Chester. 4.5 To improve quality of Chester brochure and Chester Walking Tours.
5. To provide increased access to the waterfront for viewing and recreation.	5.1 To improve marina facilities for visiting yachts. 5.2 To provide activities for visitors which will allow them to actively participate in water activities. 5.3 To provide and improve areas where visitors may view water. 5.4 To enhance Freda's Beach.
6. To establish controls which will create a sustainable and eco-friendly community.	6.1 To develop and enforce architectural standards for new residences and businesses. 6.2 To develop and enforce regulations for the protection of our coastline. 6.3 To maintain Chester's unique identity along the South Shore.
7. To encourage more visitors to stay overnight in the village.	7.1 To encourage the establishment of new accommodation businesses. 7.2 To develop weekend and week long all-inclusive packages for visitors to the village and municipality for both couples and families in the summer and winter.

GOALS	OBJECTIVES
8. To increase the number of visitors from October to May.	8.1 To ensure activities and facilities remain available for visitors on a year round basis. 8.2 To establish several winter festivals and activities to attract visitors.
9. To create a more steady level of tourism from May through September.	9.1 To support and enhance existing annual activities. 9.2 To develop weekly activities for tourists and visitors. 9.3 To establish new annual activities.

The Village of Chester

Tourism Action Plan

In which actions are suggested
to implement each of the Goals and Objectives
outlined in the previous section.

About the Action Plan

The action plan takes each objective and breaks it down in several ways to facilitate the implementation and completion of each objective. More specifically, the plan looks at each objective in terms of:

Action Steps - suggestions of ways for the implementing committee or individual to begin working on achieving the objective

Who Might Help - suggestions of people, groups or organizations for the implementing committee or individual to approach for assistance in completing the objective

Ideas for Funding - provides suggestions of places to look for or ways to generate funding for the completion of objectives which may require financial input

Timing - provides a time goal or series of time goals for the completion of the entire objective or stages of each objective, where appropriate

Tracking/Review - provides VOCTADA and the Action Plan Administrator with advice on how frequently to monitor and who to consult with on the progress of each objective's completion

This information has been presented in a table format for ease of use and is by no means a complete or exhaustive list of ideas and methods but rather, a place to start. Upon implementation, each objective should be looked at critically in order to determine what the best way to approach the project will be.

Chester Tourism Action Plan

Goal # 1: To create a more aesthetic and active village for residents and visitors

Objective	Action Steps	Who Might Help?	Ideas for Funding	Timing	Tracking/Review
1.1 To improve quality of entrances to village	• identify specific improvements for the street scape. • contact DoT about regulations and responsibilities	• VOCTADA • Chester Garden Club • Chester Chamber of Commerce • Dept. of Transportation • local governments	• VOCTADA and Chester Chamber of Commerce provincial and municipal governments	• signs beautified by Summer 2004 • improvements to street scape within three years	• report to VOCTADA monthly
1.2 To encourage residents to become more actively involved in beautifying the village	• prepare a PR paper on village pride and planned activities and use to show what has been accomplished • create a list of ideas and a time line for implementation of ideas • coordinate with festivals and events • *see 1.3, 1.4, 3.1 &3.2*	• Chester Clipper and/or Progress Enterprise and other print media (ie. newsletters, flyers, web site) • individual residents • Village Pride Committee	• donated space in papers • donations in kind • individual residents	• ongoing • September 2003 for 1st PR paper then monthly thereafter • present time line to VOCTADA one month after formation of committee	• report to VOCTADA monthly
1.3 To encourage residents to take pride in the appearance of their properties	• prepare a PR paper on village pride and planned activities then circulate • create a list of ideas and a time line for implementation of ideas • coordinate with festivals and events • *see 1.2, 1.4, 3.1 & 3.2*	• Chester Clipper and/or Progress Enterprise and other print media (ie. newsletters, flyers, web site) • individual residents • Village Pride Committee	• donated space in papers • donations in kind • individual residents	• ongoing • June 1, 2003 for 1st PR paper then monthly thereafter • present preliminary time line to VOCTADA two months after formation of committee	• report to VOCTADA monthly

Chester Tourism Action Plan

Goal # 1: To create a more aesthetic and active village for residents and visitors

Objective	Action Steps	Who Might Help?	Ideas for Funding	Timing	Tracking/Review
1.4 To encourage businesses to beautify their buildings while still maintaining their unique identity in the village	• prepare a PR paper on village pride then circulate • create a list of ideas and a time line for implementation of ideas • *see 1.2, 1.3, 3.1, 3.2* • identify empty window spaces with display potential	• Chester Clipper and/or Progress Enterprise and other print media (ie. newsletters, flyers, web site) • business network identified in 3.3 • Village Pride Committee	• donated space in papers • donations in kind • individual businesses	• ongoing • September 2003 for 1st PR paper then monthly thereafter • present time line to VOCTADA one month after formation of committee	• report to VOCTADA monthly
1.5 To improve services available at Lordly Park	• work with Heritage Society to learn their goals and objectives • identify ways VOCTADA can help enhance Lordly Park • delegate liaison from VOCTADA to Heritage Society if acceptable to Heritage Society	• Heritage Society • local groups and volunteers who might want to use the park for their activities	• business partner (ie. Louisiana-Pacific) • fund raising for improved gardens during Garden Tour • Heritage Society	• liaison delegated immediately if acceptable by Heritage Society • other timing to be determined by Heritage Society	• monthly presentation to VOCTADA by Heritage Society Liaison
1.6 To enhance natural areas making them more accessible, providing and improving areas for viewing the water	• identify natural spaces possibly available for public use (ie. donated land, crown land) • identify uses for these spaces and enhance • list roads which end at water to be reclaimed	• volunteer groups • Village Commission • Village Pride Committee	• explore government grands and special funds which may be available for improving these spaces of purchasing land for public use • philanthropic sources	• spaces identified with their characteristics (ie. available/undeveloped; for sale; etc.) by January 2004 • three new public spaces made available within two years (ie. roads which end at water)	• report to VOCTADA monthly

Chester Tourism Action Plan

Goal # 2: To improve the quality and control of vehicle access to the village.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
2.1 To create more appropriate traffic flows through the village	• initiate a study of traffic flow patterns in the village • from the study, determine if and what changes should be made to traffic flows in the village • initiate changes	• governments • VOCTADA	• governments	• contact relevant government groups by April 2004 • ongoing	• report to VOCTADA monthly
2.2 To provide better control of and access to parking	• initiate a study of traffic flow patterns in the village • from the study, determine if changes should be made in the village • initiate changes	• governments • VOCTADA	• governments	• contact relevant government groups by April 2004 • ongoing	• report to VOCTADA monthly
2.3 To make walking the village easier and more desirable	• work on Chester Walking Tours Brochure(*objective 4.5*) • improve quality of walking tour (ie. signs at points of interest) • initiate study of potential places for boardwalks and sidewalks	• VOCTADA • Chester Municipal Chamber of Commerce • Chester Chamber of Commerce Liaison • governments	• VOCTADA • Chester Municipal Chamber of Commerce • government grants	• ongoing	• report to VOCTADA monthly

Chester Tourism Action Plan **Goal # 2: To improve the quality and control of vehicle access to the village**					
Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
2.4 To consider providing bicycle rentals at the VIC and making biking easier and more desirable	• develop plan for and pursue business opportunity for bicycle and kayak rentals • advertise a business opportunity in paper • contact local businesses owners who might be interested (*objective 3.3*)	• adventure tour groups • Chester Municipal Chamber of Commerce • Heritage Society • VOCTADA	• entrepreneur • donations	• 2005	

Chester Tourism Action Plan

Goal # 3: To increase the level of cooperation in, the quality of and support for tourism within the village.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
3.1 To educate villagers and local tourism employees on the value of tourism	• prepare and circulate a PR paper on village pride and activities • list ideas, prioritize and create time line • annually compile and distribute statistics related to tourism in Chester • see 1.2, 1.3, 1.4, & 3.2	• Chester Clipper and/or Progress Enterprise and other print media (ie. newsletters; flyers; web site) • individual residents • Village Pride Committee	• donated space in papers • individual residents	• ongoing • September 2003 for 1st PR paper then monthly or quarterly thereafter • present preliminary time line to VOCTADA one month after formation of committee	• report to VOCTADA monthly
3.2 To encourage cooperation between, local support of, and foster pride in village initiatives, activities and businesses	• prepare and circulate a PR paper on village pride and activities • list ideas, prioritize and create time line • invite local groups to a quarterly VOCTADA meeting to catch up • see 1.2, 1.3, 1.4, & 3.1	• Chester Clipper and/or Progress Enterprise and other print media (ie. newsletters; flyers; web site) • individual residents • Village Pride Committee	• donated space in papers • individual residents	• ongoing • September 2003 for 1st PR paper then monthly or quarterly thereafter • present preliminary time line to VOCTADA one month after formation of committee	• report to VOCTADA monthly
3.3 To create a network of support for tourism related businesses	• initiate ways in which businesses can be mutually beneficial (ie. training staff together; purchasing power) • appoint a liaison to administer meetings, motivate and organize • examine how this group will work with the CMCC	• Chester Municipal Chamber of Commerce • VOCTADA • local business operators - brought together via a meeting organized by VOCTADA	• very little to no funding should be necessary • individual business operators	• hold first meeting by end of February 2004 to prepare for 2004 summer season	• monthly report to VOCTADA by Business Liaison

Chester Tourism Action Plan

Goal # 4: To increase the level of cooperation in, the quality of and support for tourism within the village.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
3.4 To provide tourism related training locally for front line staff and others who are interested	• determine what training is desired or required • with business network, coordinate for training programs to be held in the area each spring before tourist season gets into full swing	• Tourism Industry Association of Nova Scotia • Chester Municipal Chamber of Commerce • VOCTADA • local business operators • Business Liaison to delegate someone or arrange seminars	• individuals attending training • business operators benefitting from training	• hold first series of seminars in April/May 2004 • hold seminars annually	• Business Liaison to report on dates, prices and attendance to VOCTADA before and after each training session
3.5 To become actively involved in regional tourism initiatives		• South Shore Tourism Association • Visitor Information Centre • Chester Municipal Chamber of Commerce	• funding should not be necessary	• immediately	• report to VOCTADA when necessary

Chester Tourism Action Plan

Goal # 4: To improve overall quality of services available to visitors.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
4.1 To create public access to washroom facilities.	• examine possibility of using Lido washrooms for public access in exchange for services • assess feasibility of building free standing washrooms near Village-T	• Chester Commission for Lido • VOCTADA • Chester Commission Liaison	• Chester Commission	• June 2005 for initial contact with Commission	• report monthly to VOCTADA
4.2 To improve availability of waste management resources (garbage cans/recycling)	• assess feasibility of permanent garbage cans • create a plan for cooperative management of garbage cans • establish recycling services on streets	• VOCTADA • local governments • Chester Commission Liaison	• VOCTADA • local governments	• garbage cans installed and managed one month after Village-T repairs are completed (Summer 2003 ??) • recycling available by 2006	• report monthly to VOCTADA
4.3 To improve quality and quantity of Visitor Information Services	• work with Chester Municipal Chamber of Commerce to learn their goals and objectives • identify ways VOCTADA can help enhance VIS • delegate liaison from VOCTADA to CMCC	• Chester Municipal Chamber of Commerce • Chester Municipal Chamber of Commerce Liaison	• fund raising during village events and festivals • Chester Municipal Chamber of Commerce	• liaison delegated immediately if acceptable to Chester Municipal Chamber of Commerce • other timing to be determined by Chester Municipal Chamber of Commerce	• monthly presentation to VOCTADA by Chester Municipal Chamber of Commerce Liaison

Chester Tourism Action Plan

Goal #4: To improve overall quality of services available to visitors.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
4.4 To create a new web site devoted solely to visitors, activities and tourism in Chester	• compile list of the information to be included in the web site • create and purchase a domain name • identify and hire a web-master • identify a person to perform ongoing web site maintenance	• VOCTADA • web-master • summer student through a grant program	• government grant • VOCTADA	• purchase domain and begin construction by January 2004 • complete web page by July 1, 2004 • ongoing maintenance will be required	• update web site weekly or as necessary • report on progress monthly until web site is completed then report annually
4.5 To improve quality of Chester brochure and Chester Walking Tours	• work with Chester Municipal Chamber of Commerce to learn their goals and objectives • identify ways VOCTADA can help • delegate liaison from VOCTADA to CMCC • also see 2.3	• Chester Municipal Chamber of Commerce • Chester Municipal Chamber of Commerce Liaison	• fund raising during village events and festivals • Chester Municipal Chamber of Commerce	• liaison delegated immediately if acceptable to Chester Municipal Chamber of Commerce • other timing to be determined by Chester Municipal Chamber of Commerce	• monthly presentation to VOCTADA by Chester Municipal Chamber of Commerce Liaison

Chester Tourism Action Plan

Goal # 5: To provide increased access to the waterfront for viewing and recreation.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
5.1 To improve marina facilities for visiting yachts	• list & prioritize amenities which could be provided • analyze the feasibility of each amenity • educate through PR paper on value of improved marina facilities (ie. reduced road congestion)	• Chester Yacht Club • other marinas • harbor master • someone from VOCTADA to speak to Yacht Club about a cooperative venture	• government grant • private businesses and investors • Chester Yacht Club	• by 2008	• discuss at VOCTADA annual general meeting • once improvement of facilities is under way, report to VOCTADA monthly
5.2 To provide activities for visitors which will allow them to actively participate in water activities	• encourage entrepreneurial ventures • list activities which could be provided • analyze the feasibility of these activities • list what is available and promote • see 1.6 & 9.2	• volunteer groups • Village Commission • Village Pride Committee	• explore government grands and special funds which may be available for improving these spaces of purchasing land for public use • philanthropic sources	• spaces identified with their characteristics (ie. available/undeveloped; for sale; etc.) by January 2004 • three new public spaces made available within two years (ie. roads which end at water)	• report to VOCTADA monthly
5.3 To enhance Freda's Beach	• list and prioritize amenities which could be provided • analyze the feasibility of each amenity, incl. cost and maintenance • determine who manages Freda's Beach and work with them before beginning any changes	• governments • VOCTADA	• governments • summer student grants	• two new or improved amenities by July 2004 (ie. signs to washrooms, garbage cans, etc.)	

Chester Tourism Action Plan

Goal # 6: To establish controls which will create a sustainable and eco-friendly community.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
6.1 To develop and enforce architectural standards for new residences and businesses	• refer to 5-year review • VOCTADA needs to monitor this concern and be proactive when problems are discovered • regular attendance at government meetings, depending in agenda	• Municipality • Village Commission • VOCTADA • Area Advisory Committee		• ongoing	• report monthly to VOCTADA
6.2 To develop and enforce regulations for the protection of our coastline	• research existing regulations and enforce • use PR paper • determine what aspects of our coastline need protection and act accordingly • monitor this concern and be proactive when problems are discovered	• environmental organizations • governments • businesses and individuals • VOCTADA	• governments	• ongoing	• report monthly to VOCTADA
6.3 To maintain Chester's unique identity along the South Shore	• use PR paper • see objective 3.5 • monitor ongoing activities in the village	• Village Pride Committee • South Shore Tourism		• ongoing	• report monthly to VOCTADA

Chester Tourism Action Plan

Goal # 7: To encourage more visitors to stay overnight in the village.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
7.1 To encourage the establishment of new accommodation businesses	• in PR paper, list economic benefits of establishing a business • determine what (if any) support exists for new accommodation business entrepreneur	• RDA • governments entrepreneur • Atlantic Canada Opportunities Agency • Business Liaison	• RDA • government grants • Atlantic Canada Opportunities Agency	• begin 'campaign' for new business by Fall 2004 • new businesses by 2008	• report monthly to VOCTADA
7.2 To develop weekend and week long all-inclusive packages for visitors to the village and municipality for both couples and families	• work with business network (3.3) to develop a list of possible participants in packages • develop relevant packages • promote well (web site, PR paper, VIC, other) • see goal #9	• business network & Business Liaison • individual businesses • Chester Chamber of Commerce	• individual businesses	• have at least one package ready for Fall 2003	• monthly report by Business Liaison to VOCTADA

Chester Tourism Action Plan

Goal # 8: To create a more steady level of tourism throughout the year.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
8.1 To ensure activities and facilities remain available for visitors on a year round basis	• campaign local businesses to remain open - provide a list of reasons • ensure sufficient activities are available to draw visitors in conjunction with 8.2 • use business network to help solve this issue • use PR paper	• business network and Business Liaison from 3.3 • VOCTADA • Chester Municipal Chamber of Commerce • Events Committee to provide reasons/activities for business to remain open	• funding required should be minimal to non-existent	• encourage as many businesses as possible to start staying open until Christmas 2004 • aim to have most businesses remaining open year round by end of 2008	• report monthly to VOCTADA
8.2 To support and enhance existing annual activities	• create an Events Committee (8.4, 8.3) • determine types of support which will enhance existing events • encourage groups to provide additional activities during existing events • increase advertising locally for events	• Events Committee • approach planning organization for each event and ensure all efforts forward their goals and do not take over their initiatives, only enhance them • cooperating village groups and orgs.	• funding for each event should be solicited from relevant sources within and outside of the community	• support should begin immediately (Summer 2003) • significant results (ie. increased cooperation, increased attendance and revenues) should be realized by summer 2006	• Events Committee to report to VOCTADA monthly
8.3 To develop weekly activities for tourists and visitors	• create an Events Committee (8.4, 8.2) • brainstorm and prioritize possible weekly activities • initiate weekly activities one at a time • also use ideas generated throughout this paper	• Events Committee • individuals, groups, businesses relevant to each activity • VOCTADA	• funding for each event should be solicited from relevant sources within and outside of the community • it may be appropriate to charge for participation in some events	• two new weekly activities by summer 2005	• Events Committee to report to VOCTADA monthly

Chester Tourism Action Plan

Goal # 8: To create a more steady level of tourism throughout the year.

Objective	Action Steps	Who Might Help	Ideas for Funding	Timing	Tracking/Review
8.4 To establish new annual festivals and activities, particularly in the winter, to attract visitors	• establish an Events Committee • list possible sites or ideas for festivals and attractions • choose one event at a time and plan thoroughly • use ideas generated throughout this document	• Events Committee initiated by VOCTADA but including reps. from various local groups, organizations and committees	• funding for each event should be solicited from relevant sources within and outside of the community	• one new summer festival which attracts tourists by summer 2005 • one new event between October and December 2003 • several established, well advertised and attended events by winter 2006/2007	• Events Committee to report to VOCTADA on a monthly basis

Review and Evaluation

The Tourism Action Plan summarizes a great many actions that will make major contributions to the economic welfare and attractiveness of the Village. It is recommended that VOCTADA nominate and elect an Action Plan Administrator. This person should be a facilitator whose job will be to ensure that the Tourism Action Plan Action Steps are implemented and evaluated. To ease the job of the Action Plan Administrator, an estimated completion time and committee responsible has been established for each of the individual objectives. The Administrator will report to VOCTADA on a monthly basis, liaise with the committees which are created and monitor the completion of the goals and objectives.

Conclusion

A tourism action plan, such as this is an evolving thing. It's purpose is to outline and clearly define the process required to achieve the specified objectives, not necessarily to complete those objectives. From the point when the completed plan is accepted by a community it is then the responsibility of a group or individual within that community to ensure that the goals and objectives are implemented, achieved and monitored throughout the life of the action plan.

Chester is a special community with many unique qualities. By carefully implementing and monitoring the issues and objectives outlined in this Tourism Action Plan it should be possible for Chester to protect the community, further develop tourism and its associated benefits and create an even more attractive village for residents to live in.

Section IV: Timing of Action Steps

Each of the objectives outlined in this action plan will require different periods of time to complete. In the following section, the objectives have been broken down into three major categories: Short Term - achievable in 1 to 2 years; Mid Term - achievable in 2 to 5 years; and Long Term - achievable in 5 to 8 years. Also, many of the objectives may be completed in stages or require ongoing attention and have been classified in two or more groups as a result.

Short Term Objectives:

1.1 To improve quality of entrances to village.
1.4 To encourage businesses to beautify their buildings while still maintaining their unique identity in the village.
2.3 To make walking the village easier and more desirable.
3.1 To educate villagers and local tourism employees on the value of tourism.
3.2 To encourage cooperation between, local support of, and foster pride in village initiatives, activities and businesses.
3.3 To create a network of support for tourism related businesses.
3.4 To provide tourism related training locally for front line staff and others who are interested.
3.5 To become actively involved in regional tourism initiatives.
4.2 To improve availability of waste management resources (garbage cans/recycling).
4.3 To improve quality and quantity off Visitor Information Services.
4.4 To create a new web site devoted solely to visitors, activities and tourism in Chester.
4.5 To improve quality of Chester brochure and Chester Walking Tours
5.3 To enhance Freda's Beach.
8.2 To support and enhance existing annual activities.
8.4 To establish new annual festivals and activities, particularly in the winter, to attract visitors.

Mid Term Objectives:

1.1 To improve quality of entrances to village.
1.5 To improve services available at Lordly Park.
1.6 To enhance natural areas making them more accessible, providing and improving areas for viewing the water.
2.1 To create more appropriate traffic flows through the village.
2.2 To provide better control of and access to parking.
2.4 To consider providing bicycle rentals at the Visitor Information Center and making biking easier and more desirable.
3.2 To encourage cooperation between, local support of, and foster pride in village initiatives, activities and businesses.
4.1 To create public access to washroom facilities.
5.2 To provide activities for visitors which will allow them to actively participate in water activities.
5.3 To enhance Freda's Beach.
6.1 To develop and enforce architectural standards for new residences and businesses.

6.2 To develop and enforce regulations for the protection of our coastline.
7.2 To develop weekend and week long all-inclusive packages for visitors to the Village and Municipality for both couples and families.
8.3 To develop weekly activities for tourists and visitors.
8.4 To establish new annual festivals and activities, particularly in the winter, to attract visitors.

Long Term Objectives:

4.1 To create public access to washroom facilities.
5.1 To improve marina facilities for visiting yachts.
6.1 To develop and enforce architectural standards for new residences and businesses.
6.2 To develop and enforce regulations for the protection of our coastline.
7.1 To encourage the establishment of new accommodation businesses.
8.1 To ensure activities and facilities remain available for visitors on a year round basis.
8.2 To support and enhance existing annual activities.

Ongoing Objectives:

1.2 To encourage residents to become more actively involved in beautifying the village.
1.3 To encourage residents to take pride in the appearance of their properties.
1.4 To encourage businesses to beautify their buildings while still maintaining their unique identity in the village.
2.2 To provide better control of and access to parking.
3.1 To educate villagers and local tourism employees on the value of tourism.
3.2 To encourage cooperation between, local support of, and foster pride in village initiatives, activities and businesses.
6.3 To maintain Chester's unique identity along the South Shore.

Appendices

Appendix A

Notes Taken at the Tourism Forum held August 8, 2002:

VOCTADA
TOURISM FORUM
AUGUST 8, 2002

BACKGROUND OF 'TOURISM FORUM'

- VOCTADA needs to be aware of the expectations and wishes Chester residents have for their community. It hopes to meet this obligation through public forums where the participation of all residents, permanent, seasonal and business would be invited.
- The forums will feature moderated discussion between guest speakers and residents.
- Held once a year the forums are designed to keep VOCTADA and other Chester residents informed of issues critical to the health of the community.
- "Tourism in Chester" is the first.

GOALS OF 'TOURISM FORUM'

- Positive problem solving.
- Discussion: open discussion will provide the opportunity to learn what neighbours are thinking and allows all to express their own thoughts.
- Education: residents learn from each other through information exchange. VOCTADA gains knowledge of community concerns.
- Direction: the community will direct VOCTADA to potential projects for future organization and community involvement.

****The following is a summary of the comments from the approximately 120 citizens who attended the first forum*****

WHO LIVES IN CHESTER?

- People settle here for family, ocean, golf, tennis, sailing, provisions for children and closeness to airport. Many of these amenities are the result of a century of tourism.
- Business people live here for family and life style.
- Artists live here for the encouraging creative atmosphere.
- Seasonal residents live here for 1 to 6 months each year. They are much more than casual visitors; a big part of their lives and income is spent here. The length of time per year spent here has been increasing.
- Many residents are descended from visitors or work in fields related to serving the visitors.

WHO VISITS CHESTER?

• The Department of Tourism defines a tourist as anyone who lives 50 or more miles away and stays overnight. Tourism has increased 4% in 25 years. Chester's capture rate of out-of-province visitors to the South Shore is 16% and there are very few 'beds' here. Tourism is not out of control.

• Some businesses report that 75% of their commerce is with day-trippers who come from other parts of the province such as Halifax and the Valley. The Department of Tourism knows that 35% of these visitors won't come if the weather is bad.

• Visitors usually stay with family and friends who are full or part time residents. They often return annually.

WHAT MAKES CHESTER UNIQUE?

• Well-established, small seaside community which offers sailing, golf, tennis for adults and children, as well as theater, curling and skating rink.

• The Village does not lend itself to motor coach tours. Visitors must walk to see the sights and experience the community or shop.

• Exceptional beauty of the sea and islands and a country lifestyle.

• Few tourists wandering through community. Tourists here are visitors who stay for some time with friends and relatives.

• Great number of seasonal residents whose homes are occupied from several weeks to several months per year.

• Full time residents who have started businesses here for life style or family reasons rather than for strictly financial reasons.

• Empty houses and closed shops in the winter.

WHAT DOES CHESTER NEED?

• Refurbish the downtown: good waste baskets, lamp-posts, sidewalks, public rest rooms.

• Playground for the children of travelers and residents alike.

• Involved citizens who work together to preserve their community through a sense of pride which protects its assets eg. prevent litter, shop locally.

• Viable businesses to serve residents year round.

• People to support local businesses. Residents come to businesses once/month, tourists once/day. Of the over 250 000 out-of-province visitors to the South Shore in 2001, Chester attracts 16%, Lunenburg 93%.

• Improve facilities for yachting community.

• Controls to direct tourists to the services consistent with Chester's charm and character. We need tourists for whom an fine crafts store is worth 10 honky-tonk T-shirt stores.

• Organizations and Governments have to be involved in regional tourism promotion in order to attract appropriate visitors.

• Chester does not need new appeal. It would be particularly foolish to appeal by 'down-marketing'.

HOW TO DO IT?

• All residents need each other to share the life style they all have chosen or developed. Chester is too special to be mired in opposing ideas.

• Regularly close off particular streets to motor traffic for a day or a morning to bring residents together through street markets for cafes, produce, clothing, baked goods. Street cafes, ice cream stalls, etc.

• Approach tourism with care, watch closely how it impacts the community. It can enrich or ruin a small town/village.

• Chester needs controls and management. As Halifax grows, so will Chester, with or without plans. Zoning controls and development plans benefit all residents.

• Promote shoulder season. It is better to extend a season than to deepen it on a short term. Use what we have: ocean, magnificent scenery and the mildest weather on the South Shore.

• South Shore Tourism's plan this year is to develop the entire area as a year-round destination through cultural events, heritage and environment events. Chester has to become a team player.

CONCLUSION

• Everyone wants to retain the quality and uniqueness of Chester.

• Be pro-active rather than reactive in control of growth and development. What type of tourism should we attract?

• Individuals and groups together should be involved for a common cause.

• Stakeholders need to work cooperatively and together to create a tourism development plan for Chester.

• Promote what already exists: be what you want to be and people will come.

Appendix B

Letter of Invitation to Village of Chester Interest Groups:

November 12, 2002

Dear Friend:

It is with pleasure that I am writing you on behalf of the VOCTADA Tourism Committee. This committee was formed after the public forum on tourism initiated by VOCTADA and held in August. Our mandate is to take the information we gathered in August and to develop a tourism action plan. This plan is intended to protect Chester from the negative effects of tourism while providing the community with infrastructure essential to tourism, because let's face it, Chester is a tourist community.

Having lived as a part of Chester my entire life as well as having studied and worked in the tourism sector for over nine years, I understand the challenges we are facing. Chester is an incredibly special community which requires a unique look at tourism. However, we are in the vicinity of three key sites which attract numerous tourists each year - Peggy's Cove, Mahone Bay and Lunenburg. It will be difficult to resist this type of mass tourism which is completely inappropriate for Chester. However, we should also realize that without tourism, Chester would probably have never developed the special lifestyle we all cherish so much.

It is essential for Chester to plan for tourism. However, a tourism plan will not be effective unless every member of our community who wishes to, has a say and a level of ownership in the plan. It is the Tourism Committee's wish to see as many different groups as possible become involved in developing this tourism plan. Therefore, please consider this letter as our invitation for your group to partake in this important process by delegating one of your members to work with our committee. We will be contacting you in the next week or two to inform you of our next meeting date and location.

I have also included the notes from the public tourism forum. The minute takes have gone to great lengths to avoid tainting the minuets with their own opinions and ensure that what was said was recorded correctly. I would appreciate it if you would read these minutes very carefully, consider the information they contain and then provide up with any additional information you may feel is pertinent when you meet with us. We are looking forward to working with you for the benefit of our community.

Sincerely,

Christina McCurdy
VOCTADA Tourism Committee Chair

Appendix C

Invitations to join the Tourism Committee were sent to the following people:

- Chester Municipal Chamber of Commerce
- Warden Allan Webber
- Councilor Gail Smith
- Chester Village Commission - Commissioner Fred Corkum
- Chester Municipal Heritage Society
- South Shore Tourism Association - Lynn Perry
- John Chataway, MLA
- Gerald Keddy, MP
- Chester Volunteer Fire Department
- Royal Canadian Legion
- Chester Garden Club
- Chester Trust
- Chester Town Committee
- Citizens for Fairness Committee
- Chester Golf Club
- Chester Yacht Club
- Chester Playhouse
- Church Memorial Park
- Masthead
- Progress Enterprise
- Chester Clipper

Appendix D

Voice Your Opinion - Tourism Survey & Results

Voice Your Opinion

Chester Tourism Survey

In August 2002, a publicly advertized forum was held to determine the attitudes of Chester residents towards tourism. Listening to the opinions voiced during this forum, we determined that most of the 120 participants feel Chester needs some form of tourism management plan to achieve maximum benefit from tourism, while protecting the village against its negative effects.

We've been working with other community organizations to begin developing this plan and now we want to hear what you have to say. Please take a few minutes to express your views and ideas, by answering the following questions.

****

1. Which of the following describes your residency in Chester? (Please select the best answer)
   - ❑ full time resident
   - ❑ up to 6 months per year
   - ❑ more than 6 months per year

2. Why did you decide to make Chester your home? _____
_____
_____

3. Have you recently purchased property in Chester? ❑ yes ❑ no
If so, why?_____
_____

4. What goods and services do you feel are important to your Chester lifestyle?
(Please select all which apply)
   - ❑ grocery
   - ❑ retail stores
   - ❑ entertainment (theatre, restaurant, etc.)
   - ❑ recreation (golf club, yacht club, etc.)
   - ❑ retirement & assisted living facilities
   - ❑ accommodations
   - ❑ medical (doctors, pharmacy, etc.)
   - ❑ roads, parking, sewage, etc.
   - ❑ other _____

5. How important do you think tourism is in ensuring Chester is able to provide the goods and services you selected in #4?
   - ❑ extremely important
   - ❑ important
   - ❑ somewhat important
   - ❑ not important at all

6. Do you feel Chester needs tourism to maintain our lifestyle? ❑ yes ❑ no
comments: _____
_____
_____
_____

7. What type of services or activities should we be providing for you, your visitors and tourists which will maintain our Chester lifestyle?

❑ festivals and scheduled regular events (ie. weekly markets)
❑ short term accommodations (ie. bed and breakfasts)
❑ long term accommodations (ie. homes for weekly or monthly rental)
❑ parks
❑ visiting yachting facilities
❑ tours (water or walking)
❑ year round Visitor Information Center
❑ other _____

comments: _____
_____
_____

8. What do you consider priorities for you, your visitors and tourists in Chester? (Please rank in order with 1 being highest priority)

____ village center
____ highway #3 development
____ parking
____ public washroom
____ waterfront
____ other (please specify): _____

9. We appreciate the time you have taken to fill out this survey and would value any further comments you wish to share:

_____
_____
_____
_____

Thank you for your time, you input is valuable to us.

****

Please deposit this questionnaire, and any other comments you wish to share, in the box located in the **Chester Post Office Lobby** between **January 17 & 31, 2003.**

VOCTADA•Box 997•Chester, N.S.•B0J 1J0

Chester Tourism Survey Results

** The following information has been taken 'as written' from the 160 Tourism Surveys which were returned to VOCTADA.

Overall Response Rate: 160 Responses of 750 = 21%

Describe your residency in Chester

Full time resident	95%
Up to 6 months per year	1%
More than 6 months per year	4%

Why did you decide to make Chester your home?

- born here - 43
- the beauty and charm of the village - 36
- close to work
- quiet, casual lifestyle choice - 20
- family or friends - 17
- proximity to ocean - 17
- close to Halifax & Airport - 15
- sense of community - 8
- atmosphere to raise our family - 6
- we vacationed here in the summer then decided to make it our home - 6
- it used to be a good and reasonable place to live - 4
- available property - 2
- good family living - 2
- eclectic citizenry - 2
- good place to retire
- geographical location
- reasonable prices
- chance
- golf club, combined rink, waterfront facilities, paved streets, reasonable taxes
- it's a nice part of Canada to live in; we inherited some land in the area and some roots in N.S.
- live at Chandler's Cove, wonderful people, Julien's Bakery
- downsize, sell home and liked Chandler's Cove condos
- we found what we needed in a property
- like the South Shore

What goods and services do you feel are important to your Chester lifestyle?

Grocery	98%
Medical	96%
Roads, parking, sewage, etc.	89%
Entertainment	83%
Retail Stores	75%
Recreation	69%
Retirement & assisted living facilities	61%
Accommodations	52%

Other:

- water system - 13
- good schools, daycare - 6
- restaurants - 3
- gym - 2
- plumbing, electrical, construction contractors - 2
- remove or fix up unsightly places
- cutting back bushes at intersections, clean ditches
- special event activities
- craftsmanship
- marina facilities, post office, church
- a 'town' council
- more frequent garbage pick up
- volunteer fire department
- barber shop
- tennis curling, swimming, library, train station
- open air pedestrian mall with open air markets, sidewalk restaurants, art galleries, cinema

- children's activities and events
- hardware store
- recreation other than clubs
- very good working class of people
- parks, sidewalks, public washrooms
- post office, gas stations, banks, garbage pick up
- legal
- safe walking, craft stores/people, regional library
- interesting people
- a more efficient highway department
- Card Lake Park and Graves Island Park, the ocean; good for boating and recreation
- year round goods & services
- parking in Village Center
- sidewalks, churches
- opportunities to enjoy the natural beauty of the area, access to water and waterfront, areas to enjoy scenic views, walkways along the waterfronts, places to rest and relax for the public
- destination shopping - art, specialty, unique items
- town watch or local police presence
- anything to bring in people
- everything but shoe store
- playgrounds

Comments: • If lifestyle is all we have to worry about, then god bless us. Maybe we should worry about people who can't pay their heating bills or pay rising insurance bills.

How important do you think tourism is to ensuring Chester is able to provide these goods and services?

Extremely important	46%
Important	31%
Somewhat important	23%
Not important at all	7%

Comments:

- Tourists are important to keep entertainment here. Tourists don't come for the other things, how would we be without grocery, recreation, medical, roads and sewage if we had no tourists?
- important because we need the economic 'boost' to maintain them

Do you feel Chester needs tourism to maintain our lifestyle?

Yes	74%
No	20%

Comments:

- unsure, depends on level/degree of tourism
- Chester tourism should be maintained at the current level - any increase will destroy the soul of this hamlet
- a strategic economic and tourism plan is absolutely necessary for Chester. The ramification of tourism means providing the needs for the tourists and in turn this creates goods and services and employment for the Municipality.
- In order to enjoy many of our current amenities, we need the support of the tourist's dollar. Seasonal establishments create employment for many 'locals', this encouraging them to remain in the area.
- not enough full time residents.
- tourism brings a lot of money in
- We need tourism to inject money into the local economy. Most of the retail stores/restaurants etc. would not survive without additional customers that tourism brings.
- tourists are going to come to Chester regardless of encouragement of lack thereof
- No, but it is a part of Chester, which is good
- Must be controlled or tourism will DESTROY lifestyle. I consider seasonal residents tourists, certainly the result of it - so 'controlled tourism' also means zoning, development by laws, etc.
- A lot of businesses depend on summer traffic to try to make a living. Also, there are the people that do not buy local and buy elsewhere.
- Permanent residents (who shop locally!!) would do more than a few tourists.

• We have lost many of our small businesses. We need tourists to keep those that we have now in operation.
• Yes, otherwise will only have a retirement population and long time residents will suffer for lack of services. This will not be realized until they are closed.
• Tourism is the biggest industry worldwide; we should definitely promote the area, esp. local businesses who have to be open all year, the tourists season is short why not capitalize on it?
• Money brought in helps keep businesses open
• We can't rely on only the small population to support our growth and businesses
• Yes, however, I don't think we need to make Chester a 'Cape Cod' environment
• In order to continue enhancing our infrastructure - tourism revenues are essential
• I feel an influx of people degrades our lifestyle by introducing more traffic (noise pollution & exhaust). The roads take a beating - who pays for the repairs?
• Provides jobs to village people - directly or indirectly
• Half the choices in number 4 are not met!
• To add money to improve the services of the village
• The village should be able to maintain itself based on property taxes and businesses; hence, the importance of more control over how we are governed
• Not enough people for businesses to survive
• My income is directly related to tourism. We lack the population to support most of the goods and services in #4
• tourism built Chester
• Bring people to village - this helps merchants
• Tourism has always been a significant socio-economic factor in Chester
• But I don't like it to take over our area. August is too busy, we need control of the numbers somehow.
• Not sufficient population to support most small businesses throughout the year.
• Not only the village but the Municipality. We have lots to offer if we work together. ie. Oak Island should offer tours of the island, we should advertise our beaches, etc. We have a lot to offer including Gold River as a salmon fishing area.
• The tourist dollar is very small in Chester and to spend a great deal of money to attract tourism is a mistake.
• Some people feel we don't need tourists because they get in our way. I feel we should capitalize as much as we can, especially after the events of 9-11. Americans will come here and feel safe.
• we need it in order to keep restaurants open
• We definitely need something to maintain our lifestyle since Chester has great potential to develop tourism, this would help. However, tourism is not year-round which is essential for those who need to sustain an income.
• Chester has become too dependant on tourists. We need to support local job creation to keep our young people around. The area is filling up with too many rich, retired people, with not enough to do but complain.
• Chester needs to improve tourism related services to compete with other nearby areas ie. Mahone Bay, Lunenburg. We are losing out on many tourist dollars that help sustain small local businesses.
• Excessive tourism could kill the Chester attractiveness. We need to avoid becoming a Peggy's Cove.
• tourists don't spend money here
• Are summer residents considered tourists? Summer residents are important. Rather than maintain I would prefer to see employment opportunities enhanced here. A healthy community includes the spectrum of citizens, I believe.
• Without a vibrant tourist industry, Chester would lose many of its services
• We are too small to support sources I would like to see without some tourism - businesses couldn't survive
• All year - curling, hockey, skating, bring in lots of people
• Tourism is important to our seasonal businesses. We could encourage more business opportunities if we had better infrastructure.
• Take advantage of our natural assets; avoid over development; maintain and protect areas such as Card Lake, our waterfront etc.
• We need tourism in the winter months, as well. For businesses to remain open and since so many homes are empty, we need to encourage visitors to come. That would mean a place for them to stay.
• Many businesses in the community thrive on tourism and many of those businesses wouldn't be viable without

tourism
• but not to the detriment of our normal lifestyle
• We do not think we need tourism to maintain our lifestyle but we do believe that visitors add to the success of the shops in the village and the opportunities that tourism provides can lead to the quality of the good and services provided by these shops and this can provide some improvement to our lifestyle.
• provide diversity and choice without having to drive to Halifax or Bridgewater
• new money is good for any community
• there is no question revenue from this source enhances Chester's ability to maintain the lifestyle we currently enjoy. Just look at the recent hockey tournament in HFX. And the money generated.
• I could go without tourists but I know the industry puts money in the economy.
• Our visitors in particular love to visit the shops and restaurants in thea rea
• It (tourism) is the fastest growing and largest industry in the world, we have to be part of it with all its good economic benefits!
• Many of our shops and restaurants have had to close during winter months over the years. If we hadn't the volume of tourists needed over the warmer months, some of these businesses wouldn't have reopened in the spring.
• It's important, but a couple of 'clean' technology-based industries which would employ younger people to therefore sustain our community, are more important.
• A healthy community requires commerce and fresh ideas and faces. Without seasonal/tourist visits, few commercial enterprises and services would be viable or survive
• Without tourism, Chester would be unable to provide the goods and services I selected in Question #4. Tourism creates employment
• Tourism provides much needed revenue, injects fresh viewpoints and ideas into the community (to counter stale attitudes) and is a means of sharing the beauty of the area.
• It is destroying our lifestyle
• As in previous remarks, to keep restaurants and entertainment only, unless Chester benefits financially from tourists in any way?? How would tourists make more money for Chester itself - other than for individual endeavors - craft shops, etc.
• Tourism, as it seems to be progressing, is causing residents who have been here for a while to have to live beyond their means.
• and would be improved further if we could extend season by earlier and later attractions
• this is a small town/village - that is its charm - but it needs a critical mass of consumers to keep the economic aspect vibrant
• Because tourists only exist for approx. 3 months out of the year and we are here 12 months, the ratio shows me we can maintain our lifestyle without their presence. Although it might be a different story for retail outlets.

What type of services or activities should we be providing for you, your visitors and tourists?

Festivals and scheduled regular events	84%
Short term accommodation	74%
Tours	67%
Parks	67%
Long term accommodation	53%
Visiting yachting facilities	49%
Year round Visitor Information Center	38%

Other:
• weekly markets - 2
• restaurants - 2
• Chester Race Week - biggest draw to Chester - 2
• another campground nearby
• child focused events
• restaurants open year round
• garden park for walking• art/antique events ie. 'Paint the Town' - Annapolis Royal
• bike stands
• walking trails
• planning!
• no weekly markets
• winter activities

Comments:

- A well maintained CLEAN town
- Anything that will bring people to the village and maybe keep them here for more than an hour or two.
- Who is we?
- Co-operative planning is necessary between community organizations, businesses nad the Municipal government and its departments.
- If we want visitors to do more than just 'drive there' we need to give them a reason to stay - something to do. Bicycle rentals, small boats, day trips - these activities will encourage our guests to stay awhile.
- We're a costal community, there is no apparent welcoming for vising boaters. We should do more to attract these obvious sources of revenue - ie. festivals
- Event or activities to support community feelings - not us and they feelings.
- We need all of the above; Chester has always been a place people like to visit; this is nothing new; we live in a beautiful, marketable area; lets develop it, wisely!!
- I don't need any of the above for my own needs. What I need is for you people to leave Chester alone so I can enjoy what I have.
- Activities year round! Free activities for kids and adults!
- Not enough going on in Chester year round.
- Locals need education on keeping Chester alive by supporting local services and shops
- Year-round Visitor Information would be a colossal waste of funds
- The lack of 'community' with individuals and businesses is a major problem; people need to cooperate to bring back lost events and create new ones - ie. seasonal festivals, concerts, etc.
- See little reason to have year round tourist burear open, but should be a contact person to supply information.
- Chester needs a good restaurant, decent sidewalks and roads, town water
- New town wharf - one area should be one 48 hours for visit boats, a float with 1 hour loading area only.
- There should be more facilities promoting yachting ie. Marina space (short and long term, fueling, etc.)
- elder hostel, more affordable senior housing, more parks
- Yacht club needs to be controlled better - noisy
- Money is in the visitors that come in the village. Encourage tour bus visits, etc.
- We need a higher class of lodging close to Chester
- investment incentives - really need hotels/motels/B&B's and good restaurant
- This should remain a residential community, not a theme park
- we need better controls - drunkenness, noise not part of Chester
- Race Week out of control, limit to one public party
- Visitor Information Center very important - needs facelift
- How much does VOCTADA plan to invest to fulfill this list? Most of these items require business community buy-in
- I feel there should be an inn with more rooms than a bed and breakfast. In order to invite people to stay for events, they will need a place to stay that is reasonable, something for families.
- weekly markets are very important
- events for the entire family
- I am not sure if market survey hyave been done, it would be interesting to find out what other jurisdictions see as enhancements to tourism (ie. shops have in the past brought shoppers/tourists to Chester, hence leaving significant dollars). I think more of these types of businesses would be beneficial.
- During months of operation, the VIC should be staffed with knowledgeable persons (ie. people or students in the tourism/hospitality industry who have knowledge of the area)
- I notice the information map by the bank has been great for visitors - I see a lot of people checking this board!
- Like to have a real farmer's market
- We think the islands should be preserved as a marine park
- a better relationship with each other
- especially enjoy Graves Island
- won't change my lifestyle; festivals - might be interesting; visiting yachting facilities - nice for them but won't affect my lifestyle, no tourist come in can rent boats, etc; tours - costly and to whose benefit - might keep or bring

them here and to stay for a meal and thereby keep restaurants going and which ones affect my lifestyle?
• These should all be taken care of by private businesses.
• boat building tours would be nice
• do not need year round VIC
• Tourism is important to many locals and 'aways'. However, I want to live in a small,content community, if I want big city amenities, I'll move to Halifax.
• last summer's crisis was trying to buy underwear for 'lost luggage' visitors x2
• Cancel Race Week dances, too noisy/disruptive
• Probably we need available accommodations. They have to have the charm and ambiance of the village/town.
• Perhaps visitors and tourists would be better prepared to say what services or activities they would like. Maybe have them answer a short questionnaire/survey when they visit an establishment in Chester. I feel that often people who have good ideas for making Chester a better place to visit/live fail to make sure they go the extra mild. (ie. When flowers, etc. are planted that the areas are kept weeded) also, during heavy traffic times of year (Race Week in particular) the garbage should be collected more often. It would appear that the students hired for the summer need better supervision.

What do you consider priorities for you, your visitors and tourists in Chester?

(Please rank in order with 1 being highest priority)

1 - Waterfront
2 - Parking
3 - Village Center
4 - Public Washrooms
5 - Highway #3

Other Priorities:

• parks
• unsightly properties
• marine island park
• seating & walks along harbor
• Chester Playhouse
• boating
• Freda's Beach
• good restaurants/art galleries/boutiques
• entrances to Chester
• children's activities
• lower taxes
• quality lodging
• public water
• cutting old trees for view
• car wash
• no more building on waterfront
• garbage in streets
• traffic flow
• sign on highway #103
• locals to support local businesses
• enforceable architectural guidelines
• boating
• Make entry points to Chester more attractive, look back in history - some people tried to get sidewalks 20 years ago but received no cooperation - cars still park along road to Tancook Ferry obstructing the view. There is so very little left to provide a scenic view of our bay or waterfront that is available for public use.
• garbage - too much litter on the streets
• we need to do something about traffic flow - Water St. should be one way to allow for parking
• waterfront not blocked by two story boathouses
• access to waterfront
• public seating on street, sidewalks
• public washrooms only if kept sanitary
• Card Lake Park
• encourage residents to support local businesses, they are here year round
• sidewalks, possibly lights, garden parks, quiet streets
• clean beach
• Village Center needs to be aesthetically developed
• children's facilities
• eliminate all traffic in the village center - walking

only
• too many private/no trespassing signs
• view of the harbor
• encourage new businesses even if it is for the summer
• finish widening show road (Water St), north from Warp & Woof
• more friendly outgoing mannerisms
• seating and walks along the Back Harbor
• approaches to Chester in both directions are deplorable
• quality lodging
• accommodate and encourage pedestrians
• public access to waterfront
• anytyhing other than Hwy #3 development
• places to stop, park and walk to view the ocean & islands
• parks
• Freda's Beach, cleanliness and access
• upgraded roads throughout the village, not just the 'T'
• small sailboat rentals
• accommodations
• directing people to the village center
• public water

Comments:
• Careful management and control with the foregoing is necessary or there will be no Chester lifestyle
• we must protect our waterfront, our biggest asset, not only for everyone int he village but for our visitors and tourists
• We don't go to the center - too busy and full of punks
• restaurants available - we have some very good ones and need to keep them
• avoid improving village center - congested - don't need more stuff
• not strip malls; parking would be nice; public washroom is really needed but not what would draw a tourist
• dangerous without sidewalk
• parking int he downtown core is essential to enhance business in that area
• view planes - trees across from Post Office should be kept trimmed to keep view of water open
• need safe sidewalks for kids and elderly

Further Comments:
• Although parking is important, I would not want to see a huge parking lot in the center of the village
• Send a letter to the postal service to keep their clock working - there are times it is not working for months at a time. Have run down trailers in town fixed up, also old houses at Robinson's Corner and #3 Highway past Hassen's store.
• Parking only on one side of Water St. and no parking in front of Rope Loft! Better control of boats tied to float by Government wharf; widen boat launch.
• Let's all show we're a very friendly people - eliminate the us/them small minded bigotry
• I dislike the sign for Shoreham Village; I dislike the location of the pharmacy and its positioning on the land, it is very important to fix up the downtown in an aesthetic way!
• If we are going to have sidewalks, they need to be kept better in the winter time.
• Chester is one of the jewels in the NS tourist crown. For Chester not to participate fully in tourism, Chester is letting down itself and the province of NS.
• Village very unfriendly - negative place to bring guests - they prefer Mahone Bay and Lunenburg where visitors are wanted!
• Volunteers can only do so much in implementing change and often become burnt out from trying. We need a staff person hired as an economic/community developer and including tourism/communications and public relations. A staff person creates a consistent strategic plan to work with the volunteers. Even if a person started part time and eventually went to full time they would pay for themselves in dollars brought in through economic development and tourism. This person could be staffed through the Recreation Department because the resources are already in place to work with.
• I notice a lot of restaurant, accommodation signs never are taken down after they close for the season. This must be confusing for people seeking these services.
• Have seen what large intakes of tourists have done elsewhere - eg. Bermuda, Marblehead, Florida, Lunenburg,

Mahone Bay - and don't want this to happen to Chester.
• More benches along the waterfront, less land hazards so people can look at the water or yacht races. Yacht races very important, Freda's Beach cleaned up.
• Raising taxes to accommodate a few tourists does not make sense. VOCTADA is not the voice of the majority VOCTADA is a special interest group.
• To make everyone's life easier to have activities all year round that are convenient and cheap.
• In the summer months the public garbage cans should be checked daily and if necessary, empties. During Race Week and at other times, I've seen garbage spilling out over the top. Also, many residents don't scoop after their dogs when out walking. Nothing can turn a tourist off like a shoeful of 'poop'.
• Tourist is not a dirty word. Tourists are our guests. We want to treat them accordingly. However, like fish - our guests should move on after a few days to make room for new ones - focus on things to do for a day or two.
• I do not think we should be son concerned with the 'type' of tourist we attract. Those of all income brackets should be encouraged to visit, shop and participate in activities here. It sounds very snobbish to say we want the 'right kind of tourist'.
• Accommodating pedestrian traffic, throughout the village is very important. Parking is essential - if tourists don't get out of their cars, only Tim Horton's and the Irving Station will enjoy their patronage! To the extent that tourism makes it possible for people to earn their living/make their home in Chester, it is very important. Chester's population can too easily be unbalanced by a prevalence of summer residents and retirees.
• Stressing highway #3 development only drives a nail into the coffin of the village center. People seldom visit (as tourists), even briefly, strip malls, lumber yards and auto parts shops. There are necessary for full-time residents but not relevant to visitor traffic. Keep your efforts focused on the traditional village center and keep encouraging its improvement and preservation.
• My wife and I are both senior citizens and our priorities are, no doubt, different to those of younger citizens but we do acknowledge that the quality and success, to the benefit of all of us, depends to a large extent upon the success of all the village shops and undoubtedly they derive a good part of their sales from visitors.
• We need several 'Artists in Residence' programs to fill up empty store fronts and to differentiate Chester from regular tourist traps.
• Difficult to pose questions so they are freely understood by all - or maybe they are slanted to get results committee wants?? We are happy the way the village is and can only see tourist as valuable if they help keep the restaurants and theater going. Otherwise, the money goes to individual operators and doesn't do any good to Chester itself.
• Chester was settled by New England Planters. There should be a statue commemorating that event possibly of Timothy Houghton whose family was highly regarded in New England and has a library in Harvard University named after them. This reinforces our roots with New England and hence has a tourism value to it.
• Chester is a wonderful place to live/play. Sharing what we have and putting us on the map as a tourist destination will provide the revenue to further enhance our lifestyle. I would not like to see Chester become 'tacky'. There is an ambiance and character about Chester we must preserve. I think there is a balance that can serve both our needs.
• I would like to see a stronger emphasis placed for full-time residents in the village - perhaps in the form of higher taxes for part-time and seasonal residents. I would also like to see more affordable, nice apartments for full-time residents.
• Must develop friendlier attitudes - reduce and remove 'no parking' signs and 'private', 'no trespassing', etc.
• Wonder if we could help Julien's, Luigi's, etc. If during late fall & winter a group of the eating places could have a 'season's ticket' with weekly or bi-monthly special focus at each place. People might go where they usually wouldn't and get out to see one another ... have villagers as 'tourists' for a day.
• Chester must regain its community spirit and welcome new residents and encourage tourists to visit and saty in our area.
• I am 65 y.o., single, have about 15-20 visitors from out-of-province staying here about 60-70 days in total of year. Their biggest (gently) complaint is public swimming lack ... they mean beach access, I think.
• Get rid of [the people who own a huge number of properties in the village] & the barns out off Route #3.
• I would like to see public washrooms and upgrade our roads which even in the village are the pits. Also, I would like to see the highway #3 developed and to department stores, furniture and footwear and jewelry and anything else to attract residents and tourists without traveling for miles. Without these, tourists will by pass and go

elsewhere.
• superfluous and narcissistic lifestyle
• As a village, I think we have a lit to do and see here. Except: Chester needs a good variety store, with clothing, footwear, etc.
• I feel that when decisions are being made concerning the village and its residents EVERYONE'S best interest should be at heart. One must remember to walk in someone else's shoes firts, then make a conscious decision.
• Cleaning up ditches up to property lines.
• Chester does not need to encourage tourism. It will happen regardless. By encouraging it, we will bring in all the undesirable fat American tourists which now currently flock to Lunenburg & Peggy's Cove. They can keep 'em.
• Thank you for finally looking into this and doing something about it.
• One group needs to be responsible for overseeing tourism - is it VOCTADA or is it the Chamber of Commerce? There is too much time wasted on inter-bickering and not enough on getting the job done. Make a joint decision on who oversees it and each group live with it!
• I would like to see not so many 'Private Property' or 'No Parking' signs. This, to me, sends a message of unfriendliness.
• Development should reflect what local residents feel is an enhancement to their lifestyle rather than just development for development's sake. We should like it!
• A goal should be to ensure that Chester does not become exclusive to the rich. That would take the soul out of Chester. Chester needs housing for people who can't afford to purchase their own homes. Not force people out because they can't afford to live in Chester (re. housing or rental opportunities)
• It is time to act! Even the village planters were not cared for last year! Thank goodness for some new signs.
• No Town
• snotty attitudes detriment to community development
• We must watch how quickly the tourism industry grown and grow along with it. It can be very good for the area, but we must control it to a point, let it grow as the number of tourists increases. WE can't have millions of tourists because there isn't room but we could handle more; if we provide services.
• Cap property assessments until property changes hands.
• What Chester needs is to stop bickering between themselves - they will never get anything done - so much as to set it backwards. It needs to get its head out of the sand and move into the 21st Century.
• A Municipal government is the proper government for Chester residents - 80% can't be wrong; only when we have community spirit, can we move forward.
• I really think Chester has deteriorated greatly over the past 5 or so years. Downtown has declined in businesses, things for tourists to do and participate in are disappearing. If something is not done to encourage tourism, further decline is inevitable.
• Little people, small businesses and tourism are very important to little villages which are extremely important to keep ours as it is. We do not need big money people and those who think they can run everything and everyone to ruin a village this size. People have lived here for 250 years without being a town and survived - we will do so in the future. Local people can run small businesses as well as those with large incomes. We should be encouraging local crafts, etc. - we do have very talented people in our own backyards.
• this is a year round village - need to focus on all season - ie. concerts, clubs, water rec., trails for walking
• Oak Island should be developed for tourism. Whether it be private or public matters little, provided it is permanent.
• Protect our waterfront from boathouses! Help Chester become a town, then and only then, will you be able to work with like-minded people and make this a better place. Keep up the good work!
• Most important for residents and tourists (for safety reasons) is to put a stop to many car drivers who do not follow Motor Vehicle Laws, ie. parking right up to stop signs, especially at the corner of Queen and Pleasant Sts. and the corner of Queen and Union Sts. Consideration should be made to have Queen St. parking on one side of street only - as it is now two cars can't drive this street because of cars parked on both sides of the street.
• need to secure Windjammer or other good restaurant
• Smoking has become an issue with the new regulation in effect Jan 01/03. Now having to go outside - in village center, are smoking next to 'visitor map' - this is going to present a problem
• Yes, tourism is important to Chester's future ... but we should never lose sight of the elevated stature Chester

enjoys. Our focus should be 'high end' vs. tee-shirts and hot dogs.

• 1- Year round computer Web Site Information Center offering information on what to do and see in Chester and surrounding area including walking tours of the village and day trips away from the village. 2 - Renewal of Turncoat Victory on scheduled time. There are many people who work in the Chester Playhouse who should be able to do this. 3- Conducted walking tours for small groups and bus tours. Also, there should be trained guides who could go aboard the coaches and give a bus tour of Chester and/or surrounding area. 4- Motel/hotel accommodations for small and large groups. 5- Restaurants to accommodate up to 60 people at one time in a non-smoking environment serving local and Nova Scotia foods: chowders, sauerkraut, cole cannon, solomon gundy, etc. 6- Open all streets ending at the waterfront with a park bench for resting at the end (Granite, Regent, and Pleasant Streets are examples of this idea). 7- Parking for residents and tourists in the downtown area, especially if we go to one way streets. Should Chester go in this direction, hopefully Pleasant Street will be activated in the opposite direction from Duke Street Extension and Water Lane. 8- Public washrooms in downtown area including attendants who keep the place clean and supply necessities when the first installments are used. These should be closed at a particular time and locked overnight. 9- Clean up the sides of our streets. The Department of Highways is not doing a good enough job! We need to be able to see around corners. We need to be able to view our beautiful residences and properties. 10- Remember tourism played a huge part in the history and economy of this village between the 1938's to the early 1900's. This village cannot survive if it depends on local residents particularly on those who do not stay all week or all year. We need the outside visitor. They won't stay or spend money here if they have nothing to do. 11- Businesses in Chester that are willing to ship (mail) larger items, to the homes of visitors, visitors pay shipping costs of course.

• It's too bad some of the people who came to Chester in the last few years would have stayed where they came from because it must have been paradise with their input.

• We need to get people thinking of what is best for the community and preserving what makes it special. Rather than their own backyards and what serves them as individuals. It should be a vibrant village, not a tourist trap or a retirement community. Businesses and residents alike should be visible in the winter.

• I think our waterfront should not be built on or filled in and fencing like is on Walker Road should not be allowed. The general public want to be able to walk along the water roads and see the water, boats, etc.

• We do not want taxes to increase and we want everything to be affordable for the average to low income people.

• I feel that before encouraging tourism, the local merchants should fix up what they have - ie. the 'strip mall' and the waterfront with broken trees, weed filled little gardens, endless gravel and puddle filled parking lots.

• It is not what should be done in Chester but what should not have been done over the last 25 years. A lot of the waterfront scenery, etc. has been destroyed or mutilated. (ex. how the Dept. Of Highways infilled the Front Harbor for Water St.)

• Improvements done in small steps so our taxes are not increased.

• Clean up the Village - roads/sidewalks/lights - to support the current visitor level - provide additional water views by opening up the closed roads - ie. Tremont @ Mill Cove, Brunswick @ Back Harbor, Granite @ Back Harbor, etc. - Place prominent signs to direct visitors to areas of interest that do not infringe on private areas, ie. end of Brunswick on the Back Harbor waterfront, ie. the walking trails of Chester

Appendix E

Situational Analysis of Tourism in the Village Of Chester

- Spring 2003

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Attractions	• community is the attraction • Lordly House Museum, Golf Course, Playhouse, Tancook Islands, Public Wharves, Lido, etc • safe for children • public tennis courts, curling & skating rink • sailing lessons	• population decreases in fall & winter which has a ripple effect on businesses which stay open • Card Lake Park is closed • streets and scenic areas need facelift - garbage, clogged ditches, village planters, improved snow removal, etc. • village centre could be much more attractive	• use Chester Bandstand for concerts and encourage bands to practice there • refurbish downtown, make it a lovely and lively place to visit • encourage tourists to 'walk' Chester • promote watching of races and special regattas • create an 'open air pedestrian mall' • beautify Freda's Beach • statue commemorating New England settlers	• some local resistance to 'tourism'
Parks and Natural Areas	• beautiful scenery & dozens of essentially deserted islands • Lordly Park • close to Graves Island walking trails	• little extra room within village to provide recreational space • existing coastline is not being protected • many areas are marked 'private-do not enter' along the water which could make nice walking • no parking & private property signs	• give visitors access to islands with boat rentals, cruises, marine park etc. • provide playground & bike rentals • improve public facilities for yachting • protect and provide increased access to waterfront and develop measures to prevent erosion •recreational space available around the Municipal Offices • access to water, park benches, clear and protect view	• high cost of land and taxes • some privately owned islands are market 'private property, do not enter' • new property owners clear cut their land to provide themselves with a clear view, destroying the scenery • private ownership of islands is reducing previous recreational space
Festivals and Events	• Chester Race Week packs the village for four days in August • House and Harbor Tour, Garden Tour & Flower Show, summer concerts, craft shows, Tancook Herring Choker's, Graves Island Mackeral Snappers, Show & Shine, Mayfest, Theatre Festival, etc.	• Chester Race Week is the 'one shot' which the summer builds up to and things fall off immediately afterwards • no week long festivals in the community • lots of little peaks in tourism from events	• develop a fall festival or expand Victorian Christmas festival in village center • before Christmas, have a weekend long 'classic toy festival' - invite train enthusiasts, porcelain doll collectors • close off streets for a day or morning to bring residents together • child and family specific events • weekly farmer's markets • renew re-enactment of Turncoat Victory	• resistance in the community to the provision of a festival which could bring a lot of people at one time • resistance to sharing a festival among different sponsoring groups • Yacht Club can get very noisy during Race Week

Situational Analysis for the Village of Chester Tourism Development Plan - Summer 2003

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Activities and Tours	• dozens of popular attractions within one half to one hour drive away • three walking tours of the village are printed • excellent sought after golf course • sailing and cruising	• walking tours are photocopied and hand folded • few opportunities for guests to get out on the water • few services for yachts and cruisers	• week long packages for visitors including accommodation & activities • island lobster bake once a week • photographic tours • curling, hockey, skating • art/antique events • encourage tour busses • boat building tours to park outside the village and walk • packages which encourage walking • small sailboat rentals • 'Artist in Residence' program • villagers as 'tourists for a day' in winter	• poor coordination between groups
Accomm-odation	• many visitors stay with friends and family • market will bear higher priced accommodation • a lot of houses are available for week or month long rentals • Graves Island camping	• very limited choice of hotel/B&B accommodation with only one property (3 rooms) actually in the village • only one campground in vicinity	• purchase an old building and convert to inn accommodation • provide incentive to an entrepreneur who will develop high end accommodation which fits Chester's tourism goals	• high property costs and tax rates are major barriers to new accommodation and other businesses
Restaurants	• a variety of different restaurants and cafes at all price levels in the village	• most restaurants and most casual dining restaurants close for part of the winter • restaurants are not marketing heavily outside the area	• create a cooperative situation where restaurants take turns closing for a month or two in order to provide year round dining • encourage theatre, golf, sailing, restaurant packages • encourage locals to go to restaurants	• if locals do not support restaurants they cannot remain open throughout the year

Situational Analysis for the Village of Chester Tourism Development Plan - Summer 2003

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Visitor Information Services	• strong and passionate management of Visitor Information Center • Visitor Information Center is open long hours during peak season • Chester and Chamber have a web site	• the village is not really part of regional tourism organizations • VIC management is reluctant to support efforts which promote Chester alone as they work for the entire Municipality • while the web site provides a lot of information it is not simple to navigate and does not provide information specific to visitors	• develop and sell/distribute a small glossy 'Chester' booklet with history, attractions & tours • provide visitor information at an alternative location during winter months (ie. gas station, restaurant) • create an appealing tourism web site • give VIC a 'face lift' • provide parking lot for visitors who want to walk the village	• the Chamber of Commerce does not own the Visitor Information Centre • the Visitor Information Centre's mandate is to the entire Municipality and not Chester alone
Retail Stores	• many gift shops and craft stores in the village	• vacant shops in the village have sad looking windows • restrictive signage regulations make the shops, etc. hard to find	• provide interesting displays for empty stores to keep them looking more alive • encourage specialty stores for shopping (items found only in Chester)	• there isn't a strong year round customer base
Human Resources	• several well-known local artists and crafts people • Chester has a large number of people from all walks of life • many students available for work in the summer	• seasonality makes employment for the long term difficult	• offer a tourism course to provide students with hospitality training • provide customer service, responsible beverage, etc. training for hospitality business employees • provide an employment office at the beginning of each summer	
Infra-structure (roads, parking, waste management, etc.)	• side streets without sidewalks or curbs and with grass bordering the asphalt have a quaint charm	• roads are in poor condition • little parking in the village (and little room to create more) • village is great for walking but sidewalks are in poor condition • roads can get very congested, particularly with parked cars • Village entrances are unattractive and poorly marked • new smoking bylaws may cause garbage problems	• improve quality of main roads • provide bike stands • promote as a 'walking community' • parking meters, one way streets • build playgrounds • provide a park for walking • provide public marina services • nice sign on Hwy #103 • enforceable architectural guidelines • beautify entrances on Hwy #3 • sidewalks, street lights, etc.	• improving the roads too much (providing modern sidewalks, clearing back foliage) may ruin the scenic streets • many villagers do not want tour busses

Situational Analysis for the Village of Chester Tourism Development Plan - Summer 2003

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Community Awareness and Attitudes	• strong love of the village by members of the community • Chester has a long history of tourism and an excellent international reputation	• some villagers feel that any tourism is negative and will destroy Chester • some private properties need to be enhanced	• unite or create cooperative functions between various community groups and businesses • foster a greater sense of pride in the village • create awareness that tourism can be positive for the village if it is managed properly	• too many different people/groups going in too many directions • resistance to change - 'keep Chester the way it is' • becoming 'mired' in opposing ideas • rushing into changes without proper consultation
Tourism Industry Organization	• groups such as the Chester Municipal Chamber of Comerce, Village Commission and VOCTADA are interested in making the most out of Chester	• the Chester Municipal Chamber of Commerce and Council work for the entire Municipality and it is unclear how VOCTADA fits or is recognized • Chester does not make an effort to participate in regional tourism marketing efforts • there is not a lot of funding available for the improvement of the village	• develop a local business cooperative network so entrepreneurs can work together to better serve the community • make certain there is minimal conflict an overlap between the efforts of the CMCC Tourism Committee, Village Commission and the VOCTADA Tourism Committee • create and conduct a visitor survey	• other Chester organizations will resist VOCTADA's efforts for tourism management • confusion about how the interests of the village and those of the Municipality fit together to allow Chester to promote itself
Marketing	• marketing efforts have improved immensely in the past few years - organization and presentation are significantly better • Municipality had a two page spread in the Doer's and Dreamers Guide	• present marketing efforts seem to be extremely wide spread without any apparent target market • as the VIC is run/funded by the CMCC they must work for the entire Municipality and cannot single out the village • Chester brochure does not stand out in the crowd	• develop a comprehensive marketing plan for the village which benefits the village directly and the Municipality by association • develop a new Chester brochure which fits Chester's marketing goals • create a slogan/catch phrase and visual image for the village •cooperative marketing of the village	• marketing the village in a way which encourages mass tourism • most businesses are small and don't have much money for marketing themselves

Appendix F

Additional Committees and Representatives Recommended for Implementation of Tourism Action Plan:

The tourism committee recommends the creation of two new committees and four individual representatives or liaisons to facilitate the administration of this Tourism Action Plan. The people and committees suggested are as follows.

1. **Chester Tourism Action Plan Administrator** - to monitor the progress and completion of the entire plan
2. **Village Pride Committee** - to initiate and further objectives 1.2, 1.3, 1.4, 1.6, 3.1, 3.2, 5.2, and 6.3 and to assist in the completion of other objectives where appropriate
3. **Heritage Society Liaison** - to act as a unifying presence between VOCTADA and the Heritage Society in order to facilitate the fulfillment of both groups' goals and objectives (assuming this is acceptable to the Heritage Society)
4. **Chester Municipal Chamber of Commerce Liaison** - to act as a unifying presence between VOCTADA and the Chester Municipal Chamber of Commerce in order to facilitate the fulfillment of both groups' goals and objectives (assuming this is acceptable to the Chamber of Commerce)
5. **Events Committee** - to initiate and further objectives 8.1, 8.2, 8.3, and 8.4 and to assist in the completion of other objectives where appropriate
6. **Business Liaison** - to act as a unifying presence between VOCTADA and local businesses in order to facilitate the fulfillment of both groups' goals and objectives