

Regional Destination Management & Marketing





Destination Management & Marketing Organization

A collaborative, industry-led body that:

- Brands and markets the region as a destination.
- Manages the visitor experience and tourism assets.
- Connects municipalities, businesses, and communities to work together.

With the goal of growing tourism sustainably while supporting local economies, culture, and the environment.

How Are DMMOs Funded?

Municipal Funding

All DMMOs we researched received some level of municipal support.

Marketing Levy

Most DMMOs we researched have a marketing levy. If they don't, they are working on implementing one.

Membership

Many DMMOs we researched either have a membership model, or had a membership model in the past. Most are steering away from a membership model, but still offer some pay-to-play opportunities.

Project Grants

All DMMOs we researched leverage their core funding to apply for project grants.

Other Sources

A few DMMOs we researched also receive funding from associations.

Marketing Levy Bylaw

In 2022 Nova Scotia amended the Municipal Government Act under Bill 204, granting all municipalities the authority to impose a marketing levy of up to 3% on the cost of registered accommodations.

- Section 75A (5): A marketing levy collected pursuant to this Section may only be used by the council to promote tourism.
- Section 75A (6): The council may pay such portion of the marketing levy collected by way of a grant, as determined by the council, to any organization formed to promote tourism, whether such organization is non-profit or otherwise.

Exemptions from the Marketing Levy

Medical Stays

Exemptions apply to individuals and their families accommodated while receiving medical treatment at a hospital or provincial health-care centre.

Emergency Evacuations

Accommodations for less than \$20 daily rate

Long term Accommodations

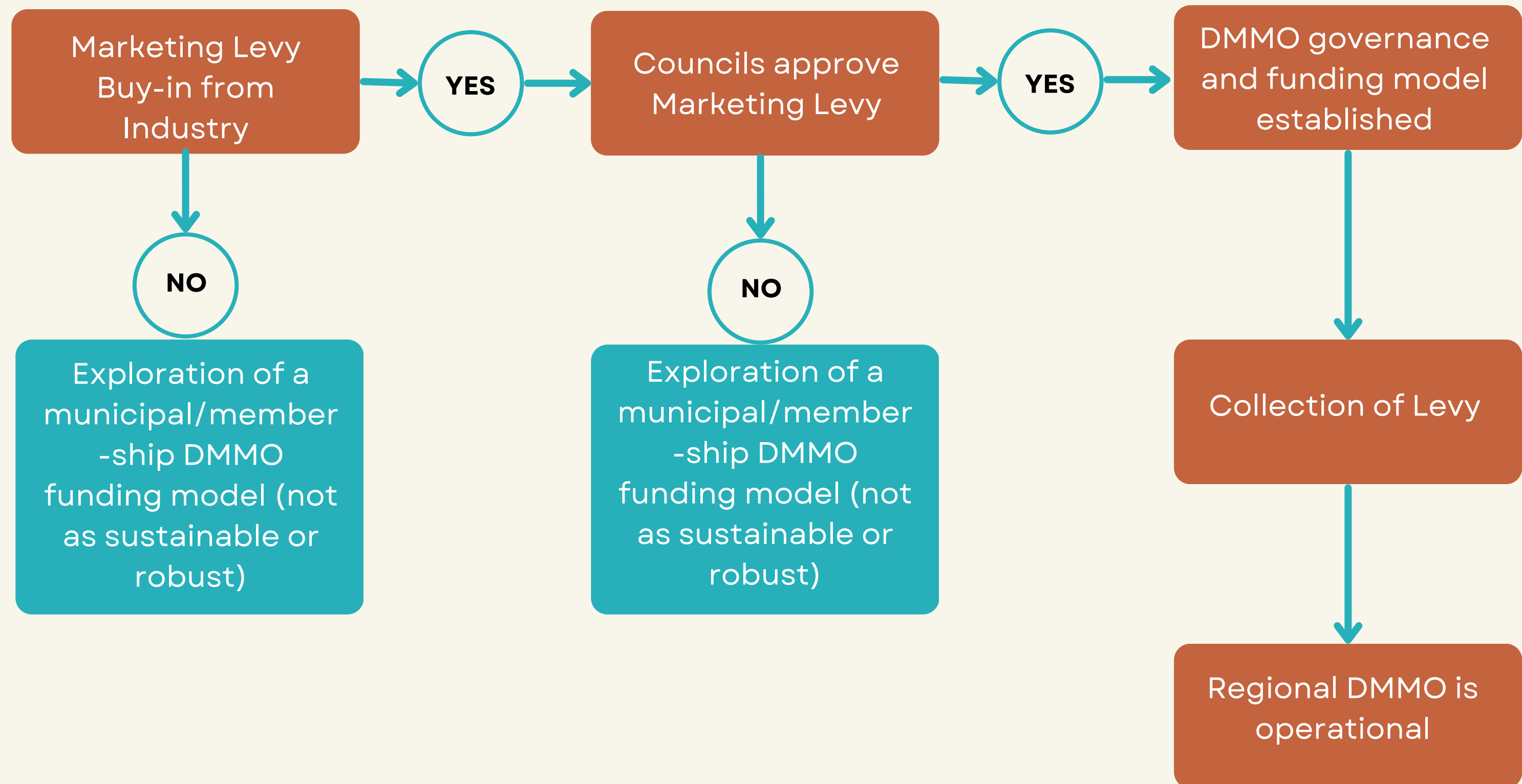
Over 30 days

Student residents

Rentals in a building owned or operated by a post-secondary educational institution renting to students that are registered at and attending a post-secondary educational institution

REGIONAL DESTINATION MANAGEMENT

– FUNDING EXPLORATION



The Marketing Levy Journey...

Three nights at a
hotel in St. John's



alt HOTELS BY LE GERMAIN			
Invoice		Alt Hotel St. John's 125 Water Street, St. John's NL A1C 5X4 reservations.altstjohns@germainhotels.com 709 383-2125 germainhotels.com	
		Page 1 of 2	
Genevieve Allen Hearn 448 Main Street Kentville NS B4N1K8 Canada		Room 231 Arrival (MMDDYY) 10-25-25 Departure (MMDDYY) 10-28-25 Confirmation No. 36110156	Company Account Group Guest
Date	Description	Charges	Payments
10-25-25	Room Charge	189.00	
10-25-25	Accommodation Tax	7.56	
10-25-25	GST/HST	28.35	
10-26-25	Room Charge	149.00	
10-26-25	Accommodation Tax	5.96	
10-26-25	GST/HST	22.35	
10-27-25	Room Charge	149.00	
10-27-25	Accommodation Tax	5.96	
10-27-25	GST/HST	22.35	
10-28-25	Visa XXXXXXXXXXXX6751 XX/XX		579.53

St. John's has a 4% Accommodation Tax

Interactive Resources





WELCOME TO ST. JOHN'S



Accommodations

- 1 Alt Hotel
- 2 Bannerman Park Suites
- 3 Blue on Water Hotel
- 4 Courtyard by Marriott
- 5 Delta St. John's
- 6 DoubleTree Harbourview
- 7 Dvle Inn
- 8 Duckworth Hotel
- 9 Georgestown Inn
- 10 Hilton Garden Inn
- 11 Inn by Mollard Cottage
- 12 JAG Boutique Hotel
- 13 Murray Premises Hotel
- 14 Sheraton Hotel Newfoundland

Attractions

- 1 Bannerman Park
- 2 Battery Neighbourhood Walk
- 3 City Hall
- 4 Colonial Building
- 5 Commissariat Provincial Historic Site
- 6 Confederation Building
- 7 Crow's Nest
- 8 Fort Amherst
- 9 George Street
- 10 Government House
- 11 Harbourside Park
- 12 Johnson Geo Centre
- 13 Mary Brown's Centre
- 14 Memorial University Botanical Garden

- 15 National War Memorial
- 16 NL Pharmacy Museum
- 17 Newman Wine Vault
- 18 O'Brien Farm
- 19 Piers, Boat Tours
- 20 Pippy Park & Campground
- 21 Quidi Vidi Artisan Studios
- 22 Railway Coastal Museum
- 23 The Rooms
- 24 Signal Hill National Historic Site
- 25 St. John's Convention Centre
- 26 Terry Fox Memorial

Services

- i Visitor Information Centre
- C Church/Cathedral
- G Grocery
- P Pharmacy
- H Hospital

WICKHAMPTON CREATIVE
DESIGN & DEVELOPMENT

©2024 Destination St. John's

Visitor Resources

**DESTINATION
ST. JOHN'S**
colourful encounters
Newfoundland & Labrador

YOUR 2025 GUIDE & MAP

View
Print &
Download

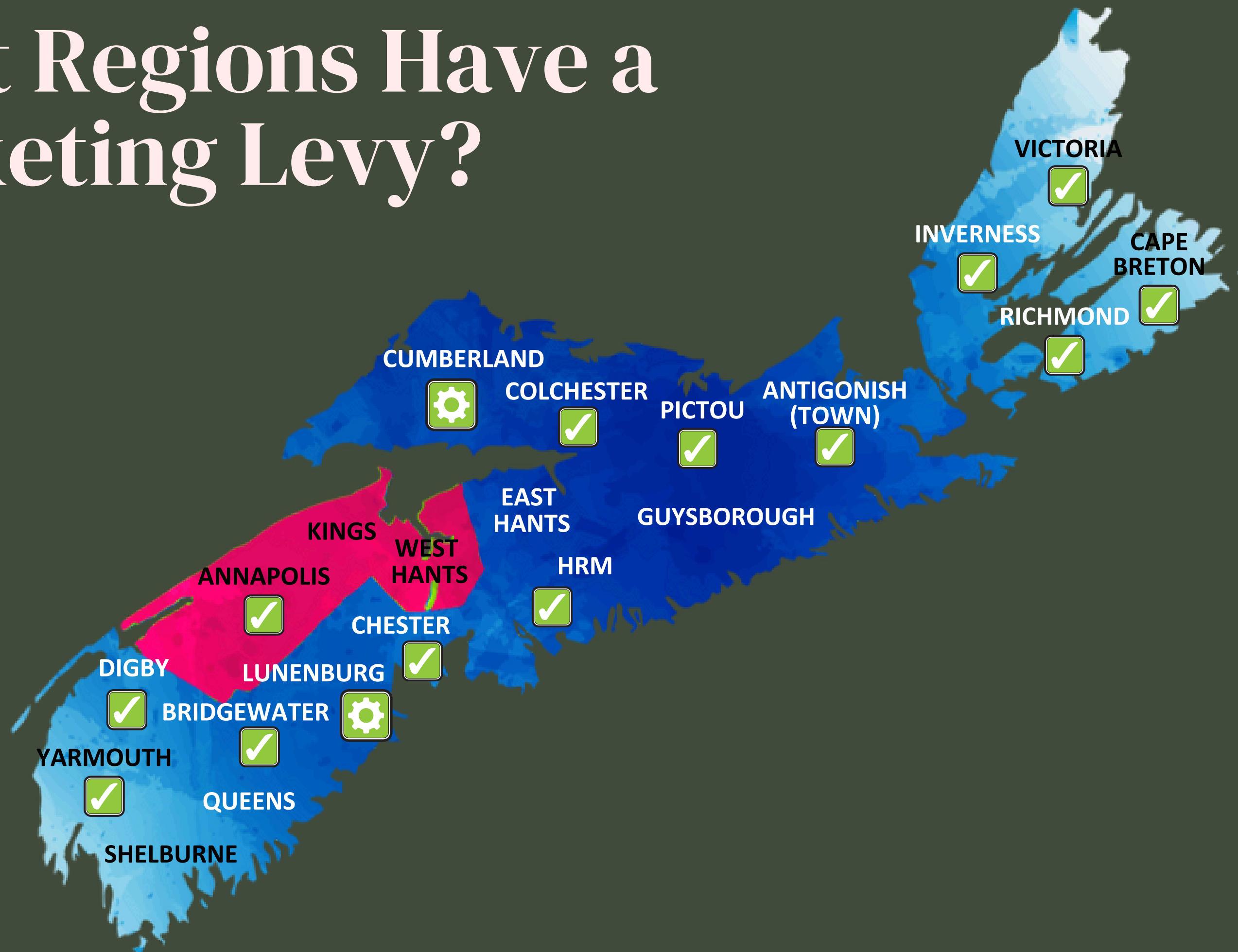


YOUR URBAN BASECAMP FOR NEWFOUNDLAND & LABRADOR

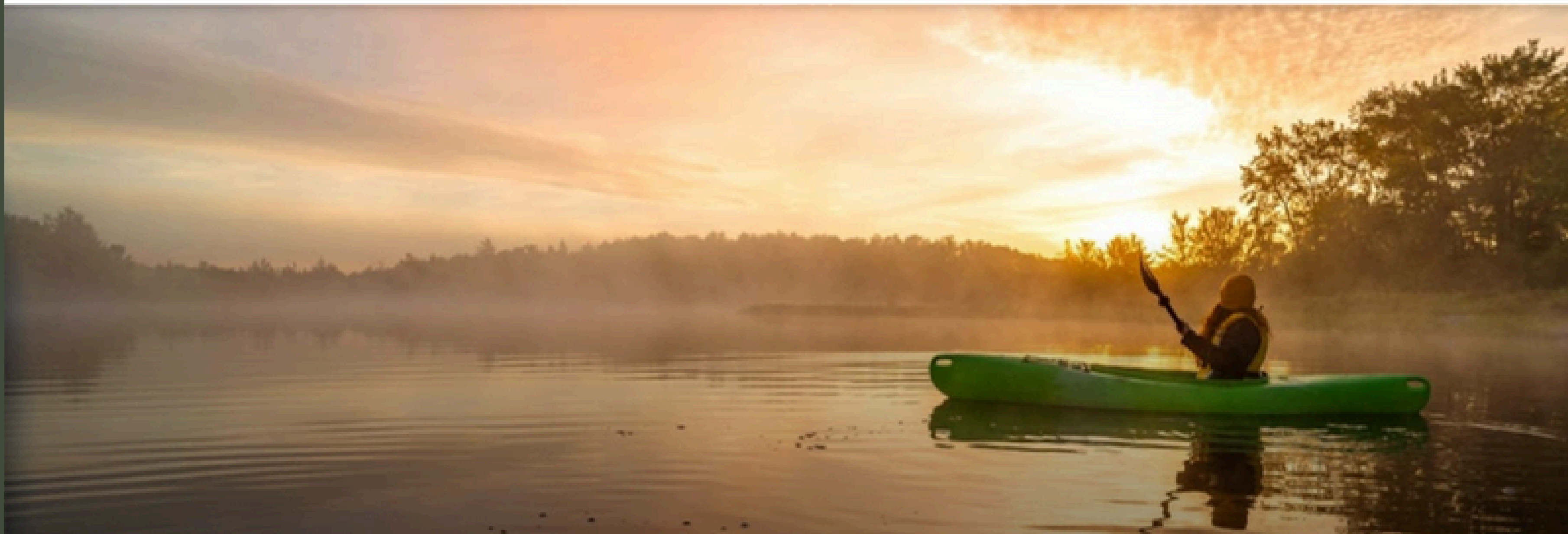
<https://destinationstjohns.com/>

<https://discoverhalifaxns.com/>

What Regions Have a Marketing Levy?



What Regions Have a Destination Management & Marketing Organization?



 EXPLORE THE DIGBY AREA OF NOVA SCOTIA

UNFORGETTABLE EXPERIENCES

Dive in and discover the charm
and beauty of the Digby Area of
Nova Scotia. Experience World-







OFFICIAL HALIFAX VISITOR GUIDE 2021

EXPLORE
9 UNIQUE
HALIFAX
REGIONS

WHERE TO
FIND THE
BEST
LOBSTER
DINNERS

2 EPIC
HALIFAX
ITINERARIES
+3 MUST-HAVE
MAPS

 HALIFAX AERIAL VIEW FEATURING
GEORGE'S ISLAND NATIONAL HISTORIC SITE

DISCOVER
HALIFAX

DISCOVERHALIFAXNS.COM

WELCOME TO THE BEATING
HEART OF NOVA SCOTIA.

LET'S START EXPLORING!

CUMBERLAND nova scotia

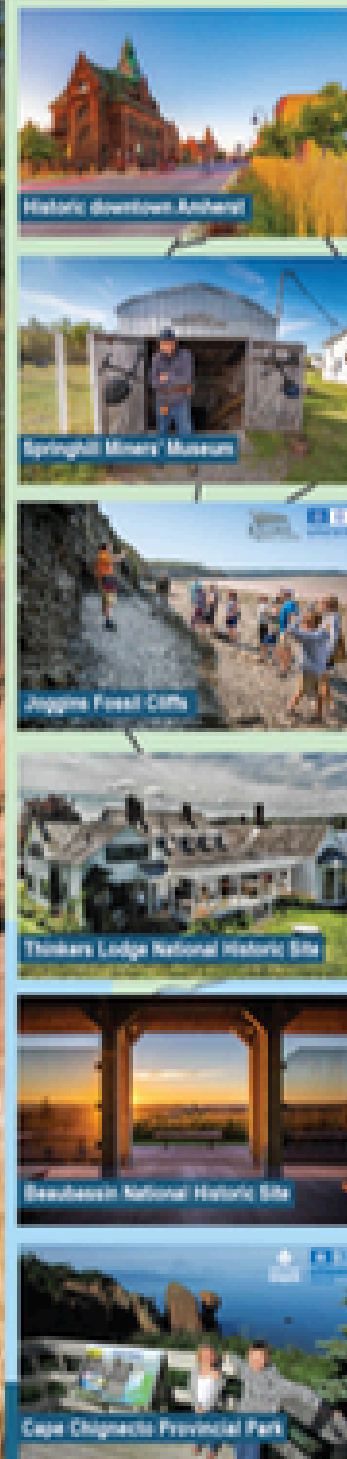
Cumberland Region,
Nova Scotia

Picture
yourself
here!



Visitor Guide

explorecumberland.ca



12 amazing day trips in the Cumberland Region

1. Beaubassin and Port Lawrence National Historic Sites boast walking trails, a large shelter with picnic tables and a great view of the Cumberland Basin.
2. Explore the Tibish Bridge Provincial Park, grab an ice cream at the Tibish Scoop Shack, then take a short hike to the suspension bridge along the Henry Ketchum Trail.
3. Visit the Pugwash Farmer's Market, tour the Horton Gallery and see where history happened at the Thinkers Lodge National Historic Site.
4. Tee off at Northumberland Links or treat yourself to a golf, spa and lunch day at the posh Fox Harb'Y Resort.

5. Walk along the wide, sandy beach of Blue Sea Beach Provincial Park, pick up fresh oysters at Bay Enterprises Limited and end the day enjoying a glass of wine at Joat Vineyards or a cider at Vista Bella Farm.
6. Westworth Bike Park is Nova Scotia's only 18 accessible downhill mountain bike park, featuring 30 km of trails! During the winter, Ski Westworth is home to 23 downhill ski trails, groomed cross-country ski trails and snowshoeing.

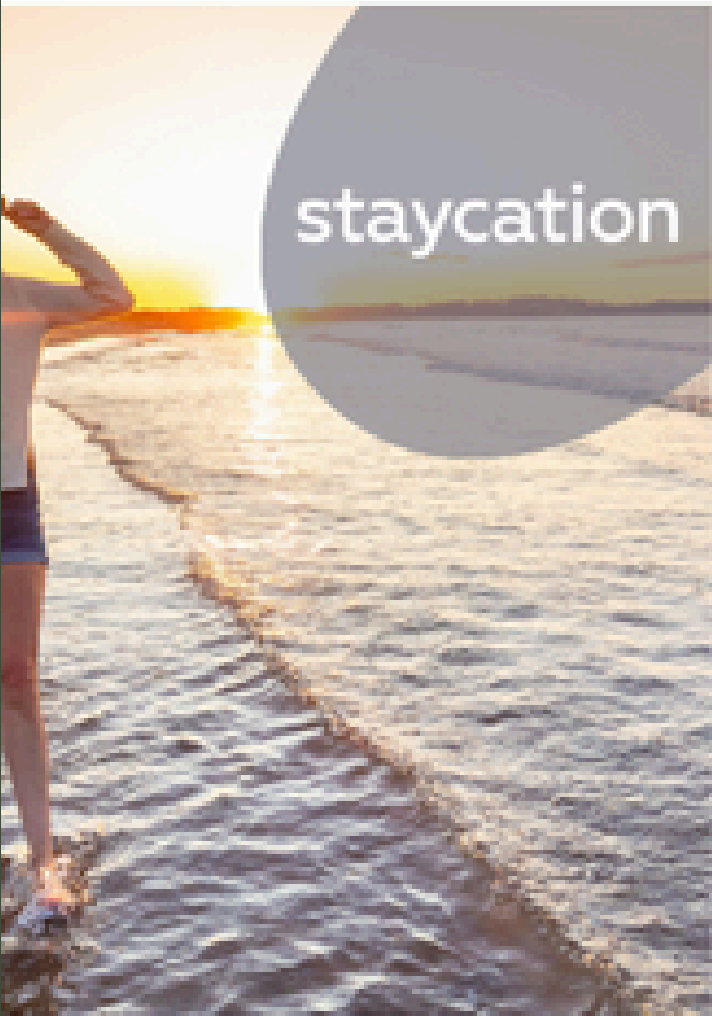
7. Drop in to the Capital Theatre for ice-topping Friday evening jam sessions, shop at the retro GLOBE Enterprises Ltd. and snap a selfie with the big blueberry.
8. Soar the depths of a real coal mine at the Springhill Miners' Museum and visit the Anne Murray Centre to learn about the life and times of the beloved singer.
9. Get up close to 300-million-year-old fossils by the dramatic shores at Joggins Fossil Cliffs UNESCO World Heritage site and visit the Joggins Fossil Centre.

10. Plan a sea kayak on the Cliffs of Fundy UNESCO Global Geopark with NovaShore Adventures or a fat bike ride with Local Guy Adventures that ends with a gourmet dinner at Wild Gateway.
11. An incredible panoramic view and dramatic cliffs await at Cape d'Or, where the Bay of Fundy tides surge through the Minas Channel and into the Minas Basin.
12. See some of the world's oldest dinosaur tracks at the Fundy Geological Museum. Book a tour with Tide Runners and Mudflaskers then stop in for a cold one at Two Islands Brewery or take in a live show at Ship's Company Theatre.

[HOME](#)[EAT & DRINK](#)[ATTRACTIONS](#)[STAY](#)[SHOPPING](#)[EVENTS](#)[OUTDOOR](#)[CONTACT](#)

ADVENTURES AWAIT

Plan your adventure today!



staycation



regional
guides



attractions



eat

Cape Breton n Island

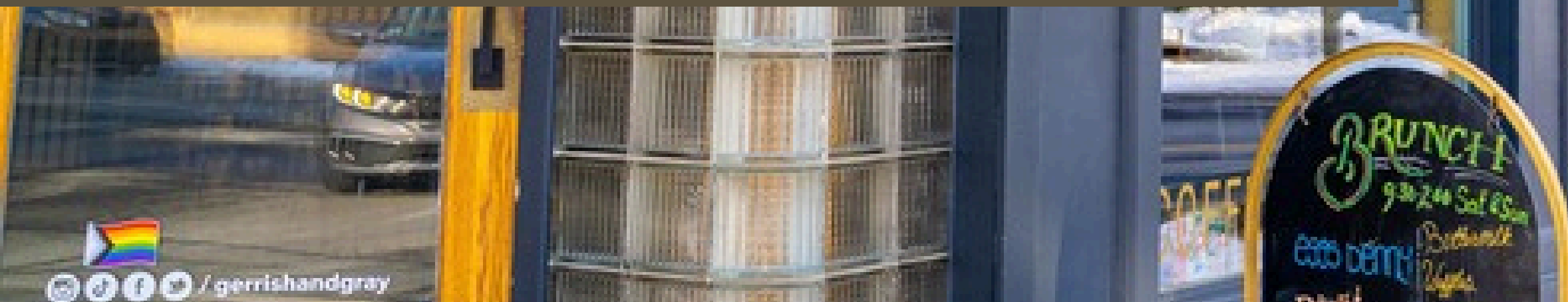
your heart will never leave.



Annapolis Valley?

Why Now?

- **Clear Roadmap** – A strategy is already in place to guide the formation of a DMMO.
- **Strong Momentum** – Tourism leaders and operators are engaged and ready to serve as founding board members.
- **Proven Models** – Other regions in Nova Scotia have successfully implemented levies and shown clear benefits.
- **High Potential** – The Annapolis Valley is already a draw for visitors and has untapped opportunities for growth.



DMMO Funding Model Report

Regional Marketing Levy Framework
Exploration for a Destination Marketing
& Management Organization (DMMO)



August 2025

Prepared by:



What is the Role of Valley REN & Municipalities?

Organization	Role
Valley REN & Tourism Working Committee	• Full-time dedicated staff member for coordination and strategy implementation • Stakeholder engagement and consultation • Funding model recommendations based on industry insights and best practices • Communication with stakeholders and municipalities • Remittance software recommendation
Municipal Staff	• Staff recommendation to Councils • Procurement and legal coordination for levy bylaw and service agreement development (if marketing levy is passed) • Remittance software implementation, onboarding, and enforcement (if marketing levy is passed)

CONTACT US



VALLEYREN.CA/INDUSTRY-
SECTORS/TOURISM



Email

GALLEN@VALLEYREN.CA



Phone Number

+902 670 6820



What Does a DMMO Do?



Branding &
Marketing



Visitor
Services



Event
Support

What Does a DMMO Do?



**Product
Development**



**Destination
Development**



**Regenerative
Initiatives**

Marketing Levy Consultation Results

Group #1: Champions

These tend to be the **large and mid-sized hotel operators** that have Managers/Owners who have worked in areas with a marketing levy and have seen what a DMMO can do to boost tourism.

- They have **more staff** to cover the administrative burden
- They have a **strong awareness of marketing levies** and Destination Marketing & Management Organizations
- They are **interested in attracting major events**, conferences, tour groups, etc. as well as season extension and product development

Approximate % of Rooms:

39%

Group #2: Cautious Supporters

These tend to be **Inns, Boutique Motels, and B&B Owners** who are open to a marketing levy, but want to see proof of concept.

- They want **transparency and accountability** of how the funds are spent
- They want to see a **brand strategy** and a **regional marketing plan**
- They want a **mechanism** for other tourism operators to buy-in
- They are **most interested in product development**, season extension, guidebooks and maps, and a website that facilitates pre-planning and results in longer stays

Approximate % of Rooms:

34%

Group #3: Opposition

These are often **short-term rental owners**, many of whom operate as sole proprietors.

- They're **concerned** about added **administrative burdens**
- They **don't perceive the benefits** as significant enough to justify the increased costs to their clients
- They are **coming off a challenging year** of new regulations, so tend to be skeptical of anything that feels overly bureaucratic
- Their **primary interests lie in community-focused outcomes**—things like better beach waste management, trail management, access to cultural activities, and extended restaurant hours

Approximate % of Rooms:

27%

How is a Marketing Levy Collected?

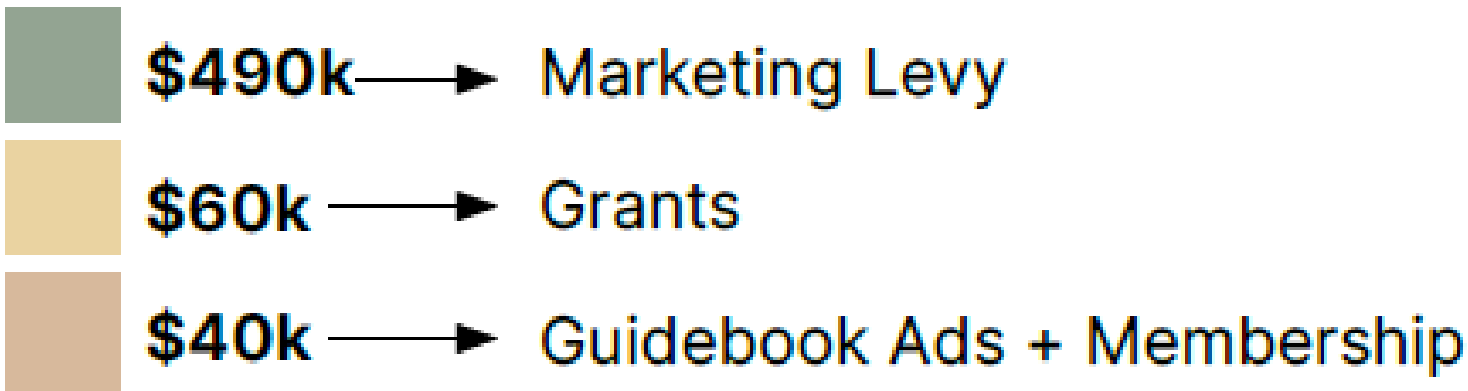
Enabler	Government legislation allows collection of tourism marketing levy. In this case it would be a 3% levy on accommodations night rates.
Payor	Visitor pays the levy as a charge on their nightly rate at a registered accommodation.
Collector	Accommodations collect levy from visitors and remit to the municipality . Process can be simplified by adopting 3 rd party remittance platforms.
Steward	DMMO's are usually the recipients of the levy by way of grant.

Levy Projections

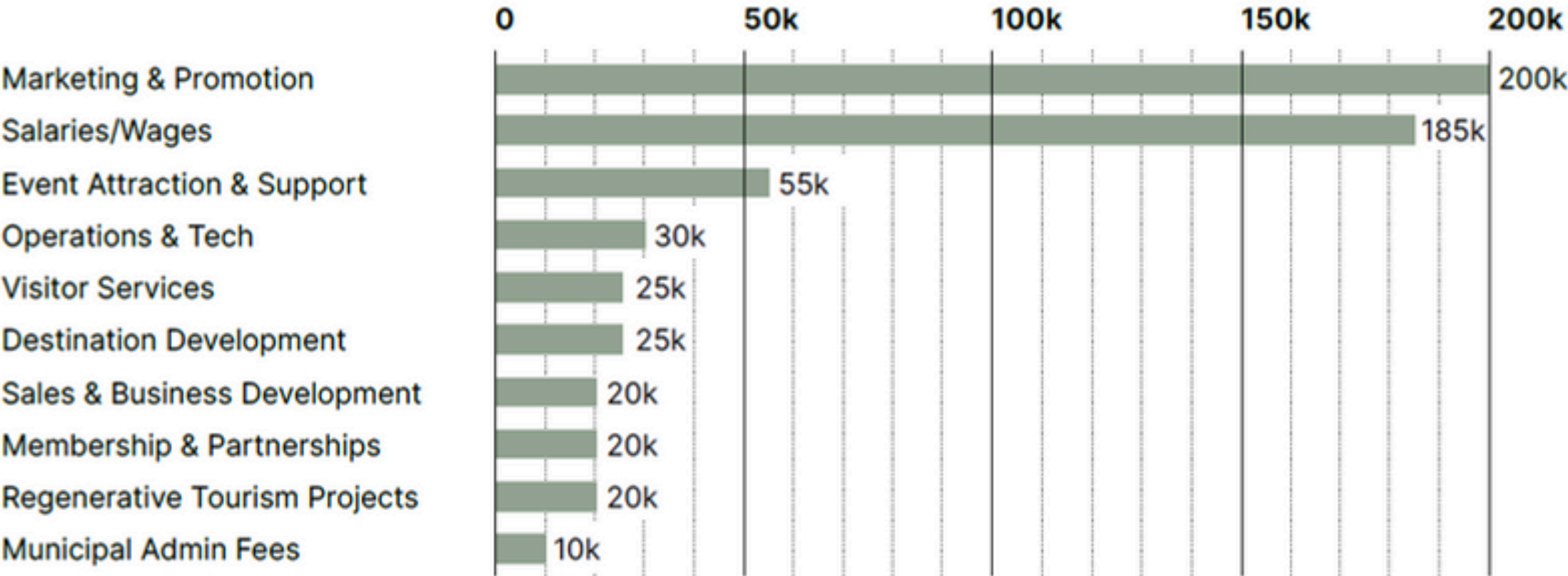
Units Sold: 2024 →	143,878
Average Room Rate →	X \$162
Total Sales →	\$23,308,236
Levy →	X 3%
Total Levy Projection →	\$699,247.08

Revenue

Total: \$590k



Investments



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

Recommendations for Implementation of Levy

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



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

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

Tourism Project Timeline



Where is this Working?

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



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

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



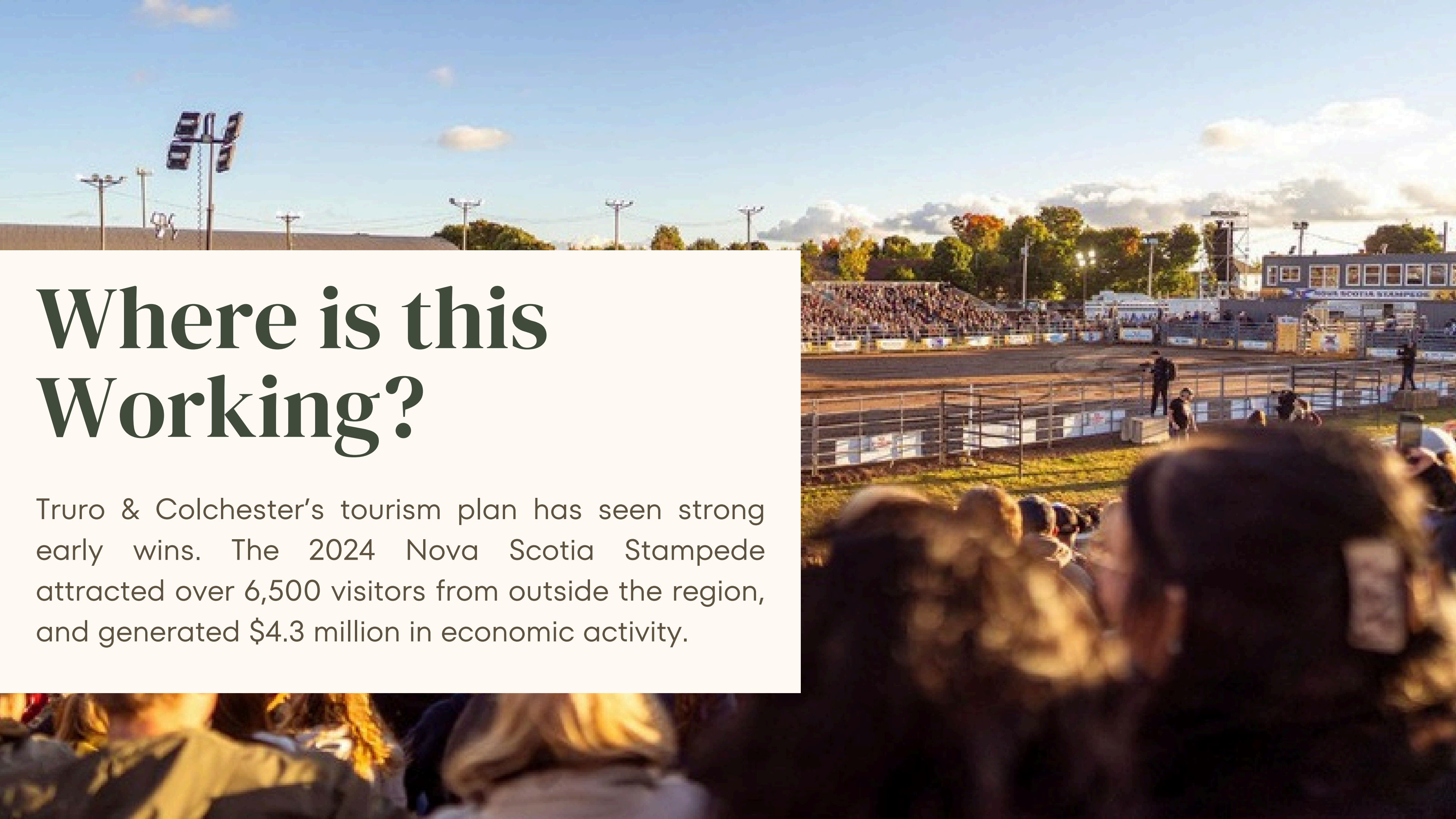
Where is this Working?

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



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

- Ross Jefferson, President and CEO Discover Halifax

The background image shows a rodeo arena during a sunset or sunrise. In the foreground, the backs of several spectators' heads are visible, looking towards the arena. The arena floor is dirt, and there are metal fences. In the background, there are bleachers filled with people, a large building with many windows, and several tall stadium light towers under a blue sky with some clouds.

Where is this Working?

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

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

- Miriah Kearney, Seek Wilderness Accommodations



Where is this Working?

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

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

- Jonathan Joseph, Argyler Lodge