

# Tourism Strategy Update

Economic Development

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Economic Development - Tourism



# City of Kawartha Lakes Corporate Strategic Plan Framework

## Vision

Naturally beautiful, offering an exceptional lifestyle

## Mission

Providing responsible, efficient and effective services

## Strategic Goals

**A Vibrant &  
Growing Economy**



**An Exceptional  
Quality of Life**



**A Healthy  
Environment**



## Strategic Enablers

Responsible Fiscal Resource Management  
Municipal Service Excellence

Effective Human Resources  
Efficient Infrastructure & Asset Management

## Values

Collaboration – Continuous Improvement – Excellence – Innovation – Results

# Corporate Strategic Plan



Goal 1: A Vibrant & Growing Economy

**Objective 1.3: Enhanced Tourism**

Actions 1.3.1: Update the Tourism Strategy



# Current Tourism Data

- Over 1.6 million domestic visitors to Kawartha Lakes each year
- Tourism Related Employment Impacts 4,900 jobs in Kawartha Lakes
- 682 Tourism Businesses in Kawartha Lakes
- Overnight visitors to Kawartha Lakes spend on average \$81 per person per trip
- Over \$106 million in total visitor spending in the local Kawartha Lakes Economy

# Economic Development Strategy



## Goal 2: Grow Specific Business Sectors

### Tourism Cluster Objectives:

- increase the volume of year-round accommodations of all kinds, in all markets;
- develop operator experiences to boost tourism traffic;
- develop a guided touring sector;
- expand visitation into the shoulder-season and winter and connect these off peak activities to culture, and;
- identify and support unique and differentiated retail that either generates tourism visits or extends those visits on a community by community basis.

# Destination Development



Destination Development is the strategic planning and advancement of defined areas to support the growth of Kawartha Lakes as a desirable destination for travellers, by providing compelling experiences, quality infrastructure, and remarkable services to entice investment and repeat visitation.

Through destination development, we envision Kawartha Lakes as a world-class tourism destination which offers remarkable products and experiences that are authentic, driven by visitor demand, and exceed expectations.

# Scope

- Create an comprehensive 5 year Destination Development Plan for Kawartha Lakes
- The Kawartha Lakes Destination Development Plan will be a strategic plan for building and managing the visitor economy in Kawartha Lakes. By working together with local and regional agencies, industry organizations, and tourism operators, the Destination Development Plan will guide the long-term growth of the tourism sector in Kawartha Lakes.

# Goals & Objectives

- Identify the iconic, quality, market ready travel motivators to improve Kawartha Lakes tourism
- Increase visitor length of stay
- Increase visitor spending
- Work with our industry and community partners to enhance tourism experiences and visitor services in Kawartha Lakes
- Increase the economic impact of the tourism industry to the Kawartha Lakes Economy



# Guiding Principles

- Research drives product development which drives marketing
- The strategy must align with the Kawartha Lakes Vision as well as the Destination Ontario Vision
- Stakeholder/partner enabled process. Maximize use of all available resources - only through collaboration will the strategy succeed.
- Tourists are generally attracted to compelling destinations, icons, experiences and attractions. Tourists do not recognize municipal boundaries.

# Strategy Components

1. Local and Industry Based Research
2. Existing and New Products and Experiences
3. Kawartha Lakes Visitor
4. Tourism Stakeholders in Kawartha Lakes

# 1. Local and Industry Based Research

- Tourism industry trends and best practices
- Current challenges and threats, opportunities and strengths



## 2. Existing and new products and experiences

- Expansion and sustainable development of existing products and experiences in Kawartha Lakes
- Existing experience alignment with what is sought by visitors and how market-readiness of these products and experiences
- New development of sectors such as culinary tourism, cycle tourism, cultural tourism, experiential tourism, and signature festivals and events.

### 3. The Kawartha Lakes Visitor

- Who is the current and future potential visitor to Kawartha Lakes (what are their needs, what travel experiences are they seeking)
- Ways to increase awareness of Kawartha Lakes as a destination to this visitor market.
- Areas where investment is needed to strengthen existing opportunities and offerings that will create new reasons to visit, lengthen visitor stays and increase visitor spending.
- Visitor information models with industry trends and best practice.

## 4. Tourism Stakeholders in Kawartha Lakes

- Needs of our tourism industry businesses, how to work in partnership with these businesses and how to support these stakeholders and the industry in Kawartha Lakes.
- Visiting friends and relatives (VFR) is recognized as the purpose of travel by 49% visitors to Kawartha Lakes. Review of how to build pride of place and local ambassadors to capitalize on the VFR market.
- Downtown revitalization and how the development of downtowns can be supported through destination development

# Collaborative Approach

## RTO8 Kawarthas Northumberland

- Regional Tourism Organization 8 (RTO8) Kawarthas Northumberland
- 50% project funding
- 2019/2020 Partnership Allocation Program – Ministry of Heritage, Sport, Tourism and Culture Industries



# Collaborative Approach – Project Team

## Project Steering Committee

Laurie McCarthy, Economic Development Officer - Tourism

Rebecca Mustard, Manager of Economic Development

Donna Goodwin, Economic Development Officer – Arts & Culture

Jenn Johnson, Manager of Parks Recreation & Culture

Richard Holy, Manager of Planning

Cheri Davidson, Manager of Communications, Advertising & Marketing



# Collaborative Approach – Project Team

Ken Lambert

KWL Consulting

Tourism Development & Consulting



- Tourism Strategic Planning
- Lodging Feasibility Analysis
- Tourism Product Development



Aileen Murray

Mellor Murray Consulting

Economic Development Consulting



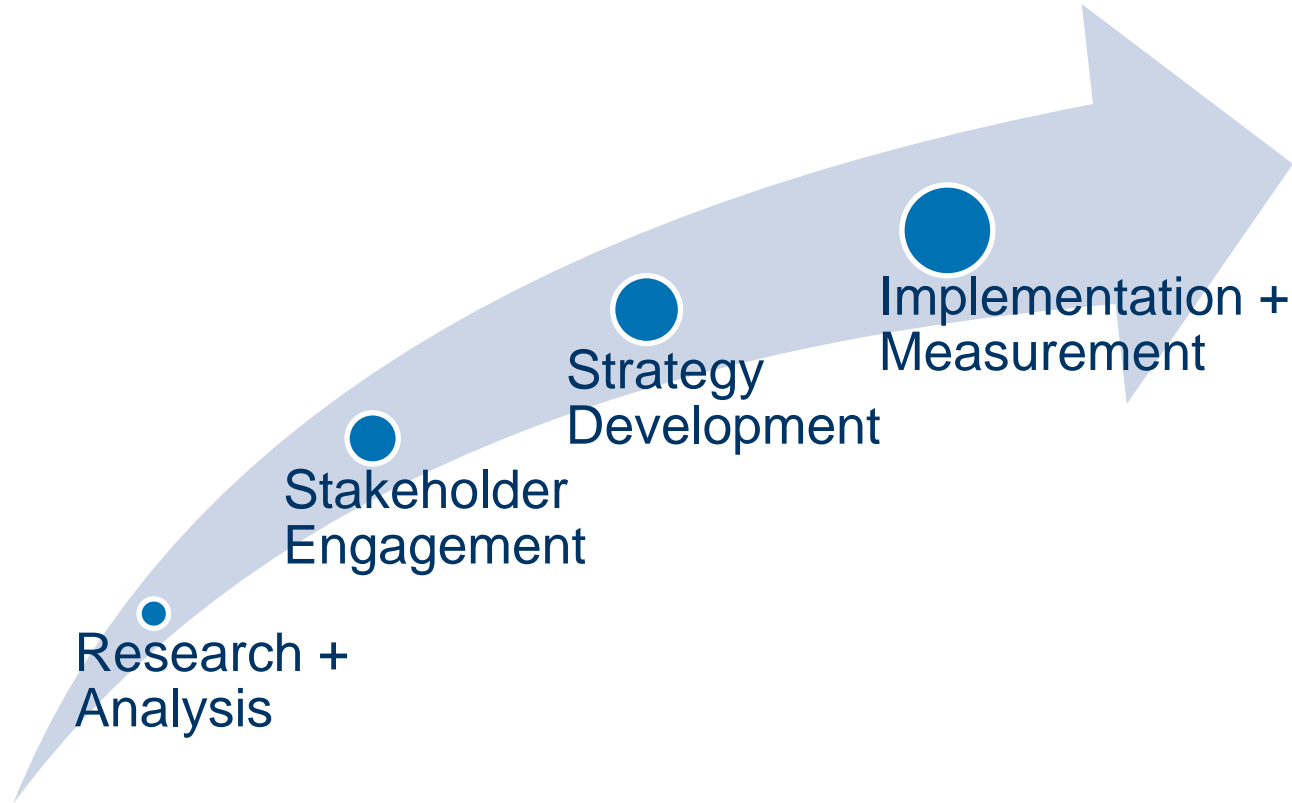
- Economic Development Strategic Planning
- Economic Analysis
- Tourism Planning
- Community Engagement
- Tourism Signage



# Collaborative Approach –Stakeholders

- Tourism business community
- Stakeholder organizations
- Community groups
- Government stakeholder groups
- Staff and Council
- Stakeholder engagement sessions
- One-on-one stakeholder interviews
- Online stakeholder survey

# Process



# Timeline – Major Milestones

Milestone	Timeline
Procurement Process	September 2019
Research + Analysis	October 2019
Committee of the Whole Presentation	November 5, 2019
Stakeholder Engagement	November – December 2019
Strategy Development	January – February 2020
Draft Strategy Presentation to Steering Committee	Early February 2020
Final Strategy Presentation	Late February 2020
RTO8 Funding – Final Reports Due	March 31, 2020

# Current State + Next Steps

## Stakeholder Engagement

- ✓ Communication of project initiation to tourism stakeholders
- ✓ One-on-one stakeholder interviews
- ✓ Stakeholder engagement sessions
- ✓ Stakeholder online survey
- ✓ Encourage participation in stakeholder interviews, engagement sessions and online surveys