



# Destination Development Implementation Strategy

September 22, 2009

**BRAIN TRUST**  
MARKETING & COMMUNICATIONS

## **INTRODUCTION:**

The Peterborough & the Kawarthas Destination Development Implementation Strategy is the culmination of significant work that began in January 2008. Potential tourism development and growth opportunities were revealed through the recommendations made in the destination's Premier-ranked Tourist Destination (PRTD) project. The Greater Peterborough Area Economic Development Corporation's (GPA EDC) Tourism Advisory Committee (TAC) accepted the task of overseeing the creation of an implementation strategy using the insights gained through the PRTD process.

Against a backdrop of challenging business conditions the Tourism Advisory Committee has worked together with staff to develop a realistic and manageable long-term destination development strategy designed to positively impact the local economy through increased tourism visitation and revenues.

Implementation will be facilitated through the GPA EDC. They have been successful at sourcing funding for a number of the initiatives identified in the plan. Many of the initiatives will require the direct involvement of the industry. These efforts will be coordinated through TAC. In other destinations, implementation was facilitated by the Region but executed through a variety of industry working groups. Once this plan has been endorsed by TAC and approved by the GPA EDC Board of Directors, it is recommended specific responsibilities be assigned for the implementation of each strategy.

At the outset of the work the GPA EDC TAC identified a number of objectives. These high level objectives were established to track the effectiveness of the strategy and to ensure true economic growth will result.

## **OBJECTIVES:**

1. Increase the average expenditure per visitor by extending individual visits to include an overnight stay
2. Encourage repeat visits by ensuring the quality of the individual visitation experience
3. Optimize the expenditures of seasonal households (cottagers) and people visiting friends and relatives (VFR)
4. Increase the number of visitors to the region

<b>Peterborough County Economic Impact Objectives</b>			
<b>Growth Metrics</b>	<b>2006 Actual</b>	<b>2009-2013 3 % growth</b>	<b>2009-2013 5 % growth</b>
Visitation	2,345,000	2,414,320	2,461,200
Expenditures \$	219,269,363	305,851,764	311,790,633
Direct Federal Taxes \$	27,118,734	38,192,541	38,934,134
Direct Provincial Taxes \$	25,167,679	35,360,508	36,047,120
Direct Municipal Taxes \$	167,262	239,451	244,101
Total Direct Taxes \$	52,453,675	73,792,500	75,225,355
Labour Income \$	79,806,867	113,404,836	115,606,862
Employment ( <i>Jobs</i> )	2,391	3,404	3,470
Economic Impact \$ ( <i>Direct GDP</i> )	95,169,290	134,631,288	137,245,488
<i>2006 Figures &amp; 2009-2013 Projections calculated using the Ontario Ministry of Tourism's TREIM Model:</i>			

Two levels of economic impact objectives have been identified. It was felt at the time that all things considered 5% growth is a realistic target to set however given current economic conditions and recent tourism market performance a more realistic target of 3% growth has also been identified.

The strategy has been segmented into two categories of activities. We have agreed to focus on strategies relevant to Industry and Community Relations and strategies specific to Product and Experience Enhancement.

It makes sense at this juncture of the report to present the primary recommendations identified in the Peterborough & the Kawarthas PRTD project that was completed and presented to and validated by the industry in the fall of 2008.

## **PRTD RECOMMENDATIONS:**

- 1. Clarify who does what** within the destination as it relates to destination development, marketing and visitor services
  - a. Facilitate discussion between various visitor services groups with a purpose of creating strategic alliances and agreeing on revised roles of responsibility for each group
  - b. TAC to offer perspective on strategic direction for regional tourism efforts, roles and responsibilities
  - c. Continue the productive dialogue with Buckhorn, Rice Lake tourist associations with a goal of streamlining tourism related roles and responsibilities
  - d. Continue dialogue with the various townships through the EDO quarterly meetings with a goal of streamlining tourism roles and responsibilities
  
- 2. Roll-out a region-wide Destination Development Marketing Fee** to roofed accommodations throughout the destination in order to secure funds for both destination development and marketing
  - a. Provide support to the Peterborough Destination Association
  - b. Monitor progress of the discussions taking place at a provincial level pertaining to DMF's and the introduction of a provincial HST (July 2010)
  
- 3. Initiate a branding process** that delivers a positioning statement, line and look
  - a. Identify a brand that differentiates by understanding Peterborough and the Kawarthas tourism distinctive, ensure it pushes the target to how we want to be perceived into the future, ensure it clearly identifies who we are – practically and philosophically
  - b. This is an important process for the destinations perception to new and current visitors and investors.
  
- 4. Identify effective mechanism to gauge and track the customer experience**
  - a. Implement a region-wide customer satisfaction survey
  - b. Based on results develop a plan to exploit the good and address the not-so-good in terms of customer perceptions
  
- 5. Implement a regional customer service-training program** and establish a Peterborough & the Kawartha culture of hospitality excellence and then commit to the delivery of annual customer service training. The culture of hospitality excellence is in part a characteristic of the brand position, it should be reflected in the brand and be evident when customers experience the destination's products and services.
  - a. Introduce annual tourism awards program to recognize leaders in tourism experience development, delivery, service.

**6. Continue to facilitate the delivery of on-going annual training to the tourism industry**

- a. Capitalize on training initiatives offered by the Ministry of Tourism and Ontario Tourism Education Corporation, for example:

**7. Understand how impending labour shortages will affect the destination's ability to service guests into the future.**

As the GPA EDC works in partnership with the Workforce Development Board on the implementation of an Integrated Local Labour Market Planning process, strategies to address this challenge will be developed.

**8. Increase economic impact (revenues) of tourism by:**

- o *Extending length of stay* of all visitors by developing a strategy that delivers new or enhanced multi-day tourism experiences creating new reasons to visit
- o Creation of partnerships mandatory – bring new understanding to traditional “packaging” by creating opportunities for operators to dialogue together for the purpose of developing complementary tourism experiences
- o Industry training part is required, implement up-dated packaging workshops that provide operators with the tools to take enhanced tourism experiences to market
- o Capitalize on the reality that *“YOU HAVE WHAT THEY WANT”* by clearly understanding current travel behaviours and motivators and then by bundling those experiences that are currently offered. Also where needed, supplement desired experiences with other tourism offerings
- o Capitalizing better on the *visiting friends and relatives (VFR) market segment* by ensuring hosts have the knowledge of the local tourism assets in order for them to be able to direct or accompany VFR to the destination's features
- o Capitalize on the *cottage population*, similar to the strategy above and equip cottage owners with information that affords them the opportunity to be good hosts through taking visiting guests to the areas tourism attractors as well as themselves

**9. Focus attention on the identified under performing and/or underdeveloped assets or opportunities**

- Ontario Speed Skating Oval – represents a significant opportunity. The Skating Oval will generate much attention, this has the possibility of impacting tourism revenues in the very near term as well as help position the destination as a leader in sports tourism
- Kawartha Choice Farm Fresh – develop strategy in line with the Ministry's Culinary tourism plan
- Sport Tourism - Create a Sport Tourism Council to assist, advise and direct on issues pertaining to research, development, solicitation and coordination of sports tourism and specific events

- Kick It Up In the Kawarthas – experience development/coordination, capitalize on the good work that is being done – Cultural and Music Festivals
- Downtowns revitalization – tourists seek attractive/active city centres
- Del Crary Park – make needed improvements, revitalization of Peterborough Marina
- Trent-Severn Waterway – support plans to improve
- Rail link between Peterborough and the GTA
- Fish and Wildlife Interpretive Centre – support this new feature, it adds depth to a core attractor and helps position the destination
- Kawartha Highlands Signature Site - support this, adds to core attractor and helps position the destination

## EXECUTIVE SUMMARY AND TIMELINE

#	PRTDF Recommendation	Activity	Initiate	Complete	Funding /Source
1	Clarify who does what within the destination for destination development, marketing and visitor services	Continue between the GPA EDC, Rice Lake and Buckhorn Tourist Associations	Started	June 2010 (ongoing)	NA
2	Roll-out a region-wide Destination Development Marketing Fee	Build partnerships with roofed accommodators to expand properties collecting a DMF	Started	(ongoing)	NA
3	Initiate a branding process	Secure 3 <sup>rd</sup> party expertise to develop brand, issue RFP	Nov 2009	Sept 2010	EODF for Consultant
4	Facilitate the delivery of annual industry professional development	Deliver partner packaging workshops and partner networking sessions	Dec 2009	Dec 2010	EODF till 2011 TBD – ongoing
5	Track the customer experience; Regional Visitor Survey Program	Develop survey, deliver at partner sites and on web, report on findings	Oct 2009	Ongoing	EODF till 2011 TBD – ongoing
6	Deliver Regional Customer Service Professional Development Program (training)	Schedule sector targeted professional development seminars	Nov 2009	Ongoing	EODF till 2011 TBD – ongoing
7	Increase economic impact (revenues) of tourism	Enhance PKT web site and presence Local Artisan Program	Dec 2009	Dec 2010 Dec 2011	EODF till 2011 Core Funding TBD – ongoing
8	Increase economic impact (revenues) of tourism	Capitalize on destination exposure through unpaid media channels (PR) i.e. Travel Media Relations	Started	Dec 2010 (ongoing)	EODF till 2011 Core funding TBD – ongoing
9	Increase economic impact (revenues) of tourism Leverage VFR and cottage population Communicate economics of tourism	Develop a communications strategy that informs and motivates action from these target groups	Started	June 2010 (ongoing)	EODF till 2011 Core Funding TBD – ongoing
10	Understand impacts of impending labour shortages on servicing visitors	In partnership with the WFDB implement a local labour market planning process to address challenge	Started	May 2010	N/A
11	Develop action for the underperforming and/or underdeveloped assets or opportunities	Culinary Tourism, Festival/Event, Meetings & Conferences, Motor Coach/ Group Tours, Sports Tourism, Outdoor and Water Experience, TSW	Started	2011	EODF till 2011 TBD - ongoing

## DESTINATION DEVELOPMENT IMPLEMENTATION STRATEGY

Each of the identified strategies below has been developed to address one of seven PRTD recommendations. Some strategies serve to address more than one specific recommendation and others are exclusive to one specific recommendation.

### 1. INDUSTRY DEVELOPMENT & COMMUNITY RELATIONS

#### Clarify Who Does What

Through the PRTD process it became evident that a number of tourism entities existed within the destination. Peterborough & the Kawarthas Tourism a division of the GPA EDC was endorsed by the industry as the DMO however several other tourism organizations within the area were performing similar roles and assumed similar responsibilities for their particular destination within Peterborough & the Kawarthas. It was noted that there was a duplication of efforts and resources being directed to towards tourism. For this reason and assessment of who does what within the destination is required with a goal of eliminating/ reducing any redundancies. After the development and agreement of a set of principles to govern discussions initial discussions have taken place with leaders from the Rice Lake and Buckhorn Tourist Associations and positive progress has been made.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Clarify who does what within the destination as it relates to destination development, marketing and visitor services</b>	Continue the dialogue between the GPA EDC, Rice Lake and Buckhorn Tourist Associations in Fall 2009. Discussions to focus on developing agreed partnering principles leading to the identification of clear roles and responsibilities for each organization, partnership opportunities	June 2010	Delivery of an agreed set of streamlined roles and responsibilities

### Roll-out a Region-wide Destination Development Marketing Fee

Capitalize on the work already initiated by senior hotel management at several hotels which has resulted in the introduction of a destination marketing fee being collected at several roofed accommodations (January 2009) and roll that out to other roofed accommodations.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Roll-out a region-wide Destination Development Marketing Fee</b>	Using existing DMF partners build relationships and partnerships with other roofed accommodators in order to expand the number of properties collecting a DMF.	(ongoing)	Increased financial resources to develop and market

### Brand Development:

One of the clear recommendations from the PrTD project was that Peterborough & the Kawarthas needs to initiate a branding process. It is an important process for Peterborough & the Kawarthas to undertake in order to develop its story, something that differentiates Peterborough & the Kawarthas destination from other destinations. This process is important not only to mold the perceptions of current and new visitors but also for investment attractiveness. Our goal is to ensure this process identifies how we want to be perceived into the future and ensure it clearly identifies who we are, practically and philosophically this is a 360 degree branding process.

In association with branding, destination way finding and signage has been identified as another gap (BR&E Study, 2006). Once the branding exercise has been complete and a new brand has been developed it is recommended steps be taken to review way finding and signage within the destination and steps be taken to address this destination weakness. This will support another initiative being undertaken in partnership with the County on the Trip-Click program – a program using GPS technology to provide visitors with opportunities to build travel itineraries and ensure ease of way finding travel within region.

<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>COMPLETE</b>	<b>MEASUREMENT</b>
<b>Initiate a branding process that delivers a positioning statement, line and look</b>	<p>Finalize a Branding RFQ</p> <p>Retain 3<sup>rd</sup> party firm to develop branding and positioning exercise and ultimately develop the destinations new brand and positioning</p> <p>Initiate signage and way finding process with a goal of introducing improvements within the destination</p>	<p>RFP Nov 2009, Hire firm Dec. 2009</p> <p>Launch new brand Fall 2010 Dec 2011</p>	<p>Visitor Survey feedback</p>

#### **Partner Packaging Program:**

This program will build a collaborative culture among our tourism partners. It will facilitate the creation of unique packages that will provide potential visitors additional reasons to visit. Its success depends on our ability to provide regular workshops, networking sessions and a communication tool for partners to work together.

<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>COMPLETE</b>	<b>MEASUREMENT</b>
<b>Continue to facilitate the delivery of on-going annual professional development to the tourism industry</b>	<p>Partner packaging workshops</p> <p>Partner Networking sessions for the purpose of building new partnerships and alliances</p> <p>Partner Services – Package build and match via website technology/software</p>	<p>Mar 2010 (ongoing) Nov 2010</p> <p>Dec 2011</p>	<p># of partner packages created</p> <p># of package requests</p> <p># of bookings/ inquiries</p>

## Visitor Survey Program

Recently completed research indicates the need for a comprehensive visitor survey program in order to track customer experience and identify opportunities for improvement based on visitor feedback. This allows an opportunity to improve on the product and experience offered, ensure a welcoming environment, value for money and a clear understanding of our visitor's wants and needs. An Assistant Tourism Development Officer has been hired to assume responsibility for the delivery of a regional Visitor Survey initiative.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Identify an efficient and effective mechanism to gauge and track the customer experience, satisfaction levels and if received value for money</b>	Survey design, print and e-version Web-based function development & monitoring Survey Collection at events, partners participation to collect data by offering staff time Regular reporting to industry of visitor feedback	Wave I Fall 2009 Wave II Spring 2010 (ongoing)	# of surveys completed and returned

## Regional Customer Service Professional Development (Training) Program

Peterborough & the Kawarthas Tourism works with local partners (i.e. Rice Lake Tourist Association, Buckhorn District Tourist Association, local Chambers and Business Improvement Associations) to enhance and create programs to encourage visitation. The goal is to build upon our market readiness through educations, consulting, workshops, seminars, conferences and coaching. An Assistant Tourism Development Officer has been hired to assume responsibility for the delivery of a Regional Customer Service Professional Development program.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Implement a regional customer service-training program</b>	Schedule sector targeted professional development seminars (Pilot) PKT specific training program and e-version offered Recognize good service with Hospitality Awards	Fall 2010 Pilot work 2011	Partner feedback Visitor Survey

## Enhancing Visitor and Partner Services

Research indicates that when individuals are deciding to travel, their first tool for information is the internet. Our key communication tool to our current and potential visitors as well as to our own tourism partners is our website. The site strives to cultivate a community of PKT industry operators and partners by delivering easy access to an abundance of current information and resources that helps their business and build on their profitability opportunities and potential. We are striving to continue to enhance those services to allow for continued and growing partner communication in order to build on our product development and packaging opportunities. As well, the information provided for visitors must be clear, easily accessible and user friendly. One of our focuses needs to be developing our portal so it allows us to gain and in-depth understanding of our visitor.

<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>COMPLETE</b>	<b>MEASUREMENT</b>
<b>Increase economic impact (revenues) of tourism</b>	Improve Consumer Web Site: Better quality photography, current editorial, unique features Search Engine Optimization: Engage firm	(ongoing) Dec 2009	Visitor feedback # of partner packages created # of package requests, booked
	Online Retail Catalogue: local artisan and PKT wear	Dec 2010	Increased visitation
	Visitor Itinerary program	Dec 2011	
	CMS Enhancements/ control and capabilities	DONE	
	Visitor Web Search Capability	DONE	
	Partner/ Industry site: Provide up to date info to partners including sector updates, training news etc.	Dec 2011	Partner feedback and Number of partner users

## Local Artisan Development

Our Visitor Information Center (VIC) opened last year and has been well received by visitors. It has become a space to showcase our local artisan works. In opening the Visitor Information Centre, we began allowing artisans to showcase their works of art and this has provided wonderful exposure. We would like to expand and develop this further through a Local Artisan Program that would further enhance and expose the creativity in our region to our visitors.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Increase economic impact (revenues) of tourism</b>	Create Local Artisan program / brand - "Made in..."	July 2010	Artisan sales
	VIC Boardroom retail space conversion Feature artisan demonstrations and retail showcase Coupon distribution – to tourism partners, - accommodators, conferences, group tours	May 2010	PKT retail sales targets met Increased visitor spending

## Travel Media Relations

By working with members of the North American media to create earned media, PKT stories and images would be published and broadcasted throughout the province, nationally and into US. The work includes relationship building, pitching story ideas and organizing familiarization tours in co-operation with Ontario Tourism partners. Work also involves training and support to the industry through activities such as media relations, training and coaching.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Increase economic impact (revenues) of tourism</b>	Continue annual Tourism Media Association of Canada Membership	Done	Increased media coverage, stories, \$ values
<b>Continue to facilitate the delivery of on-going annual training to the tourism industry</b>	Attend Annual TMAC Conference	Mar 2010	Increase media requests, Increase industry partner participation
	Host and sponsor regular FAM Tours to the region Track and monitor stories – gauge \$ values Media relations training seminars for industry partners	Done: (ongoing) Dec, Mar 2010	

## Customer Relations Management

To further develop services provided to both our own tourism partners and guests. We have a database of over 350 tourism partners (and growing), along with a large database of Visitor information (also growing). A Customer Relations Management program is imperative in order to serve our visitors and our partners to the best of our ability. Features of our program will include: creating and managing of tour operators relations, meeting planners, and managing our partner’s requests for services, facilities and capacities.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Increase economic impact (revenues) of tourism</b>	Engage the services of a CRM Consultant Develop a specific PKT CRM Strategy  Additional – upgrades to database communication to Trip-click technology	DONE - (ongoing to 2011)  Dec 2010 (ongoing)	Comprehensive database of partners, meeting planners, tour operators, Increased visitation better customer communication and relationship

## Increase the Awareness of the Importance of Tourism

In order to generate a greater local appreciation for the importance of tourism a proactive program is needed; the goal is to lead to greater understanding of the economic impact of tourism and a more grass roots support of the industry and its goals. The goal is to garner a higher degree of support among elected officials, community influencers and the general public. Tourism offers tangible benefits to the community resulting in improved quality of life for local residents as a result of increased economic impact from tourism. This also has an opportunity to engage residents and cottagers as “tourists in their own town” and therefore serving as better hosts for visiting friends and relatives.

<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>COMPLETE</b>	<b>MEASUREMENT</b>
<b>Increase economic impact (revenues) of tourism</b> <b>Capitalizing on the visiting friends and relatives market, cottage population ensuring hosts have the knowledge of local tourism assets</b> <b>Communicate the economic benefits of tourism to the economy</b>	Develop a comprehensive communications strategy that includes quarterly e news letter	August 2009 (ongoing)	Gauge municipal staff and elected officials support and understanding
	TAC spokes people	Dec 2009 (ongoing)	
	Capitalize on annual Tourism Awareness Week	Done 2009 (ongoing)	
	Capitalize on annual Kick off to Summer Celebration	June 2010	
	Attend and speak at Federation of Ontario Cottage Associations general meetings	May 2010 (ongoing)	
Minimum Annual updates to GPA EDC Board and City and County Councils	Annual		

### **Address Impending Labour Shortages**

Having the right people in the right positions is key to our ongoing success therefore servicing visitors more successfully is at the heart of this strategy. Proactively preparing for the future by having a sufficient and well trained hospitality workforce will lead to increased visitation.

<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>COMPLETE</b>	<b>MEASUREMENT</b>
<b>Increase economic impact (revenues) of tourism</b> <b>Understand how impending labour shortages will affect the</b>	The Workforce Development Board (WFDB) is working on the implementation of an Integrated Local Labour Market Planning process and strategies to address this challenge The GPA EDC as part of committee TAC and the GPA EDC to keep industry informed around labour issues within the industry and seek	Recommendation Report Oct 2009	Labour shortages don't become a reality Sufficient qualified staff available long-term
		May 2010 (ongoing)	

<b>destination's ability to service guests into the future.</b>	input to broaden understanding to provide as needed to WFDB Monitor work being done at the provincial level		
---	--	--	--

## 2. PRODUCT AND EXPERIENCE ENHANCEMENT

### Culinary Tourism Product Development

Clearly identified in our PRTD project is an opportunity for development is Culinary Tourism. In partnership with Kawartha Choice Farm Fresh initiative, we have the inventory to develop our industry to the next level, placing our destination on the radar for potential visitors as a destination with great fresh food and a culinary experience worth visiting. We have begun the process; starting with a Culinary tourism seminar that exceeded our expectations in the number of our tourism partners' interest in learning and developing, to now beginning the process of bringing all the groups and associations together to work on developing this product. Activities are to include networking sessions for farmers and chefs, a senses journey, and development of user friendly and easily accessible culinary tourism product information for current and potential visitors via guide, micro site and promotions

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Focus attention on the identified under performing and/or underdeveloped assets or opportunities</b>	Schedule partner training, Farmer/Chef networking and workshops Print & design a PK Culinary Guide Create a Culinary tourism visitor micro site – tying PKT and Kawartha Choice information together for visitor	Done (ongoing) Dec 2009 (ongoing annually) Dec 2009	Increased culinary visits, inquiries,, bookings, producers, restaurants

### Festival and Event Product Development

In 2006, we embarked on a Festival and Event program called “Kick it Up in the Kawarthas”. This program began as a pilot project to bring together the many festival and event organizers in the region and to collaboratively work together to increase visitation to all of their events in a collaborative fashion. This program now has expanded from a pilot project of 1 weekend with 12 festival and event organizers involved to a 2-season program with over 25 festival and event organizers (and growing) taking part in this opportunity.

<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>COMPLETE</b>	<b>MEASUREMENT</b>
<b>Focus attention on under performing and/or underdeveloped assets or opportunities</b>  <b>Kick It Up In the Kawarthas – Enhance experience development /coordination, capitalize on the good work being done with a focus on Cultural / Music Festivals</b>	Kick It Up Brochure design and print Insert brochure in PKT Annual Guide	DONE-May 2009	# of “enter to win” database entries # of visitors to events,
	Create Micro site with Enter to Win database program	Done – June 2009 (ongoing upgrades)	# of event specific website visits
	Festival and Event Organizer/ coordinator and workshops/ training	Dec 2009	
	Attend FEO Annual Conference	Feb 2010	

### **Meetings, Conferences and Incentive Travel**

The goal is to increase awareness of Peterborough & the Kawarthas as a preferred meeting, conference and incentive travel destination. Relationship building and attendance at key industry trade shows with dynamic collateral will increase leads and generate awareness. This market also ties into building our shoulder seasons i.e. Spring and Fall where corporate business visitation typically occurs. Targets include small to medium size corporations/ associations within a three-hour travel distance to our destination.

<b>RECOMMENDATION</b>	<b>STRATEGY</b>	<b>COMPLETE</b>	<b>MEASUREMENT</b>
<b>Increase economic impact (revenues) of tourism</b>	Creation of Meetings, Conference and Incentive Travel brochure	July 2010	# of leads, requests, bookings
	Attend select M&C Industry Trade Shows	Aug 2009	Increase Meeting Planner database
	Organize annual FAM Tour(s) for Meeting Planners	Oct 2010	# of M&C specific website visits
	Create a Meeting Planner Micro site – with a Request for Proposal feature	Dec 2010	

	PKF Monthly Occupancy Reporting	Dec 2009	
	Meeting Coordinator – Peterborough & the Kawarthas Meeting Planner Tackle Box Program	Dec 2009	
	Corporate Gift Catalogue program – Local Artisans	Dec 2010	

### Motor Coach and Group Tours

Peterborough & the Kawarthas proximity to the GTA and Quebec markets provide an ideal market for overnight trips to the region. In response to the current economic contraction, individuals are staying closer to home, however still want to have the opportunity to see and experience new things. Many tour operators are building the group tour business opportunity within Ontario and traveling within 3-6 hour radius for their groups' experience. This creates an increased opportunity for our destination to build upon the Motor Coach tour market within the province and outside.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<b>Increase economic impact (revenues) of tourism</b>	Annual refresh and update of Motor Coach Guide and tour samples: develop motor coach friendly tours with tourism partners	Nov 2009 (annual)	# of fulfillment requests, FAM Tour complete
	Targeted Industry Travel Trade Shows OMCA	Oct 2010	Increased requests, referrals and inquiries
	Research other Motor Coach tradeshow and contact opportunities (best suit regions efforts)	Dec 2011	
	Create a web-based Tour Itinerary Builder	May 2010	Increase tour operator database
	Schedule annual tour operator FAM Tour(s)	(ongoing)	

## Sports Tourism

Peterborough & the Kawarthas has long been a destination known for its hockey and lacrosse. There is a sport enthusiasm here from our many volunteers, our college and university and our broader community, which facilitates our ability to focus on building and developing sports tourism. There is a lack of inventory collaboration, a lack of bid preparedness and in essence sports tourism for our region has been a reactive program versus a proactive – development program. This opportunity will allow our region to be prepared to bid for sporting events in a more proactive way, and to have a clear understanding and analysis of our “need” and “available” timeframes within the year based on venues, accommodation and volunteer base.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<p><b>Increase economic impact (revenues) of tourism</b></p> <p><b>Focus attention on the identified under performing and/or underdeveloped assets or opportunities</b></p>	<p>Participate and assist in creation of a Sport Tourism Council that will assist, advise and direct on issues pertaining to research, development, solicitation and coordination of sports tourism and specific events</p>	<p>Sept 2009 (ongoing) Done</p>	<p>Inventory database complete Bid identification # of leads</p>
	<p>Engage a Sports Tourism Coordinator to build sport venue inventory</p>	<p>Dec 2011</p>	
	<p>Research tournaments/events and lead Bid Process preparation for select events</p>	<p>Done (annual)</p>	
	<p>Hold Canadian Sports Tourism Alliance Membership</p> <p>Attend Annual Canadian Sports Tourism Alliance Conference</p>	<p>Mar 2010 (annual)</p>	

## Eco Tourism / Sustainable Tourism - Outdoor and Water Experience

Core attractors to our area include our Outdoor and Water experiences, including trails, golf, fishing etc. However these have largely been targeted in one season. Our initiatives will build year round opportunities for the outdoor experience. The program provides opportunities for our partners to build their packaging potential and create new and dynamic product to encourage visitors to extend their visit, creating multi- night stays and cross visitation. Packaging of niche markets will be encouraged. It is an opportunity to build upon and continue to develop a unique outdoor and water experience against the backdrop and training of sustainable tourism experiences.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<p><b>Increase economic impact (revenues) of tourism</b></p> <p><b>Focus attention on the identified under performing and/or underdeveloped assets or opportunities</b></p>	<p>Partner with The Ontario Eco-Tourism, for development seminar(s), and assistance in developing experiential packages</p> <p>Facilitate trail development with GPA coordinates</p> <p>Obtain editorial and photography for website</p> <p>Create Outdoor program: i.e. golf packaging and mapping, Fishing collateral</p> <p>Create a Kawartha Outdoor Adventure micro site (partnering with City of Kawarthas Lakes)</p>	<p>Jan 2011</p> <p>March 2010</p> <p>April 2010</p> <p>March 2011</p> <p>Sept 2010</p>	<p># of inquiries</p> <p>packages offered / sold , bookings</p>

### Trent Severn Waterway (TSW) PrTD Program

The Trent Severn Waterway is a significant attractor to our region and surrounding regions. With the recent panel study of the waterway and the current research being done to inventory the assets and opportunities for development along the Trent Severn Corridor, we are eager, as a destination, to participate in the tourism development opportunities of the waterway. Such opportunities exist in specific package and soft product development, and we are looking to tie that in with our PrTD opportunities in relation to our core attractor as a Water Experience Cluster. The development of The Trent Severn waterway will also facilitate increasing our share of VFR market, specifically cottagers and boaters.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
<p><b>Increase economic impact (revenues) of tourism</b>  <b>Focus attention on the identified under performing and/or underdeveloped assets or opportunities</b></p>	<p>Implementing development opportunities from Ministry of Tourism TSW PrTD study i.e. package development – Sail the Trent, Brochure, mapping, coordinator</p>	<p>Dec 2011</p>	<p># of inquiries packages offered / sold , bookings</p>