



LAKE OF THE WOODS
DEVELOPMENT COMMISSION

TOURISM STRATEGY

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MESSAGE FROM THE CHAIR

As a member of our community, a volunteer and a business owner, I take great pride in this document.

In July of this year, the Mayor and Council of the City of Kenora announced that the Lake of the Woods Development Commission would be given the strategic lead for tourism. This move acknowledged the important role that tourism has to play in driving forward prosperity in the region and for Kenora to achieve our goal of becoming a top destination in Canada.

When I moved to this community in 1993 it seemed that Tourism was a key ingredient to the success of Kenora. I have found over the years that it has been something we were semi successful at mainly by default. My hope is through this strategy we will pull together as a community. With the commitment and support shown of Mayor and Council, Kenora tourism will soar to new heights. Education and knowledge of the tourism industry and the many positive effects it has for our visitors are also important to our citizens as well. In my mind, tourism seems to have been a negative word in the past. I believe this has been the sentiment mainly because a lot of the successes of tourism are not seen and felt by our residents in the same way as the operation and employment within other industries. As we implement and work through this strategy, my hope is that the residents of Kenora and the Lake of the Woods region will see the importance of tourism for our future security and that we, as a community, will see and embrace the changes as we move forward.

The number and quality of responses both from industry and the community during the consultation process has been tremendous. I would like to thank all those who have taken the time to contribute to the strategy.

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...my hope is that the residents of Kenora and the Lake of the Woods region will see the importance of tourism for our future security..

—RANDY NICKLE

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I would also like to thank all members of the Tourism Committee and all organizations involved for their commitment and contribution to ensuring that this strategy fulfilled the expectations of the industry.

The publication of this Tourism Strategy is the first step in taking tourism forward to a new and successful future. It recognizes the value of investing in our key regional assets, including Lake of the Woods, as well as emerging strengths such as sports and cultural tourism.

I look forward to working with our partners in taking this strategy forward over the next five years and to celebrating the future success of tourism in the Lake of the Woods region. Our potential is enormous and our drive will ensure our success.

Randy Nickle
Tourism Committee Chairperson
Lake of the Woods Development Commission

MESSAGE FROM THE TOURISM DEVELOPMENT OFFICER

The quest to develop Kenora into a visitor ready community has been and will be an ongoing, evolving process. The newly developed tourism strategy is a strategic plan that maps the intentions and actions for the future of tourism within Kenora and the Lake of the Woods region.

Many hours have been spent to develop attainable goals within marketing, infrastructure, training, events and administration. The members of the newly formed tourism committee of the Lake of the Woods Development Commission deserve a pat on the back, not just for developing the plan, but for realizing that by grouping together, Kenora will be able to achieve its rightful share of today's tourism market share. By working as a unified group, Kenora will be able to position itself in the cluttered and competitive marketplace that exists today.

Partnerships, co-ops, strong regional websites, tie-in festivals, events and attractions, new in-house products and careful nurturing of our environment for sustainability are all integral parts of the strategy. The plan has been community developed and will ultimately be community driven. The creation of a strong public and private sector partnership is a key activity to move the action plan forward.

Tourism is acknowledged as being vital to the well-being of our community, providing direct and indirect employment and encouraging community pride. The future success of our community will rest on the residents and businesses taking an active interest



By working as a unified group, Kenora will be able to position itself in the cluttered and competitive marketplace that exists today.

—NANCY TULLOCH



in tourism and the accomplishment of the goals within the strategy. The tourism committee is dedicated to creating an atmosphere of trust and will bring new strategic thinking to the forefront.

I look forward to working with the community to build and deliver a tourism program that increases tourism receipts and prepares us for the future.

Nancy Tulloch
Tourism Development Officer
Lake of the Woods Development Commission

PART 1 INTRODUCTION

The City of Kenora has never before had a tourism strategy that brings together all of the individual threads that comprise the tourism economy of the Lake of the Woods region.

The people of Kenora and surrounding area have clearly defined what is important to them in this vast land of uncompromising beauty. They have a strong sense of love for their home and are proud to share their place with visitors from the local region and across the world. There is also a strong sense of awareness by groups and individuals that a balance is required between the environment and the economy, and that the development of a tourism industry needs to be managed in a sustainable fashion.

The Lake of the Woods Development Commission has endorsed a destination management approach to how develop the tourism economy. Destination management is essentially about communities and organizations in all facets of community economic development capitalize on what is special about the region. The tourism industry is complex, involving a mixture of communities, private companies, local and senior levels of government. There is a need to build and maintain effective working partnerships between these players if a sustainable future is to be achieved. The notion of managing a destination calls for a whole-of-community approach.

Destination: A place where people visit for an extended period of time and engage in multiple activities; Where activities exist for a range of target customer groups; Where people will want to return in the anticipation of new things to do and see.

This document sets out the key principles that comprise the tourism strategy. The five goals represent the base framework for the delivery of tourism services within the City of Kenora and the Lake of the Woods region. It outlines what the Tourism Committee and the Lake of the Woods Development Commission hope to achieve as a result of implementation of the strategy. The objectives are the measurable results that the Committee sees as realistically attainable through the execution of the tactics set out in the strategy. It will be through the partnerships formed and fostered in implementation that will ensure the success of the tourism industry within the City of Kenora and the Lake of the Woods region.



DESTINATION – *A place where people visit for an extended period of time and engage in multiple activities; Where activities exist for a range of target customer groups; Where people will want to return in the anticipation of new things to do and see.*



PART 2
BACKGROUND

2.1 Why is Tourism Important?

Tourism has traditionally been a part of the economy in Kenora that has not been planned and developed, but has occurred through a natural progression of market forces. Over the past century, the local economy has been dominated by the forestry industry. With a decline in this industry over the past two decades, an increased emphasis is being placed on tourism and the role it can play in creating a healthy diverse economy. Kenora has traditionally had a strong complement of visitors from the mid-western United States and Province of Manitoba. This has been changing and expanding in the past 15 years to also include an increasing domestic market from western Canada, and an increase in summer residents.

Tourism is viewed as a diverse sector of the economy that is very labour intensive. As a service industry, it is labour intensive and offers unique opportunities for youth and adults to train and work within their local environment. Tourism also enables people and communities to share their unique stories and hospitality in return for benefit economically, socially and culturally.

2.2 Why do we need a Tourism Strategy?

Kenora has not had an integrated plan for the development of the tourism economy, and therefore no overall picture or vision for the tourism industry as a whole. The challenge in undertaking a tourism strategy is to accurately capture and record the current state of tourism, to create a plan that delivers desirable future outcomes and clearly identifies actions to achieve these outcomes. Having a strategy is a means of recognizing tourism as a social and economic force, to create community awareness of the benefits of tourism, and be to a guide for new investment and growth. It will ensure facilities and infrastructure are in place in order to create a climate for private sector investment.

Of particular importance is ensuring the citizens of Kenora and the region are engaged in this process in order to maximize the potential for the region. In this respect, the strategy will welcome a stronger and larger participation by the community and operators in future tourism initiatives. However, the strategy recognizes that the benefits and deliverables from tourism must not detract from, or unnecessarily damage, the social, cultural, environmental or economic assets of Kenora. The aim has been to develop a framework to deliver sustainable future growth and development.



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To secure the future vitality of tourism in Kenora the recommendations within this strategy will need to be provided with resources suitable to the task. This may be a combination of local government, provincial/federal government, industry support and other funding such as local sources. Funding needs to be confirmed on a long term basis to allow for the effective implementation of this strategy, particularly its longer term goals.

The ultimate goal is to have a comprehensive strategy that encompasses infrastructure and product development, marketing and advertising, visitor management and planning and community events.

2.3 Who is the Strategy for?

This regional strategy will be of use and interest to many different audiences in Kenora and throughout northwestern Ontario. The aim has been to develop a strategy that is easily readable, educational and has identifiable outcomes to better inform and align the local tourism stakeholders.

It is intended that the strategy will be widely circulated to tourism operators, economic development agencies, neighbouring Councils, First Nations, marketing partners, government agencies, business associations and local organizations and individuals. We will include anyone with an interest in Kenora and regional tourism who wishes to realize the full potential of the region and its people.

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PART 3

3 THE TOURISM ENVIRONMENT

3.1 The Local Environment

- The City of Kenora is the largest City in the Northwest region of the province on Ontario.
- The City of Kenora is located on the northern shores of Lake of the Woods, approximately one hour from its partner municipality; Sioux Narrows-Nestor Falls which is on the eastern shore of the Lake of the Woods
- Employment base has been mainly dependant on forestry and forestry related industries. There is also a significant government and agency component of the economy. With the recent downturns in the forestry industry, Kenora has been looking to diversify the economy and is applying resources to the development of a strong tourism program.
- City Council has determined the need for increased presence in the tourism sector of the economy, and has increased the budget for tourism in the 2007 fiscal year.
- Tourism Kenora (as part of the Lake of the Woods Development Commission) is the lead for tourism development for the City of Kenora. It has developed the 'Tourist of the Week' program and is responsible for staffing the Tourism Information Centre on a 12 month a year basis as well as the Harbourfront Thistle Pavillion during the peak summer season. Tourism Kenora also provides the administrative support to the Lake of the Woods Book Committee.
- The Downtown Revitalization project is a top priority project, and has the goal of "revitalizing Kenora's harbourfront and downtown into a destination for visitors and investors."
- The Economic Development Plan recognizes "Tourism as an area of development which must now be aggressively pursued."
- A Community Improvement Plan for the area has been adopted by Council "to encourage private and public sector investment in the downtown/Harbourtown Centre."
- Unemployment rates in Kenora and Northwestern Ontario are higher than the National average. Local average rate is 7.9 as compared to the national average of 6.7. (1st quarter of 2007 – Service Canada Labour Market Bulletin)
- International visitors to the Kenora Tourism Information Centre increased in 2006 over the same period in 2005. Largest increases from countries of Germany, England and Australia.
- Domestic visitors to the Kenora Tourism Information Centre increased in 2006 over the same period in 2005. Largest increase from Manitoba.



The Downtown Revitalization project is a top priority project, and has the goal of "revitalizing Kenora's harbourfront and downtown into a destination for visitors and investors."



- U.S. visitors to the Kenora Tourism Information Centre have seen a substantial decrease (2005 over the same period in 2002). Largest decrease from the States of: Illinois, Iowa, South Dakota and Ohio.
- Employment opportunities in Kenora rose in the First Quarter of 2007 over the same period in 2006 in the following occupations: Sales and Service, Social Services and Education, Management and Business/Administration.
- It is expected that intra-provincial tourism will increase providing Kenora with an increase in tourist traffic from Manitoba.

3.2 The Regional Environment

Ontario Tourism Marketing Partnership (OTMPC) was launched as a government marketing agency in 1999

- OTMP has created a Northern Ontario Marketing Strategy with the main objective to “Strengthen the northern tourism industry by improving awareness, attracting more visitors and generating higher tourism spending, especially from markets in Southern Ontario and U.S. border states.”
- The OTMPC focus will remain on fishing, snowmobiling and canoeing/camping. *Sunset Country Travel Association* (Regional Destination Marketing Organization) covers the regional area from west of Thunder Bay to the Manitoba border.
- This organization is funded by the provincial government, as well as through the sale of organization memberships.
- Sunset Country is mainly focused on resource based tourism (lodges, resorts offering hunting and fishing activities).
- Many of the marketing endeavours undertaken by Sunset Country are aligned with the OTMPC Northern Ontario Marketing Plan.
- Inbound traffic from the United States to Ontario has decreased 19.5% year to date Jan – April 2007 and over the same period of previous year. (Ministry of Tourism April Tourism Performance Report)
- Internet inquiries (www.ontariotravel.net) have increased 30.1% year to date Jan – April 2007 over same period of previous year.
- Phone inquiries (1-800 Ontario) inquiries have increased 7.5% year to date Jan – April 2007 over same period of previous year.
- Visits to the Ontario Travel Information Centre has decreased 14.3% year to date Jan – April 2007 over same period of previous year.
- Ontario accounted for 61.6% of Ontario Tourism Receipts followed by the U.S. at 20.5% (The 2005 Travel and Tourism Economic Research, the WTTTC)

- Ontario benefits from 44.0% of American spending in Canada and 33.3% of those traveling from overseas to Canada, (The 2005 Travel and Tourism Economic Research, the WTTTC)
- The number of total visits by intra-provincial travelers is expected to grow to 98.3 million in 2011, reflecting an average annual compound rate of 1.6%. (Ministry of Tourism – Ontario Tourism Outlook 2007-2011)
- The number of visitors from the U.S. to Canada has declined sharply over the last few years. Going forward, it is expected that changes to passport regulations, high fuel prices and the strong Canadian dollar to continue to limit growth. Visits from 2006 through 2011 are expected to decline by 1.7% per year on average with same day and leisure travel experiencing the largest declines. (Ministry of Tourism – Ontario Tourism Outlook 2007-2011)

3.3 The National Environment

- The Canadian Tourism Commission is a national marketing organization with a vision to compel the world to explore Canada
- With their partners and the government they: advertise and market Canada in 10 countries around the world, conduct industry research and studies, promote product and industry development
- Foreigners made 18.6 million overnight trips to Canada in 2005, representing a 2.2% decrease over 2004. (Statistics Canada, International Travel Survey)
- In 2005, 20% of U.S. Tourists to Canada came to visit friends or relatives and 56% came for Holiday/Vacation. (Statistics Canada, International Travel Survey)
- 45% of all United States and 41% of all International Tourists to Canada came between July and September of 2005. The next highest travel period was April to June. (Statistics Canada, International Travel Survey)
- The Canadian domestic travel market is poised to do well, in large part because of the continued strength of the Canadian economy, low unemployment rates, healthy income growth and low-interest rates (CTC – Short Term Markets Outlook)
- The somber outlook for Canada’s United States travel market is not expected to change in the near future. Economic slowdown in the United States and soaring gas prices are part of the rationale for the decline. (CTC – Short Term Markets Outlook)
- An increase in overseas traffic from England and Germany is expected over the short term. (CTC – Short Term Markets Outlook)

PART 4 STRATEGIC CONTEXT

Tourism in Kenora is entering a new era. The City of Kenora has taken the active lead in the strategic development of tourism, in the recognition of the role that visitors can play in stimulating economic development, and also of the wider benefits to a region of a strong visitor destination brand.

In development of the Kenora Tourism Strategy has taken into account the local tourism strengths and opportunities, as well as the wider environmental influences and issues.

This Tourism Strategy for the City of Kenora has been developed with the assistance of a wide range of stakeholders. It is not just a strategy for the City, but it will guide Tourism Kenora and its partners in its development of tourism initiatives within the Lake of the Woods region. It is a strategy to help guide all stakeholders, whether they are from the public, private or voluntary sectors.

It has been prepared following extensive consultation, including:

March 07	Initial meeting of the Tourism Committee Development of the Role of the Committee Determination of Committee Membership
April 07	Tourism SWOT Analysis completed by members of the Committee Future Goals for Kenora – Committee input
May 07	Development of Strategic Objectives (Program Strands) Development of Strategic Objectives Prioritization Survey
June 07	Roll out of the Prioritization Survey (paper and online)
July 07	Compilation of the Survey results
August 07	Development of Outline of the Tourism Strategy Completed the Background and Tourism Environment sections Commenced with development of Objectives for Strand 1



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It is our distinctive landscape, including the natural beauty of the area and Lake of the Woods that combine to make the region special.

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September 07	Developed Goals for all 5 Program Strands Completed the development of Objectives for Strand 2 Commenced with the development of Objectives for Strand 2 Commenced with the development of Tactics for Strand 1
October 07	Completed Development of Tactics for Strand 2 and 3 Development of Lead/Support for Strands 1, 2 and 3 Completion of Strands 1, 2 and 3
November 07	Development of Objectives, Tactics, Lead/Support for Strand 4
December 07	Completion of Strand 4 Completion of Strand 5 Draft Tourism Strategy presented to Tourism Committee

Issue Identification

Kenora has a clear view of what makes the community truly exceptional. It is our distinctive landscape, including the natural beauty of the area and Lake of the Woods that combine to make the region special. It is the largely unspoiled environment, with easy accessibility for visitors of all age groups. It is the offer of a sense of peace and tranquility that embrace our visitors. Kenora is a rural area with urban opportunities.

Lake of the Woods always seems the defining feature of what Kenora is all about. The lake is an attraction for fishing, boating, sailing, swimming, camping, kayaking, cottaging and an endless range of activities. It is the lake in conjunction with complimentary natural beauty that combine to create the quintessential Kenora experience. Whether is be in the summer or winter, Lake of the Woods offers visitors a true northern Ontario experience that is unavailable in most other communities. It is the lake and it's activities that make Kenora special and attractive to visitors.

The community has a wide range of events that are popular with local and seasonal residents. The events are one of the reasons that awareness of tourism is growing throughout the region. Events that draw a great number of visitors to Kenora include: Kenora Bass International, Agricultural Fair, Lake of the Woods International Sailing Regatta, Kenora Classic Car Show, First Avenue Street Fair, Farmers Market, Main Street Festival and Harbourfest.

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Summer residents turn Kenora into a busy and bustling community in the summer months. Lake of the Woods draws people to the area and the community provides opportunities for things to do. It is the relaxed Kenora atmosphere, coupled with the physical environment that ensures visitors leave our area feeling physically and emotionally refreshed.

Kenora is a particularly attractive destination for visitors who enjoy outdoor activities. There is a growing network of walking, hiking and cycling routes that include rural and urban settings. The nordic ski trails and snowmobile trails attract visitors from near and far. The geology, wildlife and strong commitment to maintaining the natural environment are also major draws for nature-based tourism. Extremely rugged boreal landscapes are attractive for many extreme sporting activities.

Kenora lies close to the centre of Canada with road, rail and air access. It is the Canadian Shield that provides the rugged terrain and northern Ontario climate that provide for the boreal flora and fauna.

Kenora's heritage buildings, with their distinctive character and historic value are significant attractions in their own right. City Hall, Mather-Walls House, CP Railway Station and the Kenricia Hotel are local landmarks. Long-established food specialties and arts and crafts delight shoppers and "foodies".

The community and region offer an exceptionally wide range of accommodations including full service hotels, relaxed atmosphere motels, lodges, resorts and country and lakeside bed and breakfasts. All lend a hand in creating the character and atmosphere of the visitor experience.

In order to harness the value of the region's rural tourism assets, the City will need to overcome several challenges. It must:

- Unify marketing endeavours to make Kenora a more visible destination to visitors from elsewhere in Canada, the United States and overseas
- Encourage tourism businesses to work in partnership to promote combined offers in terms of accommodation, attractions and events
- Spend marketing funds more effectively and include partnerships to enhance initiatives

- Promote and develop existing and new festivals and events to develop a year round tourism destination
- Explore the investment requirements of our tourism infrastructure, including improvement of basic infrastructure (public toilets, car parks, signage, paths, etc) which is required to enable visitors to enjoy the City and its attractions.
- Encourage the development of "off-season" events and activities and create marketing material to reach a target markets wanting and willing to participate in these types of activities.
- Encourage shops, coffee shops, restaurants and attractions to open when visitors expect them to be open, in the evenings, throughout the week and throughout the year
- Change the perception of the industry as a career choice, provide training opportunities and establish a skilled workforce
- Improve signage and information provision so that they are easily understandable to all
- Foster a positive attitude toward tourism, visitors and the opportunities available within the industry

Priorities

In the spring of 2007, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was undertaken by the Tourism Committee. The purpose of this exercise was to identify and evaluate the most significant strengths, weaknesses, opportunities and threats on the tourism sector in the Lake of the Woods region. To become successful, the Tourism Committee recognizes the importance of capitalizing on key strengths, overcoming major weakness, addressing threats and capitalizing on promising opportunities.

The SWOT analysis reflects the nature of the tourism environment in which the Lake of the Woods Development Commission operates.

The committee members were also asked to provide a response to the following questions, "Where do you see Kenora in the next 3-5 years." This exercise solidified the results from the SWOT analysis, providing further detail on both the internal and external tourism environment.

** The SWOT analysis conducted in April of 2007 is available in the Appendices.

PART 5 PRIMARY GOALS

To maximize the economic contribution of inbound tourism to the City of Kenora and Lake of the Woods region, a coordinated destination management approach is required. We will judge our actions by the progress that we make towards achieving the primary goals of the five key areas or, “program strands”, identified.

PROGRAM STRAND

GOAL

Four Season Marketing Plan	→	To increase the number of visitors to the Lake of the Woods area, including overnight stays, with a special emphasis during the shoulder and off seasons (October to May).
Infrastructure and Product Development	→	To strengthen and expand the Lake of the Woods area attractions and activities for leisure and business visitors, while continually investing in basic tourism infrastructure.
Training & Hospitality	→	To create a civic environment through education and training that welcomes, respects and shows gratitude towards visitors, summer residents and local residents.
Events	→	To unite the resources (human and financial) and stakeholders of the Lake of the Woods area to coordinate the development and expansion of events for residents and visitors.
Administration	→	To ensure the adequate allocation of resources (human and financial) for the development of the tourism sector in the Lake of the Woods area.



To maximize the economic contribution of inbound tourism to the City of Kenora and Lake of the Woods region, a coordinated destination management approach is required.



PART 6

PROGRAM STRAND OBJECTIVES AND TACTICS

6.1 Four Season Marketing Plan

#1 Objective Analyze the Lake of the Woods areas internal and external tourism environment

- Tactics:
- Complete a S.W.O.T analysis in the Lake of the Woods area
 - Complete a comparison of regional areas to Kenora
 - Identify established and developing products
 - Conduct a competitor analysis

Lead: Tourism Development Officer

Timeframe: Short

#2 Objective Conduct market research

- Tactics:
- Compile listing of tourism products and services available
 - Identify market demographics, psychographics and geographic location
 - Determine market needs and trends
 - Determine potential for market growth

Lead: Tourism Development Officer

Support: Kenora Hospitality Alliance
Chamber of Commerce
Sunset Country Travel Association
Township of Sioux Narrows-Nestor Falls

Timeframe: Short



#3 Objective	To establish a tourism research program.
Tactics:	<ul style="list-style-type: none"> • Identify visitors, core interests, visitor flows and origins • Identify spending patterns • Compile visitor statistics (local, regional, provincial and national) • Develop a template for measuring the economic returns from tourism
Lead:	Tourism Development Officer
Support:	Kenora Hospitality Alliance Ministry of Tourism Ministry of Northern Development and Mines FedNor – Industry Canada Chamber of Commerce
Timeframe:	Mid

#4 Objective	Develop a four season advertising plan that will include web based technologies, print, radio and television.
Tactics:	<ul style="list-style-type: none"> • Create a Kenora Brand • Invest in leading edge Information and Communication Technology (ICT) infrastructure • Create user-friendly web based applications that provide accurate and up to date information • Develop common and consistent messaging • Determine partners and stakeholders • Create a budget • Investigate creation of FM frequency • Determine visitor needs associated with advertising
Lead:	Tourism Development Officer
Support:	Kenora Hospitality Alliance Harbourtown BIZ Chamber of Commerce LOW Book Committee IT Coordinator
Timeframe:	Mid

#5 Objective	Create one detailed calendar for all events and activities.
Tactics:	<ul style="list-style-type: none"> • Promote the use of the portal events calendar • Provide staff support in updating events • Encourage detailed postings
Lead:	Tourism Development Officer
Support:	Special Events Coordinator
Timeframe:	Short

#6 Objective	Create a cooperative advertising program
Tactic:	<ul style="list-style-type: none"> • Research programs offered in other communities and areas • Develop program requirements and specifications
Lead:	Tourism Development Officer
Support:	Kenora Hospitality Alliance Harbourtown BIZ Chamber of Commerce
Timeframe:	Mid

#7 Objective	Source marketing funding from provincial and federal government programs.
Tactics:	<ul style="list-style-type: none"> • Research available programs • Network and communicate with various levels of government
Lead:	Tourism Development Officer
Support:	Ministry of Northern Development and Mines Ministry of Tourism OTMPC FedNor – Industry Canada Heritage Canada
Timeframe:	Mid/Long

#8 Objective	Leverage marketing funding
Tactics:	<ul style="list-style-type: none"> • Partnering with local, regional and provincial Destination Marketing Organizations (DMOs) and tourism-related partners • Develop and write proposals
Lead:	Tourism Development Officer
Support:	Sunset Country Travel Association LOW Book Committee City Planner Economic Development Officer
Timeframe:	Mid/Long

#9 Objective	Implement a media relations program
Tactics:	<ul style="list-style-type: none"> • Develop a Targeted Media list • Develop a press kit (print and digital) • Compile a list of potential media available and reasonable for familiarization tours, etc • Actively promote story ideas to local and regional media • Create a “Press Room” containing story content, photographs, interesting and timely content • Conduct periodic press tours • Cultivate press to spread positive messages
Lead:	Tourism Development Officer
Support:	Sunset Country Travel Association LOW Book Committee Kenora Hospitality Alliance
Timeframe:	Mid

#10 Objective	Create packages and itineraries for events, tournaments and conferences/conventions.
Tactics:	<ul style="list-style-type: none"> • Educate tourism product developers, accommodation providers, event coordinators on the need for packages • Develop packages for target markets and segments by demographic and psychographic profiles and geographic location
Lead:	Tourism Development Officer
Support:	Kenora Hospitality Alliance Tourism Related Businesses
Timeframe:	Mid

#11 Objective	Create a current and up-to-date high quality image and video library.
Tactics:	<ul style="list-style-type: none"> • Collect high quality photos and videos that will be owned by the City and can shared with partners • Create a web library and access policy process for access to the images and videos
Lead:	Tourism Development Officer
Support:	IT Coordinator
Timeframe:	Long

#12 Objective	Increase internal communication between stakeholders and partners
Tactics:	<ul style="list-style-type: none"> • Create a quarterly digital publication containing information on program updates, media coverage, case histories, partnership ideas, marketing and media relation opportunities, visitor trends and statistics, tourism industry news, calendar of events and special columns. • Create email alerts about time sensitive items requiring immediate action and reminders on events and activities. • Encourage partner and stakeholder communication and joint participation
Lead:	Tourism Development Officer
Support:	Tourism Committee City Planner Economic Development Officer Business Attraction Committee
Timeframe:	Short

#13 Objective	Determine appropriate location(s), hours of operation, and service levels of Visitor Information Centre(s)
Tactics:	<ul style="list-style-type: none"> • Collect and analyze current VIC statistics from Hwy 17 East, the Pavillion, Sioux Narrows and Nestor Falls • Identify services provided and any anticipated service demands • Explore alternative ways of providing Visitor Services
Lead:	Tourism Development Officer
Support:	Community Development Coordinator (SN-NF) City Planner Tourism Kenora Members
Timeframe:	Short

#14 Objective Support area First Nations' Tourism Development Projects and consider the development of joint marketing strategies

Tactics: • Communicate with area First Nations on current and potential events
• Coordinate marketing initiatives

Lead: Treaty #3

Support: Tourism Development Officer
Tourism Committee

Timeframe: Mid

6.2 Infrastructure and Product Development

#1 Objective Turn Kenora's harbourfront and downtown into a destination for visitors

Tactics: • Implement City of Kenora Downtown Revitalization Plan, 2004
• Complete detailed designs
• Secure capital funding
• Complete construction of Phase I

Lead: City Planner

Support: Tourism Development Officer
Operations Department
Economic Development Officer
Harbourtown BIZ
Chamber of Commerce
Recreation Service Manager

Timeframe: Short

#2 Objective Develop an investment plan for maintaining trails (foot, bike, snowmobile and all terrain vehicles) and associated facilities to meet the needs of visitors.

Tactics: • Inventory and map all trail systems
• Determine needs of all groups involved
• Determine the role of the City in regards to trails

Lead: Tourism Development Officer

Support: City Planner
Sunset Trail Riders
Kenora Urban Trails
Engineering Department

Timeframe: Long

#3 Objective Create a plan to increase available docking and major access points on the harbourfront.

Tactics: • Complete an inventory of all docking (public and private)
• Analyze potential for development of new docks

Lead: Tourism Committee

Support: Port Authority Committee
City Planner
Tourism Development Officer

Timeframe: Short

#4 Objective Develop and promote public amenities (washrooms and parking) to meet the needs of visitors and locals residents

Tactics:

- Complete and inventory of all washrooms and available parking
- Analyze need for increased washrooms and parking
- Ensure parking and washroom signs are visible to visitors
- Ensure parking and washrooms are noted on City maps and materials
- Educate businesses on the importance of clean and available washroom facilities

Lead: Tourism Committee

Support: Tourism Development Officer
Chamber of Commerce
Harbourtown BIZ
Tourism Related Businesses

Timeframe: Short

#5 Objective Determine appropriate location(s) of Visitor Information Centre(s)

Tactics:

- Collect and analyze current VIC statistics from Hwy 17 East, the Pavillion, Sioux Narrows and Nestor Falls
- Identify services provided and any anticipated service demands
- Explore alternative ways of providing Visitor Services

Lead: Tourism Development Officer
Community Development Officer (SN-NF)

Support: City Planner
Tourism Kenora Members

Timeframe: Short

#6 Objective Encourage the development of a cultural and fine arts exhibition/performance space

Tactics:

- Provide necessary statistics and reports
- Represent Tourism interests on the committee

Lead: Tourism Development Officer

Support: Tourism Committee
City Planner
Northwest Business Centre

Timeframe: Long

#7 Objective Support the development of First Nations' products to meet visitor expectations whilst maintaining its integrity

Tactics:

- Communicate with area First Nations on current and potential events and activities
- Coordinate marketing initiatives

Jointly: Treaty #3 / Tourism Development Officer

Support: Tourism Committee

Timeframe: Long

#8 Objective Support the development of the Heritage sector to meet visitor expectations

Tactics:

- Communicate with Heritage sector on current and potential attractions and activities
- Represent Tourism interests on necessary committees

Lead: Tourism Development Officer

Support: Tourism Committee
City Planner
Heritage Committee
Lake of the Woods Museum

Timeframe: Long

#9 Objective Identify magnet and potential new magnet attractions

Tactics:

- Compile list of magnet attractions
- Determine potential for development of new attractions

Lead: Tourism Committee

Support: Tourism Development Officer
Economic Development Officer
Business Attraction Committee

Timeframe: Short

#10 Objective	Support the development and expansion of sport venues
Tactics:	<ul style="list-style-type: none"> • Communicate with Community Services Committee on current and potential attractions and activities • Represent Tourism interests on necessary committees
Lead:	Community Services Committee
Support:	Tourism Committee
Timeframe:	Long

#11 Objective	Encourage repairs to current infrastructure at Coney Island and promotion of the park as a tourist draw
Tactics:	<ul style="list-style-type: none"> • Complete an analysis of Coney Island infrastructure • Determine need by locals and visitors • Recommend upgrades to facilities
Lead:	Recreation Services Manager
Support:	Tourism Development Officer City Planner Planning Assistant
Timeframe:	Mid

#12 Objective	To support the three levels of government in the twinning of the Trans Canada Highway from Kenora to the Manitoba border.
Tactics:	<ul style="list-style-type: none"> • Gather statistics to support the need to twin the highway • Determine needs of tourists in regards to highway structure • Identify highway usage requirements
Lead:	Lake of the Woods Development Commission
Support:	Tourism Committee Tourism Development Officer City Planner Economic Development Officer
Timeframe:	Short

6.3 Training and Hospitality

#1 Objective	Develop a customer service strategy
Tactics:	<ul style="list-style-type: none"> • Research best practices from other communities and travel areas • Research current programs available in Kenora and Sioux-Narrows-Nestor Falls
Jointly:	Tourism Development Officer / Community Development Officer (SN-NF)
Support:	Chamber of Commerce Harbourtown BIZ Kenora Hospitality Alliance Tourism Related Businesses
Timeframe:	Short

#2 Objective	Create a program to develop an informed community (business owners, staff and general public)
Tactics:	<ul style="list-style-type: none"> • Research and compile best practices • Formulate a plan that addresses needs of business owners, staff, public)
Lead:	Tourism Development Officer
Support:	Tourism Committee Tourism Kenora members Tourism Related businesses
Timeframe:	Mid

#3 Objective	Develop a Home Town Tourism and/or Know Your Own Product familiarization tours
Tactics:	<ul style="list-style-type: none"> • Research programs and best practices • Evaluate information • Develop a program • Implement program
Lead:	Tourism Development Officer
Support:	Tourism Related Businesses and Activities Kenora Hospitality Alliance Harbourtown BIZ Chamber of Commerce
Timeframe:	Mid

#4 Objective	Research pay-for-use washroom facilities
Tactics:	<ul style="list-style-type: none"> • Compile listing of communities in Canada that have pay-for-use washroom facilities • Prepare report on the pros and cons of pay-for-sue facilities • Present report to the Tourism Committee
Lead:	Tourism Development Officer
Timeframe:	Mid

#5 Objective	Develop an Ambassador Program
Tactics:	<ul style="list-style-type: none"> • Research programs and best practices • Evaluate information • Develop a program • Implement program
Lead:	Tourism Development Officer
Support:	Tourism Related Businesses and Activities Kenora Hospitality Alliance Harbourtown BIZ Chamber of Commerce
Timeframe:	Long

#6 Objective	Co-ordinate, identify and fill gaps in visitor information covering leaflets, brochures, maps, public transport timetables, facilities, attractions, events, eating out, etc.
Tactics:	<ul style="list-style-type: none"> • Collect samples of current materials • Analyze material content • Identify areas that can be improved upon • Determine funding available • Implement projects as budget and manpower allow
Lead:	Tourism Development Officer
Support:	Tourism Committee
Timeframe:	Mid

#7 Objective	Improve the levels of visitor satisfaction
Tactics:	<ul style="list-style-type: none"> • Determine current level of visitor satisfaction • Analyze data to determine areas to improve upon • Implement customer service strategy • Investigate what can be improved (i.e. development of attractions/events/activities, etc)
Lead:	Tourism Development Officer
Support:	Chamber of Commerce Harbourtown BIZ Kenora Hospitality Alliance Tourism Committee
Timeframe:	Long

#8 Objective	Generate goodwill and an understanding of tourism and its benefits, between the tourism sector and local stakeholders
Tactics:	<ul style="list-style-type: none"> • Create an education campaign to inform the public of the benefits of tourism
Lead:	Tourism Development Officer
Support:	Tourism Committee OTMPC
Timeframe:	Mid

#9 Objective	Support the increased presence of Tourism curriculum in High Schools and College campuses
Tactics:	<ul style="list-style-type: none"> • Compile data on the tourism programs available in High Schools and Colleges in Kenora/Sioux Narrows-Nestor Falls and surrounding area • Complete a needs assessment • Provide assessment to the appropriate educational body
Lead:	Tourism Development Officer
Support:	Tourism Committee
Timeframe:	Long

6.4 Events

#1 Objective	Provide “one-stop” assistance to groups and organizations involved in community events, conferences and conventions
Tactics:	<ul style="list-style-type: none">• Compile pertinent forms and information• Compile fees for renting infrastructure• Complete inventory of existing available conference facilities• Develop information packages (print and electronic)• Research existing festival and events frameworks• Compile a comprehensive (master) calendar of events• Create scheduling process and forms for City owned properties• Develop list of potential events and festivals for the LOW region• Inform community groups and organizations of services available
Lead:	Tourism Development Officer / Community Events Coordinator
Support:	Licensing Officer (City of Kenora) Kenora Hospitality Alliance Community Groups and Organizations Community Development Officer (SN-NF)
Timeframe:	Short
#2 Objective	Utilization of special events infrastructure
Tactics:	<ul style="list-style-type: none">• Inventory current equipment and infrastructure• Develop tracking system and fee structure for rental/usage of equipment/infrastructure• Complete a needs analysis for equipment and infrastructure• Develop process for allocating infrastructure
Lead:	KAR
Support:	Tourism Committee Tourism Development Officer Community Services Department
Timeframe:	Short

#3 Objective	Create “grab bags” for community organizations, events, conferences and conventions to encourage visitors to explore the community.
Tactics:	<ul style="list-style-type: none">• Determine number of packages needed per year and standard package requirements• Inform community of service available• Explore the development of Lake of the Woods Region coupon books
Lead:	Tourism Development Officer
Support:	Visitor Information Centre Staff Community Groups/Organizations Harbourtown BIZ Kenora and District Chamber of Commerce Kenora Hospitality Alliance Community Development Officer (SN-NF)
Timeframe:	Short
#4 Objective	Work with hotels, resorts, attractions, recreation providers and restaurants to create packages and itineraries.
Tactics:	<ul style="list-style-type: none">• Create an informed business community on the importance of packaging• Compile package/itinerary information and make available in print and electronic formats• Coordinate as necessary
Lead:	Tourism Development Officer
Support:	Kenora Hospitality Alliance Harbourtown BIZ Kenora and District Chamber of Commerce Community Development Officer (SN-NF)
Timeframe:	Mid

6.5 Administration

#1 Objective Support Tourism Committee and Administrative Support

Tactics: Create a Terms of Reference

Deliver tourism services through "Tourism Kenora"

Lead: Lake of the Woods Development Commission Board

Support: Tourism Development Officer

City Planner

Timeframe: Short

#2 Objective Develop a sustainable tourism funding model

Tactics: • Develop tourism budget taking into account the operational, capital and marketing costs

• Research best practices in relation to the Administration of a Tourism Department

• Accelerate the rate of investment in the tourism product (Public and private sector)

• Oversee the delivery of service in relation to the budget

Lead: City Planner

Support: Tourism Development Officer

Tourism Committee

Lake of the Woods Development Commission Board

Timeframe: Short

PART 7

IMPLEMENTATION/MONITORING

The measurement of this strategy is important not only to monitor progress but also to help identify areas for future action. Ultimately this strategy will be measured against those core tourism goals identified in our Program Strand Goals (Section 5).

The Tourism Strategy will be monitored on an on-going basis, and be utilized by the Lake of the Woods Development Commission in developing annual work plans for the City of Kenora. Evaluation of this strategy's performance will be the responsibility of the Lake of the Woods Development Commission and the City of Kenora.

