



Review of Tourism Development Master Plan 2011-2013

January, 2014

Overview of Action Plan – Key Priorities and where they’re at

Recommendation	Strategy/Outcome	Status
#1. Identify who leads and facilitates destination development in Hastings County	Create Tourism Working Group facilitated by County staff, designed to oversee implementation of the Tourism Master Plan recommendations.	July 2010 - Complete! Working Group has been established; originally meeting once a month, it now meets every two months. 2012 – Established “Hastings County Opportunities in Tourism” (HOT) as working title for group.
#1. Identify who leads and facilitates destination development in Hastings County	Formalize Working Group to be more than a working group, and establish as a recognized body of tourism stakeholders accountable for overseeing a long term destination development strategy.	Feb. 2011 – Complete! Working Group formalized to become an industry led committee.
#1. Identify who leads and facilitates destination development in Hastings County	Continual, on-going support, including financial, towards the Tourism Master Plan by Hastings County and member municipalities. <u>Outcome:</u> Obtain additional human and financial resources for the express purpose of facilitating the implementation of the Tourism Master Plan.	Ongoing July 2011 – Tourism Development Coordinator position fulfilled.
#2. Prepare a Hastings County Tourism Destination Development Action Plan	Create a plan built on a “Better Together” tourism industry philosophy. <u>Outcome:</u> a cohesive and effective industry led strategy.	Not achieved – BUT can be achieved through Tourism Services Charter for Hastings County tourism partners.



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#2. Prepare a Hastings County Tourism Destination Development Action Plan	<p>Establish an on-going action plan that prioritizes the Tourism Master Plan recommendations and identifies a timeline for implementations.</p> <p><u>Outcome:</u> a detailed process for destination development.</p>	<p>Feb. 2011 – Completed!</p> <p>*Recommendation: create a work plan to meets the needs of the recommendations and includes timelines and roles/responsibilities for each project/initiative.</p>
#2. Prepare a Hastings County Tourism Destination Development Action Plan	<p>Clarify the roles and responsibilities of all those involved in tourism development / marketing / visitor services in order to identify areas for future collaboration and consolidation of activities.</p> <p><u>Outcome:</u> a series of cohesive DMO activities and strategies feeding the overall goals of Hastings County.</p>	<p>2012 – DMO survey implemented by Hastings County to determine “who does what” evaluation.</p> <p>2013 – Hired consultants to conduct a Tourism Marketing Partnership Review.</p> <p>2014 – Working Group to establish a Tourism Service Charter to provide clarity on roles and responsibilities.</p>
#3. Implement an annual county-wide visitor survey process designed to measure and track levels of satisfaction	<p>Create a simple customer survey that solicits feedback on service delivery and measures value for money perceptions.</p> <p><u>Outcome:</u> establish benchmark levels of customer satisfaction, track performance and address gaps.</p>	<p>2011 – Survey pilot program complete and tourism survey program runs on annual basis from Apr. – Nov. The program offers two surveys specific to attractions and events.</p> <p>*Need to re-evaluate current program to ensure it reflects the needs of recommendation.</p>
#4. Implement annual county-wide customer service training that addresses the gaps identified from the visitor survey process	<p>Establish an owner/operator group to identify Hastings’ own tourism service standards.</p> <p><u>Outcome:</u> Hastings tourism industry service standards, “Culture of Hospitality of Excellence” .</p>	<p>Not active with HOT Working Group.</p>



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<p>#4. Implement annual county-wide customer service training that addresses the gaps identified from the visitor survey process</p>	<p>Leverage training opportunities with RTO 11 – specifically the Disney-based programme for March 2011.</p> <p><u>Outcome:</u> a first step to high quality hospitality training.</p>	<p>March 2011 – Completed!</p>
<p>#4. Implement annual county-wide customer service training that addresses the gaps identified from the visitor survey process</p>	<p>Plan for ongoing training initiatives as the RTO 11 initiative will not meet an ongoing requirement to deliver Hastings’ own brand of training.</p> <p><u>Outcome:</u> Annual service training for front line workers, based on needs dictate on results from customer surveys.</p>	<p>Ongoing - continue to partner with RTO 11 to provide customer service training specific to the tourism industry and support their OHvation program for service excellence. In addition, continue to support the Service Excellence program by Community Futures.</p>
<p>#4. Implement annual county-wide customer service training that addresses the gaps identified from the visitor survey process</p>	<p>Implement a Service Excellence recognition programme for the tourism industry (relates to recommendation #6B: “increasing the awareness of tourism” within the communication strategy).</p>	<p>Not active with HOT Working Group.</p>
<p>#5. Facilitate on-going industry-wide tourism skills training to continually enhance the expertise and competitiveness of the industry.</p>	<p>Initially focus on offering training opportunities focused on:</p> <ul style="list-style-type: none"> • Tourism market readiness • Tourism packaging workshops • New media/Internet training experience • Product development workshops <p><u>Outcome:</u> develop specific strategies to address these training opportunities and other needs as expressed by the tourism industry.</p>	<p>Ongoing – partner with RTO 11 to provide tourism packaging workshops and partner with the Small Business Centre and Community Futures to provide business development and new media workshops throughout Hastings County.</p> <p>Ongoing – Hastings County partners with local tourism organizations and municipalities to offer Visitor Information Centre staff training (May 2012 & 2013) in partnership with RTO 11.</p>



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#5. Facilitate on-going industry-wide tourism skills training to continually enhance the expertise and competitiveness of the industry.	Communicate to local tourism stakeholders any information about training opportunities that are taking place locally and regionally, as well as tourism conferences.	Ongoing
#6A. Better understand seasonal residents in terms of their needs for visitor experiences and services.	Approach RTO 11 to undertake region-wide research that would support the Hastings County recommendation #6A.	2013 – Completed! Hastings County partnered with North Hastings Economic Development Committee to implement a county-wide Seasonal Residents’ survey. Results to be released spring 2014.
#6A. Better understand seasonal residents in terms of their needs for visitor experiences and services.	<p>Identify characteristics and behaviours of this market so that tourism businesses and organizations can educate them on a long list of things to see and do in Hastings County.</p> <p><u>Outcome:</u> Understanding this market will enhance the industry’s ability to leverage seasonal residents’ presence by increasing visits to the tourism businesses within Hastings County.</p> <p><u>Outcome:</u> Implement a series of communication strategies designed to educate and inform this base of potential customers.</p>	2012 – Hastings County hosted the first biennial HOT Spots contest to determine 50 hidden gems in Hastings County for visitors and locals to check out.
#6B. Increase the awareness of the importance of tourism	Liaise with Peterborough & Kawartha Tourism and Northumberland Tourism to understand the strategies these two tourism DMOs implemented in 2010	Not completed



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<p>#6B. Increase the awareness of the importance of tourism</p>	<p>Establish a comprehensive communications strategy to be deployed annually to positively impact awareness levels. This strategy needs to be enhanced and implemented annually by the Working Group.</p> <p><u>Outcome:</u> build an appreciation of the impact of a thriving tourism sector has on the economic viability, current and potential jobs and the lifestyle and of those who live, work and play in Hastings County.</p>	<p>Not completed as a single strategy (separate initiatives support outcome – such as HOTie Awards, Tourism Launch Party, etc.)</p>
<p>#6B. Increase the awareness of the importance of tourism</p>	<p>Develop activities to support National Tourism Awareness Week (June 2011)</p> <p><u>Outcome:</u> build an appreciation of the impact of a thriving tourism sector has on the economic viability, current and potential jobs and the lifestyle and of those who live, work and play in Hastings County.</p>	<p>May 2012 & 2013 – Completed! Working Group developed activities that supported the National Tourism Awareness Week. Evaluation of return on investment proved such an initiative significant enough to continue.</p>
<p>#6B. Increase the awareness of the importance of tourism</p>	<p>Introduce an annual Tourism Excellence Awards programme designed to recognize leaders in Hastings County’s tourism sector.</p> <p><u>Outcome:</u> build an appreciation of the impact of a thriving tourism sector has on the economic viability, current and potential jobs and the lifestyle and of those who live, work and play in Hastings County.</p>	<p>Ongoing – Working Group and partners developed the annual HOTie Awards program to recognize leaders in the tourism industry, and present the awards at the annual Tourism Dinner & Awards Celebration, also established by the Working Group.</p>



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#6B. Increase the awareness of the importance of tourism	<p>Introduce a local resident Ambassador Programme designed to empower local residents to become tourism ambassadors (such initiative should also target seasonal residents).</p> <p><u>Outcome:</u> build an appreciation of the impact of a thriving tourism sector has on the economic viability, current and potential jobs.</p>	Not active with HOT Working Group.
#7. Support underdeveloped and underperforming tourism assets as they will contribute to increases in visitation and economic impact.	<p>Develop specific strategies to understand and evaluate the underdeveloped or underperforming nature of each asset (such as tourism market readiness, market demand / appeal, seasonality, capacity, and marketing).</p> <p>A starting list of assets include:</p> <ul style="list-style-type: none"> • Minerals & Rocks • Outdoor Recreation • Wellness • Arts & Culture • Agri-Culinary Tourism • Accommodations • Motorsports • First Nations Experiences • Belleville/Quinte West. <p><u>Outcome:</u> a list of new market ready tourism assets that will increase the “reasons to travel” to Hastings County, increasing both tourism visitation and revenue.</p>	<p>Ongoing - with focus on the first five listed assets and assets that will offer the most immediate return on investment, greatest revenue potential, and potential to attract year-round business, as well as garner support from a broad segment of tourism.</p> <p>2013 – RTO 11 with its partners is developing Motorcycle Tourism within its region and will be ready for 2014 (motorsports asset).</p> <p>Opportunity to explore a better relationship with Belleville & Quinte West through partnership with Bay of Quinte Tourism and through current initiatives that market businesses in these communities (Arts Route, Hastings County Wellness, Harvest Hastings, and the Cultural Plan).</p>



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<p>#7. Support underdeveloped and underperforming tourism assets as they will contribute to increases in visitation and economic impact.</p>	<p>Minerals & Rocks: asset is currently underdeveloped and has had difficulty in garnering support for new investment in order to better leverage this significant tourism demand generator.</p> <p><u>Outcome:</u> Working Group will work with RTO 11 to deliver specific product development activities design to enhance the ability for this asset to attract more visitors.</p>	<p>On-going - RTO 11 has undertaken long-term recreational geology initiative to develop and market the assets within their partner regions.</p> <p>Marmora & Lake has developed the Miners Loop to promote local geology, and has received funding for a tourism feasibility study for the anticipated Pumped Storage project at the Marmora Mine.</p> <p>The Bancroft & District Chamber of Commerce has taken a leadership role in developing market-ready materials to promote rockhounding in North Hastings.</p>
<p>#7. Support underdeveloped and underperforming tourism assets as they will contribute to increases in visitation and economic impact.</p>	<p>Outdoor Recreation: while Eastern Ontario Trails Alliance manages a vast network of multi-use trails that are tourism market ready, there does exist an opportunity to develop trails that attract non-motorized users.</p> <p><u>Outcome:</u> Working Group establish a “non-motorized” trails committee to better understand the opportunity and develop a series of recommendations and strategies for tourism development associated with non-motorized trails – explore market demand, inventory of current trails, the aspects and degree of underdevelopment and gaps in tourism experience.</p>	<p>** Not a current priority for HOT Working Group.</p>



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<p>#7. Support underdeveloped and underperforming tourism assets as they will contribute to increases in visitation and economic impact.</p>	<p>Wellness: opportunity for Hastings County to gain a reputation as a centre for wellness and the Working Group should recognize that there may exist further opportunities to better leverage this asset and stimulate increased levels of tourism, and that this sector complements and supports outdoor experiences.</p> <p><u>Outcome:</u> A wellness committee is formed to evaluate the current opportunities and gaps associated with wellness experiences and develop a series of tourism development recommendations to better leverage this unique tourism asset.</p>	<p>2011 – Established the Hastings County Wellness group to provide a network for health and wellness businesses in Hastings County, as well as encourage tourism packaging and business development.</p> <p>www.hcwellness.ca</p>
<p>#7. Support underdeveloped and underperforming tourism assets as they will contribute to increases in visitation and economic impact.</p>	<p>Arts & Culture: Hastings County has taken a lead in assessing the opportunities associated with the development of arts and cultural offerings from a tourism perspective.</p> <p><u>Outcome:</u> Working Group to evaluate best practices from other destinations, like Prince Edward County, and work with arts and culture stakeholders to better understand the gaps in the offering.</p>	<p>2010 – Developed the award-winning Arts Route to market and promote local artisans. www.artsroute.ca</p> <p>2010 – North Hastings Municipal Cultural Planning Project Phase 1 completed www.northastings.com</p> <p>2013 – Hastings County partnered with the cities of Belleville and Quinte West to develop a Cultural Plan for the region. www.hastingsculturalplan.com</p>



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<p>#7. Support underdeveloped and underperforming tourism assets as they will contribute to increases in visitation and economic impact.</p>	<p>Agri-Culinary Tourism: Local desire to explore the opportunities associated with the development of the County’s agri-tourism assets.</p> <p><u>Outcome:</u> Working Group partners with Harvest Hastings to explore the opportunity for development of agri-tourism experiences in Hastings County</p>	<p>Not a current priority for HOT Working Group.</p>
<p>#8. Support “main street” revitalization in order to enhance the charm and beauty of Hastings County’s towns and villages (especially for the visitor market and its specific needs and wants).</p>	<p>Beautification, streetscape design, animation of public spaces will all add to the character and charm of the communities and will increase both tourism visitation and revenue.</p> <p><u>Outcome:</u> Working Group to make a collective effort to foster ongoing enhancement to the personality of small towns and villages, and identify a series of tourism centric attributes that can be found in all communities (i.e. offer hours of operation that match visitor travel patterns).</p>	<p>Not active with HOT Working Group.</p>



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<p>#8. Support “main street” revitalization in order to enhance the charm and beauty of Hastings County’s towns and villages (especially for the visitor market and its specific needs and wants).</p>	<p>Implement (or maintain) downtown revitalization services and visitor centre services in all communities within Hastings County (supports creating “Hastings County’s Culture of Hospitality Excellence”).</p> <p><u>Outcome:</u> Visitor focused organization are able to provide visitor information, informing visitors of things to do and see, and maximize the visitor experience and extend length of stay.</p>	<p>Not active with HOT Working Group.</p>

