



**2010 – 2013
Tourism Destination Development
Action Plan**

May 19, 2010

BRAIN TRUST
MARKETING & COMMUNICATIONS

INTRODUCTION

Northumberland County's 2010 – 2013 Tourism Destination Development Action Plan represents significant work that began in October 2009 when a group of tourism industry leaders gathered to discuss the destination development process. Potential tourism development and growth opportunities were revealed through recommendations made in the destination's Premier-ranked Tourist Destination (PRTD) project completed in August 2009. These recommendations were approved by Northumberland County Council in September 2009 and this paved the way for the destination development process to begin in earnest. In October 2009 the tourism industry, in partnership with Northumberland Tourism, formed the Destination Development Task Team (DDTT, see Appendix I) and accepted the task of overseeing the creation of the 2010 – 2013 Tourism Destination Development Action Plan using the insights gained through the PRTD process.

Over the past six months the DDTT along with Northumberland Tourism has been working at a number of levels to understand and explore strategies and actions that address and respond to the recommendations identified in the PRTD report. This industry led group have committed a considerable amount of time and energy exploring a variety of strategies. Through the process a number of *"recommendation specific"* working groups have been established. These working groups have been populated by individuals who serve on the DDTT and supplemented by individuals who have expertise and interest in the specific recommendation. Staff from Northumberland County has served to support the work of both the DDTT and working groups. In some cases they have led the process and in others served as facilitators.

"Against a backdrop of challenging economic conditions and increased competition, pursuing tourism destination development at this time is vital. Our tourism stakeholders must continue to be engaged and active in this process, it is for their own benefit. Our municipal partners must also continue to be at the table; their ongoing understanding, contribution and commitment will positively impact our economy through increased tourism visitation, revenues and jobs. Implementation of this Action Plan represents an opportunity for long-term economic growth that will benefit all who live and work in Northumberland County."

Brad Willcocks,
Chair Northumberland County Destination Development Task Team

DESTINATION DEVELOPMENT TASK TEAM (DDTT)

Under the leadership of Northumberland Tourism and through the facilitation of the tourism consultant firm Brain Trust Marketing & Communications a tourism destination development process was designed and validated by the tourism industry. Terms of Reference were developed and approved by the DDTT. They are as follows:

Vision

To successfully initiate and implement a Tourism Destination Development Action Plan to positively impact the growth and prosperity of Northumberland County through increased visitation, tourism revenues and jobs.

Mission

The Tourism Destination Development Task Team (DDTT) is a volunteer committee of tourism industry stakeholders whose purpose is to establish a Tourism Destination Development Action Plan that will enable Northumberland's tourism sector to grow and prosper. Upon determining the strategy, create an action plan which defines the tactics, and elicits industry cooperation to implement.

Scope / Jurisdiction

- As private and public sector representatives of Northumberland's tourism industry, serve as a group of advisors charged with, and responsible for creating a 3 year Tourism Destination Development Action Plan in order to generate increased visitation, tourism revenues and jobs through 2013 and as based on the PRTD recommendations.
- Act as a resource to liaise with, and encourage the cooperation and participation of industry in the implementation of the action plan. Seek partnerships with other organizations that can assist in implementing the Tourism Destination Development Action Plan.
- Participate in, and monitor the work of any industry working groups.

- On behalf of the industry, table requests, directives, inquiries etc. to various bodies that have authority over or governance of matters affecting the tourism industry within Northumberland County in order to affect positive change.

Activities and Responsibilities

- Meet monthly to develop a destination development strategy, and prioritize activities leading to the creation of a 3 year action plan for Northumberland based on the PRTD recommendations.
- Advise and informally report to the industry on the delivery of the objectives and strategies within the Tourism Destination Development Action Plan most likely to optimize economic growth and the advancement of the tourism sector in Northumberland County.
- Track and monitor progress related to the Tourism Destination Development Action Plan. Provide feedback and evaluation of actions and tactics that have taken place and review plans and tactics for following quarter and beyond. Affirm plans, suggest modifications if necessary.
- The committee may establish ad-hoc working groups to investigate certain matters or carry out tasks for projects pertaining to the recommendations. The DDTT may appoint volunteers to serve on these ad-hoc working groups.

Approved by the DDTT, November 2009

Against a backdrop of challenging business conditions and stiff competition the DDTT has worked together with County and municipal staff to develop a realistic and manageable long-term destination development action plan. The plan is designed to positively impact the local economy by implementing a series of strategies designed to enhance the long-term appeal of the destination and therefore increase tourism visitation and revenues.

At the outset Northumberland Tourism identified a number of objectives. These high level objectives supported by the DDTT were established to track the effectiveness of the Action Plan and to ensure that long-term economic growth will be recognised as a result of this important work.

OBJECTIVES:

Positively impact Northumberland's economy and grow its workforce by:

- Increasing the number of visitors to Northumberland County
- Increasing visitor expenditures

Northumberland County Economic Impact Objectives		
Growth Metrics	2008 Actual	5 % Growth By 2012*
Visitation	968,000	1,016,400 +48,400
Expenditures \$	\$100,668,676	\$105,702,110 +\$5,033,434
Total Direct Taxes \$	\$ 23,950,857	\$ 25,148,398 +\$1,197,541
Labour Income \$	\$ 37,279,720	\$39,143,705 +\$1,863,985
Employment (<i>Jobs</i>)	906	951 +45
Economic Impact \$ (<i>Direct GDP</i>)	\$ 43,326,048	\$45,492,351 +2,166,303
<i>Source – Statistics Canada 2008 TSRC / ITS</i>		
<i>*2008-2012 Projections calculated using the Ontario Ministry of Tourism's Tourism Regional Economic Impact Model, the model only projects four years out.</i>		

PRTD RECOMMENDATIONS*:

The Action Plan responds to the recommendations identified and validated by Northumberland County's tourism industry in June 2009 and approved by Northumberland County Council in September 2009. Since that time the DDTT has modified and adjusted the recommendations as necessary based on changing market conditions. The recommendations are presented in the order they appeared in the PRTD Report dated October 2009 and are as follows:

1. Clarify who does what, establish a unified "better together" approach
 - Northumberland Tourism continues to lead destination marketing
 - Clearly identify who does what; marketing, product development, industry relations, visitor services
 - Northumberland Tourism continues to initiate dialogue between all organizations that have tourism as part of their mandate
 - Collectively agree to establish a more collaborative approach to destination management
 - Identify roles of Destination Marketing Organizations, Chambers of Commerce, Business Improvement Associations, and Economic Development Depts.
2. Establish a Rice Lake Tourism Renewal Strategy
 - Work with the industry to identify ways to, among other things enhance the outdoor recreation, angling and sport fishing offering
3. Introduce and embrace technology that supports the promotion and booking of tourism experiences
 - Northumberland Tourism leads with support from the Tourism Advisory Committee
 - Initiate a pilot project for an internet-based central reservation system which includes innovative location-sensitive mobile booking
 - Offer new revenue generating solutions for small operators - conversion of web site visit into a booking

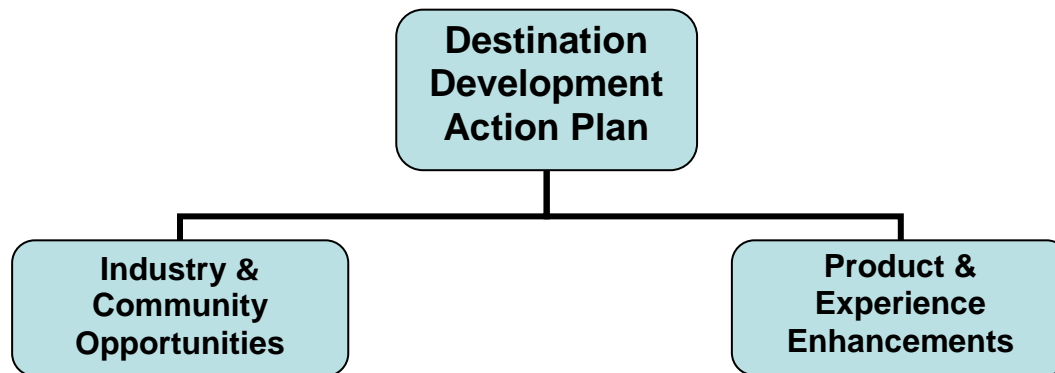
4. Grow financial/human resources to better serve, develop and market
 - More resources are needed if we are to begin to address the opportunities and gaps identified in the PRTD report
5. Introduce an annual visitor survey to track visitor experiences
 - Utilizing technology to develop and deliver email surveys targeting visitors who access the central reservation system
 - Develop a follow-up survey emailed to visitors after their trip asking “how did we do”, businesses receive this feedback
6. Implement customer service training
 - Create Northumberland’s *“Culture of Hospitality Excellence”*
 - Introduce annual Service Awards to reward good service
 - Hold up those Northumberland businesses that already deliver good service as *best practice*
 - Utilize service training modules offered through organizations like OTEC
7. Identify strategies designed to increase the awareness of the importance of tourism
 - Utilize the *Making a Case For Tourism* tool kit to generate tourism facts and figures
 - Empower those in the industry to *talk-up* the importance of tourism using these facts
 - Engage local media to promote tourism events connecting these to increased economic impact and jobs
8. Increase tourism economic impact by:
 - Extending length of stay of all visitors
 - Create Arts and Culture packages to increase visitation especially in shoulder seasons
 - Capitalizing on the Visiting Friends & Relatives market segment
 - Maximize the festivals & events calendar
9. Establish a Northumberland County brand, one that differentiates the destination
 - Leverage the collective appeal of attractors and “connect the dots” to clearly position the destination

10. Establish a Sports Tourism Task Team to explore opportunities from this market
 - Create an inventory of sports facilities and facility utilization capacities
 - Identify sports where venue capacity exists and where organizations are willing to host more or new events
 - Identify gaps and opportunities in the resources above and consider expansion of facilities
11. Establish a Meeting & Conference Task Team to explore opportunities from this market
 - Assess the opportunities and challenges associated with expanding meeting and conference business
12. Develop an investment attraction strategy in partnership with the accommodation sector
 - Current economic realities may curtail any new near-term development
 - Determine significance of the issue and develop appropriate corrective strategies
 - New investment attraction may be best directed at current accommodations in the form of enhancement and expansion
13. Address underdeveloped and underperforming tourism assets
 - Arts, culture (visual and performing arts), heritage offering; ensure market readiness of arts, cultural, heritage attractions
 - Create a *Bicycle Advisory Committee* to define issues and develop a *Cycling Master Plan*
 - Agri-Culinary tourism and the *Proudly Northumberland* initiative
 - Many other assets offer potential and need attention over the long-term

*PRTD Final Report, October 2009

DESTINATION DEVELOPMENT ACTION PLAN

The Action Plan has been segmented into two categories of activity. Focus will be given to strategies relevant to ***Industry and Community Opportunities*** where eight of the PRTD recommendations are addressed and ***Product and Experience Enhancements*** where the remaining five recommendations are addressed. Some strategies serve to address more than one specific recommendation and others are exclusive to one specific recommendation.



This Action Plan details work that has already been initiated and future work that will be required to seize all the opportunities that have been identified through the PRTD process. Note: The recommendations have been reordered compared to the original PRTD report to line up with their appropriate category of activity.

INDUSTRY AND COMMUNITY OPPORTUNITIES

1. Clarify who does what, establish a unified "better together" approach

Through the PRTD process it was evident that a number of entities existed that were directly involved in the promotion of tourism and or servicing of visitors. These entities were departments of municipalities, Chamber's of Commerce or Business Improvement Areas. No one entity has been involved in tourism destination development in any significant way. Through industry consultations Northumberland Tourism, a department of Northumberland County was identified as the overarching Destination Marketing Organization (DMO). They had in place mechanisms intended to connect those involved in tourism. At the outset of the destination development process and after a thorough review of each entity's activities it was determined that while each entity served a purpose there were opportunities for consolidation and better collaboration. For this reason an assessment of "who does what" within the destination was required with a goal of maximizing the effectiveness and efficiencies of all those involved in tourism through improved collaboration.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
Clarify who does what within the destination; establish a "better together" approach to destination development, marketing and visitor's services	- Create a DMO Roles & Functions Working Group made up of all those involved in tourism marketing and servicing	Dec. 2009	Establishment of a more efficient and effective destination management process, one that maximizes human and financial resources and eliminates duplication of effort
	- Complete a review of the individual activities of each tourism entity and identify areas of duplication and gaps in tourism activity and where opportunities for collaboration were evident	Jan. 2010	
	- Determine roles and responsibilities of those involved in the various activities that are required to be a successful tourism destination – Marketing (including web presence), Visitor Information, Training & Development, Investment Attraction,	On-going	

	<p>Signage, Experience Development, strive to collaborate where it makes sense and eliminate duplication</p> <ul style="list-style-type: none"> - Enhance industry-wide communications (calendar of industry events, training resources, funding sources) by better utilizing an enhanced Northumberland Tourism industry partners web site -Encourage ongoing dialogue between these key groups of tourism entities with a goal of moving towards the establishment of an industry led permanent Tourism Destination Development Committee whose responsibility would be to be aware of and add a "better together" perspective on all aspects of destination marketing, servicing and development 	<p>On-going</p> <p>Oct. 2010</p>	<p>An improved industry web site with timely and relevant industry specific data</p> <p>Establishment of a Tourism Destination Development Committee</p>
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2. Establish a Rice Lake Tourism Renewal Strategy

An opportunity exists to capitalize on the significant tourism assets found on and around Rice Lake and to create new tourism growth opportunities for those businesses located there. This opportunity will be best executed through the creation of a partnership between Peterborough and Kawartha Tourism (the Greater Peterborough Economic Development Corporation) and Northumberland Tourism (Northumberland County) given that Rice Lake is located in both counties. These entities will facilitate the renewal strategy process and include both municipal and tourism business operators located in and around Rice Lake in the process. It must also be stated that tourism renewal specific to Rice Lake will certainly benefit all of Northumberland County. The focus of the renewal strategy will be on destination development. A goal of the renewal process would be the establishment of a Rice Lake Tourism Renewal Working Group whose primary focus would be on long term development of the tourism assets found in and around Rice Lake.

Worth mentioning here is with the creation of the Ontario Ministry of Tourism's new mandated Regional Tourism Organizations (RTO), that includes both fore mentioned county's (Region 8), there is an opportunity to utilize resources from that organization to support the renewal strategies.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
<p>Establish a Rice Lake Tourism Renewal Strategy</p>	<ul style="list-style-type: none"> - Retain the services of a third party consultant to facilitate the project and establish parameters of the renewal process - Meet with Rice Lake "officials", those who have been involved in Rice Lake activities (Ministry's of Environment, Natural Resources, Tourism, Municipalities, Tourism Groups) to garner input and guidance in the renewal process - Hold a series of tourism industry consultation sessions to seek input and ideas - Develop Draft Observations and Directions and validate with officials and industry leaders, then prepare the final renewal strategy report - Establish the Rice Lake Tourism Renewal Working Group to oversee and be accountable (in partnership with County representatives) for the implementation of the renewal recommendations - Focus on: <ul style="list-style-type: none"> • Leverage the Rice Lake angling legacy and reputation and reposition the offering to appeal to new market interests 	<p>Dec. 2009</p> <p>Jan. 2010</p> <p>April 2010</p> <p>May 2010</p> <p>Sept. 2010</p>	<p>Establishment of the Rice Lake Tourism Renewal Working Group to lead a series of long-term development strategies that will contribute to tourism renewal in and around Rice Lake</p>

	<ul style="list-style-type: none"> • Better leverage the land-based outdoor assets to build new experiences • Enhance the offering through development of the arts, culture, heritage assets • Leverage the Region 8 RTO to fund some of the renewal activities 		
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3. Grow financial/human resources to better serve, develop and market Northumberland County as a viable tourism destination

The PRTD process identified a series of tangible and actionable recommendations that were designed to increase the overall economic impact derived from tourism for Northumberland County. While the PRTD project and the ensuing destination development action plan process have been designed to be “industry led” it will require ongoing facilitation and support from Northumberland County and the other municipalities located in the county. The Action Plan success is dependent on an ongoing financial commitment from governments at all levels. Current levels of financial commitment will not support the required action steps therefore the County must lead a process that generates a commitment of ongoing financial and human resources.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
Grow financial/human resources to better serve, develop and market Northumberland County as a viable tourism destination	- Establish an operational budget to support aspects of the Destination Development Action Plan e.g. secure funding to retain the services of a full-time destination development coordinator	Dec. 2010	Establishment of a 2011 – 2013 Tourism Destination Development Action Plan budget
	- Leverage the soon to be established Regional Tourism Organization for destination development funding	On-going	
	- Identify other sources of funding	On-going	

	<ul style="list-style-type: none"> - Where possible secure and leverage the services of existing municipal staff, who have relevant skills and could contribute to development initiatives that have direct impact on that municipality - Explore the Convention and Visitor Bureau (CVB) model used in other destinations as a potential addition to the way Northumberland County currently manages tourism 	On-going	
		On-going	

4. Introduce an annual visitor survey to track visitor experiences

The PRTD process was unable to reveal if those who visited the destination received good customer service, were treated in a welcoming or hospitable manner and if they received value for money for the visitor services they experienced. Tourism operators within Northumberland County may do individual customer service tracking but no county-wide customer service survey process is in place. In order to be successful in any business it is essential to fully understand the customer experience in the context of the product or service that is being delivered. For that reason tourism operators within Northumberland County must understand the overall customer experience being delivered to visitors therefore it is essential to put in place an annual customer service tracking mechanism.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
Introduce an annual visitor survey to track visitor experiences	<ul style="list-style-type: none"> - Research tourism customer service surveys from other destinations – don't reinvent the wheel; customize these to create a Northumberland Tourism Visitor survey - Explore a mechanism to roll out a visitor survey as soon as possible (summer 2010) to establish service benchmark levels 	<p>June 2010</p> <p>June 2010</p>	<p>Successful implementation of a standardized County wide twice yearly customer service tracking survey and analysis that</p>

	<ul style="list-style-type: none"> - Consider utilizing the Chambers and DBIA's to execute the survey process, appoint the DMO Working Group to manage this process - Once implemented review wave one survey results and identify the strengths and gaps in service delivery, these will form the foundation for ongoing customer service training (see recommendation # 5) - Repeat the survey in the fall of 2010 and strive to complete two waves of customer service tracking in each year going forward 	<p>July 2010</p> <p>Aug. 2010</p> <p>Oct. 2010</p>	drives ongoing customer service training
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5. Implement customer service training

The PRTD process identified an opportunity to create a county-wide customer service training. The PRTD recommendation speaks to creating *Northumberland's Culture of Hospitality Excellence*. In order to do this ongoing county-wide tourism customer service training must be offered. Customer service training begins within the owner and operators of tourism business. Often times the tourism industry trains its front line workers but fails to establish consistent service standards at the owner operator level. Therefore before front line service training begins it is recommended a tourism owner operator group establish Northumberland's own tourism service standards. Once this happens tourism training modules can be customized to meet these locally established standards and therefore the opportunity to establish *Northumberland's Culture of Hospitality Excellence* will be greatly enhanced.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
Implement customer service training	- Create Northumberland's "Culture of Hospitality Excellence" through an owner operator led process that identifies Northumberland's tourism service standards	March 2011	-Establishment of Northumberland's service standards and a service training

	<ul style="list-style-type: none"> - Hold up as “best practice” those Northumberland tourism businesses that already deliver good service - Utilize service training modules offered through organizations like OTEC, Disney, Chambers of Commerce as a base for service and hospitality training, customize these as needed to accommodate local needs - Utilize the Destination Development Committee to coordinate this aspect of industry training, capitalize on existing community organizations to deliver this training such as the Chambers and BIA’s - Introduce annual Tourism Service Excellence Awards programme to recognize and reward good service; partner with the Tourism Awareness Working Group on this concept (see recommendation # 6) 	March 2011	programme endorsed by tourism owners and operators
		On-going	
		On-going	-Establishment of ongoing annual customer service and hospitality training
		Sept. 2011	

6. Identify strategies designed to increase the awareness of the importance of tourism to Northumberland County

This is a critical recommendation that underpins the success of entire destination development effort. Once community and business leaders, elected officials and community influencers as well as the general public fully understand the impact of a successful and thriving tourism sector only then will the notion of destination development be fully embraced and supported. In order to increase the awareness of the importance of tourism a number of strategies must be directed to the identified target audiences; a comprehensive and cohesive long-term communications strategy must be deployed annually to positively impact awareness levels.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
<p>Identify strategies designed to increase the awareness of the importance of tourism</p>	<ul style="list-style-type: none"> - Identify a Tourism Awareness Working Group - Annually capitalize on National Tourism Awareness Week as a pivotal opportunity to draw attention to the importance of tourism - Kick-off awareness activities during the 2010 Tourism Awareness Week, June 7 - 13 <ul style="list-style-type: none"> • Northumberland County council proclaims June 7-13th "Northumberland Tourism Week". • Release the Tourism Destination Development Action Plan • Stage "Open Door" events at tourism businesses for the tourism industry • Create tourism news stories for media - Develop a base line communications strategy; a strategy designed to be both comprehensive and cohesive where connecting the dots of tourism related activities drive increased awareness of the importance of tourism to the economic well being of all those living and working in Northumberland County - Produce a Tourism Economic Impact Fact Sheet to be used by the tourism industry in order that they can tell the tourism story 	<p>Jan. 2010</p> <p>June 2010</p> <p>Sept. 2010</p> <p>Sept. 2010</p>	<p>Establishment of an ongoing communications strategy strictly designed to publicize the importance of tourism to Northumberland County</p>

	<ul style="list-style-type: none"> - Identify tourism industry spokespeople who serve as “reliable sources” for news media, ensure these people have the facts and are well trained in order to speak on behalf of the industry - Utilize Tourism Service Excellence Awards to showcase those businesses and employees in the tourism sector that are making a positive difference (see recommendation # 5) - Consider the creation of a local resident Ambassador programme where locals are encouraged to act as tourism hosts at festivals, conventions and sporting events against the backdrop of a Visiting Friends & Relatives (VFR) strategy 	<p>Sept. 2010</p> <p>April 2011</p> <p>April 2011</p>	
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7. Establish a Northumberland County brand, one that differentiates the destination

By establishing a tourism destination brand Northumberland County has an opportunity to create and reinforce a distinct brand image in the minds of its target customers. A tourism brand can also serve to rally the tourism industry around a cohesive and creative positioning that positively articulates the type of tourism experiences found in the destination. At the current time a destination brand does not exist. In fact there are several “community brands” that exist within the destination. While this particular recommendation has been identified it is not considered to be paramount to the overall success of the Destination Development Action Plan. At this time there are several others recommendations that would take precedent and serve to better impact overall success. In addition the formation of a larger Regional Tourism Organization under the Ontario Ministry of Tourism’s reorganization process should be considered should this particular recommendation be pursued.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
Establish a Northumberland County brand, one that differentiates the destination	- Utilize the Tourism Destination Development Committee to assess this recommendation and determine if and when it is appropriate to proceed	Sept. 2011	TBD

8. Develop an investment attraction strategy in partnership with the accommodation sector

The PRTD process identified a gap in terms of the lack of a wide range accommodation options located throughout Northumberland County. While one could argue there are sufficient accommodation options available in the south of the county based on current occupancy and yield levels future tourism growth will be dependant on an increase in the number of roofed accommodation options available throughout the entire county. In this current economic climate new hotel development within the province is at a stand still. Conversations with developers have led us to believe that the ability for County representatives to attract new investment for accommodations in the near term is limited. In partnership with the accommodation sector however there is an opportunity to initially focus attention at enhancing the existing inventory of accommodations through improvements and expansion. This recommendation should remain important and all of Northumberland County's economic development departments should monitor market conditions with the hope of securing accommodation investment for enhancement and or development in the future.

RECOMMENDATION	STRATEGY	COMPLETE	MEASUREMENT
Develop an investment attraction strategy in partnership with the accommodation sector	- No action to be taken on this recommendation at this time	TBD	TBD

2. Increase tourism economic impact of tourism in Northumberland County

A number of high level strategies have been identified in the PRTD recommendation that would support the increase to tourism economic impact within the destination. Many of those strategies have yet to be fully explored. In the context of ongoing destination development the Destination Management Committee is encouraged to explore opportunities to drive tourism economic impact in the activities it identifies and supports.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
Increase tourism economic impact of tourism in Northumberland County	<ul style="list-style-type: none"> - Extend length of stay of existing visitors by creating more reasons to visit longer, consider packaging experiences to include a core activity supplemented by supporting activities as well as food and beverage opportunities, where possible build the experience on an overnight accommodation foundation - Encourage creation of new attractors via networking sessions with existing and developing business operators - Create Arts, (visual and performing arts), Culture, Heritage packages with an accommodations component to increase visitation especially in shoulder seasons, utilize the Arts, Culture, Heritage Working Group to do this work - Better leverage the Visiting Friends & Relatives (VFR) market segment by providing a long list of activities and events to the local hosts who in turn can entertain their guests at the vast number of tourism centric experiences and businesses 	<p>Nov. 2010</p> <p>Nov. 2010</p> <p>Feb. 2011</p> <p>Feb. 2011</p>	<p>Creation of a number of tangible business building opportunities designed to attract more visitors and grow tourism receipts over the long-term</p>

	<ul style="list-style-type: none"> - Maximize the festivals & events calendar; leverage the long list of events by featuring the Top 10 tourism centric events that have potential to attract visitation from outside the destination, package and promote these events with an accommodation and food and beverage offering, ensure the Top 10 have geographic and seasonal representation - Use Sports Tourism and Meetings and Conference opportunity to impact tourism; see recommendations # 3, # 4 	Feb. 2011	
		Nov. 2011	

3. Establish a Sports Tourism Working Group to explore opportunities from this market

Sports tourism has become an important aspect to many destinations tourism activities. There are a number of clear leaders, those destinations that have invested in the development of sports infrastructure to attract visitation from the very lucrative sports tourism marketplace. Most destinations in Ontario recognize some success in the area of sports tourism and Northumberland County is no exception. Currently the destination attracts a number of regional and provincial sporting tournaments and events that drive tourism business throughout the calendar year. This business is very apparent and the accommodation and food and beverage sectors can attribute increased occupancy and revenues directly to sports tournaments and events. For this reason the PRTD process recommended that there be a focused undertaking to explore the opportunities related to growth from sports tourism. From a longer term perspective the working group may want to explore the feasibility of expanding existing or building new sports facilities designed to meet the needs of both local and tourism demands.

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
Establish a Sports Tourism Working Group to explore opportunities from this market	<ul style="list-style-type: none"> - Establish a Sports Tourism Working Group in order to fully explore the opportunity - Explore the opportunities by reviewing the current list of events that take place 	March 2010 June 2010	Determination if Sports Tourism is a realistic tourism

5. Address underdeveloped and underperforming tourism assets

Through the PRTD process a number of underdeveloped and underperforming assets were identified. These tourism assets have been identified in order to determine if through some form of development they can be better utilized to impact tourism visitation and revenue levels. The identified list is long and therefore those assets must be prioritized in terms of greatest opportunity. It is recommended that the tourism industry in partnership with Northumberland County officials prioritize the list of assets. Once that is complete specific activities and initiatives can be undertaken to develop each asset.

The arts, culture (visual and performing arts), and heritage offering was identified as a priority development opportunity. To that end an Arts, Culture, Heritage Working Group was established. This has been the first area of focus under this particular recommendation. Two other assets stood out as important (over and above the longer list). They were:

- Cycle tourism and specifically the creation of a *Bicycle Advisory Committee* and a *Cycling Master Plan*
- Agri-Culinary tourism and the *Proudly Northumberland* initiative

Here is the list of additional assets identified through the PRTD process:

- Port Hope Central Pier & Waterfront Vision
- Brighton Waterfront Master Plan
- Brighton Vision for Recreation Trails and Greenspaces
- Hastings Revitalization – Downtown and Waterfront
- Trent Severn Waterway System
- Northumberland County Forest
- Historic and Heritage Sites
- Cobourg Marina – Development of West Harbour
- Aboriginal Tourism - Alderville First Nation

RECOMMENDATION	STRATEGY	COMPLETE	OUTCOME
<p>Address underdeveloped and underperforming tourism assets</p>	<ul style="list-style-type: none"> - Arts, Culture and Heritage (visual and performing arts), to top the list of underdeveloped assets and the creation of a Arts, Culture , Heritage Working Group supported by Northumberland County's Creative Services Coordinator - Support initiatives that are "already in the works" like agri-culinary tourism and the Cycle Master Plan - Tourism Destination Development Committee to prioritize the list of underdeveloped and underperforming assets - Develop a series of development strategies based on the prioritized list of assets and begin to work towards the development of these assets 	<p>Feb. 2010</p> <p>May 2010</p> <p>Sept. 2010</p> <p>Jan. 2011</p>	<p>The creation of a long-term tourism asset development plan that focuses on those assets that have the greatest likelihood to increase visitation and tourism revenues</p>

APPENDIX I

2010 Destination Development Task Team (DDTT) Members

Name	Business/Organization
Nancy Allanson	Trent Hills Chamber of Commerce
Gail Anderson	Tower Manor Lodge
Cori Arthur	Northumberland Tourism
Donna Bennett	Westben Arts Festival Theatre
Holly Bleggen	Outdoor Ontario Adventures/Ski Telemark Ltd.
Diane Camelford	Northumberland Mall
Donna Cane	Victoria Inn
Bob Connor	The Windswept Group
Gina Cowan	Brighton & District Chamber of Commerce
Dave Cutler	Municipality of Brighton
Camille Edwards	Municipality of Trent Hills
Vaughn Finch	Municipality of Brighton
Wendy Giroux	Port Hope Chamber of Commerce
Eileen Lum	Northumberland Tourism
Vicki Macmillan	Empire Cheese & Butter Co-op
Tom Mates	Pres'quile Provincial Park
Debra McCarthy	Downtown Cobourg DBIA
David Navia	Ste. Anne's Spa
Don Parks	The Brighton Inn
Andrea Patterson	Port Hope Tourism
Paul Portelli	Northumberland CFDC
Bill Rudland	Harbourview Motel

Reese Simpson	Alderville First Nation
Sally Staples	Oak Heights Estate Winery
Rhonda-Lee Stephenson-Read	Aye Lighthouse Bed & Breakfast
Erin Wakely	Cobourg Tourism
Kevin Ward	Northumberland Central Chamber
Louise Weldon	Capitol Theatre
Brad Willcocks (Chair)	Best Western Inn and Convention Centre