



TOURISM DESTINATION PLAN

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Gravenhurst Tourism: A Plan For The Future

Vision

Gravenhurst, guided by this unified community tourism plan, will promote sustainable year-round economic growth in the local tourism sector and become the destination of choice for visitors exploring the region.

Demand Generators



**Visiting
Friends &
Relatives**



**Natural
Environment
& Landscape**



Recreation



**Muskoka
Brand**



**Convenience
of Location**



**Unique
Experiences**

Goals

1

**Unite the Local
Tourism Community**

2

**Leverage Existing
Demand Generators**

3

**Attract, Develop &
Support Tourism
Products**

4

**Increase Tourism
Spending from
November to April**

5

**Strengthen &
Coordinate Marketing
of Gravenhurst's
Tourism Brand**

6

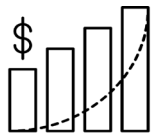
**Ensure Visitors Can
Access Information on
Tourism in Gravenhurst**

Introduction

Why There Is A Need For Tourism Planning?

Across the country, communities are working to increase their role as tourism destinations. Attracting visitors is harder now than it has ever been before. Between new technologies, seemingly infinite amounts of advertising and increased competition, visitors have more options than ever before. This is why Tourism Destination Planning is so important.

Tourism planning is the process of setting goals, developing strategies and outlining tasks and schedules to accomplish those goals. Tourism planning embraces social, economic, political and technological factors and is important to ensure the longevity of the tourism industry in an area. Through development of this Plan, Gravenhurst as a community, recognizes the importance and impact of the tourism industry, both locally and regionally. This Plan solely addresses tourism planning at a local, Gravenhurst level.



Tourism Sector:
10.4% World GDP
6.4% Can. GDP



Tourism Employment:
10% World Jobs
8.6% Can. Jobs



Ontario receives
141 million
visitors annually



\$26.8B spent
by Ontario Visitors
annually. (Increased
5.5% since 2015)



Muskoka: 2.9 Mil. visitors
annually. \$391M spent.
(Avg. stay 2.8 nights.)

In 1992, The Gravenhurst Tourism Action Committee created a report that addressed how tourism should be managed in Gravenhurst. Since that time, there has only been ad hoc and sporadic planning occurring at a local level, despite regional, provincial and national plans being developed and implemented from other tourism bodies and organizations. Since the 1992 report, Gravenhurst specifically has not undertaken tourism destination planning at the local level.

This Plan is important in officially creating and implementing a focused tourism direction in Gravenhurst at a local level, while helping define the municipality's role in the greater tourism ecosystem. Despite a lack of planning, Gravenhurst has continued to receive an abundance of visitors throughout the year, with a high percentage coming during the summer months. For the sake of this strategy, seasonal residents aren't considered to be visitors.

TOURISM DESTINATION

A unique, geographical area, which is the main destination of a tourist trip and exhibits tourism products such as attractions, support services and tourism services.

Data collected by the Ministry of Heritage, Sport, Tourism and Cultural Industries shows a decline in recent years to the number of visitors coming to Muskoka. However, the good news is that spending is on the rise. Gravenhurst's economy has a heavy reliance on these visitors and needed to develop a plan that both grows this sector and fosters current visitors to return.

VISITOR

A person who travels to a destination outside of their usual environment. (i.e. main residence, seasonal residence,

RESIDENT

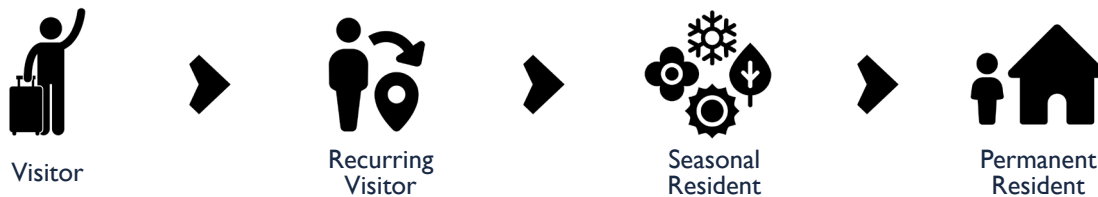
A person who owns, leases or lives in a residence in Gravenhurst.

While Muskoka is mentioned throughout this Plan, its focus is concentrated on Gravenhurst as a segment of a larger tourism region. Through consultation and research it was clear that visitors are coming to visit the region as a whole. This pattern does not preclude the local level from needing planning or management of tourism. The coordination recommended in this Plan does not focus on the regional level, as there are other tourism bodies which concentrate on the development of the region as a whole. From this point on, destination will refer to the geographic boundaries of Gravenhurst.

This report was created prior to the impacts of COVID-19; all data sources and information remain accurate to the creation of the report. We recognize that there will be shifts in travel motivation, revenue and visitation numbers as the Tourism Industry has largely been on hold for 12 months now. Regardless of COVID-19 impacts, it still remains a priority to promote tourism at local level with proper safety protocols in place and under the guidance of relevant Provincial and Federal legislation. Where needed relevant actions and goals in this report have been adjusted to acknowledge the reality of the current situation. Changes that were made shifted focus to rebuilding the tourism industry as opposed to just growing the tourism industry.

The Person Pipeline

In addition to the economic impact of visitors, Gravenhurst has a unique ‘pipeline’ of resident attraction. Visitors are the first stage in the development of new permanent residents. The diagram below shows the most common process of moving from visitor to permanent resident. This process may take multiple generations and certain steps may be skipped depending on the person. Not only is tourism important to the immediate economic health and well-being of the area, but also to the long-term growth of the municipality.



This Tourism Destination Plan is intended to be a community plan. While developed by the municipality, it is designed to be embraced and implemented by each section of the tourism ecosystem within Gravenhurst and will be the foundation of how we approach tourism moving forward. The Plan is the first step in identifying efficiencies for the future, which includes defining roles of various stakeholders and by acknowledging the resources and assets that have the ability to grow to be more successful and attract visitors. It should be noted that while this pipeline applies to residents, as per tracking completed by the District of Muskoka, properties will often switch between seasonal and permanent uses resulting in a steady number of each.



Report Methodology

In the process of developing Gravenhurst's Tourism Destination Plan, there was a thorough review of research, results and stakeholder insights, which included:

- I. One-on-one interviews with key tourism stakeholders in Gravenhurst:**
 - i. Food service operators**
 - ii. Accommodation operators**
 - iii. Attraction operators**
 - iv. Tourism organizations**
- 2. Visitor Survey**
- 3. Environmental Scan & Document Review**
- 4. Best Practices Research**

In the process of forming this Plan, there were individual interviews completed with 27 different tourism industry business operators. The municipality met with food service, accommodation and attraction operators, as they are the businesses who are directly impacted by tourism and are the face of tourism for visitors coming to Gravenhurst.

The Economic Development Team created a Visitor Survey to obtain key visitor demographics, opinions and trends. In 2018, the Gravenhurst Visitor Survey received 740 responses, and a thorough review was done on the results. This Plan also includes data from the 2019 intake of this survey, which received 1,734 responses. The Visitor Survey is a very important initiative to gather insight into who is coming to Gravenhurst, what they are doing while they are here, and why they have chosen to come to Gravenhurst.

Additional guiding documentation related to tourism, at both a regional and local level was reviewed and considered as part of this Tourism Plan. These documents included; the former 1992 Tourism Plan, the Retail Gap Analysis, Gravenhurst's Community Strategic Review, Muskoka Tourism's Strategic Plan, RTO12 Regional Tourism Strategy, the Premier-Ranked Destination Strategy and other community plans.

In addition to local and regional document review, part of the development of this Plan involved researching best practices from other municipalities. This included reviewing what other tourism destinations had, in terms of a formal tourism plan, in place.

Following the development of the initial draft, this Plan was sent back out and provided to those that were originally consulted to have a look at what was first created. Feedback from this second round of consultation has been incorporated into the Plan.





Gravenhurst Tourism Profile

In order to develop a comprehensive Tourism Destination Plan, it is important to understand what is happening in the tourism eco-system at a local level. The market profile and visitor profiles below were analyzed from the valid responses from the 2018 and 2019 Visitor Survey, one-on-one consultation meetings and information from various external sources.

Market Profile



38 Accommodators
400+ Rooms
Sleeps 1000+
250+ Short-Term Rentals



3 Air Services
3 Taxi Services
1 Bus Service



34 Lakes
9 Trails
6 Public Beaches
13 Parks



25 Attractions
44 Bookable Venues
30 Annual Events
49 Retail Stores
47 Food Services



Visitor Profile



Travel Time
 11% • 0-30 Minutes
 66% • 1-3 Hours
 23% • 3+ Hour



Length of Visit
 38% • Day Trips
 42% • 1-2 Nights
 17% • 3-7 Nights
 3% • 1 Week+



Mode of Travel
 96% • Car
 4% • Plane, Bus,
 Boat, Motorcycle



**Muskoka
 Travel Season**
 16% • Jan - Mar
 18% • Apr - Jun
 52% • Jul - Sep
 14% • Oct - Dec

Origin of Visitor

95% Visiting from within Ontario • 4% Visiting from elsewhere in Canada • 1% Visiting Internationally



Visitor Facts
 48 • Average Age

 72% • Have a
 Post-Secondary
 Degree

 67% • Have household
 income over \$75,000



Also Visiting...
 38% • Bracebridge
 24% • Muskoka Lakes
 21% • Huntsville
 10% • Algonquin
 9% • Lake of Bays
 8% • Georgian Bay
 24% • Just Gravenhurst



What They're Doing
 79% • Sports & Rec.
 66% • Dining
 63% • Shopping
 37% • Attraction
 35% • Event/Festival



Reason for Visit
 31% • Visiting Family
 & Friends
 23% • Outdoor Rec.
 13% • Other (Celebration,
 Getaway, Explore)
 9% • Shopping
 8% • Cultural or Historic
 Attraction



Roles & Responsibilities

With tourism being one of the primary industries within Gravenhurst, there are a large number of organizations that are involved in fostering greater tourism in the community. These organizations are from all levels of both the private and public sector. Each of these organizations have varying responsibilities and areas of focus aimed to attract visitors, service visitors and maximize the economic benefits to the community. It is important to consider what each of these groups are contributing to tourism in order to identify gaps and to avoid duplication.

The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries created a tool that can be used in determining roles and responsibilities of organizations in an industry. These guidelines, with slight modifications, were used through the process of determining the roles and responsibilities of tourism organizations in Gravenhurst and across the region. Each organization noted whether they are actively doing a specific task, or supporting others doing a task, on both a local and a regional level. The Municipality met one-on-one with organizations to determine their roles in the tourism industry. The purpose of this step is to track what others are doing, in order to avoid duplication of actions and identify gaps in tasks. The descriptions below are based off of the roles and responsibilities guidelines used in the one-on-one meetings with the various organizations. In addition, the results of the consultations were used to create a chart that was the basis for identifying gaps.

Local Tourism Stakeholders



The Town of Gravenhurst • The Town plays an essential role in attracting investment, capital development, strengthening relationships and providing the standard municipal services for the community; including planning and building services. In addition, the Town's Infrastructure Department is responsible for maintenance of assets that are used for tourism purposes such as trails, beaches and the Muskoka Wharf. The Gravenhurst Opera House is run by the municipality as a tourism attraction. The Town of Gravenhurst also supports the Gravenhurst Chamber of Commerce financially to run visitor information services for the Town.



The Gravenhurst Chamber of Commerce • The mission of the Gravenhurst Chamber is to provide leadership and access to opportunities by promoting member engagement. The Chamber's vision is to be an approachable and progressive organization supporting the local business community. The Chamber runs visitor services and promotes and connects visitors to all businesses of interest to visitors. The Gravenhurst Chamber also owns and uses the Experience Gravenhurst brand.



Business Improvement Area (BIA) • The BIA carries out the function of marketing and beautifying the "downtown" geographic area of Gravenhurst. This organization targets a group formed by the members and businesses in the downtown area that pays a tax to fund the organization to run events and communicate with businesses. One of the core pillars of the organization is to attract people to their business area, and as such, participate in tourism marketing.

Regional Tourism Stakeholders



Muskoka Tourism Marketing Agency (MTMA) • Muskoka Tourism is a not-for-profit association that provides marketing for the Muskoka area and is partly funded by the District of Muskoka. The agency promotes already-made products and experiences through a membership-based directory online and at their visitor services center. Muskoka Tourism predominantly engages in domestic marketing at this time.



Regional Tourism Organization 12 (Explorers' Edge RTO12) • RTO12 is an independent, not-for-profit organization working with tourism partners to create and enhance the regions' tourism products. RTO12 includes the regions of Parry Sound, Almaguin, Algonquin Park and Muskoka. RTO12 works to market our region's products and experiences at a provincial, national and international level. RTO12 predominantly engages in international marketing at this time.

Provincial Tourism Stakeholders



The Ontario Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI) • This Ministry works to market Ontario as a destination on the Canadian stage, as well as internationally. The Ministry partners with businesses and organizations in the tourism sector to aid and invest in their development and guide new experiences and ideas. Currently, the Ministry is in the process of developing the Ontario Tourism Strategy, recognizing the importance of the sector and need for an updated plan. Destination Ontario is funded by MHSTCI.



Destination Ontario • Destination Ontario is a government agency which markets Ontario as a four-season destination nationally and internationally, by partnering with different tourism operators to help reach markets which they may not have been able to otherwise. Destination Ontario markets Muskoka on its tourism website and advertises packages, which viewers can purchase on the website for their trip.

National Tourism Stakeholders



Destination Canada • Destination Canada is a National crown corporation which promotes Canada, as a four-season destination with market-ready products and experiences, internationally to 10 countries. The corporation partners with tourism businesses and provides tools and research which they may not have had otherwise. Destination Canada markets Muskoka on its tourism website and offers research and reports on different markets and other areas of tourism.





Areas of Importance

In the process of defining the various roles and responsibilities, each category was evaluated to determine if there were potential gaps. Each category was then categorized as one of the following: no issues, tourism industry gaps and potential tourism industry gaps. Tourism industry gaps are areas of responsibility, which no public tourism entity currently owns at a local level. Potential gaps are defined as segments of the tourism spectrum that have no clear leader or are in need of additional supports; however have a public tourism entity contributing to them. The tourism industry gaps and potential tourism industry gaps that have been identified at the local, Gravenhurst level are the following:

Identified Gaps



Industry Training,
Development
& Communication



Develop
& Enhance
Products



Destination
Management



Signage

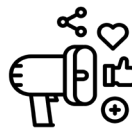


Partnership
Development &
Regional Collaboration

Identified Potential Gaps



Infrastructure
& Transportation



Marketing
Development



Website



Research Tracking



Publications



Industry Network
& Information



Destination Manager

Managing a destination and marketing a destination are two very different approaches within tourism. A Destination Manager is responsible for the coordination of elements, but is not necessarily the owners of various items. A destination will only be successful when the entire industry is able to operate on the same page. A Destination Manager for Gravenhurst would be responsible for the coordination of the tourism elements at a local level and ensuring opportunities and resources were being used effectively. This Destination Manager would not be responsible for managing the coordination of these organizations at a regional, Muskoka level; it is very specific to Gravenhurst tourism only.

After consulting with tourism stakeholders on the many roles and responsibilities in the tourism industry, it's evident that there is a need for a clear definition and education regarding which organization should play the role of Destination Manager at a local level. One of the key questions that was asked of each organization during the roles and responsibility consultations was "who do you think should do this?" for each of the various questions in the guideline. There was a clear definition that the Town of Gravenhurst is the only organization which has the track record, resources and mandate to take on the role of Destination Manager. This does not mean that this role will not shift in the future. For the remainder of this document, when the term Destination Manager occurs, it will refer to the Town of Gravenhurst.



DESTINATION MANAGER

Is a body/organization that manages the coordination of all elements that make up a tourism destination including, but not limited to; attractions, amenities, access, events, product development, visitor information and marketing.

Demand Generators

Demand generator is a term used in tourism planning to define the activities and attractions that are the primary reasons for visitors to come to a destination. These demand generators include both physical attractions (i.e. rocks, trees and water) and psychological attractions (i.e. branding, emotions). Defining demand generators for a destination are important in recognizing why visitors are coming to your community. Demand generators can be anything that motivates someone to leave their home and visit a given area.

Before identifying different actions that need to occur within the tourism ecosystem to improve Gravenhurst as a tourism destination, defining the demand generators was the first step. The process of defining the demand generators involved analyzing data from the Visitor Survey and consultations with the area's accommodators. Additional consultation was done with organizations that provide Visitor Information services and reviewed the consultations done with the tourism stakeholders in the area. Through those reports and consultations, the Municipality was able to identify Gravenhurst's demand generators.

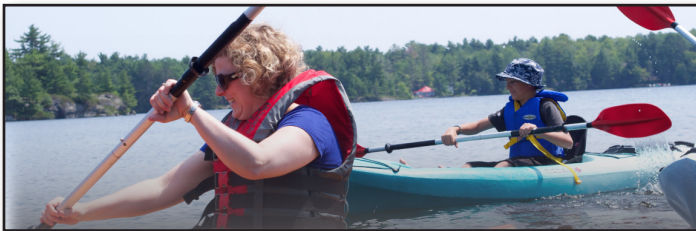
Identification of the demand generators will help in managing Gravenhurst as a destination by identifying new product opportunities, strengthening existing products and in focusing marketing activities. The process in identifying the demand generators in Gravenhurst was not particularly the easiest. In many cases there is not a single reason that people are deciding to visit Gravenhurst. Instead, it should be acknowledged that the demand generators themselves have instead become a critical mass of product and perception that ultimately drive tourism.

DEMAND GENERATOR

The reason that drives someone to visit a destination.



Demand Generators for Gravenhurst



Visiting Friends & Relatives

Identified as visitors who are travelling to the area for the purpose of visiting friends and/or relatives.

(Permanent, Temporary & Seasonal Residents)



Natural Environment & Landscape

Identified as visitors who are coming to Gravenhurst because of the natural environment, landscape and resources that are accessible to them while visiting.

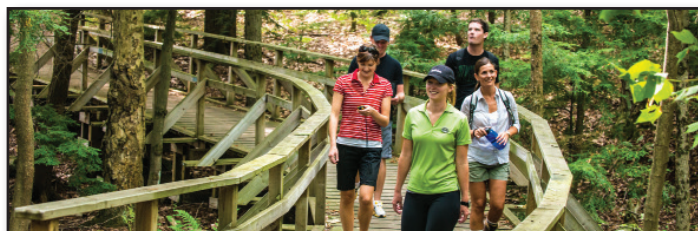
(Summer Weather, Access to Lakes, Torrance Barrens Dark Sky Reserve, Fall Tree Colours)



Recreation

Identified as visitors who are travelling to do an activity for enjoyment that can be found in Gravenhurst. This recreation can be outdoors, indoors, physically, leisurely, socially, privately, etc. This definition of recreation is separate from the Town's Department of Recreation Divisional mandate.

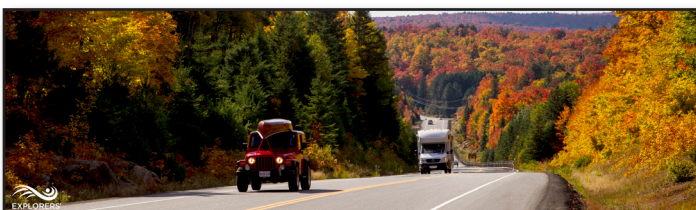
(Water Activities, Land Activities, Winter Activities)



Muskoka Brand

Identified as visitors who have recognized the brand of "Muskoka" and have decided to visit and explore the region to experience the mystique of Muskoka. Each visitor's perception of the brand will be unique.

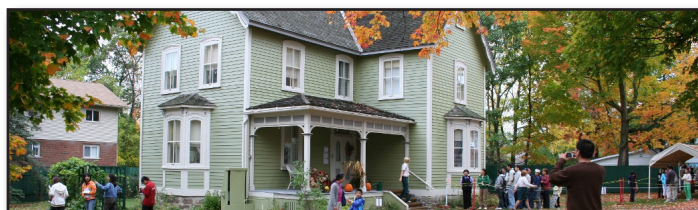
(Historic Vacation Destination, Luxury Cottage Lifestyle, Outdoor Setting)



Convenience of Location

Identified as visitors who have decided to come to Gravenhurst due to its proximity and geographic location.

(Distance from GTA, Ottawa & Algonquin Park, Distance to Surrounding Towns, Location in the Ontario 'Loop')



Unique Experiences

Identified as visitors who are travelling to partake in the events and attractions which are unique to Gravenhurst.

(Steamships, Bethune Memorial House, Sawdust City Brewing Co.)



SWOT Analysis

A Strength, Weakness, Opportunity and Threat (SWOT) analysis was completed through a compilation of all of the data collected through this process. Additionally, a session was held using various members of the community and those within tourism.

Development of this SWOT analysis of the tourism in Gravenhurst was a key part of seeing exactly where Gravenhurst as a destination is already succeeding, but also where it could use support. The analysis is an important part of the process and assisted in creating key actions and recommendations for the action plan.

S Strengths

- Unique Cultural Attractions and Established Events
- Natural Beauty, Environment and Resources
- Proximity to GTA Market and Provincial Parks
- Air Service Network and Access
- Manageable Assets
- Reasonably Good Range of Roofed Accommodation
- Visiting Friends and Relatives

W Weaknesses

- Local Transportation Services
- Lack of Destination Image
- Lack of Coordination of Tourism Organizations
- Limited Tourism Wayfinding Signage
- Limited Winter Attractions and Events

O Opportunities

- International and New Canadians Market
- Winter Tourism
- Human Powered Activities
- Guided Tours/Self-Guided Tours/Packaging
- Proximity to Surrounding Towns and Attractions
- Partnerships
- Visitor Information Services
- Local Awareness of The Value of Tourism

T Threats

- No Inclusive Local Brand Perception
- Climate Change and Climate Change Perception
- Residents Against Tourism
- Competing Ontario Destinations
- Businesses Not Working Together



Gravenhurst Tourism Destination Plan: Overview for 2020-2025

To this point, the Plan has contained a summary of the consultation that was received. The important part of any strategic planning process is distilling the information, both received in consultation and found through reviewing the existing context, into a clear and defined direction for moving forward. The Plan has used all of the input to deliver what is considered a professional and cohesive direction for growing and supporting tourism in Gravenhurst.



Vision

Gravenhurst, guided by this unified community tourism plan, will promote sustainable year-round economic growth in the local tourism sector and become the destination of choice for visitors exploring the region.

Goals

After reviewing the different factors of the tourism industry in Gravenhurst, the Town of Gravenhurst has constructed six goals which should be focused on throughout the next five years of this Tourism Destination Plan.

The goals were strategically designed as a result of all of the work that was done. The goals speak to the different aspects of the SWOT analysis, the completed consultations, the roles and responsibilities of tourism stakeholders, professional recommendations of tourism staff, and supporting Gravenhurst's vision for tourism and its demand generators. The actions created contribute to successfully achieving each one of these goals, and ultimately, achieving the vision of tourism for Gravenhurst.

Goals

1



Unite the Local Tourism Community

Through consultation and data gathering it was clear that there is an incredible amount of tourism work being done within Gravenhurst. However, despite the good work, it is not having the impact that it could.

2



Leverage Existing Demand Generators

Demand generators are the reason that people come to Gravenhurst. Supporting these demand generators will be the easiest way to increase visitor spending.

3



Attract, Develop and Support Tourism Products

Not all tourism products are demand generators (yet). It is important to support, build and develop these products to support increased stays, and in turn, increase visitor spending.

4



Increase Tourism Spending

Increasing visitor spending is important, especially post COVID-19. Visitor spending was decreasing prior to the pandemic and drastically fell in 2020. Aspect one of this goal is to return spending to pre-pandemic spending levels then grow from that point.

5



Strengthen and Coordinate Marketing of Gravenhurst's Tourism Brand

Marketing of Gravenhurst as a whole has been disjointed and ineffective; strong, local marketing is important.

6



Ensure Visitors Can Access Information on Tourism in Gravenhurst

In order to drive visitor spending and return visitation, it is important that visitors are able to access information on things to see and do when they are in the Gravenhurst.



Key Performance Indicators (KPIs)

While each action point will have its own key performance indicator, it is important that the Plan as a whole has a number of indicators that can be reported on an annual basis. With the impacts of COVID-19, we understand that numbers could be skewed in the coming years. 2019 will be used as a



Visitor Spending



Accommodation Occupancy Rates



Visitor Satisfaction



Visitor Awareness

Next Steps

The completion of this guiding document is only the first step to moving Gravenhurst forward as a destination; there is much more work to be done. It is envisioned that, following approval of this Plan, the following will be added to the Economic Development, Marketing and Tourism division's work plan:

1. Begin short-term actions that have been identified in the action plan.
2. Educate, coordinate and inspire the various members of the tourism industry about this Plan and ultimately get buy-in from that sector.
3. Review the action plan on an annual basis. Update, prioritize, add and remove actions as required.
4. Report to council on an annual basis regarding the implementation of the action plan.



Overview of Strategic Actions

Below is an overview of the action plan. Each of these actions was developed using feedback from consultations, professional input from staff and recommendations from the Visitor Survey. The action points below support various goals identified in this Plan. At this time short term actions are expected to begin in year 1 and 2, medium term in years 3 to 5 and long term in 5 plus years, this will be fluid based on public health regulations and the ability to welcome visitors to the area. In the very short term the emphasis will be on research and relationship buy in to develop a solid base as our destination looks to rebuild.

Short Term	Administrative	1. Clearly define the roles and responsibilities of Gravenhurst's Destination Manager and educate tourism stakeholders on the roles and responsibilities of the Destination Manager.
		2. Review of tourism-related contracts.
		3. Develop a Tourism Services Charter with all Gravenhurst organizations to review annually.
		4. Develop a sustainable and collaborative tourism leadership structure.
	Communications	5. Develop tailored e-newsletters for three tourism-related sectors in Gravenhurst.
	Events	6. Develop marketing packages for tourism-based events.
	Funding	7. Make associated budget asks related to implementation of Plan.
		8. Assess and research feasibility of implementing a Municipal Accommodation Tax in Gravenhurst.
	Marketing	9. Create a winter recreation marketing campaign.



Short Term

Marketing	10. Develop a Gravenhurst Tourism brand that is aligned with the Town of Gravenhurst and the operators in the area.
	11. Develop a marketing campaign for recruiting and retaining seasonal workers in Gravenhurst.
	12. Develop a program for media familiarization tours.
	13. Promote independent tourism operators and events.
	14. Work with transportation in marketing and promotion of their services.
	15. Improve promotion of Gravenhurst's trails
	16. Liaise with Destination Canada and Destination Ontario to create awareness for Gravenhurst.
Product Development	17. Participate in tourism-related industry events in order to raise Gravenhurst's profile.
	18. Develop print and digital tourism product.
	19. Create a guide which targets the Visiting Friends and Relatives audience.
	20. Develop itineraries for different groups of travellers.
	21. Develop "Top 5 Must-Do" lists.
Research & Analytics	22. Implement the action "Cycling Friendly Tourism Program" from the 2017 Age-Friendly Active Transportation Plan of Action.
	23. Develop a program/database that allows individual industry members to identify ideal guest profiles.
	24. Develop a distribution strategy for the various tourism products developed, in digital and print.
	25. Bringing in experts to assist in training the general public on how to create tourism product.



Short Term	Research & Analytics	26. Implement a long-term data collection solution for room occupancy and room rates.
		27. Annually, communicate with stakeholders to identify where current policies and processes hinder development and investment and work with municipal departments to explore ways to eliminate barriers for business retention and expansion.
	Visitor Information	28. Develop and implement plan for mobile visitor information services process.
		29. Coordinate tourism information on a centralized website and social media platforms, which can be used as a marketing platform.
Medium Term	Administrative	30. Review and adjust the staff allocation as needed within the Town of Gravenhurst.
	Communications	31. Create Wayfinding Signage Plan focused on tourism in Gravenhurst.
		32. Develop tourism service standards for operators to aspire to through training, product development and accreditation.
		33. Host a Gravenhurst Tourism Summer Season Launch Party.
	Events	34. Create tourism-based events focused on months November to April.
	Marketing	35. Develop specific investment attraction programs.
		36. Partner with tourism operators to create cooperative marketing campaigns targeted to spring, fall and winter.
		37. Apply for and then promote Gravenhurst as having various national tourism designations.
38. Identify and work with event planners and tour operators to drive business leads to Gravenhurst businesses.		
Partnering & Packages	39. Develop an outline for the creation and facilitation of packages between businesses.	
Product Development	40. Develop a set of Gravenhurst “Hot Spots” handbook.	



Long Term	Research & Analytics	41. Work with festival and event organizers to implement a standard 'exit survey'.
	Training Materials	42. Develop curriculum and deliver workshops to tourism operators.
		43. Create front-line worker training program to educate on tourism and areas in Gravenhurst.
		44. Offer marketing training workshops from qualified professionals to Gravenhurst tourism industry members who are looking to get support for marketing techniques and information.
	Visitor Information	45. Develop program to target and educate the Visiting Friends and Relatives group coming to Gravenhurst.
		46. Expand static visitor information sites to other locations of town.
		47. Explore opportunities for digital tourism kiosks.
	Communications	48. Implement an information sharing system where key stakeholders in the tourism industry can connect and share current tourism information.
		49. Develop a Gravenhurst Tourism Awards Celebration.
	Marketing	50. Develop a "Stop Here" visitation marketing campaign focussed on getting people to stop on their way up Highway 11.
51. Create a digital marketing strategy with a focus on the customers which we have identified are coming to Gravenhurst.		
Partnering & Packages	52. Develop stronger relationships with post-secondary schools with programs in tourism.	
Product Development	53. Develop various themed 'Trail' experiences.	
	54. Explore a tourism-based coupon book or preferred purchaser card.	



Long Term	Product Development	55. Collaborate with surrounding towns to create the “Muskoka Road Trip”.
		56. Advocate for coordinated retail store hours for tourism business operators during the different seasons.
	Research & Analytics	57. Create an exit survey for seasonal staff to complete at the end of their season to get a better understanding of their obstacles, etc.
	Training Materials	58. Develop, or support development of creating an online job fair at the select times throughout the year.
On-Going	Administration	59. Provide tourism lens to municipal processes and documents.
		60. Continue the maintenance and upkeep of The Town of Gravenhurst’s properties and facilities.
		61. Review the Gravenhurst Tourism Destination Plan on an annual basis and create report accordingly.
	Events	62. Attraction of and support for private, tourism-based events that enhance the visitor experience and contribute to the growth of tourism in our region.
		63. Support Muskoka Wharf Revitalization Plan to grow the Wharf as a tourism demand generator.
	Funding	64. Assess opportunities for specific projects from other levels of government to fund this plan.
	Research & Analytics	65. Database of tourism offerings.
		66. Work with relevant municipal and business partners to generate annual tourism economic data sets.
		67. Continue to run the Visitor Survey that is already in place and enhance it.

