



## *Strathcona County Tourism Strategy and Implementation Plan*

Draft Plan presentation delivered by:  
Expedition Management Consulting Ltd.  
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# Presentation Overview

1. Review Draft Tourism Strategy and Implementation Plan
2. Questions
3. Feedback Opportunity



*Strathcona County  
Source: Alberta Communities in Bloom*

# Project Objective

## The Tourism Strategy and Implementation Plan will:

- Provide a shared vision for tourism in Strathcona County, a framework for stakeholders to collaborate, and a direction for tourism development over the next 10 years.



# Project Status Update



# Research Completed

- Resident survey (281 responses)
- Stakeholder survey (15 responses)
- In-person meetings in Strathcona County.
- 36 unique stakeholder groups consulted.
- Market research and visitation statistics.
- Secondary research from local, regional, provincial, national and international sources.



# Strathcona County's Tourism Readiness

## SWOT Analysis

- Key strengths to build on, and opportunities to grow tourism.
- Barriers to growth currently exist.



## STEEP Analysis

- Strong support from provincial and federal governments to grow tourism.
- Tourism is a resilient industry.



## Strategic Alignment Analysis

- Tourism growth is aligned with the County's goal to cultivate economic diversification.



## Tourism Service Delivery Analysis

- Tourism service delivery system is underdeveloped.



# Strathcona County's Tourism Readiness

## Tourism Asset Inventory

- Strong base of assets to build on.
- Many assets are underdeveloped.



## Community Engagement Results

- Strong support among many stakeholders to develop tourism.
- Awareness of the tourism industry appears to be low.



## Market Analysis

- Strong existing visitor markets are actively seeking experiences the County has to offer.



## Competitive Analysis

- Stiff competition from established destinations.
- The County has differentiated itself in the areas of nature-based tourism and sporting events.



# Why Invest?

- A strategic investment now will help tourism flourish and support other industries in the County. This will result in enhanced economic and social benefits for the community.

## THE DESTINATION MANAGEMENT CYCLE

If you build a place  
where people want to VISIT,  
you'll build a place  
where people want to LIVE.



If you build a place  
where people want to LIVE,  
you'll build a place  
where people want to WORK.

If you build a place  
where business needs to BE,  
you'll build a place  
where people have to VISIT.

If you build a place  
where people want to WORK,  
you'll build a place  
where business needs to BE.

# Vision for the Future

## 10 YEAR VISION

*By 2030, Strathcona County will be known as a place where visitors can come to enjoy compelling nature-based offerings, authentic agritourism activities, immersive cultural experiences, and engaging events.*

# Vision for the Future

By 2025, the following will be happening:

- A clear framework, organizational structure and funding model.
- Visitors are excited about new and emerging visitor experiences.
- Tourism is recognized as an important mechanism in diversifying the economy.
- The County has a compelling and unique tourism brand.
- Regional partners are being engaged.



# Vision for the Future

By 2030, the following will be happening:

- Increased tourism product available.
- The County is known for its high quality, sustainable visitor experiences.
- The tourism development system is sustainable and poised for future growth.
- Quantified economic and social benefits demonstrate a return on investment in tourism.



# Competitive Advantage

## STRATHCONA COUNTY'S COMPETITIVE ADVANTAGE

*"Strathcona County is a safe, welcoming and clean community that offers access to big city amenities while maintaining a distinctive rural atmosphere. It is the home base of adventure in the Edmonton region for those who want to stay in a smaller centre while enjoying excellent nature-based activities, a hip urban vibe, outstanding shopping, high quality sporting events and a wide variety of cultural experiences."*

# Market Strategy

Strathcona County will employ a Product Development strategy

- Developing highly engaging tourism experiences tailored to each identified target market.



# Target Markets

1. Overnight visitors from regional markets in Alberta and Saskatchewan who are attracted to the County's offering.
2. Day-trippers from Edmonton and area seeking experiences the County has to offer.
3. Event goers from Alberta and across Canada attracted to sporting competitions, cultural festivals and other events.
4. Visiting friends and relatives looking to connect with their hosts.
5. International visitors seeking niche Alberta-based experiences.



# Focus Areas and Goals

The Tourism Strategy has four overarching goals:



## 1. ORGANIZATIONAL DEVELOPMENT

**Goal:** *Build organizational capacity to ensure sustainable tourism development in Strathcona County.*



# Focus Areas and Goals



## 2. DESTINATION DEVELOPMENT

**Goal:** *Enhance the capacity of the community to develop into a compelling destination.*



# Focus Areas and Goals



## 3. PRODUCT DEVELOPMENT

**Goal:** *Develop highly engaging tourism experiences to attract visitors to Strathcona County.*

Six product development streams have been identified through the strategic planning process which show the greatest potential for development in the near-term. These streams include:

1. **Nature-Based and Outdoor Experiences**

2. **Agritourism and Culinary Experiences**

3. **Sport Tourism**

4. **Festivals and Events**

5. **Cultural Tourism**

6. **Visiting Friends and Relatives Tourism**

# Focus Areas and Goals



## 4. MARKETING & PROMOTIONAL DEVELOPMENT

**Goal:** *Expand the destination's understanding of its visitors and entice travellers to visit by promoting the region's experiences to key target markets.*



# Roles in Implementation



**Strathcona County** – Takes the lead role in ensuring the strategy is moving forward in the most effective and cohesive manner in the near term.

**Tourism Strategy Task Force** – A multi-stakeholder group that acts as a forum for consistent communication, collaboration and idea sharing related to the implementation of the strategy.

**Businesses and other Stakeholder Groups** – Will play a key role in growing tourism in Strathcona County and must be actively engaged in the implementation of the strategy.

# Action Plan



The action plan identifies 75 action items, grouped into 24 separate priority initiatives across the focus areas for the strategy.

**4**

**Overarching  
Goals**

**24**

**Priority  
Areas**

**75**

**Action  
Items**

# Top 10 Action Items



1. Obtain formal commitment from Strathcona County and key stakeholders.
2. Allocate resources to implement the strategy.
3. Establish a Host Organization and Tourism Strategy Task Force.
4. Deliver presentations to encourage collaboration.
5. Host a tourism planning forum to kick off strategy implementation.



# Top 10 Action Items



6. Complete a COVID-19 Response Plan.
7. Assess and address the needs of local tourism businesses.
8. Complete a feasibility study for a Destination Management Organization.
9. Complete a Tourism Product Development Plan.
10. Establish a clear and compelling tourism brand.



# Results

- Increased Experiences
- Increased Awareness
- Increased Revenue
- Increased Visitation
- Increased Satisfaction



18 Key Performance Measures have been developed to measure success.

# Conclusion

- The County has a strategic direction that will advance it toward its vision.
- Early stages of development, but key indicators signal a readiness to grow tourism.
- Success will require strong collaboration and significant investment between multiple stakeholders.
- Results will include a higher quality of life for residents, stronger income for businesses and a diversified economy.



# Next Steps

- Public review of the Draft Strategy.
- Final Tourism Strategy and Implementation Plan
- Final Presentation to Strathcona County Council



# Questions?

Presentation by:

Justin Rousseau

Expedition Management Consulting Ltd.

**expedition**  
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# Thank You

Contact: Justin Rousseau

[justin@expeditionconsulting.ca](mailto:justin@expeditionconsulting.ca)

780-266-7888

[www.expeditionconsulting.ca](http://www.expeditionconsulting.ca)

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# Instructions for Feedback Opportunity

- 1) Questions will appear on the following slides.
- 2) Raise your hand (virtually) if you would like to speak.
- 3) When called upon, share your thoughts with the group.

## Question #1

The objective of the strategy is to provide a shared vision for tourism in Strathcona County, a framework for stakeholders to collaborate, and a direction for tourism development over the next 10 years. To what extent does the document do this?

## Question #2

Do you have any questions or comments on the top short term priorities of the tourism strategy?

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## Question #3

The success of the strategy will lie in the ability of the community to come together during implementation. What can you, your organization and the community do to help implement the strategy?

# Thank You

Contact: Justin Rousseau

[justin@expeditionconsulting.ca](mailto:justin@expeditionconsulting.ca)

780-266-7888

[www.expeditionconsulting.ca](http://www.expeditionconsulting.ca)

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