



Community Tourism

The Rebirth Of Neighbourhoods To Create Vibrant Destinations

2015 Ontario East Municipal Conference | September 16 | Kingston, Ontario



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What We Do

Our Expertise

Business Planning & Master Development



Leasing, Sales & Activation

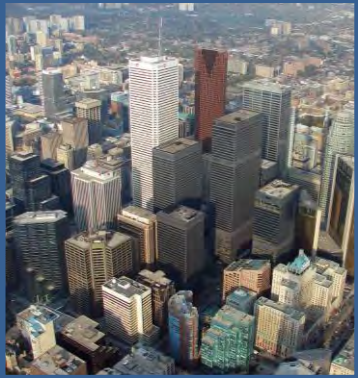


Real Estate Advisory & Implementation



Project Typologies

Downtown Revitalizations & Urban Projects



Healthcare Facilities & Medical Districts



Large-Scale Mixed-Use Communities



College Towns & University Districts

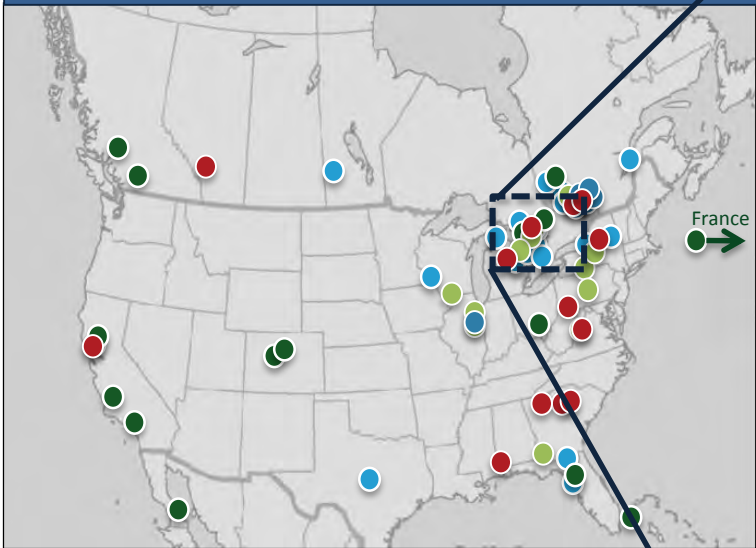


Resort & Recreation-Based Destinations

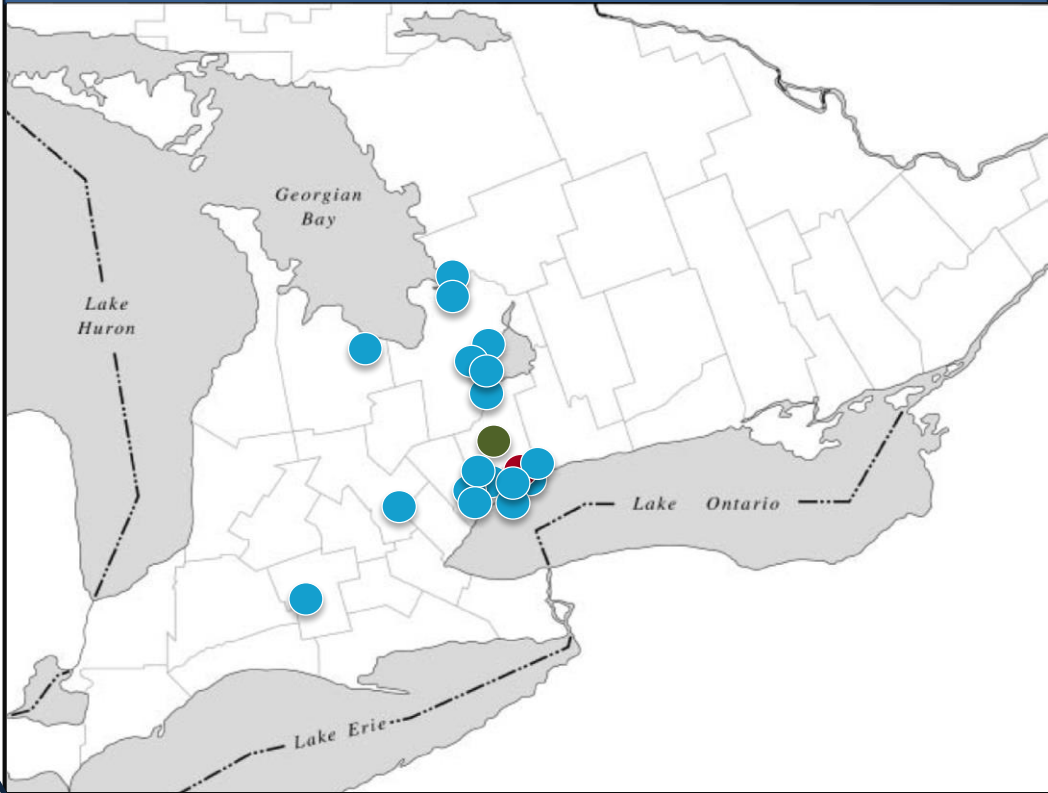


Our Project Experience

International



Ontario



- Downtown Revitalizations & Urban Projects
- Resort & Recreation-Based Destinations
- College Towns & University Districts
- Large-Scale Mixed-Use Communities
- Healthcare Facilities & Medical Districts

2015 PanAm Athlete's Village/Canary District, Toronto | City of Guelph | City of London | City of Mississauga | City of Vaughan | Downtown Barrie, Barrie | Hanson Development Group, Town of Midland | Harmony Village, Barrie & North York | Port McNicoll, Georgian Bay | Shops at Don Mills, Toronto | Toronto Entertainment District BIA, Toronto | Tribute Communities, Oshawa | Yonge & Summerhill Corridor Study, Toronto | Waterfront Toronto, Toronto | Friday Harbor, Innisfil | Sheridan College, Mississauga | Village at Blue Mountain, Collingwood | Woodbine Racetrack, Ontario | Preston Group, Toronto

Our Guiding Principles

Place



- Create genuine, identifiable & enduring neighbourhoods
- Reinforce & celebrate regional history, heritage, culture, economy & personality
- Where people of all ages & backgrounds interact & form lifelong connections

Personality



- Develop and realize the physical, commercial, cultural, recreational & social potential of a neighbourhood
- Sum total creates the iconic character & personality of a place

Performance



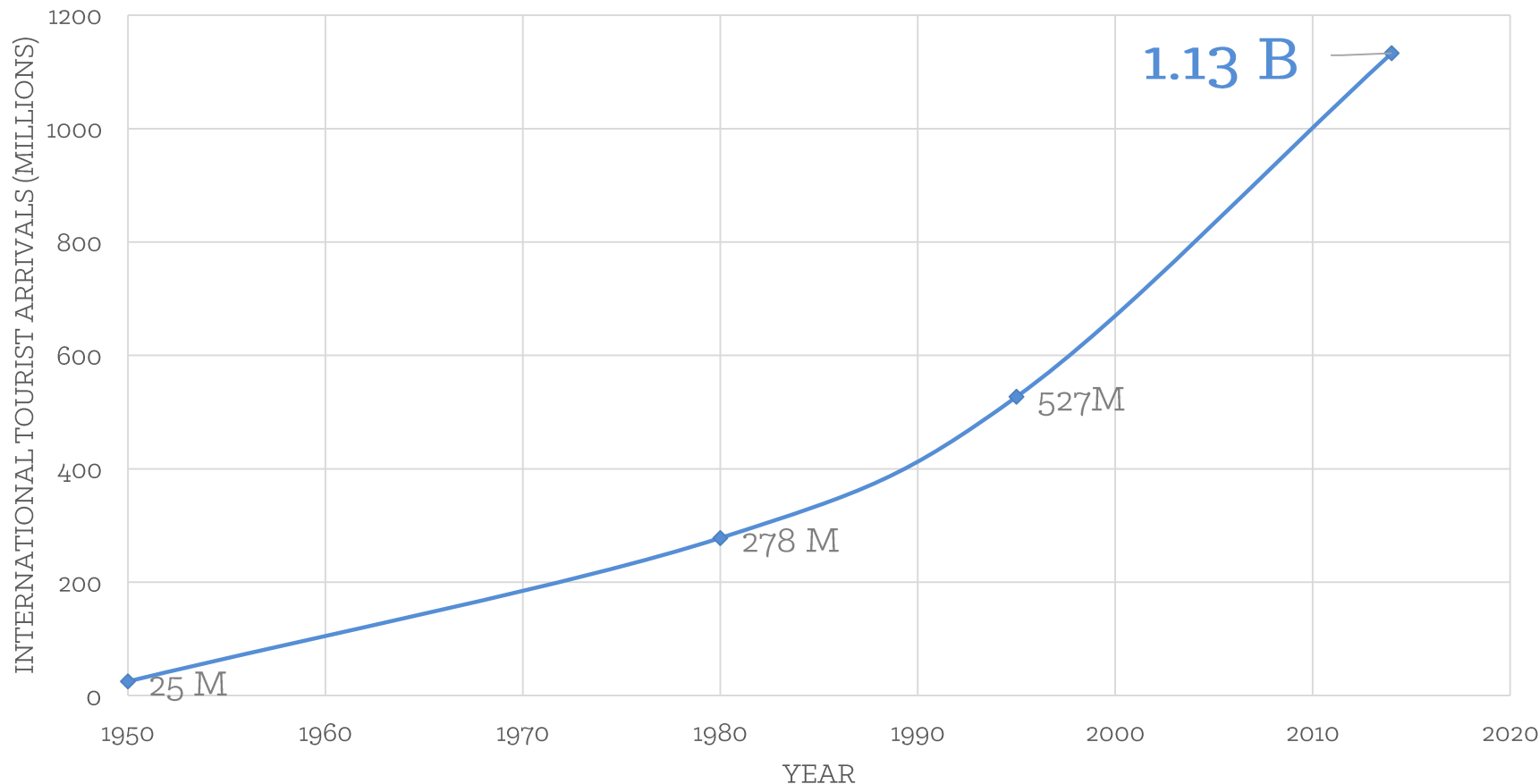
- Develop financially viable places that maximize net realizable revenues, profits and overall economy
- Attract businesses, residents, institutions and visitors to become invested in the success of their neighbourhood



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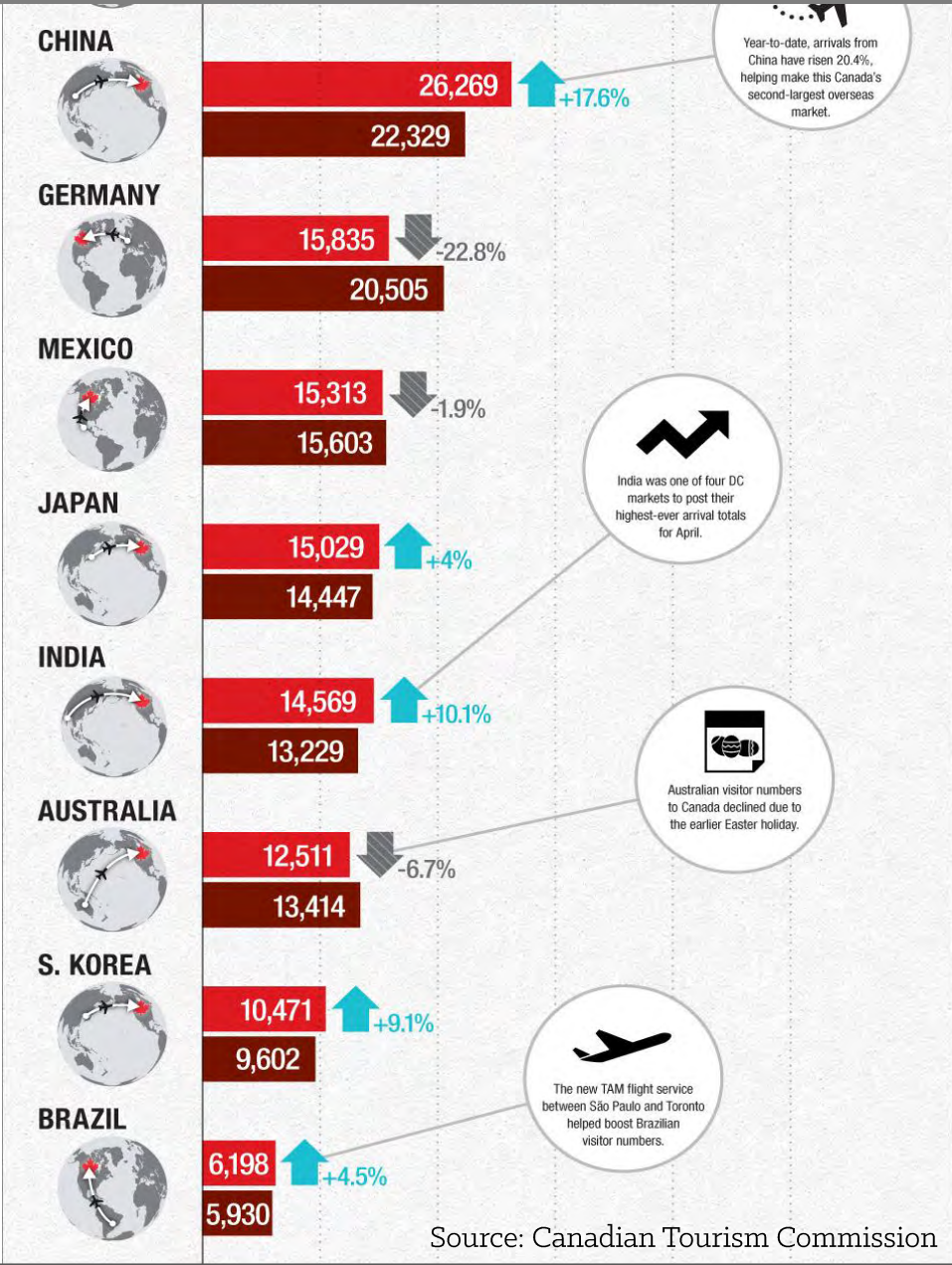
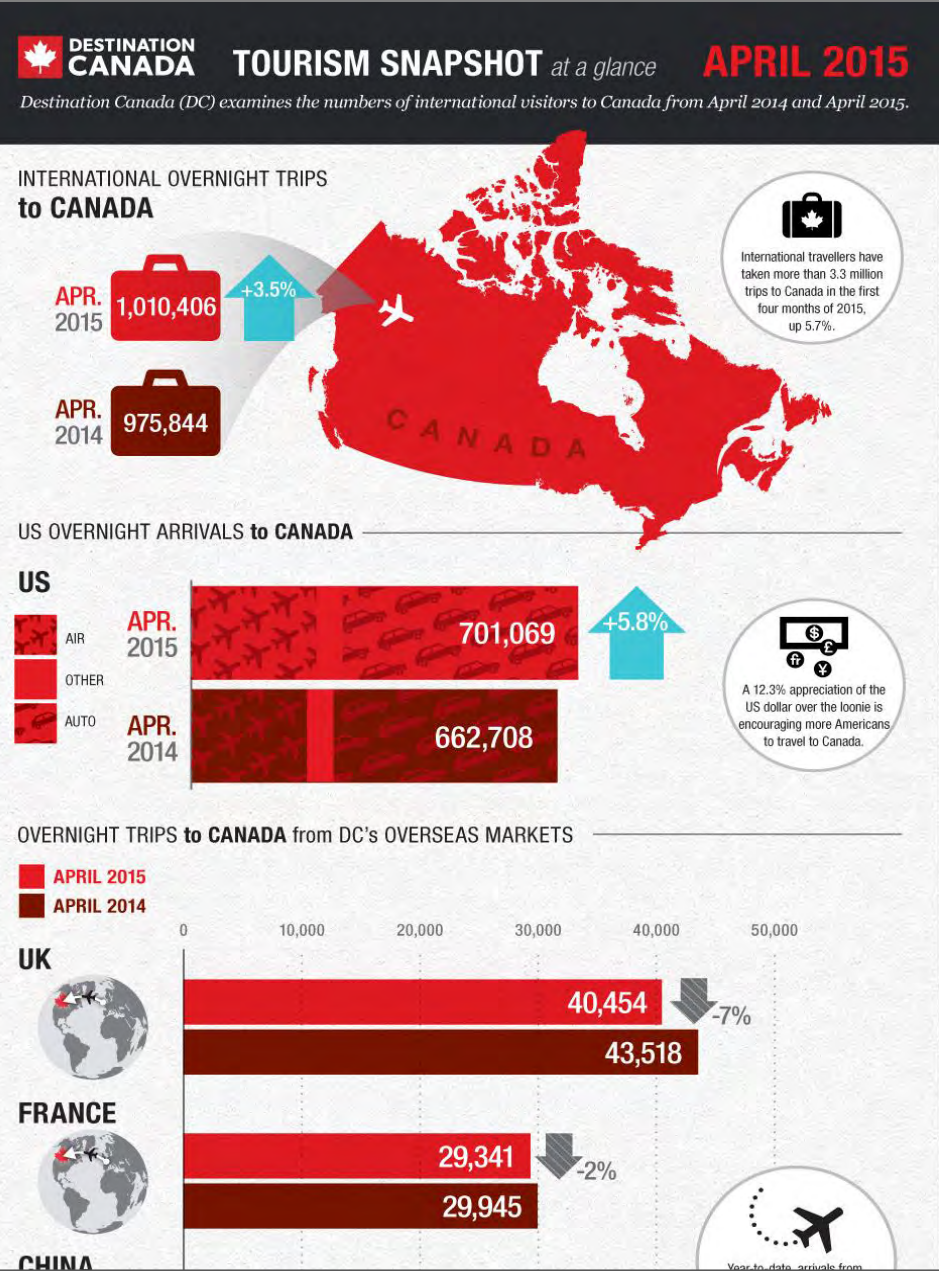
Tourism Has Always Been A Growing Industry

Over 1.1 Billion International Tourist Arrivals Globally In 2015



Tourist: a person who travels at least 40 km for a non-routine trip
(United Nations)

International Visitors To Canada: Shifting Demographics



Who Drives The Real Growth In Canadian Tourism?



Between 2013 and 2014...



International overnight trips to Canada went *up 3.2%*



US overnight trips to Canada *increased by 0.3%* (11.5 million overnight visitors)



Canadian domestic travellers *increased by 4.1%*

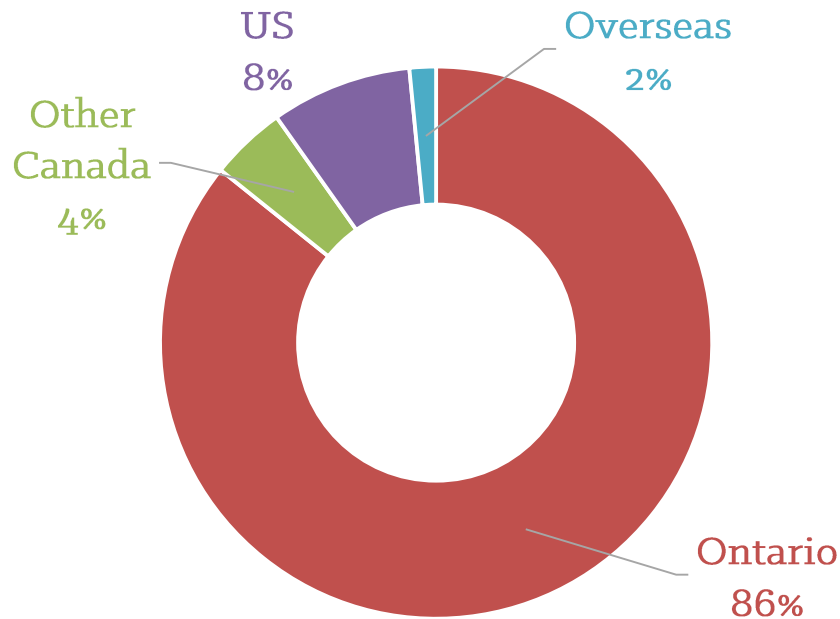


Canadian tourism revenues totaled **\$88 billion** (*up +4.7% from 2013*), with **\$70.4 billion** coming from **Canadian travellers alone** → *80% of the total revenues*

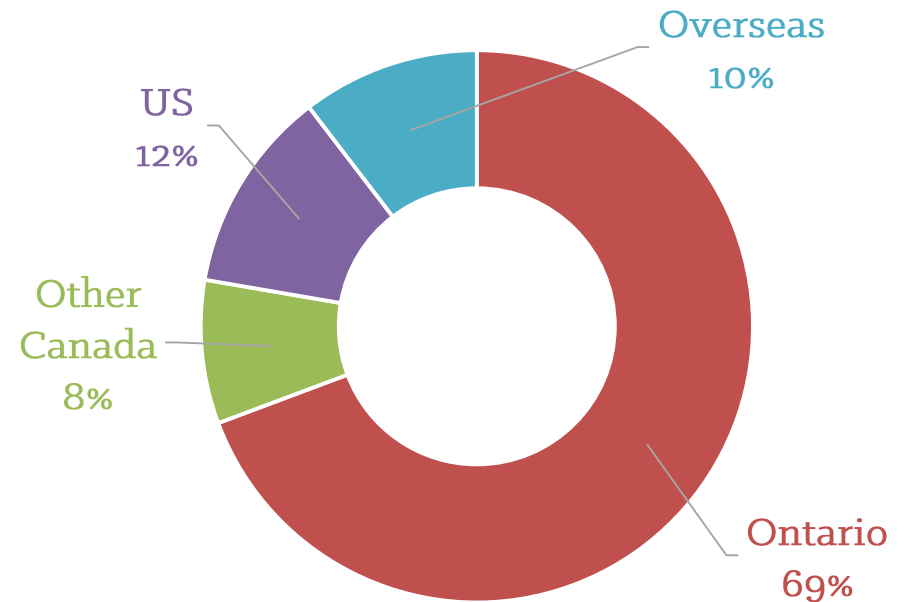
Source: Canadian Tourism Commission

Ontario Tourism Is Dominated By Ontarians

Ontario's Tourist Mix (2012)



Ontario's Sources of Tourism Receipts (2012)

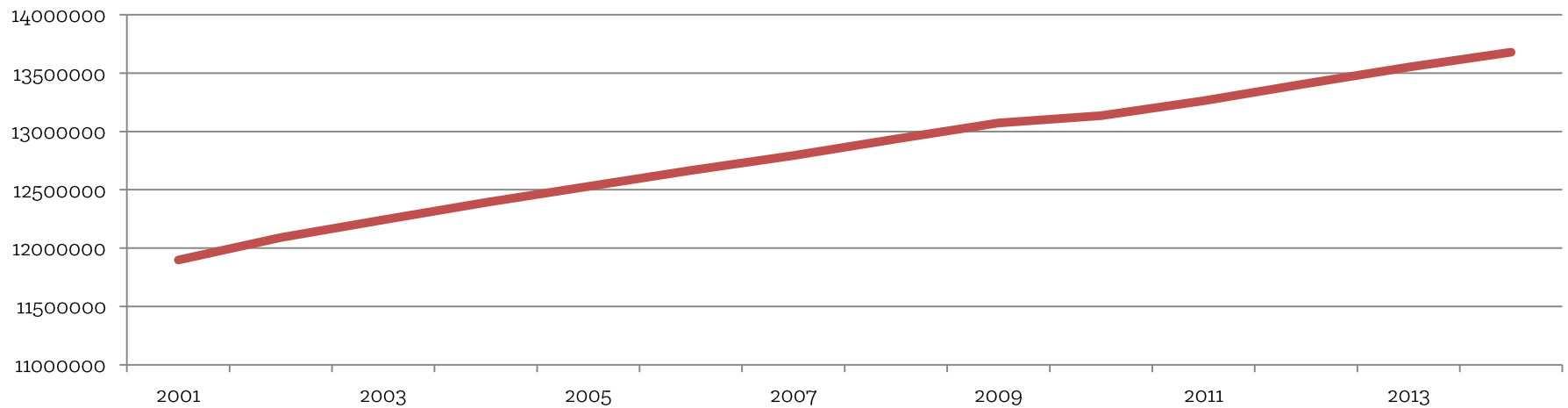


- 141,680,000 Same-Day & Overnight Tourists In 2012
- Between 2011-2012: +2.3% Ontario Tourists; -10.6% Other Canadian Tourists
- Ontario's Total Tourism Receipts (2012): \$28.1 B (4.2% Provincial GDP)

Source: Ontario Ministry of Tourism, Culture and Sport

Trends Driving Local Tourism

Population Growth in Ontario



Mass Population Growth



Desire To Get Away From The “Big City”



Demand for Unique Experience

Community Tourism: The Rebirth Of Neighbourhoods To Create Vibrant Destinations | Tourism Trends

What Are Ontarians Looking For?

CANADA'S
VACATION
PROVINCE



Ontario Tourism Is Driven By Local Ontarians
Looking For **Unique, Local Experiences** Found In
Great Places And Great Communities.



EVERYONE Loves ONTARIO

And no wonder! In 412,000 square miles of varied vacationland, there's fun and excitement for all the family. Fighting fish to enthuse Dad . . . lots of carefree fun and relaxation for Mom. And how the kids love Ontario—with swimming,

What Is Community Tourism?

Community Tourism Leverages
The Identity Of Local Main Streets And Downtowns
*“To Support Local Economic Growth By Creating A
Unique Experience For Visitors.”*



What Is Community Tourism?

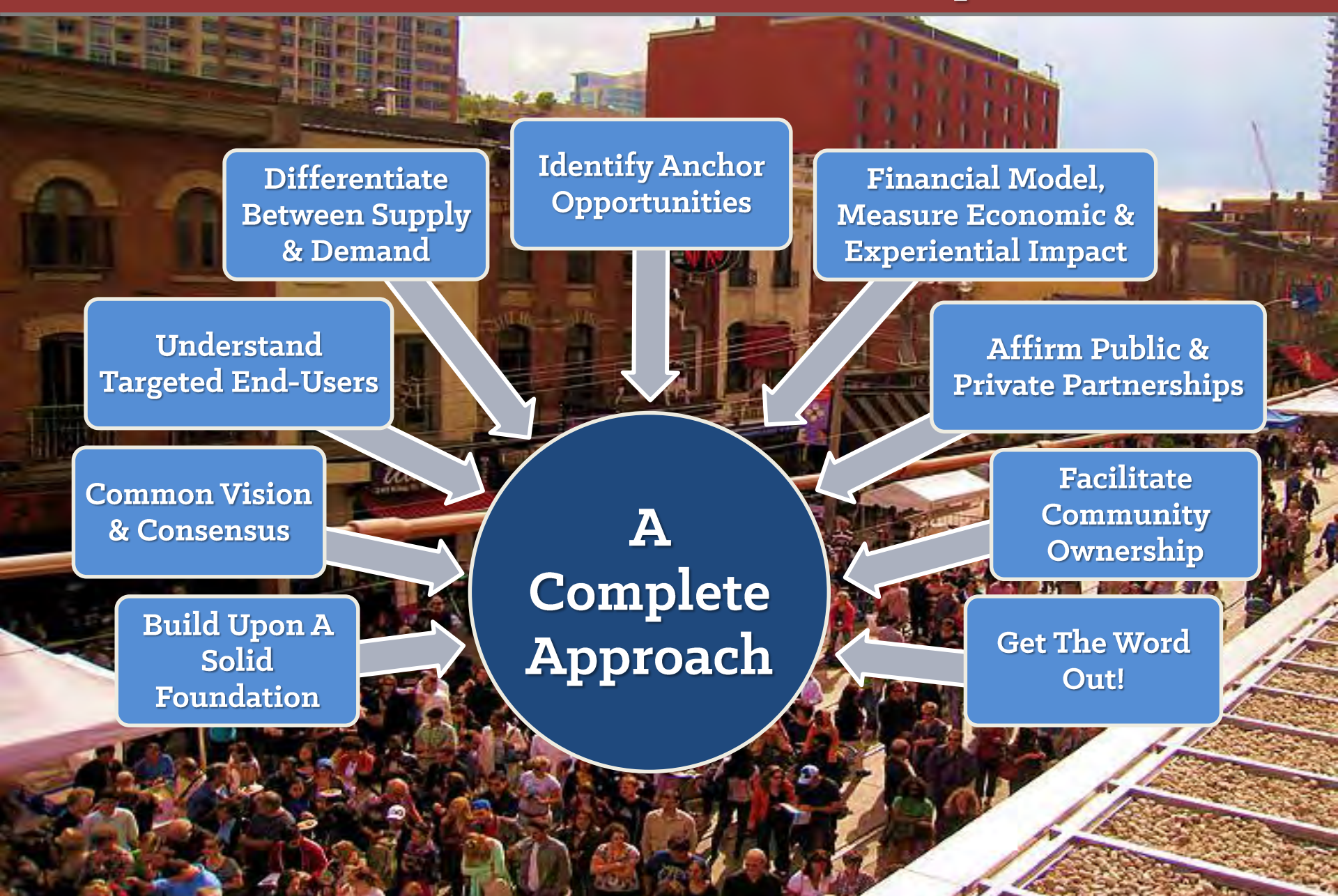


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Four Phases of Community Tourism



1. Build A Business Plan: From Vision To Implementation



2. Develop A Destination Of Unique Experiences

What Assets Does Your Community Have To Build Upon?



A Meeting Place



The Waterway

What Types Of Anchors Are You Looking For?



Destination Eating



Outdoor Patios & Cafés



3. Create A Vibrant Local Community

Organize Events
& Festivities

Create Memorable
& Sustainable
Places

Enlist Unique Local
Operators That Create
Original End-User
Experiences

Drive Visitation &
Community
Engagement

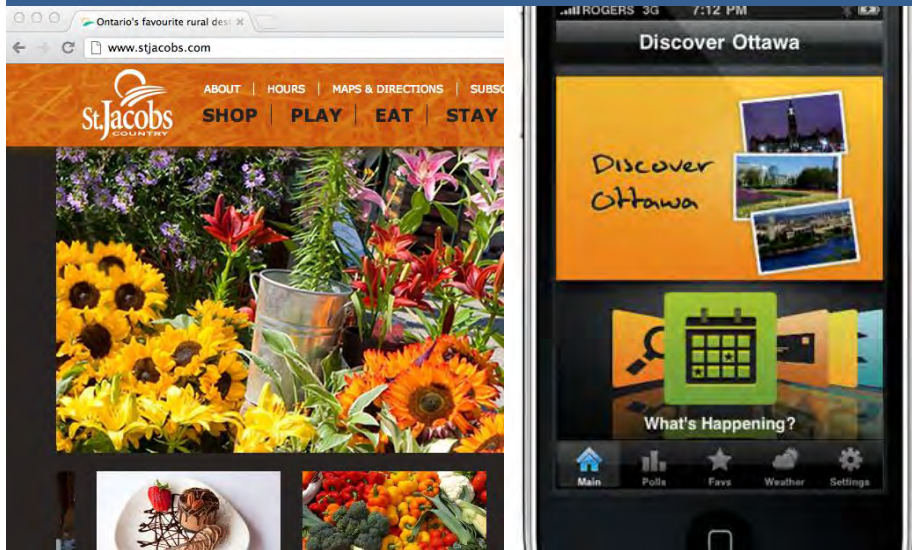
Achieve
Commercial
Excellence

Develop Street-Level
Activation

Create Catalysts For
Economic Vitality

4. Invite Ontario And The World In!

Web, Social Media & Apps



Wayfinding & Signage



Marketing & Advertising



Share The Experience





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Rockford, Illinois



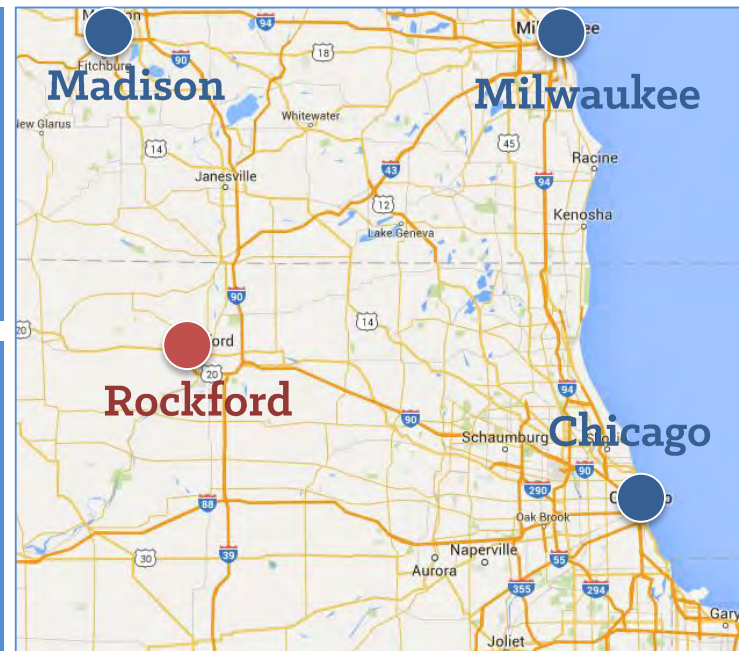
Population of Rockford, IL: 150,251 (2013)

Located on the banks of the Rock River in Northern Illinois, the City of Rockford is also known as “Forest City”

Encompasses a significant stock of heritage buildings, & high quality civic amenities & educational institutions

Rockford’s city centre has experienced a decline similar to many downtowns across North America

The Rock River Development Partnership is a non-profit group who aims to revive Rockford’s city centre & riverfront



Rockford, Illinois

Our Focus

LWLP teamed with the Rock River Development Partnership (RRDP) to revitalize Rockford's city center & riverfront by celebrating the city's history & leveraging its existing assets

Process

Undertook an extensive public outreach process involving hundreds of people

Analyzed the City's capital budgets to identify opportunities to leverage existing investments

Identified & prioritized key focus areas for revitalization initiatives in the city center

Provided key recommendations on RRDP structure & management

Outcomes



Rockford City Market

New tenants moved to Downtown Rockford including the Judson University School of Planning, and many new restaurants & shops



Rockford community reconnected to their waterfront

Rockford, Illinois

Key Lesson – The Power of Programming

Rockford City Market Annual Visitors

2010	2011	2012	2015
20,000	40,000	60,000	75,000

2015 Direct Spending

At the Market	\$2.4 million
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At nearby businesses	\$1.5 million
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2015 Total Economic Impact

Initial Round of Spending + Successive Rounds of Re-Spending within Market Area	\$8.7 million
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Rockford City Market has recently opened a new indoor winter market

Saxony Village Centre: Fishers, Indiana



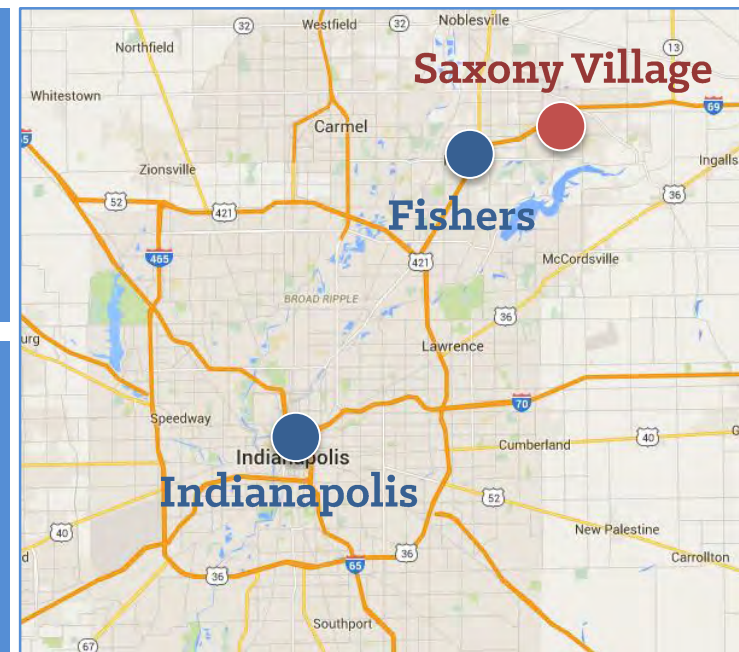
Population of Fishers, IN: 83,891 (2013)

Located 20 miles northeast of Indianapolis off I-69, straddling the municipalities of the Town of Fishers & the City of Noblesville

Hamilton County, in which the site was located, was the fastest growing county in Indiana

Land value disparity between the edges and the core of the site

Lack of strategy to drive businesses, residents, and visitors to the core of the development



Saxony Village Centre: Fishers, Indiana

Our Focus

LWLP was recruited by Republic Development to lead the envisioning, master planning, and business plan development for a mixed-use community.

Process

- Performed Commercial Economic Study to establish supportable level of commercial development
- Repositioned storm retention pond as a natural amenity, providing a “waterfront experience”
- Identified anchor commercial and public space uses
- Targeted education as a viable anchor use

Outcomes



Saxony Beach

Implemented the Saxony Community Drivers & Animation program including the New Saxony Outdoor Market



Saxony Outdoor Market

Saxony Village Centre: Fishers, Indiana

Key Lesson – Have The Right Mix & Program Of Uses

Achieved sales targets for Phase-1 & Phase-2 multi-family residential units

Turned-around major office building with 20% occupancy into mixed-use complex with 92% occupancy

Attracted the relocation of Ball State University's Fisher Campus to Saxony

Brought in the Indiana University Health Saxony Hospital as a key anchor

Secured a 80,000 sq. ft. deal with Cabela's, an outdoor equipment store

County now considering a \$74.6 M multi-purpose sports centre in Saxony Village



Blue Mountain, Ontario



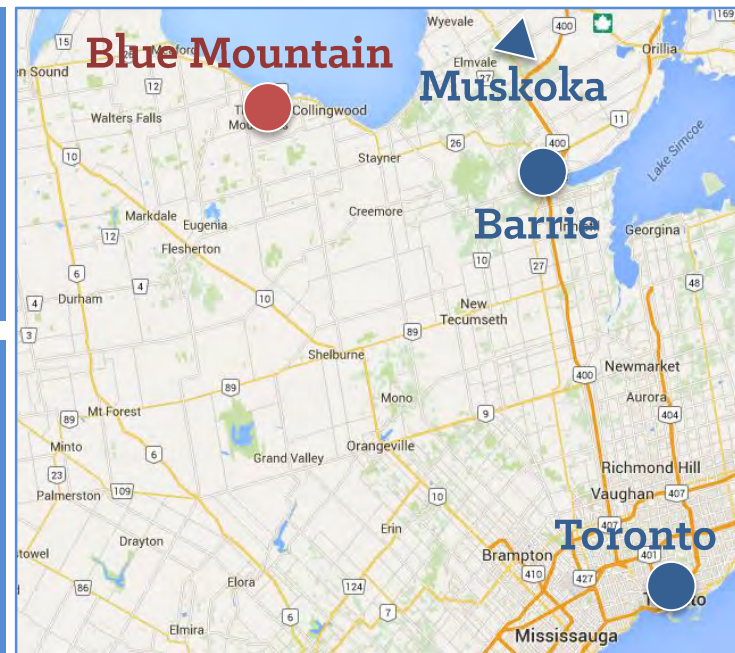
Population of Blue Mountain, ON: 6,453 (2011)

Located in an area that was considered to be a winter-only destination

Originally a ski hill with only 720 vertical feet

Competition of the Muskoka Region as “the Northern Destination”

Was not the real estate investment region of choice for the Greater Toronto Area



Blue Mountain, Ontario

Our Focus

To transform a family-owned ski area to a four-season pedestrian-only mixed-use Ontario Village for the entire Collingwood Region

Process

Create Demand For A New
Resort Lifestyle In Ontario

Drive Visitation All Year
Through Events & Festivals

Generate Economic Impact for
The Collingwood Region

Build A Community
– Not Just A Resort

Outcomes



Blue Mountain Conference Centre

Developed luxury hotels &
transformed Blue Mountain
into a major destination for
conference & business travel



Blue Mountain Village

Blue Mountain, Ontario

Key Lesson – A Four-Season Destination Of Great Uses Can Create A Market

Local Economic Impact

75 Shops, Restaurants & Nightlife
(125,000 sq. ft.) mostly run by local entrepreneurs

2,300 Residential Unit Sales initially ranging from \$500 to \$660 per sq. ft.

Restaurants averaged \$500 sales per square foot in first year of operation

From **718,000 in 1998**, visits increased 87% to 1.3 million in 2005 and are projected to reach over 2.5 million

Regional Economic Impact

Projected
6,200 Jobs In Ontario

\$99.5 Million
In Annual Government Revenues

\$857.4 Million In Total Capital Expenditures

Tourist Expenditures

On-Site			+	Off-Site
1998	2005	2011*		2011*
\$23.3M	\$80.5M	\$218.5M		\$112.6M



Firehall Pizza



The Olde Stanton Store



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Focus on Your Greatest Asset

End-Users



Their needs



Experiences they are seeking



Effective Business Planning & Programming

Build Consensus & Establish Financial Sustainability



Create Successful, Vibrant & Inclusive Places



Adopt An Investment Approach



Establish tourism as a priority sector in your community's investment attraction approach



Create a powerful value proposition to promote your community as a destination of choice for tourism investment



Develop an investor outreach approach to promote your community's value proposition and generate investment leads



Support investment leads with an all-of-government approach



Continue to identify your community's assets as opportunities

Great Places Drive Tourism Growth



Think Locally, Not Globally

Your Opportunity Is Only 40 km Away



Remember: Every Community Has Its Own Unique Story

Kingston



Prince Edward County



Gananoque



Smith Falls



What Makes
Your
Community
Great?

Brockville



Belleville



Perth



Ottawa





Thank You

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