

LANAUDIÈRE TOURISM DEVELOPMENT PLAN 2013-2020

SUMMARY

- > VISION
- > LOSS LEADER PRODUCTS
- > STRATEGIC DIRECTIONS
- > GROWTH OBJECTIVES





CONTENTS

OBJECTIVES OF THE TOURISM DEVELOPMENT PLAN	4
VISION OF TOURISM DEVELOPMENT	4
TAKING INTO ACCOUNT QUEBEC'S FAVOURABLE TOURISM CONTEXT	5
HIGHLIGHTS FROM THE DIAGNOSTIC	5
GEOGRAPHICAL APPROACH	6
LOSS LEADER PRODUCTS APPROACH	7
MARKET/LOSS LEADER APPROACH	8
STRATEGIC DIRECTIONS	9
ORGANIZATION OF DEVELOPMENT	10
WORKING GROUPS BY AREA OF EXPERIENCE	10
LONG-TERM OBJECTIVES FOR 2020	11
CONCLUSION	11

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OBJECTIVES OF THE TOURISM DEVELOPMENT PLAN FOR THE LANAUDIÈRE REGION

As the main reference for stakeholders in the Lanaudière region and the cornerstone of all tourism development activities that will be planned both locally and regionally, this document will provide organizations and businesses contributing (whether directly or indirectly) to the development of the tourism industry in Lanaudière, with the following :

- >A vision for the future and long-term objectives for 2020 ;
- >Strategic directions that address the region's major stakes ;
- >Priority interventions, as well as concrete and relevant strategies, built on the needs of each territory and sectors of industry activities.

The recommended approach encourages the participation of key regional players and, notably, local development centres (CLD).

This plan is accompanied by an implementation plan, which proposes (and prioritizes) actions and projects, as well as identifies the key players involved in the process and defines their respective roles, to make them accountable for a solid and operational deployment.

VISION OF TOURISM DEVELOPMENT IN LANAUDIÈRE

In 2020, Lanaudière will have successfully and significantly increased the economic benefits generated by tourism across all its territories. This region will be recognized for its sustainable tourism efforts :

- >A region appreciated for its authenticity and close relationship with nature, with a diversified and accessible offer that delights visitors with numerous surprises ;*
- >Providing various interesting and unique activities in every season for visitors of all ages, as well as diverse opportunities for excursions and short stays ;*
- >Recognized for the diversity and quality of its lodging options and for providing a down-to-earth welcome.*

Having a tourism industry that is based on partnership, led by dynamic entrepreneurs, closely connected to visitors, and supported in its development by local and regional organizations that work in a complementary fashion

TAKING INTO ACCOUNT QUEBEC'S FAVOURABLE TOURISM CONTEXT

The recent *2012-2020 Development Plan for the Tourism Industry*, a document published by Tourisme Québec in May 2012, was well received by the industry and may give tourism development in Quebec a real boost. Please note that the new Quebec government, elected in September 2012, has decided to adopt all measures outlined in the document and make all necessary efforts to implement them.

The Lanaudière region is one of the first to create a development plan following the publication of Quebec's plan – this is an asset!

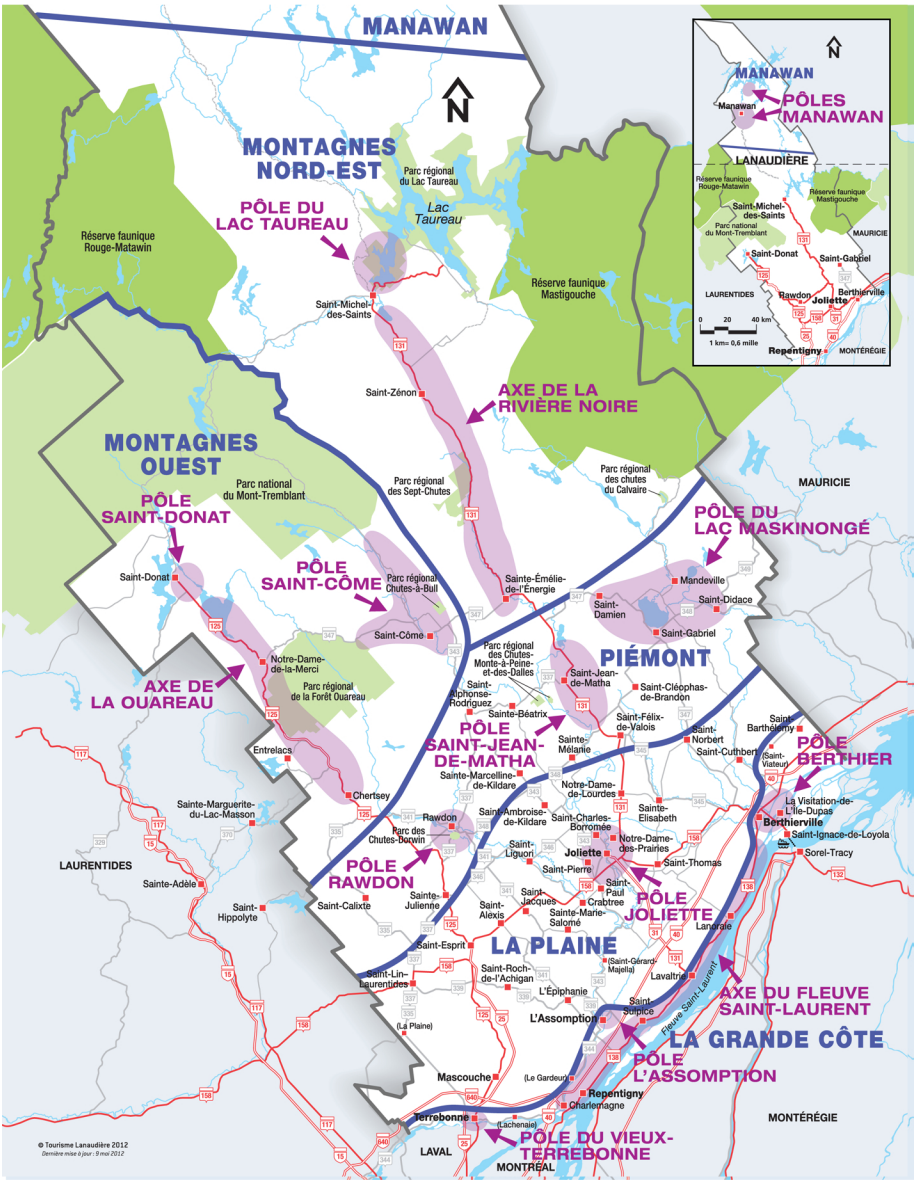
HIGHLIGHTS FROM THE DIAGNOSTIC EVALUATING THE LANAUDIÈRE REGION

- > Highest proportion of visitors coming from inside Quebec (97 %).
- > Day trippers represent 66 % of all visitors, thanks to close proximity with Montreal's population pool.
- > Overnight stays : Increases across all markets since 2007 (+18 % total).
- > An annual occupation rate of 35.4 % in 2010 (among the lowest in Quebec) and a persistent image problem with visitors, who perceive the quality of lodging in the region to be low.
- > 13,193 units available (all accommodation categories), but campgrounds and vacation centres account for 85 % of capacity.
- > Demographic growth between 2010-2031 estimated to be 28 %, making this region a leader among all regions in Quebec.
- > In 2009, the Lanaudière tourism industry generated revenues of \$195 million, representing a GDP of \$138 million, or 1.8 % of Quebec's collective tourism GDP and 1.3 % of the total GDP for the Lanaudière region. These numbers indicate that the Lanaudière tourism industry must take development into its own hands.

GEOGRAPHICAL APPROACH

Geographically, the region is so large that it had to be divided into six “experience” zones, each with individual tourism areas, and several distinct circulation corridors acting as key tourism routes.

This division places greater emphasis on each tourism area and on the personalities of each product offer (density, icons), which will help the region to stand out for its overall diversity. This approach will be used to deploy strategies and actions in each individual zone, which will contribute to achieving the objectives defined in this plan.



LOSS LEADER PRODUCTS APPROACH

Introduction

Considering the wide diversity of products and activities offered by the tourism industry, the Lanaudière's tourism offer has been divided into six families; loss leader products were selected for each one, using a logical approach, and validated during consultation with key tourism stakeholders in the region.

Loss leader products target day trippers or day trippers and tourists, as the case may be. The objective is to leverage the many complementary products located within close proximity to convert day trippers into tourists.

Other tourism products can be considered as support products, which contribute to creating a critical mass of activities and reinforcing the drawing power of the region.

The following table presents each loss leader product by experience zone and by family of products. It gives an overview of these diverse loss leaders, spread over several families of products, and underlines the variety of activities offered in the Lanaudière region.

FAMILY OF PRODUCTS		Grande Côte	Plaine	Piémont	Montagnes Ouest	Montagnes Est	Manawan
GREAT OUTDOORS	>Hunting / fishing					•	
	>Natural spaces			•	•	•	•
	>Hiking			•	•	•	
	>Canoe / kayak	•	•	•	•	•	
	>Dogsledding		•	•		•	
ATTRACTIONS	>Downhill skiing				•		
	>Beaches			•		•	
	>Spas / Health centres			•			
	>Golfing	•	•				
	>Tube slides			•			
	>Boating / Cruises	•				•	•
AGRITOURISM AND GOURMET TOURISM	>Vineyards	•	•				
	>Varied options		•	•			
MOTORIZED SPORTS	>Snowmobiling			•	•	•	•
CULTURE AND EVENTS	>Festivals	•	•				
	>Performance venues	•	•				
	>Museums / Historical places / Heritage sites	•	•				
SPECIFIC PRODUCT	>Aboriginal tourism						•

MARKET / LOSS LEADER APPROACH

MARKET

The following table, based on diagnostic data, presents the market distribution for each loss leader and lodging category; it establishes relationships between products and the most promising markets, both in terms of offer development and implementation.

FAMILY OF PRODUCTS	MARKETS	Québec 0-79 km	Québec 80-159 km	Québec 160 + km	Ontario	United-States	French Speaking Europe
GREAT OUTDOORS	>Hunting / fishing	+	+	+	-	-	+/-
	>Natural spaces	+	+	+	+	+/-	+/-
	>Hiking	+	+	+	-	-	+/-
	>Canoe / kayak	+	+	+/-	-	-	+/-
	>Dogsledding	+	+	+	+/-	+/-	+
ATTRACTIONS	>Downhill skiing	+	+	+/-	-	-	-
	>Beaches	+	+	+/-	-	-	-
	>Spas / Health centres	+	+	+	+/-	+/-	+/-
	>Golfing	+	+	+	+/-	+/-	+/-
	>Tube slides	+	+	+	+/-	-	-
	>Boating / Cruises	+/-	+/-	+/-	-	-	-
AGRITOURISM AND GOURMET TOURISM	>Varied options	+	+	+/-	-	-	+/-
MOTORIZED SPORTS	>Snowmobiling	+	+	+	+	+	+
CULTURE AND EVENTS	>Festivals	+	+	+/-	-	-	-
	>Performance venues	+	+	+/-	-	-	-
	>Museums / Historical places / Heritage sites	+	+	+/-	-	-	-
SPECIFIC PRODUCT	>Aboriginal Tourism	-	-	+/-	-	-	+
LODGING	>Alternative	+	+	+	-	-	+/-
	>Camping	+	+	+	-	-	-
	>Vacation centers	+	+	+	-	-	-
	>Bed & breakfast	+	+	+	-	-	+
	>Hotel	+	+	+	+/-	+/-	+
	>Outfitters	+	+	+	+/-	+/-	+/-
	>Tourist homes	+	+	+	+/-	+/-	+

STRATEGIC DIRECTIONS



The elaboration of strategic directions for the Lanaudière tourism development plan is directly based on stakes identified during the diagnostic phase.

ORGANIZATION

- > Adopt a proactive and selective approach to developing the offer, in close collaboration with local development organizations ;
- > Foster a regional culture that promotes networking and dialogue between businesses ;
- > Provide tourism companies with support to confront challenges on the human resources front.

ACTIVITIES

- > Reinforce loss leader products ;
- > Create distinctive products and icons ;
- > Progressively renew traditional products (outfitters, snowmobiling, etc.).

SERVICES

- > Improve the quality of lodging options (including business tourism infrastructures) ;
- > Develop unique alternative lodging options ;
- > Create closer ties between lodging providers and activities of interest.

TERRITORY

- > Support the most promising tourism areas (activities and services), in connection with loss leader products in each experience zone ;
- > Pursue the conservation, consolidation and sustainability of trails ;
- > Ensure accessibility to the islands and development of their tourism facilities ;
- > Road access.

In the process of creating the development plan, each of the strategic directions defined previously led to the definition of 110 specific strategies*, the achievement of which relies on the following conditions :

- > A collective approach ;
- > A long-term approach ;
- > A consensual approach ;
- > A coordinated approach, based on leadership from Tourisme Lanaudière ;
- > A realistic approach.

*Visit lanaudiere.ca/pdtl to consult the detailed development plan, which outlines each of these 110 strategies.

ORGANIZATION OF DEVELOPMENT

How this development will be organized must be defined during the initial phase of the development plan, as it will impact how various activities are executed.

In this context, it is important to implement, as immediately as possible, “work groups per experience zone”. These work groups will act using a local approach to development and their role will be to implement (according to their zone) the strategies outlined in the region’s tourism development plan.

Furthermore, it will be important to quickly find a professional specializing in tourism development, who will work within the Tourisme Lanaudière organization to motivate and facilitate an orderly approach to development of the offer.

Notably, regional collaboration yielded positive results during various stages of this regional tourism development plan, thanks to the involvement of tourism stakeholders and representatives from socioeconomic organizations. This collaboration should be carried over into the crucial implementation phase of the action plan, which will require consistent and determined efforts between now and 2020.

PROPOSED STRUCTURE OF THE 6 WORKING GROUPS BY AREA OF EXPERIENCE

PERMANENT MONITORING COMMITTEE

(Tourisme Lanaudière and the six CLDs, accompanied if necessary by the SADCs and sectoral organizations)

>GRANDE CÔTE

(Les Moulins, L’Assomption, D’Autray)

- >PÔLE TERREBONNE
- >AXE DU FLEUVE
- >PÔLE BERTHIER

>PLAINE

(Les Moulins, L’Assomption, D’Autray, Montcalm, Joliette)

- >PÔLE L’ASSOMPTION
- >PÔLE JOLIETTE

>PIÉMONT

(Montcalm, Matawinie, D’autray, Joliette)

- >PÔLE RAWDON
- >PÔLE SAINT-JEAN-DE-MATHA
- >PÔLE LAC MASKINONGÉ

>MONTAGNES OUEST

(Matawinie)

- >AXE DE LA OUAREAU
- >PÔLE SAINT-CÔME
- >PÔLE SAINT-DONAT

>MONTAGNES EST

(Matawinie)

- >AXE DE LA RIVIÈRE NOIRE
- >LE LAC TAUREAU

>MANAWAN

(Matawinie)

- >PÔLE VILLAGE
- >PÔLE LAC KEMPT

LONG-TERM OBJECTIVES FOR 2020

Table 1

INDICATORS	Performances 2011	Objectives 2020	Increase from 2011 à 2020
VOLUME INDICATORS			
>Number of day trippers	4,178,000	5,141,764	23.1 %
>Number of tourists	1,182,000	1,391,928	17.8 %
>Number of visits/persons	5,360,000	6,533,692	21.9 %
LODGING PERFORMANCE			
>Number of rooms available	544,654	569,659	4.6 %
>Number of rooms rented	192,631	226,843	17.8 %
>Occupation rate	35.4 %	39.8 %	4.4 % points
ECONOMIC INDICATORS			
>Revenues from lodging tax	Index 100	Index 117.8	17.8 %
>Lodging revenues	\$18.3 M	\$24.7 M	34.3 %
>Tourism income	\$242 M	\$405 M	67.4 %

CONCLUSION

Summary

The Lanaudière region possesses a number of exciting assets that can be more fully exploited, in a relevant and coordinated way, to progressively improve its tourism performance.

- >Variety of loss leader products ;
- >Diverse experience zones across the Lanaudière region ;
- >Proximity to a large population pool that generates many visits ;
- >Increasing interest from potential visitors in various faraway markets for specific products available in the region ;
- >Collaboration between tourism stakeholders and economic development organizations.

The potential for tourism development in the Lanaudière region is well worth the effort and should be exploited in an organized and strategic manner.

PLAN FOR A REGION

The Lanaudière Tourist Development Plan was adopted by the Board of Directors of Tourisme Lanaudière on April 10, 2013 after validation by the monitoring committee made up of representatives from the following organizations : CLD Matawinie, CLD de la MRC de l'Assomption, CLD Joliette, CLD Montcalm, CLD d'Autray, Tourisme des Moulins, Loisir et sport Lanaudière, MRC Les Moulins, MRC de Montcalm, Conseil de développement bioalimentaire de Lanaudière (CDBL), CRÉ Lanaudière, Culture Lanaudière, SADC Achigan-Montcalm, SADC Matawinie, SADC Autray-Joliette and Tourisme Québec.

The participation of many industry representatives at various stages of the process, as well as the ongoing collaboration of development agents of the CLDs and Tourist Offices concerned have helped to make this plan a working tool not only for our tourist association, but for all those involved closely or from afar in the tourist development of the Lanaudière region.

A DEVELOPMENT FUND TO MAKE THE PLAN A REALITY

In June 2013, Tourisme Lanaudière renewed the Lanaudière Tourist Offer Development Fund in collaboration with numerous local, regional and government partners. This financial leverage provided for entrepreneurs can be consulted at : lanaudiere.ca/fdotl

TO FIND OUT MORE

The complete document of the Lanaudière Tourist Development Plan, as well as the previously produced Portrait and Diagnostic are available at : www.lanaudiere.ca/pdtl

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