



**RED ROCK**  
*a superior treasure*

# Red Rock All-Season Tourism Action Plan

PREPARED BY:



[LimestonePartners.ca](http://LimestonePartners.ca)



**Strategy #1: Encourage waterfront development with local dining and retail space, and consult with available funding sources for strategic infrastructure**

Action	Measure of Success	Accountability	Partners	Timeline
Identify a property along the waterfront, with proper zoning, for a small development to support commercialization	Identify property suitable for further development	CAO/Council	NOHFC	September, 2021

Complete a “Gap Analysis” to determine types of businesses which should be targeted, with a study of comparable communities, and what is available in nearby communities	Identification of three businesses that are viable within the dining/retail sector	CDO/EDO	NOHFC, Superior Country	February, 2021
Develop an action plan to attract tourism businesses, based on the results of the gap analysis	Number of interested entrepreneurs with viable business ventures	CDO/EDO	NOHFC	February, 2022
Develop an action plan for a public/private partnership for tourism development, based on the results of the gap analysis	Create a clear action plan for bricks and mortar commercial development projects	CAO	NOHFC	February, 2022



**Strategy #2: Create integrated technology solutions to connect tourists, local residents, and businesses in the Red Rock region**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Develop and maintain a stand-alone website featuring integrated itineraries, targeted to appropriate tourism segments	Web site	Number of unique visitors, and number of views	CDO Marketing Intern	NOHFC	Launch in late Fall, 2020, with ongoing updates

Encourage visitors to take pictures and share them on social media, with priority photo locations that include small signs denoting " <b>#redrock</b> ", to encourage selfies	<p>Identification of best sites for selfies</p> <p>Install small promotional signs encouraging such photo ops</p>	Number of social media posts or shares	CDO Marketing Intern	NOHFC	Fall, 2022
Continue advocacy for enhanced internet service, in order to offer more public Wi-Fi hotspots	Develop a small number of WiFi hotspots to connect tourists, and the waterfront	Number of WiFi hotspots	CAO	FedNor	Ongoing



**Strategy #3: Develop an inclusive digital marketing strategy connecting Red Rock through a range of mediums, including web, social media, mobile apps, and integrated technology partners**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Develop a range of digital tools, featuring various destination drivers, to be used in all marketing campaign development	Social media posts on numerous platforms	Number of likes, shares, and views	CDO Marketing Intern	NOHFC	Ongoing

Develop a long-term marketing strategy to build on existing assets, and guide promotional campaigns for four years	Strategic initiatives that allocate specific dollars to specific campaigns	Increased number of visitors to Red Rock.	CAO/CDO	NOHFC	Ongoing
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**Strategy #4: Stabilize and expand a full scope event portfolio.**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Plan for unique winter events that caters to regional tourists (ie; polar dip/avanto, ice racing, winter festival)	Winter Event Plan	Number of event attendees	CDO Marketing Intern	NOHFC Superior Country	Winter 2022

Expand programs and events in Red Rock that take advantage of its natural assets, by working with partners for sponsorship	Clearly defined event and sponsorship management plan	Number of event attendees Number of sponsorships	CAO/CDO	NOHFC Superior Country	Ongoing
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**Strategy #5: Explore market research supporting a development plan for the Highway 17 exit**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Identify a property along the highway corridor, having proper zoning, for a commercial development related to increasing tourism (gas/lodging)	Identify target properties	Suitability of property for development	CAO/CDO	NOHFC Superior Country	Winter, 2021

Prepare a "Gap Analysis" to explore potential highway developments, and compare to similar communities, and local market supply and demand	Gap analysis	Market size of gaps identified, including market life and viability	CAO/CDO	NOHFC Superior Country	Spring, 2021
Build a brochure package for targeting business developers	Brochure	Number of interested developers	CDO Marketing Intern	NOHFC Superior Country	Fall, 2021
Negotiate and manage developer relations to solidify possible development	Liase	Attraction of developer	CAO/CDO	NOHFC Superior Country	Ongoing



**Strategy #6: Attract a developer to build a lake view hotel, to anchor tourism and development activities, within the next five years**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Identify three alternatives locations for property development with consideration of zoning, services, and proximity to highway	Identify target properties	Suitability of property for development	CAO/CDO	NOHFC	Winter, 2021

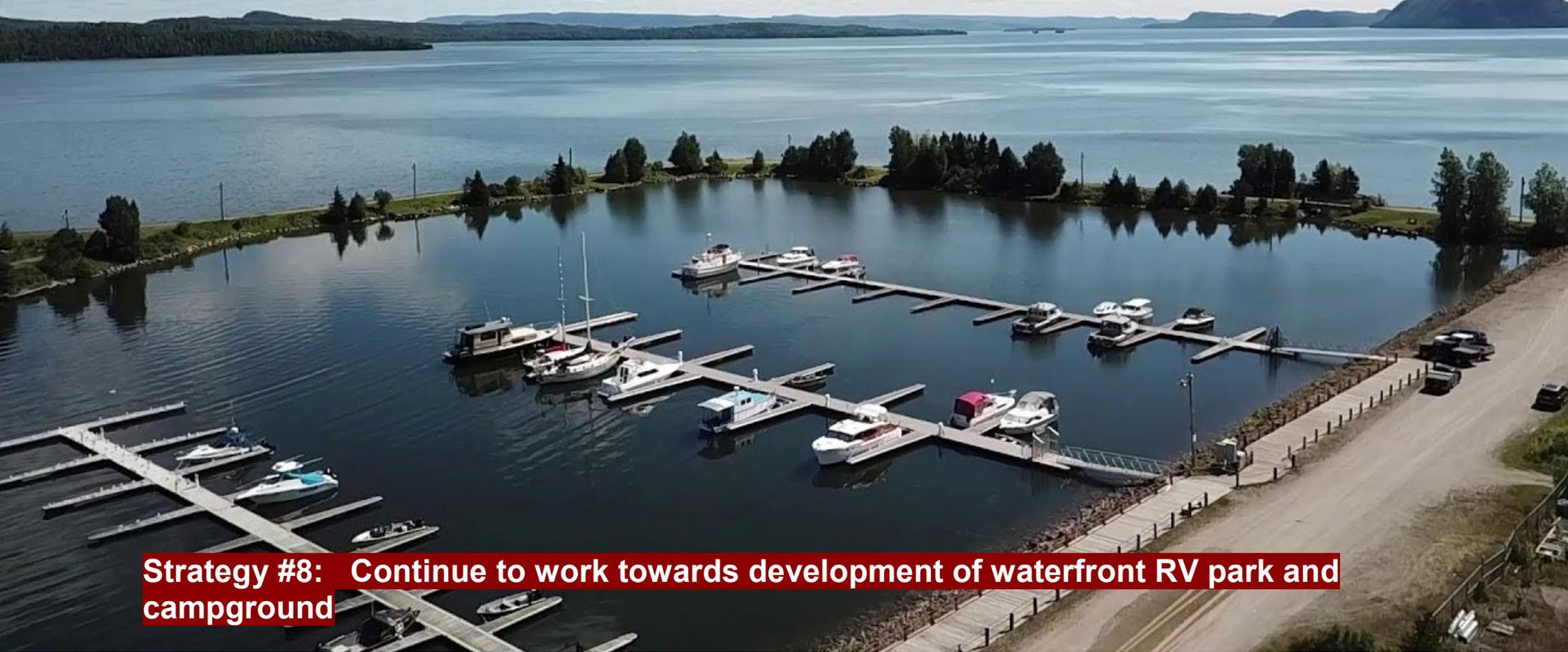
Build a brochure package for targeting business developers	Brochure	Number of interested developers	CAO/CDO	NOHFC	Spring, 2021
Negotiate and manage developer relations to solidify possible development	Liaise	Attraction of qualified developer	CAO/CDO	NOHFC	Winter, 2021



**Strategy #7: Build distinctive wayfinding signage to attract and steer tourists, both from Highway #17 corridor to Red Rock, and within Red Rock**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Identify top 5 destination drivers, and top 5 destination enhancers	Identification of most effective drivers and enhancers	Ability to draw in tourists from the highway	CAO	NOHFC	Winter, 2022

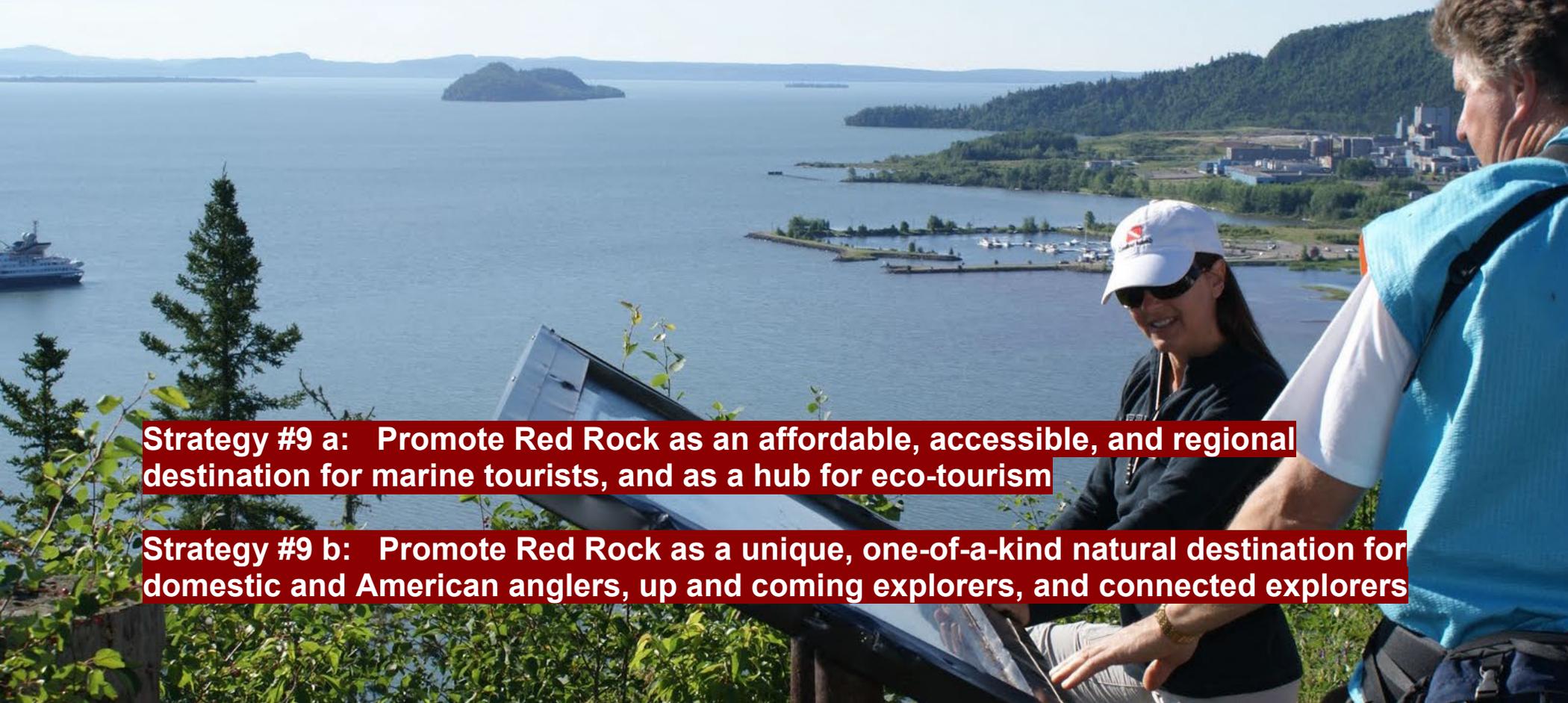
Identify locations for wayfinding signage to encourage visitors to explore identified locations along the highway, and within Red Rock	Identification of most effective locations	Ability to draw in tourists from the highway at a reasonable cost  Ability to redirect tourists within Red Rock	CAO	NOHFC	Spring, 2022
Prepare an RFP and engage a marketing firm to create a design for signs at identified locations	RFP developed, firm selected, contacts signed, and design completed	Ability to draw in tourists from the highway	CAO	NOHFC	Winter, 2023
Prepare an RFP for installation of signage at highway locations, and within Red Rock	Signs produced and installed	Longevity and success of signage program	CAO	NOHFC	Spring, 2023



**Strategy #8: Continue to work towards development of waterfront RV park and campground**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Continue liaising with appropriate agencies to communicate business feasibility	Communications and progress to feasibility	Ability to communicate and demonstrate feasibility of project	CAO/CDO	NOHFC	Winter, 2021

Prepare a feasibility study integrated with the broader tourism strategy framework	Business feasibility study	Present funding agencies with accurate plans supporting potential for business development	CAO/CDO	NOHFC	Spring, 2021
Prepare a realistic action plan towards such development	Action plan	Time to completion	CAO/CDO	NOHFC	Summer, 2021
Prepare a marketing plan in support of such development	Marketing plan	Occupancy rates one year after development	CAO/CDO	NOHFC	Summer, 2021



**Strategy #9 a: Promote Red Rock as an affordable, accessible, and regional destination for marine tourists, and as a hub for eco-tourism**

**Strategy #9 b: Promote Red Rock as a unique, one-of-a-kind natural destination for domestic and American anglers, up and coming explorers, and connected explorers**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Complete an integrated marketing plan that allocates reasonable budgets to a range of online campaigns, drawing tourists to the website and social media pages from Thunder Bay and region	Marketing plan	Increasing number of visitors to Red Rock each year	CDO	NOHFC	Winter, 2023

Work with businesses to create sample itineraries, to be posted online, that can include stop points at businesses in Red Rock, and destination drivers that target the segment for day trippers, highway travellers, and American lodge tourists	Online itineraries.	Increased visitation to business locations, and tourism enhancers to Red Rock, indicating higher tourism spending	CDO/ Marketing Intern	NOHFC Superior Country	Spring, 2023
Draw lodge tourists to town centre via wayfinding signage	Wayfinding signage		CAO/CDO	NOHFC Superior Country	Winter, 2024
Continue to work with regional partners to more effectively market the north shore	Shared marketing		CAO/CDO	NOHFC Superior Country	Spring, 2024
Diversify marketing to American tourists by promoting alternative accommodations with packages developed in conjunction with regional businesses	Increased marketing capacity directed to American tourists	Increased American visitors leading to greater visitor spending	CAO/CDO	NOHFC Superior Country	Winter, 2024



**Strategy #10: Further development as a cruise ship destination**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Complete “Gap Analysis” on wharf infrastructure	Gap analysis (may also need an RFP)	Ability to support tourists on great lakes cruise ships	CAO/ CDO	NOHFC	Winter, 2023
Assess training needs, and work with partners to attract participants and deliver training related to cruise industry	Training delivery (may also need an RFP)	Number of people trained and available to work	CDO	NOHFC	Fall, 2023

Develop a concise brochure package to communicate Red Rock's vision, directed to regional cruise lines	Brochure	Selection of Red Rock as a cruise ship destination	CDO Marketing Intern	NOHFC	Fall, 2023
Identify businesses that could be used to fulfil needs of passengers on cruise ships	List of interested or related businesses	Expanded complement of business available to fill tourist needs	CDO	NOHFC	Fall, 2023



**Strategy #11: Continued advocacy efforts for fish rejuvenation in Nipigon Bay**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Continue lobbying efforts for collaborative fish rejuvenation in the area	Communication with relevant personnel	Increase in number of fish transitioned into Nipigon Bay	CAO/MNRF	NOHFC	Ongoing



**Strategy #12: Consideration for adding adventure tourism rentals to the Marina Park list of services, in order to diversify activities and increase accessibility**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Identify land and accommodation for such business within the Interpretive Centre	Identified property locations	Attract an entrepreneur interested in marina services	CAO/CDO	NOHFC Superior Country	Winter, 2022

Consult with available funding sources, including Summer Company, and Young Entrepreneur funds	Funding package identified	Financial support established and placed for entrepreneur business owners	CDO	NOHFC Superior Country	Spring, 2022
Prepare and promote an RFP for operation of adventure rental businesses, including potential support through NOHFC	RFP developed and issued	Number of leads for entrepreneurs interested  Selection of entrepreneur	CAO/CDO	NOHFC Superior Country	Winter, 2022
Support entrepreneur with regional collaboration	Communication with entrepreneur, township, and partners	Increase in number of tourists attracted each year	CDO	NOHFC Superior Country	Spring, 2022



**Strategy #13: Work with local tourism operators for diversified winter offerings, including skate skiing**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Compile and distribute a list of resources for off-season development, available for tourism businesses	List development opportunities	Number of businesses with an interest in off-season activities	CDO	Superior Country	Winter, 2021

Determine gaps in training, and establish a training seminar for market development strategies	Delivery of appropriate training to relevant operators	Number of businesses which offer off-season potential  Number of visitors drawn to Red Rock for winter activities	CDO	Superior Country	Winter, 2021
Prepare a list of grant opportunities for off-season tourism development	List potential development opportunities	Financial support for operators	CDO/CAO	Superior Country	Winter, 2021



**Strategy #14: Promote abundance of scenic winter and off-season eco-tourism activities**

Objective	Deliverables	Measure of Success	Accountability	Partners	Timeline
Prepare digital marketing assets (videos, photos) of regional destination drivers	Social media posts	Number of likes, shares, and actual visitors to enjoy assets of Red Rock and region	CDO Marketing Intern	NOHFC	Winter, 2022

Work with regional businesses in developing itineraries that integrate destination drivers (ie: Mazukama Falls, Red Rock Mtn) with trip enhancers in Red Rock (ie. Restaurant) with online postings	Collection of itineraries	Increase in number of visitors to Red Rock's business destination enhancers during off season	CDO Marketing Intern	NOHFC	Winter, 2022
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