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# Recreational Tourism Development Study and Strategic Plan for Chelsea, Wakefield and Gatineau Park

Final Report

Submitted to:



By:



**Zins Beauchesne et associés**

MARKETING ■ DÉVELOPPEMENT ■ INNOVATION

In collaboration with:

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# Executive Summary

## Background

In its 2014-2020 strategic tourism marketing and development plan, **Outaouais Tourism** set three strategic directions for developing its tourism offer, including one that specifically concerns the **Collines-de-l'Outaouais RCM (regional county municipality)**: "Increase the tourism offer of tourism centres: Chelsea/Wakefield and Montebello." To do so, one of the projects concerned by this strategic direction is to **strengthen the positioning of "culture and heritage" in the village centres of Chelsea – Wakefield and Gatineau Park**. In response, the **Municipality of Chelsea**, the **Municipality of La Pêche**, **Outaouais Tourism**, the **SADC of Papineau**, the **CLD of Collines de l'Outaouais**, **Commerce Chelsea**, the **Wakefield –La Pêche Chamber and Gatineau Park (NCC)** enlisted the services of **Zins Beausnesne and Associates** to conduct a study on the subject and strategic planning for recreational tourism in the Old Chelsea, Wakefield and Gatineau Park tourism centre.

**Chelsea and Wakefield**, the tourist village of La Pêche, have village centres with specific stores and businesses, places promoting regional flavours, restaurants, accommodation establishments, art galleries, and many outdoor activities. **Gatineau Park** is set apart by its vastness, the quality and variety of its habitats, its flora and fauna, the diversity and number of outdoor/nature activities and services (interpretation, equipment rental, cottage accommodations and campgrounds) throughout the year, in addition to the presence of the Mackenzie King Estate historical site. All of these features, plus its proximity to Gatineau and Ottawa, make it a very well visited park.

## Potential markets

Chelsea, La Pêche (Wakefield) and Gatineau Park benefit from their proximity to the **National Capital** and can be supported by **five major markets**:

- The population bordering the **Ottawa-Gatineau CMA/ National Capital Region**, which may not constitute a tourism market in the strictest sense of the term, but most of which, especially day-trippers, generates a major source of revenue for stores, businesses and attractions in the territory;
- The **residents of the Montreal CMA**, especially from its North Shore and Laval (now "significantly closer" due to Highway 50);
- **Canadian and international tourists** visiting the **National Capital**;
- **Canadian tourists** targeted by **Outaouais Tourism**;
- **International tourists** targeted by **Outaouais Tourism**.

In fact, since **residents of the Ottawa-Gatineau CMA** (1.2 million people) and the **Montreal CMA** (2.8 million) are searching for a variety of new activities, they are likely to make several excursions and stay several times in the territory at various times of the year.

**Tourists visiting the National Capital** are likely to make advance plans for an excursion or a stay in the Chelsea – La Pêche (Wakefield) – Gatineau Park territory during their trip, or decide spontaneously to make an excursion there.

As for **tourists visiting the National Capital and the Outaouais**, it should be pointed out that the **Outaouais tourism region**, which has Gatineau at its centre, receives over 4 million visitors annually, and that the **National Capital Region**, i.e. the Ottawa-Gatineau tourism region, is visited every year by nearly 10 million visitors. Finally, **Outaouais Tourism** carries out promotional campaigns in Canadian markets and the international market in conjunction with **Tourism Quebec**.

## VISITOR OPINIONS

Between September 28 and October 31, 2015, an online survey was conducted by **Zins Beausnesne and Associates** with people who had visited stores, businesses and attractions in the municipalities of **La Pêche** and **Chelsea** as well as in **Gatineau Park**. This survey of 152 visitors who filled out the questionnaire revealed that 88.8% of the visitors had visited Gatineau Park in the last year, 83.6% the Municipality of Chelsea/Old Chelsea Village, and 72.4% the Municipality of La Pêche/Wakefield Village. More than half of the respondents (55.9%) had visited the 3 sites in the last year.

*In the summer, the two main reasons for visiting the three sites were the opportunity to go hiking in Gatineau Park (72.4%) and dining at restaurants (70.4%). In the winter, the main reasons were dining at restaurants (for 57.9% of the respondents), the opportunity to enjoy cross-country skiing or snowshoeing in Gatineau Park (55.3%) and visiting a spa (46.1%).*

*Overall, the vast majority of the respondents were satisfied (very or fairly satisfied) with their visit to the three sites. As concerns the Municipality of Chelsea/Old Chelsea Village, the items that received the highest satisfaction ratings were: the welcome (94.7% of visitors were very or fairly satisfied), the quality of the restaurants (90.8%) and the service level in the restaurants (90.8%). For the Municipality of La Pêche/Wakefield Village, the items that received the highest satisfaction ratings were: the quality of the businesses (85.1% of visitors were very or fairly satisfied), the quality of the restaurants (85.0%) and the welcome (83.6%). There is still some dissatisfaction with parking, signage, tourist information and the quantity of accommodations available. However, they showed interest in the development of the riverbanks, culinary and agri-tourism festivities, a multi-use path, festivals and large-scale events.*

This survey also revealed that the territory has a very attractive and diversified client base for tourism and commerce (good revenues) and cultural (educated), sports and outdoor sports (young people) activities.

### DIAGNOSIS

*The territory covered by the study has several key pillars and offers key experiences on which it can base its positioning and brand image in order to attract a quality tourism client base and offer a memorable stay.*

#### Key Pillars

- Village centres: Chelsea and Wakefield
- Gatineau Park
- Gatineau River
- The history: figures, events and spirit of place
- The rustic, natural and distinctive landscapes
- Nordik Spa-Nature
- Wakefield Mill: Inn and Spa
- Éco-Odyssée

#### Key Experiences Offered

- Authentic village life offered by Old Chelsea and Wakefield
- Arts and culture
- Historical and heritage sites
- Varied range of culinary delights and fine cuisine
- Well-being
- Cycling: mountain and road
- Cross-country and downhill skiing
- Snowshoeing
- Water activities (river and lake)
- Hiking

### CHALLENGES AND ISSUES

*By analyzing the territory and its recreational tourism context, consulting many actors and holding a creative workshop, it was possible to identify eight challenges and issues that should be considered priorities in the development of a true Chelsea-Wakefield/Gatineau Park destination:*

- The synergy between the tourism centres and the actors;
- Awareness and brand image;
- Exploitation of market opportunities;
- Development of the Gatineau River;
- The quaintness of the villages and the visitor experience offered;
- Maximization of the different seasons and periods of the year;
- Accommodation capacity;
- Infrastructure.

## VISION

The Chelsea, Wakefield and Gatineau Park tourism area will become a renowned, must-see destination in the heart of the Outaouais and National Capital tourism region. By effectively developing its assets, which are the village centres of Chelsea and Wakefield, Gatineau Park and the Gatineau River, and also its heritage and history, it will offer a memorable year-round experience to visitors, regardless of the length of their stay, who love arts and culture, fine cuisine and local food products, cycling, outdoor and water activities, relaxation and well-being. It will become a winter tourism destination by capitalizing particularly on cross-country skiing in Gatineau Park. Finally, a festive spirit and authentic ambiance will reign year-round in the quality environment of the villages. Its core values will include welcoming visitors in a courteous and friendly manner and showing concern for the quality of life of its citizens and sustainable development.

## POSITIONING

The positioning of the Chelsea, Wakefield and Gatineau Park destination will be based on:

- The heritage of Chelsea's and Wakefield's village centres;
- The Gatineau River and its public access and water activity facilities;
- Gatineau Park, and particularly the outdoor nature experiences it provides;
- Relaxing activities in the forest, at a spa or in the surrounding rural countryside;
- Arts and culture;
- The culinary experience.

The positioning could be summarized as follows:

- Nestled between Gatineau Park and the Gatineau River, Chelsea and Wakefield are two charming and authentic villages, that have the advantage of being located at the doorstep of the National Capital. They offer visitors a unique experience that combines relaxation and outdoor activities with historical, artistic, cultural and culinary attractions.

## RESIDENTS' POINT OF VIEW

Between November 5 and 23, 2015, two online surveys were conducted by **Zins Beauchesne and Associates** with residents of the municipalities of La Pêche and Chelsea: 332 Chelsea residents and 167 La Pêche residents filled out these surveys. **For Chelsea residents, protecting the environment** was the issue of greatest concern (98.8% of respondents thought it is very or fairly important for developing recreational tourism in their municipality). **Preserving heritage** was second in importance to them (94.6%). Next in importance were **developing business and commerce in Chelsea** (64.2% of the respondents considered it very or fairly important), **developing recreational tourism** (64.1%) and **increasing the number of visitors to stores and businesses in Chelsea** (55.7%). **For La Pêche residents, protecting the environment** was the issue of greatest concern (98.2% of respondents thought it was very or fairly important). **Preserving heritage** was second in importance to them (94.6%). Next in importance was **investments in infrastructures made by the Municipality of La Pêche to draw more visitors and make them feel more welcome** (84.4% of the respondents considered this very or fairly important), and then **developing recreational tourism, increasing the number of visitors to stores and businesses in La Pêche and visitors coming to their municipality**, with the same percentage (81.4%).

Furthermore, for Chelsea residents, the activities that raised the most interest were:

- A cross-country ski trail connecting the municipalities of La Pêche and Chelsea with Gatineau Park (85.2% of the respondents would be very or fairly in favour of it);
- A multi-use path (for walking, cycling, inline skating) along the river that connects these two municipalities with Gatineau Park (85.0%);
- And finally: developing the banks of the Gatineau River for walking (74.0%), culinary and agri-tourism festivities at various times (71.4%) and setting up water access infrastructures (68.1%).

*And for La Pêche residents, the activities that raised the most interest were:*

- *Facilities for walking along the banks of the Gatineau River (90.5%);*
- *A multi-use path (for walking, cycling, inline skating) along the river that connects the municipalities of La Pêche and Chelsea with Gatineau Park (88.1% of the respondents would be very or fairly in favour of it);*
- *And finally: a cross-country ski and snowshoe trail connecting these two municipalities with Gatineau Park (84.4%), a regional information centre for visitors (79.6%) and water access infrastructures (78.4%).*

#### **DEVELOPMENT PRIORITIES AND STRATEGIES**

*To meet the challenges involved in making the Chelsea – Wakefield – Gatineau Park tourist destination a must-see in the National Capital and Outaouais region and increase the revenues of stores, businesses and attractions linked to the presence of visitors in the territory, the following development priorities and strategic orientations should be focused on in the coming years:*

- **Priority 1: Synergy between the tourism centres and the actors**
  - *Strategic orientation 1.1: Set up strategic governance and operations committees;*
  - *Strategic orientation 1.2: Develop common tools for organizing the supply, providing information to visitors and promoting the destination in markets;*
  - *Strategic orientation 1.3: Organize an annual tourism forum (summer/fall or winter/spring) and offer continuous information;*
- **Priority 2: Awareness, brand image and market opportunities**
  - *Strategic orientation 2.1: Create a unifying and motivating brand concept and use the brand in all points of contact;*
  - *Strategic orientation 2.2: Conduct an annual awareness, brand image and promotional campaign in the National Capital;*
  - *Strategic orientation 2.3: Participate fully in Outaouais Tourism initiatives in national and international markets;*
  - *Strategic orientation 2.4: Improve and simplify visitor information and welcome;*
- **Priority 3: Experience in the Old Chelsea and Wakefield village centres, and Gatineau Park**
  - *Strategic orientation 3.1: Implement a quality urban design in both of the village centres and the various connections between them;*
  - *Strategic orientation 3.4: Strengthen festive and cultural events and create events throughout the year;*
- **Priority 4: Development of the Gatineau River**
  - *Strategic orientation 4.1: Develop the banks of the Gatineau River for walking as well as water access infrastructures: public docks, beaches and water access for swimming;*
  - *Strategic orientation 4.2: Create a multi-use path (e.g. hiking, cycling, inline skating) along the river that connects the municipalities of La Pêche and Chelsea with each other and with Gatineau Park;*
  - *Strategic orientation 4.3: Create a cross-country ski and snowshoe trail connecting the municipalities of La Pêche and Chelsea with Gatineau Park;*
  - *Strategic orientation 4.4: Encourage and facilitate water activities in the river: canoeing, kayaking, non-motor boat launch ramp*
  - *Strategic orientation 4.5: Design and create a prestigious and festive interpretive river cruise;*
  - *Strategic orientation 4.6: Continue exploring the relevance of a tourist train in Wakefield;*
- **Priority 5: A larger quantity and wider range of accommodations**
  - *Strategic orientation 5.1: Encourage growth in the accommodation capacity to create a sufficient critical mass;*
  - *Strategic orientation 5.2: Encourage diversification in the supply of accommodations, while preserving the charm of the villages;*
  - *Strategic orientation 5.3: Renovate the Lac Philippe Campground (ready-to-camp units, cottage-style, year-round);*
  - *Strategic orientation 5.4: Increase the glamping supply in the park and the Municipality of La Pêche.*

## MASTER STRATEGY

*The objectives of the development strategy that should be implemented for Chelsea, Wakefield and Gatineau Park are as follows:*

- *Increased visits in the villages;*
- *Longer visits and stays;*
- *Greater spending by visitors;*
- *Better exploitation of all seasons;*
- *Greater visitor satisfaction with their experience;*
- *Increased awareness of the destination;*
- *A clearly established brand image;*
- *Greater investments in commerce and tourism.*

*Five large markets will be given priority:*

- *The population of the National Capital Region and eastern Ontario;*
- *The population of the Greater Montreal Region (Highway 50);*
- *Tourists already in Ottawa and Gatineau;*
- *Canadian tourists;*
- *International tourists.*

*The main target will be client groups drawn by:*

- *Quaint villages;*
- *Culture, arts and crafts;*
- *Cycling (road and mountain biking), cross-country skiing, hiking and snowshoeing;*
- *Fine food (gourmet products, local products, restaurants);*
- *Waterfront and water activities;*
- *Relaxation and well-being.*

*From a demographic point of view, the targets will be:*

- *Young couples and groups of friends without children;*
- *Families;*
- *Couples whose children have left home (empty nesters).*

## Brand image

### Essence of the brand

- Comfortable outdoors (*«Plein Air Douillet »*) that combines outdoor and non-motorized water activities with relaxation, a cultural experience and fine cuisine.

### Pillars of the brand

- The two quaint and welcoming heritage village centres of Chelsea and Wakefield.
- Gateway to Gatineau Park, which is renowned for its beauty and the experience of nature it provides.
- The Gatineau River.
- Arts and culture (history and heritage).
- Food and friendliness.
- Well-being and relaxation.
- Accessibility/proximity.

### Promise of the brand

<ul style="list-style-type: none"> <li>■ <b>Discover:</b> <ul style="list-style-type: none"> <li>● Two villages, a park and a river;</li> <li>● Their beauty, history and heritage;</li> <li>● Local artists;</li> <li>● Their residents and merchants.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Enjoy outdoor activities:</b> <ul style="list-style-type: none"> <li>● By cycling or walking;</li> <li>● At Gatineau Park;</li> <li>● By cross-country skiing or snowshoeing;</li> <li>● Through water activities in the Gatineau River.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Unwind and enjoy wandering:</b> <ul style="list-style-type: none"> <li>● Terraces;</li> <li>● Village centres;</li> <li>● Stores and businesses;</li> <li>● Riverbanks;</li> <li>● At a spa.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Taste local products and regional dishes:</b> <ul style="list-style-type: none"> <li>● Restaurants;</li> <li>● Stores and businesses;</li> <li>● Markets;</li> <li>● Producers.</li> </ul> </li> </ul>

### KEY SUCCESS FACTORS

- Establishing a strategic synergy at all levels, starting with the municipalities, Gatineau Park, the chambers of commerce and the major recreational tourism and cultural actors in the territory;
- Effectively coordinating joint projects implemented through ad hoc committees, which are specifically entrusted with a certain number of themes and areas for action:
  - Brand image and promotion;
  - Client experience;
  - Development of the Gatineau River;
  - Multi-purpose link (railway tracks);
  - Events and entertainment.
- Involving all actors in the territory through consultations and forums:
  - An annual forum;
  - Ad hoc workshops on specific themes or problems that should be held collectively;
- A coordination and technical support organization, such as a chamber of commerce, will need to take care of the basic tasks.

# 1. Introduction

This document is the final report on the **Strategic Recreational Tourism Development Plan for Chelsea, Wakefield and Gatineau Park** by **Zins Beausnesne and Associates**.

## Background

In its 2014-2020 strategic tourism marketing and development plan, **Outaouais Tourism** set three strategic directions for developing its tourism offer, including one that specifically concerns the **Collines-de-l'Outaouais RCM**: “Increase the tourism offer of tourism centres: Chelsea/Wakefield and Montebello.” To do so, one of the key projects concerned by this strategic direction is to **increase the positioning of “culture and heritage” in the village centres of Chelsea, Wakefield and Gatineau Park**.

In this context and in connection with its desire to pursue the strategic direction included in Outaouais’ strategic tourism marketing and development plan for 2014-2020, **the Municipality of Chelsea, the Municipality of La Pêche, Outaouais Tourism, the SADC, the Collines de l’Outaouais CLD, Commerce Chelsea and the Wakefield – La Pêche Chamber and Gatineau Park (NCC)** enlisted the services of **Zins Beausnesne and Associates** to conduct a study on this subject and strategic planning for the recreational tourism development of the Old Chelsea, Wakefield and Gatineau Park tourism centre.

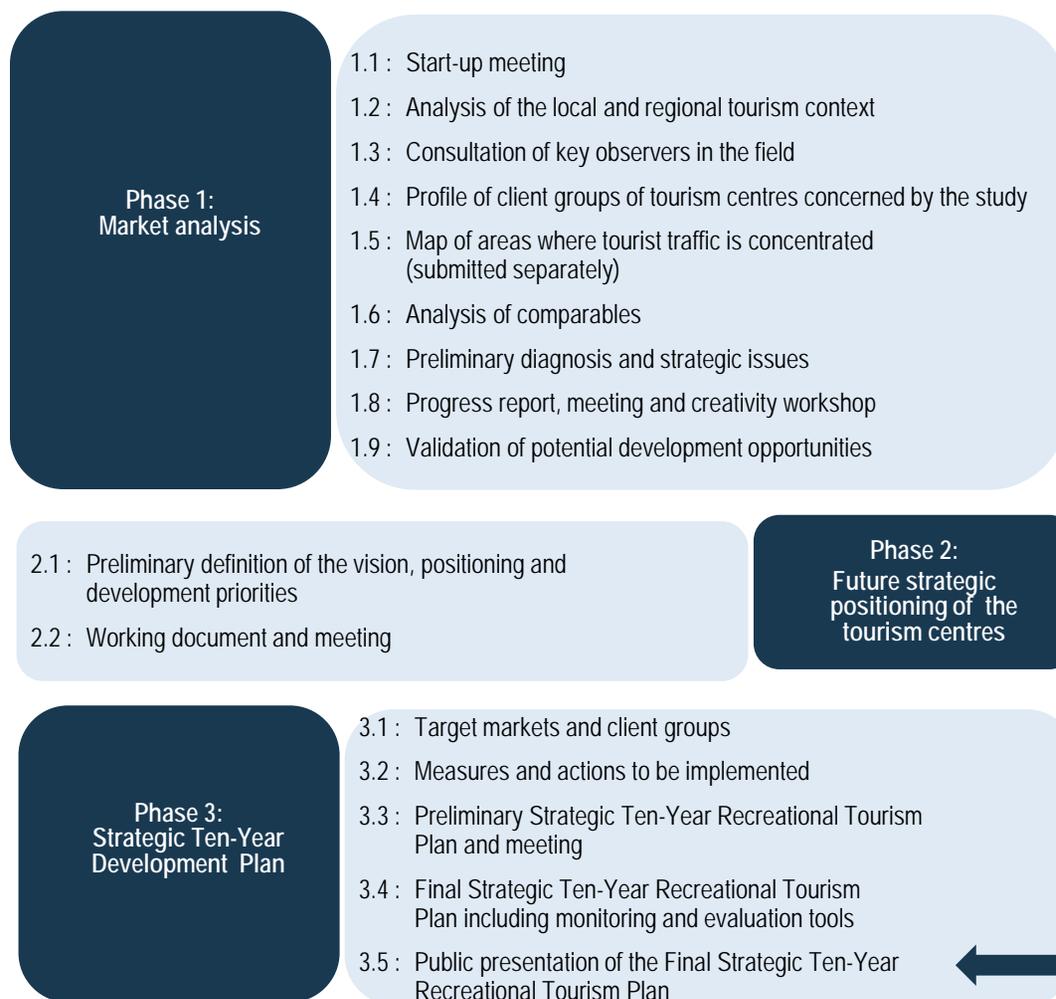
## Specific objectives of the project

The specific objectives were the following:

- Analyze the tourism centres concerned by the study in terms of their recreational tourism offer, tourism results and competition in Outaouais;
- Develop a profile of the tourist groups that visit the tourism centres concerned by the study;
- Analyze the relevant economic, social, cultural, recreational and tourism trends (supply and demand);
- Analyze certain similar projects in Quebec and elsewhere in order to draw valuable lessons from them;
- Provide a strategic diagnosis (strengths, weaknesses, opportunities, threats) of the tourism centres concerned by the study;
- Determine the main issues and challenges in developing the tourism centres concerned by the study and identify development opportunities;
- Validate development potential through an online survey of client groups in collaboration with tourism businesses and organizations in the territory;
- Propose the future strategic positioning of the tourism centres (including development vision, objectives, positioning of the destination, main development priorities of the tourism offer, and strategies for implementing these priorities);
- Develop a strategic ten-year recreational tourism development plan (including markets and target client groups, support strategies, implementation methods and actions);
- Produce a scorecard for monitoring and evaluation.

## Project phases and activities

This report is part of activities 3.4 and 3.5 in the project chart below.



This report addresses the following aspects in order:

- Major findings;
- Diagnosis, issues and challenges;
- Vision and positioning;
- Development priorities and basic strategies;
- Master strategy:
  - Objectives;
  - Target markets;
- Development initiatives and main areas for action;
- Action plan.

## 2. Major Strategic Findings

The major strategic findings are based on a prior context analysis conducted in the first phase of the study and available in a separate report.

### 2.1 Tourism Territory Covered by the Study

- The territory covered by the study includes the municipalities of Chelsea, Wakefield, the tourist village of La Pêche, as well as Gatineau Park located in the Collines-de-l'Outaouais RCM and the Outaouais administrative and tourism region.

#### Chelsea: tourist destination

- **In the 2015-2016 Outaouais Tourist Guide, Chelsea** is presented as follows:  
*“The gateway to Gatineau Park, the rural Municipality of Chelsea prides itself on its culture and its picturesque setting. The town’s art galleries, boutiques, cafés and restaurants welcome visitors, and it’s a popular year-round destination for outdoor enthusiasts. With its proximity to the urban region and beautiful landscape, not to mention North America’s largest spa, Chelsea is definitely worth a visit.”*
- The website of the Municipality of Chelsea has a tourism tab redirecting users to Tourisme Outaouais’ website Outaouais/ Chelsea.

#### Wakefield: tourist village of La Pêche tourist destination

- **In the 2015-2016 Outaouais Tourist Guide, La Pêche and Wakefield Village** are presented as follows:  
*“Flanked by the magnificent hills of Gatineau Park and the Gatineau River, the Municipality of La Pêche, north of Gatineau, is a true paradise for leisure seekers and vacationers. With its many lakes, golf courses, ski centres, equestrian centres, campgrounds, festivals, exhibitions and agri-tourism, La Pêche is a top destination in all seasons.”*  
*“Wakefield loves festivals: from Earth Day celebration in the spring, to our Christmas Market in December. We have history - visit the Fairbairn House, Lester B. Pearson’s grave and our famous covered bridge. And Wakefield loves the arts - from the performing arts at the Black Sheep and Theatre Wakefield’s outstanding productions to our fall Artist Tour. We have hiking and walking trails in the Village and nearby Gatineau Park. And a ski hill in the middle of the Village.”*
- The website of the Municipality of La Pêche has a tourism section without a description of the offer, but offers links to the following stakeholders: Outaouais Tourism, Gatineau Park, Pontiac Golf Club, Edelweiss Golf Club, Éco-Odyssée, Ski Edelweiss, Ski Vorlage.
- An independent website is positioned as the tourism site for Wakefield and its surrounding areas. It presents the village and its history, its recreational, arts and cultural activities, health centres, stores, accommodations, restaurants and other services ([www.wakefieldquebec.com](http://www.wakefieldquebec.com)).

## Gatineau Park

- In the 2015-2016 Outaouais Tourist Guide, Gatineau Park is presented as follows:
 

*“Immerse yourself in nature in Gatineau Park, the National Capital Region’s conservation park. Discover the Park’s unique plants and wildlife, as well as natural features such as Lusk Cave and Pink Lake. Have a picnic atop the escarpment overlooking Ottawa Valley, or take off on an adventure, with more than 200 km of trails for hiking and cross-country skiing, and 57 km of trails for snowshoeing. The park offers camping year-round and, in the summer, you can enjoy swimming, cycling, and canoeing or kayaking.”*
- Gatineau Park is a conservation and recreation park that falls under the jurisdiction of the National Capital Commission (NCC).
- It is a 361-square-kilometre area with 50 lakes, 7 valued ecosystems and habitats, a large quantity of diverse flora and fauna, 165 kilometres of trails for hiking, 90 kilometres of trails for mountain biking, 200 kilometres of trails for cross-country skiing, 57 kilometres of trails for snowshoeing, full-service camping sites, winter campgrounds, rustic camping and ready-to-camp units.
- The park is open year-round. The summer camping season starts in mid-May and ends in mid-October.
- There are many activities that can be enjoyed there: swimming, canoeing and kayaking, horseback riding, rock climbing, geocaching, inline skating, picnicking, hiking, winter hiking, snowshoeing, cross-country skiing, cycling, mountain biking, guided tours.
- During the summer, Gatineau Park has four sectors:
  - The Meech Lake Sector: the closest to urban centres, 2 beaches, non-motor boat launch, starting point for hiking;
  - The Parkway Sector: 32.5 km of panoramic parkways for driving or cycling, starting point for hiking and mountain biking, with the following highlights: Mackenzie King Estate gardens, Champlain Lookout, Pink Lake,
  - King Mountain trail;
  - The Lac Philippe Sector (ideal for a day of outdoor activities or camping with the family): sand beaches, traditional camping or ready-to-camp units, rental bikes and non-motor boats, hiking up to Lusk Cave, a marble cave;
  - The Lac La Pêche Sector (the largest lake in the park): beach, rental non-motor boats, canoe camping.
- During the winter, the park offers:
  - Trails for snowshoeing (57 km), hiking (10 km) and cross-country skiing (200 km classic cross-country skiing, including 100 km shared with skate-skiing, and 45 km of back-country trails), with access to shelters equipped with wood-burning stoves and tables; ready-to-camp units; winter campgrounds;
  - Access to Mackenzie King Estate by foot and snowshoe (cottages are closed in the winter, however).
- The activities and services are more concentrated in the southeastern section of the park, but the park has several entrance gates:
  - **Main entrance** via Scott Road to Chelsea (location of the Visitor Centre);
  - To the north, the Lac Philippe Sector entrance gate, via Route 366 and Lac Philippe Parkway;
  - To the northwest, the La Pêche Lake Sector entrance gate, via Eardley Road;
  - To the south, via Gatineau Parkway (through Des Allumettières or Alexandre-Tâché);
  - To the southwest, Luskville Falls, via the Chemin de l’Hôtel de Ville.

## Affiliated tourist regions

- The territory covered by the study is part of:
  - **The Outaouais tourism region**, with Gatineau as its main centre, which receives over 4 million visitors annually who are drawn particularly by the Canadian Museum of History, the events held there, Casino du Lac Leamy, the cycling opportunities, the businesses and stores;
  - **The National Capital Region**, i.e. the Ottawa-Gatineau tourism region, which receives around 10 million visitors every year and provides a tourist experience and positioning based on four key pillars: national museums and the cultural experience, Canada's capital and its institutions, a quality natural environment, a friendly urban experience.
- In its Outaouais Region Strategic Tourism Development and Marketing Plan 2014-2020, **Outaouais Tourism** defines its tourism development vision for the Outaouais as follows:
 

*Thanks to its official status as a gateway and its growing reputation, the Outaouais will become one of Quebec's main tourism regions by 2020. Drive and innovation will be at the heart of the unique experiences it offers to visitors, in addition to a continuously growing range of new tourism opportunities, a distinctive concern for quality and compliance with the principles of sustainable development and improving the quality of life of its citizens [translation].*
- In this plan, Outaouais Tourism focuses on two strategic orientations for developing its tourism offer:
  - Strategic orientation 1: *Increase the offer of tourism centres: Montebello and Chelsea/Wakefield, and especially Chelsea and Wakefield/La Pêche;*
  - And strategic orientation 3 is aimed at developing and structuring tourism products such as cycling, cross-country skiing and tourism routes and trails, particularly the Outaouais Gourmet Way and Outaouais Waterways.

## Collines de l'Outaouais RCM

- The territory is also part of the **Collines-de-l'Outaouais RCM**, which is located in the southern sector of the Outaouais region, part of the National Capital Region and bordered by the city of Gatineau to the south and the Vallée-de-la-Gatineau RCM to the north, the Pontiac RCM to the northwest and the Papineau RCM to the east.
- In the 2015-2016 Outaouais tourist guide, the Collines-de-l'Outaouais RCM highlights the proximity to Gatineau, the draw of Chelsea and Wakefield villages, Gatineau Park and specific activities (Nordik Spa-Nature, Wakefield Mill Inn & Spa, Éco-Odyssée) and presents itself as follows:
 

*“Just north of Gatineau, discover the Collines-de-l'Outaouais, a pastoral corner of the Outaouais region! Visit the picturesque villages of Chelsea and Wakefield with their charming boutiques, art galleries and restaurants...”*
- The Collines-de-l'Outaouais CLD is no longer mandated to promote tourism in the territory - this is now the responsibility of Outaouais Tourism - and focuses rather on its developmental role in tourism projects.
- The Collines-de-l'Outaouais RCM has two tourism information sites, including one that is recognized by Quebec's tourism welcome and information network (Réseau d'accueil et d'information touristique québécois):
  - Tourist welcome office of the Gatineau Park Visitor Centre (a **recognized** and established office);
  - Tourist welcome office of the Municipality of La Pêche (Wakefield) located in Fairbairn House (not recognized);

- In its second revised draft regional planning and development scheme, the Collines-de-l'Outaouais RCM sets out eight planning and development strategies, including one aimed at increasing tourism in the RCM territory by offering visitors a quality experience highlighting its special natural and cultural features.

## 2.2 Recreational Tourism Offer in the Territory<sup>1</sup>

- **Chelsea and Wakefield**, the tourist village of La Pêche, have village centres with specialized stores and businesses, places promoting regional flavours, restaurants, accommodations, art galleries, as well as several golf courses, downhill ski centres and sites for outdoor activities.
- The planning scheme describes the villages of Old Chelsea and Wakefield as follows:  
*Old Chelsea village is advantageously positioned since it is one of the main gateways to Gatineau Park. It is known for its restaurants, boutiques and businesses specialized in outdoor activities, Nordik Spa, golf clubs (Dunnderosa and Larrimac), as well as for its artists and craftspeople who benefit from visitors to the park [translation].*  
*Over time, Wakefield Village has developed an enviable reputation due to its Hull-Chelsea-Wakefield steam train, its boutiques, its range of accommodations, the quality of its restaurants, its community of artists and the history of its built environment; in the latter case, it should be noted that some buildings are federally recognized as heritage buildings. Finally, the quality of the natural landscapes in this sector makes it unique in the RCM territory [translation].*
- Gatineau Park is set apart by its vastness, the quality and variety of its habitats, its flora and fauna, the diversity and number of outdoor/nature activities (specifically hiking of all types) and services (interpretation, equipment rental, accommodations in cottages and campgrounds) throughout the year (in summer and winter) as well as the presence of the Mackenzie King Estate historical site. Its extensive and wide-ranging supply as well as its proximity to Gatineau and Ottawa make it a very well-visited park.
- In 2009-2010, a built heritage identification and characterization study of the four RCMs of Outaouais and the city of Gatineau was conducted: 460 items of interest were inventoried, including **44 in Chelsea**, **115 in La Pêche** and **29 in Gatineau Park**.
- A study designed to prepare a cultural and natural heritage development concept for the Collines-de-l'Outaouais RCM is currently in progress (study commissioned by the CLD). In the current stage of work:
  - The main theme that was selected complements the *Outaouais Waterways* theme: *Water in All Its Forms* (rivers, timber processing, spa, etc.); this theme is strong enough to develop 90% of the identified potentials;
  - 11 themes concerning the different types of heritage, in connection with history or contemporary development, are identified;
  - Historical, landscape and cultural interpretation will be used for the purposes of development;
  - Technology (interactive stations, links for mobile equipment) and playful means will be given priority; areas dedicated to the interpretation of a theme or a site will be set up; a paper and digital map will be made available.

<sup>1</sup> The report on the condition of the territory has a detailed description of its supply. This is also pointed out in the diagnosis in the next section.

- Tourist accommodations with a rural character are available in the territory covered by the study. For example, there is a prevalence of campgrounds, as well as a fairly large number of good-quality bed and breakfasts for tourists, but also a small number of hotels and residences for tourists (cottages, houses, condos). It is also worth mentioning that there are quality 4-star accommodations, including one hotel and 2 bed and breakfasts.
- The offer of events is interesting, though limited and rather local/regional in scale, except for Gatineau Loppet in Gatineau Park.

## 2.3 Potential Markets

- Chelsea, Wakefield and Gatineau Park benefit from their proximity to the **National Capital** and can be supported by **five major primary markets** for their stores and businesses:
  - The population bordering the **Ottawa-Gatineau CMA/ National Capital Region**, which may not constitute a tourism market in the strictest sense of the term, but most of which, especially day-trippers, generates a major source of revenue for stores, businesses and attractions in the territory;
  - The residents of the **Montreal CMA**, especially from its North Shore and Laval (now “significantly closer” due to Highway 50): these could be day-trippers or tourists;
  - Canadian and international tourists visiting the National Capital;
  - Canadian tourists targeted by Outaouais Tourism;
  - International tourists targeted by Outaouais Tourism.
- In fact:
  - **Residents of the Ottawa-Gatineau CMA and Montreal, its North Shore and Laval:**
    - Are looking for a variety of new activities;
    - Are likely to make several excursions and stays in the territory and bring their family and friends there;
    - At different times of the year and in various contexts and for different reasons;
  - The population of the **Ottawa-Gatineau CMA** is 1.2 million;
  - The population of the **Montreal CMA, its northern crown and Laval** is 2.8 million;
  - **Tourists visiting the National Capital** are likely to:
    - Plan in advance to make an excursion or stay in the Chelsea – Wakefield – Gatineau Park territory during their next trip to Ottawa or Gatineau;
    - Or decide spontaneously to make an excursion or stay in the territory while visiting Ottawa or Gatineau.
- As for **tourists visiting the National Capital and the Outaouais**, tourism development in the Chelsea – Wakefield – Gatineau Park territory also draws on **two tourism regions**:
  - The **Outaouais tourism region**, with Gatineau as its centre, receives **more than 4 million visitors** annually (in 2012);
  - The **National Capital Region**, i.e. the Ottawa-Gatineau tourism region, receives **nearly 10 million visitors** every year (in 2011).
- Finally, Outaouais Tourism carries out promotional campaigns in Canadian markets and the international market in conjunction with Tourism Quebec.

## 2.4 Tourism in Outaouais

### Tourist traffic, stays and spending

- In 2012, the Outaouais tourism region received **4,058,800 visitors**, including **1,883,000 tourists** who stayed at least one night in accommodations and **2,175,800 day-trippers** (who travelled at least 40 kilometres).
- In addition, in 2012, **1,883,000 tourists** stayed for a total of **5,001,000 nights in the Outaouais region**, i.e. an **average stay of 2.66 nights**, and spent **\$353 million, mostly in Gatineau**.
- **42% of the tourists and day-trippers travelled to Gatineau** during their stay, which makes it the most visited territory in Outaouais.
- In 2012, **68% of tourists came from Quebec** and **28% from the rest of Canada**. International tourists made up 3% of the total, i.e. 335,000 tourists, including 139,000 Americans and 196,000 tourists from overseas.

Tourists in the Outaouais tourism region in 2012

Origin	Tourists		
	Region-visits	Nights	Spending (\$ millions)
Quebec	68.4%	61.2%	74.7%
The rest of Canada	28.2%	32.1%	18.8%
United States	2.0%	2.8%	2.6%
Overseas	1.4%	3.9%	4.0%
<b>Total</b>	<b>1,883,000</b>	<b>5,001,000</b>	<b>353</b>

- The Outaouais region has many major and well-visited tourist attractions, such as Casino du Lac Leamy (2.75 million visits), Gatineau Park (2.7 million visits) and the Canadian Museum of History (1.2 million visits).
- Festivals and events also liven up the tourism offer, particularly the Winterlude Festival (600,000 visitors), the Gatineau Hot Air Balloon Festival (225,000) and the Amnesia Rockfest (160,000).

### Hotel performance

- In 2014, 34,283 hotel units were available on average every day in the Outaouais region and 18,667 rooms were occupied on average, for an **average annual daily occupancy rate of 54.4%**.
- On an annual basis, between 2012 and 2014:
  - The **number of hotel units available** daily **decreased by 3.8%**;
  - Whereas the **number of rooms occupied** daily **increased by 7.4%**;
  - This equals an **increase in the average daily occupancy rate of +6 percentage points**;
  - During this period, the **best performance** was still during the months from **June to September**. However, in 2014, the month of February was outstanding as well;
  - According to the 2012 data, the average **daily occupancy rate** is **higher in establishments with 40 or more units (55.3% vs. 48.8%)** and **lower in smaller establishments (30.4% vs. 48.8%)**.

## Campground performance

- Between 2011 and 2014, the overall camping situation in the Outaouais improved, similar to Quebec as a whole, despite a 6% decrease in the number of available campgrounds:
  - The average number of camping sites occupied (by all campers) increased by (+3%);
  - The average occupancy rate totalled 70.3% in 2014 (+6.2 percentage points/rate in 2011) compared to 69.2% across Quebec.
- More specifically, the following should be noted:
  - Stable demand by seasonal campers (+1%);
  - Increased demand by short-term campers (+5%), higher among campers using tents (+7%) than RV campers (+4%).

## 2.5 Tourism in the National Capital (Ottawa-Gatineau)

- The National Capital Region includes the cities of Ottawa and Gatineau, i.e. a CMA with a total population of over 1.2 million (in 2011).
- In 2011, the National Capital Region received 10.0 million visitors, including:
  - 4.4 million tourists who spent at least one night in accommodations, of which 13% were international tourists (563,000);
  - And 5.6 million day-trippers.
- The vast majority (93%) of these visitors (tourists and day-trippers) were Canadian, 4% were American and 4% came from overseas. More specifically:
  - 87% of tourists came from Canada (over 60% of them came from Ontario);
  - 97% of day-trippers were Canadian (over three-fourths of them were Ontarian).
- Tourists stayed 2.3 nights on average.
- Tourists spent \$230 per stay per person on average. Day-trippers spent \$77 per day per person on average.
- 11% of the visitors (tourists and day-trippers) came to the region on business and it should be noted that:
  - The Palais des Congrès de Gatineau annually hosts around 30 conventions and 195,000 attendees, of which around 15% to 20% come from outside the region;
  - In 2012-2013, Ottawa's convention centre hosted 527 events and 315,300 participants, including 57 conventions and fairs that drew some 215,000 attendees, of which over 25%, i.e. 54,400, came from outside the region.
- Based on total visitor traffic in the twelve main museums of the National Capital Region, it is estimated that 53% of **recreational tourist traffic in the region is concentrated in the months from May to August**, and 11% to 15% of annual tourist traffic occurs in each of these months.
- Furthermore, in 2013, a minimum of **1,641 organized groups in buses** stayed at the main hotels of Ottawa-Gatineau and occupied 37,747 hotel units:
  - In addition to that number, there were organized tours whose clients stayed at other hotels and clients who visited only once without staying overnight in the National Capital;
  - 87% of the groups came during the months from May to October.

## 2.6 Tourism in the Chelsea – Wakefield – Gatineau Park/ Collines-de-l'Outaouais RCM Territory

- According to the survey of visitors conducted by Outaouais Tourism in 2012, **Collines-de-l'Outaouais RCM** receives **13% of the tourists and day-trippers in the Outaouais tourism region**, behind Papineau RCM (20%), La-Vallée-de-Gatineau RCM (18%) and in front of Pontiac RCM (7%):
  - **Topping the list of most popular sites and activities among summer tourists in the Outaouais** are those in **Gatineau Park** (28%);
  - **Some of the other popular attractions and activities in the Chelsea – Wakefield – Gatineau Park territory** include: hiking (23%), cycling (22%), swimming/beach (19%), canoeing/kayaking/paddle boats (8%), golf (6%), Éco-Odyssée (3%), Nordik Spa-Nature (3%), an agri-tourism visit (3%).
- According to a client survey conducted with **Gatineau Park clients** in 2011, their profile is the following:
  - Every year, Gatineau Park receives **2.7 million visits** from **703,500 different visitors**;
  - A majority of the **81% of the visitors are local clients** and **19% are tourists**;
  - **The annual breakdown of visits** is as follows: **37% of the visits are made in summer/spring**, 33% in winter and 29% in fall;
  - **The recurrence of visits** is as follows:
    - **Local visitors** come to the park on average 2 times per summer/spring, 2 times per fall and **3 times per winter**;
    - **Tourists** come to the park on average 1 time per summer/spring, 1 time per fall and **2 times per winter**;
  - The majority of visitors reside in the **National Capital Region in Ontario**;
  - During **the winter, more men are present** than women;
  - During the **fall, there are more visitors who are 55 years old or older**;
  - Visitors are somewhat **younger during the summer**;
  - Visitors come more often **in groups** to Gatineau Park, mainly **couples and families**;
  - In the **winter, more visitors come alone**;
  - The **main activities done** in Gatineau Park vary by season:
    - Fall: cycling, hiking and observing wildlife; the most visited site is the Mackenzie King Estate;
    - Winter: cross-country skiing (more than half have a season pass) and snowshoeing;
    - Summer and spring: the beaches, hiking and cycling;
  - Visitor **satisfaction is high** as demonstrated by the satisfaction rates recorded during the studies and the high rate of recurring visits.
- The profile of **visitors to the tourist information office** and **Fairbairn House** is as follows:
  - Origin: 46% from Quebec, 35% from Ontario, 4% from the United States, 3% from elsewhere in Canada and 12% from other countries;
  - Sought-after information, attractions and activities: 25% main attractions and excursions, 13% directions, 6% sports and outdoor activities and 4% Gatineau Park.

## 2.7 Visitors to the Territory: Characteristics and Satisfaction

Between September 28 and October 31, 2015, an online survey was conducted by **Zins Beauchesne and Associates** with clients who had visited the stores, businesses and attractions in the **municipalities of La Pêche and Chelsea** as well as in **Gatineau Park**. This survey of 152 visitors who completed the questionnaire provides greater insight into the context of visits to the territory.

### Sites and seasons concerned by visits

88.8% of visitors who participated in the survey had visited Gatineau Park in the last year, 83.6% the Municipality of Chelsea/Old Chelsea Village, and 72.4% the Municipality of La Pêche/Wakefield Village.

It should be noted that over **half of the respondents (55.9%) had visited all 3 sites in the last year** while only 5.9% visited Gatineau Park only.

69.3% of respondents who visited the Municipality of Chelsea/Old Chelsea Village went there both in the summer (including spring, summer and fall) and the winter. This percentage was 62.2% for visitors to Gatineau Park and 58.2% for the Municipality of La Pêche/Wakefield Village.

Gatineau Park turns out to be the most visited site of the three, both in the summer (including spring, summer and fall) and the winter. In fact, 47.4% of the visitors to Gatineau Park went there more than 5 times in the summer last year.

During their visit, more than half of the visitors were accompanied by their spouse (54.6%), nearly one-third by friends (31.6%), and nearly one-fourth of respondents came with family/relatives (24.3%) or with their children (23.7%).

87.5% of respondents did not spend the night in commercial accommodations at one of the three most visited sites, while 12.5% spent at least one night. In this case, the length of the stay is on average 1.53 nights.

The majority of the respondents (90.8%) went to a restaurant, a café or a bar during one of their visits to one of the two municipalities.

And 55.9% made a purchase at a store during one of their visits.

### Reasons for visits per season

**In the summer**, the two main reasons for visiting the three sites were the opportunity to go hiking in Gatineau Park (72.4%) and dining at restaurants (70.4%). But several other reasons were mentioned by visitors.

### Main motivations for visiting in summer

	% of respondents
■ Go hiking in Gatineau Park	72,4%
■ Go out to eat	70,4%
■ Relax, unwind	52,0%
■ Go to a spa	40,8%
■ Shop, wander	36,8%
■ Go biking in Gatineau Park	32,9%
■ Discover something new, curiosity	30,3%
■ Discover/ meet local artists and craftspeople	24,3%
■ Enjoy a water activity	21,1%
■ Attend a show, play, festival or cultural events	15,1%

**In the winter**, the main reasons for visiting the three sites were dining at restaurants (for 57.9% of respondents), the opportunity to enjoy cross-country skiing or snowshoeing in Gatineau Park (55.3%) and visiting a spa (46.1%).

### Main motivations for visiting in winter

	% of respondents
■ Go out to eat	57,9%
■ Go cross country skiing or snowshoeing in Gatineau Park	55,3%
■ Go to a spa	46,1%
■ Relax, unwind	33,6%
■ Go downhill skiing or snowboarding	23,0%
■ Shop, wander	17,8%
■ Discover something new, curiosity	16,4%
■ Attend a show, play, festival or cultural events	11,2%
■ Discover/ meet local artists and craftspeople	8,6%

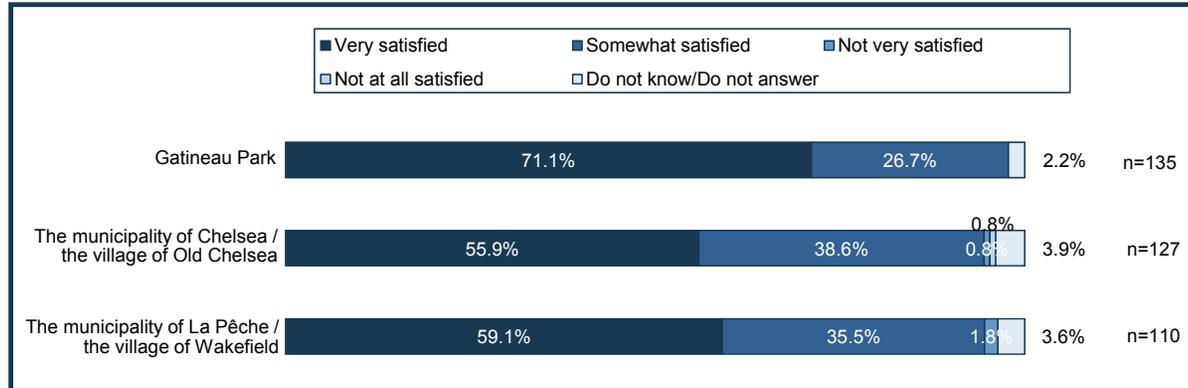
This survey of visitors reveals that the reasons for their visits involved, especially in the winter, a combination of outdoor activities and more relaxing, entertaining and comfort-oriented activities.

## Satisfaction

Overall, the vast majority of the respondents were satisfied (very or fairly satisfied) with their visit to the three sites. It should be noted that 71.1% of Gatineau Park visitors claimed that they were **very** satisfied with their visit.

Only 5.9% of respondents cited an activity that they would have liked to do but it was not offered during their stay. The activities were the following: fat-biking, rock-climbing, movies, golf, fine-dining evenings, spa and the Hull-Wakefield steam train.

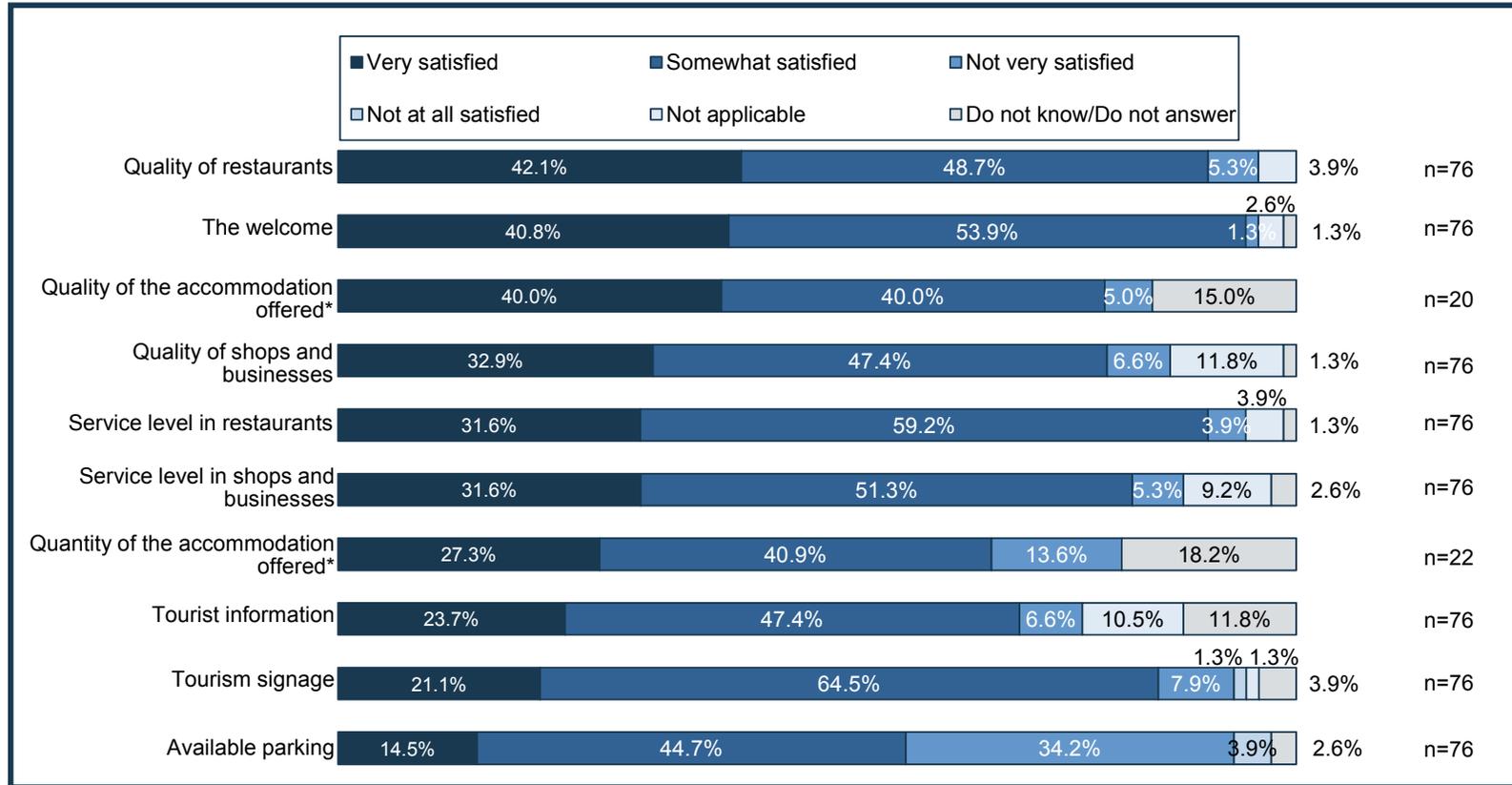
### Visitor's satisfaction



### Ratings for the municipalities of La Pêche and Chelsea/Old Chelsea and Wakefield villages

As concerns the **Municipality of Chelsea/Old Chelsea Village**, the items that received the highest satisfaction ratings were: the welcome (94.7% of visitors were very or fairly satisfied), the quality of the restaurants (90.8%) and the service level in restaurants (90.8%).

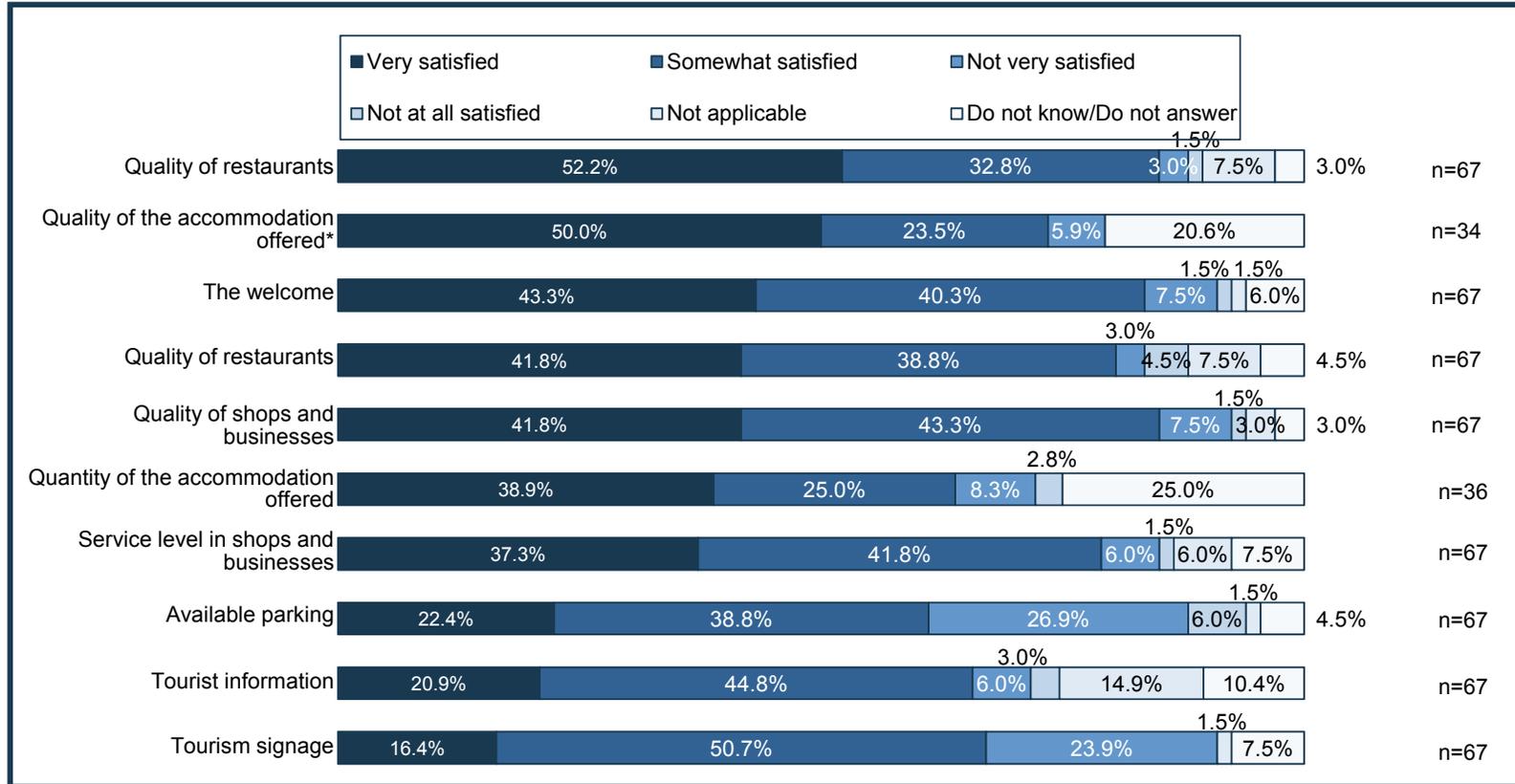
Visitors' satisfaction with Chelsea



\* Estimation of satisfaction on the basis of who stayed at accommodation (excluding the modality "Not applicable: I have not been there").

As concerns the Municipality of **La Pêche/Wakefield Village**, the items that received the highest satisfaction ratings were: the quality of the stores and businesses (85.1% of the visitors were very or fairly satisfied), the quality of the restaurants (85.0%) and the welcome (83.6%).

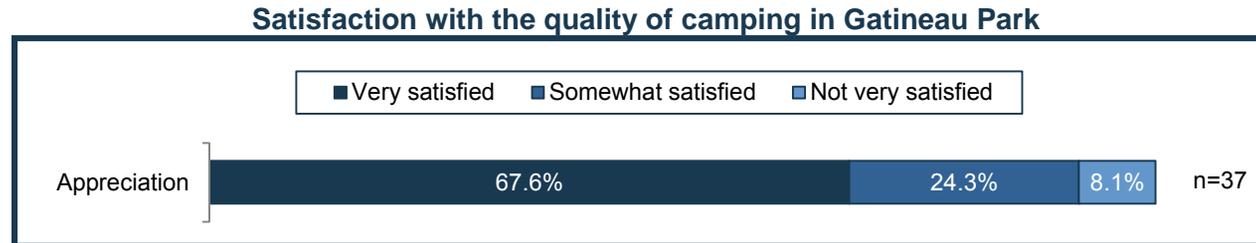
### Visitors' satisfaction with La Pêche



\* Estimation of satisfaction on the basis of who stayed at accommodation (excluding the modality "Not applicable: I have not been there").

## Ratings for camping in Gatineau Park

Visitors to the two municipalities were also questioned about their satisfaction with the quality of camping in Gatineau Park. Out of the 37 people who camped there (respondents who declared that this question did not apply to them were excluded), the vast majority (91.9%) were very or fairly satisfied with their stay.



*\* Estimation of satisfaction on the basis of who stayed at accommodation (excluding the modality "Not applicable: I have not been there").*

## Profile of visitors to the territory

The profile of survey respondents reveals that:

- More than 3 out of 4 respondents were women (77.6%);
- The average age was 42.7 and 42.8% of respondents were between 35 and 54 years old, 34.2% between 18 and 34 years old, and 21.1% were 55 years old or older;
- 65.8% of the respondents had a university degree and 26.3% a technical or college diploma;
- 47.4% of the respondents lived in a household with a total annual income of \$80,000 or more, 22.4% between \$40,000 and \$79,999 and 8.6% with a total annual income of less than \$40,000.

These respondents lived mainly in the Outaouais (67.1%) and in the Ottawa region in Ontario (22.4%).

- Therefore, the territory has a very attractive diversified client base for tourism and commerce (good revenues) and for cultural activities (educated), sports and outdoor activities, for all ages.

### 3. Diagnosis

Based on strategic analyses, visits to the territory, consultations with territorial actors, a survey of visitors and the analysis of comparables, a **strategic diagnosis** can be made:

#### Strengths and assets of the territory

First of all, the territory of Chelsea, Wakefield and Gatineau Park already has distinctive strengths and assets that can be exploited to draw more visitors and increase their consumption level:

- **The village centres of Old Chelsea and Wakefield** and the unique experience they offer;
  - **In Chelsea:**
    - A unique range of stores and businesses;
    - A variety of quality restaurants, including bistros, cafés, pubs;
    - Fine dining restaurants;
    - Art galleries;
    - The Fab, Chelsea's centre for the arts, culture and heritage;
    - Hendricks Farm, an organic farm and the only farm in the region with the "from farm to table" designation;
    - Chelsea's covered bridge;
    - The Meredith Centre (rooms equipped for meetings and conferences);
    - The historic cemetery;
    - A network of walking paths;
    - The Gatineau Valley Historical Society;
    - Old Chelsea Market;
    - Nordik Spa-Nature, the largest in North America;
  - **In Wakefield:**
    - A unique range of stores and businesses;
    - A variety of quality restaurants, including fine dining restaurants;
    - Museum;
    - The Gatineau River banks and the exceptional view they offer;
    - Wakefield Mill, Inn and Spa;
    - The Fairbairn House Heritage Centre and Hendricks Park;
    - A network of walking paths and the Trans Canada Trail;
    - The covered bridge;

- The Wakefield La Pêche Centre (cultural centre/theatre);
- Wakefield market;
- Two historic cemeteries in Wakefield;
- Linear riverfront parks;
- The festivals.
- **Also across the entire territory:**
  - **Activities offered year-round at Gatineau Park;**
  - **Camping, hiking, biking, swimming, wildlife observation in the summer;**
  - **Cross-country skiing, snowshoeing and fat-biking in the winter;**
  - **Gatineau River;**
  - **Rustic, natural and distinctive landscapes;**
  - **The cultural life and the artists** such as the Artists in their Environment Studio Tour;
  - **The culinary experience;**
  - **The territory's heritage, history and spirit of place;**
  - **Éco-Odyssée;**
  - **The ski centres;**
  - **The reputation of the territory and many of its attractions;**
  - **Its accessibility** from the Ottawa/Gatineau agglomeration, but also from the Greater Montreal Region;
  - **The strength of community involvement** in both villages and its mobilization potential.

Accordingly, the territory concerned by the study has several **key pillars** and offers **key experiences** on which it can base **its positioning** and its **brand image** in order to attract **quality tourists** and offer them a **memorable visit**, regardless of the length of their stay, and thus encourage consumption at the stores and businesses in the villages.

#### Key Pillars

- Village centres: Old Chelsea and Wakefield
- Gatineau Park
- Gatineau River
- History: figures and events and spirit of place
- Rustic, natural and distinctive landscapes
- Nordik Spa-Nature
- Wakefield Mill: Inn and Spa
- Éco-Odyssée

#### Key Experiences Offered

- Authentic village life offered by Old Chelsea and Wakefield
- Arts and culture
- Historical and heritage discovery
- Varied range of culinary delights and fine cuisine
- Well-being
- Cycling: mountain and road-biking
- Cross-country and downhill skiing
- Snowshoeing
- Water activities (river and lake)
- Hiking

## Opportunities

The territory also has a number of opportunities to consolidate and increase its tourism activity and impacts, in terms of available markets, still underexploited client groups and development potentials.

### ❑ The markets

- Ottawa residents, especially anglophone clients and clients in eastern Ontario;
- Residents of the Greater Montreal region (the entire CMA);
- Tourists who visit Ottawa and Gatineau to see friends and family, for pleasure, business and education;
- External markets targeted by Outaouais Tourism, in partnership.

### ❑ The client groups

Although all client groups may potentially be interested in the experience offered in the territory and should be solicited, the underexploited tourism potential and client groups that are more likely to visit the villages and their stores and businesses are the following:

- Cycling enthusiasts;
- Cross-country skiing enthusiasts;
- History and heritage buffs;
- Art and culture lovers;
- Fine diners and lovers of quality local products;
- Relaxation and well-being enthusiasts;
- Outdoor and non-motorized water sports enthusiasts.

### ❑ The potential developments

Several development opportunities could increase the territory's attractiveness and the experience offered, including:

- Public river access (but prior acquisition of authorization from Hydro Québec required), public docks, non-motor boat launch ramp, beaches;
- The cycling network and hiking trail networks;
- The railway from Chelsea to Wakefield;
- Cultural and artistic venues and events, as well as culinary events;
- The Gatineau River in La Pêche, Wakefield sector and in Chelsea, Farm Point sector;
- The Heritage Development Concept (under development and focused on water);
- The Outaouais Waterways tourist circuit;
- The additional accommodations being planned;
- The renovation of the Lac Philippe Campground (new ready-to-camp units, cottage-style, year-round);
- The improvement of connections between the villages and Gatineau Park;
- Strengthening of the "Fleurons du Québec" recognition.

## Internal weaknesses and constraints in the territory

However, there are a number of weaknesses and constraints that limit the tourism potential of the territory:

- A lack of organization, coordination and synergy between the various territorial actors, both public and private;
- In particular, insufficient synergy between the villages and certain main attractions (Park, spas, ski centres);
- Development and promotion in silos;
  
- Ambiguous positioning and brand image;
- A lack of promotion and awareness of the destination itself;
- Under-promoted and unorganized winter tourism;
  
- Underexploited Gatineau River access;
- A difficult “pedestrian” experience, but currently being improved with the infrastructure work underway in Chelsea;
- Lack of “quaintness” in some parts of the villages, which could also gain status as villages renowned for their beauty and authenticity;
- Insufficient and disorganized parking in the villages;
- The lack of “east-west” or “park to river” connectivity in Old Chelsea;
- Lacking cycling connections;
- Ill-suited signage for visitors;
- Quality accommodations, but insufficient;
- Unsuitable quality of roads for visits (often the responsibility of the MTQ and not the municipalities);
- Lack of organized transportation for international visitors who do not have a car;
- Insufficient tourism centre development and promotional measures.

## Threats and risks that need to be managed

There are a number of problems that will need to be addressed and managed in the territory to prevent them from becoming handicaps or sources of dissatisfaction for visitors. The main problems are related to:

- The visitor experience and value for the dollar;
- The image and perceptions of the territory;
- The regionally active competition, which is noticeable at all levels, particularly between Wakefield and Chelsea;
- Peak visit periods and their impacts;
- The changing landscapes;
- The peri-urban environment that is developing.

## Diagnosis summary

Strengths/Assets	Weaknesses/Constraints
<ul style="list-style-type: none"> <li>■ The authentic village centres</li> <li>■ Powerful client-generating drivers               <ul style="list-style-type: none"> <li>● Gatineau Park</li> <li>● Nordik Spa-Nature</li> <li>● Wakefield Mill Inn and Spa</li> <li>● Éco-Odyssée</li> <li>● Ski centres</li> </ul> </li> <li>■ Stores, businesses, restaurants and fine cuisine</li> <li>■ Landscapes</li> <li>■ Entrepreneurial community</li> <li>■ Reputation</li> <li>■ Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>■ Atmosphere and appearance of the villages</li> <li>■ Insufficient signage</li> <li>■ Parking in the villages</li> <li>■ Ambiguous brand image</li> <li>■ Insufficient promotional and development measures</li> <li>■ Lack of synergy</li> <li>■ Website/Tourist information section</li> <li>■ Visitor information centre</li> <li>■ The condition of the roads</li> <li>■ Limited public water access in Chelsea and Wakefield</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>■ In terms of demand:               <ul style="list-style-type: none"> <li>● Markets in Ottawa and Montreal</li> <li>● Clients of the territory's main draws</li> <li>● Art and culture clients</li> <li>● History and heritage clients</li> <li>● Cross-country skiing clients</li> <li>● Cycling clients</li> <li>● Foodie clients</li> </ul> </li> <li>■ In terms of development:               <ul style="list-style-type: none"> <li>● Water/non-motor boat</li> <li>● Additional events</li> <li>● Multi-use linear park</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ Increasing competition</li> <li>■ Weakening quality and uniqueness of the visitor experience</li> <li>■ Deterioration of the brand image</li> <li>■ Seasonal peaks</li> <li>■ Growing urbanization</li> </ul>

## 4. Challenges and Issues

By analyzing the territory and its recreational tourism context, consulting numerous actors and holding a creative workshop, it was possible to identify eight challenges and issues that should be considered priorities in developing a true Chelsea – Wakefield – Gatineau Park destination.

1. The synergy between the tourism centres and the actors:
  - It is clear right now that although many actors are active throughout the territory, their actions are most often individual and focused on their own objectives, which does not prevent them from achieving a great deal of success individually, but do not benefit the entire business community.
  - The same lack of coordination and synergy can be more broadly observed between the two villages of Chelsea and Wakefield and their respective chambers of commerce, even though a cordial agreement exists.
  - Finally, there are high expectations for Gatineau Park, in terms of partnerships and transfers of client.
2. Awareness and brand image:
  - Despite all its potential and, to some extent, the reputation it has already established among some client groups or for certain products, the Chelsea – Wakefield – Gatineau Park destination does not have a clear and strong brand image, and is not being solidly promoted in the target client markets or among the target client groups.
  - Promotional efforts are still scattered and lack cohesion and synergy.
3. Exploitation of market opportunities:
  - As tourist destinations, Chelsea and Wakefield, the tourist village of La Pêche, are at the doorstep of a large market of potential visitors with many client niches both in Ottawa and the rest of eastern Ontario.
  - In Ottawa and the entire National Capital Region, there are millions of potential visitors, residents and visiting tourists/day-trippers.
  - A large number of them already visit the territory, but most often for a specific activity.
  - The opportunities linked to these markets are still underexploited.
4. Development of the Gatineau River:
  - The Gatineau River, with its landscapes and water/waterfront activities, is a noteworthy and unifying feature of the territory that is still underexploited.
  - Its development represents an issue and a set of challenges that deserve serious attention in the interest of cultivating not only an historical and heritage experience, but also an outdoor experience that rounds out the experience already offered at Gatineau Park.

5. Quaint Villages and the visitor experience offered:
  - The village centres of Old Chelsea and Wakefield are “gems” that forge the territory’s identity and have the potential to give visitors unique human, welcoming, historical, heritage, cultural and festive, culinary and well-being experiences.
  - However, it would be in their interest to make improvement and development efforts that enhance the visitor experience.
  - Welcoming and entertaining visitors should also be a constant concern and objective.
6. Maximization of the different seasons and periods of the year:
  - Old Chelsea and Wakefield, which are associated with Gatineau Park, the ski centres and Nordik Spa-Nature, have no reason to experience an actual low season and are capable of offering an extraordinary visitor experience in both the longer-term stay and excursion markets.
7. Accommodation capacity:
  - Old Chelsea and Wakefield currently suffer from a severe lack of accommodations, which they will need in order to become a true longer-stay tourist destination.
  - Although Wakefield Mill, Les Trois Érables, La Grange Country Inn, Auberge de Mon Petit Chum, Old Chelsea Bed and Breakfast, the Nordik Lodge as well as summer camping in the park have developed a good reputation and offer a very interesting experience, accommodations are limited and of mixed quality.
  - A project to increase accommodations at Nordik SPA and at Wakefield Mill is on the verge of strengthening the accommodation capacity.
  - Yet, an even greater critical mass of unique and charming accommodations (inns, boutique hotels) would be an asset and benefit the various stores and businesses.
  - Gatineau Park would also benefit from upgrading and updating the types of camping it offers (e.g. glamping, particularly in the winter).
8. Infrastructure:
  - The ingredients involved in promoting a quality visitor experience require major public investments: roads, parking, trails, docks, public spaces, etc. and potentially a redesigned tourist train in Wakefield, the tourist village of La Pêche.

## 5. Vision of Development and Positioning

### Vision

The Old Chelsea – Wakefield – Gatineau Park tourism area will become a renowned, must-see destination in the heart of the Outaouais and National Capital tourism region.

By effectively developing its assets, which are the village centres of Old Chelsea and Wakefield, Gatineau Park and the Gatineau River, but also its heritage and its history, it will offer a memorable year-round experience to visitors, regardless of the length of their stay, who love arts and culture, fine cuisine and local food products, cycling and outdoor activities, relaxation and well-being. It will become a winter tourism destination by capitalizing particularly on cross-country skiing in Gatineau Park.

A festive spirit and authentic ambiance will reign in the quality environment of the villages. Its core values will include welcoming visitors in a courteous and friendly manner and showing concern for the quality of life of its citizens and sustainable development.

### Positioning

Old Chelsea and Wakefield will be positioned as a destination on the basis of:

- the heritage of the Old Chelsea and Wakefield village centres;
- the Gatineau River and its public access and water activity facilities;
- Gatineau Park, and particularly the outdoor nature experiences it provides;
- relaxing activities in the forest, at a spa or in the surrounding rural countryside;
- arts and culture;
- the culinary experience.

This sought-after and partially achieved positioning needs to be reinforced, the basic brand image built and the visitor experience improved.

The positioning could be summarized as follows:

- *Nestled between Gatineau Park and the Gatineau River, Chelsea and Wakefield are two charming and authentic villages that have the advantage of being located at the doorstep of the National Capital. They offer visitors a unique experience that combines relaxation and outdoor activities with historical, artistic, cultural and culinary attractions.*

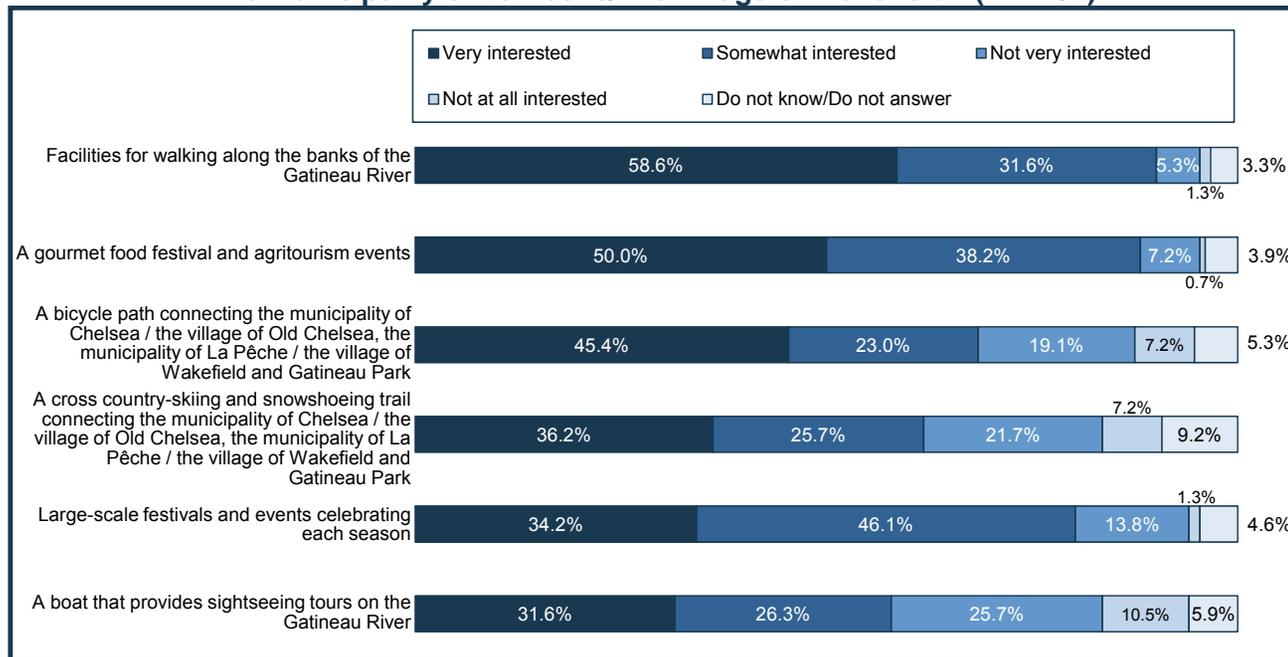
## 6. Preliminary Development Priorities and Strategies

### 6.1 Visitor Interest in an Improved Tourism Offer

During the survey conducted in September 2015, visitors were asked about their interest in new activities that may be developed in the Municipality of Chelsea/Old Chelsea Village and in the Municipality of La Pêche/Wakefield Village.

The activities that raised the most interest were developing the riverbanks of the Gatineau River (90.2% of respondents would be very or fairly interested) and holding culinary and agri-tourism activities (88.2%). The existence of a tour boat on the Gatineau River came in last place, though 57.3% of visitors would be interested in this activity.

**Interest in the following activities that could be developed in the Municipality of Chelsea/ the village of Old Chelsea and the Municipality of La Pêche/ the village of Wakefield? (N = 152)**



## 6.2 Residents' Opinions

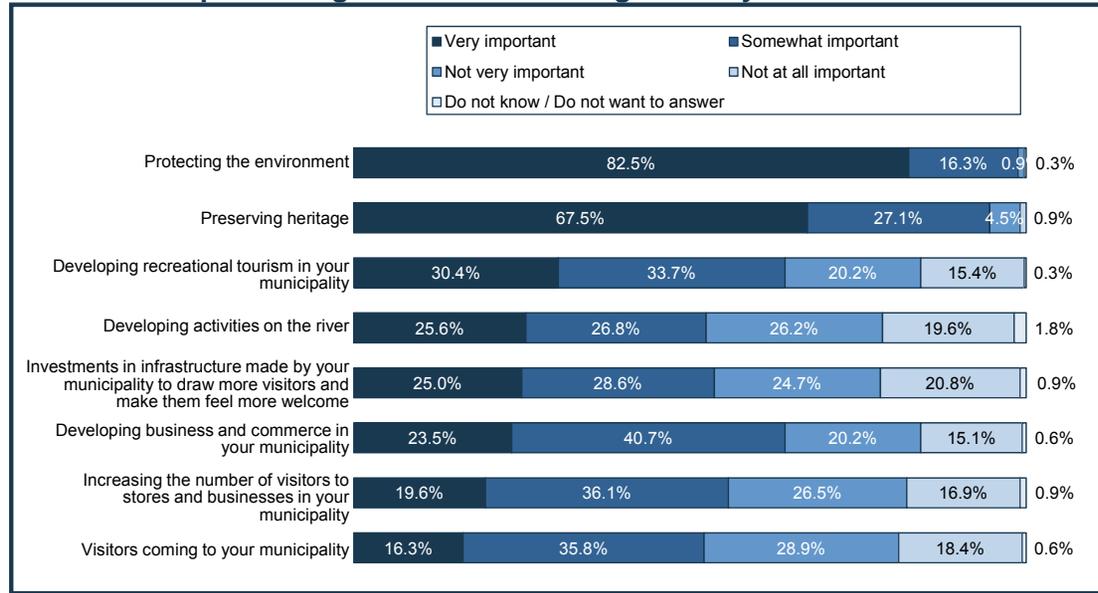
Between November 5 and 23, two online surveys were conducted by **Zins Beauchesne and Associates** with residents of the municipalities of Chelsea and La Pêche: 332 Chelsea residents and 167 La Pêche residents filled out these surveys.

### 6.2.1 Perception of Tourism Development

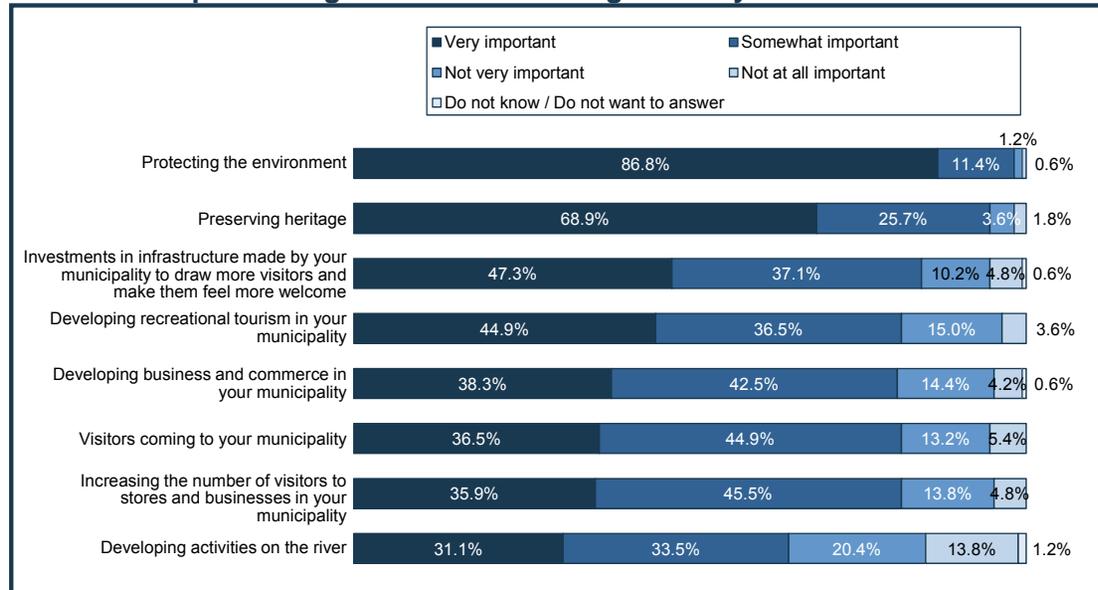
**For Chelsea residents**, protecting the environment was the issue of greatest concern (98.8% of respondents thought it is very or fairly important in developing recreational tourism in their municipality). **Preserving heritage** was second in importance to them (94.6%). Next in importance were **developing business and commerce in Chelsea** (64.2% of the respondents considered it very or fairly important), **developing recreational tourism** (64.1%) and **increasing the number of visitors to stores and businesses in Chelsea** (55.7%).

**For La Pêche residents**, protecting the environment was also the issue of most concern (98.2% of respondents thought it is very or fairly important). **Preserving heritage was second in importance** to them (94.6%). Next in importance was **investments in infrastructure made by the Municipality of La Pêche to draw more visitors and make them feel more welcome** (84.4% of the respondents considered this very or fairly important) and then **developing recreational tourism, increasing the number of visitors to stores and businesses in La Pêche** and **visitors coming to their municipality**, with the same percentage (81.4%).

### Level of importance given to the following items by the citizens of Chelsea



### Level of importance given to the following items by the citizens of La Pêche

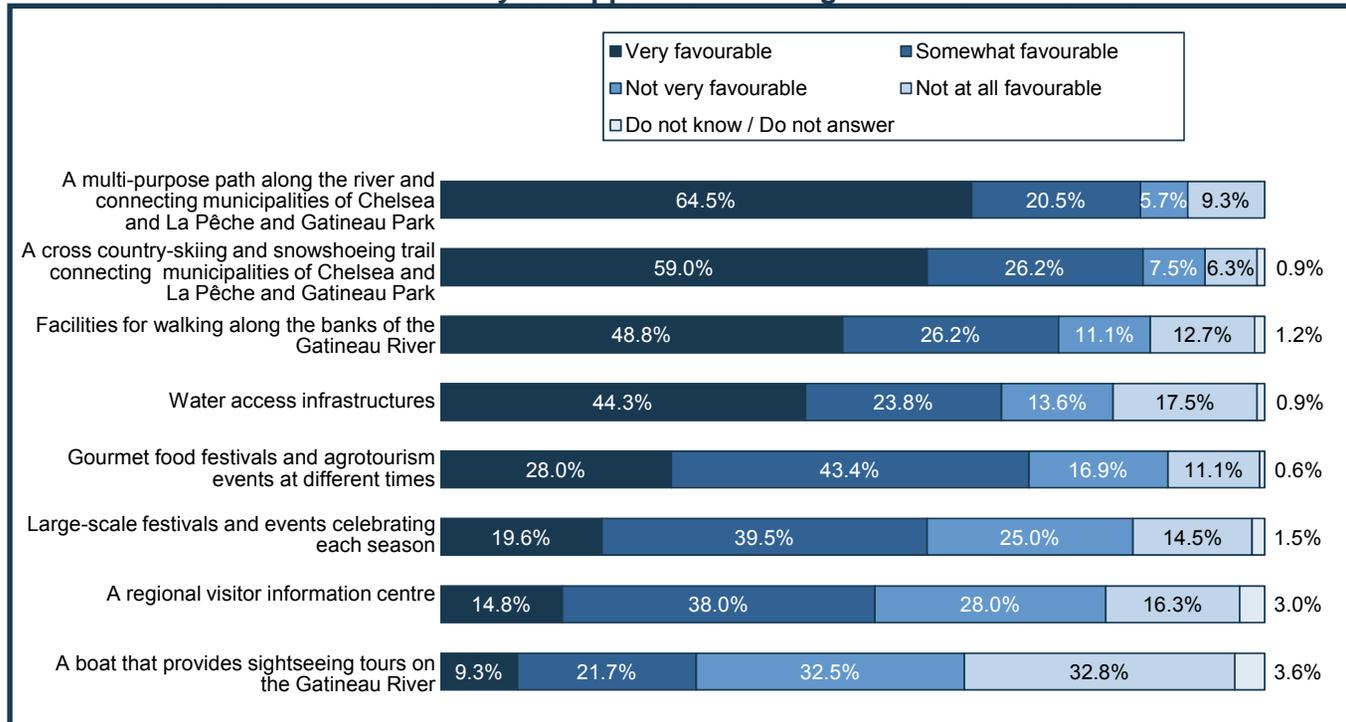


## 6.2.2 Interest in New Investments under Consideration

For Chelsea residents, the investments that raised the most interest were:

- A cross-country ski path connecting the municipalities of La Pêche and Chelsea with Gatineau Park (85.2% of the respondents would be very or fairly in favour of it);
- A multi-use path (for walking, cycling, inline skating) along the river that connects these two municipalities with Gatineau Park (85.0%);
- And finally: developing the banks of the Gatineau River for walking (74.0%), culinary and agri-tourism festivities at various times (71.4%) and setting up water access infrastructures (68.1%).

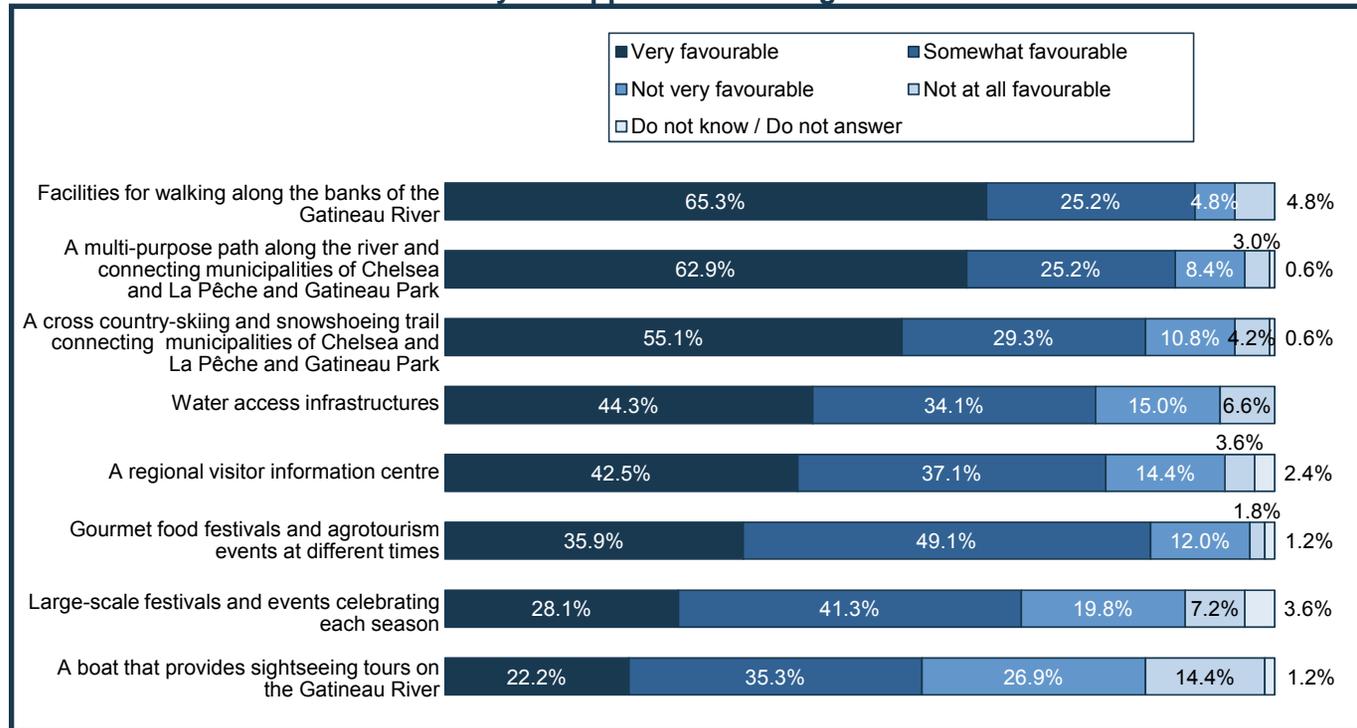
To what extent would you support to following investments in Chelsea?



For La Pêche residents, the investments that raised the most interest were:

- Facilities for walking along the banks of the Gatineau River (90.5%);
- A multi-use path (for walking, cycling, inline skating) along the river that connects the municipalities of La Pêche and Chelsea with Gatineau Park (88.1% of the respondents would be very or fairly in favour of it);
- And finally: a cross-country ski and snowshoe trail connecting these two municipalities with Gatineau Park (84.4%), a regional information centre for visitors (79.6%) and water access infrastructures (78.4%).

**To what extent would you support to following investments in La Pêche?**



## 6.3 Development Priorities

To meet the challenges involved in making the Chelsea – Wakefield – Gatineau Park tourist destination a must-see in the National Capital and Outaouais region and increase the revenues of stores, businesses and attractions linked to the presence of visitors in the territory, the following development priorities and strategic orientations should be focused on in the coming years:

- **Priority 1: Synergy between the tourism centres and the actors;**
- **Priority 2: Awareness, brand image and market opportunities;**
- **Priority 3: Experience in the Old Chelsea and Wakefield village centres, and in Gatineau Park;**
- **Priority 4: Development of the Gatineau River;**
- **Priority 5: A larger quantity and wider range of accommodations.**

A number of strategies and potential ways of implementing them are suggested for each development priority:

- **Priority 1: Synergy between the tourism centres and the actors**
  - Strategic orientation 1.1: Set up strategic governance and operations committees;
  - Strategic orientation 1.2: Develop common tools for organizing the offer, providing information to visitors and promoting the destination in markets;
  - Strategic orientation 1.3: Organize an annual tourism forum (summer/fall or winter/spring) and offer continuous information.
- **Priority 2: Awareness, brand image and market opportunities**
  - Strategic orientation 2.1: Create a unifying and motivating brand concept and use the brand in all points of contact;
  - Strategic orientation 2.2: Conduct an annual awareness, brand image and promotional campaign in the National Capital:
    - Carry out targeted “co-op” actions aimed at priority client group segments by making specific offers;
    - Carry out targeted “co-op” actions aimed at tourists already in Ottawa;
    - Promote a strong winter season by capitalizing particularly on cross-country skiing, snowshoeing and hiking;
  - Strategic orientation 2.3: Participate fully in Outaouais Tourism initiatives in national and international markets;
  - Strategic orientation 2.4: Improve and simplify visitor information and welcome:
    - Develop a tourism website and effective, attractive information for visitors;
    - Improve road signage: leading to the villages, at the entrances to villages, in the villages and in Gatineau Park;
    - Set up shuttle service between Ottawa and Gatineau hotels, and the Chelsea – Wakefield – Gatineau Park destination, during peak periods;
    - Improve management of tourism traffic in peak periods.

- **Priority 3: Experience in the Old Chelsea and Wakefield village centres, and Gatineau Park**
  - Strategic orientation 3.1: Implement a quality urban design in the village centres and the various connections between them:
    - Enhance the village centres;
    - Redevelop problematic intersections;
    - Encourage and improve the pedestrian experience in the villages;
    - Improve the entrances to Gatineau Park;
    - Strengthen and increase the “Fleurons du Québec” recognition;
  - Strategic orientation 3.4: Strengthen festive and cultural entertainment and schedule events throughout the year:
    - Large-scale festivals and events to celebrate each season;
    - Culinary and agri-tourism festivities at various times.
- **Priority 4: Development of the Gatineau River**
  - Strategic orientation 4.1: Develop the banks of the Gatineau River for walking as well as water access infrastructures:
    - Public docks;
    - Beaches and water access for swimming;
  - Strategic orientation 4.2: Create a multi-use path (e.g. hiking, cycling, inline skating) along the river that connects the municipalities of La Pêche and Chelsea and with Gatineau Park;
  - Strategic orientation 4.3: Create a cross-country ski and snowshoe trail connecting the municipalities of La Pêche and Chelsea with Gatineau Park;
  - Strategic orientation 4.4: Encourage and facilitate water activities in the river:
    - Canoeing, kayaking;
    - Non-motor boat launch ramp;
  - Strategic orientation 4.5: Design and create a prestigious and festive interpretive river cruise;
  - Strategic orientation 4.6: Continue exploring the relevance of a tourist train in Wakefield, the tourist village of La Pêche.
- **Priority 5: A larger quantity and wider range of accommodations**
  - Strategic orientation 5.1: Encourage growth in the accommodation capacity to create a sufficient critical mass;
  - Strategic orientation 5.2: Encourage diversification in the offer of accommodations, while preserving the charm of the villages;
  - Strategic orientation 5.3: Renovate the Lac Philippe Campground (ready-to-camp units, cottage-style, year-round);
  - Strategic orientation 5.4: Increase the glamping supply in the park and the Municipality of La Pêche.

## 7. Master Strategy

### 7.1 Objectives

The objectives of the development strategy that should be implemented for Old Chelsea/Wakefield are the following:

- Increased visits in the villages;
- Longer visits and stays;
- Greater spending by visitors;
- Better exploitation of all seasons;
- Greater visitor satisfaction with their experience;
- Increased awareness of the destination;
- A clearly established brand image;
- Greater investments in commerce and tourism.

*The current lack of performance statistics makes it impossible to quantify the objectives that should be achieved. That is why it is important to set up a system for monitoring and measuring performance. This could be aligned with regional performance measures. Tourism stakeholders in Chelsea and Wakefield, the tourist village of La Pêche, should therefore be made aware of the importance of disclosing their monthly statistics on a quarterly basis.*

### 7.2 Performance Measures

It will be important to set up a number of tourism performance measures for the territory. The main measures could be the following:

- Systematic measurement of destination awareness;
- Estimates of visits and changes (using aggregate indicators) per year/season/large sectors;
- Systematic measurement of visitor satisfaction at various points of contact;
- Occupancy rate.

If specific attractions, stores and businesses were willing and interested in participating, we could evaluate the benefits/spending of visitors in the territory and their changes.

## 7.3 Target Markets

Five large markets will be given priority:

- The population of the National Capital Region and eastern Ontario;
- The population of the Greater Montreal Region (Highway 50);
- Tourists already in Ottawa and Gatineau;
- Canadian tourists;
- International tourists.

It should be pointed out that the destination is part of the National Capital Region, that Gatineau Park is the large nature park of Canada's capital and that the Outaouais region's status as one of the three Quebec's tourism gateways is an opportunity and an asset of utmost importance.

In fact, the Outaouais gateway can become a major showcase of Quebec's culture and fantastic nature, which would contribute to the overall development of the destination. For instance, page 38 of Quebec's 2012-2020 tourism industry development plan states that "priority should be given to developing the banks and the accessibility of large rivers, "lively centres" and products related to the outdoors, holiday resorts, culture and business tourism".

This would give the Old Chelsea, Wakefield and Gatineau Park tourism centres the potential to offer visitors outdoor activities in Gatineau Park and on the Gatineau River, as well as cultural activities in the village centres of Old Chelsea and Wakefield.

Therefore, the main target will be client groups drawn by:

- Quaint villages;
- Culture, arts and crafts;
- Cycling (road and mountain biking), cross-country skiing, hiking and snowshoeing;
- Fine cuisine (gourmet products, local products, restaurants);
- Waterfront and water activities;
- Relaxation and well-being.

However, the thrust of these special client groups is not necessarily sociodemographic since they can just as well be young families with children, elderly couples or intergenerational groups. Furthermore, these client groups can be attracted by a combination of different interests during the same visit or successive visits.

And it will be necessary to make sure that the experience offered in each of these areas is worth the trip and that the brand image of Old Chelsea and Wakefield effectively conveys the promise to visitors and can be adapted to each of their specific attributes.

From a demographic point of view, the targets will be:

- Young couples and groups of friends without children;
- Families;
- Couples whose children have left home (empty nesters).

Tourism offers and the themes and images that should be featured in communications and promotional campaigns will need to emphasize:

- Visits by couples that are geared toward activity, culture, gastronomy or well-being;
- Visits by groups of sports enthusiasts, festival-goers and foodies;
- Visits by families, especially intergenerational families, with family activities.

## 7.4 Brand Image

The chosen positioning explained above must be implemented through a systematically conveyed brand image.

### BRAND IMAGE FOR CHELSEA – WAKEFIELD – GATINEAU PARK

#### Essence of the brand

- Comfortable outdoors (“Plein Air Douillet”) combining outdoor and non-motorized water activities with relaxation, a cultural experience and fine cuisine.

#### Pillars of the brand

- The two charming and welcoming heritage village centres of Chelsea and Wakefield.
- Gateway to Gatineau Park, which is renowned for its beauty and the experience of nature it provides.
- The Gatineau River.
- Arts and culture (history and heritage).
- Food and friendliness.
- Well-being and relaxation.
- Accessibility/proximity.

#### Promise of the brand

The Chelsea – Wakefield – Gatineau Park brand will invite visitors to:

<ul style="list-style-type: none"> <li>■ <b>Discover:</b> <ul style="list-style-type: none"> <li>● Two villages, a park and a river;</li> <li>● Their beauty, history and heritage;</li> <li>● Local artists;</li> <li>● Their residents and merchants.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Enjoy outdoor activities:</b> <ul style="list-style-type: none"> <li>● By cycling or walking;</li> <li>● By cross-country skiing or snowshoeing;</li> <li>● At Gatineau Park;</li> <li>● Through water activities on the Gatineau River.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>■ <b>Unwind and enjoy:</b> <ul style="list-style-type: none"> <li>● Terraces;</li> <li>● Village centres;</li> <li>● Stores and businesses;</li> <li>● Riverbank;</li> <li>● A spa.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Taste local products and regional dishes:</b> <ul style="list-style-type: none"> <li>● Restaurants;</li> <li>● Stores and businesses;</li> <li>● Markets;</li> <li>● Producers.</li> </ul> </li> </ul>

## 7.5 Product and Experience Offered

The development strategy will also place a particular emphasis on improving the product and experience offered, particularly the following key features:

<ul style="list-style-type: none"> <li>■ <b>The village experience:</b> <ul style="list-style-type: none"> <li>● Design and layout: streets, public spaces, pedestrian use;</li> <li>● Beautification;</li> <li>● Welcome;</li> <li>● Entertainment;</li> <li>● Events.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>The park experience:</b> <ul style="list-style-type: none"> <li>● The outdoors and recreation;</li> <li>● Cycling and walking;</li> <li>● Snowshoeing and cross-country skiing;</li> <li>● Fat-biking.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>The river experience:</b> <ul style="list-style-type: none"> <li>● Public river access;</li> <li>● Docks;</li> <li>● Trail along the riverbank;</li> <li>● Water activities;</li> <li>● Paddleboat for excursions;</li> <li>● Potentially a beach.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>■ <b>The cultural experience:</b> <ul style="list-style-type: none"> <li>● Cultural programming;</li> <li>● Events;</li> <li>● Entertainment.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>The active experience:</b> <ul style="list-style-type: none"> <li>● Linear park;</li> <li>● Network of trails for walking and cycling;</li> <li>● Water activities;</li> <li>● Network of trails for cross-country skiing;</li> <li>● Downhill skiing.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ <b>The culinary experience:</b> <ul style="list-style-type: none"> <li>● Events;</li> <li>● Circuits;</li> <li>● Markets.</li> </ul> </li> </ul>

## 7.6 Accessibility and Welcome

Accessibility and welcome in the territory as well as improving the visitor's experience will need to be urgently improved in order to get results from promotional efforts with target markets and client groups and achieve the development strategy objectives.

In this regard, the main focuses should be the following:

- Signage to Chelsea and Wakefield, the tourist village of La Pêche, on Highway 5 and Route 105, even on Highway 50;
- Improved and easier to follow signage in the villages and Gatineau Park, especially for tourist attractions and recreational facilities;
- A sufficient number of well-planned parking facilities and adequate signage;
- More effective tourist information, website and tourist information office;
- Welcome strategy and policy involving attractions, merchants and employees.

## 7.7 Promotion

To better seize market opportunities and achieve more visitors on an ongoing basis, greater investment in promoting the Chelsea – Wakefield – Gatineau Park destination will be necessary.

Investments and efforts will need to be made to:

- Increase awareness of the destination;
- Develop a high-quality brand image and convert it into a visual brand identity;
- Ensure that the brand image is communicated systematically;
- Acquire quality, striking promotional tools: website, posters, videos, brochures;
- Invest annually in advertising and promotional actions that highlight the destination and certain experiences or specific products, either grouped together or on a "co-op" basis.

The communication methods preferred by respondents who wanted to be informed of activities and businesses and stores in the municipalities of La Pêche and Chelsea were **website content** (69.1% of respondents), **social media** (59.9%) and **tourist guides** (regional or other) (49.3%), respectively.

**In which way(s) would you like to be informed of activities, shops and businesses in the Municipality of Chelsea/ the village of Old Chelsea and the Municipality of La Pêche/ the village of Wakefield? (n=152)**

	% of respondents
■ Content websites	69,1%
■ Social media platforms	59,9%
■ Tourism guide (regional or other)	49,3%
■ Tourist information office	39,5%
■ Municipality website	32,9%
■ Internet ad	30,3%
■ Radio ad	23,0%
■ Email following a reservation made in accommodation	21,7%
■ Newspapers/ magazines ad	20,4%
■ Newspapers/ magazines articles	17,8%
■ Accommodation website	17,1%
■ Promotional brochure sent by mail	16,4%
■ TV ad	16,4%
■ Accommodation staff	13,2%

It should be noted that the subgroups interested in receiving information through social media were young people aged 18 to 34 years old (71.2%) and women (64.4%), whose percentages were higher than all respondents.

## 7.8 Synergy and Coordination

The success of the recreational tourism development plan for the Chelsea – Wakefield – Gatineau Park destination, as a partner, will require:

- Strategic synergy at all levels, starting with the municipalities, Gatineau Park, the chambers of commerce and the major recreational tourism and cultural actors in the territory;
- Effective coordination of joint projects implemented through ad hoc committees, which will be specifically entrusted with a certain number of themes and areas for action:
  - Brand image and promotion;
  - Client experience;
  - Development of the Gatineau River;
  - Multi-use site (railway);
  - Events and entertainment;
- Involvement of all actors in the territory through consultations and forums:
  - An annual forum;
  - Ad hoc workshops on specific themes or problems that should be held collectively;
- A coordination and technical support organization, such as a chamber of commerce, will need to take care of the basic tasks.

## 8. Priority Initiatives and Areas for Action: 2016 - 2020

To tackle the challenges and issues identified by the diagnosis, implement the selected priorities and strategies, and achieve its overall objectives, the Chelsea – Wakefield – Gatineau Park tourist destination will need to begin a number of **activities** and **initiatives**, including several that will **require major efforts over several years**, during the 2016-2020 period.

### Basic activities

Three basic activities will need to be carried out continuously, even beyond the 2016-2020 planning period:

- **Organization and synergy:**
  - To perform well in markets and efficiently develop the tourism assets of the destination, it will be necessary to develop governance and coordination mechanisms that not only prevent duplication, but also create real synergy, in which the whole is stronger than its parts. For that purpose, a committee, a council or a tourism alliance could make the major decisions and ensure that they are implemented;
  - Ad hoc committees could be formed for specific initiatives or areas for action and take over operational duties;
  - Technical support should be provided by a “united” chamber of commerce;
- **Development of the offer and the visitor experience:**
  - The tourism offer is the key to successfully attracting and retaining visitors. It must be continually improved and even renewed in Chelsea, Wakefield, the tourist village of La Pêche, and Gatineau Park;
  - There must be a double focus: the visitor experience and the tourism benefits;
  - Everyone will need to be involved: municipalities, park, attractions, stores, businesses and organizations developing cultural and other activities or trails;
- **Marketing:**
  - Finally, marketing must become a key collective concern addressed through continuous joint campaigns and efforts to reach priority client groups and markets for all concerned and through a pooled annual marketing budget worthy of a tourism destination.

### Strategic initiatives

Three strategic initiatives should be given priority throughout the period covered by the plan, i.e. 2016-2020:

- **Brand image, awareness and promotion:**
  - The territory should be marketed based on three levers:
    - A strong, clear and distinctive brand image;
    - Greater awareness of the destination as a whole;
    - Promotional campaigns encouraging visitors to travel to the destination for important occasions or particular events;

- **Experience in the village centres and Gatineau Park:**
  - Although promotional efforts will help increase familiarity with the destination and draw visitors there, the experience they have once there will encourage them to come back, stay longer, consume more and create positive word-of-mouth publicity;
  - This experience must not be random, but intentional and organized by territorial actors: municipalities, park, stores, businesses, attractions and cultural organizations;
  - Strengthen the “Fleurons du Québec” recognition;
- **Public investments:**
  - Parking;
  - Landscaping;
  - Decorative and functional urban furniture;
- **Development of the Gatineau River:**
  - The Gatineau River has a unique potential that is still largely underexploited. The Gatineau River can become a first-rate iconic attraction, along with the village centres and Gatineau Park, not just because of its riverbanks and water, but also the activities and landscapes that can be enjoyed. Its recreational tourism development should be given priority;
  - Multi-use path;
  - Potential touristic train in Wakefield, the tourist village of La Pêche.

## Operational initiatives

Several **operational initiatives** need to be implemented in the **short term**:

- **Website:**
  - An attractive, user-friendly website that inspires visitors to take action as well as any resulting communications or publicity activities are a key factor in tourism, and this type of tool must be acquired immediately;
- **Promotional material:**
  - In addition to the Internet and electronic tools, there is still a client group that prefers paper or physical versions and it will continue to specifically require guides, brochures, posters and maps;
- **Events and entertainment in villages:**
  - The village centres consist of a cohesive built environment, stores, businesses and attractions and the activities of residents and visitors. They are an ideal place to create entertainment and hold events that will enhance the entertainment factor and attract a large number of festive visitors. That is why it is necessary to offer visitors a year-round schedule of cultural, culinary or sports events in a coordinated and collaborative manner by capitalizing on holidays and seasons;
- **Welcome and signage:**
  - The Chelsea, Wakefield and Gatineau Park destination is somewhat “disjointed” and first-time visitors can get confused. Therefore, it will be necessary to implement effective signage toward the destination from its target markets and within the destination;
  - Furthermore, visitors should be welcomed in an organized, friendly and efficient manner when they use the Internet, telephone, information office and shuttles or interact with staff at businesses, stores and attractions.

## Major areas for action

During the 2016-2020 period, work will have to **begin as soon as possible** in six major areas for action and involve the coordinated participation of many local and regional partners in order to **implement** all or some of the **various initiatives** in a **comprehensive** and **planned** manner. These priority areas for action are:

- **Brand image, awareness and promotion:**
  - This area for action is essential because it is the key to higher numbers of visitors to the villages and the park, especially for stores and businesses that offer tourism services or products. It requires resource pooling and coordination to ensure a strong impact and a high return on investment;
- **Web and promotional material:**
  - Web and promotional material for the destination as a whole are a very concrete application of its positioning and brand image. They also make it easier to welcome visitors and share information with them. These tools are severely lacking at this time and must be created immediately;
- **Signage, welcome and visitor experience:**
  - Signage, welcome and visitor experience are the keys to visitor satisfaction and will result in positive word-of-mouth publicity and repeated visits. These various factors must be implemented in a joint and coordinated manner so that promotional efforts lead to a "rediscovery" of the transformed and enhanced "Chelsea, Wakefield, Gatineau" experience.
- **Events and entertainment in the village centres:**
  - Events and entertainment in the villages will be an opportunity to create year-round feature events where visitors can enjoy a new "Chelsea, Wakefield, Gatineau Park" experience, create a buzz and draw new clients;
- **Winter tourism:**
  - Although, with the exception of some spots, winter is still a low season to some extent and eats away at the profits of businesses, it would be in the interest of the destination to capitalize on cross-country skiing, snowshoeing, spas and the specific winter charm of the village centres, as well as the surrounding countryside, to fill this void;
- **River and multi-use path:**
  - The Gatineau River, its banks and a multi-use path that would run along it are a developmental and distinctive part of the tourism opportunities and experience that could be offered in the territory and connect Wakefield, the tourist village of La Pêche, to Chelsea in a charming setting. However, this development requires long-term, well-planned efforts that create synergy between its various components for the benefit of the day-trippers, tourists and residents who use it.

### Area for action #1 – Brand image, awareness and promotion

<b>Objectives</b>	<ul style="list-style-type: none"> <li>■ Increase awareness of the "Chelsea, Wakefield, Gatineau Park" destination</li> <li>■ Establish its position and its distinctive brand image</li> <li>■ Attract more visitors year-round</li> </ul>
<b>Targets and issues</b>	<ul style="list-style-type: none"> <li>■ Issue no. 1: The synergy between the tourism centres and the actors</li> <li>■ Issue no. 2: Awareness and brand image</li> <li>■ Issue no. 3: Exploitation of market opportunities</li> <li>■ Issue no. 6: Maximization of the different seasons and periods of the year</li> <li>■ Priority 2: Awareness, brand image and market opportunities               <ul style="list-style-type: none"> <li>● Strategy 2.1: Create a unifying and motivating brand concept and use the brand in all points of contact</li> <li>● Strategy 2.2: Conduct an annual awareness, brand image and promotional campaign in the National Capital:                   <ul style="list-style-type: none"> <li>- Carry out targeted "co-op" actions aimed at priority client group segments by making specific offers;</li> <li>- Carry out targeted "co-op" actions aimed at tourists already in Ottawa;</li> <li>- Promote a strong winter season by capitalizing particularly on cross-country skiing, snowshoeing and hiking;</li> </ul> </li> <li>● Strategy 2.3: Participate fully in Outaouais Tourism initiatives in national and international markets.</li> </ul> </li> </ul>
<b>Priority actions</b>	<ul style="list-style-type: none"> <li>■ Create a "brand image, awareness and promotion" committee</li> <li>■ Develop a brand concept</li> <li>■ Annual communication and promotion plan</li> <li>■ Dedicated budget</li> <li>■ Targeted co-op destination campaigns: Ottawa, Gatineau and Montreal</li> <li>■ Targeted co-op campaigns for specific clients</li> </ul>
<b>Partnerships/ stakeholders</b>	<ul style="list-style-type: none"> <li>■ Outaouais Tourism</li> <li>■ Major tourism actors</li> <li>■ Municipalities of La Pêche and Chelsea</li> <li>■ Chambers of commerce</li> <li>■ Gatineau Park (NCC)</li> <li>■ CLD</li> <li>■ SADC</li> <li>■ TQ</li> <li>■ DEC</li> </ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"> <li>■ Synergy and collaboration between the participating actors</li> <li>■ Ample budget</li> <li>■ Rigorous planning</li> </ul>

## Area for Action #2 – Web capacity and promotional material

<b>Objectives</b>	<ul style="list-style-type: none"> <li>■ Provide unified, attractive and useful information to potential and current visitors</li> <li>■ Communicate effectively with visitors and promptly provide them with appropriate information (client data base and social networks)</li> <li>■ Make it possible for visitors to organize their visits year-round</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>■ Issue no. 1: Synergy between the tourism centres and the actors</li> <li>■ Issue no. 2: Awareness and brand image</li> <li>■ Issue no. 3: Exploitation of market opportunities</li> <li>■ Issue no. 6: Maximization of the different seasons and periods of the year</li> <li>■ Priority 1: Synergy between the tourism centres and the actors               <ul style="list-style-type: none"> <li>• Strategy 1.2: Acquire common tools for organizing the supply, providing information to visitors and promoting the destination in markets;</li> <li>• Strategy 2.4: Improve and simplify information and visitor reception:                   <ul style="list-style-type: none"> <li>- Develop a tourism website and effective, attractive information for visitors;</li> <li>- Improve the Fairbairn tourist information office.</li> </ul> </li> </ul> </li> </ul>
<b>Priority actions</b>	<ul style="list-style-type: none"> <li>■ Design and develop a unified website for the territory</li> <li>■ Acquire the means and expertise to activate social networks and communicate electronically with visitors</li> <li>■ Develop complementary promotional material: guides, brochures, posters, tourist map</li> <li>■ Set up a data base of devoted visitors</li> </ul>
<b>Partners/ stakeholders</b>	<ul style="list-style-type: none"> <li>■ Municipalities of La Pêche and Chelsea</li> <li>■ Gatineau Park (NCC)</li> <li>■ Chambers of commerce</li> <li>■ CLD</li> <li>■ RCM</li> <li>■ SADC</li> </ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"> <li>■ Compliance with and promotion of the brand image</li> <li>■ Professional execution</li> <li>■ Tools targeting the client groups concerned and products/experiences to be promoted</li> <li>■ Ample, dedicated budget</li> </ul>

### Area for Action #3 - Signage, welcome and visitor experience

<b>Objectives</b>	<ul style="list-style-type: none"> <li>■ Make it easier for visitors who want to travel to the destination</li> <li>■ Make it easier to understand the territory and how to travel within it</li> <li>■ Assist visitors with their experience</li> <li>■ Complete the information on the Web</li> <li>■ Make sure that visitors are satisfied and that their expectations have been met</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>■ Issue no. 1: Synergy between the tourism centres and the actors</li> <li>■ Issue no. 2: Awareness and brand image</li> <li>■ Issue no. 3: Exploitation of market opportunities</li> <li>■ Issue no. 6: Maximization of the different seasons and periods of the year</li> <li>■ Priority 2: Awareness, brand image and market opportunities             <ul style="list-style-type: none"> <li>● Strategy 2.4: Improve and simplify information and visitor reception:                 <ul style="list-style-type: none"> <li>- Create an information centre that provides advice to visitors to the territory;</li> <li>- Improve road signs: leading to the villages, at the entrances to villages, in the villages and in Gatineau Park;</li> <li>- Set up shuttle service between Ottawa and Gatineau hotels, and Chelsea, Wakefield and Gatineau Park specifically during peak periods;</li> <li>- Improve management of tourism traffic in peak periods.</li> </ul> </li> </ul> </li> </ul>
<b>Priority actions</b>	<ul style="list-style-type: none"> <li>■ Create a visitor welcome and experience committee</li> <li>■ Design an adaptable visitor experience concept and program</li> <li>■ Establish a signage plan and implement it: to the villages and the park, in the villages and in the park</li> <li>■ Improve and promote the welcome centres already established</li> <li>■ Design a strategy to attract a wide range of additional quality accommodations, stores and businesses (RCM development scheme and CLD Action Plan)</li> </ul>
<b>Partners/ stakeholders</b>	<ul style="list-style-type: none"> <li>■ Municipalities</li> <li>■ Chambers of commerce</li> <li>■ Gatineau Park (NCC)</li> <li>■ RCM, CLD and SADC</li> <li>■ Transport Québec</li> <li>■ Outaouais Tourism</li> <li>■ Private partnerships/stores, businesses and attractions</li> </ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"> <li>■ Planning for a signage, welcome and visitor experience concept</li> <li>■ Quality of the execution</li> <li>■ Involvement of local actors who are in contact with visitors</li> <li>■ Ample funding</li> <li>■ Welcome and support for investors and new merchants</li> </ul>

### Area for Action #4 - Events and entertainment in villages

<b>Objectives</b>	<ul style="list-style-type: none"> <li>■ Strengthen the experience in the village centres</li> <li>■ Maximize the number of visits throughout the year</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>■ Issue no. 3: Exploitation of market opportunities</li> <li>■ Issue no. 5: Quaint Villages</li> <li>■ Issue no. 6: Maximization of the different seasons and periods of the year</li> <li>■ Priority 3: Experience in the Old Chelsea and Wakefield village centres, and Gatineau Park               <ul style="list-style-type: none"> <li>● Strategy 3.4: Strengthen festive and cultural entertainment and schedule events throughout the year:                   <ul style="list-style-type: none"> <li>- Large-scale festivals and events to celebrate each season;</li> <li>- Culinary and agri-tourism festivities at various times.</li> </ul> </li> </ul> </li> </ul>
<b>Priority actions</b>	<ul style="list-style-type: none"> <li>■ Create cultural, culinary or sports events that take place year-round at key moments in the schedule or seasons</li> <li>■ Intensely promote each of the events</li> <li>■ Round out the events with festive and cultural entertainment in the village clusters</li> </ul>
<b>Partners/ stakeholders</b>	<ul style="list-style-type: none"> <li>■ Chambers of commerce</li> <li>■ Stores, businesses, restaurateurs and attractions</li> <li>■ Cultural and sports stakeholders</li> <li>■ Municipalities</li> </ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"> <li>■ Critical mass</li> <li>■ Uniqueness and quality</li> <li>■ Participation of all stores, businesses and attractions</li> <li>■ Ample funding</li> </ul>

### Area for Action #5 – Winter tourism

<b>Objectives</b>	<ul style="list-style-type: none"> <li>■ Increase visitor traffic during the winter season</li> <li>■ Exploit Gatineau Park's assets in cross-country skiing and snowshoeing and the presence of spas</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>■ Issue no. 6: Maximization of the different seasons and periods of the year</li> <li>■ Priority 2: Awareness, brand image and market opportunities <ul style="list-style-type: none"> <li>● Strategy 2.2: Conduct an annual awareness, brand image and promotional campaign in the National Capital: <ul style="list-style-type: none"> <li>- Promote a strong winter season, etc.</li> </ul> </li> </ul> </li> </ul>
<b>Priority actions</b>	<ul style="list-style-type: none"> <li>■ Design a specific experience for visitors</li> <li>■ Create winter packages: cross-country skiing and snowshoeing, spa and gastronomy</li> <li>■ Target client groups in Quebec and outside Quebec</li> <li>■ Intensely promote the experience offered and the packages</li> </ul>
<b>Partners/ stakeholders</b>	<ul style="list-style-type: none"> <li>■ Gatineau Park (NCC)</li> <li>■ Accommodations</li> <li>■ Spas</li> <li>■ Chambers of commerce</li> <li>■ Outaouais Tourism</li> <li>■ Tourisme Québec</li> </ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"> <li>■ Uniqueness and quality of the experience</li> <li>■ Promotional budget</li> </ul>

### Area for Action #6 – Gatineau River and Multi-use path

<b>Objectives</b>	<ul style="list-style-type: none"> <li>■ Create an iconic, distinctive attraction to support the village centres and Gatineau Park</li> <li>■ Strengthen the “summer” experience at the destination</li> <li>■ Establish an attractive, active link between Chelsea, Wakefield and Gatineau Park</li> </ul>
<b>Targets</b>	<ul style="list-style-type: none"> <li>■ Issue no. 3: Exploitation of market opportunities</li> <li>■ Issue no. 4: Development of the Gatineau River</li> <li>■ Issue no. 5: Quaint Villages</li> <li>■ Issue no. 8: Infrastructures</li> <li>■ Priority 4: Development of the Gatineau River             <ul style="list-style-type: none"> <li>● Strategy 4.1: Develop the banks of the Gatineau River for walking as well as water access infrastructures:                 <ul style="list-style-type: none"> <li>- Public docks;</li> <li>- Beaches and water access for swimming;</li> </ul> </li> <li>● Strategy 4.2: Encourage and facilitate water activities in the river:                 <ul style="list-style-type: none"> <li>- Canoeing, kayaking;</li> <li>- Non-motor boat launch ramp;</li> </ul> </li> <li>● Strategy 4.3: Design and create a prestigious and festive observation river cruise.</li> </ul> </li> </ul>
<b>Priority actions</b>	<ul style="list-style-type: none"> <li>■ Planning and investment in greater access to water along the entire river</li> <li>■ Planning for preliminary studies and implementation of a multi-use path</li> <li>■ Feasibility study and launch of a cruise on the Gatineau River</li> </ul>
<b>Partners/ stakeholders</b>	<ul style="list-style-type: none"> <li>■ Municipalities</li> <li>■ RCM and CLD</li> <li>■ SADC</li> <li>■ Government departments concerned and Hydro Québec</li> <li>■ Associations concerned</li> <li>■ Chambers of commerce</li> <li>■ Tourism Quebec</li> <li>■ DEC</li> </ul>
<b>Conditions for success</b>	<ul style="list-style-type: none"> <li>■ Comprehensive experience and development concept</li> <li>■ Funding</li> <li>■ Efficient project management</li> </ul>

## 9. Action Plan

### 5-Year action plan

	Priority (1 to 3)	Competent Body	Potential Partners/Stakeholders Concerned	Time Frame
<b>Area for Action 1: Brand Image, Awareness and Promotion</b>				
<ul style="list-style-type: none"> <li>Brand image</li> </ul>	1	Tourism committee	<ul style="list-style-type: none"> <li>Municipalities of La Pêche and Chelsea</li> <li>Chambers of commerce</li> <li>Gatineau Park (NCC)</li> <li>Major tourism actors</li> <li>Outaouais Tourism</li> </ul>	2016
<ul style="list-style-type: none"> <li>Promotion</li> </ul>	1	Tourism committee	<ul style="list-style-type: none"> <li>Municipalities of La Pêche and Chelsea</li> <li>Chambers of commerce</li> <li>Gatineau Park (NCC)</li> <li>Major tourism actors</li> <li>Outaouais Tourism</li> </ul>	Continuously
<b>Area for Action 2: Web Capacity and Promotional Material</b>				
<ul style="list-style-type: none"> <li>Website</li> </ul>	1	Chambers of commerce	<ul style="list-style-type: none"> <li>Municipalities of La Pêche and Chelsea</li> <li>Gatineau Park (NCC)</li> <li>Chambers of commerce</li> <li>CLD</li> <li>RCM</li> <li>SADC</li> </ul>	2016
<ul style="list-style-type: none"> <li>Promotional material</li> </ul>	1	Chambers of commerce	<ul style="list-style-type: none"> <li>Municipalities of La Pêche and Chelsea</li> <li>Gatineau Park (NCC)</li> <li>Chambers of commerce</li> <li>CLD</li> <li>RCM</li> <li>SADC</li> </ul>	2017

	Priority (1 to 3)	Competent Body	Potential Partners/Stakeholders Concerned	Time Frame
<ul style="list-style-type: none"> <li>Social media capacity</li> </ul>	1	Chambers of commerce	<ul style="list-style-type: none"> <li>Municipalities of La Pêche and Chelsea</li> <li>Gatineau Park (NCC)</li> <li>Chambers of commerce</li> <li>CLD</li> <li>MRC</li> <li>SADC</li> </ul>	2018
<b>Area for Action 3: Signage, Welcome and Visitor Experience</b>				
<ul style="list-style-type: none"> <li>Signage</li> </ul>	2	Chambers of commerce	<ul style="list-style-type: none"> <li>Municipalities</li> <li>Chambers of commerce</li> <li>Gatineau Park (NCC)</li> <li>RCM and CLD</li> <li>SADC</li> <li>Transport Québec</li> <li>Outaouais Tourism</li> <li>Private partnerships/stores, businesses and attractions</li> </ul>	2017, 2018, 2019
<ul style="list-style-type: none"> <li>Welcome</li> </ul>	2	Chambers of commerce	<ul style="list-style-type: none"> <li>Municipalities</li> <li>Chambers of commerce</li> <li>Gatineau Park (NCC)</li> <li>RCM and CLD</li> <li>SADC</li> <li>Transport Québec</li> <li>Outaouais Tourism</li> <li>Private partnerships/stores, businesses and attractions</li> </ul>	2017-2018
<ul style="list-style-type: none"> <li>Visitor experiences</li> </ul>	2	Chambers of commerce	<ul style="list-style-type: none"> <li>Municipalities</li> <li>Chambers of commerce</li> <li>Gatineau Park (NCC)</li> <li>RCM and CLD</li> <li>SADC</li> <li>Transport Québec</li> <li>Outaouais Tourism</li> <li>Private partnerships/stores, businesses and attractions</li> </ul>	2017-2018

	Priority (1 to 3)	Competent Body	Potential Partners/Stakeholders Concerned	Time Frame
<b>Area for Action 4: Events and Entertainment in Villages</b>				
<ul style="list-style-type: none"> <li>Events and entertainment in villages</li> </ul>	1	Chambers of commerce	<ul style="list-style-type: none"> <li>Chambers of commerce</li> <li>Stores, businesses, restaurateurs and attractions</li> <li>Cultural and sports stakeholders</li> <li>Municipalities</li> </ul>	2016-2017
<b>Area for Action 5: Winter Tourism</b>				
<ul style="list-style-type: none"> <li>Winter tourism</li> </ul>	2	Dedicated tourism committee	<ul style="list-style-type: none"> <li>Gatineau Park (NCC)</li> <li>Accommodations</li> <li>Chambers of commerce</li> </ul>	2017
<b>Area for Action 6: Gatineau River and Multi-Use Path</b>				
<ul style="list-style-type: none"> <li>Gatineau River and multi-use path</li> </ul>	3	Municipalities	<ul style="list-style-type: none"> <li>Municipalities</li> <li>RCM and CLD</li> <li>SADC</li> <li>Government departments concerned and Hydro Québec</li> <li>Associations concerned</li> <li>Chambers of commerce</li> </ul>	2018-2020