

**Joining Forces**  
**Regional Tourism Marketing Review**  
**in Bruce, Grey and Owen Sound**

**Strategy and Action Plan**  
*(Draft for Discussion)*

**April 12, 2000**



the **Tourism Company**

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## Background

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The marketing of tourism in Bruce County, Grey County and the City of Owen Sound is a responsibility currently shared by a rich mosaic of agencies including upper and lower tier municipalities, public and private tourism suppliers, regional and sub-regional destination marketing organizations (DMO's), a newly formed regional tourism marketing partnership template (Southern Ontario Tourism Organization -- SOTO), and a newly formed provincial marketing partnership (Ontario Tourism Marketing Partnership – OTMP).

In 1998, seven tourism marketing partners – Bruce County, Grey County, City of Owen Sound, Bruce Peninsula Tourism, Lake Huron Shoreline, and Saugeen Country, and, Georgian Triangle Association – launched “Ontario’s Sunshine Coast” (OSC) as a new tourism brand for the geographical region stretching from Kincardine to Wasaga Beach and encompassing all of Grey and Bruce Counties and the City of Owen Sound. It was intended as a marketing tool around which the partners could pool their resources to enhance the reach and impact of their collective marketing efforts. Some marketing initiatives have been successfully implemented under the OSC banner, yet the partners generally agree that OSC has not moved forward with marketing initiatives and strategy development to the extent anticipated with the launch in 1998. As a result, the partners believe that an objective review of regional tourism marketing, leading to recommendations about regional marketing activities to undertake, as well as the best way to organize for effective regional tourism marketing, was needed.

In December 1999, Bruce County, Grey County, and the City of Owen Sound launched an objective review of regional tourism marketing in the region encompassing Bruce County, Grey County, and Owen Sound entitled *Joining Forces*, to assist the public sector marketing partners in determining how best to use collective resources to add value at a regional level.

## Defining the Tourism Region

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A “Bruce” tourism region can be defined as the area encompassing all of Bruce County and a western part of Grey County including the City of Owen Sound.<sup>1</sup> Destination areas to the east (Georgian Triangle, which encompasses eastern Grey County), south (Headwaters Country Tourism Association) and southwest (Ontario’s West Coast) are firmly established. Prominent and recognizable natural heritage attractions -- the Niagara Escarpment, its river systems, and the Lake Huron and Georgian Bay shorelines -- naturally link tourism attractions, facilities, services, and programs operating within Bruce County, western Grey County and Owen Sound, and create a destination area in the minds of visitors. The City of Owen Sound functions as the hub and focal point for this region, with the Bruce Peninsula Tourism Association, the Lake Huron Tourism Committee, and Saugeen Country representing the collective tourism marketing interests of tourism operators within sub-regional destination areas.

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<sup>1</sup> Currently the City of Owen Sound is a separate municipal entity. However, as of January 1, 2001, it will become a lower tier municipality within Grey County.



## **Regional Tourism Marketing Objectives**

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Emerging from a series of stakeholder meetings was a broad level of consensus about regional marketing objectives, which is essential if regional marketing activities can hope to be successfully implement and supported. Supported by the consultant's independent research and analysis, these objectives include:

- To attract new visitors through increased visitation during shoulder seasons and the winter, as well as mid-week year round while discouraging more summer and long weekend tourism until additional capacity can be created;
- To focus on and emphasize overnight and extended stays;
- To increase penetration of existing origin markets – southern Ontario (Toronto, Golden Horseshoe, Kitchener/Waterloo, London, Windsor area), northern U.S. states bordering Lake Huron, and Europe (particularly Germany, France and the UK);
- To position the “Bruce” region as a destination area particularly well-suited for visitors seeking
  - ✓ Soft, outdoor adventure – hiking, equestrian, snowmobiling, fishing, cycling, caving, cross-country skiing, snowshoeing, birdwatching, mycology, ferns, camping, canoeing, kayaking, golf,
  - ✓ Beaching
  - ✓ Festivals and events
  - ✓ Visiting cultural sites and attractions
  - ✓ Learning vacations
  - ✓ Aboriginal culture and heritage
  - ✓ Rural Ontario tours – antiquing, family farms, country roads, etc.

## **Regional Tourism Marketing Needs, Opportunities and Issues**

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On the basis of research and analysis completed by the consultant, and further consultations with tourism industry stakeholders, a broad range of regional tourism marketing needs, opportunities and issues were identified. These are urgent and unfulfilled/unresolved, with the potential to generate positive net benefits for the regional economy in general, and regional tourism stakeholders specifically if they can be addressed over the next 3-5 years. Based on the 1998 level of approximately 2.4 million tourist visits to this region, direct spending by tourists alone contributed approximately \$181.7 million to the regional economy.<sup>2</sup> Each additional visitor attracted to the “Bruce” region can be expected to spend approximately \$75/trip, on average.

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<sup>2</sup> Bruce Community Development Corporation, 2000.



## **Tourism Signage and Mapping**

Although the region is not without a wide variety of signs that are useful to visitors – such as provincial highway, township road and community street signs; Provincial TODS attractions/destination identification signs; visitor information locator signs; and individual site/attraction/business signs – there is a need for improvements in the system of visitor information signs within the “Bruce” region. Specifically, these needs include:

- Less confusing township road and community street signs – many roads/streets change their name more than once along their course, as well as when they cross township boundaries;
- Wayfinding signs that direct visitors to popular natural and cultural heritage sites and attractions such as access points for the Bruce Trail and Saugeen River canoe routes;
- Signs at popular natural and cultural heritage sites and attractions that provide interpretive information about the site/attraction – that “tell the story”; and,
- Some degree of consistency in “look” that links sites/attractions to each other and the “Bruce” region to maximize the impact of marketing communication programs.

In addition, visitor maps that provide comprehensive information about sites, attractions, facilities and services as well as a complete road network are important to complement a signage system and ensure that visitors are able to get to where they want to go with the minimum of frustration and lost time.

## **More extensive experience packaging**

Provincial tourism marketing efforts through OTMP, as well as Southern Ontario marketing efforts through SOTO, are emphasizing the promotion of “packages” – a bundle of attractions, services and facilities linked by a common theme to conveniently deliver a complete travel experience – in response to growing traveller demand for packages. Packages in this sense include but go beyond the common escorted motorcoach tour, to encompass a broad range of travel experiences for self-direct travellers as well as tour groups.

Building on the apparent success of Conservation Nature Tours, Studio Tours, and some escorted group tour packages currently offered within the “Bruce” region, a broader and more comprehensive effort to offer a more extensive menu of packages for independent travellers as well as group tours is needed for this region to effectively promote and deliver its cultural and natural heritage tourism resources. At this time there are many packaging opportunities in areas such as: cultural attractions; festivals and events; and, soft outdoor adventure.

With more packages to offer, the “Bruce” region can more effectively partner with the OTMP and SOTO, while providing opportunities for smaller operators to leverage their marketing resources and increase awareness of their product in the minds of travellers.



## **Stronger Marketing Communication in Key Markets**

With the exception of attendance at a limited number of consumer and travel trade shows, and a single attempt at co-operative print advertising in an origin market (Michigan), minimal marketing resources are currently being invested in raising awareness in origin markets of the “Bruce” region as a strong tourism destination. This is out of balance with the heavy emphasis on providing travel planning information via the web, visitor guides, telephone inquiry lines. Typically, marketers find that origin market advertising and promotion through print, radio and television media is required to drive business to websites, visitor guides and toll free telephone numbers.

As a complement to the advertising and promotion that the province (OTMP) and SOTO undertake to promote this region, as well as the activities that local chambers of commerce and DMO’s (Lake Huron Shoreline, Bruce Peninsula Tourism, Saugeen Shores) undertake to promote sub-regional destinations, stronger marketing communication is needed to position the “Bruce” region as a preferred travel destination.

## **Improved Information Sharing, Coordination and Marketing Planning Among Industry Stakeholders**

Discussion among tourism industry stakeholders at the focus group meetings indicated that there are examples of stakeholders benefiting from information sharing, coordinating and marketing planning occurring sub-regionally – particularly within parts of Bruce County (for example, brochure swaps). Moreover there is widespread interest in this type of cooperation on a regional level. It was noted that at the very least, coordinating the scheduling of events and festivals to avoid conflicts is desirable, and that longer term planning of marketing activities would allow stakeholders to better allocate their scarce marketing resources.

## **Readily Available, Relevant Market Research**

Effective use of market research is key to getting the most impact from other marketing functions, especially product development and marketing communications. In this context, useful research includes information about:

- the needs, preferences, travel motivations and trip activities of potential visitors;
- visitor satisfaction/dissatisfaction with travel experiences within the region;
- future travel intentions of potential visitors;
- trip planning and decision-making process of potential visitors – where do they seek/get their information; and,
- effectiveness of marketing communication activities.

Within the “Bruce” region little of this type of information is readily available to tourism stakeholders. In some cases information that does exist needs to be adapted to meet the needs of stakeholders, while in other cases data needs to be generated within the region. Furthermore,



many stakeholders will need assistance in learning how to use market research as a tool in developing marketing plans.

### **Regional Tourism Resources/Facilities/Services Inventory**

A comprehensive inventory/database of tourism attractions, facilities and services within the “Bruce” region, that is accessible to tourism stakeholders to support cross promotion, packaging initiatives, and co-ordination and planning, is needed. It appears that there are a number of partial and/or sub-regional inventories/databases that could form the basis of a regional inventory/database, and it is clear that there is interest and support among stakeholders to establish such a marketing tool.

### **Core of Support for Regional Marketing Among Key Stakeholder Groups**

The tone and content of discussions among stakeholders during the focus group meetings indicates that a core of support -- comprised of both the public and private sectors throughout the “Bruce” region – exists for regional marketing activities. This is a critical and necessary element if a strategy for regional marketing is to be successfully implemented.

### **Growth and Development of Intrawest’s Blue Mountain Resort Area**

The announced new development by Intrawest at Blue Mountain, if it proceeds as planned, represents an explosion of new visitors/visits on the eastern boundary of the region. This creates a new opportunity for “Bruce” tourism industry stakeholders to sell regional activities and experiences as day trips. However, to realize this potential, the region must be able to position itself strongly as an attractive travel destination.

### **Municipal Amalgamation**

As municipalities within the region – particularly within Grey County – amalgamate to create larger entities with greater resources and encompassing larger land areas, opportunities may emerge for tourism marketing to gain greater interest/awareness as an important element of economic development.

### **Unused Capacity and Untapped Potential in Cultural and Natural Heritage Resources**

This region, like many parts of Ontario, experiences seasonal fluctuations in visitor demand characterized by “peaks” and excess demand during the summer and holiday weekends but “valleys” and substantial unused capacity mid-week during much of the spring, late fall and winter. The regional tourism marketing opportunity is to “manage” demand to fill unused capacity during low use times, while encouraging development of untapped cultural and natural heritage resources as well as supporting accommodation and hospitality infrastructure to increase capacity in high use periods.



## **Restructuring of Provincial Tourism Marketing**

Emergence of OTMP, and folding of Grey Bruce Tourism Association (GBTA) into SOTO, is strengthening the tourism marketing efforts and organizations at the “upper” levels, yet creating a gap in the marketing hierarchy at the “Bruce” regional level. Within this context, the opportunity exists for regional marketing activities to extend the reach of smaller operators in particular who are unable or unprepared to plug into the upper level activities.

## **Broad Base of Active Sub-Regional DMO’s**

Within the “Bruce” region there is evidence of strong “grass roots” involvement in tourism marketing – demonstrated by the existence of many, active sub-regional destination marketing organizations (DMO’s) such as Bruce Peninsula Tourism, Huron Lake Shoreline Tourism Committee, Saugeen Country, and a host of local chambers of commerce -- that provides a solid foundation and structures for joining forces to support regional activities.

## **Lack of Coordination of sub-regional DMO Marketing Activities (websites, guidebooks)**

From the perspective of visitors to the “Bruce” region, there exists a vast amount of important and useful trip planning information sources from websites and toll free telephone inquiry services, to guidebooks and visitor information centres -- perhaps so much as to seem confusing. At the same time, industry stakeholders are faced with almost too many choices when it comes to allocating marketing resources among these. The challenge on a regional level is to coordinate sub-regional efforts to avoid duplication and overlap of efforts, while presenting a cohesive and comprehensive package of information for visitors.

## **Limited Awareness of Economic Contribution and Potential of Tourism Industry by Municipal Leaders**

As an industry, tourism’s economic benefits are widespread and integrated with other industries, thereby difficult to isolate for the purposes of measurement. Often tourism stakeholders do not invest resources in raising awareness of their industry’s contributions and potential. As a result, many municipal leaders are not aware of tourism benefits and tend not to support the industry as much as they could.

## **Focus on Municipal Boundaries Rather Than Visitor Experiences and Destination Areas**

At least for the public sector stakeholders and agencies, resource allocation decisions are typically constrained by municipal boundaries, while visitors are oblivious to these. The challenge is to encourage and assist municipal decision-makers to understand the benefits from, and to support, cooperative regional marketing activities that seek to promote a regional destination area such as the “Bruce”..



## Uncertain Future Role of Springmount Visitor Centre

The Springmount visitor centre is perceived by many “Bruce” region tourism industry stakeholders as an important component of the regional tourism information network, occupying a central (in terms of travel routes and patterns within the region) location and focusing on providing regional trip planning and information services. However, the amalgamation of GBTA with SOTO creates some uncertainty about the future of Springmount, given SOTO’s commitment to continue to operate Springmount for 2 years while examining options for its role beyond that. The issue is to ensure that as decisions about the future of Springmount are being contemplated, the role and benefits to regional tourism stakeholders of a centre like Springmount are fully explored so that a potential opportunity is not lost.

## Weaknesses and Gaps in Tourism Plant/Infrastructure

Like many other parts of rural Ontario, the tourism “plant” within the “Bruce” region is showing signs of aging, suffers from gaps in supply, and is prone to delivering inconsistent service, all of which work against competing effectively for visitors and their spending. In addition to focusing on reaching and communicating with potential visitors, regional tourism marketing must also consider strategies and activities to encourage and support ongoing enhancement and upgrading of the experience provided to visitors.

## Regional Tourism Marketing Initiatives

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In response to the identified regional tourism marketing needs, opportunities and issues, a list of 12 marketing initiatives have emerged as the recommended focus for public sector support and investment in regional tourism marketing. Each of these initiatives is summarized below.

### *Begin Year 1 (2000/2001)*

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#### **#1: New Regional Tourism Brand**

- Develop new brand identity for the region based on the strongest existing identifier, “Bruce”; consumer driven process to validate the name, and create visual identity; participate in SOTO and OTMP marketing communication programs that will support positioning and promotion of brand.
- Project funding from municipalities to purchase outside services for brand development; Staff time to oversee brand development process; allocation from municipal tourism marketing budgets for creative and media purchases – some reimbursement through co-op opportunities offered to stakeholders.
- *Key Results:* Stronger marketing communication in key domestic, US and European markets; Provide opportunities for consolidation of individual marketers in co-op marketing communications programs under regional brand – “pay as you play”.
- *Implementation:* Immediate for Brand development; once brand developed, immediate and ongoing for brand support.



## **#2: Experience Packaging**

- Build interest and capacity among tourism operators for experience packaging – OTMP packaging workshop(s); development of regional packaging strategy.
- Packaging workshops self-financing through in-kind contributions and nominal workshop fee – requires staff time for organizing and hosting; investment of staff time required for development of regional packaging strategy.
- *Key Results:* More extensive experience packaging.
- *Implementation:* Immediate for packaging workshops; Year 2 for development of packaging strategy.

## **#3: Tourism Networking Workshops**

- 4-6 workshops annually; all stakeholders invited; themed agendas; full day events.
- Self financing through workshop registration fees.
- *Key Results:* Improved information sharing among regional tourism players; Raise collective level of awareness regarding tourism marketing opportunities, initiatives and successes.
- *Implementation:* Immediate and continuous.

## **#4: Regional Stakeholders Newsletter**

- At least monthly – special editions as required; variety of distribution methods – “on-line”, fax, fax on demand, hard copy pick-up; consult with stakeholders to determine core content – possible content to include:
  - ✓ Tracking of tourism activity indicators;
  - ✓ Product development and marketing program opportunity announcements;
  - ✓ Industry personnel developments;
  - ✓ Monthly festivals and events schedule; and,
  - ✓ Reminders/agendas for Networking Workshops.
- Self financing through modest subscription fees; ongoing staff time to compile, edit and publish.
- *Key Results:* Improved information sharing among regional tourism players; readily available, relevant market research.
- *Implementation:* Immediate and continuous.

## **#5: Tourism Supply Database**

- Establishment of comprehensive regional tourism facilities, attractions and services inventory; policy and system for constant updating and maintenance of database; system/mechanisms for “on-demand” access by regional tourism marketers.



- Initial database to be developed by SOTO with HRDC funding (underway); investment of staff time required for development of maintenance and access policies and procedures; ongoing commitment of staff time required to manage the database.
- *Key Results:* Readily available, relevant market research (supply side).
- *Implementation:* Immediate and ongoing.

## **#6: Regional Market Research Strategy & Program**

- Identify/determine regional marketing research needs and gaps – develop strategy for sustainable research program which may include:
  - ✓ Annual and quarterly volumes and characteristics of tourism demand and visitation to region;
  - ✓ Regional accommodation occupancy and attractions attendance monitors; and,
  - ✓ Occasional visitor needs and preferences surveys.
- Develop and implement a distribution system for benefit of stakeholders.
- Strategy developed with investment of staff time and participation of selected marketing partners; funding for research program to be determined once specific initiatives are identified – potential for some partners such as CDC’s to “take on” some initiatives, while project funding from provincial and/or federal government program may be required to begin others, leading to self-financing of ongoing activities.
- *Key Results:* Readily available, relevant market research in useable format for regional tourism marketers.
- *Implementation:* Immediate for development of research strategy; as soon as resources permit for individual research initiatives.

### ***Begin Year 2 (2001/2002)***

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## **#7: Regional Tourism Signage Policy & Program**

- Supplement provincial TODS program; regionally consistent naming and signing of roads and streets; regional policy for locating of wayfinding and site identification signs along municipal roads; regionally consistent design for wayfinding and site identification signs; regionally consistent design for interpretive signs; signing strategy – what to sign, what not to sign.
- Staff time to develop comprehensive signage policy; allocations from municipal roads budgets for implementing policy.
- *Key Result:* Enhanced visitor information through tourism signage.
- *Implementation:* Year 2 for policy development, Year 3 and 4 for erecting public signs.



## **#8: Regional Tourism/Visitor Map Program**

- Develop, produce and distribute a regional map or map series; represent entire region on a single map; comprehensive, up-to-date information about facilities and services as well as roads; consistent with/complements signage program.
- Self-financing, possibly revenue-producing through map sales; staff time for logistics to coordinate the project and manage distribution/sales of maps.
- *Key Result:* Enhanced visitor information through tourism mapping.
- *Implementation:* Year 2, maps ready for sale by Year 3.

## **#9: “Tourism Benefits ...” Program**

- Communication program for municipal politicians and decision-makers, stakeholders, and general public; communication theme and set of core messages to be delivered consistently across the region; regional media relations campaign with official spokesperson; presentations to municipal politicians and decision-makers, service clubs, community organizations, etc. on a regular basis; speakers bureau and “idea bank”; make use of Statistics Canada’s satellite accounts and special runs.
- Staff time to co-ordinate activities of a committee of marketing partners and stakeholders.
- *Key Results:* Better communication to municipal leaders of economic contributions and benefits of tourism; Enhanced municipal support for tourism marketing initiatives; Broader participation of stakeholders in tourism marketing initiatives.
- *Implementation:* Begin Year 2, then ongoing.

### ***Begin Year 3 (2002/2003)***

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## **#10: Regional Visitor Information Strategy & Program**

- Ensure year-round operation of regional visitor information centres at gateways and other strategic locations; develop consistency in scope and content of information and services offered to visitors at each centre; central clearinghouse and distribution centre for promotional materials; training programs for visitor information centre staff/volunteers – self-financing; compliment/support emerging Ontario program for visitor centres.
- Co-ordinate the management and operation of toll free telephone inquiry services – eliminate overlap and duplication; co-ordinate linking of internet web-sites; co-ordinate/manage visitor inquiry fulfillment program.
- Co-ordinate development, publication and distribution of visitor guides to ensure coverage of entire destination area, elimination of potential duplication and overlap, and development of complimentary “experience” focused guides.
- Staff time to co-ordinate activities of a strategy committee of marketing partners and stakeholders – may eventually be some savings realized in operation of visitor information services.



- *Key Result:* Comprehensive, accurate information provided in response to visitor needs on a timely and consistent basis.
- *Implementation:* Year 3 for strategy development, Years 4 and 5 for strategy implementation.

### **#11: Quality Assurance Program**

- Industry supported set of standards and criteria –adapt established programs where appropriate; code of compliance and peer review program linked to regional marketing communications and sales opportunities; hospitality and skills training programs for front line service workers and owners/ operators.
- Investment of staff time to research available programs and identify potential implementing agency; hospitality and skills training programs self-financing through registration fees, requires staff time for organizing and hosting.
- *Key results:* Overcome weaknesses in tourism plant/infrastructure.
- *Implementation:* Year 3.

### **#12: Regional Tourism Development Strategy**

- Strategic assessment of tourism facility, attractions and services needs; include natural and cultural heritage attractions, hospitality facilities, services, and support infrastructure.
- Staff time required for development of project terms of reference and participation in project as Steering Committee members; project funding from provincial and federal marketing partners, as well as municipal funding contribution, for purchase of consultant services as required.
- *Key Results:* Plan to overcome weaknesses and gaps in tourism plant/infrastructure and enhance experience packaging opportunities.
- *Implementation:* Begin development of terms of reference during Year 3, with project initiated and completed during Year 4.

## **“Bruce” Tourism Marketing Alliance (BTMA)**

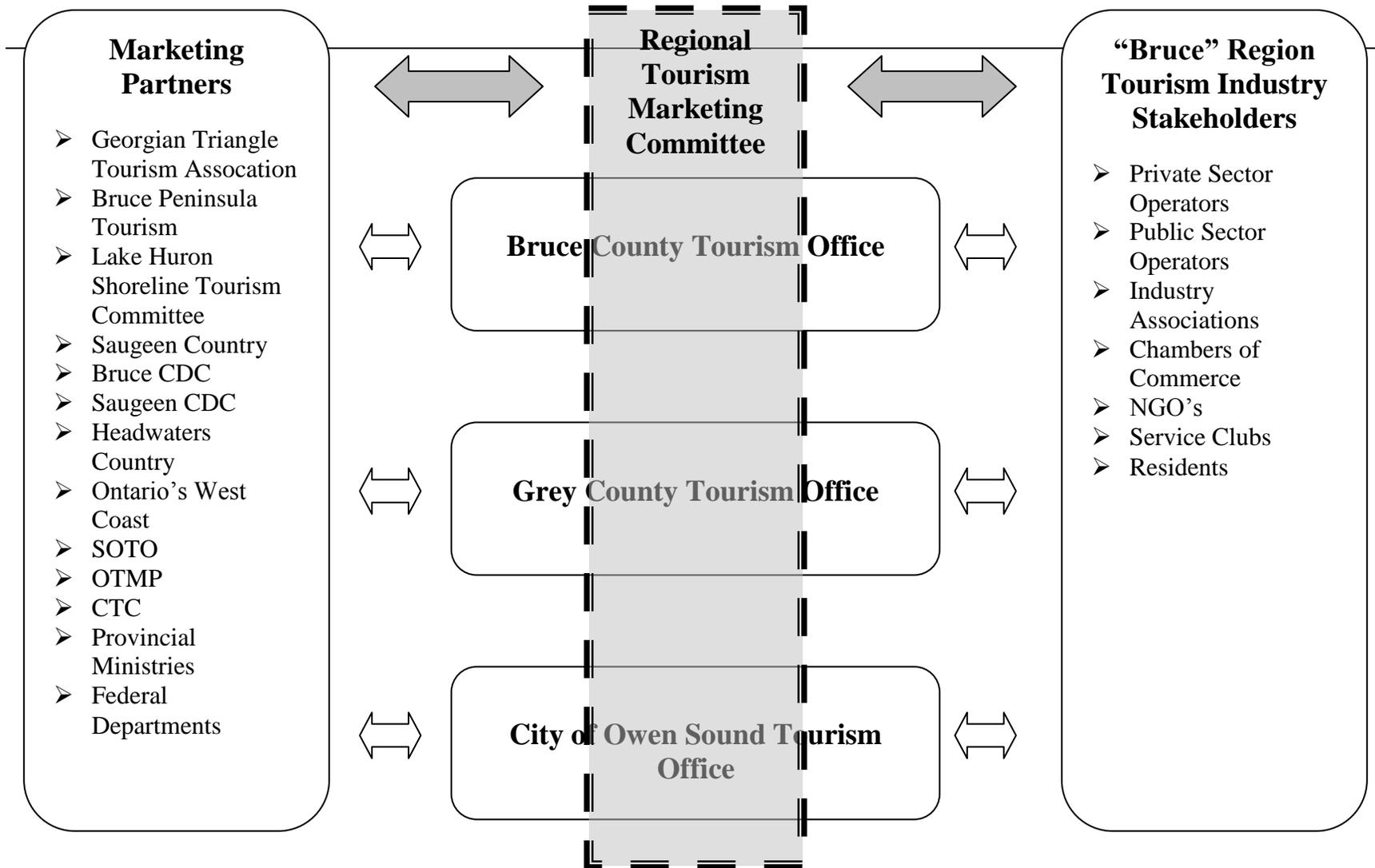
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Effective and timely implementation of the 12 regional tourism marketing initiatives will require a formal commitment to regional tourism marketing by the County of Bruce, the County of Grey and the City of Owen Sound. It is recommended that these three key public sector players undertake to form a Regional Tourism Marketing Committee (RTMC) as the focal point for a “Bruce” Tourism Marketing Alliance that will encompass a wide range of existing tourism marketing partners and stakeholders.

Exhibit 1 illustrates the expected relationships among tourism marketing players comprising the “Bruce” Tourism Marketing Alliance. Following is a description of the recommended purpose, founding principles, and operating model for the RTMC relative to the implementation of the initiatives.



**Exhibit 1: “Bruce” Tourism Marketing Alliance**



## ***Regional Tourism Marketing Committee (RTMC)***

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### **Purpose**

With the assistance and participation of marketing partners, to direct, manage and facilitate appropriate public sector regional tourism marketing functions within the “Bruce” tourism region – which includes Bruce County, western Grey County and the City of Owen Sound -- for the benefit of tourism industry stakeholders. The marketing functions include: research and planning, product development, marketing communications, and sales.

### **Founding Principles**

Given the current geographical and functional realignment of tourism marketing in Ontario, municipal funds can be efficiently and effectively used in support of tourism marketing at a regional destination area level. This is particularly true in tourism regions such as “Bruce” where the industry is comprised of mostly small and medium sized tourism operators that benefit substantially from the use of municipal funds to create an enhanced marketing environment. This allows the operators to leverage their own marketing resources for maximum effect, increasing the economic benefits returned to municipalities through tourism activity. The RTMC will work closely with its Marketing Partners and Industry Stakeholders to ensure that municipal investments in tourism marketing yield maximum benefits for “Bruce” region tourism industry stakeholders.

The RTMC is a link in the “Bruce” region tourism marketing hierarchy, without which many tourism industry stakeholders would not fully benefit from the marketing activities of upper tier organizations – Southwestern Ontario Marketing Organization (SOTO), Ontario Tourism Marketing Partnership (OTMP), and Canadian Tourism Commission (CTC).

Through a broad-based public consultation process, tourism industry stakeholders in the “Bruce” region have indicated strong support for combining and focusing municipal tourism marketing resources, on an ongoing basis, to lead and co-ordinate a list of 12 specific tourism marketing initiatives. Previous activities undertaken on behalf of the region through the Ontario’s Sunshine Coast alliance met with limited success but did set the stage for continued regional tourism marketing. The objective now is to advance regional tourism marketing to the next level of effectiveness – assisting tourism businesses to attract new, additional visitors to the “Bruce” -- with a clear set of marketing initiatives and a stronger functional alliance.

Regional tourism marketing must be accomplished using existing public sector organizations, structures, and relationships. There is no stakeholder interest or political will for the creation of an additional level of public sector bureaucracy to facilitate public sector involvement in regional tourism marketing. Among the tourism offices and staff of Bruce County, Grey County and the City of Owen Sound, co-operation and pooling of resources for regional tourism marketing is not new. It has been occurring on a mostly informal, individual project basis for some time involving commitments of staff time and marketing expenditures as required.



## Operating Model

The RTMC will be comprised of three (3) municipal tourism marketing staff, one (1) each appointed from the tourism offices of Bruce County, Grey County, and the City of Owen Sound. It is expected that the most senior tourism staff member from each municipality will be appointed (i.e. Bruce County Tourism and Agriculture Coordinator; Grey County Tourism and Agriculture Coordinator; Owen Sound Tourism Manager).

Through the allocation of municipal tourism marketing resources – public funds and tourism marketing staff -- the RTMC will be responsible for providing leadership and co-ordination of “Bruce” region tourism marketing activities that respond to the needs of visitors and the collective will of “Bruce” region tourism industry stakeholders.

Resource allocation decisions will be reached on a consensus basis by the three funding partners – Bruce County, Grey County, City of Owen Sound – acting as equal partners within RTMC. Marketing activities endorsed by the RTMC will be executed primarily by the tourism marketing department of Bruce County, acting as the executing agency, and supported through service agreements with Grey County and the City of Owen Sound. The Bruce County tourism office has been selected as the primary executing agency in recognition of the fact that Bruce County forms the largest geographic portion of the “Bruce” region, and that of the three partners it currently operates the largest tourism office as measured by budget and staff resources.

From time to time, tourism marketing staff in Grey County and the City of Owen Sound may take the lead in executing regional marketing activities endorsed by the Steering Committee with support through service agreements with the other two partners.

The roles and responsibilities of the RTMC and its executing agency with regard to implementation of the 12 regional marketing initiatives are summarized below.

<i>Regional Marketing Initiative</i>	<i>RTMC Role/Responsibility</i>	<i>Executing Agency Role/Responsibility</i>
New Regional Tourism Brand	<ul style="list-style-type: none"> <li>✓ Manage outside contractor for Brand development</li> <li>✓ Develop brand support advertising campaign</li> </ul>	<ul style="list-style-type: none"> <li>✓ Purchase/place advertising</li> <li>✓ Attend trade/consumer shows</li> </ul>
Experience Packaging	<ul style="list-style-type: none"> <li>✓ Committee work with Partners and Stakeholders to develop packaging strategy</li> <li>✓ Develop program of packaging workshops</li> </ul>	<ul style="list-style-type: none"> <li>✓ Plan and coordinate logistics of hosting packaging workshops</li> </ul>
Tourism Networking Workshops	<ul style="list-style-type: none"> <li>✓ Develop program of networking workshops</li> </ul>	<ul style="list-style-type: none"> <li>✓ Plan and coordinate logistics of hosting packaging workshops</li> </ul>
Regional Stakeholders' Newsletter	<ul style="list-style-type: none"> <li>✓ Develop format and content for Newsletter, and act as editorial board</li> </ul>	<ul style="list-style-type: none"> <li>✓ Compile, edit, produce and distribute newsletter</li> </ul>



<b>Regional Marketing Initiative</b>	<b>RTMC Role/Responsibility</b>	<b>Executing Agency Role/Responsibility</b>
Tourism Supply Database	✓ Committee work with Partners and Stakeholders to develop database maintenance and access policies and procedures	✓ Maintain and manage database
Regional Market Research Strategy & Program	✓ Committee work with Partners and Stakeholders to develop research strategy and program	✓ None, unless one or more research initiatives are taken on by RTMC
Regional Tourism Signage Policy & Program	✓ Committee work with Stakeholders to develop signage policy ✓ Liaison with municipal roads department to implement public sector component of signage policy	✓ None
Regional Tourism/Visitor Map Program	✓ Committee work with Partners and Stakeholders to “design” regional map with help of outside contractor	✓ Manage distribution/sales of maps
“Tourism Benefits ...” Program	✓ Committee work with Partners and Stakeholders to develop communication theme, core messages and regional media relations campaign ✓ Official spokesperson	✓ Manage/co-ordinate “idea bank” and speakers bureau, including scheduling of speakers in response to Partner and Stakeholder requests
Regional Visitor Information Strategy & Program	✓ Committee work with Partners and Stakeholders to develop strategy and program, possibly with assistance of outside consultant	✓ Depending on strategy developed, could include managing/coordinating visitor information services for region
Quality Assurance Program	✓ Committee work with Partners and Stakeholders to identify appropriate programs for application in the “Bruce” region, and program of training workshops	✓ Plan and coordinate logistics of hosting training workshops
Regional Tourism Development Strategy	✓ Committee work with Partners and Stakeholders to develop study terms of reference and manage outside consultant	✓ None

Existing funding and working relationships that Bruce County, Grey County, and the City of Owen Sound have with sub-regional destination marketing organizations (i.e. Bruce Peninsula Tourism, Lake Huron Shoreline, Saugeen Country), other key marketing partners such as Georgian Triangle, and tourism industry stakeholders, will remain intact. It is recognized that not all tourism marketing activities are, or need to be, regional in scope. Some activities will continue to focus on sub-regional destinations.



Core funding for “Bruce” regional tourism marketing initiatives undertaken by the Steering Group, will be provided from the existing tourism marketing budgets of Bruce County, Grey County and the City of Owen Sound. Some funds within those budgets are currently directed to regional tourism marketing activities and will be reallocated through service agreements to specific regional priorities over the next 3 years. From time to time, additional project specific funding for some of the priorities will be required from stakeholders, marketing partners and the municipalities.

Exhibit 2 illustrates the proposed annual budget for the funding of regional marketing initiatives for the first three years of operation. The key assumptions underlying this budget include the following.

- Expenditures are consistent with the roles and responsibilities proposed for the RTMC and executing agency with respect to implementing each of the 12 initiatives.
- A number of initiatives as proposed will be completely or partially self-financing and therefore little or no expenditures are shown – these include:
  - ✓ Experience Packaging – registration fees charged to participants will cover cost of packaging workshops;
  - ✓ Tourism Networking Workshops – registration fees are expected to cover the cost of the workshops – allowance of \$800 for incidentals and miscellaneous costs of up to 4 workshops (\$200 each) in the first year only;
  - ✓ Regional Stakeholder Newsletter – subscription fees are expected to cover the cost of printing and distributing the newsletters – allowance of \$1,200 for incidentals and miscellaneous costs of up to 12 editions (\$100 per edition) is provided in the first year only;
  - ✓ Regional Tourism/Visitor Map Program – maps will be sold to visitors at a cost sufficient to recover 100% of design, production, printing and distribution costs. (note: It is possible that revenue from sales of the maps will in fact generate a surplus); and,
  - ✓ Quality Assurance Program – the actual administration of these types of programs such as accommodation grading, is expected to be the responsibility of other agencies or organizations.
- Staff time allocated to RTMC activities is expected to be similar in amount to time currently devoted by county and city tourism staff on regional tourism marketing activities, and is not shown as a direct regional expenditure.
- Amounts shown for the Bruce County, Grey County and Owen Sound tourism budgets were derived from analysis of current (2000) municipal budgets. The amounts subtracted from each budget for marketing within the jurisdiction were derived from analysis of line item expenditures within each budget, as were amounts identified as “regional contribution”.
- Amounts identified under “one time project funding” correspond to amounts estimated for one time special projects, including:



- ✓ New Regional Tourism Brand -- \$35,000 estimated for consumer research and design in Year 1, with the remaining \$15,000 as an amount for advertising and promotion. In Years 2 and 3, expenditures are for advertising and promotion only;
- ✓ Regional Visitor Information Strategy & Program -- \$25,000 estimated for hiring of consultant; and,
- ✓ Regional Tourism Development Strategy -- \$100,000 estimated for hiring of consultant.

It is assumed that one time project funding requirements would be shared 50/50 between the municipalities and marketing partners such as the provincial or federal government. The 50% allocated to municipalities is expected to be shared by Bruce County, Grey County and the City of Owen Sound.



## **Exhibit 2**

### **Proposed "Bruce" Region Marketing Budget**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
<b>Expenditures (Net of Revenue)</b>			
<i>New Regional Tourism Brand</i>	\$ 50,000	\$ 21,500	\$ 24,000
<i>Experience Packaging</i>	\$ -	\$ -	\$ -
<i>Tourism Networking Workshops</i>	\$ 800	\$ -	\$ -
<i>Regional Stakeholders Newsletter</i>	\$ 1,200	\$ -	\$ -
<i>Tourism Supply Database</i>	\$ -	\$ -	\$ -
<i>Regional Market Research Strategy &amp; Program</i>	\$ -	\$ -	\$ -
<i>Regional Tourism Signage Policy &amp; Program</i>		\$ -	\$ -
<i>Regional Tourism/Visitor Map Program</i>		\$ -	\$ -
<i>Tourism Benefits Program</i>		\$ 2,500	\$ -
<i>Regional Visitor Information Strategy &amp; Program</i>			\$ 25,000
<i>Quality Assurance Program</i>			\$ -
<i>Regional Tourism Development Strategy</i>			\$ 100,000
<b>Total Net Expenditures</b>	<b>\$ 52,000</b>	<b>\$ 24,000</b>	<b>\$ 149,000</b>
<b>Funds</b>			
<i>Bruce County Tourism Budget (approximate)</i>	\$ 350,000	\$ 350,000	\$ 350,000
<i>Less: Bruce County Marketing</i>	\$ (342,500)	\$ (342,500)	\$ (342,500)
<b>Bruce County Regional Contribution</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>	<b>\$ 7,500</b>
<i>Grey County Tourism Budget (approximate)</i>	\$ 100,000	\$ 100,000	\$ 100,000
<i>Less: Grey County Marketing</i>	\$ (90,600)	\$ (90,600)	\$ (90,600)
<b>Grey County Regional Contribution</b>	<b>\$ 9,400</b>	<b>\$ 9,400</b>	<b>\$ 9,400</b>
<i>Owen Sound Tourism Budget (approximate)</i>	\$ 186,000	\$ 186,000	\$ 186,000
<i>Less: Owen Sound Marketing</i>	\$ (178,900)	\$ (178,900)	\$ (178,900)
<b>Owen Sound Regional Contribution</b>	<b>\$ 7,100</b>	<b>\$ 7,100</b>	<b>\$ 7,100</b>
<b>Sub-Total Municipal Core Funding</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>
<i>One Time Project Funding -- Municipalities</i>	\$ 14,000	\$ -	\$ 62,500
<i>One Time Project Funding -- Others</i>	\$ 14,000	\$ -	\$ 62,500
<b>Total Funds</b>	<b>\$ 52,000</b>	<b>\$ 24,000</b>	<b>\$ 149,000</b>
<b>Net Surplus/(Shortfall)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Sources: Bruce County Tourism Budget 2000; Grey County Promotion and Tourism Budget 2000;  
Owen Sound Tourism Division Budget 2000; the Tourism Company 2000