

REGIONAL TOURISM ORGANIZATION 7
REVISED BUSINESS PLAN 2019-20

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Acronyms & Definitions:

CEO – Chief Executive Officer

PAM – Project and Administration Manager

TEDS – Tourism Experience Development Specialist

CC1 – Communication Coordinator

CA – Communication Assistant

EAC – Experience and Administration Coordinator

Status – Status of Activity – Repeat Activity, New Activity, Revised Activity, Amended Activity

Executive Summary

RT07 has continued to be successful at creating stronger more varied partnerships than in the past. The partnerships are with other RTOs, Sector Groups, DMOs, other tourism organizations, federal agencies and tourism operators. RT07 has continued to deliver a strong Spring/Summer/Fall advertising campaign that has relied heavily on social media to support the digital campaign. The Partner Facebook/Instagram campaign utilized outputs from past Partnership Programs to provide a targeted campaign that had direct benefits to the stakeholders as well as the BGS campaign. RT07's Pan regional marketing partnerships continue in Golf, and Gift of the Getaway partnerships. The two have been relatively successful. RT07 expanded the Experience Development Portfolios with Festival and Tourism Product promotions with improved results. Experience Development workshops continue to be successful on a regional basis, some parts of the region are more receptive to this type of training, reviews of the techniques used to engage the experience providers is underway. In the area of Workforce; RT07 concentrated resources in the roll out of the T3 Accelerator Program Pilot that provides coaching support to Owners and Senior Managers. This pilot was a success and moved into full engagement in November of 2018. RT07 has a seat on the South Georgian Bay Labour Shortage Group. RT07 continues to deliver the Customer Service Training program through OTEC's online module. The revised and expanded Partnership Program was successfully delivered and includes many new partners. The Collaboration program proved to be very successful. The tourism department of Simcoe County which modeled its partnerships programs after RT07 programs has modified and accessed more opportunities that serve the county of Simcoe well. RT07 worked with Bruce County delivering experience development and marketing support to their tourism related 'Spruce the Bruce' recipients. RT07 continues to be actively engaged with the economic development offices in 7 municipalities providing advice and resources to help these municipalities develop stronger tourism offerings.

As tourism grows within Region 7, overcrowding in some tourism destinations within the region has surfaced and is on the brink of a very negative affect to the tourism product offering. RT07 has taken a leading role with the development of the Municipality of Northern Bruce Peninsula Sustainable Tourism Action Plan. RT07 will integrate learnings from this sustainable project into future plans in product/experience development, workforce development, marketing and investment attraction.

The marketing efforts for the next few years will continue its shift to a more engaged communications program as opposed to advertising campaigns.

Experience development partnerships will continue to include a more robust solution that includes marketing, and workforce development support.

Industry preparedness will continue to be a priority, assisting and collaborating with stakeholders to meet the needs of the travelling public.

RT07's commitment to work in partnership throughout the region continues to be beneficial to all parties. Some partners have multiple projects with our organization as budget and resources allow. Below please find a listing of projected projects with partners for 2018/19 and 2019/20.

RT07's efforts to inspire business practice changes will not be enhanced by including incentives for tourism stakeholders that embrace increased Sustainability practices in the 2019/20 fiscal but will be kept in mind for future plans. RT07 will incorporate Sustainable education and supporting services in programs that are delivered to stakeholders through the many partnership opportunities offered by RT07.

Mission and Vision

Our vision is to establish BruceGreySimcoe as Ontario's four-season destination of choice.

Our mission is to work collaboratively with tourism partners and stakeholders to build, sustain and grow visitation, investment and visitor spending.

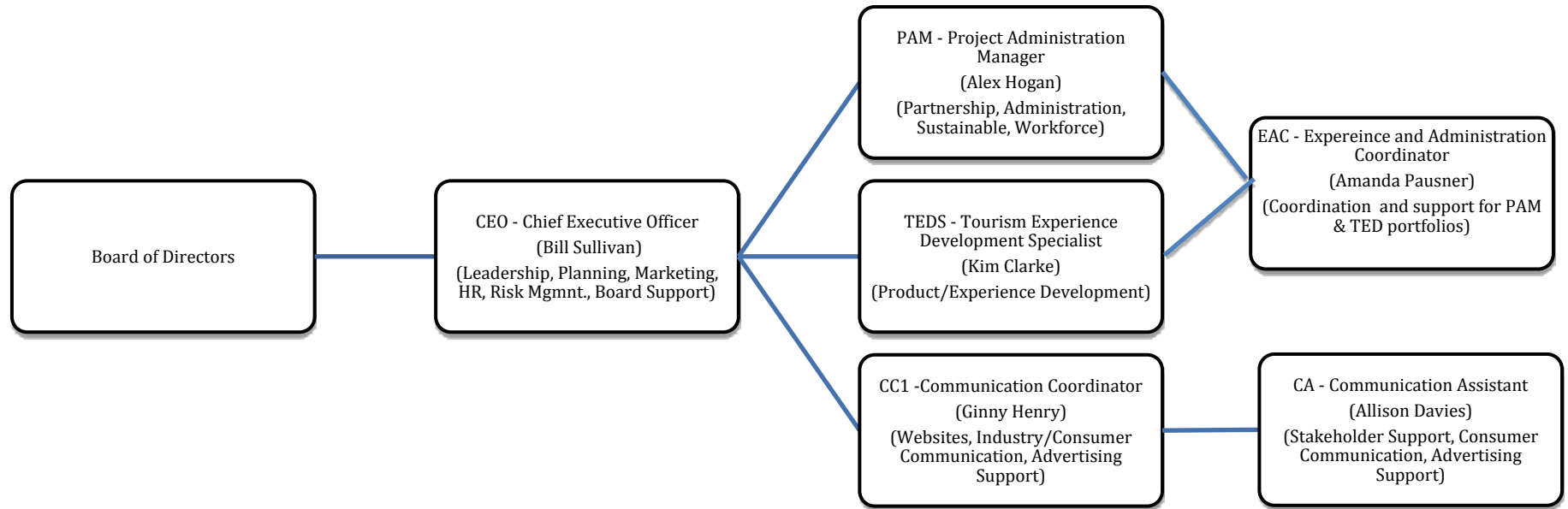
RT07 is committed to developing and supporting the region as a four-season destination, all programs are developed and offered with this in mind. The only distinction between the seasons can be found in our marketing campaigns.

RT07 Budgeted Partner Projects 2019_20

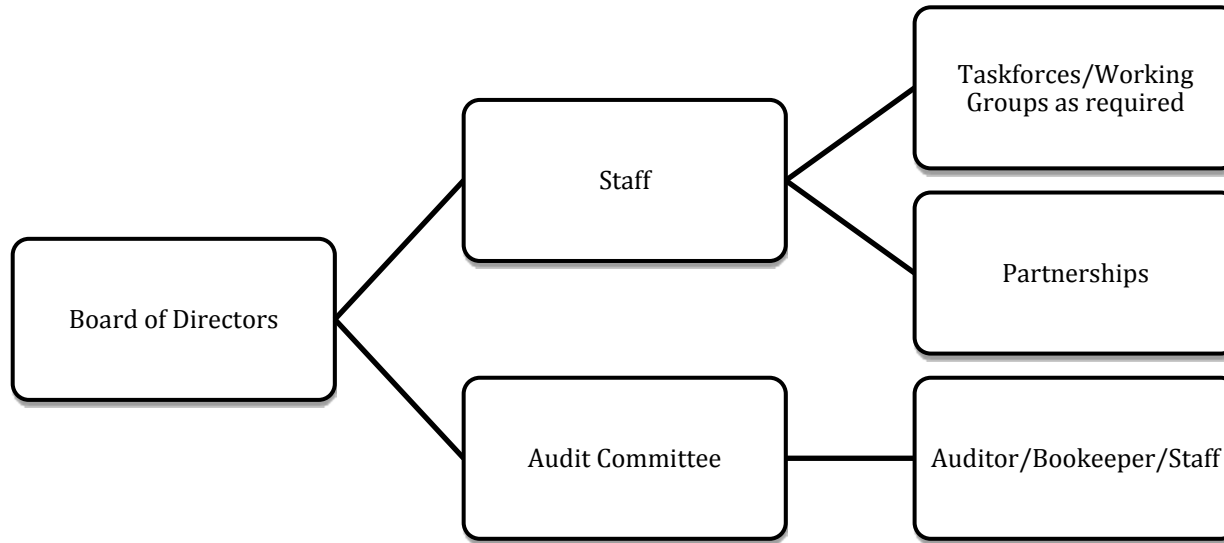
Budget Item	2018/19 Projected Projects Completed with Partners	2019/20 Budgeted Projects with Partners	Change in number of Projects with Partners	% Change in number of Projects with Partners
Experience Development – Professional Development	4	4	0	0%
Tourism Implementation Program	7	8	1	14%
Festival Implementation Program	15	17	2	13%
Experience Development – Partnership Program	8	4	-3	-38%
Marketing Campaign – Partner Video & Still	180	190	10	6%
Marketing – Collaboration Program	6	7	1	17%
Marketing – Digital Advertising - Partnership Program	8	6	-2	-25%
Marketing – Video Advertising - Partnership Program	10	10	0	0%
Marketing – Image Development – Partnership Program	20	21	1	5%
Tourism Signage – Partnership Program	4	4	0	0%
Story Telling – Partnership Program (New)	0	3	3	
Language Translation – Partnership Program	0	1	1	
Web Portal – Partnership Program		0	0	
Research	21	15	-5	-24%
Total	283	290	9	3.0%

Regional Tourism Organization 7 Organizational Charts 2019/20

Human Resource Reporting Structure



Information Sources Reporting Structure



ENVIRONMENTAL SCAN – GOVERNANCE AND ADMINISTRATION

Over the past years RT07 has maintained a consistent level of governance and administration of the organization and, where recommended, changes have been made to streamline and advance the effectiveness of this organization governing processes.

In 2015/16, RT07 developed and instituted the following: Human Resources Policy, Risk Management Plan, Communication Plan, and an Experience Development Plan. In 2016/17 RT07 added the Investment policy. An internal review was conducted of these plans in 2017/18 and adjustments were made as needed and required.

RT07 continues to improve on the delivery of the many partnership programs, business, communication activities and marketing initiatives. The board of directors continues to concentrate on organizational objectives and relies on staff to deliver on outcomes.

Board members and staff have been encouraged to attend all RT07 professional development opportunities and most attend, time permitting.

In 2018/19, RT07 accomplished or will accomplish most activities identified throughout the 2018/19 Business Plan, most in the manner outlined within the plan but also a few that have been accomplished in a manner that was not envisioned at the time of writing.

Communication processes improved considerably during the first half of the 2018/19 fiscal. As the experience level of the addition of one staff member meant that increased and more relevant communication to the stakeholders was undertaken with marked improvements and positive anecdotal comments from our partners. The additional staff compliment also allowed time for the improved and increased delivery of messages to consumers.

Product and Experience Development programs improved considerably during the first half of the 2018/19 fiscal. As the experience level of the addition of one staff member meant that increased attention and the ability to service more stakeholders was undertaken with marked improvements and positive anecdotal comments from our partners. Included in the 2019/20 fiscal was the delivery of 21 EnviroNics Prizm Reports to stakeholders that included analysis and guidance to the stakeholders on how to action the results.

RT07 continues to take a more active tourism-planning role by sitting on regional advisory committees with Wasaga Beach, Ontario's Lake Country, Saugeen Shores and many product development and educational committees. RT07 also sits on the Destination Ontario/RT0 Marketing Committee.

RT07 efforts in Partnership Programs, Product/Experience Development Programs and the Communications efforts have moved RT07 into the role as the 'go to resource' for consultative services as well as financial support.

Appendix 1, 1(a) – Human Resources

DETAILS

Pillar: Governance and Administration - General

Objective: Continuously improve the operation of the organization

Activity	Outputs	Outcomes	Quarter	Staff Allocations						Status	Staff	% of Time within Pillar	Importance of individual staff effort on activity to achieve the pillar objective 1-5 5 being of most importance	Importance of individual staff effort on activity to achieve the overall RT07 Mission & Vision 1-5 5 being of most importance	Percentage of Budget
				CEO	PAM	TEDS	CC1	CA	EAC						
Personnel Management	Retain current staff, modify tasks to match changes in business plan	Provide enhanced support to stakeholders and delivering outputs that meet the needs of tourist.	Q1-Q4	✓						Amended	CEO	25	5	5	16.6%
									PAM						
									TEDS						
									CC1						
									CA						
Promote stakeholders by sharing stakeholder industry events and successes	All staff will provide input and assist in the collection of upcoming industry events and successes and will pass onto the Communication Coordinator. Particular Attention will be placed on Overcrowding.	RT07 is able to start shift in thinking towards Overcrowding and Sustainability of Tourism	Q1-Q4	✓	✓	✓	✓	✓	✓	Revised	CEO	15	5	3	
									PAM		10				
									TEDS		25				
									CC1		80	5	5		
									CA		80	5	5		
Continue successful operation of organization	Clean audit, evaluations, policy compliance, MTCS and internal reports	Deadlines and required outcomes delivered on time and meeting required standards	Q1 - Q4	✓	✓	✓	✓	✓	✓	Repeat	CEO	55	5	5	
									PAM		90	5	5		
									TEDS		75	5	5		
									CC1		20	5	5		
									CA		20	5	5		
Develop profit centre	Research and develop a plan for profit generation, that does not affect the viability of our partners	The plan is approved and actioned in time for 2019/20 fiscal period	Q1 - Q4	✓						New	CEO	5	5	5	
									PAM						
									TEDS						
									CC1						
									CA						

											EAC				
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ENVIRONMENTAL SCAN – PRODUCT DEVELOPMENT

In 2018/19, RTO7 continued to expand the Product Development portfolio to actively assist the stakeholders with the development of new experiences/products and enhancement of existing experiences/products.

The Product Development portfolio also improved upon the Festival and Events Implementation Program. This program continues to assist Festivals and Events with digital advertising while at the same time freeing up scarce capital to improve the festival's offerings. The results of this program are mixed, from excellent to fair. The program continues the education component that provides the festival organizer(s) with the opportunity to learn how to run the campaign on their own.

In 2019/20 RTO7 will shift criteria of programs to assist in moving tourists/visitors from overcrowded locations and periods into time frames that have capacity to grow or adequately service demand levels. RTO7 will accomplish this by adding to the FIP requirements the following:

- **Product Development Highlights**

- Festivals and events that run during peak periods may receive support that isolates the majority of the marketing support that targets in-region tourists/visitors/residents
- Festivals are required to be at a minimum two days in length to encourage overnight visitation

Sustainability Criteria – GUIDING PRINCIPLES

Definition

The Asset provides experiences consistent with BruceGreySimcoe's (BGS) sense of place and proactively plans to adapt to future needs. There is sufficient evidence that legitimate steps are being taken to improve the asset's impact on the local community and/or natural environment.

Criteria

Business Operations and Planning

- Have membership, support and/or training through sustainability organizations (e.g. Green Tourism Canada)
- Communicate with and address concerns from local residents, indigenous and business community
- Have a code of conduct/ ethics including cultural, environmental and indigenous issues
- Have succession plan for management and employees
- Provide living wage and benefits to employees
- Evidence of sustainability considerations in planning documents
- Evidence of action to lower footprint (i.e. monitoring of utility consumption and waste production appropriate for business size)
- Have a sustainable sourcing plan in place (e.g. fair-trade coffee, Eat Local Grey Bruce)
- Have dedicated efforts for assessing and managing environmental risks and impacts (including climate risks)

Visitor Information and Promotion

- Provide product packaging and/or cross marketing of at least 3 other BGS attractions and services that can extend stay, expenditure and diversity of experience
- Possess standards, certifications, or awards from third-party organizations related to sustainability (i.e. community support, environmental performance, etc.)

Visitor Experience & Sense of Place

- Encourage visitors to reduce consumption and waste, reduce environmental impacts, and/or green alternatives
- Take measures to reduce impact on surrounding land and biodiversity (i.e. plant native species, reduce paved area, install bird-feeders)
- Long-term planning for maintenance, expansion and product development for visitor increase (i.e. washrooms, parking etc.)
- Include aboriginal language and/or local cultural content in signage and promotional materials

Indigenous Cultural Tourism Assets ONLY

- Indigenous cultural content follows local protocols
- Indigenous tourism business owned by a) majority indigenous people b) majority owned indigenous companies c) indigenous-controlled organizations
- Indigenous-focused educational background provided to guests before and during visit

Sustainability Manifesto

Regional Tourism Organization supports the Bruce Peninsula Environmental Group's (BPEG) Sustainability Manifesto and will use it as a guiding principle in its planning, development and promotional activities.

Plan, Plan, Plan Ahead

- Book in advance to make for the best trip ever! Create a more unique experience by visiting less crowded places during less popular times.

Reconsider Your Car.

- Some areas have limited or no parking, so walk, bring your bike or carpool whenever possible and only park in designated areas.

Stick to Trails and Public Accesses.

- There are many to discover! Following trails minimizes your impact on neighbouring habitats and the creatures that live in them, including nearby landowners.

Tap Into Tap Water.

- Use refillable water bottles to reduce waste while enjoying the Peninsula's cool, clear water.

Share Your Snacks With Your Friends, Not Wildlife.

- Feeding wildlife can hinder their ability to survive independently. A fed animal is a dead animal.

If You Pack It In, Pack It Out.

- Your waste would be much happier recycled or disposed of in a proper location with its friends, than frightened and alone in a dark rock crevice, abandoned in a ditch, or in a black bear's stomach.

We invite you to discover and respect the land, water, wildlife and local community, so we can continue to visit or call it home for generations to come.

DETAILS

Pillar: Product Development

Objective: To enhance visitor experience through well-designed tourism products that meet current and future customer demand

Activity	Outputs	Outcomes	Quarter Active	Staff Allocations						Status	Staff	% of Time within Pillar	Importance of individual staff effort on activity to achieve the pillar objective 1-5 5 being of most importance	Importance of individual staff effort on activity to achieve the overall RT07 Mission & Vision 1-5 5 being of most importance	Percentage of Budget
				CEO	PAM	TEDS	CC1	CA	EAC						
Expansion and development of products/experiences	Delivery of revised product development training solutions, enhanced research analysis solutions. Continued marketing consultation; cycling, fishing, culinary and indigenous products. Include overcrowding conversations and solutions through inclusion in training solutions.	Assist in the development and expansion of the listed products/experiences that align with RT07 Business Plan and deliver to market within 12 months and incorporating overcrowding solutions into the plans	Q1-Q4	✓	✓	✓				Revised	CEO	5	3	5	14.9%
									PAM		60	5	5		
									TEDS		25	5	5		
									CC1						
									CA						
									EAC		25	4	5		
Continue to research and make recommendations for partnership of existing non-RT07 funding programs that promote or assist in the development of tourism within the region	Consultation with other granting agencies and revise existing partnerships to enhance program	Launch and/or partner with two agencies in the delivery of programs that support tourism expansion	Q1	✓	✓	✓			Revised	CEO	5	2	3	14.9%	
										PAM					
										TEDS	5	3	3		
										CC1					
										CA					
										EAC					
Refine and deliver digital marketing partnership criteria - Festival Implementation and Tourism Implementation Programs	Communicate and deliver refined criteria developed and executed in 2015/16/17/18/19	3% increase in the number of partners that access the programs. Promote a change in practices to adopt overcrowding solutions	Q1 - Q4	✓		✓	✓	✓	Revised	CEO	20	4	4	14.9%	
										PAM					
										TEDS	30	4	4		
										CC1	50	2	3		
										CA	50	5	5		
										EAC	50	5	5		
Continue to disseminate existing research and how to use it	Inform stakeholders of research solutions employed by RT07	All stakeholders in partnership with RT07 use available research to inform product	Q1 - Q4	✓	✓	✓	✓		Revised	CEO	15	3	3	14.9%	
										PAM	20	2	2		

		development										TEDS	25	2	2	
												CC1	50	4	4	
												CA	50	3	3	
												EAC	10	3	3	
Collaborate with the development of programs that are regional and pan-regional	Action partnerships with seven to ten groups	On repeat programs results increase by 2%, on new programs establish a baseline for future years' partnerships	Q1 - Q4	✓	✓	✓				✓	Repeat	CEO	55	4	4	
												PAM	20	3	3	
												TEDS	15	4	4	
												CC1				
												CA				
												EAC	15	2	2	

Project Breakdown by Pillar		
Product Development		
Major Projects	Partner if Applicable	Expected Duration & Notes
Festival Implementation Program, Tourism Implementation Program	Festivals and tourism operators that are investing back into their products that need assistance promoting the new investment	Ongoing – Partner’s investment into operational departments are matched to a maximum of \$2,500, e.g. \$1,000 investment by festival or tourism partner in the improvement of the festival or tourism offering receives \$1,000 from Implementation Funding Program for a total of \$1,000 towards a digital advertising campaign provided by RT07’s Agency of Record plus support services by RT07 staff
Experience Implementation Program	Festival and tourism operators	Ongoing – e.g. \$500 investment from partner receives \$500 from Implementation Funding Program for a total of \$1,000 plus support services by RT07 staff
Experience Development Workshops	DMOs, Municipalities, Sector Groups	Ongoing – Two levels of programs ED 101, 102
Sustainability Program	Festivals and tourism operators that are investing back into their products that need assistance promoting the new investment and are adhering to sustainability criteria	Festivals and events that run during peak periods may receive support that isolates the majority of the marketing support that targets in region tourists/visitors/residents Festivals are required to be at a minimum two days in length to encourage overnight accommodation

ENVIRONMENTAL SCAN – WORKFORCE DEVELOPMENT

Since inception in 2014/15, RT07 has delivered an online customer service training opportunity that has been completed by over 3,000 tourism employers/employees and students in high schools and Georgian College. The training program has been instituted into the Georgian College Hospitality program curriculum and some courses within the high schools. The program continues to be accessed but requires continuous promotion through a variety of vehicles and partners. Program completions are 75% of program registrations, which is levelling out.

RT07 partnered with Collingwood Centre for Business and Economic Development and regional CFDCs to develop a strategy that promoted and supported professional training solutions for Owner/Operators and Senior Management. A multi-phased approach to the delivery of the strategy was actioned after the delivery of the strategy in October 2017. The program developed is the T3 Accelerator program, a program that offers coaching services by a group of volunteer tourism professionals that reside in the area. In 2018/19 a successful pilot of the program with 8 different tourism businesses was completed. The support addressed Social Media, Product Development & Enhancing Visitors Experience, Sales & Marketing, Leadership & Operational Excellence, and Managing Volunteers. This program will be continued and is envisioned to provide services to 10-12 more tourism businesses in 2019/20. The Collingwood Centre for Business and Economic Development may incorporate this structure into their existing Mentorship Program in 2019.

During the final quarters of 2018/19 RT07 will reopen discussion with local school boards to address the needs of the tourism industry's labour shortages and to better understand the needs of the school boards to reach a consensus of how to move forward. RT07 will support the school boards with Customer Service Training and are investigating delivering 'It's Your Shift' training which addresses sexual harassment and violence in the workplace.

- **Workforce Development Highlights**

- T3 program moves into next phase of implementation rolling out to a larger geography with minor changes to the offering
- Customer Service Training will continue with the addition of 'It's Your Shift' training

DETAILS

Pillar: Workforce Development

Objective: Facilitate and support the attraction, development and retention of a tourism workforce to enhance the customer experience.

Activity	Outputs	Outcomes	Quarter Active	Staff Allocations						Status	Staff	% of Time within Pillar	Importance of individual staff effort on activity to achieve the pillar objective 1-5 5 being of most importance	Importance of individual staff effort on activity to achieve the overall RT07 Mission & Vision 1-5 5 being of most importance	Percentage of Budget
				CEO	PAM	TEDS	CC1	CA	EAC						
Continue with delivery of Online Customer Service program launched in 2014-15 and extend program as required adding the 'It's Your Shift' sexual harassment and violence training	Continue with the enhanced communication and confirm delivery of training modules with operators and school boards	Customer Service training programs delivered – 600. 'It's Your Shift' training programs delivered - 100	Q1-Q4	✓	✓		✓		✓	Repeat	CEO	20	1	3	2.7%
									PAM		20	4	4		
									TEDS						
									CC1		30	3	3		
									CA		100	2	2		
Assist in the actioning of the Professional Development plan developed in collaboration with the CBED in 2016/17/18/19	Provide communication, assistance to launch the program and coaching services for clients	The program provides learning opportunities across the region in a variety of formats that are attended and well received by the stakeholders – 7-10 employers are engaged and start to change business practices	Q1 - Q4		✓		✓	✓	✓	Revised	CEO	30	3	5	2.7%
									PAM		80	4	5		
									TEDS		100	5	4		
									CC1		70	3	3		
									CA						
					EAC										

Project Breakdown by Pillar		
Workforce Development		
Major Projects	Partner if Applicable	Expected Duration & Notes
Professional Development - T3	CBED	Ongoing - Successful pilot complete, 10-12 participants expected in 2019/20
Labour Force Development -	Tourism Labour Supply Task Force	Ongoing - Led by BMVA, encompasses South Georgian Bay, largest threat to tourism industry at this time
Customer Service Training 'It's Your Shift' Training	None	Ongoing - Derived out of Partnership Program by taking it out of Partnership Program frees up opportunity for more partners in Partnership Program

ENVIRONMENTAL SCAN – INVESTMENT ATTRACTION/INVESTOR RELATIONS

In 2015/16 RT07 partnered with Orillia CDC, the municipalities within Ontario's Lake Country and the Province of Ontario to conduct a tourism asset mapping of the Ontario's Lake Country region. Work on this initiative continued in 2016/17 and continued into 2017/18 building on the results of the tourism asset map. The goal of this process was to provide the economic development officers of the Ontario's Lake Country region with an inventory of the assets and a tourism investment attraction strategy.

RT07 continues to support municipalities through the Partnership Program in the development of tourism strategies.

RT07 continued to hold a seat on the Wasaga Beach Tourism and Event Committee to act as a knowledge resource. RT07 has been actively engaged in providing input on strategies as well as providing action solutions to the strategies.

RT07 will continue to encourage and support the development of tourism strategies with municipalities as more municipalities focus on developing a tourism industry to replace the decline in the industrial sector in their communities.

- **Investment Attraction Highlights**

- Take learnings from OLC Investment projects to other jurisdictions
- Encourage municipalities to incorporate sustainable tourism practices into their planning
- Continue to explore affordable data research opportunities
- Leverage established tourism programs such as Simcoe County Tourism Development Fund and the Bruce County Spruce the Bruce program

DETAILS

Pillar: Investment Attraction/ Investor Relations

Objective: To increase investment in the tourism industry to enhance visitor experience.

Activity	Outputs	Outcomes	Quarter Active	Staff Allocations						Status	Staff	% of Time within Pillar	Importance of individual staff effort on activity to achieve the pillar objective 1-5 5 being of most importance	Importance of individual staff effort on activity to achieve the overall RTO7 Mission & Vision 1-5 5 being of most importance	Percentage of Budget
				CEO	PAM	TEDS	CC1	CA	EAC						
Partner with municipalities to develop and execute current data collection and analysis that would improve the development of tourism products/experiences in their municipalities	Deliver 10-15 reports to partners and stakeholders through Product Development	Economic development organizations are engaged with RTO7 analysis and use research to plan for improvement of tourism product	Q1-Q4	✓	✓	✓				Revised	CEO	20	5	3	0.4%
									PAM		10	1	1		
									TEDS		15	4	3		
									CC1						
									CA						
Communication program to inform Economic Development Officers of available partnership programs	Using the communication program that was developed to deliver information to Economic Development Staff to recruit partners	2 new community and economic development organizations are engaged with RTO7	Q1-Q4	✓	✓	✓	✓		Repeat	CEO	20	5	5		
										PAM	15	2	1		
										TEDS	15	3	3		
										CC1	100	5	5		
										CA					
Action recommendation from Product Development Pillar - Continue to research and make recommendations for partnership of existing non-RTO7 funding programs that promote or assist in the development of tourism within the region	2 programs that complement the recommendations from the research	Value of program is recognized and identification and referrals to other possible programs are established to increase leverage of funding	Q1-Q4	✓	✓	✓	✓	✓	Revised	CEO	30	2	2		
										PAM	5	1	1		
										TEDS	40	5	5		
										CC1					
										CA					
					EAC										

Project Breakdown by Pillar		
Investment Attraction		
Major Projects	Partner if Applicable	Expected Duration & Notes
Research	Municipalities and tourism organizations	Ongoing – research will assist in the development and enhancement of tourism products and experiences
Economic Development Officer communications	None	Ongoing – deliver information on programs

ENVIRONMENTAL SCAN – MARKETING

Marketing continued to play a substantial role in the development of the tourism product within the region. The region hosts a large number of stakeholders with market ready products and experiences. This region is rich in product/experience variety and quality, which, in the past, was limited in visibility to potential visitors. The vast majority of stakeholders are small and have limited ability to reach markets outside of their immediate area. This has not changed from one year to the next; however, the number of stakeholders that are actively engaged in using digital platforms to deliver their advertising message continues to increase and has been supported by RTO7's campaigns.

In 2018/19, the marketing program continued to promote the region which a change in direction to more finely target the residents of the GTA, Southwestern Ontario, Quebec and the US Border States. In 2018/19, RTO7 continued to actively engage the Quebec French market with the camping, cycling and beach products advertising. Not surprisingly, these markets responded positively to the campaigns, with Wasaga Beach reporting anecdotal evidence that more French speaking tourists visited Wasaga Beach this year than in the past, but the satisfaction level was deemed to have receded from past years. The decision to enter into the Quebec market and the products chosen was based on what our partners were currently doing with the hope that the traffic generated would enhance the visibility of their products. Visitors to the French camping microsite would, after visiting the BruceGreySimcoe.com page, be directed to Camping in Ontario's Region 7 French web pages; the beach product would direct visitors to Wasaga Beach and the cycling campaign would share visitors with Cycle Simcoe. RTO7 continued to rely on the Destination Ontario/RTO Consumer Insight Research, Environics Analytics products, considerable RTO7 research, and outcomes of partnership advertising campaigns, Stats Can, stakeholder feedback and outcomes of BGS campaigns to craft the campaign.

The BruceGreySimcoe campaigns in 2018/2019 continued with a refined targeting based off learnings. RTO7 created a stronger presence in digital marketing with an increased number of promoted posts in its consumer Facebook campaigns as well as increasing the use of Instagram. To date, key digital metrics for the 2018/19 campaign indicate the following results: the number of sessions has decreased 47% to 322K **with a budget reduction of 48%**, the number of pageviews has decreased 55% to 646K, and most importantly the redirects to the stakeholders has increased by 44% to 86K for the first 6 months of the current fiscal.

RTO7 continued the VFR campaign and the current statistics for VFR Campaign as of September 30, 2018 are – Total Engagement: 177,922 an increase of 43%. This campaign generated a lot of storytelling, photo sharing and requests for further information from our Facebook users. (May to September Stats)

RTO7's partners outside of the Partnership Program and the Product and Experience Development Programs this past year included Resorts of Ontario, RTO6 for the Gift of the Get-away Program; Bay of Quinte Tourism, RTO6 for the Golf Program.

RTO7 will continue to provide updates to stakeholders of the effectiveness of our marketing strategies. The ever-changing landscape of advertising medium requires that RTO7 continuously explore and test new avenues of advertising. RTO7 will continue to source partnership opportunities within and outside of the region to promote our large variety of products.

In 2019/20, RTO7 will continue its campaign into the Quebec market, while entry into the US market will be limited to partnership roles either through partnerships with stakeholders or in collaboration with other RTOs or Destination Ontario. RTO7 will continue to increase its targeting of potential visitors by interest, increasing our footprint on the social media platforms. RTO7 will continue to achieve this expanded footprint

through the resource that is conversant with the millennial traveller and will supply narrative in their voice. RTO7 will continue to source partnerships that require larger investments and will lead these initiatives if agreed to by the other partners.

Building on the successes and learnings of the previous seasonal campaigns, the BGS region and product offerings will continue to be introduced and reinforced to the potential visitors within our target markets. Inclusion of strong iconic imagery supported with themed messaging will provide consistent/evocative/emotive content for the consumer to view. **2019/20 will see an emphasis placed on matching Experiences with Places with Sustainable practices.** The 2019/20 campaign will continue to support the Experience Development projects and Partnership Program projects to offer new and/or enhanced experiences that will elevate a desire in the visitor to travel to BruceGreySimcoe. An increase in the delivery of sustainable tourism content will be actioned this year, engaging the support of expanded duties within the communications department and partnerships with stakeholders to provide more targeted content to display in advertising, on web sites and in social media broadcasts. These enhanced efforts will provide a deeper understanding and create a desire in the visitor to choose BGS for their next vacation.

- **Marketing Highlights**
 - Emphasis on Sustainable Tourism
 - Continued support for all tourism operators

Appendix 2 – Marketing Plan

DETAILS

Pillar: Marketing

Objective: To increase awareness of Ontario as a travel destination and increase conversion in target markets.

Activity	Outputs	Outcomes	Quarter Active	Staff Allocations						Status	Staff	% of Time within Pillar	Importance of individual staff effort on activity to achieve the pillar objective 1-5 5 being of most importance	Importance of individual staff effort on activity to achieve the overall RTO7 Mission & Vision 1-5 5 being of most importance	Percentage of Budget
				CEO	PAM	TEDS	CC1	CA	EAC						
<p>Deliver and monitor seasonal digital campaigns and adjust as necessary</p> <p>Strong Support from Communications Department</p>	<p>Paid Social Media partner campaigns, delivery of a minimum 190 campaigns using collateral developed in Partnership Program</p>	<p>Tourists become more aware of partner's products and experiences that are featured in the collateral</p>	Q1-Q4	✓			✓	✓		Revised	CEO	15	5	5	45.2%
									PAM						
									TEDS						
									CC1		30	5	5		
									CA		10	5	5		
	<p>BGS Social Media Campaign that delivers messaging of seasonal products and experiences plus where appropriate start to deliver messages that address overcrowding</p>	<p>Main metrics improve by 3%, stories and posts reflect overcrowding solutions</p>	Q1-Q4	✓			✓	✓		Repeat	CEO	15	3	3	
									PAM						
									TEDS						
									CC1		20	4	4		
									CA		20	4	4		
	<p>Social Media support for experience development projects</p>	<p>Complementing promotion of outcomes of experience development programs</p>	Q1-Q4	✓	✓	✓	✓	✓	✓	Repeat	CEO	15	1	1	
									PAM		100	4	3		
									TEDS		100	4	4		
								CC1	10		3	3			
								CA	5		4	4			
<p>BGS agency of record managed digital campaign</p>	<p>Maintain appropriate ratios of costs to results of main metrics with an emphasis on increased</p>	Q1-Q4	✓			✓	✓		Repeat	EAC	50	1	1		
			✓			✓	✓			CEO	20	5	5		
										PAM					

		referrals to stakeholders of 2% and time on site by 5%										TEDS				
												CC1	5			
												CA	5	5	5	
												EAC				

Project Breakdown by Pillar		
Marketing		
Major Projects	Partner if Applicable	Expected Duration & Notes
Collaboration Program	Minimum two partners per project Estimate 5 Projects	Ongoing – To expand development and promotion of the BruceGreySimcoe tourism product offering and Pan Regional Products in the prime geographic target areas of GTA, SWONT, PQ, MI, NY, International. RT07 does not take a lead role in the development/promotion of products. RT07 has active participation in partnership.
BGS Seasonal Campaigns	No Partners	Ongoing – To expand development and promotion of the BruceGreySimcoe tourism product offering in the prime geographic target areas of GTA, SWONT, PQ.
BGS Partners Facebook Video/Carousel Campaigns	Past Video & Still Image Partnership Program partners (Estimate 190 videos/still)	Ongoing – To expand promotion of the BruceGreySimcoe tourism product offerings and partners in the prime geographic target areas of GTA, SWONT, PQ. Provides relevant needed content on BGS.com.
Sustainability Program	Stakeholders and the Public	Ongoing - RT07 will begin the process shifting stakeholders and the tourist to consider sustainable tourism as the new norm of travelling.

ENVIRONMENTAL SCAN – PARTNERSHIP PROGRAM

RT07 continued to provide opportunities to partners' projects that supported the RT07 Business Plan. In 2018/19, the program continued to include Still Image Development after a successful launch, the Video pillar continued to be popular and additional actions by RT07 improved the value for both partner and RT07, French translation services and expanding the delivery of the web portal option did not receive the uptake that we anticipated but will be a part of the 2019/20 offering as there is no cost to keep these offerings on the menu and they support the RT07 Business Plan. In response to demand, RT07 expanded the selection of Icons component of the Wayfinding Program by revising signage specifications.

To date, the program has secured 15 video partners and five image development partners. RT07's continued the Partner Facebook Campaign that utilize the collateral developed (video in particular) directing the visitors to the partners preferred landing page where results were very positive, and the program will continue in 2019/20.

Four partners undertook four signage projects (two wayfinding; Great Lakes Waterfront, one plan).

Product and Experience Development, we've initiated eight projects within this category:

Fishing development expanded this year, in conjunction with Simcoe County.

Work continues on the T3 Professional Development Strategic Plan that began two years ago. Working with the Collingwood Centre for Business and Economic Development (one of six Community Futures organizations across our region) the pilot was launched with success and will be continued based on the success of the pilot. We have developed a strategy aimed at helping tourism owner/operators to grow their businesses.

A new program component that will support sustainable tourism practices will be the introduction of Storytelling to the suite of Partnering Programs. Storytelling will create opportunities to inform the tourists/visitors of alternative lesser known offerings of the area. It is envisioned that with this knowledge tourist/visitors will travel to these offerings reducing strain on overcrowded areas and extending their stay within the region.

- **Partnership Highlights**

- Emphasis on Sustainable Tourism
- Continued support for all tourism operators
- Addition of Storytelling opportunity

DETAILS

Pillar: Partnership Program

Objective: To become a catalyst in building strategic alignment and promoting collaboration within the industry

Activity	Outputs	Outcomes	Quarter Active	Staff Allocations						Status	Staff	% of Time within Pillar	Importance of individual staff effort on activity to achieve the pillar objective 1-5 5 being of most importance	Importance of individual staff effort on activity to achieve the overall RT07 Mission & Vision 1-5 5 being of most importance	Percentage of Budget			
				CEO	PAM	TEDS	CC1	CA	EAC									
Recruit partners for Video and Static Images Production	Recruitment of 21 qualified partners	Videos and static images are used in future campaigns and partners experienced increased traffic	Q1-Q4		✓		✓			Amended	CEO							
											PAM	5	5	5				
														25		1	4	
Recruit partners for Digital Advertising	Develop and deliver 6 advertising campaigns through digital media buy agency of record	Traffic to partner's social media and web site increases	Q1-Q4		✓		✓		✓	Repeat	CEO							
														15		4	4	
																25	2	4
Recruit partners for implementation of RT07 Tourism Wayfinding Signage system	Recruitment of four qualified partners	Partners are engaged in the implementation and installation of tourism wayfinding signage to improve the tourist experience	Q1-Q4	✓	✓		✓		✓	Repeat	CEO	10	1	1				
														5		5	4	
																5	3	5
Recruit partners for implementation of Language Translation Services	Offer to qualified partners	Partners are engaged in the implementation of French language in their collateral	Q1-Q4		✓		✓		✓	Repeat	CEO							
														5		2	2	

											CC1	5	1	3	20.2%
											CA				
											EAC				
Recruit partners for implementation of Research gathering and analytics	Recruitment of 1 qualified partner (this is part of the Experience Development line)	Partners actively partner and action investment in analytic processes of tourism data	Q1-Q4	✓	✓	✓	✓			Amended	CEO	25	3	3	
											PAM	5	3	3	
											TEDS	100	4	4	
											CC1	5	2	3	
											CA				
											EAC				
Recruit partners to use their existing Video to Advertise using RT07's agency of record	Recruitment of 10 qualified videos	Partners are actively engaged in the program and record an increase in traffic to their call to action.	Q1-Q4						Repeat	CEO		1	1		
										PAM	5	5	5		
										TEDS					
										CC1	20	3	5		
										CA					
Recruit partner to expand RT07's Web Portal platform	Offer to qualified partner	Recruit and build portal	Q1-Q4						Repeat	CEO		1	1		
										PAM	5	5	2		
										TEDS					
										CC1	5	2	4		
										CA					
										EAC					
Recruit partners for Experience Development pillar to assist in the development of products, experiences, destination plans, workforce development, etc.	Recruitment of 3 Qualified Partners	Partner with organizations to assist in the expansion of the tourism industry	Q1-Q4	✓	✓				Repeat	CEO	10	5	5		
										PAM	35	5	5		
										TEDS					
										CC1	10	3	3		
										CA					
										EAC					
Recruit partners for Story Telling pillar to assist in the dispersal of tourist to areas that have capacity and growth	Recruitment of 3 Qualified Partners	Partner with organizations to assist in the expansion of the tourism industry	Q1-Q4	✓	✓				New	CEO	45	3	3		
										PAM	15	5	5		
										TEDS					

potential												CC1				
												CA				
												EAC				

PARTNERING PROGRAMS

Category	Tourism Wayfinding Signage	Product/Experience Development	Image Production	Digital Advertising	Video Advertising	DMO Web Portal Development	Translation Services	Storytelling
Eligible Partners	Private and non-private tourism operators, destination marketing organizations, tourism organizations, municipalities, and associations/interest groups with a primary purpose in tourism in BruceGreySimcoe							
Objective	Improve the visitor experience through implementation of RTO7 signage & wayfinding specifications	Enhance development of tourism experiences (products, training, workforce development and research)	To grow visitation by developing competitive collateral offerings for the partner and the BGS website. To aid in the recruitment of employees.	To grow visitation by reaching targets markets where the consumers search most for information about a possible destination.	To grow visitation by reaching targets markets through social media.	Using architecture & template developed for BruceGreySimcoe.com; a dedicated destination microsite for destinations and to share data amongst all partners. Limited to Tourism DMOs whose primary purpose is to facilitate tourism promotion.	To provide French language translation for services in web and print media	To provide stories of experiences and products that disperse tourist to areas that have capacity for growth
Additional RTO7 funding?	NO	STAGED	YES	YES	YES	YES	NO	YES
Participation Partner \$: PF \$: RTO7\$	\$1 : \$1	\$1: \$1:\$0.50	\$1 : \$1 : \$1	\$1 : \$1	\$1:\$1	\$1:\$1	\$1:\$1	\$1:\$1
Example Funding	\$10,000 investment by partner receives \$10,000 from partnership fund for a total project of \$20,000	\$10,000 investment by partner receives \$10,000 from partnership fund for a total project of \$20,000 – subject to above time frames.	\$1,400 investment by partner receives \$1,400 from partnership fund plus \$1,400 from RTO7 for a total project of \$4,200	\$15,000 investment by partner receives \$15,000 from partnership fund for a total project of \$30,000	\$900 investment by partner receives \$900 from partnership fund for a total project of \$1,800	\$5,500 investment by partner receives \$5,500 from partnership fund for a total project of \$11,000	\$2,000 investment by partner receives \$2,000 from partnership fund for a total project of \$4,000	\$1,000 investment by partner receives \$1,000 from partnership fund for a total project of \$2,000
Partners funding Minimum	\$10,000	\$ 5,000	\$ 750 (video) \$ 600 (image)	\$15,000	\$ 900	\$5,500 English only	\$ 500	\$ 1,000
Maximum	\$50,000	\$50,000	\$10,000	\$50,000	\$ 2,500	\$6,500 English & French	\$5,000	\$ 5,000
Example initiatives or projects	Local trail group partners to implement RTO7 wayfinding signage along trail network. Municipality implements RTO7 program or develops an implementation plan. Cycle signage is installed along routes.	Research into viability of a new tourism product/experience Development of a business/marketing plan to take a product/experience to market. Develop. of Tourism Destination Plan Data collection & analysis.	Outfitter videos a canoe or paddle board experience. A campground videos a single or collection of activities at the campground. A tourism destination photo shoot. A recruitment video for students.	A ski resort develops and advertises a campaign digitally. A festival develops and advertises a campaign digitally.	An operator promotes an activity through social media	DMO web site with dedicated URL, URL specific analytics, revenue generation attributes and ability to manage content. Must share operator data with RTO7 and partners on the BruceGreySimcoe.com platform.	Translating web pages that are suited to the French Language market e.g. Beaches pages or microsites Translating inserts into mass distribution print publications with target messages e.g. Beaches pages in a DMO guidebook for distribution in Quebec	DMO develops and implements story telling of experiences that directs tourists to activities that have capacity for growth and relieve pressure on environs, both natural and manmade, that are experiencing overcrowding.
Submissions Accepted	Now to September 30, 2019	Now to August 31, 2019	Now to October 31, 2019	Now to August 31, 2019	Now to October 31, 2019	Now to August 31, 2019	Now to October 31, 2019	Now to October 31, 2019
Application Limits								

COLLABORATION PROGRAM AT A GLANCE

(see individual program for complete details and restrictions)

Category	Advertising	Experience Development
Eligible Partners	Destination Marketing Organizations, tourism organizations, municipalities, other RTOs and associations with a primary purpose of tourism promotion and product development that includes BruceGreySimcoe	
Objective	To expand promotion of the BruceGreySimcoe tourism product offering in the prime geographic target areas of GTA, SWONT, PQ, MI, NY	To expand the development of products that can be marketed on a mass scale.
Matching RTO7 Funding	YES	YES
Participation	Minimum	Minimum
Partner \$: RTO7 \$	\$2: \$1	\$2: \$1
Example Funding	\$20,000 investment receives \$10,000 from Collaboration Funding Program for a total of \$30,000	\$10,000 investment receives \$5,000 from Collaboration Funding Program for a total of \$15,000
Partners Funding		
Minimum	\$25,000	\$5,000
Maximum	\$35,000	\$25,000
Program Requirements		
Example of initiative or projects	Multi media campaign in US border states to attract skiers.	Development of cycling routes and signage
Priority given to partnerships that address overcrowding issues.	Campaign that relieves stress on areas that are running at capacity	Development of products and experiences in shoulder seasons or soft periods, e.g. week days
Deadline for submission	August 31, 2019	August 31, 2019

IMPLEMENTATION PROGRAM FOR PRODUCT AND EXPERIENCE DEVELOPMENT AT A GLANCE

(see individual program for complete details and restrictions)

Category	Product/Experience Development	Advertising
Eligible Partners	Private and non-private tourism operators, destination marketing organizations, tourism organizations municipalities, and associations with a primary purpose of tourism product development and delivery in BruceGreySimcoe	
Objective	To expand the development of experiences and products that will be offered for purchase within BruceGreySimcoe to tourists in the prime geographic target areas of GTA, SWONT, PQ, MI, NY	To expand the delivery of advertising collateral of experiences and products that will be offered for purchase within BruceGreySimcoe to tourists in the prime geographic target areas of GTA, SWONT, PQ, MI, NY and supports BruceGreySimcoe advertising activates
Matching RTO7 Funding	YES	YES
Participation		
Partner \$: RTO7 \$	\$1: \$1	\$1: \$1
Example Funding	\$500 investment receives \$500 from Implementation Funding Program for a total of \$1,000 plus support services from Tourism Experience Development Specialists	\$500 investment receives \$500 from Implementation Funding Program for a total of \$1,000
Partners Funding		
Minimum	\$ 500	\$ 500
Maximum	\$5,000	\$5,000
Program Requirements		
Example of initiative or projects	Development of themed dining experiences that showcase and support the authentic offering of a restaurant. May include the development of business, marketing, training plans to accomplish the above stated objective.	The development and delivery of a digital media campaign. The development and placement of advertisement in a magazine.
Priority given to projects that address overcrowding issues	Development of products and experiences in shoulder seasons or soft periods, e.g. week days	Campaign that relieves stress on areas that are running at capacity
Deadline for submission	December 31, 2019	December 31, 2019

IMPLEMENTATION PROGRAM FOR FESTIVALS AND TOURISM PRODUCTS AT A GLANCE (FIP & TIP)

(see individual program for complete details and restrictions)

Category	Product/Experience Development - Advertising
Eligible Partners	Private and non-private festival organizers, tourism operators, destination marketing organizations, tourism organizations municipalities, and associations with a primary purpose of tourism product development and delivery in BruceGreySimcoe
Objective	To expand the delivery of digital advertising of tourism related festivals and tourism offerings within BruceGreySimcoe to tourists in the prime geographic target areas of GTA, SWONT, PQ, MI, NY and supports BruceGreySimcoe advertising activates
Matching RTO7 Funding	YES

Participation

Partner \$: RTO7 \$ \$1: \$1

Example Funding	\$1,000 investment by festival or tourism partner in the improvement of the festival or tourism offering receives \$1,000 from Implementation Funding Program for a total of \$1,000 towards a digital advertising campaign provided by RTO7's Agency of Record plus support services by Tourism Experience Development Specialists
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Partners Funding	
Minimum	\$1,000
Maximum	\$2,500

Program Requirements

Example of initiative or projects	The development and delivery of a targeted social media campaign to promote a tourism-related festival.
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Priority given to projects that address overcrowding issues	Campaign that relieves stress on areas that are running at capacity
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Deadline for submission	December 31, 2019
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Project Name:	Tourism Wayfinding Signage		
Start Date:	April 2019	Start Date:	March 2020

Project Deliverables *(Please provide a brief description)*

Fabrication and installation of a combination of tourism directional signage for communities within Region 7 for vehicles/pedestrians/recreational conveyances to amenities. The program will include the fabrication and installation of the signs within the program and/or developing the Signage Implementation Plan for the community. Estimated four partners.

Please explain how this project aligns with partnership fund goals and eligibility as outlined in the ministry guidelines.

Planning, fabrication and installation of consistent, attractive tourism wayfinding signage in a coordinated fashion throughout the region will enhance tourism by providing a sense of security for visitors (helping them reach their destination safely) as well as increasing awareness of tourism attractions and events. Partnering with the municipalities and interest groups also develops relationships that form the foundation for future collaboration (beyond just funding) on other initiatives.

Please explain how this project aligns with the RTO business plan and links to pillar(s).

Tourism wayfinding signage has been identified as a Region 7 priority project within the Product or Experience Development pillar. Specific objectives include:

- Capitalize on priority project investment in development of Region 7 Wayfinding Signage Standards by partnering with stakeholders to utilize standards to fabricate and install signage
- Improve vehicular, cycling and pedestrian wayfinding and experiences, and thereby support increased and return visitation to destinations, attractions and operators
- Support increased utilization and development of waterways and trails through installation and enhancement of informative wayfinding and interpretive signage

Please explain the rationale/ need/ demand for this project.

See above.

Please explain if this project supports a new activity or enhances an existing one in the region.

Many communities have initiated the development of tourism signage plans, fabrication and installation of the RT07 Tourism Wayfinding Signage program. The specifications that RT07 developed and continues to modify have been widely accepted throughout the region and

have assisted with expanding the program offerings. The ongoing efforts to assist the communities and interest groups in signing the region will continue to be a priority for RTO7. As stated above the benefits of a consistent wayfinding system throughout the region serve the visitors well.

Project Description *(Complete Template on Page 2)*

	Yes	No
Are there defined key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there defined RTO and partner roles based on the key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there S.M.A.R.T performance measures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the RTO the project manager/lead? (RTO7 administration; partner execution)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Financial Information

	Yes	No
Are project costs eligible as outlined in the ministry guidelines?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are goods and/or services being procured to complete this project (greater than \$5,000)? Municipal vendors will be relied upon to fabricate and install signage. Each municipality has undergone a procurement procedure to select their vendors and it has been agreed upon in the past to accept their vendors.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

What is the project budget? *A separate budget attachment may be provided for bundled projects*

Total	\$ 220,000.00
RTO Contribution	\$ 110,000.00
Partner (s) Contribution	\$ 110,000.00

Additional Information:	
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Project Name:	Product/Experience Development		
Start Date:	April 2019	End Date:	March 2020

Project Deliverables *(Please provide a brief description)*

RT07 will work with partners to initiate and/or enhance product and experience development across the region. Each partnership will have different needs, which may include but not be limited to: Research, partnering, packaging, training, marketing and success evaluation. RT07 has compiled considerable research, administration and marketing expertise that can assist in the development process and be made available to the partners involved in the program. RT07 will assist in the facilitation of partnerships within Region 7 and other RTOs. Partners will deliver to the program the base product or experience and the sustainability of the offering for the future. Estimated four partners.

Project Objective *(Please provide a brief explanation)*

Please explain how this project aligns with partnership fund goals and eligibility as outlined in the ministry guidelines.

The initiative aligns well with RT07's target market segments, the development of 'experiential tourism' and the expansion of existing products that have encountered obstacles to success that are not regulatory in nature. This project allows for complete delivery of solutions that include, research, development, workforce, and marketing.

Please explain how this project aligns with the RTO business plan and links to pillar(s).

See above.

Please explain the rationale/ need/ demand for this project.

This program has the opportunity to bring together complementary businesses to increase tourism receipts and introduce new products/experiences. The introduction of new products/experiences is appealing to the visitor that has visited the region but needs a new reason to come back and attracts new visitors who may not have come to the region in the past because the existing product does not interest them.

This program also identifies and assists current product offerings that have declined in the past years but have significant infrastructure in place. By partnering with these stakeholders to enhance the product offering, this program will re-energize traditional markets or open up new markets, and tourism receipts will increase.

Please explain if this project supports a new activity or enhances an existing one in the region.

This program has the opportunity to both develop new and enhance existing products/experiences within the region.

Project Description *(Complete Template on Page 2)*

Yes	No
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Are there defined key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Are there defined RTO and partner roles based on the key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Are there S.M.A.R.T performance measures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Is the RTO the project manager/lead?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Financial Information	Yes	No						
Are project costs eligible as outlined in the ministry guidelines?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Are goods and/or services being procured to complete this project (greater than \$5,000)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Where the purchase price exceeds \$5,000, the RTO will, at a minimum, obtain at least three written quotes								
What is the project budget? <i>A separate budget attachment may be provided for bundled projects</i>								
<table border="1"> <tr> <td>Total</td> <td>\$ 270,000.00</td> </tr> <tr> <td>RTO Contribution</td> <td>\$ 150,000.00</td> </tr> <tr> <td>Partner (s) Contribution</td> <td>\$ 120,000.00</td> </tr> </table>			Total	\$ 270,000.00	RTO Contribution	\$ 150,000.00	Partner (s) Contribution	\$ 120,000.00
Total	\$ 270,000.00							
RTO Contribution	\$ 150,000.00							
Partner (s) Contribution	\$ 120,000.00							

Additional Information:	
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Project Name:	Image Production		
Start Date:	April 2019	End Date:	March 2020

Project Deliverables *(Please provide a brief description)*

15 second, and longer (60 sec+) compelling, branded videos and static imagery for marketing/awareness purposes across a broad spectrum of partners – activities, sizes, geography, etc. Estimated 15 projects.

Project Objective *(Please provide a brief explanation)*

Please explain how this project aligns with partnership fund goals and eligibility as outlined in the ministry guidelines.

In partnering in this category of Partnership Funding, we are responding to stakeholder feedback in an effort to strengthen relations with both DMOs and operators while supporting tourism. Development of high-quality video and imagery not only assists the stakeholder, it enriches the RTO’s ability to more effectively promote and market our regional assets. With this initiative, we are able to expand the breadth and diversity of partners by making partnerships accessible to even smaller operators. A diversity of video package sophistication/complexity will enable operators to choose the offering most suited to their needs - buy-in for the basic video package is only \$750, intermediate \$1400 and deluxe \$2000 while static imagery starts at \$450. At increasing price points, videos of differing styles and length will be possible. Videos that tell the ‘story’ of the product/event will be encouraged and videos that ensure a consistent user experience e.g. a ‘what to expect’ video shown at the outset of an experience will also be eligible. Static imagery will complement the videos for print publications, web applications and other digital advertising. RTO7 will once again use the outcomes of this project in its seasonal digital campaigns through social media promotional avenues, e.g. Facebook video and carousel advertising. This imagery is also used by RTO7 and made available to Destination Ontario and MTCS.

Please explain how this project aligns with the RTO business plan and links to pillar(s).

Marketing is a key mandate of the RTO, and digital marketing is both proliferating and is the mainstay of RTO7’s marketing plans. Reviews of the planning and buying patterns of RTO7’s targeted segments support that the planning and buying decisions for all 5 segment groups do so overwhelmingly through digital media whether that is an internet activity or social media. Large-scale digital advertising is not accessible to all stakeholders; however, BruceGreySimcoe video advertising on Facebook and Google has been effective in recent campaigns.

Video, static imagery and social media represents a very economical way for RTO7 and stakeholders to promote awareness of and draw visitors to the region’s offerings.

Videos/images must align with RTO7 target audience and activities, as well as highlight dynamic and appealing BruceGreySimcoe experiences/offerings. Regardless of style, variation in pacing, music, shot angles, creativity, etc. will enable digital media production unique to each stakeholder, while the use of one experienced supplier will ensure a consistency of high-quality product and a regional look and feel across video and imagery as well as lead to some efficiencies of scale.

Please explain the rationale/ need/ demand for this project.

Development of digital media is an ideal introduction for stakeholders to online marketing (be it on their websites, YouTube channels, through social media or more extensive online campaigns). It is a reasonably inexpensive, widely-accessed marketing vehicle (in 2014, YouTube officially became the second most popular search engine next to Google), and 71% of travel searches on YouTube are for destination names. Furthermore, new research out of the United States suggests that travellers who watch a tourism video ad to completion are 23 times more likely to book a hotel in the destination advertised and visual content is shared three times faster than text (87% of the most shared posts contain photos). The affordability of this approach to marketing brings partnering with the RTO into reach for smaller players that might not otherwise be able to access funding as a result of higher minimum contributions. The initiative also has the ability to emphasize the four-season nature of the region.

Please explain if this project supports a new activity or enhances an existing one in the region.

Some but not all stakeholders will have used digital media in past marketing initiatives, and it is important that they keep pace with current marketing trends. Part of the requirement is that the partners have or establish a YouTube channel for posting of video(s) developed. Videos will also be posted to the BGS website, BGS YouTube channel and shared through our social media channels. Development of digital media (video/imagery) will enhance RTO7's existing use of digital media to portray the region's offerings.

In addition, many destinations do not have adequate imagery to develop effective, competitive collateral e.g. on their websites. According to a study published in 2014 by Trip Advisor, the number of photos impact traveler engagement and bookings even more than number of reviews. For this reason, this category of partnership has been expanded to include tourism destination photo shoots.

Project Description <i>(Complete Template on Page 2)</i>	Yes	No
Are there defined key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there defined RTO and partner roles based on the key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there S.M.A.R.T performance measures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the RTO the project manager/lead?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Financial Information	Yes	No
Are project costs eligible as outlined in the ministry guidelines?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are goods and/or services being procured to complete this project (greater than \$5,000)? Hunt Productions was the successful applicant to the video development procurement process for the 2014/15 Partnership Funding program – multi-year program procurement. Brian Hunt will again supply video services for the 2018/19 program. Andrea Hamlin will again supply imagery services (procurement conducted March 2016).	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Where the purchase price exceeds \$5,000, the RTO will, at a minimum, obtain at least three written quotes		

What is the project budget **ESTIMATE**? *A separate budget attachment may be provided for bundled projects*

Total	\$ 66,000.00
RTO Contribution	\$ 44,000.00
Partner (s) Contribution	\$ 22,000.00

Additional
Information:

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Project Name:	Digital Advertising		
Start Date:	April 2019	End Date:	March 2020

Project Deliverables *(Please provide a brief description)*

Digital advertising campaigns to maintain and grow participation in products and experiences, and to encourage overnight stay and extend length of visit to the region. The campaigns will target the geographic markets of the GTA, SWONT, Quebec and border states with limited exposure to test markets outside of these geographic target areas. The campaigns will align with consumer segments that RTO7 is currently targeting, with limited exposure to test segments outside of the target RTO7 consumer segments. Estimated six partners.

Project Objective *(Please provide a brief explanation)*

Please explain how this project aligns with partnership fund goals and eligibility as outlined in the ministry guidelines.

The goal of the digital program is to grow visitation and revenues from targeted markets. The digital program will increase awareness of the product offerings of the region by supporting a diverse group of partners. The digital program will also provide an educational opportunity for stakeholders that have limited or no exposure to digital advertising.

Please explain how this project aligns with the RTO business plan and links to pillar(s).

The digital marketing program aligns with RTO7's identified target geographic markets (GTA and Southwestern Ontario, border states and Quebec), consumer segments and allows for the testing of new markets with limited exposure. RTO7 is also committed to workforce development through education. This program provides an opportunity to introduce stakeholders to an under-utilized media and to teach them an effective way to develop and execute a digital campaign.

Please explain the rationale/ need/ demand for this project.

The project is important in order to maintain/grow participation in a media that has taken over tourism marketing. By increasing the number of participants in the digital platform the region's assets will, over time, dominate many areas of this medium. In addition, it represents new partnership opportunities that it is hoped will form the basis for future partnering in an attempt to complement/leverage one another's efforts in improving the tourism product.

Please explain if this project supports a new activity or enhances an existing one in the region.

This program enhances the efforts of fiscal 2014/15, 15/16, 16/17 and 17/18 in digital marketing. We anticipate that new stakeholders will become engaged in this program but also anticipate that participants from the 2014/15, 15/16, 16/17, 17/18 program will stay involved. Continued involvement will be incremental in a number of ways; program elements that did not work in 2017/18 will be discontinued and funding will be allocated to expand efforts on elements that did work well. The benefit to having many repeat partners is the increased

exposure that the region will receive in a top producing medium on a year-round basis, one that is accessible to all potential visitors that have electronic access within the target markets specified.

Project Description <i>(Complete Template on Page 2)</i>	Yes	No
Are there defined key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there defined RTO and partner roles based on the key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there S.M.A.R.T performance measures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the RTO the project manager/lead?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Financial Information	Yes	No
Are project costs eligible as outlined in the ministry guidelines?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are goods and/or services being procured to complete this project (greater than \$5,000)? Digital marketing will be done using RTO7's Agency of Record, the Aber Group (previously procured for)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Where the purchase price exceeds \$5,000, the RTO will, at a minimum, obtain at least three written quotes		

What is the project budget? *A separate budget attachment may be provided for bundled projects*

Total	\$ 180,000.00
RTO Contribution	\$ 90,000.00
Partner (s) Contribution	\$ 90,000.00

Additional Information:	
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Project Name:	Video Advertising		
Start Date:	April 2019	End Date:	March 2020

Project Deliverables *(Please provide a brief description)*

Video advertising campaigns to maintain and grow participation in products and experiences, and to encourage overnight stay, extend length of visit to the region and employee recruitment. The videos produced for advertising campaigns will target the geographic markets of the GTA, SWONT, Quebec and border states with limited exposure to test markets outside of these geographic target areas. The campaigns will align with consumer segments that RTO7 is currently targeting, with limited exposure to test segments outside of the target RTO7 consumer segments. The videos produced to assist with employee recruitment will be targeted by psychographic. Estimated 10 projects.

Project Objective *(Please provide a brief explanation)*

Please explain how this project aligns with partnership fund goals and eligibility as outlined in the ministry guidelines.

The goal of the video advertising program is to grow visitation and revenues from targeted markets and to assist operators with the recruitment of employees. The video advertising program will increase awareness of the product offerings of the region by supporting a diverse group of partners. The video advertising program will also provide for an educational opportunity for stakeholders that have limited or no exposure to video advertising. Operators require new methods of reaching different employee subgroups – educators have identified video advertising as a very popular medium for reaching the student subgroup.

Please explain how this project aligns with the RTO business plan and links to pillar(s).

The video advertising program aligns with RTO7's identified target geographic markets (GTA and Southwestern Ontario, Quebec and border states), consumer segments and allows for the testing of new markets with limited exposure. RTO7 is also committed to workforce development through education. This program provides an opportunity to introduce stakeholders to an under-utilized media and to teach them an effective way to develop and execute a video campaign. The employee recruitment component aligns with the career development portion of the Workforce Pillar.

Please explain the rationale/ need/ demand for this project.

The project is important in order to maintain/grow participation in a media that is heavily influencing tourism marketing. By increasing the number of participants in the video platform the region's assets will, over time, dominate many areas of this medium. In addition, it represents new partnership opportunities that it is hoped will form the basis for future partnering in an attempt to complement/leverage one another's efforts in improving the tourism product. Employers are experiencing increased difficulty recruiting students, as the number of youths decrease across the region the competition for this subgroup has increased – operators need an advantage over other employers, and this will assist in the competitive recruitment environment.

Please explain if this project supports a new activity or enhances an existing one in the region.

This program enhances the efforts of fiscal 2014/15, 15/16, 16/17,17/18, 18/19 in digital and video advertising. We anticipate that new stakeholders will become engaged in this program but also anticipate that participants from the 2014/15, 15/16, 16/17, 17/18 and 18/19 video production program and digital advertising programs will become involved. Continued involvement will be incremental in a number of ways; program elements that did not work in the BGS Seasonal Campaigns of 2018/19 will not be implemented. The benefit to having former partners that have developed video assets will see the benefit of working with RT07 and will realize and increase return on their previous investments. The employee video recruitment enhances the career outreach program that RT07 has been conducting with the School boards since 2013.

Project Description <i>(Complete Template on Page 2)</i>	Yes	No									
Are there defined key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>									
Are there defined RTO and partner roles based on the key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>									
Are there S.M.A.R.T performance measures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>									
Is the RTO the project manager/lead?	<input checked="" type="checkbox"/>	<input type="checkbox"/>									
Financial Information	Yes	No									
Are project costs eligible as outlined in the ministry guidelines?	<input checked="" type="checkbox"/>	<input type="checkbox"/>									
Are goods and/or services being procured to complete this project (greater than \$5,000)? Video Advertising will be done using RT07's Agency of Record, the Aber Group (previously procured for)	<input checked="" type="checkbox"/>	<input type="checkbox"/>									
Where the purchase price exceeds \$5,000, the RTO will, at a minimum, obtain at least three written quotes											
What is the project budget? <i>A separate budget attachment may be provided for bundled projects</i>											
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 20%;">Total</td> <td style="width: 10%; text-align: center;">\$</td> <td style="width: 70%;">9,000.00</td> </tr> <tr> <td>RTO Contribution</td> <td style="text-align: center;">\$</td> <td>4,500.00</td> </tr> <tr> <td>Partner (s) Contribution</td> <td style="text-align: center;">\$</td> <td>4,500.00</td> </tr> </tbody> </table>			Total	\$	9,000.00	RTO Contribution	\$	4,500.00	Partner (s) Contribution	\$	4,500.00
Total	\$	9,000.00									
RTO Contribution	\$	4,500.00									
Partner (s) Contribution	\$	4,500.00									

Additional Information:	
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Project Name:	DMO Web Portal Development		
Start Date:	April 2019	End Date:	March 2020

Project Deliverables *(Please provide a brief description)*

RT07 will continue to develop DMO microsite portals that are integrated within the existing BruceGreySimcoe.com CMS and architecture. Long term, these portals will enhance and augment the web presence of participating DMOs (at a very much reduced expense), while increasing the currency and accuracy of operator data, providing a mechanism to centralize and share operator data across organizations in the region. This initiative may prove to be a pre-cursor to a future shared tourism database.

Ideally work completed in 2015/16 and 16/17 will generate awareness amongst other DMOs and facilitate their buy-in and participation in the longer term. Leverage of microsities will be 1:1 and the approximate cost of a microsite is \$11,000 (\$5,500k from partner; \$5,500k Partnership Program). Estimated zero partners.

Project Objective *(Please provide a brief explanation)*

Please explain how this project aligns with partnership fund goals and eligibility as outlined in the ministry guidelines.

The project enables RT07 to work collaboratively with our tourism partners (DMOs specifically) to build, sustain and grow tourism in the region. It has the potential to demonstrate the feasibility and utility of operator data consolidation and sharing. It provides immediate, direct benefit to the DMOs through enhanced web presence and advanced data management tools, while enabling the DMO to maintain their domain ownership and brand. The microsities will enhance the content quality and quantity and it is projected it will improve SEO rankings.

Please explain how this project aligns with the RTO business plan and links to pillar(s).

This project is featured in and aligns with RT07's business plan as a partnership that supports marketing and destination development efforts. Hosting partners' websites on our domain gives us access to relevant, up-to-date content (and back-end reporting), increasing SEO and ability to track performance through analytics, while dramatically reducing partner costs to establish and maintain an independent website. It also increases the likelihood of meeting the visitor's needs through provision of attractive, current online information relating to Region 7 offerings. Inclusion of a Travel Trade Partners section is anticipated including tools, itineraries, transportation information, etc., building on previous Partnership Funding project work.

Please explain the rationale/ need/ demand for this project.

Several Region 7 DMOs either have no website or struggle to maintain an effective, up-to-date and comprehensive website for marketing, data collection and stakeholder management purposes. This approach enables them to have this at a very reasonable cost, while simultaneously providing advantages to RT07 as outlined above. Ultimately, the expectation is that we will have more, better consumer facing websites across the region, continuously improved through use of strong web analytics, and improved and consolidated performance tracking across participating organizations.

Please explain if this project supports a new activity or enhances an existing one in the region.

This project builds upon RT07's existing website: for some partners, a website will be a new activity for others it will help to realize organizational efficiencies.

Project Description <i>(Complete Template on Page 2)</i>	Yes	No						
Are there defined key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Are there defined RTO and partner roles based on the key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Are there S.M.A.R.T performance measures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Is the RTO the project manager/lead?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Financial Information	Yes	No						
Are project costs eligible as outlined in the ministry guidelines?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Are goods and/or services being procured to complete this project (greater than \$5,000)? By RT07's Agency of Record, 78 Digital Inc.	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Where the purchase price exceeds \$5,000, the RTO will, at a minimum, obtain at least three written quotes								
What is the project budget? <i>A separate budget attachment may be provided for bundled projects</i>								
<table border="1" style="width: 100%; border-collapse: collapse;"> <tbody> <tr> <td style="width: 20%;">Total</td> <td style="text-align: right;">\$ 0,000.00</td> </tr> <tr> <td>RTO Contribution</td> <td style="text-align: right;">\$ 0,000.00</td> </tr> <tr> <td>Partner (s) Contribution</td> <td style="text-align: right;">\$ 0,000.00</td> </tr> </tbody> </table>			Total	\$ 0,000.00	RTO Contribution	\$ 0,000.00	Partner (s) Contribution	\$ 0,000.00
Total	\$ 0,000.00							
RTO Contribution	\$ 0,000.00							
Partner (s) Contribution	\$ 0,000.00							

Additional Information:	
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Project Name:	Translation Services		
Start Date:	April 2019	End Date:	March 2020

Project Deliverables *(Please provide a brief description)*

Through the delivery of translation services to partners for use on their websites and other collateral material to actively engage prospective visitors that speak French. Estimated one partner.

Project Objective *(Please provide a brief explanation)*

Please explain how this project aligns with partnership fund goals and eligibility as outlined in the ministry guidelines.

In partnering in this category of Partnership Funding, we are increasing the probability of attracting more non-English speaking residents to visit our area. To complement this increased awareness resulting from past and current efforts of RT07, partners and others, engaging in a more aggressive non-English speaking campaign at a time when the cost to visit the US continues to be high compared to previous years and many Quebec and Ontario residents are looking for a new vacation option is fortuitous.

Please explain how this project aligns with the RTO business plan and links to pillar(s).

RT07 will be translating appropriate activity pages, within BruceGreySimcoe.com into French, which score highly in interest levels with residents that speak this language and/or are currently supported by marketing efforts being made by sector groups and destinations.

Please explain the rationale/ need/ demand for this project.

The Quebec and Ontario French market is as attractive as in the past year as the disparity between the US/Canadian dollar continues to be advantageous to vacation seekers to Ontario. There has been a natural affinity with the Quebec market anchored by common history, French settled communities in north Simcoe County and the recognised demand for a beach and campaign experience from the Quebec market. Another anchor that may not be as well known is that two Canadian Forces bases are located within the region which often exposes Quebecers to the region for the first time when family and friends are visiting the service personnel that are stationed at these bases.

Please explain if this project supports a new activity or enhances an existing one in the region.

Translation services enhance the efforts that are underway by some municipalities and in a limited fashion by RT07 to attract and service the French-speaking visitor. This partnership increases the chances of success by exponentially increasing the number of stakeholders that are actively targeting the French speaking vacationer to experience a visit to BruceGreySimcoe and partner operations. It is also hoped that this activity will be the catalyst to expand the breadth of experiences that are made available to the French speaking population.

Project Description *(Complete Template on Page 2)*

	Yes	No
Are there defined key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there defined RTO and partner roles based on the key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Are there S.M.A.R.T performance measures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Is the RTO the project manager/lead?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Financial Information	Yes	No						
Are project costs eligible as outlined in the ministry guidelines?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Are goods and/or services being procured to complete this project (greater than \$5,000)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Where the purchase price exceeds \$5,000, the RTO will, at a minimum, obtain at least three written quotes								
What is the project budget ESTIMATE ? <i>A separate budget attachment may be provided for bundled projects</i>								
<table border="1"> <tr> <td>Total</td> <td>\$ 2,000.00</td> </tr> <tr> <td>RTO Contribution</td> <td>\$ 1,000.00</td> </tr> <tr> <td>Partner (s) Contribution</td> <td>\$ 1,000.00</td> </tr> </table>			Total	\$ 2,000.00	RTO Contribution	\$ 1,000.00	Partner (s) Contribution	\$ 1,000.00
Total	\$ 2,000.00							
RTO Contribution	\$ 1,000.00							
Partner (s) Contribution	\$ 1,000.00							

Additional Information:	
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Project Name:	Storytelling		
Start Date:	April 2019	End Date:	March 2020

144 character, 500- and 1,000-word stories (blog, vlog or other style) of compelling stories of tourism experiences, tourism products and/or tourism activities within the catchment area of a DMO, tourism operator, Chamber, BIA/DIA, or political boundaries. Stories will be used by all partners and made available to Destination Ontario and MTCS. The overriding editorial direction is that stories will embrace moving tourists throughout the partners catchment area to alleviate overcrowding issues facing some locales. Estimated 3 projects.

Project Objective *(Please provide a brief explanation)*

Please explain how this project aligns with partnership fund goals and eligibility as outlined in the ministry guidelines.

In partnering in this category of the Partnership Program, we are responding to stakeholder feedback in an effort to strengthen relations with both DMOs, other tourism operations and operators while supporting tourism. Development of high-quality innovative stories of product and experiences not only assists the stakeholder, it enriches the RTO's ability to more effectively promote and market our regional assets. With this initiative, we are able to expand the breadth and diversity of partners by making partnerships accessible to operators that may not use this form of marketing due to cost restrictions. Blogs/Vlogs etc. that tell the 'story' of unique or under exposed products/experiences that move tourists from overexposed and overcrowded areas will be encouraged. Video and/or Static Imagery will complement the stories if they have been produced in current or past projects. These stories will be made available for use by the Partner, RTO7, Destination Ontario and MTCS for print publications, web applications and other digital advertising. RTO7 will once again use the outcomes of this project in its seasonal digital campaigns through social media promotional avenues, e.g. Facebook video and carousel advertising.

Please explain how this project aligns with the RTO business plan and links to pillar(s).

Marketing is a key mandate of the RTO, Story Telling in a digital format has become the norm for successful marketing campaigns. Development of a large story base is an important component of the BruceGreySimcoe Seasonal Campaigns, however RTO7 lacks a large enough staff contingent to adequately research, develop, and write the quantity of stories needed to effectively tell the stories that will start the migration from overcrowded products and experiences to the underexposed areas of the region. Reviews of the planning and buying patterns of RTO7's targeted segments support that the planning and buying decisions for all 5 segment groups do so overwhelmingly through digital media whether that is an internet activity or social media. Large-scale digital advertising is not accessible to all stakeholders; however, BruceGreySimcoe on Facebook and Google has been effective in recent campaigns and these stories can be seamlessly integrated into campaigns .

Stories must align with RTO7 target audience and activities, as well as highlight dynamic and appealing BruceGreySimcoe experiences/offerings that offer alternatives to overcrowded activities. Regardless of style, story-telling will enable opportunities that are

unique to each stakeholder. RTO7 believes that the procurement of the writer needs to be undertaken with and by the partners. It is very important that the accredited writer is well acquainted with the products/experiences and region that they are writing about. To capture the uniqueness of the offering requires an engaged and knowledgeable writer.

Please explain the rationale/ need/ demand for this project.

Development of a Story Telling partnership is an ideal complement for stakeholders to their online marketing efforts (be it on their websites, YouTube channels, through social media or more extensive online campaigns). Many of our partners are starting to move to this form of marketing and it complements efforts of Destination Canada and Destination Ontario.

Please explain if this project supports a new activity or enhances an existing one in the region.

Some but not all stakeholders will have used Story Telling in past marketing initiatives and it is important that they keep pace with current marketing trends. Stories will also be posted to the BGS website, BGS YouTube channel where appropriate and shared through our social media channels. Development of complementary storytelling and digital media (video/imagery) will enhance RTO7's existing use of digital media to portray the region's offerings.

In addition, many destinations do not have adequate story telling assets to develop effective, competitive collateral e.g. on their websites. For this reason, this category of partnership has been expanded to include tourism destination story telling.

Project Description <i>(Complete Template on Page 2)</i>	Yes	No
Are there defined key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there defined RTO and partner roles based on the key activities?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are there S.M.A.R.T performance measures?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Is the RTO the project manager/lead?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Financial Information	Yes	No
Are project costs eligible as outlined in the ministry guidelines?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are goods and/or services being procured to complete this project (greater than \$5,000)? No. It is anticipated that the partner will take the lead in the procurement of the asset while adhering to criteria developed by RTO7 for the Story Telling Partnership.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Where the purchase price exceeds \$5,000, the RTO will, at a minimum, obtain at least three written quotes		

What is the project budget **ESTIMATE**? *A separate budget attachment may be provided for bundled projects*

Total	\$ 17,000.00
RTO Contribution	\$ 8,500.00

Partner (s) Contribution	\$ 8,500.00	
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Additional Information:	
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RT07 Budget 2019_20

Budget Item	Budget 2018/19 %	Budget 2019/20 %	% Budget Change 2019/20 to 2018/19	Strategic Plan Target 2015- 2018
Governance and Operations	15.8%	16.6%	(15.5%)	22.0%
Product Development	14.0%	14.9%	(14.5%)	8.0%
Investment Attraction	0.3%	0.4%	7.1%	2.0%
Workforce Development	7.3%	2.7%	(70.5%)	4.0%
Marketing	45.9%	45.2%	(20.4%)	36.0%
Partnership Program	16.7%	20.2%	(2.6%)	11.0%
Total	100%	100%		

Budgeting and Reporting allocation rules have changed in 2017/18, therefore direct comparison to previous years and Strategic Plan Target budgets will not be a true comparison.

APPENDIX 1

HUMAN RESOURCES

RT07 will continue to provide services with the following complement of staff

Chief Executive Officer, providing the following services – support to the Board of Directors, human resources management, planning, marketing, oversee plan execution, oversee supplier management, stakeholder relations and communications, risk management, financial management, and audit responsibility

Project and Administration Manager, providing the following services – Partnership Program administration, initiative/project management, workforce development, supporting sustainability initiatives, project implementation and reporting, partnership supplier management, overseeing financial administration, overseeing general organization administration services

Tourism Experience Development Specialist, providing the following services – experience development planning, project management, partnership management, financial administration, overseeing program administration services

Communication Coordinator, providing the following services – stakeholder and consumer communication, website management, social media management, stakeholder relations

Communication Assistant, providing the following services – consumer communication, storytelling, marketing assistance, experience development assistance

Experience and Administration Coordinator, providing administrative and project lead assistance and to Project and Administration Manager and Tourism Experience Development Specialist

Appendix 2

Marketing Plan

RT07 will continue to implement a strategy that focuses on primary product and experience themes and target customer segments to expand tourism revenues from existing tourists and visitors. Unique to the 2019/20 campaign will be an emphasis on providing Sustainable Tourism alternatives to the tourists/visitors that visit the area. The plan will start the process of moving the region towards a more sustainable tourism offering while respecting the need to provide continued support to stakeholders to make their offerings more profitable. Primary geographic markets are GTA and Southwest Ontario. Secondary geographic market is Quebec and the tertiary geographic market will be the US Border States.

In support of the move towards sustainable tourism the BGS campaigns will provide increased support for moving tourist/visitors around the region and decreasing visitation to areas that have overcrowding concerns. The BGS campaign will seek alternative educational messages that help tourist understand what it is to be a Responsible Tourist, encourage stakeholders to shift thinking to build shoulder season/period offerings. RT07 will collaborate with stakeholders that support this same message with enhanced support of delivering their messages. RT07 supports the understanding that Sustainable Tourism has three overarching pillars of Environment, Social and Economic. While all areas need to be address, RT07 in its first year will concentrate mainly on the Social aspect of Sustainability by addressing overcrowding concerns. By addressing overcrowding in year one the plan there will be spin off support for the Environmental and Economic pillars. Some of the environmental issues will be addressed by encouraging tourists/visitors to visit other areas of the region and partake in activities that have capacity for growth. It is envisioned that by encouraging and supporting stakeholders in the shifting and development of products/experiences into periods that have capacity for growth that the stakeholders will improve their profitability.

Marketing Campaign

RT07 will continue to rely upon the region-specific results from previous campaigns that RT07 has delivered through one main campaign with two elements, a spring/summer/fall element and a winter element that is targeted at the primary activities that are available throughout BGS.

The campaign will continue to provide dedicated support to the experience development projects and partnership projects of the previous two to three years, budget permitting, through media buys and social media as relevant to the campaign and the projects

RT07 will continue to offer the Collaboration Program a review of existing collaboration projects will be employed, and recommendations will be made to encourage a shift to sustainable tourism offerings. Where appropriate RT07 and partners will include Destination Ontario in these collaboration programs.

The BruceGreySimcoe seasonal campaigns will be expanded to include a sustainable tourism voice through social media.

The BruceGreySimcoe seasonal campaigns, will continue to employ the successful Partner Facebook Video Campaign, which features a dedicated video campaign using the video output from the Partnership Program.

Where appropriate the BGS seasonal campaigns will direct digital traffic direct to the appropriate partners' website.

Media buys will again be flighted, and the Consumer Insight Research supplemented with outcomes of previous Environics Prizm products and analytics will be relied upon heavily for determining targeting and media delivery methods.

Collaboration Projects

RT07 will leverage a portion of its marketing budget to advertise and support advertising activities through the Collaboration Program to its key target segments as identified through Consumer Insight Research and with outcomes of previous Environics Prizm products and analytics. The leverage will be matched partner contributions and RT07 core funding.

Content Development

The BruceGreySimcoe web site will continue to deliver the site visitor to operators, DMOs, and tourism organizations to gain more information for their planning purposes. The BruceGreySimcoe site will be refreshed and feature new stories on a seasonal basis with an emphasis on sustainable tourism.

Alignment

RT07 will endeavour to limit duplication and perceived competitive advertising practices; 'RT07 will advertise where others aren't'. Testing new digital marketing avenues will continue and reporting back on the results of these tests will become a part of the yearly update. Through partnership projects RT07 will create an opportunity to align digital advertising spends to reduce competition on spends and improve traffic to partners' sites.

The Aber Group will continue to manage online media strategy/placement/buying. We will also use existing staff - for media-specific and general copy writing needs as required.

Detailed media buy plans will be developed closer to the launch date of each campaign and will be adjusted as needed to account for over or underspend in specific components, e.g. digital spend can be adjusted with very short notice.

To facilitate greater alignment in regional marketing efforts, RT07 will publish a marketing and editorial calendar and encourage DMOs and other tourism organizations to share plans and critical dates.

Research

Destination Ontario - led consumer segmentation research will inform planning supplemented by Environics Prizm products and analytics. Research will be augmented by experience development research that was undertaken as part of the Partnership Programs in 2013/14, 14/15, 15/16 and 16/17, 17/18 and 18/19. Where possible, partnerships will be entered into to leverage investment and knowledge in research projects.

Marketing Performance Measures

In 2019/20, we will:

- Continue to measure performance through key metrics including web analytics and traffic analysis. Our focus on digital media/channels provides comparative to baseline data collected over the past years.
- Continue with the implementation of Performance Measures introduced as a result of the MTCS/RT0 performance measures initiatives
- Share data and outcomes
- Mine 2014/15, 15/16 and 16/17, 17/18 and 18/19 partnership projects to provide complementary and new sources of marketing intelligence

Marketing Plan Spend Allocation 2019/20
BruceGreySimcoe 'Always in Season' Marketing Campaign

Target Market - Geographic	Consumer Profiles	Featured Products/Experiences/Places	Marketing Activities	% of Marketing Budget	Proposed Spring % of spend	Proposed Summer % of spend	Proposed Fall % of spend	Proposed Winter % of spend
GTA/Southwestern Ontario/BruceGreySimcoe	Up and Coming Explorers/Connected Explorers/Nature Lovers/Pampered Relaxers/Sports Lovers	Alternative to overcrowded /Camping/Cycling/Festivals & Events/ /Local Fare/ Alternatives to overcrowded Paddling/Winter Barrie Blue Mountains/Collingwood Midland/Penetanguishene Orillia/Owen Sound/Lake Huron/Sauble Beach Tobermory/ Wasaga Beach ADJUST ITEMS IN YELLOW	Web Host/MTC	0.5%	25%	25%	25%	25%
GTA/Southwestern Ontario/BruceGreySimcoe/Quebec			Digital Advertising	44.4%	0.0%	5.0%	28%	63%
GTA/Southwestern Ontario/BruceGreySimcoe/Quebec/Border States			Social Media (emphasis on reducing overcrowding)	10.5%	15%	30%	16%	39%
GTA/Southwestern Ontario/BruceGreySimcoe/Quebec/Border States			Video Advertising	35.9%	31.3%	31.3%	31.3%	6.1%
GTA/Southwestern Ontario/BruceGreySimcoe/Quebec/Border States			Collaborative Partnerships	9.2%	55.8%	27%	17.2%	0.0%

Historical Performance and Situational Analysis

- It is felt that the BGS campaigns continue to have success in differentiating the region as a tourism destination from other non-urban Ontario tourism destinations. In 2018, the Spring/Summer/Fall (S/S/F) drove fewer Sessions with a reduced budget to the BGS site, but to date the traffic to our partners has increased by 15% and time on the site increased by 86% when compared to the 2017/18 campaign.
- BGS is a unique place just north of the GTA and Southwestern Ontario, ideal for the introduction of the product to day-trippers, which includes newcomers to Canada. While day-tripping visits are not the main goal of RTO7 and the BGS region, day-trippers provide a very large target market and provide an opportunity for the introduction of BGS experiences and products that are available to new visitors. RTO7 recognizes that a large percentage of these day trippers are placing additional stress on municipal and private infrastructure without contributing to the economy of the region. RTO7 through its different tactics will encourage dispersal of the traffic to areas that have capacity for growth, encourage sustainable tourism practices by the tourists/visitors and provide more knowledge of products to encourage spend.
- The utilization of iconic BGS locations and activities were featured in the 2014/15/16/17/18 S/S/F campaigns and this will continue throughout the year in the 2019/20 campaigns. The dramatic vistas and experiences depicted have provided the opportunity to 'awe' the potential visitor into finding out more. RTO7 will endeavour to limit exposure to some of these natural areas that are experiencing adverse effects brought on by too much visitation by exposing alternative activities and locales to experience a positive visit to the region. This program will be expanded to include identified experiences and locations that have capacity for sustainable growth through all pictorial advertising opportunities.
- RTO7 has been successful in redirecting the BruceGreySimcoe.com site visits to a large range of partners from small to large within the region – redirects to 1,900+ different partner sites were accomplished since June 2012.
- The previous campaigns have been effective in building broad-based support and representation among all types of operators, in particular small to mid-size operators who comprise over 90% of BGS industry.
- BGS is known for its physical attributes; mountains, water, wide-open spaces and outdoor experiences. At this stage, it is not as well-known for its service and soft adventure with the exception of a few experiences. Building on the best-known attributes the campaign will draw the potential visitor's interest and engage them in finding out more about these soft adventures. The web site content will enhance the knowledge of the complementary experience and product offerings to the soft adventure

Objectives

- Increase visits/overnight stays to the region.
- Increase knowledge of alternative offerings in the region to reduce overcrowding and enhance sustainable tourism practices
- Differentiation of the region as a tourism destination from other non-urban tourism destinations.
- Continue to introduce the BGS region to day-trippers, which include newcomers to Canada.
- Introduce the BGS region to the multi-demographic audience, which includes family as well as young-through-old adventure travellers.
- Encourage day-trippers to stay longer and spend.
- Continue to increase recognition of tourism offerings in primary geographic target areas GTA, Southwestern Ontario and the BGS region. The 2019/20 campaign will build on the momentum of previous campaigns in the earlier Quebec, Border States campaigns that were added into the 2015/16, 16/17 and 17/18 media buys.
- Continue to drive consumers to the BGS website and subsequently to operator and/or DMO websites in response to campaigns.
- Extend marketing reach and leverage through collaborative partnership funding promotional and advertising initiatives.
- Continue to rebuild MARCH BREAK

- Experience promotion will continue to lead all advertising outputs. The use of the different experiences to reach the masses will introduce and reinforce the region as a primary tourism destination.
- Establish a 'Sense of Place', by using the experiences and destinations within the region. These destinations will change depending on the season.
- Extend marketing reach and leverage through collaborative partnership funding promotional and advertising initiatives, Partnership Program (Digital, Video advertising and Storytelling), Collaboration Program and the Product/Experience Development Program.
- Explore new markets, geographic and demographically to support activities of partners

Strategy

- Building on the successes and learnings of the previous seasonal campaigns, the BGS region and product offerings will continue to be introduced and reinforced to the potential visitors within our target markets. Inclusion of strong iconic imagery supported with themed messaging will provide consistent/evocative/emotive content for the consumer to view. **2019/20 will see an emphasis placed on matching Experiences with Places with Sustainable practices.** The 2019/20 campaign will continue to support the Experience Development projects and Partnership Program projects to offer new and/or enhanced experiences that will elevate a desire in the visitor to travel to BruceGreySimcoe. An increase in the delivery of content will be actioned this year, engaging the support of expanded duties within the communications department and partnerships with stakeholders to provide more targeted content to display in advertising, on web sites and in social media broadcasts. This enhanced effort will provide a deeper understanding and create a desire in the visitor to choose BGS for their next vacation.

Outputs

Online Media

- Online media will continue to provide the backbone to the campaign. Utilizing a variety of online avenues, which will include but are not limited to Google & Bing Search, Google Display, Facebook/Instagram, top producing exchanges, Remarketing, Yahoo.com, and YouTube, it is estimated that this medium will deliver close to 30MM impressions over the course of the year. Where appropriate, BGS campaigns will once again direct sessions to partner sites instead of landing on the BGS site. Number of sessions will decrease on the BGS site as a result.

Social Media

- Social media will continue to support and, on occasion, take the lead on all advertising undertaken by RTO7. Social media will continue to play an active role in message support, providing timely information on activities big and small within the region. It will continue to provide an opportunity for two-way communication with the intended result that viewers will feel more comfortable with the region as a tourist destination and the product offering. RTO7 will action through organic placements a sustainable tourism social media campaign to start to address overcrowding within certain areas within the region and continue to introduce BGS residents and visitors to a variety of different and sometimes less known activities and attractions throughout the region.

Marketing Mix

Internet advertising will continue as the primary medium. BruceGreySimcoe.com and activity pages will be the call to action for all advertising

	Spring (Apr-Jun)	Summer (Jun-Aug)	Fall (Sep-Oct)	Winter (Nov-Mar)
Primary channels	Web refresh Digital advertising Social media – promoted posts Video /Still adv.	Social media – promoted posts Digital advertising Video/Still adv.	Social media – promoted posts Digital advertising Video/Still adv.	Web refresh Social media – promoted posts Digital advertising Video/Still adv.
Secondary channels	Collaborative Program	Collaborative Program	Collaborative Program	Collaborative Program
Ongoing efforts	Mobile site	Mobile site	Mobile site	Mobile site

Target Market

- After completing an analysis of the data available, the geographic campaign targets remain unchanged from previous years and are as follows. Resources include RTO7 Winter Leisure Travel Study 2010/2011, RTO7 Strategic Destination Development Plan 2010/2011, Destination Ontario Consumer Insight Research RTO7 – BGS, February 2013, 2012 & 13 MTCS Region 7 Visits, RTO7/BGS historical performance Environics Analytic Products, Stakeholder Partnerships and verified by the research conducted during the 2014 Strategic Plan development. The Environics Prizm products and analytics will refine these geographic and demographic targets.

Primary Market

Primary geo-target

- GTA/Southwestern Ontario which will support the overnight visitation and day trippers
 - Reaching this geo-target will be achieved using all above listed media. Specific targeting using digital formats will be maximized.
 - RTO7 will continue to advertise in Quebec endeavouring to gain a foothold in specific markets that complement the experiences available. RTO7 will engage in opportunities to advertise in the Border States but will only enter into this market with an understanding with partners that the product/experience being advertised is available and serviced.
 - New this year, BGS residents will be moved into the Primary geo-target. It is felt that at particular times, peak season and weekends that a very large number of permanent and seasonal residents are not partaking in many of the experiences available to them. By increasing in-region advertising and encouraging this market will reduce the influx of non-spending visitors to the region while maintaining the economic impact needed for the stakeholders to succeed in peak seasons/periods.

Secondary geo-target

- Quebec which will support the overnight visitation
 - Reaching this geo-target will be achieved through the use of online media buys, social media and collaborative program projects.
 - The message to be delivered for each campaign will be influenced by the amount of budget applied to this market and partners coming to the table with opportunities.

Tertiary geo-target

- Border States - New York and Michigan
 - Reaching this geo-target will be achieved through the use of online media buys, social media and collaborative program projects.
 - The message to be delivered for each campaign will be influenced by the amount of budget applied to this market and partners coming to the table with opportunities

The Millennial Traveller

- In 2014 – 8.25 million Canadians are in the 18-34 age group
 - 23% of Canada’s total population
 - 29% of the national adult population
 - Growth rate of 1.2% per year – slightly higher than the overall Canadian population 1.2%
 - CTC research estimates that the Canadian millennial segment interested in travelling **within** Canada for pleasure total approximately 4.6 million potential travellers
 - Millennials are “time richer” than other age segments
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research
- Defining the region

- “Connected, tech-savvy, independent and intrepid, young travellers tend to stay ahead of travel trends and often create the initial buzz around emerging tourism hotspots due to their remarkable ability to attract their peers and others to their preferred destinations. Because they are tech savvy and actively engaged with social media to communicate their travel experiences, they are natural promoters and influencers, more so than any other age group. Young Travellers also tend to add atmosphere and vitality to the places they visit, in turn providing a new, fresh and ‘cool’ image to the destinations.”
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research
- Values and Culture
 - “Highly values travel as a life experience”
 - “Embrace social values, innovation and environmental consciousness”
 - “Seek social and experiential travel activities and experiences that will lead to personal growth”
 - “Value authenticity, new and unique things, self-confidence and technology”
 - “Place significant importance on community and friends”
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research
- Social Values of Target EQ Types
 - “Cultural Explorers, Authentic Experiencers and Free Spirits”
 - “Travel motivations, like “show off” and “exhibitionism,” are high for all three types (not just Free Spirits).”
 - Values similar between all types include culture sampling, need for uniqueness, personal expression, and pursuit of novelty.”
 - “Free Spirits are receptive to advertising but highly discriminating as consumers.”
 - “Place low importance on brands and may even reject them. They favour more local, smaller businesses.”
 - “Appealing to learners through emotionally meaningful experiences and personal expression works well.”
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research
- Trip Planning and Decision-Making Criteria
 - “Price, climate and presence of attractions/events are the key drivers for destination selection
 - “Time of travel: price is a key factor”
 - “The internet is the number one booking and planning channel”
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research
- Travel Patterns
 - Travel Drivers
 - “Outdoors”
 - “Culture”
 - “Spectator Sports”
 - “Theme Parks”
 - “Historic Site / buildings”
 - “Culinary”
 - “Shopping”
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research

- Preferred Travel Activities
 - What they did on vacation
 - “Eat and drink local food”
 - “Visit popular tourist attractions”
 - “Visit cultural attractions”
 - “Relax on a beach”
 - “Meet local people”
 - “Visit family or friends”
 - “Attend events and festivals”
 - “Get off the beaten track”
 - “Hiking/trekking”
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research
- Destinations visited (the competition)
 - Variety
 - “Canada (out of province) and the US are most popular ... for pleasure trips of seven nights or more followed by the Caribbean/Mexico, Europe and Asia”
 - “45% of young Canadians have travelled within Canada (out of province) and nearly 50% have travelled abroad for at least three consecutive days in the past three years”
 - “About 34% of the Canadian millennial segment travelled within Canada (out of province) and 31% to the US for trips of seven nights or longer”
 - Above stats are from CTC Youth Travel Online Quantitative Survey conducted by TNS Canada, September 2011
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research
- Incidence and length of pleasure travel
 - “On average, young Canadians take 3.7 out-of-province pleasure trips of three nights or more over a three-year period, including 1.7 trips within Canada and 2.5 trips abroad. They take an average of 2.2 out-of-province pleasure trips of seven nights or longer over a three-year period.
 - Above stats are from CTC Youth Travel Online Quantitative Survey conducted by TNS Canada, September 2011
 - “Millennials residing in Ontario and the Atlantic provinces taking more trips on average than young travellers from other provinces. Quebec millennials take the smallest average number of out-of-province pleasure trips.”
 - “The average trip length (trips of seven nights or longer) is 13.6 nights for the entire Canadian millennials segment, but is longer for the 19-24-year segment (14.2 nights) and shorter for the 25-29 segment (12.7 nights)
 - Above stats are from CTC Youth Travel Online Quantitative Survey conducted by TNS Canada, September 2011
 - July is the most popular time to travel for young Canadians
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research
- Travel Spending
 - Cost-conscious when selecting accommodation and transportation

- Will travel for longer periods of time
- Large share are full-time students or recent graduates
 - Canadian Millennial Domestic Travel Summary Report, March 2015 by CTC Research

Psycho Demographics Prizm

Kids & Careers (06) – Target all four seasons

- Large, well off, middle-aged suburban families
- Social Value – Ecological Concern
- Education - University

Urbane Villagers (02) – Target all four seasons

- Wealthy, middle-aged and older city sophisticates
- Social Value – Social Learning
- Education - University

Arts & Affluence (03) – Target all four seasons

- Wealthy, established urban families and couples
- Social Value – Pursuit of Originality
- Education – University

Suburban Success (04) – Target all four seasons

- Wealthy, middle-aged and older homeowners
- Social Value – Effort toward health
- Education – University

Asian Sophisticates (05) – Target all four seasons

- Upscale, urban Asian Families
- Social Value – Need for Status and Recognition
- Education – University

Empty Nests (10) – Target Spring and Fall campaigns

- Older, upper-middle-income suburban couples
- Social Value – Utilitarian Consumerism
- Education – University/College

South Asian Achievers (20) – Target all four seasons

- Suburban, upper-middle-income South Asian Families
- Social Value – Advertising as Stimulus
- Education – University

Consumer Insight Research

Up and Coming Explorers

- 59% of this segment have an average age of 18-34 and makes up the largest component of this segment
- 53% of this segment have children 18 or younger and makes up the largest component of this segment
- 77% are employed
- 40% were born outside of Canada/US and 45% are visible minority
- 80% reside in the GTA
- Medium to deliver message to this target being utilized in the 'Always in Season' campaign include
 - Online banner ads, Adwords, social media, OOH, and radio

Connected Explorers

- 44% of this segment have an average age of 18-34 followed closely by an average age 35-54 of 41%
- 45% of this segment are couples with no children at home
- 77% are employed
- 25% were born outside of Canada/US and 17% are visible minorities
- 51% reside in the GTA
- Medium to deliver message to this target being utilized in the 'Always in Season' campaign include
 - Online banner ads, Adwords, social media, OOH and radio

Nature Lovers

- 42% of this segment have an average age of 35-54
- 43% of this segment have children 18 or younger
- 63% are employed
- 10% were born outside of Canada/US and 5% are visible minorities
- 62% reside outside of the GTA
- Medium to deliver message to this target being utilized in the 'Always in Season' campaign include
 - Adwords, social media and radio

Pampered Relaxers

- 41% of this segment have an average age of 35-54
- 48% of this segment are couples with no children at home
- 74% are employed
- 18% were born outside of Canada/US and 14% are visible minorities
- 53% reside outside of the GTA
- Medium to deliver message to this target being utilized in the 'Always in Season' campaign include
 - Adwords, social media, radio

Sports Lovers

- 46% of this segment have an average age of 35-54
- 41% of this segment are couples with no children at home
- 73% are employed

- 10% were born outside of Canada/US and 6% are visible minorities
- 67% reside outside of the GTA
- Medium to deliver message to this target being utilized in the 'Always in Season' campaign include
 - Online banner ads, Adwords, social media, radio

Messaging

- The Consumer Insight Research has identified 22 different Travel Attitudes that resonate with an average, above average or well above average rating by the target segment groups. The travel attitudes are not always positive attitudes e.g. 'I tend to get nervous or anxious when I travel'. The campaigns will focus the messaging on these 22 attitudes and will use four main messaging themes to deliver the message with a variety of media to assuage or enhance the perception of these attitudes as necessary. The messaging will be themed around four main messages.
- Delivery of a sustainable tourism message will be established during the 2019/20 campaign; the message creation will consider the attributes as outlined by the Consumer Insight and Prizm models.

Iconic Descriptor/Image

- BGS is a family destination as supported by the activities and facilities that are prevalent throughout the region. The communication of this message is paramount in the support of the region and the profitability of the industry. Examples of this message are images of downhill skiing, golf along bay, cycling, camping and outdoor family activities, locales, etc. Particular attention will be actioned to ensure that we do not engage images that display locales that are experiencing overcrowding. The web site will continue to support this message by providing more detailed information than is provided by the advertisement.

Comfort

- Establishing a comfort level with the visitor is advantageous for many of the identified groups. This will be achieved by positive social media interaction i.e. creating an opportunity to share ideas, likes and experiences of a visit to the area. This interaction will include visitors and residents of the region. When this is accomplished the potential visitor will be able to identify with the writers and in turn will become more comfortable thus striking down one of the barriers to visiting the region, unfamiliarity. Supporting the awareness will also communicate that this is also a day-tripper destination and will encourage visitor to 'dip a toe in the lake' before jumping in. The first visit will be supportive of the message and the experience will meet expectations of the visitor that will engender a sense of comfort. This sense of comfort with the experience will encourage more and longer visits to the region.

Family/Group

- BGS is a family destination as supported by the activities and facilities that are prevalent throughout the region. The communication of this message is paramount in the support of the region and the profitability of the industry. Examples of this message will be seen in the iconic imagery depicting Family/Group interaction; family-friendly activities such as festivals and events will be highlighted in social media. The BGS web site and activity-specific activity pages will continue to support this message by providing more detailed information than is provided by the advertisement.

Things to Do

- While the iconic imagery is important to the differentiation of the region it does not tell the whole story. The 'things to do' message is vitally important to communicate, the other activities 'soft adventure' that assist in the goal of extending the length of stay or encouraging the whole party to visit because 'there is something for everyone'. Examples of this message will be communicated through

online media buys, website content and banner advertising informing of activities such as hiking, cycling, water activities, snowshoeing, etc. The web site will continue to support this message by providing more detailed information than is provided by the advertisement.

Tracking and Performance

- All components of the campaign have a call to action to BruceGreySimcoe.com or BruceGreySimcoe.com/... Google, Bing, Yahoo and Facebook analytics will continue to provide comparative measurements and campaign-specific analysis by the agencies of record.
- It is anticipated that overall web traffic will be lower in comparison to previous years because of reduced budget and refined targeting methods; the 2019/20 campaign and subsequent campaigns will target experiences that will lead to more qualified leads. This campaign will continue to lower the adwords budget portion of the campaign and redeploy the budget to social and video advertising. RTO7 will be able to measure this success by the number of referrals performed and length of time on the site.

Social Media Calendar

Social Media Campaign	Monday	Tuesday	Wednesday	Thursday	Friday
Partner generated content shared	✓	✓	✓	✓	✓
Activity/Attraction posts	✓	✓	✓	✓	✓

Content

Partners

- The partner story lines will encompass projects that we have worked on with our stakeholders. The stories will be researched using partner/product lists from the Partnership Program, Product/Experience Development Programs and the Collaboration Program.

Culture

- The culture story lines will encompass promoting the diverse cultural product throughout the region. The stories will be researched using community & tourism organization web sites. When appropriate the story will be placed in time to assist with the promotion of a cultural event.

Beaches

- The beaches story lines will encompass promoting the variety of beaches throughout the region and the different activities, festivals and events that can be experienced at the beach. Stories will be timed to address overcrowding during peak periods. The stories will be researched using community & tourism organization web sites.

Golf

- The golf story lines will encompass promoting the diverse golf product throughout the region. The stories will be researched using community & tourism organization web sites.

Festivals and Events

- The festivals and events story lines will encompass promoting the Festivals and Events throughout the region that generates tourism traffic. The stories will be researched using community & tourism organization web sites. When appropriate the story will be placed in time to assist with the promotion of a Festival/Fair/Event. Emphasis will be afforded to festivals and events during non-peak season times.

Local Fare

- The local fare story lines will encompass promoting the food experience. The beverage industry will play a lead role in the story line development. This story line will be supported through stories related to food trails. The Local Fare stories will be researched using community & tourism organization web sites. When appropriate the story will be placed in time to assist with the promotion of a Festival/Fair/Event and when this is a not appropriate, established food trails, and facilities will be featured.

Trails and Paddling

- The trails and paddling story lines will encompass physical trails for hiking, cycling and biking. Paddling will encompass river, stream, lake and big water canoeing, kayaking, paddle boarding etc. The Trails and Paddling stories will be researched using community & tourism organization web sites. When appropriate the story will be placed in time to assist with the promotion of an Event and when this is a not appropriate, established trail, routes and facilities will be featured. Emphasis will be afforded to trails that relieve stress on overcrowded trails and the stories will reflect responsible hiking practices.

Accommodation

- The accommodation story lines will cycle through the many different types of accommodation available throughout the region. The stories will be researched using community & tourism organization web sites.

Cycling

- The cycling story lines will encompass both road cycling and mountain biking. The cycling story will be researched using community & tourism organization web sites. When appropriate the story will be placed in time to assist with the promotion of an Event and when this is not appropriate, established trails and facilities will be featured.

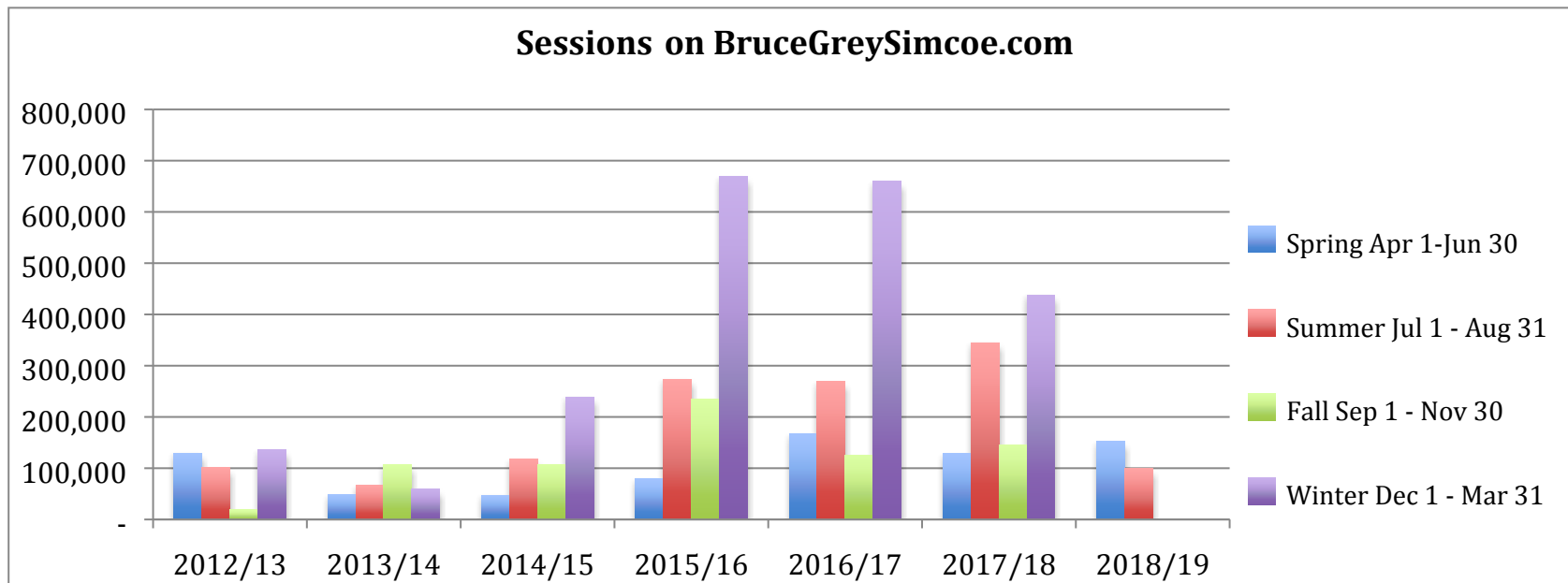
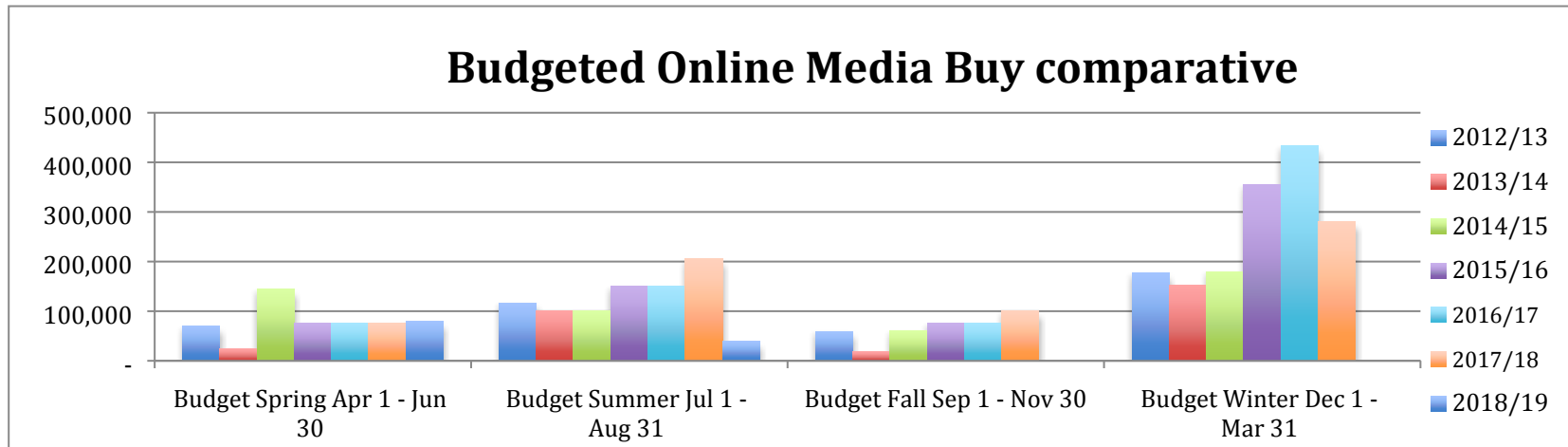
Winter

- The winter story lines will encompass all things winter related skiing, hiking, spas, etc. The winter stories will be researched using community & tourism organization web sites. When appropriate the story will be placed in time to assist with the promotion of an Event and when this is not appropriate, establishments may be featured.

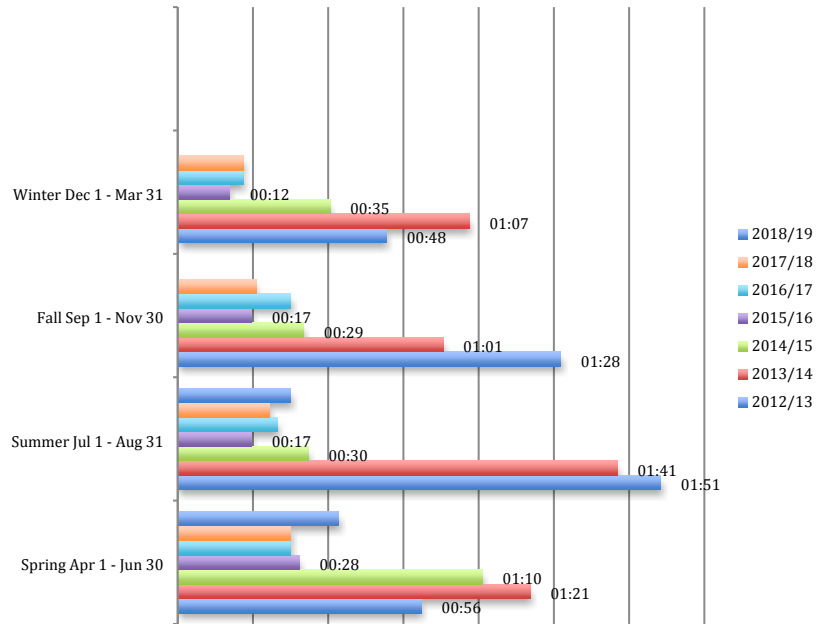
Places (communities)

- The story lines will be researched using community & tourism organization web sites. When appropriate the story will be placed in time to assist with the promotion of a Festival/Fair/Event and when this is not appropriate than an iconic land mark, natural or man-made will be featured.
- Story lines may be added as tourism-worthy activities become known to the Communications Coordinator. Sharing, retweeting etc. will remain a staple of the social media program.

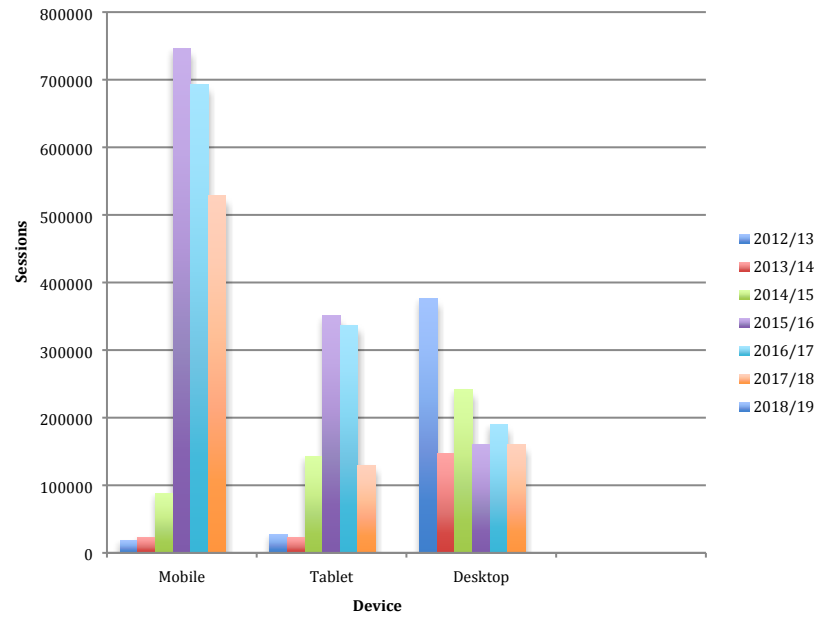
Past Performance



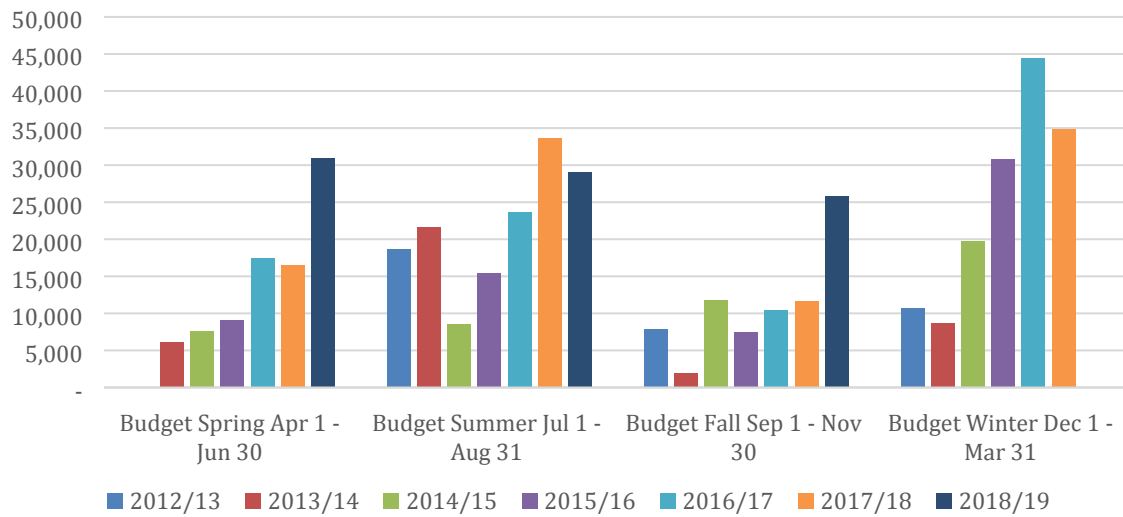
Length of stay on BruceGreySimcoe.com

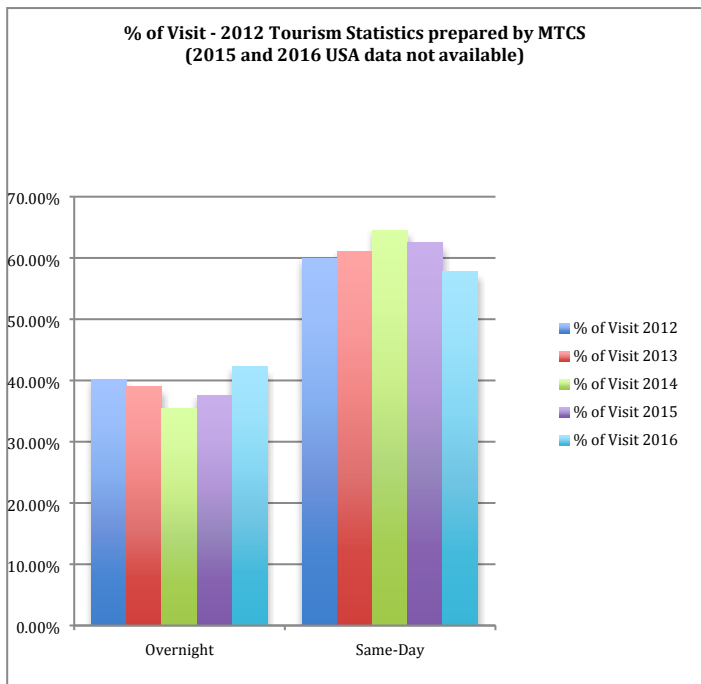
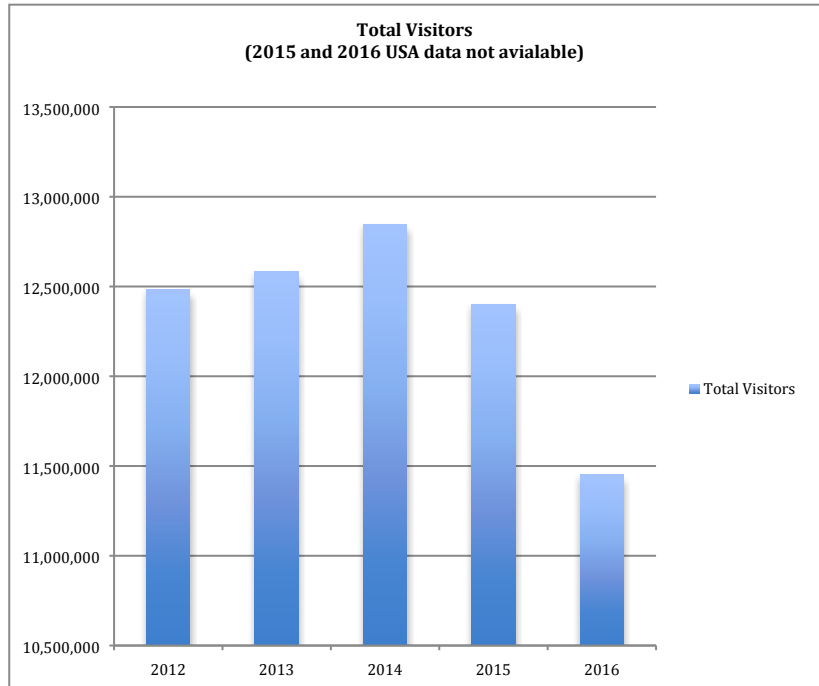
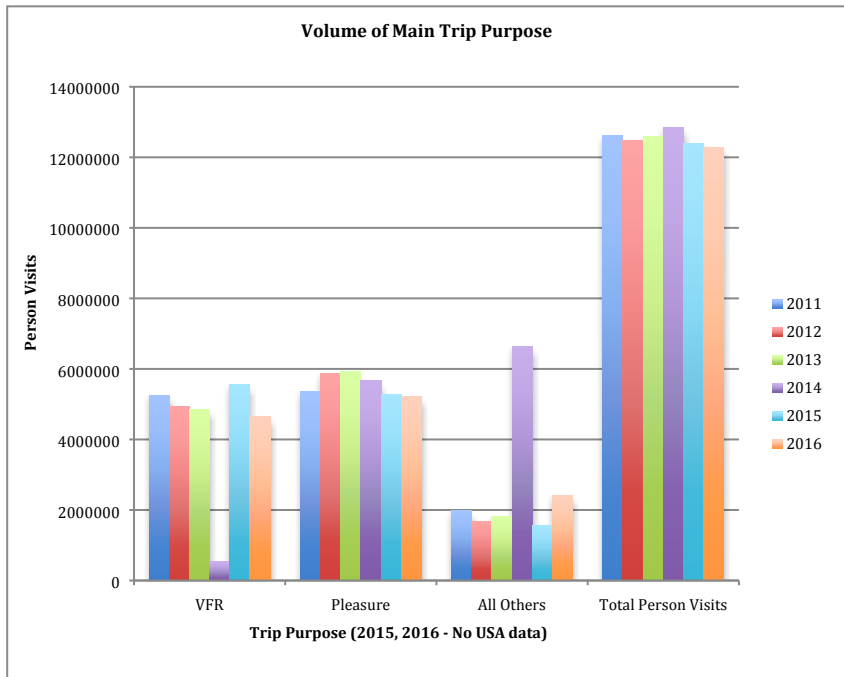


Device Used to Access BGS.com



Redirects to Partners Websites





Consumer Segment Media Reach (2012/13 Consumer Insight Research)

Segment	How to reach segment (CIR)						How BGS will reach segment							Target				
	Print		Broadcast		Int	Soc	Mob	Digital Ad	Type	Soc	OOH	TV	Web	Rad	Message			
	New s	Mag	TV hrs/wk	Rad hrs/wk				Ban	Adw						Ico	Com	Fam	TTD
Up & Coming Explorers	51%	50%	21.5	5.3	89%	90%	67%	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
Connected Explorers	78%	50%	25.5	7.2	98%	93%	79%	✓	✓	✓	✓		✓	✓		✓		✓
Nature Lovers	36%	78%	19.9	9.1	88%	81%	40%		✓	✓	✓		✓	✓	✓	✓	✓	✓
Pampered Relaxers	37%	62%	21.6	8.2	90%	74%	43%		✓	✓	✓		✓	✓	✓			✓
Sports Lovers	21%	69%	22.4	9.2	90%	70%	49%	✓	✓	✓	✓		✓					✓

Consumer Segment Media Reach Legend

CIR – Consumer Insight Resear.	Int – Internet	OOH – Out of Home	TTD – Things to do Message
News – Newspaper	Soc – Social Media	Web – Exchange web sites	
Mag – Magazine	Mob – Mobile device	Ico – Iconic Message	
TV – Television	Ban – Banner Ad	Com – Comfort Message	
Rad – Radio	Adw – Adwords/Display Ads	Fam – Family message	Red Font – best media to reach target segment

Marketing Message Descriptor Legend

Iconic Descriptor – Image

An iconic descriptor/image is a description or image of a regional attribute that is well known throughout the region. Residents and non-residents alike will quickly identify with it. e.g. the ski runs on Blue Mountain, downhill skiing. If the viewer does not know the iconic descriptor or image it is hoped the iconic descriptor will create an emotion strong enough to engage the viewer in 'finding out more'.

Comfort

Establishing a comfort level with the visitor is advantageous for many of the identified groups. This will be achieved by positive social media interaction, i.e. creating an opportunity to share ideas, likes and experiences of a visit to the area. The interaction will include visitors and residents to the region. When this is accomplished the potential visitor will be able to identify with the writers and in turn will become more comfortable thus striking down one of the barriers to visiting the region.

Family/Group

BruceGreySimcoe is a family destination as supported by the activities and facilities that are prevalent throughout the region. The communication of this message is paramount in the support of the brand and the profitability of the industry.

Things to do

While the iconic imagery is important to the differentiation of the region it does not tell the whole story. The 'things to do' message is vitally important to communicate, the other activities ('soft adventure' activities) are supporting activities that assist in the goal of extending the length of stay or encouraging the whole party to visit because 'there is something for everyone'.

Consumer Segment Demographics

Consumer Segment	Avg. Age			House Composition			Occupation Status					Ethnic Status		Population base adults		Medium best used to deliver message							
	18 – 34	35 – 54	55+	Live Alone	Cpl no child	Any child <18	Emp	Ret	Hom	Stu	Une	Born out CDA	Vis Min	GTA	Other ONT	Ban	Adw	Soc	Prn	TV	Web	Rad	
Up and Coming Explorer	59%	34%	7%	14%	22%	53%	77%	3%	9%	5%	3%	40%	45%	404K	97K	✓	✓	✓	✓	✓	✓	✓	✓
Connected Explorer	44%	41%	15%	10%	45%	34%	77%	6%	7%	3%	4%	25%	17%	290K	270K		✓	✓		✓	✓	✓	
Nature Lovers	35%	42%	23%	11%	36%	43%	63%	12%	9%	5%	7%	10%	5%	316K	527K		✓	✓			✓	✓	
Pampered Relaxers	26%	41%	32%	12%	48%	26%	74%	14%	5%	2%	2%	18%	14%	406K	450K	✓	✓	✓	✓	✓	✓	✓	
Sports Lovers	21%	46%	33%	15%	41%	32%	73%	18%	4%	1%	3%	10%	6%	377K	618K	✓	✓	✓	✓	✓	✓	✓	✓

Consumer Segment Demographics Legend

Avg – Average	Hom – Homemaker	Vis – Visible	Ban – Banner Adv.	TV – Television
Cpl – Couple	Stu – Student	Min – Minority	Adw - Adwords	Web – Web Sites
Emp – Employed	Une – Unemployed	GTA – Greater Toronto	Soc – Social Media	Rad – Radio
Ret – Retired	CDA – Canada	ONT - Ontario	Prn - Print	Red Font – Targets

Travel Attitudes

Travel Attitude	Consumer Segment					Medium to deliver message							Messaging to address attitude			
	U&CE	CE	NL	PR	SL	Ban	Adw	Soc	OOH	TV	Web	Rad	Ico	Com	Fam	TTD
To the extent possible, I plan my pleasure travel around visiting the world's most famous sites and destinations	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓			✓
I am comfortable travelling with groups of people	✓	✓		✓			✓	✓			✓				✓	
Shopping is an important part of the travel experience for me	✓	✓		✓			✓	✓			✓					✓
When I travel, I am more interested in understanding the past than experiencing culture as it exists now	✓	✓	✓				✓	✓			✓				✓	✓
When choosing a pleasure travel destination, I am influenced by what is currently popular	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
I tend to prefer travel destinations that I know fairly well	✓			✓	✓		✓				✓			✓		✓
When travelling, I prefer to eat food that is like the food I eat at home	✓		✓				✓				✓			✓		✓
One thing that make me uncomfortable about travelling is having to adjust to unfamiliar locations, foods, people and languages	✓				✓		✓				✓		✓	✓		✓
I tend to get nervous or anxious when I travel	✓	✓	✓	✓	✓		✓						✓	✓		✓
I enjoy sharing stories back home after my travels	✓	✓	✓	✓	✓		✓	✓			✓		✓		✓	✓
I like to see local architecture or city scapes that are different from my own	✓	✓	✓	✓	✓		✓	✓			✓		✓		✓	✓
I find it enriching to be exposed to local customs and routines of people in another country	✓	✓		✓			✓	✓							✓	✓
When travelling, I like to walk around and do everyday things like eating and socializing, just as locals do	✓	✓	✓	✓			✓	✓							✓	✓
I tend to choose places to visit where I will be awe-struck by the sheer beauty of nature, land, mountains, seas and wildlife	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
I like to take my time at historical sites or museums	✓	✓	✓				✓	✓							✓	✓
I am much more carefree while on vacation than I am at home	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
I like to visit small towns and villages when I travel	✓	✓	✓				✓	✓			✓					✓
I love travelling to places off the beaten path	✓	✓	✓	✓			✓	✓			✓		✓			✓
When I travel, I like to experience arts and culture	✓	✓		✓			✓	✓			✓					✓
A family vacation is an important time to make family memories	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓
I prefer to thoroughly plan my trips in advance		✓		✓	✓								✓		✓	✓
When on vacation I do whatever I want when I want	✓	✓	✓	✓	✓	✓	✓	✓			✓		✓		✓	✓
Attitudes Rating																
Well above average travel attitudes																
Above average travel attitudes																
Average travel attitudes																
Message to address attitude																
Iconic Descriptor – Image	BGS is a family destination as supported by the activities and facilities that are prevalent throughout the region. The communication of this message is paramount in the support of the brand and the profitability of the industry. Examples of this message are images of downhill skiing, rock climbers, golf along the bay, cycling, camping and outdoor family activities, where they are, etc. The web site will continue to support this message by providing more detailed information than is provided by the advertisement.															
Comfort	Establishing a comfort level with the visitor is advantageous for many of the identified groups. This will be achieved by positive social media interaction i.e. creating an opportunity to share ideas, likes and experiences of a visit to the area. This interaction will include visitors and residents of the region. When this is accomplished the potential visitor will be able to identify with the writers and in turn will become more comfortable thus striking down one of the barriers to visiting the region, unfamiliarity. Supporting the awareness will also communicate that this is also a day-tripper destination and will encourage visitor to 'dip a toe in the lake' before jumping in. The first visit will be positive and will engender a sense of comfort to experience more and longer visits to the region.															
Family/Group	BGS is a family destination as supported by the activities and facilities that are prevalent throughout the region. The communication of this message is paramount in the support of the brand and the profitability of the industry. Examples of this message will be seen in the iconic imagery depicting Family/Group interaction; family friendly activities such as festivals and events will be highlighted in social media. The BGS web site and activity specific micro sites will continue to support this message by providing more detailed information than is provided by the advertisement.															
Things to do	While the iconic imagery is important to the differentiation of the region it does not tell the whole story. The 'things to do' message is vitally important to communicate, the other activities 'soft adventure' activities are supporting activities that assist in the goal of extending the length of stay or encouraging the whole party to visit because 'there is something for everyone'. Examples of this message will be communicated through online media buys, web site content and banner advertising informing of activities such as rock climbing, water activities, snowshoeing, etc. The web site will continue to support this message by providing more detailed information than is provided by the advertisement.															

Travel Attitudes Legend

U&CE – Up & Coming Explorers	SL – Sports Lovers	OOH – Out of Home	Ico – Iconic Descriptor/Image
CE – Connected Explorers	Ban – Online Banner Ads	TV – Television	Com – Comfort
NL – Nature Lovers	Adw – Adwords	Web – Web Site	Fam – Family / Group
PR – Pampered Relaxers	Soc – Social Media	Rad – Radio	TTD – Things to do

Sustainability Criteria – Guiding Principles

Definition

The Asset provides experiences consistent with BruceGreySimcoe’s (BGS) sense of place and proactively plans to adapt to future needs. There is sufficient evidence that legitimate steps are being taken to improve the asset’s impact on the local community and/or natural environment.

Criteria

Business Operations and Planning

- Have membership, support and/or training through sustainability organizations (e.g. Green Tourism Canada)
- Communicate with and address concerns from local residents, indigenous and business community
- Have a code of conduct/ ethics including cultural, environmental and indigenous issues
- Have succession plan for management and employees
- Provide living wage and benefits to employees
- Evidence of sustainability considerations in planning documents
- Evidence of action to lower footprint (i.e. monitoring of utility consumption and waste production appropriate for business size)
- Have a sustainable sourcing plan in place (e.g. fair-trade coffee, Eat Local Grey Bruce)
- Have dedicated efforts for assessing and managing environmental risks and impacts (including climate risks)

Visitor Information and Promotion

- Provide product packaging and/or cross marketing of at least 3 other BGS attractions and services that can extend stay, expenditure and diversity of experience
- Possess standards, certifications, or awards from third-party organizations related to sustainability (i.e. community support, environmental performance, etc.)

Visitor Experience & Sense of Place

- Encourage visitors to reduce consumption and waste, reduce environmental impacts, and/or green alternatives
- Take measures to reduce impact on surrounding land and biodiversity (i.e. plant native species, reduce paved area, install bird-feeders)
- Long-term planning for maintenance, expansion and product development for visitor increase (i.e. washrooms, parking etc.)
- Include aboriginal language and/or local cultural content in signage and promotional materials

Indigenous Cultural Tourism Assets ONLY

- Indigenous cultural content follows local protocols
- Indigenous tourism business owned by a) majority indigenous people b) majority owned indigenous companies c) indigenous-controlled organizations
- Indigenous-focused educational background provided to guests before and during visit

Sustainability Manifesto

Regional Tourism Organization supports the Bruce Peninsula Environmental Group's (BPEG) Sustainability Manifesto and will use it as a guiding principle in its planning, development and promotional activities.

Plan, Plan, Plan Ahead

- Book in advance to make for the best trip ever! Create a more unique experience by visiting less crowded places during less popular times.

Reconsider Your Car.

- Some areas have limited or no parking, so walk, bring your bike or carpool whenever possible and only park in designated areas.

Stick To Trails And Public Accesses.

- There are many to discover! Following trails minimizes your impact on neighbouring habitats and the creatures that live in them, including nearby landowners.

Tap Into Tap Water.

- Use refillable water bottles to reduce waste while enjoying the Peninsula's cool, clear water.

Share Your Snacks With Your Friends, Not Wildlife.

- Feeding wildlife can hinder their ability to survive independently. A fed animal is a dead animal.

If You Pack It In, Pack It Out.

- Your waste would be much happier recycled or disposed of in a proper location with its friends, than frightened and alone in a dark rock crevice, abandoned in a ditch, or in a black bear's stomach.

We invite you to discover and respect the land, water, wildlife and local community, so we can continue to visit or call it home for generations to come.