



MARKETING ADVISORY COMMITTEE

Terms of Reference

1. Background

Regional Tourism Organization 7 (RTO7), operating as BruceGreySimcoe, is developing a multi-year marketing strategy to guide destination marketing for the region. RTO7 is establishing a Marketing Advisory Committee to bring practical industry expertise, regional knowledge and market insight to the development of the marketing strategy Request for Proposals (RFP) and to the work of the selected consultant.

2. Purpose

The Marketing Advisory Committee is a non-binding advisory body. Its purpose is to provide informed, practical and region-wide advice to RTO7 as it defines the requirements for the marketing strategy and as the selected consultant researches, develops and refines that strategy.

The Committee will help ensure that the strategy is grounded in the realities of tourism marketing across Bruce, Grey and Simcoe counties, including Barrie and Orillia, and reflects the needs of destinations, operators, independent businesses and a range of visitor-economy sectors.

3. Objectives

- Inform the scope, objectives, expected outcomes and deliverables of the marketing strategy RFP.
- Provide industry and destination perspectives to the selected consultant throughout the strategy-development process.
- Identify market opportunities, audience needs, competitive considerations and barriers affecting tourism marketing in the region.
- Advise on approaches that can increase overnight visitation, geographic and seasonal dispersal, and measurable economic benefit.
- Explore effective opportunities for collaborative destination marketing among RTO7, DMOs, municipalities and tourism operators.
- Help ensure the final strategy is practical, evidence-based, measurable and responsive to the diversity of the region.

4. Scope of Work

4.1 RFP development

- Review and provide advice on the proposed strategic questions, project scope and intended outcomes.
- Identify information, perspectives and market realities that prospective consultants should be expected to address.
- Advise on appropriate deliverables, implementation considerations and measures of success.
- Identify risks, assumptions or gaps that could affect the usefulness of the resulting strategy.

4.2 Consultant engagement

- Participate in discovery sessions, interviews, workshops or presentations led by the consultant.

- Share relevant sector, destination, audience and campaign experience.
- Review key findings, strategic directions and draft recommendations at designated project milestones.
- Test whether recommendations are realistic, scalable and relevant to both large and small tourism organizations.
- Provide advice on campaign collaboration, partner participation, funding models, brand architecture, performance measurement and implementation capacity.
- Identify areas of agreement and material differences in perspective for RTO7 and the consultant to consider.

The Committee may discuss possible marketing models, campaign themes, product clusters or geographic approaches. These discussions are inputs to the strategy process and do not predetermine the consultant's findings or RTO7's final decisions.

5. Advisory Status and Authority

The Committee is advisory only and has no decision-making, procurement, contracting, financial, operational or policy authority. It cannot direct RTO7 staff, bind RTO7, approve expenditures, select a consultant, authorize campaigns or speak on behalf of RTO7 unless expressly authorized in writing.

RTO7 retains sole authority over the RFP, procurement process, consultant selection, contract, budget, project management, acceptance of deliverables and approval or implementation of the marketing strategy. Committee advice may be accepted, modified or declined by RTO7.

6. Composition

The Committee will include up to 10 external members, supported by RTO7 staff. Members will be appointed as individuals for the knowledge and experience they bring; they are not appointed to advocate exclusively for their employer, sector or municipality.

Perspective	Seats	Intended contribution
DMO or municipal tourism marketing	2	Practitioners from different destinations and, where possible, different funding structures, including MAT-funded and county or regional perspectives.
Major resort or destination accommodation	1	A senior marketer from a property combining accommodation with recreation, culinary, events or other visitor experiences.
Branded hotel, meetings or conference sector	1	A marketer with experience generating overnight, group, meetings, conference or event business.
Independent accommodation	1	An owner-operator or marketer from an inn, boutique hotel, motel, campground, glamping property or comparable independent business.
Outdoor recreation and nature-based tourism	1	A practitioner from skiing, cycling, hiking, trails, paddling, golf, camping, outfitting or a nature-based attraction.
Attractions, arts, culture or heritage	1	A marketer from an attraction, museum, historic site, theatre, gallery, cultural organization or visitor experience.
Culinary, agritourism, festival or event	1	A practitioner marketing food and drink, agritourism, festivals or events that motivate travel.
Small or emerging tourism experience	1	An owner-operator or practitioner experienced in digital marketing, emerging audiences and working with limited marketing resources.
Independent marketing and visitor-intelligence specialist	1	Expertise in destination branding, digital strategy, consumer research, audience segmentation, media or performance measurement, with no conflict involving the RFP.

6.1 Collective representation

In making appointments, the Executive Director will seek a Committee that collectively provides:

- Geographic representation from Bruce, Grey and Simcoe counties, Barrie and Orillia.
- Urban, rural, resort, waterfront and nature-based perspectives.
- Large, medium-sized, small and owner-operated business perspectives.
- Experience with leisure, group and business travel, as applicable.
- Knowledge of year-round and shoulder-season tourism.
- Experience with campaigns intended to generate overnight stays.
- Experience across paid, owned and earned media, digital channels, consumer research and performance measurement.
- A diversity of professional, community and lived perspectives.

Not every sector or community will have a dedicated seat. Individual members may contribute experience across several categories. RTO7 may invite subject-matter experts or sector representatives to specific meetings when additional input is required; invited participants are not Committee members.

7. RTO7 Staff Support

- Executive Director: Chair, project sponsor and final authority for Committee appointments and administration.
- Senior communications or marketing staff member: Agendas, meeting coordination, minutes and document management, as required.

RTO7 staff are not included in the 10-member composition.

8. Eligibility and Member Qualifications

Applicants should demonstrate:

- Current or recent responsibility for developing, executing, managing or evaluating marketing strategies or campaigns for a tourism business, destination or relevant organization.
- Knowledge of tourism markets, visitor behaviour and the opportunities or challenges affecting the RTO7 region.
- The ability to contribute strategically while understanding practical implementation realities.
- The ability to consider the interests of the region as a whole rather than advocate only for one organization or community.
- A willingness to review materials, participate constructively and respect confidentiality and procurement requirements.
- Availability to attend meetings for the duration of the appointment.

Employees, owners and representatives of organizations that may bid on the marketing strategy RFP are not eligible to serve where their participation would create an actual, potential or perceived conflict of interest.

9. Application and Selection Process

RTO7 will issue a public call for applications. Applicants will be asked to provide sufficient information to assess their marketing experience, sector and geographic perspective, intended contribution, availability and potential conflicts of interest.

The Executive Director will review applications and appoint members. Selection will be based on the Committee's required collective mix rather than solely on the qualifications of individual applicants considered in isolation. The Executive Director may consider:

- Direct responsibility for marketing strategy and campaign execution.
- Depth and relevance of tourism, destination and audience experience.

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- Sector, geographic and organizational representation.
 - Experience with collaborative, partner-funded or overnight-stay-focused marketing.
 - Digital, brand, research, media and measurement capabilities.
 - Ability to contribute an RTO7-wide perspective.
 - Diversity of perspectives and avoidance of overrepresentation by any organization, sector or area.
 - Actual, potential or perceived conflicts of interest.

Appointments are at the discretion of the Executive Director. Meeting the eligibility requirements does not guarantee appointment. RTO7 is not required to appoint a representative from every listed category if suitable applications are not received and may recruit additional candidates to address a material gap in representation.

10. Term

Members will be appointed for the period required to support development of the RFP and completion of the consultant's marketing strategy assignment, anticipated to be approximately one year. The appointment will conclude when RTO7 accepts the final strategy or on another date determined by the Executive Director.

RTO7 may extend the Committee's term, revise its mandate or establish future campaign-specific working groups. Appointment to this Committee does not create an automatic appointment to any future committee or working group.

11. Meetings

- The Committee is expected to meet approximately 6 times, with additional workshops or consultations scheduled if required.
- Meetings may be held virtually, in person or in a hybrid format.
- Meeting dates and materials will normally be circulated in advance.
- Members are expected to review materials and attend prepared to contribute.
- The Chair may adjust the schedule to align with the RFP and consultant work plan.

12. Chair and Meeting Conduct

The Executive Director will chair the Committee or designate an alternate. The Chair will approve agendas, facilitate meetings, ensure balanced participation, summarize advice and determine when an item is outside the Committee's mandate.

The Committee will work through discussion and seek general agreement where practical. Formal votes are not required. Where material differences remain, the meeting record may note the range of views. No consensus or recommendation is binding on RTO7.

13. Member Responsibilities

- Attend and participate actively in meetings, workshops and consultations.
- Review agendas, research, drafts and other materials in advance.
- Share relevant professional knowledge and practical experience.
- Provide candid, constructive and regionally minded advice.
- Declare conflicts of interest promptly and follow any direction regarding recusal.
- Protect confidential and procurement-sensitive information.
- Avoid representing personal views as decisions or positions of the Committee or RTO7.
- Maintain respectful and professional conduct.

14. Conflict of Interest and Procurement Integrity

Applicants and members must disclose any actual, potential or perceived conflict of interest, including relationships with prospective proponents, consultants, agencies, media vendors or subcontractors. Members must update their disclosure if circumstances change.

15. Confidentiality and Communications

Members may receive confidential, commercially sensitive, draft or procurement-related information. Members must not disclose or use this information for any purpose other than their Committee responsibilities and may be required to sign a confidentiality and conflict-of-interest declaration.

Committee discussions and draft materials must not be shared publicly unless RTO7 has authorized their release. Only an authorized RTO7 spokesperson may communicate publicly on behalf of RTO7 or the Committee.

16. Compensation and Expenses

Membership is voluntary. Members will not receive remuneration for their participation. Any reimbursement of pre-approved travel or other expenses will be subject to RTO7 policy and prior written authorization.

17. Attendance, Resignation and Removal

A member who cannot attend a meeting should notify RTO7 in advance. Members may not send an alternate unless approved by the Chair. A member may resign by providing written notice to the Executive Director.

The Executive Director may end an appointment for repeated absence, failure to meet member responsibilities, breach of confidentiality, unmanaged conflict of interest, conduct inconsistent with the Committee's purpose, a change in the required composition or other reason affecting the effective operation of the Committee. The Executive Director may fill a vacancy for the remainder of the term.

18. Records and Administrative Support

RTO7 will prepare agendas and maintain an appropriate record of meetings, advice and action items. Records will summarize key themes and material differences rather than attribute comments to individual members unless required for clarity or accountability. Committee records remain the property of RTO7 and will be managed in accordance with applicable RTO7 requirements.

19. Review and Amendments

The Executive Director may recommend or approve administrative amendments to these Terms of Reference and may refer substantive changes to the RTO7 Board, as applicable. Members will be advised of material changes to the Committee's purpose, composition or responsibilities.



MARKETING ADVISORY COMMITTEE

Application Form

Please complete this form and submit it as directed in the public call for applications. Selection will consider both individual qualifications and the overall sector and geographic mix of the Committee. Application deadline is September 11, 2026.

Applicant name

Job title

Organization

Email

Phone

Community / municipality

County / area (select all that apply)

☐ Bruce ☐ Grey ☐ Simcoe ☐ Barrie ☐ Orillia ☐ Other

If other, please specify

Primary tourism sector

1. Briefly describe your current or recent responsibility for developing, executing, managing or evaluating marketing strategies or campaigns.

2. Provide one or two examples of relevant tourism or destination marketing experience.

3. Describe any experience you have generating overnight stays, collaborating with partners, reaching target audiences or measuring campaign performance.

4. What perspective, knowledge or expertise would you bring to the Committee and to the RTO7 region as a whole?

5. Availability

- ☐ Yes, I am available for the anticipated one-year term and approximately six meetings, plus additional workshops if required.
- ☐ No

6. Conflict of interest

Do you or your organization intend to bid on, participate in or support a bid for the RTO7 marketing strategy RFP?

- ☐ Yes ☐ No ☐ Unsure

Please disclose any actual, potential or perceived conflict of interest, including relationships with prospective consultants, agencies, media vendors or subcontractors:

Declaration and consent

I confirm that the information provided is accurate. I consent to RTO7 using this information to assess my application and administer the Marketing Advisory Committee. If appointed, I agree to comply with the Terms of Reference, including confidentiality and conflict-of-interest requirements.

☐ I agree to the declaration and consent above.

Applicant signature (type full name)

Date

Submit completed applications by September 11, 2026 to:

Minerva Ward, Executive Director

mward@rto7.ca