

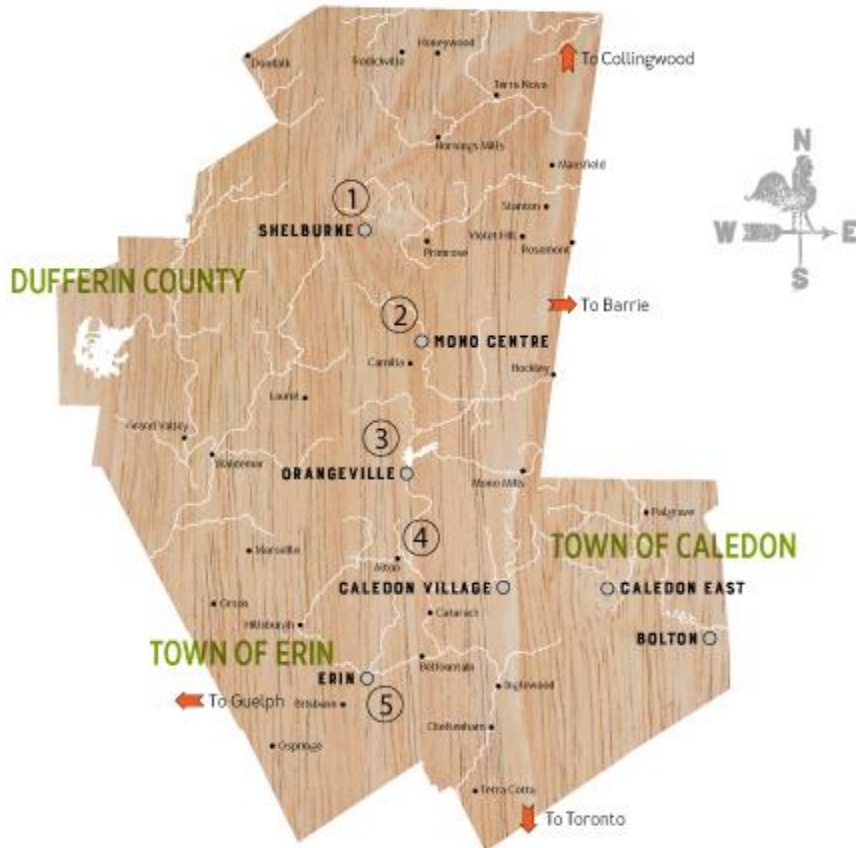
HEADWATERS

2017/18 STRATEGIC OVERVIEW

INNOVATION & LEADERSHIP: Growing tourism in Headwaters

FEBRUARY 23, 2017

HEADWATERS



VISION: to position Headwaters as Ontario's premier rural tourism destination.

MISSION: To integrate tourism into the regional economic development strategies of our partner municipalities, helping to build a robust and thriving tourism industry by working directly with tourism stakeholders across the region.

BUILDING ON THE SUCCESS OF 2016/17

Headwaters Tourism raised the bar for regional tourism development in 2016/17.

Through innovation and vision, Headwaters Tourism has become a provincial and national leader in tourism destination marketing & management and is raising the bar for rural tourism development, ultimately **contributing to the economic vitality of our communities and supporting tourism businesses across the Headwaters region.**

In 2017/18 Headwaters Tourism will continue to grow the tourism sector in Headwaters utilizing the key foundations that have garnered success over the past two years:

- INNOVATION
- LEADERSHIP

BUILDING ON THE SUCCESS OF 2016/17



TWO THOUSAND SIXTEEN
**ONTARIO
TOURISM
AWARDS
OF EXCELLENCE**
WINNER



- **WINNER:** *Visa Canada Innovator of the Year Award (Canadian Tourism Awards)*
- **WINNER:** *Tourism Marketing Campaign Under \$25K (Ontario Tourism Awards of Excellence)*
- **WINNER:** *Tourism Print Collateral Award (Ontario Tourism Awards of Excellence)*
- **WINNER:** *Tourism Innovator of the Year (Ontario Tourism Awards of Excellence)*
- **FINALIST:** *Fairmont Hotels & Resorts Marketing Campaign of the Year (Canadian Tourism Awards)*
- **WINNER:** *Best Publication (Print or Electronic) (EDCO Awards of Excellence)*
- **WINNER:** *Regional & Cross-Border Collaboration (EDCO Awards of Excellence)*
- **WINNER:** *Collaboration & Partnership | Public Private Partnership (EDCO Awards of Excellence)*

CONSUMER TRIP MOTIVATORS

The key demand generators/trip motivators for travel to the Headwaters region continue to be:

- Arts & Heritage
- Nature & Leisure
- Horse & Country
- Fresh & Local (culinary & agri-tourism pursuits)
- Fun & Festive (festivals & events)

Tourism product development will continue to focus on these key areas.

PRODUCT DEVELOPMENT UNDERTAKINGS

Nature & Leisure:

- More actively engage Nature & Leisure sector committee
- Working with industry stakeholders, identify and promote cycling routes, based on consumer demand, and align with work being done at the provincial level, including by Ontario Greenbelt and Ontario By Bike

Arts & Heritage:

- Utilizing the award-winning framework for equestrian sector development, partner with Headwaters municipalities to build an arts & culture framework that includes (subject to project funding) :
 - Creating a digital, industry website portal
 - Building a comprehensive database of all regional arts & culture assets
 - Populating all arts & culture assets (including events) on a robust, content management website
 - Developing and launching an arts & culture industry communications strategy
 - Developing a comprehensive database of arts & culture industry resources (regional, provincial, national)
 - Compiling all available & relevant sector data and economic impact reports to create an economic impact summary for arts & culture sector

PRODUCT DEVELOPMENT UNDERTAKINGS

Horse & Country:

- Focus on keeping the established brand front and centre in the marketplace
- Increase industry engagement & sector support of initiative
- Continue to organize and promote Headwaters Stable Tour

Fresh & Local:

- Continue Taste of Maple and Taste of the Harvest programs
- Work to align more closely with provincial and national culinary tourism agencies, with the goal of raising the profile of market-ready, industry-leading culinary and agri-tourism purveyors in Headwaters

INDUSTRY ENGAGEMENT

LEADING WITH THE BEST PARTNERSHIP PROGRAM

- Retain current participation rate in LWB program & increase program uptake by 10%
- Build and expand current business listings on Headwaters Tourism website by 5%
- Populate and expand www.headwatersb2b.ca as a key resource for regional tourism information



MARKETING & COMMUNICATIONS

1. Continue to build on the highly successful *Where Ontario Gets Real* brand campaign & ensure all content, marketing & communications channels consistently position the Headwaters “real” value proposition
2. Building on the marketing plan recommendations, focus on the following priorities:
 - Build photo library & including tagging protocols
 - Build visual social media presence (Instagram)
 - Explore opportunities for increasing “how-to” and “real moments” videos through partnership
 - Build and implement a crowd-sourcing content development strategy

MARKETING & COMMUNICATIONS

3. Produce and distribute 2017 edition of award-winning Headwaters Four-Season Visitors' Guide
4. Utilize public relations strategies to increase Headwaters brand awareness in consumer marketplace, including exploring opportunities for:
 - Familiarization media tours
 - Partnerships with media outlets
5. Explore opportunities for consumer brand extension through merchandising & experiential packaging/sales

ADVOCACY & PARTNERSHIP DEVELOPMENT

1. Leverage recent provincial & national recognition by BUILDING PARTNERSHIPS to further position Headwaters as a leader in tourism excellence.
2. Focus efforts at the provincial level to advocate for rural tourism issues in support of Ontario Tourism's Strategic Plan objective "to improve collaboration, harmonization and communication across the industry" and to support tourism development efforts in Headwaters
3. Build relationships with key industry & sector groups, including, but not limited to:
 - Culinary Tourism Alliance
 - Tourism Industry Association of Ontario
 - Tourism Industry Association of Canada
 - Destination Canada
 - Ontario Tourism Marketing Partnership Corporation/Ontario Tourism
 - Greenbelt Foundation
 - Economic Developers' Council of Ontario
- Continue working with the provincial Regional Tourism Organization #6 (Central Counties) to take advantage of opportunities to grow and enhance tourism in the Headwaters region.

LONG-FUNDING & SUSTAINABILITY

1. Research models and framework for 2016-2020 municipal services agreement
2. Seek out private sector sponsorship & partnership opportunities to support strategic priorities
3. Explore public sector funding & grant opportunities to extend program reach, support strategic priorities and leverage core organizational revenue
4. Create a business model strategy that increases organizational human capital to continue to grow stakeholder service levels and support additional tourism programming

MUNICIPAL ECONOMIC DEVELOPMENT

1. Continue to work with partner municipalities to integrate tourism development into larger economic development strategies
2. Work with economic development committees and staff, as well as sector and business organizations in the Headwaters region to further support business development and capacity building within the Headwaters framework
3. Provide regular updates to all Headwaters municipalities through monthly tourism updates (including ED report and Board minutes)
4. Annual delegations to all partner municipalities to provide update and seek input on tourism undertakings

ONGOING ACTIVITIES

Administrative & organizational management

1. Continue to co-locate office and share resources, where appropriate, with Dufferin Board of Trade to take advantage of cost and resource synergies
2. Produce annual report outlining value proposition of partner investment in tourism development (as contracted to Headwaters Tourism)
3. Research models and framework for 2016-2020 municipal services agreement

BOARD OF DIRECTORS

MUNICIPAL REPS

Laura Ryan
(Dufferin County)

Rob Mezzapelli
(Town of Caledon)

John Brennan
(Town Erin)

Sharon Martin
(Town of Mono)

John Telfer
(Town of Shelburne)

INDUSTRY REPS

Ross Millar
(RMG Productions)
Horse Country

Bill Lidster
(Credit Valley Conserv.)
Nature & leisure

Alison Scheel
(OrangevilleBIA)
Festivals/Events

Adriana Roche
(Gourmandissimo)
Food/culinary

INDUSTRY AT LARGE

Maria Britto
(Maria Britto Real Estate)

Elaine Capes
(Little Creek Ranch)

Stacey Coupland
(InnTransition)

Lisa Johnson
(BDO)

EX-OFFICIO

Michele Harris
(HT ExecutiveDirector)

Sandra Dolson
(Town of Caledon)

Robyn Mulder
(Town of Erin)

Sonya Pritchard
(Dufferin County)

EXECUTIVE COMMITTEE

Stacey Coupland
(Chair)

Elaine Capes
(Vice-Chair)

Lisa Johnson
(Secretary/ Treasurer)

Michele Harris
(Executive Director)

ORGANIZATIONAL STRUCTURE



QUESTIONS/COMMENTS/FEEDBACK

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