
Tourism Development and Marketing Plan

The Town of
Orangeville

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Westlake, January 2010

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A. METHODOLOGY

The Town of Orangeville completed an Economic Development Strategy in 2007 and a key recommendation within the Strategy was to develop a Tourism Development and Marketing Plan that complements the work of the Hills of Headwaters Tourism Association. Recently, in 2009, the Town was awarded partnership funding from the Ministry of Economic Development – Communities in Transition Program to develop this Tourism Plan.

Town staff worked with senior representatives of the Tourism Association, Ministry of Tourism staff and other key local organizations supporting tourism to develop foundation documents that provided background information to support the creation of the Plan. These included a Tourism Related Environmental Scan, Tourism Role and Function Summary, and Demand Generator/Visitor Profile Worksheets.

The consultant, Erin Mitchell of Mitchell Westlake, created the Plan in consultation with the Project Committee after reviewing these foundation documents and consulting the following resources and individuals:

Background Documents/Reports:

- Town of Orangeville Economic Development Budget, 2009
- Market Research Report – Downtown Orangeville BIA, September 2005
- Results of Headwaters Arts Stakeholders Syntegration Session, 2009
- Arts Sector Branding for the Hills of Headwaters
- Credit Valley Explorer Operations Review, 2009
- Economic Impact Study for Orangeville Blues and Jazz Festival, 2009
- Hills of Headwaters Tourism Visitor Statistics for Orangeville, 2007, 2008, 2009
- Downtown Orangeville Commercial Gap Analysis, 2006
- Ontario's Domestic Travel Market in 2025 (TAMS)
- Discovering Ontario – A Report on the Future of Tourism (Sorbara Report), 2009

Telephone Interviews, Consultations and Input Gathering:

- *Nancy Huether, Manager of Economic Development, Town of Orangeville
- *Sheila Duncan, Communications Officer, Town of Orangeville
- *Marilyn Logan, General Manager, Theatre Orangeville
- *Wendy Sheedy, Theatre Orangeville
- Lynda Addy, Chair of Heritage Orangeville
- *Michele Harris, Executive Director, Hills of Headwaters Tourism Association
- Steve Gallagher, Credit Valley Explorer
- Wayne Baguley, President, Headwaters Arts
- Sonya Pritchard, Director of Parks and Recreation, Town of Orangeville
- *Jacqueline Bayley, Orangeville BIA

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- Geoff Chandler, Michael Hill, Jeff Brown, Debbie Pearce, Scott Wilson, Directors, Orangeville BIA Board
- *Paul Samson, Ministry of Tourism
- *Sylvia Bradley, Councillor, Town of Orangeville

* Denotes member of Project Committee.

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B. EXECUTIVE SUMMARY

The Town of Orangeville is located less than an hour's drive from Toronto just northwest of the province's largest urban centre, and is the hub of commercial and social activity in Dufferin County. The Town does not necessarily have any cachet as a tourism destination, and its tourism potential is due largely to its location in the heart of the Hills of Headwaters tourism region, one of the most unique and scenic regions in Ontario which continues to draw visitors from the Greater Toronto Area looking for a convenient and compelling getaway from the city. This potential is furthered by the ongoing development of Orangeville's own tourism demand generators.

Given the significant economic benefits and opportunities it provides, there is a valid business case for supporting tourism in Orangeville, and indeed the Town of Orangeville is already actively involved in doing so. Tourism related investments by the Town have included significant annual contributions to tourism partners and demand generators, investments in infrastructure and capital projects, and an annual tourism development and marketing budget.

The main demand generators for the Town include the performing arts, anchored by a professional regional theatre with a defined season running fall through spring, a scenic tour train, tree sculptures prominently displayed as outdoor public art, and shopping, dining and festivals/events that can all be experienced within the context of a historic Downtown. However, Orangeville is in its infancy in terms of tourism development and none of the demand generators, with the exception of the tour train, can be considered "icon" attractions, and therefore have limited ability to act as trip motivators.

There are a number of issues and opportunities for Orangeville from a tourism perspective. Because it is a proven trip motivator, the tour train needs to be central to any tourism development or marketing strategy for the Town; however, visitor servicing challenges and a lack of tourism focus have been noted with its operation that could act as obstacles. Sport tourism is in its infancy and is not being proactively pursued, but has shown significant potential. A number of the demand generators have had significant success drawing the group tour market despite little coordinated effort in this area. Connecting the Downtown to other existing tourism experiences is an ongoing challenge.

The Town of Orangeville, The Hills of Headwaters Tourism Association (HHTA), the Downtown Orangeville Business Improvement Area (BIA), and the Province all play various roles in tourism development and marketing for Orangeville. At a regional level, HHTA's role in tourism development and marketing for Orangeville is limited by the lack of correlation between the Town's tourism product and the product focus at the regional level and by its limited financial resources. The BIA represents over 230 businesses in town, and has executed a number of external marketing activities, often with financial support from the Town; however, these often focus on the brand of "Discover Broadway", which does not effectively communicate an Orangeville message to these external markets. Meanwhile, at a Provincial industry level,

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significant changes are afoot that will change the way tourism regions are managed and marketed, with the creation of Regional Tourism Organizations (RTOs), that will work in partnership with municipalities and other local groups and receive the Province's financial support. The role of Orangeville's existing local regional tourism association, HHTA, in this new framework is not entirely clear at this point, as the Headwaters area is combined with York and Durham under the new regional boundaries. All of these organizations, with the likely exception of the new RTO, have limited resources in terms of staff, dollars and time. Not surprisingly, this results in a limited number of marketing activities with a dedicated Orangeville message; confusion for the visitor as to where to go for Orangeville tourism information; a lack of fulfillment materials for visitor servicing purposes; and a lack of central coordination and partnered promotional activity.

Recommendations for future tourism development and tourism marketing for the Town of Orangeville are based on underlying objectives including functionally limiting the Town's role in marketing execution and focusing on its investments; looking at best bet markets; defining the tourism offer through marketing messages, product bundling and the cross-promotion of existing attractions; becoming a recognized tourism hub; increasing collaboration amongst tourism stakeholders; and developing an Orangeville brand and branded activities for the purposes of marketing tourism in the Town in carefully chosen mediums.

Recommended strategies start with the enhancement of the tourism demand generators with the highest potential to attract visitors, mainly through financial operating support. These include the performing arts, the tour train, and the tree sculpture product. Correlating with this strategy is the enhancement of the current tourism offering by creating and promoting packages, bundles and itineraries that combine Orangeville's already existing, unique products. These itineraries and packages can become the basis for promoting multiple experiences under the Orangeville brand and be promoted via specific Orangeville marketing initiatives.

It is also recommended that resources are provided to develop "best bet" markets – specifically sport tourism and the group tour market. These markets are identified as high potential markets given their fit with the Orangeville tourism product and the successes already experienced with these markets despite little proactive marketing in the past. Attracting these markets translates into hundreds of visitors coming into Orangeville, benefitting multiple tourism partners and the Downtown, with the same marketing investment as attracting individual travellers – a market that is realistically too broad and expensive for Orangeville to reach.

At the same time, it is recommended that Orangeville not overlook the individual traveller, but reach this market via determining its best fit within the regional product and regional marketing activities. This will require strategically positioning Orangeville as an interesting town to visit with its own unique character that is a natural starting point to explore the many different towns and villages of the Headwaters region. This positioning will allow Orangeville to effectively leverage its current investment in HHTA's tourism services, and it can work further with HHTA to develop a dedicated marketing campaign in this regard.

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While working with the regional tourism association in many ways, it is also important that Orangeville provide dedicated visitor servicing resources and marketing under an Orangeville brand via fulfillment, online, e-marketing and media relations activities. This will take the form of dedicated Orangeville collateral pieces such as maps and event calendars, some limited external marketing, a singular and enhanced website presence, and tourism oriented media releases and story pitching. In all of these areas, initiatives would be executed on a cooperative basis with the Town and BIA working together and engaging the services of HHTA to assist as appropriate.

The BIA will play an important role in implementing the strategy of effectively cross-promoting the Downtown with other Orangeville tourism products via a number of priority actions, such as providing pre-trip information packages. The Town will take the lead on a number of strategies including enhancing way finding, providing professional development opportunities, and establishing a formal Orangeville tourism network.

In order to implement the recommendations above, there will need to be a commitment on the part of numerous tourism stakeholders to take on various roles and responsibilities. In terms of financial resources, it is hoped that the majority of the priority actions can be achieved via the reallocation of resources by implementing amendments to existing agreements that the Town has with tourism partners, or by executing initiatives on a cost recovery basis. Additional resources would, however, need to be allocated by the Town in order to implement recommendations around the capital components of enhancing demand generators, enhancing way finding, developing sport tourism, and funding the creation of a central coordination position if one is required for development of the group and/or sport tourism markets and web maintenance and content development.

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C. SITUATION ANALYSIS

1.0 DESTINATION CONTEXT

The Town of Orangeville is located less than an hour's drive from Toronto and easily accessed via highway. It is at the geographic centre of the Hills of Headwaters, an approximately 1000 square kilometre region just northwest of the province's largest urban centre. It is also the heart of Dufferin County, acting as its hub of commercial, economic and social activity.

With a population of approximately 28,000, the Town is relatively well known in terms of its geographic location, mainly as a result of its growth as a bedroom community and its location along a well travelled highway. However, the town does not necessarily have any cachet as a tourism destination, and if anything, may have an image problem to overcome, since the town has changed significantly in the last 15 years. Accordingly, the majority of its businesses depend on the local market to sustain themselves.

The tourism potential for the Town of Orangeville is due largely to its location in the heart of the Hills of Headwaters tourism region, one of the most unique and scenic regions in Ontario. The Town is only moments away from the unspoiled beauty of the Niagara Escarpment, and is a logical hub for exploring this larger region, which continues to draw visitors from the Greater Toronto Area looking for a convenient and compelling getaway from the city. This potential is furthered by the ongoing development of Orangeville's tourism demand generators which will be discussed below.

There is little available information about the current visitor profile for the Town of Orangeville - overall visitors' interests, spending patterns, trip motivators, demographics or travel patterns. The Hills of Headwaters Tourism Association tracks the number of inquiries received about Orangeville but there is no correlating information in regard to a profile of these consumers - rather, visitor profile information is general to all inquiries for the region. Visitor profile information is available only from individual tourism demand generators such as the Credit Valley Explorer, Theatre Orangeville, and the annual Blues and Jazz Festival.

2.0 BENEFITS OF TOURISM TO THE COMMUNITY

Tourism is defined as people visiting a destination and spending money there, including same day and overnight visitors (engaged in business travel, pleasure travel, personal travel and visiting friends and relatives). Tourism is a key economic driver in Ontario, making up 2.2% of the provincial economy, and resulting in the generation of jobs and visitor spending dollars. It is estimated that every dollar of visitor spending in the Province results in 27 cents of taxes for all levels of government.

At the community level, tourism provides significant economic benefits and economic opportunities. Tourism is a quality industry for the community because it brings new money into the community; it supports a diverse mix of business types and sizes; and it helps support

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community quality of life amenities. Simply put, a nice place to visit is a great place to live, and a good place to establish a business. Tourism helps support a community's recreational and sports facilities, its arts and cultural programs, its festival and events, and its heritage assets.

Spending by visitors also has a proven "trickle down" effect. Visitors spend their money on things like accommodation, transportation, attractions, entertainment, and shopping. These businesses in turn spend their money on wages and salaries, business purchases, taxes to government, and capital assets. This in turn benefits a variety of businesses from restaurants to retailers to banks and builders. Most of these impacts are retained in the local economy.

Unfortunately the Statistics Canada census division of Dufferin Country is too small to track annual visitor spending and therefore provide figures on the economic impact of tourism in the region via the Ministry of Tourism. The Hills of Headwaters Tourism Association conservatively estimates the number at \$50M. A singular example in Orangeville is the annual Blues and Jazz Festival, which draws a number of out of town visitors and has undertaken a formal economic impact study. The economic impact from the attendance of these visitors alone is estimated at \$451,888 annually.

Given this, there is a valid business case for supporting tourism in Orangeville, and indeed the Town of Orangeville is already actively involved in doing so. Tourism related investments by the Town have included:

- Significant annual contributions to:
 - The Orangeville BIA (dollars allocated to the Orangeville Blues and Jazz Festival)
 - The Hills of Headwaters Tourism Association
 - Theatre Orangeville
 - The Credit Valley Explorer tour train (an annual operating contribution)
 - The allocation of a tourism development and marketing budget within the Town's annual operating budget, primarily used for cooperative marketing opportunities with the Orangeville BIA.

- Additional investments have been made in the form of:
 - Expenditures at the rail yard for the Credit Valley Explorer tour train (a new train station and parking facilities)
 - Developing the Art Walk of Tree Sculptures (expenditures for commissioning artists, development and printing of a brochure, and ongoing maintenance)

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- Waiving development charges to encourage the construction of the Best Western hotel
- Investments in sports and recreation facilities that are often utilized by sport tourists participating in tournaments and events.

3.0 INDUSTRY CONTEXT

3.1 *Economic Climate*

- According to “*Discovering Ontario – A Report on the Future of Tourism*” (Sorbara Report, 2009), the near term outlook for the tourism industry in Ontario has been clouded by recessionary conditions and the resulting changes in discretionary consumer spending.
- Canadian travellers may opt to stay closer to home and take shorter, less expensive mini-vacations until economic conditions improve substantially. This trend can benefit a destination like Orangeville that draws visitors from urban centres that are less than an hour’s drive away.

3.2 *Demographic Shifts*

The demographic landscape is also shifting significantly:

- Aging populations domestically will change the habits of travellers in a wide variety of ways, including average length of stay and preferred amenities.
- Consumer research shows that the fastest growing segments of the tourism market include the older, upscale adventurer; the retired couple with disposable income; the young go-getter; and the two-income family looking for hassle-free getaways.
- According to the report *Ontario’s Domestic Travel Market in 2025 (TAMS)*, Ontario’s tourism industry will need to respond to the changing demographic composition of the population and the resulting differences in travel preferences, expectations and behavior. As the population ages, while at the same time becomes increasingly composed of more foreign born residents, the need to adapt to these changing realities is critical.
- Over the next fifteen years, the proportion of Ontarians travelling within the Province is expected to decline slightly. The proportion of Ontarians participating in cultural and entertainment activities is expected to increase, while the proportion of Ontarians participating in family oriented activities is likely to decline. By 2025, the industry will clearly be appealing to a population which, by virtue of its age, will be seeking travel

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experiences that are less strenuous and less family-oriented, while being more readily accessible and emphasizing cultural and entertainment activities.

- Although a decline in domestic travel within the province is not encouraging, Orangeville's tourism product is a good fit with the types of travel experiences that the market will be seeking.

4.0 MARKET READINESS AND TOURISM POTENTIAL OF DESTINATION

The main demand generators for the Town have been identified (see Exhibit One: Demand Generator Worksheets) – these include a regional theatre with a defined season running fall through spring, a scenic tour train that runs seasonally, tree sculptures prominently displayed as outdoor public art, and shopping, dining and festivals/events that can all be experienced within the context of a historic Downtown.

- It could be said that Orangeville is in its infancy in terms of tourism development. Three of its main attractions that are identified as demand generators (the Credit Valley Explorer, Tree Sculpture Art Walk and Theatre Orangeville) have relatively short, though successful, histories.
- None of the demand generators, with the exception of the tour train, can be considered “icon” attractions, and therefore have limited ability to act as trip motivators.
- There is little evidence of partnered promotions and efforts to tie in the demand generators with each other. Many visitors to these individual attractions are experiencing only one attraction and then departing Orangeville.
- Orangeville's biggest opportunity and potential has often been identified as positioning it as a hub for exploring the greater region – a natural strategy given its status as the largest and most commercially vibrant town in the Headwaters area, and its location on a main highway, with a town centre that is easily reached from this highway.
- The Town does contain some of the specific infrastructure traditionally found in a regional tourism hub, such as visitor information services, shopping, dining and accommodation; however some of this infrastructure is rather limited (e.g. lacking critical mass of accommodation).
- The addition of the Best Western in 2006 as an accommodation option is another important step in tourism development for the Town. Leveraging the hotel as a piece of the overall tourism puzzle will require further investigation into the correlation between its markets, which appear to be corporate and leisure, with the main tourism product in the Town.

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4.1 Credit Valley Explorer Train (CVE)

- The CVE has been growing, and is currently bringing approximately 12,000 passengers to the area annually. The tour train is the only demand generator in Orangeville, other than singular events such as the Blues and Jazz Festival, with a proven track record of drawing out of town visitors – in other words, that acts as a trip motivator. This is likely due to the fact that there is little tour train competition within close proximity to the GTA. As a result, the CVE would need to be central to any tourism development or marketing strategy for the Town.
- The CVE continues to expand to include different types of trip offerings (themed tours such as the Santa Train), including charter tour trains. The trips are offered year round, but not on a regular schedule (in the winter months, tours are offered only on some weekends, for example).
- The Town, being the owner of the short-line railway, has partnered with the railway contractor to help ensure the sustainability of the tour train product and has invested in capital projects such as a rail station and parking to improve the visitor experience.
- Only 15% of their market is from the local region. The out of town visitor is usually a small group, and in fact 50% of its market is from bus tour operators, without significant marketing effort in this area. CVE has identified group and corporate as the two areas that they see for expansion.
- Some visitor servicing challenges have been noted. All tickets must be purchased in advance and online booking is encouraged; however, telephone sales service can be spotty and online information as to train schedules and group tour services is limited. Way finding signage is also limited -- there is no TODs or in-town directional signage for the CVE.
- The operation is repeatedly described as “without a tourism focus” by potential partners, and would likely require significant operational support to properly service the leisure tourist and group tour market.
- The CVE is not yet profitable; however, the operation has experienced steady growth, and most tour train operations in Ontario do rely on government subsidy and/or are operated by volunteers.
- CVE has identified the two main obstacles to its growth as the need for additional parking and the need to expand the current rail station to accommodate a greater number of people (right now there is not enough waiting room for one full coach of passengers inside the building, and when the train is sold out there are three coaches).

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4.2 Art Walk of Tree Sculptures

- The tree sculpture art walk program is a recently developed public outdoor art project. It is in its infancy as a tourism product.
- An excellent self guided tour brochure has been produced and the Town's Communication Officer does conduct guided tours and talks on a one-off basis. Awareness of this is growing and feedback from those who have experienced it is positive.
- There is demand for guided walks or tours but most of these cannot be met. Bus companies are contacting the Town directly to express their interest.

4.3 Sports Tournaments and Sporting Events

- Visitation resulting from sports tournaments and special events has experienced a noticeable increase in recent years. This is without much proactive development of this as a tourism product focus; rather it is due to the existence of excellent facilities and of good volunteers.
- These include provincial level events and future bookings indicate that the upward trend is continuing.
- The spin-off effect that this is having on the rest of the tourism product in the Town is unknown, but there is currently no directed effort to leverage this visitation for wider tourism impact.
- Orangeville's potential in this area covers a broad range of potential activities because of its available facilities. Significant past events include hockey, synchronized swimming, lacrosse, volleyball and gymnastics.
- The potential for growth in sport tourism could be hampered by the lack of accommodation options. With only one hotel option available, many teams stay in Brampton and commute for the day for their events.

4.4 The Arts

- The anchor for the arts in Orangeville is the Opera House. Its resident professional theatre company, Theatre Orangeville (TO), manages the property through an agreement with the Town of Orangeville. Theatre Orangeville has been consistently successful over the past few years and has an established subscriber base. This subscriber base is mainly made up of local or weekend residents although there is some growth in subscriptions from outside of the area. TO does not experience much tourism traffic outside of group tours, likely due to the many high quality theatre options

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throughout the province that are easily accessible from the GTA; however, it is experiencing some growth in the number of theatre goers from Toronto, Owen Sound, Collingwood and Oakville. Their combined audience of subscribers and group tours provides its preferred business model. TO has a well defined Mainstage theatre season, September through June, and offers Young Company productions in the summer months.

- Although in the public awareness the Opera House and Theatre Orangeville can be synonymous, the Opera House is also a venue for other performances, including amateur theatre and musical performances (an average of 140 performances per year total). The Opera House coordinator, a part time position, currently focuses on booking user groups rather than promoting the venue or drawing professional performances to the venue.
- The relatively strong performing arts offering in Orangeville as a whole is rounded out by the annual Blues and Jazz Festival which has successfully attracted an out of town audience for the past few years and is growing in popularity. This Festival is also financially supported by the Town.
- The Headwaters region has proactively promoted itself as an arts destination; however, there is not a geographic or town location that is identified as the “arts centre”. The nearby town of Alton appears to be striving to become the “visual arts centre” with the development of the Alton Mill as a venue for multiple studios, workshops and events. This development has potential spin off effect for Orangeville given its proximity to the Town, although there is no strategy in place to leverage this or to partner in any way. Although there are a number of galleries within the Town, it is difficult to quantify the extent of the visual arts product that is located in Orangeville. Most of the available lists and directories available are not broken down geographically and may or may not represent their membership specifically.
- Orangeville is stronger on the performing arts than in the visual arts category. Overall, the arts product available in Orangeville could be enhanced.

4.5 Heritage

Although Orangeville boasts a historic Downtown registered as a Heritage Conservation District, with many architecturally significant commercial buildings and heritage residential areas, there is little to no formalized product or experience built around heritage in the town:

- Visitors can experience the historic Downtown in a self guided fashion, although an available heritage walking tour leaflet is not widely distributed. Guided walking tours are offered sporadically but are not easily accessible or promoted as a visitor opportunity.

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- There are resource challenges preventing Orangeville from fully leveraging the popular Doors Open program, which is financially supported by the Town.
- The Heritage Orangeville committee is very small and there is a lack of a wider circle of volunteers to assist with any heritage oriented initiatives.

4.6 Downtown Orangeville

“Broadway”, or the Downtown core, is home to the majority of the Town’s most appealing shopping and dining product. Tourism research shows that most visitors partake in both dining and shopping while on vacation and the provision of these services therefore becomes an important part of the tourism offering.

- The Downtown’s heritage architecture adds to its appeal and it is the location for many of Orangeville’s demand generators, including festivals and events, the Opera House and Theatre Orangeville, and the gateway to the Art Walk of Tree Sculptures.
- The Downtown itself is not likely a trip motivator for visitors, with the exception of regional residents who see Orangeville as the commercial centre of the region. Although Downtown Orangeville boasts unique and appealing retail shops and is well known for excellent dining options, from a tourism perspective, the Town of Erin is positioned as the compelling destination for unique shopping in the region. The Province boasts hundreds of small rural communities that feature heritage architecture and some type of “main street” shopping experience. Differentiating Orangeville’s Downtown in this cluttered marketplace would be challenging.
- The report *Downtown Orangeville Commercial Gap Analysis, 2006* effectively outlined numerous improvements and capital projects that could be undertaken to increase the appeal of the Downtown, and there have been significant investments in physical improvements in the Downtown over the past few years. Although any Downtown improvement initiatives will impact tourism development positively, input indicates that the biggest issue from a tourism development and marketing perspective is not how to change the Downtown tourism experience, but how best to connect the Downtown to other existing tourism experiences. The prevailing feeling amongst Downtown businesses is that they are not significantly benefitting from tourism, or from the proximity of the Opera House, the Credit Valley Explorer, the Tree Sculptures, or the many sporting events and tournaments taking place in town. This is in keeping with the finding that the Downtown itself is not likely a trip motivator – rather the Downtown experience is an important ancillary experience for the visitor.

5.0 CURRENT TOURISM ROLES, FUNCTIONS AND RESOURCES

Current tourism roles and functions are summarized in the Foundation Document, Exhibit Two: Role and Function Workshop Template.

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5.1 *The Town of Orangeville*

- The Town of Orangeville currently works in collaboration with the Hills of Headwaters Tourism Association (HHTA) and other local organizations including Theatre Orangeville, the Orangeville BIA, Headwaters Arts and the Credit Valley Explorer to support tourism development and marketing in Orangeville.
- While the Town has largely relied on the HHTA to lead local tourism development and marketing initiatives, there is recognition that the Town has an important role to play in destination development and management. The Town has expanded its involvement in tourism activities over the past few years, largely through collaboration with other organizations/initiatives and investments in tourism related infrastructure, including partnership agreements with both Theatre Orangeville and The Credit Valley Explorer, funding for the BIA's Farmer's Market and Blues and Jazz Festival, and for HHTA's visitor services.
- The Town often receives visitor inquiries via its website (which does have a tourism section) and walk-in inquiries at the Opera House because of the location of the building. When there are requests for information on Orangeville, the Town directs people to the HHTA website or visitor centre and no Orangeville-specific fulfillment piece is offered; rather visitors are provided with the Headwaters Visitors Guide produced by HHTA. Although there is definitely demand for a fulfillment piece specifically about Orangeville based on inquiries, no visitor servicing pieces such as maps or guides are currently available specifically for the Town.
- The Town also takes many inquiries about the CVE because consumers have difficulty getting in touch with that organization.
- Sporting events and tournaments are currently coordinated by the Town's Parks and Recreation Department, which oversees the major sports facilities in Orangeville.

5.2 *The Hills of Headwaters Tourism Association*

- Tourism development and marketing is currently undertaken at the regional level through the Hills of Headwaters Tourism Association.
- HHTA takes telephone, web and walk-in inquiries at their visitor centre located in Orangeville at the gateway to town along the major highway. Visitor statistics from 2008/9 indicate that the majority of their inquiries do come from walk-ins to this centre, and inquiries specific to destinations within the region are by far the highest for Orangeville.
- It should be noted that HHTA's past product development and marketing efforts included only members of the HHTA, while non members were not included. At a recent meeting,

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HHTA voted to change its membership model to allow any local business to participate in its activities by paying for services and programs. It is yet to be seen if this change will see an increase in participation in HHTA initiatives by Orangeville businesses.

- HHTA's role in tourism development and marketing for Orangeville is also limited by the lack of correlation between the Town's tourism product and the product focus at the regional level. HHTA has been working on developing specific tourism product including golf, equestrian, and "grown in the hills". The overall strategy is not a close match with the product in the Town. This focus is reflected in visitor inquiries to HHTA. The highest percentage (almost half) relate to outdoor recreational activities. This is followed by sporting events and attractions, and then by shopping, dining and the arts which have similar inquiry levels.

5.3 *Downtown Orangeville Business Improvement Area (BIA)*

- The Downtown Orangeville Business Improvement Area represents over 230 businesses in Orangeville. From a tourism development perspective, the specific responsibilities of the BIA are to oversee the improvement, beautification and maintenance of municipally owned lands, buildings and structures in the area beyond that provided at the expense of the Town and to promote the BIA as a business or shopping area.
- Over the last few years, the BIA has increasingly aligned itself with groups that coordinate festivals and events, assisting with enhancements for programs such as the Blues and Jazz Festival and Farmer's Market in order to bring people – both locals and visitors -- to the Downtown. This assistance takes the form of both financial and promotional support. The BIA's continued funding for such initiatives is not in place beyond 2011 and it is attempting to shift these alignments from sponsorship type relationships to true partnerships.
- The BIA has branded the Downtown through its "Discover Broadway" campaign, which started out as an initiative to encourage a local and regional audience to support the Downtown. The support of this audience is seen as crucial to the health of the Downtown.

5.4 *The Province*

At the Provincial industry level, significant changes are afoot that will change the way tourism regions are managed and marketed. The Sorbara Report (Discovering Ontario 2009) recommended the creation of regional/destination DMMOs, embracing a region wide or whole of destination approach to tourism management and marketing. Given that Orangeville works within a regional framework for the delivery of tourism and marketing management, these changes will be material.

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- It was just announced at the end of December 2009 that the Province is supporting the formation of 13 new tourism regions and Regional Tourism Organizations (RTO's). RTO's will be established in regions across Ontario in early 2010.
- These organizations will be responsible for working with tourism partners to enhance and grow that region's tourism products and marketing activities. These RTO's are meant to be equipped with the capacity to create and implement regional tourism strategies that include marketing and research; product development and packaging; setting investment attraction and infrastructure priorities; identifying training needs and priorities; and setting quality standards.
- They will be encouraged to develop partnerships with and collaborate with municipalities, chambers of commerce and other local groups that support tourism. They are also meant to provide a single point of contact for management of tourism for both the industry and government at the regional level.
- Significant financial resources have been allocated to each of the RTO's (mainly via Destination Marketing Fees that would be levied via accommodation providers).
- An RFP has been circulated with a response deadline of March 1st seeking local organizations or partnerships that would take on the role of the RTO for each region.

Of particular note is the fact that the boundaries of the just announced regions do not mirror the existing regional boundaries for tourism marketing. For example, the Town of Erin, traditionally part of the Hills of Headwaters Tourism Association, is now located in a separate region from Orangeville, Caledon and the rest of Dufferin County. The new region of which Orangeville is a part is much larger and broader geographically than the Hills of Headwaters Region, incorporating the Regions of York and Durham, who currently have their own regional DMOs.

Another potential issue is that the tourism product of the York and Durham regions does not mirror that of the Hills of Headwaters. There is a very significant distinction between York and Durham's more urban product and the rural product of Headwaters. Their target markets are also very different, with Headwaters drawing from the western parts of the GTA and York and Durham drawing from the eastern GTA. Finally, Headwaters has the smallest budget of the three for marketing and programs.

How these existing regional DMOs will work within the new regional framework is still unknown. It is likely, however, that municipalities will be expected to conduct their own tourism marketing activities working closely with the new RTO.

5.5 Resources

It should be noted that all of the organizations above who currently play a role in tourism have limited resources in terms of staff, dollars and time.

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- The Town of Orangeville has not budgeted for any additional tourism development or marketing initiatives aside from its current activities.
- The BIA has a healthy marketing budget which is sustainable due to its fee structure; but its resources are stretched given its involvement in numerous special events and festivals.
- The HHTA is currently reliant on granting sources and membership contributions to pay to play programs in order to develop any new marketing initiatives beyond its current strategy, made up largely of foundation tactics.

6.0 CURRENT MARKETING SITUATION/MARKETING AUDIT

6.1 *Town of Orangeville*

- The Town provides funding for a number of organizations who engage in tourism marketing – namely, HHTA, TO, CVE and the BIA.
- The Town currently maintains a tourism section on its website, www.orangeville.ca. The content on the site is presented in a directory style, providing specific information for the visitor rather than communicating lure marketing messages or defining the tourism offer in a compelling way. The website is labour intensive, requiring ongoing updates. There is potentially a significant overlap in the information provided about Orangeville on the HHTA, Town and BIA websites.
- The Town produces and distributes a brochure for its Art Walk of Tree Sculptures.
- The Town's Communications Officer creates tourism oriented media releases on a regular basis (dealing with events, the tree sculptures, etc.), but these are not distributed to a travel media database. Orangeville media stories are not shared with HHTA.
- The Town participates in HHTA marketing programs, with a presence on its website and a two page cooperative advertisement in the annual Visitor Guide. The content provided to the HHTA for its website is static in nature.
- The Town also supports BIA marketing programs, and the Orangeville logo appears on many "Discover Broadway" initiatives (brochure and print ads, detailed below). The Town and BIA partner to promote Orangeville in a guide provided for CVE passengers.
- In terms of providing way finding for the visitor, there is currently signage directed visitors to the historic Downtown off of the highway (this is Provincial Tourism Oriented Directional Signage funded by the Town) and Gateway signage welcoming visitors to the Town. There is no Orangeville branded signage within the Town itself for way-finding, and no consistent or permanent event signage.

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6.2 Hills of Headwaters Tourism Association

- HHTA's marketing activities are focused on product areas that do not necessarily correlate with the offerings in Orangeville. Although HHTA receives funding from the Town, other municipalities and its members, these funds help to cover its operating costs and its foundation marketing activities; its budget does not allow for many additional marketing activities, particularly targeted marketing tactics in specific product categories or to specific markets (sports, motorcoach) that might best support the Town and its products.
- On the other hand, the towns within the region are prominently branded within HHTA's marketing activities. Orangeville is an easily identified geographic location with the Headwaters region, and therefore likely receives significant spin off from Headwaters' foundation marketing activities, which include its visitor centre, visitor guide, website and e-marketing. The visitor centre is likely the biggest spin off with its location right in Orangeville along the highway and visitor inquiries at the centre indicate a significant interest in Orangeville.
- Visitor statistics for inquiries to HHTA indicate the majority of inquiries to the tourism association are from residents of the local region and of the GTA.
- Orangeville's major demand generators, such as the Theatre, tree sculptures and tour train, appeal to an older demographic (55+) than HHTA would traditionally target.
- HHTA's past status as a membership organization meant that it would only market Orangeville members, and was not able to fully represent the Orangeville tourism offering. It is estimated that approximately 50 of HHTA's 276 members, or 18%, were located in the Town of Orangeville. This meant that "the tourism story was based on those who pay" – and this of course is not necessarily the whole tourism story. It should be noted that HHTA has just voted to change its membership model; however it will take time to see any positive impacts in terms of a higher representation of Orangeville product and businesses within the HHTA's marketing tactics.
- Demand generators in the Town feel that the main benefits they receive from HHTA are the marketing opportunities provided by its Visitor Guide and website, but they are not necessarily seeing quantifiable results for their business via HHTA, such as group booking referrals.
- There is a tendency to look to HHTA as the starting point for all destination marketing strategy and execution activities; however, the reality is that they are quite limited in their available resources and that their activities are limited to what is usually termed "foundation" marketing activities. Due to budget constraints, HHTA cannot afford to

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execute significant lure activities and therefore focuses on its core fulfillment and visitor servicing activities.

6.3 Downtown Orangeville Business Improvement Area (BIA)

- The BIA's main marketing initiatives consist of promoting festivals and events and its "Discover Broadway" brand. This brand includes the majority of Orangeville's identified demand generators and its main accommodation property, the Best Western. Even though one of the demand generators, the Credit Valley Explorer, is not technically located within the BIA, it is still mentioned in Discover Broadway advertising.
- The BIA has recently engaged in some significant external marketing initiatives to promote its Discover Broadway brand beyond a local audience. These initiatives include print advertising in Oakville and GTA publications (West of the City, Toronto's arts and culture guide, and Arabella) and a multi-panel brochure distributed to the Credit Valley Explorer patrons that highlights events, shopping, restaurant listings and The Art Walk.
- The BIA also participates in HHTA marketing programs. It provides information on the historic Downtown for the HHTA website, and its dedicated URL www.discoverbroadway.ca links to its page on the HHTA site. It appears in the HHTA Visitor Guide with a Discover Broadway advertisement (again, highlighting almost all of the Town's demand generators) that appears as part of the two page Orangeville cooperative ad placement.

6.4 Individual Operators/Demand Generators

- The major demand generators in the Town, the TO, CVE and shopping and dining (as represented by the BIA), are engaged in limited external marketing due to limited budgets.
- TO has a part time Groups Coordinator who markets TO to local and out of town groups. Packaging with other demand generators, although limited, is pursued -- TO does promote in a limited manner to out of town visitors with its Best Western packages, mainly through its website. Of specific interest to TO patrons is the dinner/theatre experience, including free parking. The TO season brochure has a distribution of 62,000 pieces over a 60 km radius in the surrounding region.
- CVE markets its product in Brampton, Mississauga, Niagara, Kitchener/Waterloo and the GTA, as its budget allows, mainly via brochure distribution and print advertising. It should be noted that this external advertising would have little spin off benefit for Orangeville as the name of the train refers to the Credit Valley only.

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D. RECOMMENDATIONS

1.0 TOURISM DEVELOPMENT AND MARKETING OBJECTIVES

- Functionally limit the Town's role in tourism marketing activities to cooperative initiatives with HHTA and the BIA, while continuing its role as an important investor in tourism development and marketing.
- Focus investments on and strategically market to best prospect markets that are a good match with Orangeville product and increase visits from these markets.
- Support attraction development activities by providing marketing and investment support to key demand generators with high potential.
- Define the Orangeville "tourism offer", articulating "what to do in Orangeville" via carefully crafted marketing messages, effective visitor information tools, coordinated programming, and product bundling.
- Taking into account the disconnect between the regional tourism marketing strategy and Orangeville's own tourism products, communicate an Orangeville tourism message by engaging in online, e-marketing, fulfillment and media relations activities.
- Ensure that visitors to Orangeville partake in multiple tourism experiences.
- Become the recognized hub for tourism in the Headwaters area and the starting point of choice for exploring the region.
- Successfully draw traffic en route to other destinations or experiences in Headwaters off of the highway to discover Orangeville.
- Become the centre for performing arts within the larger arts region of Headwaters.
- Increase collaboration amongst tourism stakeholders via improvements in communication and the execution of new cooperative tourism initiatives.
- Provide professional development opportunities that are specific to tourism.

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2.0 STRATEGIES

2.1 *Enhance tourism demand generators with the highest potential to attract visitors.*

<p>Gaps and Opportunities</p>	<ul style="list-style-type: none"> • Existing demand generators could be enhanced: the CVE would need a larger station and more parking in order to increase capacity and requires service delivery improvements; the visitor experience of the tree sculpture product varies from self guided to guided; the performing arts represents a potential growth area although there are a limited number of performing and visual arts venues; and there is little visitor oriented heritage product in town. • There is currently no dedicated arts visitor centre, although visitors can go to Alton Mill or the HHTA Visitor Centre for arts related information. • There is a lack of volunteer champions or volunteer manpower to support tourism development.
<p>Priority Actions</p>	<p><i>The Arts:</i></p> <ul style="list-style-type: none"> • Currently there is little Orangeville presence in the Headwaters Arts Festival which is becoming an important tourist draw to the region. To position itself effectively within the regional arts scene, Orangeville could increase its participation in the Festival, so that the town becomes a Festival hub of activity. Orangeville could be the location of several Festival venues, such as The Opera House for a few large events, events at related retailers, and an outdoor artisans event on the street. • Look to partner with Headwaters Arts to increase the overall level of arts activity in Orangeville. Headwaters Arts is willing to organize and promote events in exchange for the provision of venues. • Leverage the Opera House to make Orangeville a centre for the performing arts for the region. Seek to broaden the scope of programming to add more professional performances, including dance and literary events. • Consider development of a branded regional centre for the professional performing arts. This could involve further branding of the Opera House or construction of a new performing arts venue.

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- Consider the creation of a visitor information centre dedicated to the arts located within the Opera House. Information provided could focus specifically on arts programming, arts trails, visual arts studio location maps, etc.
- Continue to support the Blues and Jazz Festival with its proven record of growth and ability to draw out of town visitors, while ensuring that this demand generator creates repeat visitation and spin off benefits for other tourism products (see 2.7 below).
- Continue to support Theatre Orangeville as a significant demand generator, particularly in efforts to market this product to the group tour market (see 2.4 below).

Tree Sculptures:

- Expand the tourism product to include regular, rather than ad hoc, guided tours. If this is not feasible, look to provide these guided tours in a limited fashion – e.g. specifically for group tours, or to coincide with significant festivals and events.
- Provide a shuttle to bring leisure passengers of the Credit Valley Explorer tour to the Downtown, with a narrated tour of the tree sculptures acting as an incentive for visitors to utilize the shuttle versus their own car. There could be an additional Downtown pick up location for the fully independent traveller who is not on the train. The shuttle would allow for some free time in the Downtown and then return to the rail station in time for the tour train departure.

Credit Valley Explorer:

- Continue to support the Credit Valley Explorer as a significant demand generator, particularly in efforts to market this product to the group tour market (see 2.4 below).
- This support can be contingent on the implementation of cross promotional strategies that include other Orangeville tourism product, such as group tour package sales.
- The financial support required for additional parking and an expanded rail station is important to increase the capacity of this product; however, this support should be based on a solid business plan that addresses the group tour market.

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	<ul style="list-style-type: none"> • Additional financial support can take the form of operational funding specifically directed at better customer servicing, including improving online and telephone booking procedures and group sales and marketing. <p><i>Heritage:</i></p> <ul style="list-style-type: none"> • Work with the Heritage Orangeville committee to help promote walking tours via marketing initiatives that communicate suggested day trip itineraries (see 2.2 below). This can include support for a new walking tour that incorporates residential areas and the railway.
Roles and Resources Required	<ul style="list-style-type: none"> • The Town can prioritize operating support for these products to ensure their sustainability and allow them to achieve their full potential. Orangeville can build on its current investment by supporting existing high potential tourism and cultural products. • The creation of any new arts venues would require funding from the Town as capital projects. The Opera House is currently operating close to capacity, although the majority of programming outside of TO is amateur rather than professional in calibre. • Partnership discussions with Headwaters Arts Festival could take place with representatives from both the Town and BIA taking the lead.

2.2 Enhance the current tourism offering by creating and promoting packages, bundles and itineraries that combine Orangeville’s unique products.

Gaps and Opportunities	<ul style="list-style-type: none"> • The demand generators identified have significant tourism potential as a collective; however, none of the demand generators, with the exception of the tour train, can be considered an icon attraction that would act alone as a trip motivator. • There is not a large enough critical mass of product to encourage a stay longer than a day trip. There is an opportunity to answer the question, “what is there to do in Orangeville”?, and to develop the concept of a day out in Orangeville for the leisure traveller or tour group, that incorporates various products – for example, the top five, not to be missed elements of a visit. • In terms of working together to develop tourism product, there has been some limited cooperation between CVE and TO to bring in group tours,
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	<p>which does have scheduling challenges but has been successful.</p> <ul style="list-style-type: none"> • Despite this, no formal packages or suggested itineraries have been created, and there is an opportunity to promote multiple products such as the tour train and Theatre along with the tree sculptures (self guided or guided), shopping, dining, and/or an overnight stay. • There is also no mechanism in place for fulfillment of packages (a single call to book all of the experiences and a package pricing offer). • There is a seasonal element to the product offering with “high season” being from September to May (as it is within the region as a whole).
<p>Priority Actions</p>	<ul style="list-style-type: none"> • Because the Town’s demand generators are not necessarily trip motivators themselves, they become much more attractive as a critical mass of product. Day getaway itineraries should therefore be developed. These itineraries should be customized to appeal to both the leisure and group markets, and products should be bundled to reflect travellers’ interests. • A one day itinerary that incorporates one or two of the main attractions with shopping and dining, for example, is ideal for the group tour market; the leisure traveller could be told about the top five “must do’s” in Orangeville. • Based on demand these itineraries can also be used to create single price packages -- bundled experiences including attractions, time in the Downtown and accommodation that are booked via one outlet at a single price. It is likely that this option will have the most appeal with the group tour rather than leisure market. • Although the Theatre and CVE tour train are important and compelling itinerary components, it should be noted that the number of days per year when the two can be combined is limited to approximately 45 days (the Theatre offers Wed/Sat/Sun matinees throughout the season with runs of 2.5 weeks each, 5 X per year). It is therefore important to create itineraries that combine these experiences with other options. Orangeville should consider working with additional partners outside of the Town, such as the Dufferin County Museum, Alton Mill, and Downey’s Farm to create day trip itineraries that will appeal to the group market. • The CVE and Best Western could work more closely together to court

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	<p>the corporate market, promoting the hotel’s meeting facilities and the CVE’s charter trains.</p> <ul style="list-style-type: none"> • These itineraries and packages can become the basis for promoting multiple experiences under the Orangeville brand and be promoted via specific Orangeville marketing initiatives (see below).
Roles and Resources Required	<ul style="list-style-type: none"> • It is important to note that all of the individual organizations that represent potential partnerships have limited resources (time, staff, and dollars) to make partnerships happen. There is a lack of manpower to initiate and execute partnered activities. • Itineraries should be developed with input from the key stakeholders (the individual demand generators involved, such as the CVE, TO and BIA), along with the organization or individual that would be involved in a central sales and marketing function (see below). • Major demand generators such as the theatre, tree sculptures and train appeal to an older demographic (55+) than the leisure traveller that HHTA would traditionally target; and HHTA does not engage in product development for the group tour market. However, if group tour packages did incorporate other regional partners, HHTA may participate in their development. • HHTA can play a role in promoting any partnership between the CVE (charter trains) and Best Western given its regional efforts with the corporate market.

2.3 Provide resources to develop “best bet” markets – specifically Sport Tourism.

Gaps and Opportunities	<ul style="list-style-type: none"> • There are no supports or formal strategy in place to develop sport tourism; there is currently no attempt to promote Town tourism product to sports tournament visitors, particularly at the planning stage, pre-visit; there is no ongoing promotion of the Town as a sport tourism destination; and there is no sport tourism event marketing budget to assist community groups in marketing major events. • Orangeville lacks a critical mass of accommodation. This will be a significant barrier/obstacle when it comes to developing sport tourism. • According to the Canadian Sport Tourism Alliance (CSTA), sport
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	<p>tourism is Canada’s fastest growing tourism segment. The growth in sport tourism is a phenomenon that is evident not only in major metropolitan areas, but in smaller communities across Canada as well. It is recognized as a stabilizing force within the Canadian tourism industry, especially during times of volatility within the industry.</p> <ul style="list-style-type: none"> • Sport tourism can provide significant positive economic impact to communities. The industry average often used to estimate visitor numbers for youth and family events is an average travel party size of 3.4 people to account for participants and spectators. Travel parties will engage in many different activities while in a community for a sporting event either as an alternative to being a spectator or to fill time in between events.
<p>Priority Actions</p>	<ul style="list-style-type: none"> • Implement a formal strategy to develop sport tourism in Orangeville. This will require a broadening of focus -- from the community benefitting mainly from residents’ access to sports facilities, to bringing in sports events that deliver far reaching community and economic benefits. • Quantify the Town’s sport tourism assets, such as Orangeville’s sport facility inventory, accommodations capacity, hosting history, local sport infrastructure and organizational capacity. This can be achieved using the Canadian Sport Tourism Alliance (CSTA)’s Sports Tourism Planning Template, available to members and adaptable for use by municipalities of all sizes. • Prioritize the development of the following sport tourism assets: encourage the private sector to establish more accommodation in the area, particularly in the budget category; establish a complement of experienced volunteers and ambassadors; build strong corporate support; and continue to gain event hosting experience. • The Town of Orangeville should become a member of the Canadian Sport Tourism Alliance (CSTA). CSTA is at the forefront of promoting sports tourism domestically and internationally. CSTA’s members include municipalities from every province including small communities, and members have access to the latest trends, news and information related to the sport tourism industry. • Prepare to offer complimentary event support services to sports organizations in helping to bid for, plan and stage sporting events. A best practice example is Tourism Burnaby, which provides event

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	<p>promotion (via website); connections with potential sponsors; bid packages; customized invitation letters and accommodation proposals; materials/images to promote the city in bid presentations; volunteer assistance and connections to competent volunteers; welcome packages (organizing information packages for event participants, including information about the city's dining options, cultural venues, attractions and transportation); site inspections (developing and completing site inspection visits); and assistance with securing accommodations and services such as catering, audio/visual, transportation, etc.</p> <ul style="list-style-type: none">• As a member, the Town can take advantage of CSTA's industry tools and resources, including the Sport Tourism Planning Template, the Business Plan Template for Sports Events, contact directories and STEAM – a tool used to predict and measure the economic impact of hosting sports event on the community. CSTA also offers conference workshops/training and education sessions designed to build capacity at the local level and help communities become more actively involved in the sport tourism industry. Members have access to cooperative marketing programs and their member profile is included on the CSTA website.• As a member, an organization can attend CSTA's Sports Events Congress, Canada's largest annual gathering of sport event rights holders, event managers, parks and recreation personnel, economic development agencies, and tourism professionals. The event includes a business-to-business events marketplace where events rights holders have the opportunity to meet one-on-one with municipal representatives interested in hosting events in their communities.• Implement strategic marketing initiatives targeting the sport tourism market including a micro site for sport tourism that links from the HHTA and Orangeville websites, and a sport tourism planner/promo piece (digital or print). Content should focus on facilities (including individual specs), services (local information, tailored visitor packages, assistance with event coordination), any grants available, experience (listing of past events), a sports event request form (proposed event info, budget, and requests for promotional items, guides, digital images, maps and coupons).• Best practice examples of sport tourism web pages and planners include: www.tourismhamilton.com and www.brantfordtco.com.
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	<ul style="list-style-type: none"> • Prepare a sports event funding policy, developed in the context of positive economic impacts. Many municipalities offer sport tourism and hosting grants. Best practices include Tourism Burnaby, which provides grants to provide support for non-profit organizations to bid, host, promote and administer new sporting events in the city of Burnaby. There is specific eligibility criteria (annual recurring events are not eligible), and funding levels range from up to \$2K to \$5K depending on the scope of the event. The City of St. Catharines indexes grants to overnight stays in the city – eligible events get a base 15% discount on facility fees, with confirmed overnight stays adding dollars to this total. The grant is really a post event rebate on facility fees, and the tournament must be assessed with the CSTA’s STEAM model to estimate economic impacts on the community. This encourages organizers to increase the event’s size or to recruit participants from places whereby they stay overnight. • Review facility user policies. It is common practice across municipalities to clearly put community users ahead of commercial users, which does not address the value to the community of sport tourism’s economic benefits. It is important to note when determining facility allocations that tournaments and sporting events often need significant lead time to promote and recruit for their event.
<p>Roles and Resources Required</p>	<ul style="list-style-type: none"> • Sport tourism, like many other Orangeville tourism development opportunities, is not a fit with the regional tourism marketing strategy at a regional level. HHTA does not engage in any specific tactics aimed at the sport tourism market and it is unlikely that the newly established RTO would pursue this market. • In order to strategically implement a sport tourism strategy, resources will need to be allocated to areas including promotion, planning, consultation, tool kits and volunteer ambassadors. Resources for this are not currently available within the Parks and Recreation Department at the Town. • Economic Development can take on the challenging role of attracting new accommodation properties to Orangeville.

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2.4 Provide resources to develop “best bet” markets – specifically Group Tours.

Gaps and Opportunities	<ul style="list-style-type: none"> • The tour train and tree sculptures have a track record of success in appealing to the group tour market without proactively pursuing this market. The tour train has indicated that they see significant potential in the group tour market, and that this customer base is a good fit with their business model. It should be noted however, that although the CVE is likely the biggest draw and trip motivator for the group market in Orangeville, there are significant issues with its market readiness in this area. • TO has pursued group sales since its inception and four years ago a dedicated Group Sales position was created. Approximately 8% of its sales are attributed to group attendance. Recent scheduling changes (the addition of later Saturday matinees) were made to accommodate growing group interest. TO has indicated that they see significant potential in the group tour market, and that this customer base is a good fit with their business model. • Despite this, there is a lack of centralized group tour services available within Orangeville that connects the current operations of demand generators such as Theatre Orangeville, the tree sculptures and the tour train. • Orangeville’s major demand generators such as the Theatre, tree sculptures and CVE tour train appeal to an older demographic (55+) than HHTA would traditionally target. A significant portion of the group tour and motorcoach market is made up of this demographic -- today’s group tour traveller is a well educated empty nester and white collar retiree. • Although the senior demographic is often associated with the group tour market, these pay one price adventures appeal to a wide boomer demographic. Other major markets include special interest groups, baby boomers, international, and students. It should be noted that within this special interest group there is a significant proportion of cultural avids who travel via motorcoach to partake in cultural activities such as theatre. • In terms of its overall outlook, the motorcoach market has rebounded with the increase in fuel prices as mature travelers look to exploring without having to burn fuel in their personal vehicles. Charter and tour operators experienced the effects of the downturn in discretionary
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	<p>leisure travel spending, but according to the American Bus Association (ABA), as more travellers choose to stay closer to home for vacations, the possibilities for tour and sightseeing operators is robust.</p> <ul style="list-style-type: none"> • Attracting motorcoaches translates into hundreds of visitors coming in with the same marketing investment as attracting individual travellers. The average motorcoach size is between 45-50 people -- a significant captive audience to bring to the Downtown area. Motorcoach groups tend to participate in shopping and have a higher propensity to buy as they consider themselves “on vacation.” The ABA estimates that a motorcoach spending one night at a destination generates as much as \$11,660 for that local economy in meals, lodging and other spending. • It is not particularly expensive to market to the group tour market, since it is targeted to group travel leaders, tour operators and receptive operators. Marketing usually involves building one-on-one relationships with tour operators via sales calls and familiarization tours as well as promotion via direct marketing to a tour planner database, promotional videos and targeted industry publications.
<p>Priority Actions</p>	<ul style="list-style-type: none"> • Implement a formal strategy to develop the group tour market in Orangeville, include package development, group tour services and marketing. • Develop day trip itineraries and packages customized for the group market (see above). This will include seasonal sample itineraries and travel ideas in and around Orangeville. Timing becomes important in terms of being realistic about the amount of time it takes for a group to partake in multiple experiences. • Choose venues/partners for group tour packages using criteria including sufficient comfort facilities and staff to handle large groups and full access for disabled guests. • Develop packages with special group pricing and deposit and cancellation policies. Options include discounts for smaller groups of 10 people; one complimentary ticket for every 20 purchased; senior discounts; priority booking opportunities; special payment terms; complimentary admission for the tour leader and driver; and flexible deposit policies for last minute bookings. • Prepare to provide specialized group tour services. This includes assistance with the following: itinerary planning, referrals for

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	<p>restaurants, attractions and hotels; marketing and collateral materials and site visits.</p> <ul style="list-style-type: none"> • Demonstrate a positive attitude towards motorcoach travel. It will be important to anticipate and deal with any community objections or issues such as motorcoach parking and increased motorcoach traffic in the Downtown. • Ensure the required infrastructure is in place, including convenient, coach friendly parking, bus parking maps, clear, easy to understand signage to venues, and the ability for coaches to drop off at front doors of venues. • Initiate a membership in OMCA (Ontario Motorcoach Association). • Train and instruct front line staff on how to deal with groups, and to be aware of all special services promised to tour operators.
<p>Roles and Resources Required</p>	<ul style="list-style-type: none"> • There are no marketing activities currently being undertaken at HHTA that are aimed at the group tour market. As mentioned above, if itineraries include other regional attractions, HHTA may play a role in promoting to this market. • In order to successfully implement day trip itineraries and packages for the group tour market, resources are required, and there is a current lack of manpower to initiate and execute partnered activities. There is a need for a central person to coordinate efforts with this market, which would include packaging, assisting with trip planning (customer service), on site services, and marketing to the group tour market in a coordinated manner. • A possibility is for one of the major package partners to take on the responsibility of marketing and coordination. A best practice example of this is the Shaw Festival in Niagara-on-the-Lake. As the main trip motivator to the town for tour groups, the theatre developed a group sales department with a budget and manpower dedicated to developing and promoting packages to the market. The theatre generated additional revenues by taking commissions from package partners on packages sold. • It should be noted that the booking infrastructure for group sales currently exists at the Opera House; however, proactive marketing activities would need to be added to the current infrastructure to truly

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	<p>implement a group tour strategy for the Town. It is possible that this could become an extension of Opera House management duties.</p> <ul style="list-style-type: none"> • A third party provider may also be considered, such as working with a receptive operator in the region. • TICO licensing may be a requirement of the provider of group sales services once packaging of multiple products is established.
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2.5 Position Orangeville within the greater region as the tourism hub.

Gaps and Opportunities	<ul style="list-style-type: none"> • Orangeville’s critical mass of product is not conducive to longer stays. If the Town wants to extend the length of stay beyond the day trip visitor, it needs to successfully position itself within the offering of the larger region. • Orangeville’s biggest opportunity and potential has often been identified as positioning it as a hub for exploring the greater region – a natural strategy given its status as the largest and most commercially vibrant town, and its location on a main highway, with a town centre that is easily reached from this highway. There is, however, a lack of strategic positioning of Orangeville within the region’s tourism marketing, as part of an established scenic route/drive. • The Town does contain some of the specific infrastructure traditionally found in a regional tourism hub, such as visitor information services, shopping, dining and accommodation; however some of this infrastructure is rather limited (e.g. lacking critical mass of accommodation). • Other than the limited presence of Orangeville in HHTA marketing vehicles (see below), there is little partnering being done to position the Town within the wider tourism product (e.g. regional arts activity, area skiing). • The HHTA has attempted to develop a Towns and Villages product, which ties together the region’s unique combination of charming individual destinations with a touring/scenic drives activity. This product is targeted at the high yield, GTA, FIT traveller. So far this is executed in a very limited fashion via a dedicated section on its website, with descriptions of each town and suggested touring
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	<p>itineraries.</p> <ul style="list-style-type: none"> • The further development of the Towns and Villages product faces a major obstacle in that many of the other smaller towns and villages do not have staff or dollars to contribute, and HHTA does not have the resources to fund further development or promotion. • The HHTA’s visitor statistics indicate that its website is by far its best source for visitor inquiries.
<p>Priority Actions</p>	<ul style="list-style-type: none"> • The Town’s best fit within the regional product is as an interesting town to visit with its own unique character that is a natural starting point to explore the many different towns and villages of the Headwaters region. This positioning will allow Orangeville to effectively leverage its current investment in HHTA’s tourism services. • Re-focusing on the Towns and Villages product through a targeted campaign and expanded initiatives will provide the platform for Orangeville’s appeal to the leisure market and better position it within the regional tourism product. Specific driving itineraries can incorporate Orangeville as the natural starting point for suggested scenic drives, given its proximity to the highway and the availability of visitor services at the beginning of a day trip. • The Town can consider expanding its participation in existing HHTA online programs, such as banner ads and e-newsletters, where it is positioned as the hub for the region. • This positioning within the wider region would also be solidified by magnifying Orangeville’s participation in arts initiatives such as the Headwaters Arts Festival (see above). • Orangeville can also capitalize on other regional activities via cross promotion – for example, partnering with area ski clubs (Caledon, Hockley and Mansfield) to market the Town to skiers.
<p>Roles and Resources Required</p>	<ul style="list-style-type: none"> • Given the challenges with bringing the Towns and Villages product to the next level, the Town of Orangeville and BIA would need to act as HHTA’s lead partners for this purpose, recognizing Orangeville’s position within the strategy as the major benefactor of such a program. • With the Town and BIA’s support, HHTA could try to leverage other available funding to create a marketing campaign specific to the Towns

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	<p>and Villages product – where Orangeville would be positioned as the natural gateway.</p> <ul style="list-style-type: none"> • With Orangeville as the centerpiece of the campaign, the top five demand generators and private sector businesses related to tourism in the Town could also be approached to “pay to play” in the marketing program. • The Town of Orangeville and BIA will need to proactively partner with Headwaters Arts Festival and ski clubs in order to initiate cooperative activities.
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2.6 Provide dedicated visitor servicing resources and marketing for the Town of Orangeville via fulfillment, online, e-marketing and media relations activities.

Gaps and Opportunities	<ul style="list-style-type: none"> • There is lack of clarity for the visitor as to where to go for information about Orangeville. They have numerous options, including the websites of the BIA, Town of Orangeville and HHTA, the HHTA visitor centre, and the Opera House (not because it is promoted as a visitor centre, but because it is often assumed to be one). • The critical mass of “what to do in Orangeville”, or the list of compelling experiences (e.g. the top five must do’s) is not being promoted under an Orangeville umbrella brand. The Orangeville print ad in the HHTA visitor guide is a cooperative mixture promoting specific experiences individually. “Discover Broadway” initiatives encompass much of what Orangeville has to offer, but under a brand name that would not be recognizable immediately as Orangeville beyond the local audience, even though it is being communicated in the GTA and Toronto markets. • It is difficult for visitors to get information on all Orangeville businesses in one place. Some are listed on the Orangeville website and the BIA has some marketing pieces with limited listings. HHTA currently provides information only on Orangeville businesses that are HHTA members, though this is likely to change in the short term. • There is a lack of fulfillment materials focused on Orangeville for visitor servicing purposes. Currently, the HHTA Visitor Guide is given out which contains limited information, along with the HHTA map which has a small thumbnail map of the Town. HHTA 2008/9 visitor statistics indicate that maps are the most popular visitor servicing/fulfillment
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	<p>piece for visitor inquiries (distributed mainly to walk-in traffic).</p> <ul style="list-style-type: none"> • Despite the lack of any type of fulfillment material, there are numerous opportunities for Orangeville to distribute such material: pre-trip planning for CVE, TO and Blues and Jazz Festivals ticket holders; visitor enquiries at the HHTA visitor centre and Opera House; pre-trip or on-arrival information for sports tourism groups and group tours; fulfillment requests via telephone and web enquiries via the Town, BIA and HHTA; direct marketing to the databases of individual demand generators; and brochure racks throughout Orangeville including sports facilities, Opera House, and CVE. • There is no tourism website for Orangeville -- rather there is a tourism subsection on the Town of Orangeville corporate site. Many municipalities have a visitors section on their corporate site, in addition to an official town tourism site with a dedicated URL linked to this with more extensive information. • There is significant duplication of information on the websites that do contain Orangeville information – the web pages on the HHTA and Town sites. The BIA Discover Broadway site is promoted as a distinct URL but connects to yet another separate Orangeville section on the HHTA site. • Although the Internet is the most important tourism marketing tool, the Orangeville sections of both the HHTA and Town websites use the web as an information portal rather than as a creative marketing platform. • Because of lack of resources at HHTA there is little tourism media relations activity taking place. A number of Downtown businesses noted that that they have seen the most positive tourism spin-off for their business after editorial stories have appeared in newspapers. • HHTA is not in the market on a consistent basis, year round (which has been identified in its recent strategic planning sessions). Meanwhile the tour train, special events/festivals and theatre, all important demand generators for Orangeville, are tied to product delivery around specific times and/or occasions, such as Valentine’s and Mother’s Day, the Fall, Christmas, and Summer (for festivals). HHTA does not provide marketing opportunities that focus on these timeframes or occasions.
Priority	<ul style="list-style-type: none"> • Continue to expand the external marketing initiatives for Orangeville that have begun with participation in HHTA initiatives and print

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Actions	<p>advertising executed by the BIA in the GTA and Oakville; however, Orangeville messaging under an Orangeville umbrella brand should be implemented for all current marketing activities, replacing the cooperative advertisements made up of individual ads or Discover Broadway ads that appear in the HHTA Visitor Guide, and print advertising in Oakville and the GTA.</p> <ul style="list-style-type: none">• Key messages for these Orangeville branded tactics should incorporate the bundling/itineraries mentioned in 2.1, the main demand generators in the Town (the most compelling reasons to visit), and can also tie in activities with appropriate occasions such as Christmas, Mother's Day, etc.• From a design perspective, rather than the past cooperative ads made up of individual ads (seen in Exhibit Three), new branded tactics should have consistent images and messaging that are indicative of the Orangeville experience. An Orangeville headline and tag line should appear along with images of the unique demand generators in the Town – the tour train, performing arts, tree sculptures and heritage Downtown. Partners in these ads, such as the BIA, Town and individual demand generators, would have their logos included in a secondary capacity.• Consider that the dollars spent on these external marketing tactics might best be spent with online and e-marketing initiatives, such as banner advertising and e-blast programs, rather than in expensive print mediums. Explore additional HHTA online pay to play programs and regular e-blasts to the BIA database, for example.• In order to reduce consumer confusion about where to go for Orangeville information, work with HHTA to increase the Orangeville presence at the visitor centre, perhaps through signage. This could be achieved via external signage or a signage display inside the centre that is specific to Orangeville.• Reduce confusion by removing some of the overlap between tourism information websites. The ideal option would be a dedicated tourism URL for Orangeville that would allow consumers to browse easily through one site where the town's distinctiveness is clear and branding is consistent. This dedicated URL would appear in the Orangeville branded initiatives mentioned above to drive consumers to a single source of information.
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	<ul style="list-style-type: none">• Because of the strengths of the HHTA website (excellent design, functionality, and ongoing promotion of the URL to wide audience), it is recommended that the Orangeville tourism URL direct users to an Orangeville section on the HHTA site. The tourism section on the Town's site would be removed, and instead, users clicking on this section would be immediately redirected to the HHTA site's Orangeville section. The Discover Broadway URL should connect to the same section rather than existing as a separate section of the HHTA site.• As the singular source for visitor information, the Orangeville section on the HHTA site would need to be enhanced. Tourism web content should include: suggested itineraries/day trips; the top five "must do's"; sport tourism and group tours; a what's on/event calendar; and a business directory that includes non HHTA members. In order to better harness the Internet as a tourism marketing tool, work with HHTA to provide less static content about Orangeville for the HHTA website – such as an Orangeville blog, visitor testimonials, updated stories, etc.• Create collateral pieces for the distribution purposes mentioned above. These pieces will be designed to serve a fulfillment, rather than a lure, function, aimed at servicing in market visitors, those requesting information, and visiting friends and relatives. These would be limited to pieces that would be enhancements to, rather than represent an overlap with, existing pieces created by HHTA. These pieces can be produced electronically or printed as appropriate dependent on demand and use.• These would include a dedicated, user-friendly Orangeville map highlighting the Downtown area. A best practice example is a map from Stratford, "Where to Find our Finest Galleries, Boutiques, Inn and Restaurants" (see Exhibit Four). The map is two sided, each side focusing on one end of its Downtown. The map denotes individual businesses that have a listing and line drawing of their building with a heritage flavour. Other businesses are listed in another area of the map if they do not want this highlighted listing.• Another important fulfillment piece would be an event calendar/what's on brochure, which would list dates for performances at the Opera House along with special events, sporting events and festivals taking place in Orangeville.• An additional fulfillment piece is a concise brochure that answers the
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	<p>question “What is there to do in Orangeville?”, again highlighting the bundled opportunities mentioned in 2.1, and focusing on the “must do/must see” experiences.</p> <ul style="list-style-type: none"> • Implement a formal distribution strategy for these fulfillment pieces, to ensure that all partners/outlets have them on hand. • Implement a formal tourism media relations strategy for Orangeville. This should include regular media releases and story pitches to travel media and executing familiarization tours for travel media in an attempt to gain editorial coverage of the tourism offerings in the town.
<p>Roles and Resources Required</p>	<ul style="list-style-type: none"> • The Town and BIA are already working together on external marketing for Orangeville and this should continue. On an annual basis a budget and plan should be drawn up by the BIA for tourism advertising. With the BIA as coordinator, the Town can act as an important sponsor of this advertising. Creative (graphic design, use of images, key messages and copy) should be approved by both the BIA and Town. Although the Discover Broadway brand can still remain in use, it is important that any external marketing tactics focus on the Orangeville name as the primary message. The BIA’s most recent ad in the HHTA Visitor Guide (see Exhibit Five) is an example of a creative template that could be modified for Orangeville umbrella brand marketing purposes. • The execution of fulfillment pieces could be handled by the BIA and Town in a similar manner. The BIA would take on the budgeting, planning and coordination role, with the town as a sponsor and both parties approving creative. It should be noted that the brochure that the BIA and Town have created for the CVE is an excellent template for a fulfillment brochure (see Exhibit Six) that would need to be slightly modified to work as an Orangeville branded piece. • An interesting best practice to note is that of Niagara-on-the-Lake and Stratford where their flagship theatre’s annual brochure is used as the platform for visitor information. This strategy recognizes that it is the main trip motivator to the town, and that visitors will book their theatre tickets first before planning the rest of their trip. In each case, the theatre’s seasonal promotional piece includes the town’s visitor directory, including a map and listings of local accommodations, restaurants and shops. It is a possibility that the Opera House or CVE could produce an annual brochure that would be combined into a larger

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	<p>visitor piece supported by the Town and BIA. The TO patron survey indicates that its seasonal brochure is its largest ticket purchase generator. TO currently dedicates 2/3 of the back page of its brochure to the BIA, recognizing the opportunity to introduce the theatre patron to the Downtown experience.</p> <ul style="list-style-type: none"> • The Town and BIA could consider working with HHTA on a fee for service basis to provide media relations support. Through its Communication Officer, the Town could provide story ideas and updates to HHTA who would execute media release distribution to a travel media database, story pitching and working with the Province to encourage familiarization visits by travel writers.
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2.7 Effectively cross-promote the Downtown with other Orangeville tourism products.

Gaps and Opportunities	<ul style="list-style-type: none"> • The BIA promotes its “Discover Broadway” brand in some HHTA marketing vehicles (Visitor Guide and website), and its advertising brings together the Downtown dining, shopping and theatre experience under a single umbrella. • All of the demand generators individually have mentioned the difficulty of tying in with the Downtown offering, due to logistics like store or restaurant opening hours, and lack of willingness on the part of individual business owners to participate in cross promotion activities. This is likely due to the fact that single owner operators have little time outside of operating their business to consider opportunities. • A few initiatives are in place to promote the Downtown to CVE passengers – namely an advertising presence in the onboard safety manual and a dedicated Blues and Jazz Festival train to take people from Brampton or other areas south to the event. • TO has been working with the BIA to promote the Downtown by changing the times of its matinees to better correlate with shopping before a show, and has initiated the “Your Ticket to Broadway” promotion, providing shopping discounts to ticket holders. However, TO has only 5 or 6 participating stores on board. • Without partnered promotions and efforts to tie in the demand generators with the Downtown, many visitors to these individual
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	<p>attractions are experiencing only one attraction and then departing Orangeville.</p> <ul style="list-style-type: none"> • Festivals and events, particularly the Blues and Jazz Festival, are contributing to tourism development in the town, drawing the out of town visitor; however, there is no formal strategy to turn this visitor into a repeat visitor or to have them experience the best and the rest of Orangeville while they are here. • There is no formal strategy in place to promote the Downtown to sport tourism or group tour visitors. The BIA has, on an ad hoc basis, had a presence in the lobby of sports facilities during specific events or given out “Discover Broadway” bags to motorcoaches, but this is not ongoing.
<p>Priority Actions</p>	<ul style="list-style-type: none"> • Work with attractions/trip motivators that provide advance bookings (namely the theatre, tour train and Blues and Jazz Festival) to provide pre-trip information packages (via mail or e-mail as appropriate) on the Downtown and tree sculptures to ticket holders, so that they can plan to spend time in the Town prior to their arrival. Theatre Orangeville, for example, sends an electronic reminder to patrons 3-5 days prior to performances that could be accompanied by a pdf attachment. Pre-trip information could include a brochure, map, festival and events calendar, suggested day trip itinerary, coupon book, or e-mail to ask if they would like to sign up to receive additional information from partners (CVE, BIA, theatre). • Increase the Orangeville presence and visitor incentives on the CVE via on board ambassadors and/or announcements, branded premiums, coupon books, or preferred purchaser cards. Consider providing incentives to passengers that will encourage repeat visitation (return to Orangeville within that season and receive something). • Bring tour train visitors to the Downtown by offering a return shuttle to see the tree sculptures in advance of or after their train experience. There would be an incentive to use the shuttle versus a car if the shuttle provided an on board interpretive tour. The shuttle service schedule could also incorporate free time in the Downtown, and would return to the train in time for its initial departure from Orangeville. • More effective linking and bundling of Orangeville’s tourism products as outlined in 2.1 above will assist in cross-promoting the Downtown, given that most suggested itineraries and packages would include time

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	<p>spent in the shopping and dining hub.</p> <ul style="list-style-type: none"> • Implement formal strategies to cross promote the Downtown to the sport tourism and group tour markets. This can be achieved by providing group leaders in advance or upon arrival with marketing pieces such as welcome bags, premiums, brochures, maps, festival and events calendars, suggested day trip itineraries, and coupon books.
Roles and Resources Required	<ul style="list-style-type: none"> • The BIA should play the central role in providing pre-trip information to the various partners. • The BIA can implement and execute the formal strategy to promote the Downtown to the sport tourism and group tour markets and to CVE passengers. • The Town can act as a sponsor of these activities, in exchange for the presence of the Orangeville logo on all marketing pieces. • A tree sculpture shuttle would be coordinated by the Town but could be outsourced to a supplier.

2.8 Enhance way-finding and promotional signage.

Gaps and Opportunities	<ul style="list-style-type: none"> • Way-finding is critical for a visitor. They may see something that may induce them to return in the future. It helps promote the entire destination by bringing its tourism assets together under one umbrella and creates interest and distinction in the destination. • According to the <i>Ontario Way-Finding Research Study</i>, “Way-finding reduces the frustrations of traveling in unfamiliar neighbourhoods” and “enhances pride in our sense of place by reminding us of the sites which give character to our surroundings. There is a direct correlation between the effectiveness of a signage system and the satisfaction of individual tourists and groups traveling throughout a region. Only an effective signage system will guarantee that more visitors can enjoy the natural and cultural resources that a region offers.” • Orangeville is located along a highway that is used as an artery to a number of ski and golf destinations, presenting an opportunity to capture this traffic and to generate a “stop off” visit if compelling product is presented. Unfortunately the aspect of the Town that these travellers
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	<p>see from the highway is not indicative of what the Town has to offer. Orangeville is not currently providing a compelling reason for people to pull off the highway, as there is little indication of what Orangeville truly has to offer from the highway to the passing traveller.</p> <ul style="list-style-type: none"> • Ontario has a province-wide signage program – the Tourism Oriented Directional Signing (TODS)/Logo programs for provincial highways. However, there is no consistent approach to tourism signage at the local level and no province-wide program to help regions or municipalities improve way-finding. This was identified as an issue in the recent Sorbera report, so there are initiatives being developed to address this at the Provincial level. • There is no fingerboard signage in town for way finding to individual tourism sites such as CVE, recreational centres, Broadway or the “heritage Downtown”. • Not all demand generators have provincial TODs signage (e.g. CVE). • The Opera House and Theatre Orangeville, identified as an important demand generator and a heritage centerpiece of the Downtown, is not well signed on the exterior of its building to identify it as a performing arts centre or to promote upcoming performances.
<p>Priority Actions</p>	<ul style="list-style-type: none"> • Sign all key demand generators with fingerboard way-finding signs that use a consistent look and feel. As a result, visitors will feel more welcome and comfortable in their surroundings in Orangeville and will be encouraged to do more while at the destination. • Promote the Town along the highway via outdoor (billboard) advertising to attract new visitors to the destination. These could include major highways that are routes travelled between Orangeville and its urban catchment areas (Brampton, Oakville, Collingwood, etc) such as the 410. If billboard space is not available through traditional providers such as Pattison, space could be leased on privately owned land dependent on Ministry of Transportation guidelines, such as the parking lot of the Best Western. • Encourage all Town tourism partners to have TODS signage (e.g. CVE). This will not only assist with way-finding, but also provide a better indication of the overall Orangeville tourism offer to drivers on the highway.

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	<ul style="list-style-type: none"> • Develop permanent event signage that allows for a singular upcoming events board that can be changed on an ongoing basis. A best practice example of such a sign is that installed by the Town of Niagara-on-the-Lake. • Develop improved exterior signage for the Opera House that is in keeping with its heritage architecture.
Roles and Resources Required	<ul style="list-style-type: none"> • New way-finding and promotional signage initiatives should leverage private sector and community investments.

2.9 Invest in professional development and training.

Gaps and Opportunities	<ul style="list-style-type: none"> • HHTA offers professional development workshops, but only to its members. Consequently, there are no specific tourism oriented professional development or training opportunities available for non HHTA members, although this may change with the new membership structure. • The Town is providing a limited number of SME workshops in marketing, e-business, etc that are applicable to tourism businesses. These include Marketing for Artists and some limited online learning opportunities focused on Tourism Excellence. • Many businesses in Orangeville do not feel invested in tourism and this extends to front line staff. Increase the engagement of local businesses to feel a part of the sector, and improve the level of training of front line staff in their knowledge of Orangeville and the region.
Priority Actions	<ul style="list-style-type: none"> • As part of the current SME workshop program, create workshops that will assist local businesses in developing a better understanding of tourism success. These could include topic areas such as packaging, customer service, and tourism trends. • Consider instituting a tourism orientation program and/or ambassador program with the objective of educating front of line staff (box offices, retail clerks, etc.). This could take the form of educational workshops that encourage greater awareness of the Town's attractions, events, stories and economic initiatives that front line staff can share with visitors to their establishments along with basic customer service

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	education and general knowledge about why tourism matters and what there is to do in Orangeville.
Roles and Resources Required	<ul style="list-style-type: none"> • HHTA and the Town can partner on workshops specific to tourism business topics to make them more widely accessible (perhaps HHTA members get a discount). • The Town could partner with HHTA via a fee for service agreement to deliver an ambassador program. • The newly established RTO may be involved in human resource development.

2.10 Improve communications amongst stakeholders by establishing a formal Orangeville tourism network.

Gaps and Opportunities	<ul style="list-style-type: none"> • There is no formal mechanism for those involved in tourism in Orangeville (HHTA, the Town – Economic Development, Parks and Recreation and Communications, BIA, demand generators, Best Western, Headwaters Arts, and heritage) to collaborate or to exchange information. • As a result, information is often not shared. It is up to each individual stakeholder to find out for themselves what might be going on in terms of events and to initiate collaborations. • The HHTA board meets regularly, and this is basically the only ongoing meeting/communication taking place with regard to tourism as it relates to Orangeville itself or to the region. • Orangeville traditionally did not have a presence on the HHTA Board that is reflective of its desire to be part of tourism. The Town’s Manager of Economic Development attends meetings as an observer (ex-officio), and a single Town councillor also sits on the Board with voting rights. The BIA and individual demand generators are not involved with HHTA at the Board level. At a recent meeting HHTA moved to change this traditional representation on the Board, so that there will be specific representation from municipalities along with representatives from BIA’s and chambers of commerce. • HHTA sends out a lot of communication on tourism such as their newsletter, but this has in the past only been received by members. As
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	<p>a result, the majority of businesses in Orangeville were not likely being kept apprised of tourism issues. This may improve with the recent change in membership structure at HHTA which should broaden its outreach.</p> <ul style="list-style-type: none"> • Every organization is understaffed and typically focused on their own silo, while citing a lack of time for meetings.
Priority Actions	<ul style="list-style-type: none"> • Establish a formal group to meet and discuss tourism in Orangeville. A meeting can be held on a monthly or bi-monthly basis to discuss execution of the tourism development and marketing plan, upcoming events, tourism opportunities, funding opportunities and collaborative possibilities and to share important tourism industry developments. • This group should also provide the basis for an e-mail Contact Group. The group should e-mail each other to inform each other in between meetings about upcoming events or tourism issues.
Roles and Resources Required	<ul style="list-style-type: none"> • Participants should include representatives from HHTA, the Town (Economic Development, Parks and Recreation and Communications), the BIA, identified demand generators, the Best Western, Headwaters Arts, and heritage. • Town staff can assist with setting meeting dates, agendas and distributing minutes of group meetings.

3.0 NEXT STEPS REQUIREMENTS

In order to implement the recommendations above, there will need to be a commitment on the part of numerous tourism stakeholders to take on various roles and responsibilities. A matrix outlining these requirements for short term priority actions is found in Exhibit Seven, and long term priority actions are addressed in Exhibit Eight.

In terms of financial resources, rather than developing a separate budget outlining costs associated with each recommendation, it is hoped that the majority of the priority actions can be achieved via:

- Reallocation of resources by implementing amendments to existing agreements that the Town has with tourism partners; or
- Executing initiatives on a cost recovery basis.

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Examples include:

- Reviewing the Opera House management agreement to incorporate the delivery of group sales services (coordination, marketing, booking and customer servicing) while creating revenues for Opera House management via commissions with package partners;
- Reviewing support of the Credit Valley Explorer tour train to incorporate parameters around its operations to benefit tourism partners (marketing plans and strategies that target the group tour market, engaging in proactive packaging and cross promotion) and to better service the visitor (improvements in booking services, customer response, group tour services, etc.);
- In a similar manner, review support of the Blues and Jazz Festival to incorporate parameters around its operations to benefit tourism partners (marketing plans and strategies that target the visitor versus locals, engaging in proactive packaging and cross promotion);
- Redirecting the current Town budget dedicated to tourism marketing allocated to cooperative initiatives with the BIA -- this budget would now focus on the execution of Orangeville branded marketing tactics in cooperation with the BIA rather than support of "Discover Broadway" initiatives;
- Working with the BIA on expanding external marketing activities under the Orangeville brand by bringing in private sector contributions from local businesses who want to participate in these activities;
- Working with HHTA to provide an enhanced presence for Orangeville on the HHTA website, a new Towns and Villages campaign, and media relations services. These can presumably be financed through a combination of existing annual service agreements, available funding programs, and bringing private sector partners to the table.

Additional resources would, however, need to be allocated by the Town in order to implement the recommendations around the capital components of enhancing demand generators, enhancing way finding and developing sport tourism; and to fund the creation of a central coordination position if one is required for development of the group and/or sport tourism markets and web maintenance.

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E. EXHIBITS

EXHIBIT ONE: Demand Generator Worksheets

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

Heritage Product/Theme

Core Demand Generator	Heritage Product/Experiences
<p>Describe who this demand generator attracts Small group with special interests (niche) or many visitors (mass)? Visitors who are focused mainly on this activity and will go anywhere to do it or visitors who include this demand generator as one of many things they will do while in the region?</p>	<p>Niche Market – those interested in heritage areas – will visit other areas that have heritage product and will also likely include other activities with their visit. Visitors will also discover heritage product in our area while visiting for other reasons. Experiences/Events – Doors Open (Hills of Headwaters), Downtown Orangeville Heritage Conservation District, Heritage Walking Tour, Tree Sculpture Tour, Credit Valley Explorer Tour Train</p>
<p>Where do visitors come from? To participate in/visit this demand generator? What communities, provinces, and countries do they come from?</p>	<p>53% In-market – residents (year round or seasonal) 40% Short haul (within 2 hours) 5% Mid haul (within 3-5 hours) 2% Long haul (over 5 hours)</p>
<p>When do they travel to visit this demand generator? By time of year; mid-week or weekends? Holidays? Day or evening, etc.</p>	<p>80% Seasonal (May to October, holidays, doors open event – more weekend than weekday, typically during the day) 20% Year round (mainly VFR market , Christmas holidays, day and evening)</p>
<p>Demographic profile of visitors Age? What stage of lifecycle? Income and education levels. What is the typical travel party – families? Couples? Groups? Individuals?</p>	<p>Upscale Adventurer Age – 40+ Moderate to high income, post secondary education, Families and couples mainly, some organized groups.</p>
<p>What are supporting attractions</p>	<p>Shopping, Dining, Theatre, Arts Tours etc.</p>
<p>Describe operating season/times. Are there limitations or opportunities to expansion due to current operating parameters?</p>	<p>Accessible sites are open year-round but only accessible during business hours. Access to ‘private’ sites only available during special events. There may be opportunities for additional events/tours.</p>
<p>Describe the state of the experience, including competitive strengths/challenges, levels of investment required, etc.</p>	
<p>What is the visitation capacity? Is the capacity an issue? If so, describe in more detail.</p>	<p>Depends on site – not an issue for individuals or small groups for sites that are accessible.</p>
<p>What stage of product life cycle is this tourism product/experience at? Check one.</p>	<p>To be developed/under development New/to be introduced X Growing X Maturing Declining</p>
<p>Repeat visitors or one-time</p>	<p>80% One time 20% Repeat</p>
<p>Accessibility – Easy to buy? Easy to get to? Etc.</p>	<p>Public buildings are accessible, private residences are not, unless they participate in a tour or event. Visitors can tour the town and view heritage sites. Opportunity to charge for guide service.</p>
<p>What is organizational or tourism experience lead? Be</p>	<p>Private sector _____</p>

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

specific	Public sector – municipal, provincial or federal? – Town of Orangeville, Tourism Association Organized Volunteer Group _____ Casual Volunteer Group _____
Next Steps – Heritage Product	
What are the community’s goals for this demand generator over the next five (5) years?	<input type="checkbox"/> Maintain/protect current stage <input checked="" type="checkbox"/> Increase visitation – how? New markets? More of same markets? New time of year? <input type="checkbox"/> Revitalize?
What specific opportunities that can assist in achieving goals for this demand generator?	
What are barriers or blocks to achieving goals?	
What actions can remove these barriers?	
Who can lead or contribute to completing the Action Plan?	
Are there other communities in the adjacent areas with similar or related demand generators? If so, what actions should be taken to take advantage of these synergies?	
Additional Considerations	
What are the community’s goals for this demand generator over the next five (5) years?	<input type="checkbox"/> Maintain/protect current stage <input type="checkbox"/> Increase visitation – how? New markets? More of same markets? New time of year? <input type="checkbox"/> Revitalize?
What specific opportunities that can assist in achieving goals for this demand generator?	
What are barriers or blocks to achieving goals?	
What actions can remove these barriers?	

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

Sports Product

Core Demand Generator	Sports Product
<p>Describe who this demand generator attracts Small group with special interests (niche) or many visitors (mass)? Visitors who are focused mainly on this activity and will go anywhere to do it or visitors who include this demand generator as one of many things they will do while in the region?</p>	<p>Sport-specific groups -Hockey (youth and adult), Figure Skating , Soccer, Gymnastics, Baseball, Swimming, Lacrosse</p>
<p>Where do visitors come from? To participate in/visit this demand generator?</p> <p>What communities, provinces, and countries do they come from?</p>	<p>___% In-market – residents (year round or seasonal) 45 % In-market 50% Short haul (within 2 hours) 5% Mid haul (within 3-5 hours) ___% Long haul (over 5 hours)</p> <p>GTA, South-western Ontario, Gray & Bruce</p>
<p>When do they travel to visit this demand generator? By time of year; mid-week or weekends? Holidays? Day or evening, etc.</p>	<p>100% Seasonal (throughout the year – based on sport weekends)</p>
<p>Demographic profile of visitors Age? What stage of lifecycle? Income and education levels. What is the typical travel party – families? Couples? Groups? Individuals?</p>	<p>Age/stage of life cycle: All ages Income/education: All Typical Travel party: Families & Individuals, Teams, Organizations</p>
<p>What are supporting attractions</p>	<p>-Restaurants - Other recreation opportunities – places to wait between events.</p>
<p>Describe operating season/times. Are there limitations or opportunities to expansion due to current operating parameters?</p>	<p>All seasons depending on the sport</p>
<p>Describe the state of the experience, including competitive strengths/challenges, levels of investment required, etc.</p>	<p>-Town has monopoly over several types of facilities -challenges include coordinating with non-profits.</p>
<p>What is the visitation capacity? Is the capacity an issue? If so, describe in more detail.</p>	<p>-lack of Hotels limits competitor’s participation from further distance, lack of soccer fields.</p>
<p>What stage of product life cycle is this tourism product/experience at? Check one.</p>	<p><input type="checkbox"/> To be developed/under development <input type="checkbox"/> New/to be introduced <input checked="" type="checkbox"/> Growing <input type="checkbox"/> Maturing <input type="checkbox"/> Declining</p>
<p>Repeat visitors or one-time</p>	<p>50% One time 50% Repeat</p>
<p>Accessibility – Easy to buy? Easy to get to? Etc.</p>	<p>N/A</p>
<p>What is organizational or tourism experience lead? Be specific</p>	<p>___ Private sector Public sector – municipal, provincial or federal? –</p>

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

	Parks & Recreation <input type="checkbox"/> Organized Volunteer Group Sports Organization <input type="checkbox"/> Casual Volunteer Group
Next Steps – Sports Product	
What are the community's goals for this demand generator over the next five (5) years?	<input type="checkbox"/> Maintain/protect current stage <input type="checkbox"/> Increase visitation – how? New markets? More of same markets? New time of year? <input type="checkbox"/> Revitalize?
What specific opportunities that can assist in achieving goals for this demand generator?	
What are barriers or blocks to achieving goals?	
What actions can remove these barriers?	
Who can lead or contribute to completing the Action Plan?	
Are there other communities in the adjacent areas with similar or related demand generators? If so, what actions should be taken to take advantage of these synergies?	
Additional Considerations	

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

Credit Valley Explorer Tour Train Product

Core Demand Generator	Credit Valley Explorer Tour Train Product
<p>Describe who this demand generator attracts Small group with special interests (niche) or many visitors (mass)? Visitors who are focused mainly on this activity and will go anywhere to do it or visitors who include this demand generator as one of many things they will do while in the region?</p>	<p>The tour train attracts a wide range of visitors. Passengers often inquire about or indicate that they may be spending additional time in the region. The train strives to appeal to a mature, upscale market for the regular and dinner tours, and these passengers are divided about 50-50 consisting of tour groups and individuals. Special seasonal tours such as Christmas attract primarily a family audience.</p>
<p>Where do visitors come from? To participate in/visit this demand generator? What communities, provinces, and countries do they come from?</p>	<p>33% In-market – residents (year round or seasonal) Above number covers residents & VFR's ___ % In-market 33% Short haul (within 2 hours) 33% Mid haul (within 3-5 hours) ___% Long haul (over 5 hours) (this is included in our “mid-haul”</p>
<p>When do they travel to visit this demand generator? By time of year; mid-week or weekends? Holidays? Day or evening, etc.</p>	<p>50% Seasonal – Fall colours 50% Year round</p>
<p>Demographic profile of visitors Age? What stage of lifecycle? Income and education levels. What is the typical travel party – families? Couples? Groups? Individuals?</p>	<p>Age/stage of life cycle: Primarily 34 + Income/education: not surveyed Typical Travel party: Couples and groups</p>
<p>What are supporting attractions</p>	
<p>Describe operating season/times. Are there limitations or opportunities to expansion due to current operating parameters?</p>	<p>Tour train operates year-round, with increased frequency during fall, winter and Christmas. Main limitation for peak-season growth is lack of infrastructure (limited parking and passenger facilities)</p>
<p>Describe the state of the experience, including competitive strengths/challenges, levels of investment required, etc.</p>	<p>The basic tour train experience is a mature operation. In general, rail operating costs are very expensive. Competition for dinner train market with superior service in Guelph, competition for family market at numerous other operations. No real competition for our standard mid-day tour service.</p>
<p>What is the visitation capacity? Is the capacity an issue? If so, describe in more detail.</p>	<p>Per-tour capacity is 180 spring/summer/fall. 120 passengers Christmas/winter. Capacity limited by available railcars and vehicle parking.</p>
<p>What stage of product life cycle is this tourism product/experience at? Check one.</p>	<p><input type="checkbox"/> To be developed/under development <input type="checkbox"/> New/to be introduced <input checked="" type="checkbox"/> Growing <input type="checkbox"/> Maturing <input type="checkbox"/> Declining</p>
<p>Repeat visitors or one-time</p>	<p>___% One Time</p>

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

	<p><input type="checkbox"/> % Repeat</p> <p>Varies depending on tour type. i.e. Santa Train specials experience an 80% repeat visitor rate; regular tours are maybe 20% repeats.</p>
Accessibility – Easy to buy? Easy to get to? Etc.	<p>Tour train reservations available on-line or by phone. Orangeville is slightly out-of-the-way but served by good secondary highway access. No convenient public transportation available from GTA.</p>
What is organizational or tourism experience lead? Be specific	<p><input checked="" type="checkbox"/> Private sector - with support from Municipality</p> <p>Public sector – municipal, provincial or federal? –</p> <p><input type="checkbox"/> Organized Volunteer Group Sports Organization</p> <p><input type="checkbox"/> Casual Volunteer Group</p>
Next Steps – Credit Valley Explorer Tour Train	
What are the community’s goals for this demand generator over the next five (5) years?	<p><input checked="" type="checkbox"/> Maintain/protect current stage</p> <p><input checked="" type="checkbox"/> Increase visitation – how? New markets? More of same markets? New time of year?</p> <p><input type="checkbox"/> Revitalize?</p>
What specific opportunities that can assist in achieving goals for this demand generator?	<p>Easiest, most cost-effective means of increased growth is addition of passenger capacity to existing tours during peak demand seasons. Additional marketing required to support this.</p>
What are barriers or blocks to achieving goals?	<p>Passenger capacity limited to equipment currently in use; sourcing additional equipment difficult. Available vehicle parking at station also limits numbers of passengers that can be carried. Limited justifiable marketing funds available also a limiting factor.</p>
What actions can remove these barriers?	<p>Additional equipment for increased capacity during peak season, additional parking for customer vehicles, additional marketing funds (or co-op marketing, or increased regional tourism marketing awareness). Additional major tourism attractions would help overall.</p>
Who can lead or contribute to completing the Action Plan?	<p>Cando, Town, Tourism Association</p>
Are there other communities in the adjacent areas with similar or related demand generators? If so, what actions should be taken to take advantage of these synergies?	<p>Other communities offer excursion train service which can be considered similar or related, however I would view them as competition.</p>
Additional Considerations	

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

Art Walk of Tree Sculptures Product

Core Demand Generator	Art Walk of Tree Sculptures
<p>Describe who this demand generator attracts Small group with special interests (niche) or many visitors (mass)? Visitors who are focused mainly on this activity and will go anywhere to do it or visitors who include this demand generator as one of many things they will do while in the region?</p>	<p>-Conferences – people staying at Hockley Resort, Best Western looks for something to do in this area -Hiking groups -Bus tour companies -Special interest groups, Red Hatters, <i>Probus(?)</i></p>
<p>Where do visitors come from? To participate in/visit this demand generator? What communities, provinces, and countries do they come from?</p>	<p><input type="checkbox"/> % In-market – residents (year round or seasonal) 5 % In-market 90 % Short haul (within 2 hours) <input type="checkbox"/> % Mid haul (within 3-5 hours) 5 % Long haul (over 5 hours)</p>
<p>When do they travel to visit this demand generator? By time of year; mid-week or weekends? Holidays? Day or evening, etc.</p>	<p>90% Seasonal – May to October 10% Year round</p>
<p>Demographic profile of visitors Age? What stage of lifecycle? Income and education levels. What is the typical travel party – families? Couples? Groups? Individuals?</p>	<p>Age/stage of life cycle: Generally 50+, (Walking tour 25+) Income/education: varied Typical Travel party: minimum 40 people (couples and individuals)</p>
<p>What are supporting attractions</p>	<p>Shopping, eating (usually want ice cream), walk Broadway</p>
<p>Describe operating season/times. Are there limitations or opportunities to expansion due to current operating parameters?</p>	<p>April to November. Winter weather hinders access to & visibility of sculptures</p>
<p>Describe the state of the experience, including competitive strengths/challenges, levels of investment required, etc.</p>	<p>-Fun experience -Chance to appreciate art and learn a bit about artists -Could budget/plan 2 or 3 new sculptures each year.</p>
<p>What is the visitation capacity? Is the capacity an issue? If so, describe in more detail.</p>	<p>No limit other than tour guide availability.</p>
<p>What stage of product life cycle is this tourism product/experience at? Check one.</p>	<p><input type="checkbox"/> To be developed/under development <input type="checkbox"/> New/to be introduced <input checked="" type="checkbox"/> Growing <input type="checkbox"/> Maturing <input type="checkbox"/> Declining</p>
<p>Repeat visitors or one-time</p>	<p>95% One Time 5% Repeat</p>
<p>Accessibility – Easy to buy? Easy to get to? Etc.</p>	<p>Fairly accessible - Non gated, public domain</p>
<p>What is organizational or tourism experience lead? Be specific</p>	<p><input type="checkbox"/> Private sector <input checked="" type="checkbox"/> Public sector – municipally supported for 6 years. <input type="checkbox"/> Organized Volunteer Group Sports Organization <input type="checkbox"/> Casual Volunteer Group</p>

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

Next Steps – Art Walk of Tree Sculptures Product	
What are the community’s goals for this demand generator over the next five (5) years?	_ Maintain/protect current stage _ Increase visitation – how? New markets? More of same markets? New time of year? __ Revitalize?
What specific opportunities that can assist in achieving goals for this demand generator?	
What are barriers or blocks to achieving goals?	
What actions can remove these barriers?	
Who can lead or contribute to completing the Action Plan?	
Are there other communities in the adjacent areas with similar or related demand generators? If so, what actions should be taken to take advantage of these synergies?	
Additional Considerations	

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

Orangeville Blues and Jazz Product

Core Demand Generator	Orangeville Blues and Jazz Product
<p>Describe who this demand generator attracts Small group with special interests (niche) or many visitors (mass)? Visitors who are focused mainly on this activity and will go anywhere to do it or visitors who include this demand generator as one of many things they will do while in the region?</p>	<p>-Covers a wide range of attendees from all age groups and demographics (see age and other statistics) -Approximately 35% of attendees are visitors from outside Dufferin county, mainly from the GTA. (see Stats attached) -Although the Festival focuses on Blues and Jazz, the people who attend are music lovers in general. -The addition of a vintage car event combined with music has attracted a new demographic who are mid-upper income level car fans both locally and from car clubs throughout southern Ontario. -The local people who attend are focused on this activity -People from outside the area initially focus on the activity but we consider the activity as a demand generator for other tourist attractions in the area on subsequent visits.</p>
<p>Where do visitors come from? To participate in/visit this demand generator? What communities, provinces, and countries do they come from?</p>	<p>___% In-market – residents (year round or seasonal) ___% In-market ___% Short haul (within 2 hours) ___% Mid haul (within 3-5 hours) ___% Long haul (over 5 hours) (See attached survey data for 2008 and 2009 attendance - Table 1.)</p>
<p>When do they travel to visit this demand generator? By time of year; mid-week or weekends? Holidays? Day or evening, etc.</p>	<p>The Festival is held on the Thursday to Sunday of the first weekend of June each year. Attendees are 100% seasonal but the intent is to attract them such that they will return for subsequent visits for other attractions.</p>
<p>Demographic profile of visitors Age? What stage of lifecycle? Income and education levels. What is the typical travel party – families? Couples? Groups? Individuals?</p>	<p>Age/stage of life cycle: 13-30 yrs – 15%, 31-50 yrs – 35%, 50+ - 50% (based on 2008 data) Income/education: not available from 2008 survey Typical Travel party: couples and families. Families gravitate to open air events more so than to the venues which are primarily couples.</p>
<p>What are supporting attractions</p>	<p>-The Festival involves approx 30 local venues (hotels, restaurants, pubs, coffee houses) to present entertainment in the evenings during the Festival. The venues are important to local economy and bring an important local content and atmosphere. We estimate that between 4,000 and 5,000 people go to the venues over the weekend. -Accommodations for out of town visitors</p>

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

	<ul style="list-style-type: none"> -Booths set up for visitors by local Tourism Association and BIA -Food and Craft vendors -Local car club presents a vintage car show as part of Festival as well as performers which attracted over 6,000 people in 2009 -The Credit Valley Explorer tour train ran a special trip to the festival this year.
<p>Describe operating season/times. Are there limitations or opportunities to expansion due to current operating parameters?</p>	<ul style="list-style-type: none"> -Festival is held on first weekend in June. Other smaller fund raising events are held in Feb., April, and May which normally attract local people. -Key limitation to major expansion is the size of the park where the main event is held. In 2007 – 2009 we expanded to run the vintage car show and present some musicians on the main street of town. Larger areas to present ticketed and other events would be helpful as well possibly expanding closing the main street of the town on Saturday as well as in done on Friday night for the car show.
<p>Describe the state of the experience, including competitive strengths/challenges, levels of investment required, etc.</p>	<p>The Festival is the largest event locally and provides a unique chance for attendees to see musicians from Canada and around the world. The growth of the festival attendance (doubled in 3 years) is an indicator of the quality of the experience. We had close to 1,000 musicians who applied to perform, of whom we were only able to accommodate 80.</p> <p><u>The Strengths include:</u></p> <ul style="list-style-type: none"> -the commitment of the volunteer base of over 130 people who drive the Festival -the quality of Board to manage the Festival -the support of the local community including the BIA, Town of Orangeville and the local sponsors. <p><u>The challenges include:</u></p> <ul style="list-style-type: none"> -continuing to find sponsorship and grant funding to run the events -maintaining a strong volunteer base -acquiring capital equipment to support the Festival (\$30k – 50K) -competing against large, well funded festivals in Toronto (Luminato etc.), Port Credit and Kitchener for example. -the lack of parking in the downtown area provides a limit on the number of people who can attend, particularly those who are from out of area.
<p>What is the visitation capacity? Is the capacity an issue? If so, describe in more detail.</p>	<p>With an attendance of 28,000-30,000, we have almost reached capacity as discussed earlier. Midsized concert halls holding 100-250 people would help, as would open areas in the downtown location to erect</p>

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

	<p>tents which would hold a similar size number of attendees. Other than the venues, most of the events are held out of doors. Closing of additional streets and moving some events there would help but having covered/indoor areas would improve the ambience and the crowd comfort and protection from the elements. The other capacity issue as mentioned above is parking.</p>
<p>What stage of product life cycle is this tourism product/experience at? Check one.</p>	<p>The Festival just completed its 7th year in 2009. As a festival, it is in the growing/maturing category. As a tourism product it is in the growth stage. The Festival's marketing is more and more directed to the out of town visitor and it is partnering with the local tourism Association, BIA, and other attractions to jointly bring more people to the area. The main driver of attendance growth will be from visitors who want to combine the musical event with the local charm and attractions in the area.</p>
<p>Repeat visitors or one-time</p>	<p>There is a solid core of attendees who are repeat visitors. However, our dramatic growth in recent years has been from new visitors who are becoming repeat visitors. The attendance numbers are listed below. 2003 – 2,000; 2004 – 5,000; 2005 – 12,000; 2006 -14,000; 2007 – 18,000; 2008 – 21,000; 2009 – 28,000. There has been 33% growth between 2008 and 2009.</p>
<p>Accessibility – Easy to buy? Easy to get to? Etc.</p>	<p>One of the founding principles of the Festival is to have events that are open to the community. The majority of the events are open-air, easily accessible and free of charge to attendees including all main stage and street events. The majority of events at venues are either free or charge a nominal admission fee to pay for the bands (\$5 - \$10) Since most of the events are in walking distance of the downtown, they are easy to access. The venues are somewhat more widespread in the region but again easily accessible by car.</p>
<p>What is organizational or tourism experience lead? Be specific</p>	<p>The Festival is a volunteer based incorporated not-for-profit organization. There are two part time paid staff, an administrator and the Festival director. There are over 130 volunteers, an 8 person volunteer Board of Directors and a group of 10 volunteer team leaders to manage various aspects of the Festival and related events.</p>
<p>Next Steps – Orangeville Blues and Jazz</p>	
<p>What are the community's goals for this demand generator over the next five (5) years?</p>	<p>In 2008 we held a series of strategic planning sessions to determine the Festival's goals and objectives. Many of the goals were related to improving the effectiveness and efficiency of the organization by</p>

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

	<p>expanding the volunteer base and including more community involvement. One area of focus was to enhance the economic impact on the community by working more closely with the Tourism association, local B&B's, the hospitality industry and the retail downtown shops. We have worked closely with the BIA to both increase visitation and increase the exposure of visitors to the area's attractions. Activities include;</p> <ul style="list-style-type: none"> -joint marketing program with the Tourism Associations including ads, newsletters, material distribution, overnight stay promotion and radio promotion in the GTA. -Work closely with the BIA to jointly promote the Festival, expand exposure to attract visitors from the park to the downtown street including newsletters, street closures, publicity -create musical events that are in the retail commercial area on Friday, Saturday and Sunday to bring visitors to the retail shops -provide booths for the BIA and tourism Association to distribute area information -work with local venues to promote their events held in conjunction with the Festival including programs, web page listings, assistance in booking bands, signage, maps etc. -Include tourism related information and links on the web page of the Festival
<p>What specific opportunities that can assist in achieving goals for this demand generator?</p>	<p>The opportunities would include:</p> <ul style="list-style-type: none"> -Assistance in providing marketing dollars and support whether directly or in conjunction with local tourism and business associations. Most of the dollars spent relate to the musical side and we need some assistance for the marketing side to leverage our efforts. The BIA provides great support in terms of dollars and helping get things done but we are always short of marketing dollars and when you are non-profit, sometimes this area doesn't get the attention it needs. -Marketing expertise – the Festival is a group of music lovers and business people who want to put on a great event that provides economic benefit to the area. We are not marketing experts so we need support from local tourism associations and other experts to improve our reach and the benefits that fall from a great event (all at minimal costs.)
<p>What are barriers or blocks to achieving goals?</p>	<p>As a volunteer driven organization, there is only so much time available. We also lack the expertise in many cases as well as money. We have done</p>

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

	<p>remarkably well in our attendance over the last four years, but we now need the expertise to better leverage what we have achieved.</p>
<p>What actions can remove these barriers?</p>	<p>Money for marketing is part of the answer. The Celebrate Ontario grants have been terrific but they now exclude marketing money. We have received TEMPP money in 2009 but it was about half of what we got under Celebrate. A grant of \$10,000 doesn't go very far.</p> <ul style="list-style-type: none"> -Help organizations like ours develop some expertise such as through Festivals and Events Ontario. We are trainable and something could be done to improve our skills -Provide co-op students who can help in marketing planning and execution. For example we accessed co-op help this year to conduct a formal economic impact study (to be received shortly). Why not for marketing? Offer a marketing effectiveness audit by providing professionals to analyze what we are now doing and how we can improve without spending great deal of money which is always in short supply. -We can work better with other regional stakeholders in creating a consolidated regional marketing plan so that everyone works better together to leverage our expertise, our enthusiasm and region.
<p>Who can lead or contribute to completing the Action Plan?</p>	<p>There are several elements to the above suggestions. Some are clearly for the Ministry of Tourism which can provide dollars, but perhaps just as importantly expertise to make us more effective in what we do.</p> <ul style="list-style-type: none"> -The local tourism associations have an important leadership role to mentor, advise, co-ordinate and lead in the promotion of the demand generators. They could also administer funds allocated to an area and guide people in how to use them most effectively in a co-coordinated manner.
<p>Are there other communities in the adjacent areas with similar or related demand generators? If so, what actions should be taken to take advantage of these synergies?</p>	<p>There are several other music festivals in the area featuring Bluegrass and Fiddle music. The Tourism Association could take the lead in promoting joint activities whether it is accessing funding, providing expertise or simply promoting working together on regional joint activities.</p> <ul style="list-style-type: none"> -There are also many Blues and Jazz Festivals throughout Ontario The Ministry of Tourism, in conjunction with Festival and Events Ontario could work to help the organizations help themselves by organizing workshops and other educational events to increase the expertise in marketing but also in the business of running festivals.

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

Additional Considerations	
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Table 1. Where do they come from?

Attendance	2008 Survey Data			2009 Estimates		
	Survey Attendees			Grouping		
Orangeville	110	59%	12,287	12,300	14,500	52%
Surrounding	15	8%	1,676	8,200	3,000	11%
GTA	30	16%	3,351		4,500	16%
Ontario	29	15%	3,239		5,000	18%
Other	4	2%	447	500	1,000	4%
	188	100%	21,000	21,000	28,000	100%

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

Theatre Orangeville Product

Core Demand Generator	Theatre Orangeville
<p>Describe who this demand generator attracts Small group with special interests (niche) or many visitors (mass)? Visitors who are focused mainly on this activity and will go anywhere to do it or visitors who include this demand generator as one of many things they will do while in the region?</p>	<p>Theatre Orangeville is a live professional theatre that appeals to patrons of the dramatic arts.</p> <p>Set in Orangeville’s historic Town Hall Opera House (supporting attraction)</p>
<p>Where do visitors come from? To participate in/visit this demand generator? What communities, provinces, and countries do they come from?</p>	<p>___% In-market – residents (year round or seasonal) ___% In-market ___% Short haul (within 2 hours) ___% Mid haul (within 3-5 hours) ___% Long haul (over 5 hours)</p> <p>Over 30 percent of Theatre Orangeville’s support comes from subscribers who attend every production. Most of these subscribers (1,400+ patrons) are within a 30 mile radius of downtown Orangeville. Close to 80 percent of Theatre Orangeville’s overall patronage comes from our local community. The remaining 20 percent are the visitors who travel from outside of the 30 mile radius. Single ticket patrons who travel from out of town are split between performances, the only exception being Thursday evening performances.</p>
<p>When do they travel to visit this demand generator? By time of year; mid-week or weekends? Holidays? Day or evening, etc.</p>	<p>Theatre Orangeville productions run from September to May of each year. All performances are well attended, but the majority of group bookings are for Wednesday and Sunday 2:00 p.m. matinee performances. Theatre Orangeville has added a 3:00 p.m. Saturday matinee to this season’s line-up, eliminating a regular Wednesday Evening performance. Regular show times are; Thursday, Friday and Saturday evenings – 8:00 p.m., Wednesday and Sunday Matinees – 2:00 p.m. and Saturday Matinees – 3:00 p.m.</p>
<p>Demographic profile of visitors Age? What stage of lifecycle? Income and education levels. What is the typical travel party – families? Couples? Groups? Individuals?</p>	<p>Female, 45 years of age +. Seniors.</p>
<p>What are supporting attractions</p>	<p>Restaurants (in Orangeville), specialty shops, Restaurants (outside of Orangeville), Town of Orangeville, Heritage Committee, Credit Valley Explorer Tour Train, Dufferin County Museum, Artist Studios.</p>
<p>Describe operating season/times. Are there limitations or opportunities to expansion due to</p>	<p>Fall/Winter/Spring. Summer is for youth programming – musical theatre programs and young</p>

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current operating parameters?	company production in late August.
Describe the state of the experience, including competitive strengths/challenges, levels of investment required, etc.	Professional theatre in a warm engaging environment. The historic setting is of great interest to visitors.
What is the visitation capacity? Is the capacity an issue? If so, describe in more detail.	The Opera House has a 270 Seat capacity. Theatre Orangeville has entered into the Building Dreams Together Campaign with Community Living Dufferin – in order to have a permanent rehearsal hall, shop for set building and costume storage. The location of this facility will be at Highway 9 and Dufferin Road 3. Capacity/opportunity to grow visitation.
What stage of product life cycle is this tourism product/experience at? Check one.	Group Sales increased by 20 percent between 2007 and 2009, due to a dedicated individual with the desire to grow this part of the Theatre’s patron base. With an increase of staff hours in this area, group sales could grow even more. Currently there is a part-time staff member who works 15 hours per week. Single ticket and subscription sales are advertised and promoted in a geographic area that extends from Oakville – Toronto – Owen Sound, and Simcoe.
Repeat visitors or one-time	Both repeat and one-time, however most of Theatre Orangeville’s business is from repeat customers.
Accessibility – Easy to buy? Easy to get to? Etc.	Centrally Located – Signed by banners. Very accessible. Handi-cap friendly – group level entrance (no stairs) and elevator to theatre entrance. Theatre seats can be removed to accommodate wheelchairs. Hearing assist devices available. Bus parking can be an issue if there is more than one tour bus at a performance.
What is organizational or tourism experience lead? Be specific	Public and Private Sector. Theatre Orangeville is a Registered Charity. -Board of Directors -Provincial, Federal and Municipal Grants -Project Grants
Next Steps – Theatre Orangeville	
What are the community’s goals for this demand generator over the next five (5) years?	Need to improve and grow tourism based component of Theatre Orangeville. Theatre Orangeville has added a Saturday Matinee to build downtown activity on Saturday’s particularly in downtown Orangeville. Need to grow this through increased advertising and promotion. Theatre Orangeville also has a need to expand youth programming which runs all year and encompasses, school performances, youth programs, and the Theatre Orangeville Young Company. There is a also a strong need expand in the areas of web and internet marketing.

Orangeville Tourism Plan - Demand Generator/Visitor Profile Worksheet

<p>What specific opportunities that can assist in achieving goals for this demand generator?</p>	<p>Marquee Signage. Financial support for increased advertising and marketing of tourism initiatives, joint marketing projects, and staffing for increased development. The tourism partners are required to support each other in joint contra cross-promotional and advertising opportunities.</p>
<p>What are barriers or blocks to achieving goals?</p>	<p>Advertising budget is limited. Small administrative and staff budget. Partnering organizations are under the same time, staffing and budget constraints. Patrons would like access to specialty shops and restaurants but hours of operation are not always consistent with show schedules.</p>
<p>What actions can remove these barriers?</p>	<p>Continue to coordinate advertising and programming schedules with other arts/culture/heritage activities and promote collectively. Look for new opportunities to promote Orangeville and increase exposure through other joint initiatives. Encourage local businesses to remain open during show dates and times.</p>
<p>Who can lead or contribute to completing the Action Plan?</p>	<p>Town of Orangeville, Downtown Merchants Association, Hills of Headwaters Tourism, Dufferin Area Chamber of Commerce.</p>
<p>Are there other communities in the adjacent areas with similar or related demand generators? If so, what actions should be taken to take advantage of these synergies?</p>	<p>The closest venue offering professional theatre is The Rose Theatre – Brampton, The Gibson Center – Alliston.</p>
<p>Additional Considerations</p>	<p>Expansion of programming to include a summer festival for Canadian Playwrights.</p>

EXHIBIT TWO: Role and Function Workshop

Charting Tourism in Your Community – Town of Orangeville in the Hills of Headwaters

June 2009

Participants:

- Paul Samson, Industry Consultant, Ministry of Tourism (Facilitator)
- Nancy Huether, Manager, Marketing & Special Projects, Town of Orangeville
- Councillor Sylvia Bradley, Town of Orangeville
- Sheila Duncan, Communications Officer, Town of Orangeville
- Marilyn Penny, Executive Director, Hills of Headwaters Tourism Association
- Lucy Kristan, Executive Director, Greater Dufferin Area Chamber of Commerce
- Jacqueline Bailey, Executive Director, Orangeville Business Improvement Association
- Marilyn Logan, General Manager, Theatre Orangeville
- Wendy Sheedy, Publicist, Theatre Orangeville

TOURISM ACTIVITY	DESCRIPTION	WHO DOES THIS?	WHO SHOULD DO IT?	LOCAL OR REGIONAL
<i>Internal Destination Development Activities</i>				
1. Investment Attraction and Liaison	Actively recruit new development. Liaise with businesses on site selection and red tape issues. Local Examples:	Economic Development Office (EDO) liaises with businesses on site selection and red tape issues Local Example- Town of Orangeville/ Economic Development Office actively recruited hotel to Orangeville. Town implemented Accommodation Development Charges exemption.	Town of Orangeville	Local

TOURISM ACTIVITY	DESCRIPTION	WHO DOES THIS?	WHO SHOULD DO IT?	LOCAL OR REGIONAL
2. Business Retention and Expansion	Liaise with existing businesses to identify issues that are impacting/impeding business. Work with local agencies to find solutions. Example: Labour market shortages Local Examples:	<ul style="list-style-type: none"> - Economic Development Office/Small Business Enterprise Centre - Greater Dufferin Area Chamber of Commerce - Recent Town of Orangeville Council – Business Visitations 	Town of Orangeville Greater Dufferin Area Chamber of Commerce	Local
3. Industry Training, Development and Communications	Deliver workshops, customer service training, hospitality training, skill development Local Examples:	<ul style="list-style-type: none"> -Orangeville & Area Small Business Enterprise Centre (SBEC) delivers a variety of training (business start-up, marketing, customer service, employment standards, e-business, business finance, etc.). SBEC also hosted artist workshops in 2008&2009 -Local Colleges -Georgian College, Humber Institute of Technology & Advanced Learning - Hills of Headwaters Tourism Association – delivers web training linked to development of HHTA site - Headwaters Arts - Marketing development workshops 	Orangeville & Area SBEC HHTA - HHTA conducting member survey and could solicit members on training needs Local Colleges	Regional
4. Infrastructure and Transportation	Identify bricks and mortar tourism-related issues: sewer/water capacity, trails, transportation corridors, alternative transit options Local Examples:	<ul style="list-style-type: none"> - Town Trailway Committee - trailway planning - Town designated part of downtown Heritage Conservation District - Orangeville Transit - provides service in Town of Orangeville but not into surrounding communities. <p><i>Comments:</i></p> <ul style="list-style-type: none"> - Way finding issues - multiple road authorities a challenge - Bike lanes – County and Town starting to implement bike lanes. - By-law restricting biking on downtown sidewalks. Limited locations for lock-up of bikes - No public washroom or visitor service facility Downtown. Proposal by BIA for storage facility and washroom in Alexandra Park. Visitor Information Centre does not have capacity to allow visitors to use washrooms. - Need for common space and benches for people to sit (especially on Broadway). Creation of a public Town square would create a 	Town of Orangeville Business Improvement Association Hills of Headwaters Tourism Association-Visitor Services Centre	Local and Regional

TOURISM ACTIVITY	DESCRIPTION	WHO DOES THIS?	WHO SHOULD DO IT?	LOCAL OR REGIONAL
		<i>vibrant community and could be used regularly for festivals.</i>		
5. Community Revitalization	Streetscape, planters, lighting and other physical improvements Local Examples:	<ul style="list-style-type: none"> - Town and BIA coordinate contract for horticultural work in downtown so it is complementary - Town - significant investments in physical improvements in downtown over past few years ie. medians, gardens, murals, tree carvings, etc. - Town Banner Program (managed by Town Clerks' Dept.) <p><i>Comments:</i></p> <ul style="list-style-type: none"> - Need for community event signage - Maintenance of East End could be improved 	Town of Orangeville Business Improvement Association Chamber of Commerce	Local
6. Signage	Way-finding, sign policies. Local Examples:	<p>TODS Program – Hwy 10 HHTA – Tourism Sign Program in Caledon</p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <i>Hwy. 10 – Queen’s Hwy. challenge due to MTO sign regulations</i> <i>-Tourism signs needed (event, washroom) in Town</i> <i>-Lack of park/trailway signage</i> <i>-Bruce County undertaking significant signage initiative</i> <i>-Way finding about managing traffic.</i> <i>-Stratford provided as an example of signage. Elora also started.</i> <i>-Opportunity – Need to determine best look and feel of signage for Orangeville & whether to utilize HH sign program.</i> <i>-Ministry of Tourism looking at signage from a Ministry perspective</i> 	<p>Locally - Town of Orangeville and Business Improvement Association</p> <p>Regionally – Hills of Headwaters Tourism Association</p>	Local and Regional
7. Research	Exit surveys, visitor intercept surveys, online research, analysis of enquiries Local Examples:	<ul style="list-style-type: none"> - HHTA tracks visitor enquiries. HHTA - Stable Tour – tracking cards, Golf Pass – sign in and capture info. -Theatre Orangeville - surveys patrons (can sort by postal code) 	Hills of Headwaters Tourism Association	Regional

TOURISM ACTIVITY	DESCRIPTION	WHO DOES THIS?	WHO SHOULD DO IT?	LOCAL OR REGIONAL
		<p>-Headwaters Arts Festival also tracks who comes -BIA – has ballet for events to get postal code/new</p> <p><i>Comments:</i> - Need to track motivator for coming -Evening performances know coming to Theatre because the rest of Town shut down -Theatre Orangeville works with BIA to communicate events.</p> <p>-Everyone is doing it, not integrated to share. -Theatre Orangeville has online ticket sales and can now sell any event/attraction and they track all patron data. Need to ask – is theatre driving you to come to Orangeville or are you here for other things. Also, how far are they coming from? (capture rate)</p>		
<p>8. Community Awareness</p>	<p>Speaking engagements, Tourism award programs, Tourism Week activities, Council presentations</p> <p>Local Examples:</p>	<p>HHTA – AGM, Tourism Awards, speaking engagements.</p> <p><i>Comments:</i> - Need to make connection with media. Need to educate. -Opportunity to promote Tourism through Tourism week celebration/proclamations -Things that could be done at HHTA level, BIA level and EDO level - Need to feed information on importance of tourism</p>	<p>HHTA lead with support from EDO and BIA</p>	<p>Local and Regional</p>
<p>9. Develop and Enhance Products</p>	<p>Identify and build new products that will attract new visitors and/or maintain existing visitation (Festivals, cultural assets, culinary tourism, trails, etc)</p>	<p>HHTA has typically done this (Golf in the Hills, Horses in the Hills, Grown in the Hills) but are taking on more than they can handle. Need to focus. Ex. Golf partners drive golf product, Equine needs more support.</p>	<p>Some done at regional level that can be bounced back to local level.</p> <p>Industry leadership and involvement is vital.</p>	<p>Some Regional and some Local.</p> <p>Product that is developed locally</p>

TOURISM ACTIVITY	DESCRIPTION	WHO DOES THIS?	WHO SHOULD DO IT?	LOCAL OR REGIONAL
	<p>Local Examples:</p>	<p>BIA hosting downtown events in partnership with other groups.</p> <p><i>Comments:</i> <i>BIA – Taken step in last 2 years to align with groups doing things to enhance events knowing that they bring people to the downtown. Ex. Know that train brings people so how do we link them with Downtown</i></p>	<p>Need a product development model so we are not bumping into each other and getting mad at each other. Developing product needs dedicated person or people to move it forward. Need to look at what drives visitation and then have a strategy for each product.</p> <p>Ex. Gardening opportunity for Hills given escarpment location. Need strategy & then could partner to hire a product development person.</p>	<p>is fed into regional tourism marketing.</p>
<p>10. Partnership Development and Regional Collaboration</p>	<p>Collaborate amongst local stakeholders (food, fuel, accommodation, festivals, attractions); Sit on regional tourism committees with neighbouring communities</p> <p>Local Examples:</p>	<p>Have been operating in silos. Opportunity to bring groups together periodically to provide updates and determine partnering opportunities.</p>	<p>Orangeville EDO & HHTA integrated at broader regional level & coordination.</p>	
<p>11. Strategic Planning</p>	<p>Participate in Premier Ranked Tourism Destination Framework, Marketing plans, Development plans, Infrastructure plans, etc</p> <p>Local Examples:</p>	<ul style="list-style-type: none"> - Have not done Premier Ranked Tourism Destination Framework in Hills of Headwaters Region or locally - HHTA has done demand generator workshops -Every September HHTA does Strategic Plan, sets goals & priorities. Once regional models established, may want to look at where Hills fits into broader region. Premier Ranked not done. Could help secure funding. 	<p>Regionally – Hills of Headwaters Tourism Association Locally - Town Broader coordination</p>	<p>Regional and Local</p>

External Destination Marketing Activities

TOURISM ACTIVITY	DESCRIPTION	WHO DOES THIS?	WHO SHOULD DO IT?	LOCAL OR REGIONAL
12. Market Development	Identify the needs of new and existing markets; develop programs to address needs Local Examples:	<ul style="list-style-type: none"> - HHTA - Theatre Orangeville (from operator’s standpoint) - BIA on a smaller scale - Everyone is doing it depending on level - BIA & Theatre co-ordinate in some marketing material, Arts group has done branding exercise with HHTA to try to brand Arts. - Industry involvement <p><i>Comments:</i></p> <ul style="list-style-type: none"> - <i>Mill Street.- Opportunity for revitalization in downtown Orangeville.</i> - <i>Business mix has changed in downtown. Fewer thrift stores.</i> - <i>New commercial - industrial development</i> - <i>New opportunities with current vacancies</i> - <i>General consensus downtown is higher spending</i> - <i>Blues & jazz festival draws, but does not result in traffic to stores – high end spending is general consensus</i> - <i>BIA not connected with Arts and has lots of Arts opportunities</i> - <i>Upscale adventure mkt. 35+, higher disposable income.</i> 	Needs more discussion	
13. Publicity and Media Relations	Attracting media, coordinating media fam tours, writing press releases Local Examples:	HHTA Theatre Orangeville (local operators perspective) BIA – Town support but not lead through website. Town logo on all BIA advertising/ releases.	Hills of Headwaters Tourism Association	Regional
14. Publications	Produce a map, visitor guide Local Examples:	HHTA – Visitor’s Guide and Map	HHTA should continue to do regional Visitor’s Guide and Map. Need for local tourism friendly map– partnership opportunity Town/ BIA with HHTA. Should have same look and feel as signage	
15. Website	Administer tourism website Local Examples:	HHTA administers main regional tourism website Town – Website includes a Tourism section (with accommodation,	HHTA should continue to administer regional tourism site	

TOURISM ACTIVITY	DESCRIPTION	WHO DOES THIS?	WHO SHOULD DO IT?	LOCAL OR REGIONAL
		restaurants, etc.) and has a link to HHTA site BIA – part of HHTA site Theatre Orangeville has 2 sites Arts Festival – part of HHTA site.	Further dialogue needed on integration with municipal websites. Not all tourism businesses are members and therefore are not profiled on HHTA site.	
16. Broad-Based Brand Awareness Marketing	Create brand awareness marketing in major markets (print, web, other) Local Examples:	-Consultant tasked to do this. What is Orangeville within Hills of Headwaters? <i>Comments:</i> -Brand awareness of Hills of Headwaters is low. Survey by BIA showed market patrons didn't know Hills. -Could look at broader tagging program ex. "Orangeville in the Hills" to instil brand. Get smaller experiential players to believe in brand		
17. Niche Leisure Marketing	Produce niche marketing campaigns including: advertising, brochures, tradeshow, website, Internet-based marketing Local Examples:	<u>Golf</u>		
		<u>Winter</u>		
		<u>Water Based: (Boat, Cottage, Fishing)</u>		
		<u>Arts and Culture</u>		
		<u>Other:</u>		

TOURISM ACTIVITY	DESCRIPTION	WHO DOES THIS?	WHO SHOULD DO IT?	LOCAL OR REGIONAL
18. Motorcoach Programs	Develop itineraries, attend marketplaces, liaise with motorcoach companies, coordinate fam tours Local Examples:			
19. Meeting, Convention and Incentive Travel	Build databases, actively pursue new events, build incentive partnerships Local Examples:			

EXHIBIT THREE: Past Cooperative Advertising Sample: Orangeville Ad,
2009 HHTA Visitor Guide

ORANGEVILLE



Located in the heart of the Hills of Headwaters, and surrounded by the unspoiled beauty of the Niagara Escarpment, Orangeville resonates with a renewed sense of history. As you stroll along Broadway, glimpses of Orangeville's past are evident in the distinct 19th century architecture and stately heritage residences, and in the Art Walk of Tree Sculptures carved into tree stumps lining municipal boulevards.

*Orangeville's new
adult lifestyle community*



One Elizabeth Street
AT LORD DUFFERIN CENTRE

Now is the time to secure your future
for 'easy living' today for tomorrow.

Call Tammy Today
519.943.0847
1elizabethstreet.ca

Connect with Orangeville

Connect with the historic charm of Orangeville! Outstanding dining, live entertainment, specialty shops and galleries in the Hills of Headwaters!


Orangeville
Historic Charm Dynamic Future

www.orangeville.ca



Come experience the
Humber Orangeville
 Campus

We offer small class sizes,
 great facilities, a super collegial
 environment and **FREE parking!**

Full-time programs include:

- Business Administration
- Business Management
- ECE - Early Childhood Education
- Police Foundations
- **New for 2009:** the Home Renovation Technician program

orangeville.humber.ca
 1-877-675-3111



BookLore



**Orangeville's
 Independent Bookstore**

personal service

special orders

a varied selection

fine children's books

Naxos CDs

121 First Street, Orangeville
 519-942-3830

booklore@bellnet.ca

ACHESON'S
 Gifts & Decorative Accents



Please visit us at:

78 First St., Orangeville
 (519) 940-4719

OR

16 Elora St., Harriston
 (519) 338-3230

www.achesons.ca

YOUR PLACE FOR Events, Dining and Shopping

**MARKET
 ON BROADWAY**
 Every Saturday
 May 9th to October 24th

**ORANGEVILLE
 BLUES & JAZZ
 FESTIVAL**
 June 5th to 7th

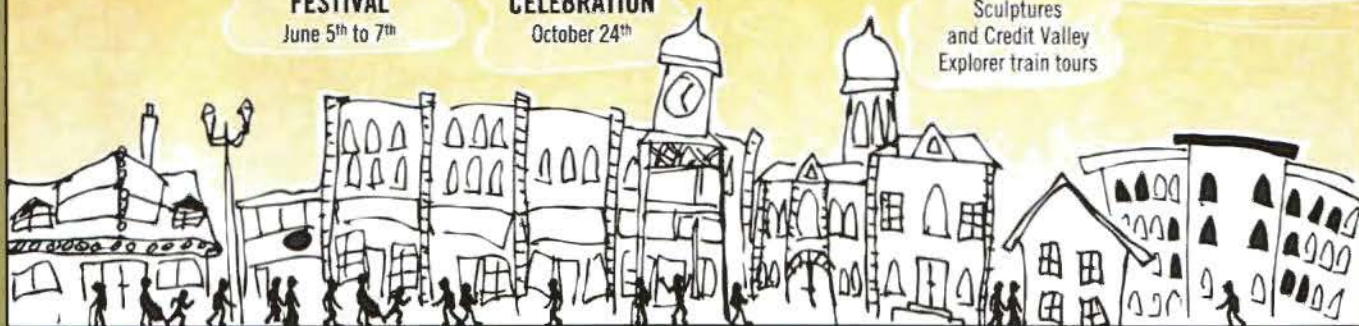
**ORANGEVILLE
 FOUNDERS' FAIR**
 July 10th & 11th

**ORANGEVILLE'S
 HARVEST
 CELEBRATION**
 October 24th

**CHRISTMAS
 MOONLIGHT MAGIC
 & TREE LIGHTING**
 November 20th

**YEAR ROUND
 ATTRACTIONS**
 Art Walk of Tree
 Sculptures
 and Credit Valley
 Explorer train tours

**THEATRE
 ORANGEVILLE**
 Performs in
 Orangeville's
 historic Opera House
 September to April



**DISCOVER
 BROADWAY**
 and beyond.



discoverbroadway.ca
marketonbroadway.ca
theatreorangeville.ca

EXHIBIT FOUR: Sample Best Practice Map: Stratford



CALLAN BOOKS

15 YORK STREET 519-273-5767

"Where is human nature as weak as in a bookstore." Stratford's destination for all book lovers.



YORK STREET KITCHEN

41 YORK STREET 519-273-7041

"Double listed sandwiches" (*Globe & Mail*). "Well known for its sandwiches and take away, but the tiny restaurant's dinner menu deserves a place of honour." (*Toronto Star*)



PAZZO RISTORANTE BAR & PIZZERIA

70 ONTARIO STREET 519-273-6666

One location, two unique dining experiences. Formal dining in the Ristorante. Cozy, casual dining in the Pizzeria.



WATSONS BAZAAR

84 ONTARIO STREET 519-273-1790

A store like none other: china, glass, giftware. Over 30,000 items. 4 lovely cats, 2 friendly dogs - and we've been around since 1884. Shopping should be fun. Rejoice.



RUNDLES RESTAURANT

9 COBOURG STREET 519-273-1111 rundles@cyg.net

Dinner Tuesday through Sunday. Lunch weekends. Acclaimed architecture. Contemporary cuisine. "If 'God is in the details' then he/she must reside here." (House) and dine next door (R).



BALZAC'S COFFEE

149 ONTARIO STREET 519-273-1111

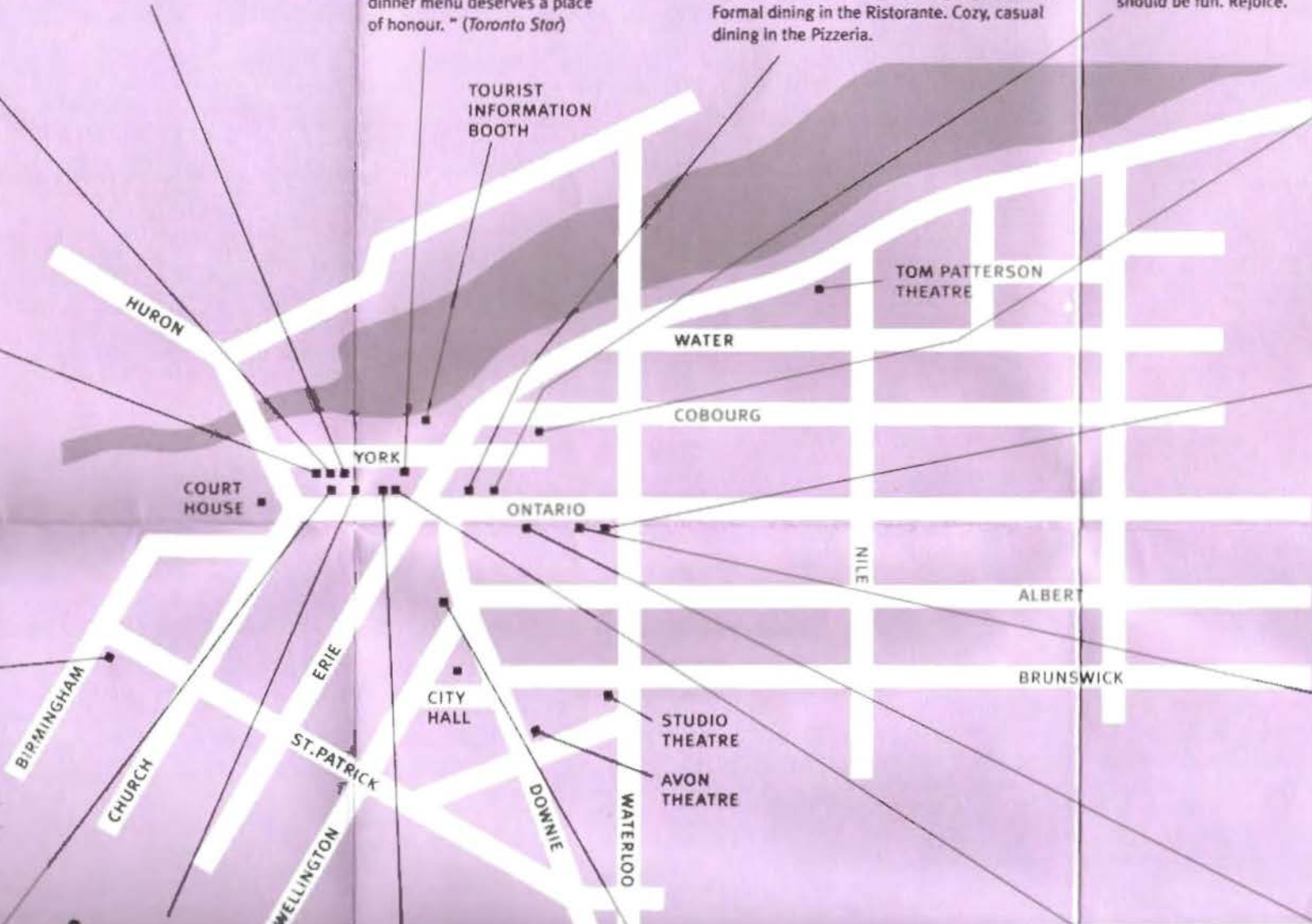
A European-style café serving roasted coffee, pastries, ice cream and an assortment of hot and cold beverages.



BRADSHAW'S

129 ONTARIO STREET 519-273-1111

One of Canada's best-known giftware, crystal and gift stores, with Kitchen Detail devoted to contemporary housewares.



519-271-3883
...atives for mind,
Stratford's only
...one help the
...nd at 12 Ontario

ONNOR
519-273-4165
...orantiques.com
...ars in Stratford:
...re, English,
...tinenta
...gs, metalware

GROWS
STREET 519-272-1100
...reative and whimsical
...ning. Artistic garden
...y tools, containers
...ares a speciality.

EXHIBIT FIVE: Template for Orangeville Branded Advertising: Ad, 2009
HHTA Visitor Guide

YOUR PLACE FOR Events, Dining and Shopping

**MARKET
ON BROADWAY**
Every Saturday
May 9th to October 24th

**ORANGEVILLE
BLUES & JAZZ
FESTIVAL**
June 5th to 7th

**ORANGEVILLE
FOUNDERS' FAIR**
July 10th & 11th

**ORANGEVILLE'S
HARVEST
CELEBRATION**
October 24th

**CHRISTMAS
MOONLIGHT MAGIC
& TREE LIGHTING**
November 20th

**YEAR ROUND
ATTRACTIONS**
Art Walk of Tree
Sculptures
and Credit Valley
Explorer train tours

**THEATRE
ORANGEVILLE**
Performs in
Orangeville's
historic Opera House
September to April



**DISCOVER
BROADWAY**
and beyond.



**Theatre
Orangeville**
David Naiman, Artistic Director

discoverbroadway.ca
marketonbroadway.ca
theatreorangeville.ca

EXHIBIT SIX: Template for Orangeville Branded Fulfillment Piece: CVE
Brochure

DISCOVER BROADWAY

and beyond.

Your place for **Events, Dining and Shopping**

Downtown Orangeville - Small Town Charm, Urban Flair

History is Alive in Historic Downtown Orangeville

Located in the Heart of the Hills of Headwaters, the Town of Orangeville was founded by Orange Lawrence in 1863. The arrival of the railway in 1871 sparked the growth of the Town into the vibrant community it is today!

19th Century Architecture & Stately Heritage Homes

Downtown Orangeville is still the vibrant heart of the Town, and the downtown core resonates with a renewed sense of history. Historically the hub of merchant activity and social prosperity, Broadway itself was modeled after one of the world's great metropolises, New York City!

As you stroll along Broadway, or any of the tree-lined side streets, you will catch glimpses of Orangeville's past in the district 19th century architecture of stately heritage residences and commercial buildings.



DISCOVER BROADWAY

and beyond.

Restaurant Listings

A&W	Mr. Submarine
Angel's Diner	One99 Restaurant
BlueBird Cafe	Pizza Pizza
Boston Pizza	Pizzaville
Euphoria	Rebekha Sushi
Greystones Inn	Seasons on Mill Street
Guest Wok	Subway
Hardwick House	Temptations Tea Room & Café
Joppa Dessert & Coffee Lounge	The Deck Pub & Grill
Juniper Grill and Wine Bar	The White Truffle
K.F.C.	The Winchester Arms
King's Buffet	Tim Hortons
McDonald's	
Mochaberry Coffee & Co. Ltd.	

There's more to see and do Downtown

Shopping, Dining & Culture

Downtown Orangeville exudes small town charm and character, while offering an excellent mix of small specialty shops and services, galleries, award-winning restaurants and cafes, live professional theatre, historic walking tours and trailways.

As you stroll along Broadway you will be impressed by the historic ambiance created by the unique centre median, where colourful banners blow in the breezes, and Orange Lawrence himself stands proudly at the gateway, welcoming residents and visitors to the Town he founded!

Art Walk of Tree Sculptures

Orangeville's Art Walk of Tree Sculptures has attracted a lot of attention from visitors and residents since it was first initiated in 2002. The project gives trees a new life after they have been declared beyond hope by the municipal arbourist. Take a walk through our streets and see how Orangeville is showcasing its diverse artistic community with this unique outdoor art display.



Orangeville

Dining • Shopping • Year Round Attractions

- **Market on Broadway**
Every Saturday
May 9th to October 24th
- **Orangeville Blues & Jazz Festival**
June 5th to 7th
- **Orangeville Founders' Fair**
July 10th & 11th
- **Downtown Orangeville's Harvest Celebration**
October 24th
- **Christmas Moonlight Magic & Tree Lighting**
November 20th
- **Theatre Orangeville**
Performs in Orangeville's historic Opera House
September to April
- **Year Round Attractions**
Art Walk of Tree Sculptures and Credit Valley Explorer train tours



discoverbroadway.ca
marketonbroadway.ca
theatreorangeville.ca

Moments from the heart of Downtown Orangeville



Explore and stay a while!

Be sure to visit our historic downtown before or after your trip on the Credit Valley Explorer and discover for yourself why Downtown Orangeville is the heart of the Hills of Headwaters.



Orangeville
Historic Charm • Dynamic Energy

Best Western
Hospitality Inn & Suites

Theatre Orangeville
Grand Performances • Artistic Director

**DISCOVER
BROADWAY**
and beyond.

EXHIBIT SEVEN: Roles and Responsibilities: Short Term Priority Actions

<i>Priority Action (Short Term)</i>	<i>Who Should Do It?</i>
Provide operating support for demand generators to ensure their sustainability and allow them to achieve their full potential. Build on current investments by supporting existing high potential tourism and cultural products.	Town of Orangeville
Partnership discussions with Headwaters Arts Festival.	Led by Town of Orangeville and BIA in partnership.
Itinerary and package development.	Central coordinator (see below) with input from the key stakeholders (the individual demand generators involved, such as the CVE, TO and BIA). HHTA involved if group tour packages incorporate other regional partners.
Develop partnership between CVE (charter trains) and Best Western for corporate market.	CVE, Best Western, and HHTA
Develop a sport tourism strategy, including promotion, planning, consultation, tool kits and volunteer ambassadors.	Town of Orangeville Parks and Recreation OR Coordinator role created
Implement day trip itineraries and packages for the group tour market: packaging, assisting with trip planning (customer service), on site services, taking bookings and marketing to the group tour market in a coordinated manner.	Coordinator role created; OR Opera House management uses existing infrastructure for bookings and adds other duties to group sales role; OR Work with a third party provider such as a receptive operator in the region. HHTA may play a role in promoting to this market if regional product included.

<i>Priority Action (Short Term)</i>	<i>Who Should Do It?</i>
Bring the Towns and Villages product to the next level, through a dedicated marketing campaign.	HHTA to execute campaign with the Town of Orangeville and BIA as lead partners.
Proactively partner with Headwaters Arts Festival and ski and golf clubs in order to initiate cooperative activities.	The Town of Orangeville and BIA
Prepare annual budget for and coordinate external marketing activities for Orangeville using the Orangeville branding strategies discussed above, including production of fulfillment pieces, advertising, and e-marketing.	BIA with Town of Orangeville providing co-operative financial support and approval of creative (graphic design, use of images, key messages and copy).
Develop a singular web presence for tourism in Orangeville.	Town and BIA to work together on providing HHTA with relevant content. OR Ongoing web content development and updates could be part of a central coordination role along with sport and group tourism duties.
Engage in proactive media relations activities including media release development and distribution, story pitching and media familiarization tours.	The Town and BIA could consider working with HHTA on a fee for service basis to provide this service. Town of Orangeville Communication Officer to provide media releases, story ideas and updates to HHTA. OR Duties could be part of a central coordination role along with sport and group tourism duties.
Provide pre-trip information to Theatre Orangeville ticket holders, CVE passengers, group tours and sport tour groups.	BIA with Town as a sponsor in exchange for the presence of the Orangeville logo on all marketing pieces.

<i>Priority Action (Short Term)</i>	<i>Who Should Do It?</i>
Implement and execute the formal strategy to promote the Downtown to the sport tourism and group tour markets and to CVE passengers.	BIA with Town as a sponsor in exchange for the presence of the Orangeville logo on all marketing pieces.
Develop permanent event signage.	Town of Orangeville
Provide workshops specific to tourism business topics and make them more widely accessible.	Developed in partnership between HHTA and the Town of Orangeville Economic Development and/OR RTO
Establish a formal group to meet and discuss tourism in Orangeville and to act as an e-mail contact group. Hold monthly or bi-monthly meetings to discuss execution of the tourism development and marketing plan, upcoming events, tourism opportunities, funding opportunities and collaborative possibilities and to share important tourism industry developments.	Participants from HHTA, the Town (Economic Development, Parks and Recreation and Communications), the BIA, identified demand generators, the Best Western, Headwaters Arts, and heritage.
Set meeting dates, agendas and distribute minutes of group meetings.	Town of Orangeville staff

EXHIBIT EIGHT: Roles and Responsibilities: Long Term Priority Actions

<i>Priority Action (Long Term)</i>	<i>Who Should Do It?</i>
Create new arts venues as capital projects.	Town of Orangeville
Expansion of professional programming at Opera House.	Opera House management
Implement a sport tourism strategy, including promotion, planning, consultation, tool kits and volunteer ambassadors.	Town of Orangeville Parks and Recreation
Attract new accommodation properties to Orangeville interested in hosting sport groups (budget to mid range).	Town of Orangeville Economic Development
Provide a shuttle from the CVE station to Downtown with a narrated guided tour of the tree sculptures.	Town of Orangeville OR Outsource to a supplier
Sign all key demand generators with fingerboard way-finding signs that use a consistent look and feel.	Town of Orangeville, leveraging private sector and community investments.
Promote the Town along the highway via outdoor (billboard) advertising.	Town of Orangeville
Initiate a tourism ambassador program.	HHTA and BIA to fund through fee for service agreement with HHTA.

EXHIBIT NINE: Website References

Sport Tourism

Canadian Sport Tourism Alliance: www.canadiansporttourism.com

Best Practices: www.tourismhamilton.com, www.brantfordtco.com

Group Tours

Ontario Motor Coach Association: www.omca.com

Orangeville Websites

Town of Orangeville: www.orangeville.ca

Hills of Headwaters Tourism Association: www.thehillsofheadwaters.com

Orangeville Business Improvement Area: www.discoverbroadway.ca

Theatre Orangeville: www.theatreorangeville.ca

Way-finding

Best Practice: www.corbindesign.ca