



Experience Your Adventure!

**Tourism & Events
Community Marketing
BUSINESS PLAN
2016**



April 8, 2016

Developed & Approved by:
The Huntsville/Lake of Bays Chamber of Commerce
Board of Directors

8 West St. N., Huntsville, Ontario P1H 2B6
P: 705-789-4771 F: 705-789-6191
chamber@huntsvillelakeofbays.on.ca
www.huntsvillelakeofbays.on.ca | www.huntsvilleadventures.com

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Introduction

The Huntsville/Lake of Bays Chamber of Commerce is pleased to present the 2016 “Tourism and Event Community Marketing Business Plan” for the members of the Chamber of Commerce and the municipalities of Huntsville and the Township of Lake of Bays.

As a result of the passion and commitment expressed by our members to sustain our marketing efforts we have developed a plan to keep our community vibrant and to build our economic strength. In the past several months the Chamber has received overwhelming support for the Community Marketing Initiative led by the Chamber of Commerce in partnership with the Town of Huntsville and key stakeholders. In January, when the Town of Huntsville announced that the 2016 budget would not include financial support for this program, many of our members attended a public forum to voice their concern and support.

With private sector investment and participation in an annual fund, we have the potential to leverage significant partnership dollars from the Town of Huntsville, the Province, the Federal Government (FedNor), and RTO 12/Explorers’ Edge. The Huntsville/Lake of Bays Chamber membership was asked to invest in this initiative on April 11, 2016 (See Appendix VIII: Letter Requesting Business Investment from Members.)

Building on past achievements of both Tourism & Events Huntsville and the local tourism industry, the focus of the 2016-18 Business Plan is on marketing the community and events within the community using an effective destination marketing strategy. (See Appendices I – V for more details)

This plan outlines the individual objectives and performance indicators and tactics that the team will apply and implement for each marketing activity throughout the coming year. Tourism and Events Huntsville, in conjunction with a Tourism Stakeholder Advisory Committee, will continue its grass-roots tourism services program and marketing initiative, which promote the vibrancy of our community, the value of event tourism in contributing to economic prosperity and thereby enhancing the quality of life for residents.

Members of the Huntsville/Lake of Bays Chamber of Commerce have been asked to invest in this strategy. Without a minimum of a \$25,000 investment from the business community, the project will not be feasible. This initiative will be terminated and all contributions will be returned. If we receive between \$25,000 and \$136,750 investment from the business community, the amount of funds available for digital marketing will be scaled accordingly.

Together, we can build a pool of funds to keep Huntsville and Lake of Bays top of mind in a very competitive tourism market. Effectively promoting our community as a tourism destination will allow us to reach new potential customers and engage additional visitors, and also creates opportunities for investment and relocation which has a direct effect on our tax base and ultimately every business and resident.

See Appendices for Mission and Rationale and further details.

Summary

MISSION

Support economic growth by increasing visitation and visitor expenditures through the promotion of Huntsville and Lake of Bays as year-round destinations with priority focus on shoulder season and activities which have low environmental impact.

WHY?

If we don't actively promote our areas to an external market, we will not be 'top-of-mind' in a very competitive tourism market; effectively promoting our community as a tourism destination not only will draw thousands of additional visitors, but also creates opportunities for investment and relocation which has a direct effect on our tax base and ultimately every business and resident.

WHERE?

Engage potential travellers from the GTA, and more broadly the entire Golden Horseshoe area of Southern Ontario; capitalize on the low Canadian dollar to attract international tourists and increased travel within Canada.

WHEN?

May 2016 through April 2017; if targets and funding goals are met, a 3 year plan will be developed to guide the initiative through 2020.

WHO?

Led by the Huntsville/Lake of Bays Chamber of Commerce, and an advisory group made up of stakeholders; project management by the "Tourism Marketing & Event Manager" with support from Chamber of Commerce staff and potential third party experts.

Business Engagement:

The Huntsville/Lake of Bays Chamber membership will be encouraged to invest in the Community Marketing Initiative. The following model will be communicated to describe the potential of the collaboration. Members will be invoiced based on direct versus indirect impact and business size.



HOW? continued

The following table describes the key focus areas/tactics and potential expenditures if every Chamber member participates in the program.

TACTIC	DESCRIPTION	EXPENDITURE
Destination Marketing and Promotion	Promote existing amenities, events, and natural beauty using digital marketing, such as Search Engine Marketing and Optimization, Facebook campaigns, Content Development (blogs, images, video), Social Media Optimization, Earned Media etc.	\$168,750
Event Development & Event Support	Create, oversee and manage (GGW/Maple), and support local events that put Huntsville/LOB 'on-the-map' as a vibrant community	\$87,000
Project Management	Develop strategies for marketing existing assets and leverage funds by attracting public and private investment to grow the initiative. i.e.: administration, content development, and grant research, writing, and implementation	\$50,000
TOTAL		\$305,750

Action Plan

ACTION	BY WHEN
1 Develop partnerships with Business Community	May 20, 2016
2 Develop final Service agreement with Town of Huntsville	End of May, 2016
3 Appoint Tourism Stakeholder Advisory Committee	June 2016
4 Develop Digital Marketing Strategy	July 2016
5 Implement Digital Marketing and Event Strategy	August, 2016
6 Measure results, report to stakeholders and develop year two and three strategies	July, 2017

Project Management and Human Resources Plan

NAME OR TITLE	KEY	
	RESPONSIBILITIES	QUALIFICATIONS
Executive Director	Manage Projects, HR & Committees, Business Dev't, Build Partnerships and Strategies	Sector Experience, Management
Tourism Marketing Manager	Implement strategy, Project Manage, Marketing and Communications	Project Management, Digital Marketing Knowledge and Experience
Tourism Office Manager	Administration, office management	Office / organizational skills
Office assistant	Bookkeeping support	Office and Bookkeeping

Tourism Stakeholder Advisory Committee: The Business Community will be invited to apply for a position on an advisory sub-committee of the Chamber Board of Directors. Terms of Reference will be set by the Board and the Advisory Committee will be responsible for advising the board on all aspects as they relate to the Marketing Initiative.

Objectives and Performance Indicators

TACTIC	KEY ACTIVITIES	MEASURABLE/TRACKABLE RESULTS
Destination Marketing and Promotion		
Digital Marketing	HuntsvilleAdventures.com - Assess web stats for base-line	Increase traffic to site by 50%
	Huntsville Adventures Facebook: Design and deliver social media strategy to promote Huntsville as a destination (both sport and cultural), and advertise specific events	14 posts/week Increase likes by 1500 Increase average reach by 10% monthly
	Increase social media portfolio More activity on Twitter; add Instagram account	Weekly posts
	HuntsvilleGirlfriendsGetaway.ca Assess web stats for base-line	Increase traffic to site by 30%
	Girlfriends Getaway Weekend Facebook	1 post/day 3 mos out; 2 posts/day 1 mo out
		Increase Facebook page likes by 500
	MuskokaMapleFestival.com	Develop with MTMA; create content for trail and festival
	Muskoka Maple Festival Facebook	Build audience, 3 posts/week from launch, increase frequency to 1 post/day during trail campaign, 2/day 3wks out
		Engage 600 new followers

TACTIC	KEY ACTIVITIES	MEASURABLE/TRACKABLE RESULTS
Event Development and Event Support		
Coordinate GGW	Engage event programming partners	5 hosts
	Create the official weekend handbook	Design, sell 10 ads, distribute 2000
	Design and deliver social media strategy	As above
	Apply for Celebrate funding for 2017	App submitted (Nov 2016)
Coordinate Maple Festival	Engage "Trail" participants	20
	Engage "Festival" participants	30
	Create weekend program	Design, sell 5 ads, print 1000
	Program festival activities	5
	Work with MTMA to design and deliver social media strategy	As above

	Apply for Celebrate funding for 2017	App submitted (Nov 2016)
Event Support	Consultation, administrative support, equipment, etc. (See Appendix VI: Event Support)	12 independent consultations annually
		Feast the Harvest (MNGFC): 3 mtgs + event
		Summer Solstice Art Tour & Market (HAS): 5 mtgs + event
		1 new event
Assist with Sport Bids	Work with ToH and LSO to submit bids	3 bids submitted for events (2017-2019)
Tom Thomson 100	Attend stakeholder mtgs and provide equipment, grant-writing, consultation as required	Attend and coordinate 5 mtgs
	Promote initiatives associated with TT100	Create TT100 Facebook page; cross promote on Huntsville Adventures platforms
Equipment Rental Program	Manage and add to inventory; facilitate lending	Equipment used by at least 12 groups/events

TACTIC	KEY ACTIVITIES
Project Management	
Engage Stakeholders	Form marketing advisory committee - 8-12 members
Cultural Tourism Coordinating Committee	Education and Outreach Presentations re: value of cultural tourism
	Cultural Tourism Marketing Plan: develop using top ten asset model; promote cultural tourism assets using Huntsville Adventures - Develop and implement marketing plan; promote top ten assets
Leverage Investment	Apply for FedNor (equipment and marketing)
	Apply for FedNor Youth Intern to support programs related to the Community Marketing Initiative
	Seek additional public funding

Budget

Community Marketing 2015-2018	YEAR 1		YEAR 2	YEAR 3	3 Year TOTAL
	2016	2016	<i>Projected</i>		
	(25% investment)	(100% investment)	2017	2018	(Assuming 25% in Year One)
REVENUE					
Community Investment					
Business Investment	37,937	136,750	50,000	80,000	
RTO12/Explorers Edge - Matching	35,000	40,000	50,000	50,000	
<i>Subtotal Community Investment</i>	72,937	176,750	100,000	130,000	479,687
Municipal Investment					
Town of Huntsville - Fee for Service	25,000	25,000			
Town of Huntsville - Matching private investment	25,000	25,000	50,000	80,000	
Township of Lake of Bays			5,000	5,000	
<i>Subtotal Municipal Investment</i>	50,000	50,000	55,000	85,000	240,000
Signature Events and Consultation					
Girlfriends Getaway Weekend Celebrate Ontario Grant	34,200	34,200	45,000	60,000	
Muskoka Maple Celebrate Ontario Grant	4,800	4,800	15,000	22,500	
<i>Subtotal Signature Events</i>	39,000	39,000	60,000	82,500	220,500
Federal Provincial grant (2017&18 projected)					
OMAFRA (Rural Economic Development)			10,000	30,000	
FedNor grant	40,000	40,000	50,000	75,000	
Community Anniversary Fund (Tom Thomson)				25,000	
Cultural Development Fund				25,000	
<i>Subtotal Grants</i>	40,000	40,000	60,000	155,000	295,000
TOTAL REVENUE	201,937	305,750	275,000	452,500	929,437
	2016	2016			
EXPENSES	(25% investment)	(100% investment)	2017	2018	
Destination Marketing and Promotion					
Digital Marketing	64,937	168,750	107,000	212,000	
<i>Website (SEO content)</i>					
<i>Blog (content, photography, video)</i>					
<i>Social media (Facebook, LinkedIn, Twitter, Pinterest, Tumblr, G+)</i>					
<i>Mobile marketing (SMS, MMS, etc)</i>	64,937	168,750	107,000	212,000	552,687
Event Development & Event Support					
Girlfriends Getaway Weekend	34200	34200	45000	60000	
Muskoka Maple	4800	4800	15000	22500	
Event Equipment (Capital)	40000	40000			
Overhead, Supplies and Fees	8000	8000	8000	8000	
	87,000	87,000	68,000	90,500	332,500
Cultural Tourism					
Marketing, Brand and Strategy			50,000	50,000	
Community Anniversary Fund (Tom Thomson)				25,000	
Community Outreach and Business Dev't				25,000	
<i>Subtotal Cultural Tourism</i>			50,000	100,000	150,000
Project Management					
Community Marketing Management	50,000	50,000	50,000	50,000	
Mgmt, Bookkeeping and Admin					
Overhead, Supplies and Fees					
<i>Subtotal Project Mgmt</i>	50,000	50,000	50,000	50,000	200,000
TOTAL EXPENSES	201,937	305,750	275,000	452,500	929,437

Appendix I: Mission & Rationale

Ontario's total tourism receipts equal over twenty-eight billion dollars and account for hundreds of thousands of jobs (Ministry of Tourism, Culture and Sport. Quick Facts 2012). However, the source of almost seventy percent of those receipts is Ontario. Not only does this mean that Huntsville/Lake of Bays is competing with the world's top international destinations – France, the U.S., and China – but we are striving for attention in an Ontario market that includes Toronto, Ottawa, Stratford, and Prince Edward County. Acknowledging that the economic health of our communities relies on tourism, it is critical that we continue to develop a strong brand and **promote Huntsville/Lake of Bays as a tourism destination**. Furthermore, effectively promoting our community as a tourism destination creates opportunities for investment and relocation. Visitors that become residents or seasonal home owners have a direct effect on our tax base and economic growth.

Although the tourism marketplace is increasingly competitive, Huntsville/Lake of Bays is well-positioned to capitalize on the potential for increased visitors and visitor expenditures. Our communities offer numerous and diverse accommodation options, a strong hospitality sector, unique local products, small but thriving arts and culture industries, and numerous community events and activities. Most importantly, all this is set against the backdrop of the beautiful Muskoka landscape – rocks, trees, and lakes – and in close proximity to Algonquin Provincial Park and Arrowhead Provincial Park. According to their brand tracking reports, The Ontario Tourism Marketing Partnership Corporation consistently identifies “**visiting the great outdoors**” as the number one motivation among pleasure travellers in Ontario. (Brand Tracking Study Report: Ontario Market, 2012.) Not only do we have a captive audience for our natural assets and diverse amenities, but through the use of digital tools there are now more ways to reach and engage potential visitors.

In order to remain competitive as a tourism destination – to put Huntsville/Lake of Bays on the map and top-of-mind for potential visitors – the Community Marketing Initiative will include the following strategic priorities for 2016-2017:

Destination Marketing and Promotion

...develop a marketing strategy to promote existing events and assets in Huntsville and Lake of Bays; develop brand awareness using Huntsville Adventures (website and social media portfolio)

Event Development and Consultation

...coordinate two signature festivals; facilitate the development of new sporting and cultural activities; assist with bids to attract large-scale sporting events; manage event equipment

Strategic Planning

...engage advisory committee, develop Cultural Tourism Strategy and Marketing Plan, and pursue grant opportunities to support product development and moveable assets

Appendix II: Background and Context

The Community Marketing Initiative – branded “Tourism & Events” – is a project developed by The Huntsville & Lake of Bays Chamber of Commerce (HLOB Chamber) in consultation with the Town of Huntsville, the BIA, key tourism partners, and other stakeholders. This initiative was established ten years ago in response to a survey of the business community that identified the need for more economic activity throughout the community. With the decline in our manufacturing sector, a strategy was designed specifically to boost tourism revenues by attracting visitors and increasing visitor spending, based on the understanding that a strong tourism sector would benefit the entire Huntsville and Lake of Bays region.

Since traditional marketing avenues were severely cost prohibitive – many thousands of dollars for a single impression in the GTA – a more creative strategy was required. A stakeholder group (The Community Events and Marketing Committee) was formed to devise a number of tactics that could be used to promote Huntsville and Lake of Bays to an external market. This was primarily achieved through event tourism. By targeting a niche demographic of people who already appreciate and value our natural assets, and offering them very specific things to do, we could increase the regularity of their visits, the length of their stays, and ultimately attract new word-of-mouth visitors through their networks. For example, this strategy was very successfully implemented through the development of Huntsville/Lake of Bays as a triathlon training and event destination, and in the creation of festivals such as Girlfriends’ Getaway Weekend (GGW).

Building on our strengths – natural beauty, outdoor activities, and amenities to suit all types of travellers – the committee developed events in the shoulder-season, and with a low impact on the environment and on our existing facilities. The number of events that were brought to the community, created, or supported by this initiative is significant. From the ParaSport Games, the Ontario Winter Games, and numerous triathlons, to Girlfriends’ Getaway Weekend, Muskoka Sound, and grass-roots success stories like Band on the Run, Spin the Lakes Cycle Tour, and Nuit Blanche North, these events have had a great impact on Huntsville. Undoubtedly, this impact is measurable in event participants and tourism receipts, but more importantly this initiative has created something less quantifiable: a brand, an idea, something visitors tell their friends and family – if you’re looking for unique things to do against a stunning natural backdrop, Huntsville is the place to be!

Painting the Town Pink **Girlfriends’ Getaway Weekend**

GGW celebrates its 10th anniversary in 2016! This festival began as a grass-roots initiative created by the Downtown Huntsville BIA. Subsequently led by the Chamber of Commerce and fostered by the Community Marketing Initiative, the event has grown in scope and impact to become a significant annual tourism event in our community. GGW attracts thousands of women to Huntsville on a weekend in November to relax, rejuvenate, let loose, and shop. Previous to its existence, this time of year was identified by businesses as incredibly slow. In recent years numerous business owners have reported that they experience their best sales day of the year during GGW.

Appendix III: Guiding Principles

Effectively Engage Stakeholders

...consultation with diverse stakeholders is key to ensuring the Community Marketing Initiative aligns with priorities identified by the business community, non-profit organizations, and the Municipalities.

Preserve and Promote our Natural Assets

...promotional events and activities should highlight our natural assets in order to engage the demographic that is already attracted to the region to enjoy outdoor activities. Furthermore, events should focus on activities that are human-powered and low-impact on the environment in order to protect our most valuable asset.

Foster a Sustainable Year-Round Economy

...summer is traditionally a busy tourism season, therefore the development of new events and the promotion of existing activities will focus on “shoulder seasons”. Slower periods or weekends during the calendar year will be identified with assistance from the stakeholder committee.

Promote Consistent Brand Messaging

...events and activities, and their associated marketing materials, must convey the core brand that appeals to our target demographic. A marketing strategy will be developed that includes a framework for promoting existing events and assets as desirable activities best enjoyed in our natural surroundings.

Encourage Product Development by Providing Infrastructure and Expertise

...local art and sport organizations have the passion and dedication to create and/or attract new events to the community. Providing expertise in event planning and access to capital assets can be critical in the realization of a new project or event.

Facilitate Partnerships

... a collaborative approach between community organizations provides greater opportunities for hosting events, recruiting volunteers, attracting private and public funding, and ensuring events are viable and sustainable.

Municipal Partnership and Support is Essential

...balancing the needs of visitors and residents requires cooperation and buy-in from all departments of the Municipality. Multiple partnerships are also attractive to funders so it is imperative to illustrate to Provincial and Federal funders that a strong Municipal partnership exists.



Appendix IV: Target Audience

The Ontario Tourism Marketing Partnership identifies a number of *Traveller Segment Profiles* as a tool to identify and engage groups of travellers with similar needs and interests (www.tourismpartners.com). Several of these groups align with the target audience we have identified:

Nature Lovers

Typically families with kids, have a passion for experiencing the great outdoors together. Travel for them is all about exploring new, undiscovered places off the beaten path. Recreational activities (hiking, visiting beaches, canoeing, national parks, fishing) are preferred over adventure sports.

Connected Explorers

Connected Explorers are young couples under 40, both with and without children. They are a confident, youthful, optimistic group. They have a deep-seated need to travel and expose themselves to many new experiences. Travel for them is about expanding their horizons, and they are looking for a fully packed schedule of activities. Connected Explorers rank well above average for almost all activities (museums, galleries, shopping, parks, landmarks, culinary, spa, beach).

Knowledge Seekers

Knowledge seekers are couples in or nearing retirement, aged 55+, with a higher income. They are entering a new phase of life as empty-nesters with the time and money to enjoy themselves, and travel is a part of this new lifestyle. This group has a strong desire to explore the arts (93% visited museums/places of interest compared to the average of 59%).

These segments offer a point of departure to identify a broad target audience. However, the marketing plan will be designed in a way that refines these groups into more niche categories. Based on the experience and accomplishments of the Community Marketing Initiative, we know that the most effective strategies in the past have engaged very specific groups of travellers. This is evident in the development of our area as a destination for triathletes and the success of Girlfriends' Getaway Weekend to attract a specific female demographic.



Appendix V: Strategic Tactics

The Community Marketing Initiative involves both event tourism and cultural tourism, as well as digital marketing tactics. Using the Guiding Principles outlined previously, the Initiative will implement a number of tactics to effectively engage our target audience.

Marketing and Promotion

✓ Digital Marketing via Huntsville Adventures brand

Act as the official tourism brand for Huntsville and Lake of Bays. Maintain and develop “Huntsville Adventures” branded assets including the website and social media portfolio (currently Facebook and Twitter). Use this forum to promote local events and assets while building the existing audience. Focus on promotion of signature events (GGW and Muskoka Maple Festival) which are specifically designed to target a niche audience during particular times of the year. Using this brand, we can effectively connect our tourism product with our audience. This will work to increase tourism visitation and expenditures, potentially garner earned media and increased exposure, and establish Huntsville/Lake of Bays as a destination. Our website and Facebook profiles are well established. Twitter is use occasionally. Expand social media portfolio by building a bigger Twitter following and adding an Instagram account for Huntsville Adventures.

Website Strategies:

HuntsvilleAdventures.com: assess baseline web traffic and measure effectiveness of content. Ensure content is engaging, accurate, and up-to-date. Create profiles for signature events and information about existing community events and activities. Feature Tom Thomson 100 prominently.

HuntsvilleGirlfriendsGetaway.com: assess baseline web traffic. Develop content for 2016 event. Use Facebook to push audience to website. Use website to push attendees to operators to book packages

MuskokaMapleFestival.com: work with Muskoka Tourism to assess traffic. Content will be used to promote the “Maple Trail”, the Festival on April 23, and will offer year-round information about maple experiences in Muskoka.

Facebook Strategies:

Huntsville Adventures: create engaging content to increase audience. Ensure regular posts to promote signature events and existing events and assets. Build the brand concept of great events and amenities set against the backdrop of our natural beauty.

Girlfriends’ Getaway Weekend: continue to build audience year-round with occasional posts, increasing frequency in the 3 month period leading up to the event. Combine female-focused content with event details.

Muskoka Maple Festival: promote all maple experiences in Muskoka, launch campaign Feb. 22 with semi-regular posts, increasing through the campaign period (March 14-April 23). Push traffic to website to increase festival attendance and participation on the maple trail.

Product Development and Consultation

✓ Create, organize, administrate and market TWO signature events

Muskoka Maple Festival (April)

Engage community stakeholders and administrate event committee, oversee all aspects of budgeting, road closures, permits, and venue requirements. Develop an operations plan including risk management, and coordinate volunteers. Complete applications and administer public funding, and engage local businesses, operators and sponsors. Facilitate and/or design all event signage, promotional material, and event program, and develop and deliver on-line marketing campaign. Work with Muskoka Tourism and Explorers' Edge to promote locally, regionally, and externally.

Girlfriends' Getaway Weekend (November)

Administrate event committee and work with event partners to ensure delivery of quality programming and brand consistency. Complete applications and administer public funding as well as seek private investment to ensure long term event sustainability. Develop and deliver on-line marketing campaign and work with tourism partners to promote locally, regionally, and externally. Manage social media portfolio and continue to develop Facebook following of almost 6000 people.

The Sweetest Festival in Muskoka! **The Muskoka Maple Festival**

The Muskoka Maple Festival is a brand-new festival organized by The Huntsville and Lake of Bays Chamber of Commerce in partnership with Muskoka Tourism and an incredible organizing committee comprised of business owners and maple producers. The festival begins with the "Muskoka Maple Trail" which is a month-long compilation of events listed and mapped on the website, including, but not limited to; sugar bush tours, maple-inspired cuisine, beverages, products, and available overnight packages. The trail will be marketed as an attraction to increase tourist expenditures to the area, encouraging visitors to travel to the area throughout the Maple harvest (mid-March to April 23). The grand finale of the harvest will be the Muskoka Maple Festival in Huntsville which will feature an all-day pancake breakfast, maple syrup producers, arts & crafts vendors, unique maple items and gifts, tasty treats, live music, chainsaw carving, interpretive nature and wildlife talks, family activity zone, and more!

✓ Support existing community events and foster new grass-roots events (consultation, equipment, partnerships, grant-writing, etc.)

Foster and engage community partnerships to promote a more collaborative approach between community organizations and assets and to provide greater opportunities for attracting and enhancing events. Assist organizations and community services to facilitate the acquisition of required infrastructure and permits for special events and offer advice and services regarding grant funding and writing to community organization and not-for-profits. For example, there are two events that we assisted in their inaugural year, which will require some additional support for year two: The Huntsville Art Society Summer Solstice Art Tour and Feast the Harvest, which we co-hosted with the Muskoka North Good Food Co-operative.

✓ **Assist the Town of Huntsville and/or Local Sport Organizations with bids for large-scale sporting events**

Apply for or collaborate on funding to support large sporting events, provide event equipment where required, and engage the business community to support bids and events.

✓ **Tom Thomson 100 Year Celebration**

Work with the Town of Huntsville and stakeholder committee to promote the Tom Thompson 100 Year Celebration brand and develop events. Facilitate and assist with funding applications to support the 100 year anniversary of the death of Tom Thomson in 2017.

✓ **Maintain and manage equipment inventory and rental program**

Identify community needs, research and purchase equipment as necessary including product comparison and requests for quotes. Maintain and manage inventory list, create and update catalogue (print and on-line). Take bookings, coordinate pick-up/return times, ensure equipment is in good working order, facilitate repairs, collect payment/invoice for payment once equipment has been returned. The inventory includes a wide range of essential event items used by numerous community events and organizations. For example, we manage a finish line structure, marquee tent, professional sound system, portable PA systems, safety vests, 2-way radios, barricades, etc.



Strategic Planning

✓ Engage a group of stakeholders to form an advisory committee for community marketing consultation

Similar to the Community Events and Marketing Committee initially created to steer this initiative, a newly formed group of stakeholders will meet quarterly to advise staff on matters relating to the Community Marketing Initiative. The committee will official exist as a sub-committee of the HLOB Chamber of Commerce and will report to the Board of Directors of the Chamber of Commerce.

Culture in Nature! The Value of Cultural Tourism

Cultural Tourism has been identified as a significant niche market for development in Huntsville and Lake of Bays. Cultural Tourists are those people that travel to places to experience the specific local environment, history and arts. Cultural tourists travel more often and spend more per trip compared to non-cultural travelers, and their numbers continue to increase annually. Through investment in cultural tourism, we have the opportunity to position our area as a cultural destination. An added benefit to this investment in Cultural Tourism is that by diversifying the existing tourism industry, the local economy is more stable and resilient.



✓ Facilitate the Cultural Tourism Coordinating Committee

Administrative support for the committee and for the ongoing development of the Cultural Tourism Strategy and Cultural Tourism Marketing Plan. Work with the committee to create resources and engage in education and advocacy re: the value of cultural tourism. Liaise with relevant stakeholders, organizations, and the business community (including Town of Huntsville Arts, Culture & Heritage Advisory Committee and Lake of Bays Heritage Committee)

✓ Manage the Culture Station

This includes daily operations, acting as a liaison between partner organizations, and support for organization initiatives. These include support for the Signal North Gallery and administrative support for the Summer Solstice Art Tour.

✓ Leverage Municipal and Private Investment

Work with public and private investors to identify and apply for sources of funding to support cultural tourism, events, and event equipment and

Appendix VI: Event Support

EVENT	Equipment	Bids or Grant-writing	Permit Consultation	Administer Organizing Committee	Sit on Organizing Committee	General Admin (Ticketing, Registration,)	Staff Resources or Tourism Services	Development of Marketing Materials	Printing	Promotion (Web, Social Media,-Flyers)
Arrowhead Nordic Ski Club	✓									✓
Band on the Run	✓					✓				✓
BIA-Sidewalk Sale	✓						✓			✓
Canada Day Festivities	✓				✓		✓			✓
Canada Day Town Hall Music	✓						✓			✓
Earth Day	✓									✓
en Plein Air	✓				✓	✓	✓			✓
Festival of the Arts May Marche	✓									✓
MNGF Co-op Feast the Harvest	✓	✓	✓		✓	✓	✓		✓	✓
Huntsville Fall Fair	✓									✓
Ironman 70.3	✓	✓	✓		✓	✓	✓			✓
Ironman Kids	✓		✓		✓	✓	✓			✓
LOB Road Race	✓									✓
Midnight Madness	✓						✓			✓
Muskoka Kids Tri	✓						✓			✓
Muskoka Loppet	✓									✓
Muskoka River X	✓									✓
Nuit Blanche North	✓									✓
Pride Picnic	✓									✓
Rotary Club of Huntsville Santa Claus Parade	✓					✓				✓
Rotary Dockfest	✓						✓			✓
Spin the Lakes	✓									✓
Summer Solstice Art Tour	✓	✓	✓	✓		✓	✓	✓	✓	✓
The Limberlost Challenge	✓									✓
TriMuskokan	✓	✓	✓		✓	✓				✓
U18 Hockey Tournament	✓	✓			✓		✓			✓
Volunteer Muskoka	✓				✓					✓

Other Community Events (not included above) supported with consultation & equipment rentals:

Chamber Board Meetings	Historical Society	PanAM Torch Relay
Chamber Classic Golf Tournament	Huntsville Soccer Club Tournament	Pond Hockey
Fish Stock	Ironman Muskoka	SOS Hospital Rally
GGW	MARS Running Group	Swim for Hospice
Habitat Bike Event	MNGFC AGM	Town of Huntsville Day Camp
Hall of Fame Induction	MNGFC GMO OMG event	Town of Huntsville Public Meeting
HBR Open House	Muskoka Victor Walk	
Hike for Hospice	Paddle for Fairvern	

Appendix VII: Business Investment Structure Grid

The membership investment structure is based on a guideline using the following high-level model:

DIRECT/INDIRECT IMPACT	INDUSTRY GROUP	BUSINESS TYPE	INVESTMENT PROPOSAL
DIRECT	Accommodation	Large Resort	\$1500-3000
		Hotel/Motel	\$500-\$750
		Cottage Resort	\$500
		Bed & Breakfast/Inn	\$200
	Food and Dining	Restaurant (Seated)	\$750
		Fast Food	\$500
		Café/Bakery/Seasonal	\$200
	Attractions	Golf Course	\$500
		Parks/Ski Area	\$500
		Outdoor Activity	\$500
	Retail	Shopping, Home & Garden	\$300-\$500
		Sports & Rec	\$500
	Real Estate & Development	Realtors/Brokers	\$500
		Planners, Architects	\$250
	Automotive	Dealers and Supplies	\$250-500
INDIRECT			\$150-\$250
		Computers and Electronics	
		Services and Contractors	
		Small Construction and Supply	
		Health and Medicine	
		Insurance, Legal and Financial	
		Manufacturing and Industry	
		Media and Communications	
		Personal Care Services	
	Travel and Transportation		

Appendix VIII – Letter Requesting Business Investment to Members



Huntsville/Lake of Bays Chamber of Commerce
8 West St. N., Huntsville, Ontario, P1H 2B6
www.huntsvilleadventures.com | chamber@huntsvillelakeofbays.on.ca

April 11, 2016

Dear Huntsville/Lake of Bays Chamber of Commerce Member:

The following financial request **requires your attention before May 20th** – Please review and take action. **Can you IMAGINE if we had \$300,000 to promote our community?** We have a plan that can make this happen and it all starts with YOU! As a result of the passion and commitment expressed by our members to sustain our marketing efforts we are asking for your investment to keep our community vibrant and to build our economic strength.

What can we achieve? Together, we can build a pool of funds to keep Huntsville and Lake of Bays top of mind in a very competitive tourism market. Effectively promoting our community as a tourism destination will allow us to reach new potential customers and engage additional visitors, and also creates opportunities for investment and relocation which has a direct effect on our tax base and ultimately every business.

With your investment and participation in this annual fund, we have the potential to leverage significant partnership dollars from the Town of Huntsville, the Province, FedNor, and RTO 12/Explorers' Edge. If every Chamber member contributes, this would provide us with **\$305,750** to focus specifically on a marketing and events campaign. If everyone invests, we will have the potential to double your money!



Without a **minimum of a \$25,000 investment** from the business community, the project will not be feasible. This initiative will be terminated and contributions will be returned. If we receive between \$25,000 and \$136,750 from the business community, the amount of funds available for digital marketing will be scaled accordingly.

Who Will Oversee This Initiative? The Board of Directors is ultimately responsible for all Chamber of Commerce matters. However, a volunteer appointed stakeholder group will be invited to advise the Board on all decisions related to this marketing initiative and associated spending.

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How will we do this? The Community Marketing Initiative has three components which will be delivered concurrently:

TACTIC	DESCRIPTION	EXPENDITURE
Destination Marketing & Promotion	Promote existing amenities, events, and natural beauty using digital marketing, such as Search Engine Marketing and Optimization, Facebook campaigns, Content Development (blogs, images, video), Social Media Optimization etc.	\$168,750
Event Development & Event Support	Create, oversee and manage (GGW/Maple), and support local events that put Huntsville/LOB 'on-the-map' as a vibrant community	\$87,000
Project Management	Develop strategies for marketing existing assets and leverage funds by attracting public and private investment to grow the initiative. i.e.: administration, content development, and grant research, writing, and implementation	\$50,000
TOTAL PROJECTED		\$305,750

With your contribution we can continue to develop and grow our tourism economy by promoting Huntsville/Lake of Bays as a year-round destination. This will benefit our community as a whole. Please see our business plan for our three-year strategy; our goal is to develop a marketing budget that is supported by annual investment from the business community.

Will This Affect My Chamber Membership? Your Chamber membership is critical and is separate from this initiative. As a member of the Chamber of Commerce you receive preferred access to a wide range of events, activities, and programs designed to help build your business and contribute to your community. Membership includes everything from business referrals and promotion, website access, and advertising to discounts on fuel and flyer distributions. You can also attend free member networking events held each month. The Community Marketing Initiative builds on the strength of the services the Chamber offers. This is a unique opportunity to invest in the growth of your community through external marketing and events.

The attached annual Community Marketing Request is due on or before May 20th, 2016.

For more information, the detailed budget, and an outline of the proposed fee structure, please find the business plan online at www.huntsvillelakeofbays.on.ca/communitymarketinginitiative

Many thanks for your consideration.

Respectfully,
Your Chamber of Commerce Board of Directors

P.S. If you would like to discuss this in detail please don't hesitate to contact the Chamber Executive Director and please take a moment to seriously consider this partnership...it won't happen without you!

Doug Campbell, President
RBC Royal Bank

doug.campbell@rbc.com

Rose Evans, Vice President

Hidden Valley Resort

revans5577@gmail.com

Janet Markham, Secretary

Dr. Drew Markham Dentistry

sk8projanet@hotmail.com

Lori Beecroft, Treasurer

Habitat for Humanity

lbeecroft@habitatgatewaynorth.com

Ginger Barkey

MBRP Inc.

ginger@mbrp.com

Virginia (Ginny) Burgess

Township of Lake of Bays

burgess@muskoka.com

Danny Jackson

Deerhurst Resort

djackson@deerhurstresort.com

Jennifer Jerrett

Chartwell Muskoka Traditions

jjerrett@chartwell.com

Jeff Suddaby

3 Guys And A Stove

jeff@3guysandastove.com

Karin Terziano

Town of Huntsville

karinterziano@hotmail.com

Kelly Haywood

Executive Director

kelly@huntsvillelakeofbays.on.ca

Appendix IX: Chamber of Commerce Board of Directors – Contacts

Doug Campbell, President
RBC Royal Bank
doug.campbell@rbc.com

Lori Beecroft, Treasurer
Habitat for Humanity
lbeecroft@habitatgatewaynorth.com

Danny Jackson
Deerhurst Resort
djackson@deerhurstresort.com

Rose Evans, Vice President
Hidden Valley Resort
revans5577@gmail.com

Ginger Barkey
MBRP Inc.
ginger@mbrp.com

Jennifer Jerrett
Chartwell Muskoka Traditions
jjerrett@chartwell.com

Janet Markham, Secretary
Dr. Drew Markham Dentistry
sk8projanet@hotmail.com

Virginia (Ginny) Burgess
Township of Lake of Bays
burgess@muskoka.com

Jeff Suddaby
3 Guys And A Stove
jeff@3guysandastove.com

Karin Terziano
Town of Huntsville
karinterziano@hotmail.com

Kelly Haywood
Executive Director
kelly@huntsvillelakeofbays.on.ca

For information, partnerships, investment or any questions please contact:

Kelly Haywood
Executive Director
Huntsville/Lake of Bays Chamber of Commerce
705-789-4771 (office) or 705-788-5847 (mobile)
kelly@huntsvillelakeofbays.on.ca