



CENTRAL
COUNTIES
TOURISM

IMPACT REPORT

2016 – 2017





DURHAM TOURISM

Less than an hour's drive from Toronto, await the charming and vibrant communities of Durham Region—ready to be explored! Whether you're planning a family adventure, weekend escape, or visiting for the first time, we welcome you to experience Durham Region's star attractions, diverse creativity, and so much more. Durham is brimming with attractions and activities to experience year-round, and is proud to be recognized as a four-season destination. From maple syrup festivals in the spring; and live music events in the summer; to apple picking in the fall; and heart-pumping outdoor sports in the winter, you're sure to find an authentic adventure for the whole family to enjoy—right here in Durham Region.



2017
Discovery
Guide



AJAX | BROCK | CLARINGTON | OSHAWA | PICKERING | SCUGOG | UXBRIDGE | WHITBY

An insider's guide to discovering Durham Region | www.durhamtourism.ca



For more information on what to see and do in Durham Region, visit www.durhamtourism.ca or call **1-800-413-0017**.



A MESSAGE FROM THE CHAIR

Welcome to the first edition of Central Counties' annual Impact Report! This document provides highlights of the 2016 – 2017 fiscal year and outlines information about our programs and services that are available to every tourism stakeholder in the Central Counties area — Durham Region, York Region and Hills of the Headwaters area. We are also highlighting a few of our successes this past year and tell how you can take advantage of these and many more opportunities by partnering with us!

Central Counties Tourism has become a dynamic organization with a mandate to work with our partners and stakeholders to showcase and promote the tourism opportunities available. Initially, our progress was slow and sometimes distracted, but since we created and implemented our Destination Management Plan in 2015, we have become stronger, more focused and more strategic in the programs and services we provide. This achievement was the ambition of the late Ron Munro, then Board Chair, who championed the process and ensured that the final product of the 2015-2017 Destination Management Plan became a reality. Although Ron passed away last fall, this is one of his legacies to the tourism industry in Central Counties.

The Destination Management Plan has become a roadmap to success for Central Counties and the tourism businesses we represent, promote and showcase. It enables our staff to work closely with our partners to ensure that their businesses are top of mind for all potential visitors. As you read this, I want you to know that we are beginning a renewal of the Destination Management Plan and I invite you to join the DMP Committee and share your insights and experience so we can plan for the next 2 years. This can be done by a simple email to chair@centralcounties.ca.

I would like to close this introduction with a recognition of the great work that the Central Counties Board of Directors is doing to keep this organization on track and on target. I also want to recognize the support of the Ministry of Tourism, Culture and Sport. Finally, I would like to recognize the people who work under the banner of Central Counties Tourism. None of our achievements would be possible without their dedication and commitment to the objectives of the Central Counties Tourism organization and the tourism industry we serve.

Thank you for your continued support and participation.

Jennifer Cooke, Chair
Board of Directors
Central Counties Tourism

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CCT'S FOUNDING PRINCIPLE & VALUES

Central Counties Tourism (CCT) is the provincially-funded not for profit dedicated to developing, supporting and promoting tourism throughout Durham Region, York Region and Headwaters Tourism area. It is governed by the industry through an appointed and elected volunteer Board of Directors.



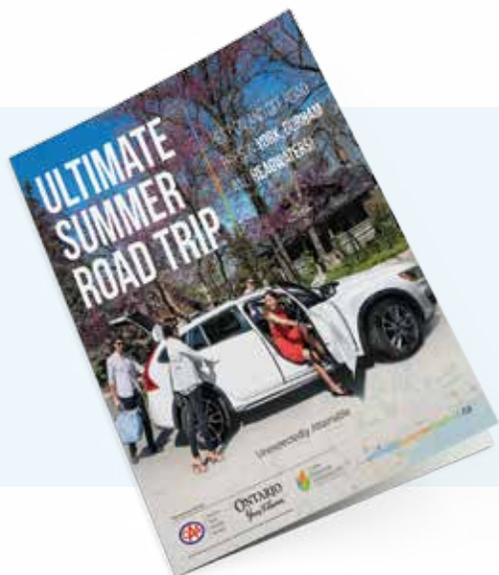
FOUNDING PRINCIPLE:

Central Counties Tourism believes stakeholder engagement and alignment will draw businesses together to build a strong, visitor centric focus and maximize results for tourism operators



CENTRAL COUNTIES VALUES:

- Conducting business with integrity, transparency and respect
- Embracing diverse tourism experiences
- Collaboration and leveraging resources
- A sustainable business model through solid stewardship and innovation



SUMMER ROAD TRIP

CCT partnered with CAA and AAA to provide their members compelling reasons to visit the -area. The Ultimate Summer Road Trip Guide was also distributed through the Globe and Mail and, for the first time, ever allowed businesses featured in the editorial to purchase display ads.



SYMPOSIUMS

The annual Tourism Symposiums hosted by CCT featured content requested by stakeholders through an Industry Equipping Survey. More than 400 people attended at least one of the three regional Symposiums.



TRAIL STRATEGY

Taking advantage of the Ministry of Tourism Culture and Sport's (MTCS) Provincial Trails Initiative, Central Counties provided its three sub-regions and municipalities the opportunity to have a local trails strategy developed that feeds into the regional and provincial strategies. 11 partners joined the initiative.

EXECUTIVE SUMMARY

2016 – 2017 marked the first full-year of implementation of the Destination Management Plan developed in consultation with stakeholders and approved by the Board of Directors in 2015. The Plan mandated a shift in focus to better align the tourism delivery happening at the municipal, regional and provincial levels. In consultation with the three regional Destination Marketing Organizations (Durham Region, York Region Arts Council and Headwaters Tourism) the Plan focuses on delivering results in areas where they did not currently have the capacity to fulfill opportunities — including industry equipping, experience development, stakeholder public relations, and targeted provincial, national and international marketing and communications.

The shift has increased engagement with stakeholders. Results from a 2016 MTCS stakeholder survey indicated that 80% are satisfied or very satisfied with Central Counties and 80% report that they have actively engaged in one or more of our offered programs.

In a survey, stakeholders indicated that public and media relations assistance was an area CCT could assist with. Through online workshops and e-newsletters, CCT provided stakeholders with the opportunity to learn how to craft media advisories and provide them to Central Counties for distribution through its media channels. In addition, CCT worked directly with stakeholders to help them plan and execute media fam tours. The result was more than \$21.3M in earned media for CCT's stakeholders.

More than 500 stakeholders worked with, partnered with and/or utilized a service offered by Central Counties Tourism in 2016 – 2017. Tourism Wayfinding, Community Tourism Planning and the Integrated Trails Strategy have increased municipal engagement with CCT- allowing for increased



“ **80%** report that they have actively engaged in one or more of our offered programs.”

alignment and communication. To date, two municipalities (East Gwillimbury and Uxbridge) partnered with Central Counties to build tourism websites hosted on the CCT platform and another two municipalities joined four others by commencing their Community Tourism Plans.

Research is another area our stakeholders identified as a gap in their resources. CCT has invested in research to assist stakeholders by providing them information about the type of client they currently attract and where similar people live in clusters. For stakeholders looking to attract a different audience, this research can identify what motivates certain demographics to travel and where they can be found across the country. CCT can use aggregate data to get a better picture of the tourism landscape across the Counties.

CCT continues to highlight the importance of partnerships and participation to tourism stakeholders across the Central Counties community. Engagement and alignment is creating economies of scale and successfully leveraging our resources.

“ CCT has invested in research to assist stakeholders by providing them information about the type of client they currently attract and where similar people live in clusters.”





ONTARIO'S
CENTRAL
COUNTIES

Business



“98% of delegates rated the three key learning sessions as Good or Above with more than 70% rated them as Excellent.”

INDUSTRY EQUIPPING

At the 2016 Tourism Symposiums, CCT asked delegates to rank, in order of importance, areas of learning that they felt would be most beneficial to their businesses. Digital marketing best practices, tourism ambassador readiness, MC&IT/Sport Tourism readiness, diverse tourism market readiness and Festival and Event planning were the top priorities identified by stakeholders.

In collaboration with other Regional Tourism Organizations (RTO's), Central Counties sourced and secured eLearning University-an online course/workshop delivery portal focused on the tourism and hospitality sectors. All Central Counties stakeholders can register and take as many live webinars or online workshops as they want, all **free of charge**.

Central Counties also developed two new programs to meet the needs identified by stakeholders: A Tourism Ambassador Program and the Tourism NOW Workshop that provide stakeholders with information on all the ways they can

interact and collaborate with Central Counties including Meetings and Conventions and Sport Tourism. At the 2017 Regional Symposiums, more than 400 stakeholders learned about the power of Trip Advisor and the importance of accessible and inclusive tourism.

CCT has offered free seminars on LGBT tourism, Cycle Tourism, Staff Empowerment and Celebrate Ontario application writing. In addition, each month, through the B2B e-Newsletter, CCT promotes courses/seminars being offered by partners like OTEC and Festivals and Events Ontario.

Registration for CCT-lead learning opportunities reached almost 800 people in 2016 - 2017 and feedback has supported that the courses/workshops are relevant to their business. In fact, at the 2017 Regional Tourism Symposiums, 98% of delegates rated the three key learning sessions as Good or Above with more than 70% rated them as Excellent.



PERFORMANCE MEASURES	16 - 17	Comments / Notes
# of RTO sponsored initiatives	38	Diversity Training: Attracting the LGBT Tourist x 3 seminars Ontario by Bike Workshop Staff Empowerment Workshop x 3 33 Webinars on various Topic through eLearning University Celebrate Funding Seminar x 3
# of stakeholders participating in RTO sponsored initiatives	800+	
Tourism Symposium Learning Opportunities	5	Be Remarkable! 5 Steps to Achieve your Goals & Deliver Remarkable Tourism Experiences Accessible Tourism Trip Advisor TODS Program Regional Updates

CCT views Industry Equipping as more than just courses/workshops/professional development. It endeavours to ensure that stakeholders have relevant information on government rules, regulations and legislative changes that could influence how a stakeholder conducts their business. We monitor appropriate government and partner communications so that we can include these pieces of information in the monthly B2B newsletter that goes out to 800 subscribers. In 2016 - 2017, CCT published articles/links on topics including: Protecting Employees' Tips Act (Bill 12), 2016 Accessibility Requirements in Effect Now, Pay Equity Info for Employers, Ministry of Labour Workforce Safety Training info, Violence in the Workplace and WSIB Premium rate changes for 2016.



PRODUCT DEVELOPMENT

In 2016 – 2017, CCT worked with over 300 stakeholders to develop and launch more than 60 itineraries to motivate different target markets to spend time (and money) in communities throughout Central Counties. CCT also partnered with several stakeholders to create, promote and market unique getaway packages that resulted in an estimated \$4.8M in economic impact using the Provinces' TREIM (Tourism Receipts Economic Impact Model) program.



Product and Experience Development is a key priority for Central Counties for two reasons. First, it encourages stakeholders to work together to build something that is bigger than the sum of its parts; second, it provides trackable, measurable results which highlight the important story of the economic impact that tourism has on businesses and the community.

Central Counties is enhancing Product and Experience Development by actively researching and collecting data on potential key tourism drivers like indigenous experiences, trails and the area's rich history of bootlegging. Research, which began in late 2016, will lead to the development of brand new experiences that will result in collaboration among a multitude of stakeholders. CCT anticipates that development of these new experiences will take close to a year to complete. Current strategies see these experiences being launched in early 2018.

This exciting new direction in product and experience development is the direct result of increased stakeholder engagement and partnerships with Central Counties. The itineraries and trails strategies developed in 2016 – 2017 were themed to not only pique the interest of potential

visitors, but to meet the requirements of partners such as the Ontario Tourism Marketing Partnership Corporation (OTMPC) and Greenbelt Foundation who were able to distribute the information across much broader audience than CCT could on their own. For example, **The Dirty Boots and Rural Routes** itinerary was featured in the 2016 Greenbelt Routes Guide and CCT itineraries were also featured in all of the OTMPC's seasonal campaigns.

Another highlight of 2016 – 2017 was the development of the **Farm to Fork Tour** in East Gwillimbury. This was a stakeholder-driven experience that came out of the Community Tourism Plan. East Gwillimbury decided to create a new experience that took visitors on a hands-on journey through the community to collect all of the ingredients they would need for their family Thanksgiving Dinner. With assistance from Central Counties, a media fam tour was executed and tickets for the event were sold through CCT's free online ticketing portal. In the first year, more than 100 families participated in the adventure that had them exploring York Region. Visitor Feedback was excellent and the Municipality plans on doing it again in the fall of 2017.



MARKETING & COMMUNICATIONS: OVERVIEW

Much of the 2016 – 2017 Marketing/Communications plan focused on building a foundation of shared, aligned content including the new brand, web, pictures/video, media monitoring/PR, and digital content. CCT's campaigns focused on itineraries built around themes agreed upon with the DMO reps from the Board of Directors.

Central Counties secured CAA and AAA as partners for the Summer Road Trip campaign which resulted in a much greater reach both across Canada and into the United States. In addition, for the first time ever, CCT provided paid advertising opportunities to stakeholders wanting to leverage their limited resources. Opportunities sold out quickly, indicating that stakeholders found the campaign strategy and tactics to be relevant to their business.

SUCCESS OF PR

In 2016 – 2017, Central Counties offered stakeholders the opportunity to take advantage of its public relations and media services. This included distribution of media advisories and monthly event listings to over 200,000 media outlets; tracking media pick-up; and, assisting stakeholders plan and execute media familiarization tours. The opportunities were promoted directly by the Field Consultants and through all B2B channels – including the CCT newsletter.

More than 100 stakeholder media releases were distributed through CCT's media network and over 500 were featured in CCT's monthly media advisory which is distributed to over 200,000 media outlets across Ontario, Canada and into the United States. This resulted in more than 2,000 articles being written about Central Counties' stakeholders, generating close to 800 million impressions with an earned media value of more than \$20M.





MARKETING & COMMUNICATIONS: SOCIAL MEDIA HIGHLIGHTS

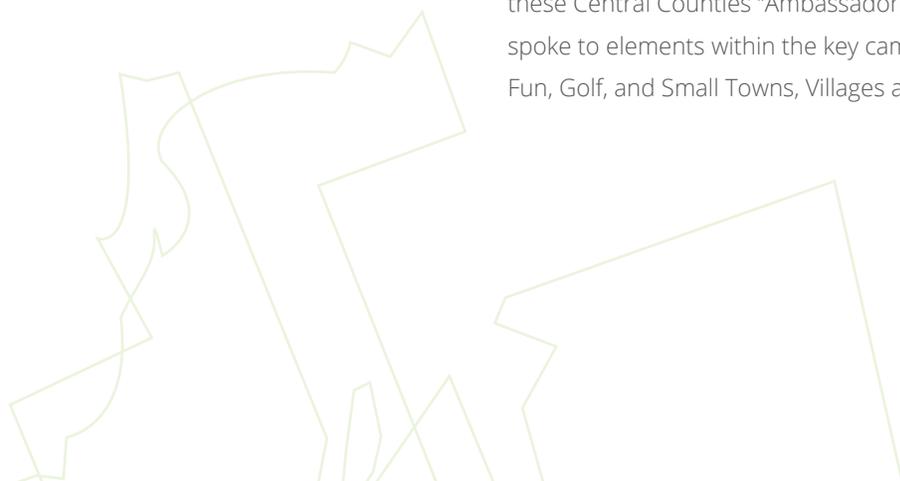
CCT continues to invest in SEO to improve where it ranks on web searches. The investment in SEO was crucial as the consumer rebrand to www.yorkdurhamheadwaters.ca meant starting from scratch in terms of how the site ranks during searches. During the Tourism Symposiums, Andrew Weins from Trip Advisory posed the question Where is the best place to hide a dead body? His answer, Page two of a Google Search. Our work with SEO helped get the new website to page one more often.

“ More than 8,000 images and videos of Central Counties’ partners have been captured, tagged and made available for use by media, tourism associations, municipalities and individual stakeholders.”

To exercise greater control over Central Counties’ content, consistent/timely messaging and stakeholder communications, Central Counties brought the social media function in-house. Aligning social media with ongoing marketing campaigns has increased consumer engagement across channels and has increased stakeholder engagement.

Through partnering, CCT and stakeholders have invested in new content which is key to staying relevant on social media platforms. More than 8,000 images and videos of Central Counties’ partners have been captured, tagged and made available for use by media, tourism associations, municipalities and individual stakeholders. Images and videos have been downloaded from the CCT Image Bank, a free service, more that 850 times during the past year.

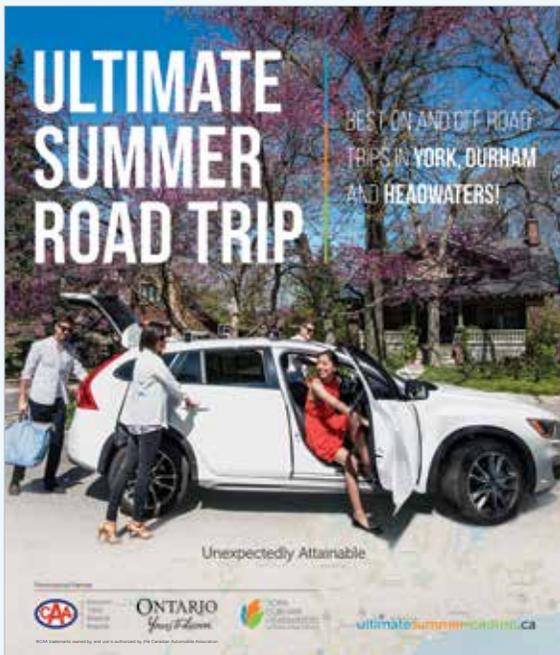
To help consumers navigate the various tourism opportunities in Central Counties, four animated characters have been developed to tell stories on social media through the use of images and video. Consumer reaction and engagement with these Central Counties “Ambassadors” has been very high with each personality spoke to elements within the key campaign pillars — Outdoor Adventure, Family Fun, Golf, and Small Towns, Villages and Rural Landscapes.



ADDITIONAL PERFORMANCE MEASURES	15 – 16	16 – 17	Comments / Notes
Consumer Website Traffic <i>(Number of visits)</i>	76,261	97,249	Moved to new consumer brand of yorkdurhamheadwaters.com and drove people to campaign pages. This increase is excellent considering that change affected SEO through the year as CCT rebuilt.
Earned Media/Ad Value – North America <i>Ad rate equivalent value x 3</i>	Social Earned Media: \$1,228,205.73; Mixed Earned Media: \$14.6 million	Social Earned Media: \$2.2 million. Mixed Earned Media: \$21.3M	Please note: This figure does not include impression value. Total articles written: July – March, 2017, 2073 (missing June and Sept due to software malfunction.) Total Impressions: 782 million, impression value (VPM: \$25) \$19.5 Million
Social Media / Ad Value	\$1,228,205	\$2,253,538	Increase in social media value earned because of dedicated social media strategy to build York Durham Headwaters consumer brand, development of videos and video shares, and utilizing trending social media tactics.
Earned Media/Ad Equivalency – Overseas <i>Ad rate equivalent value x 3</i> <i>CCT NOTE: The above formula from Ministry does not apply to this</i>	0	\$232,500 (impression value VPM: \$25.) 9.3 million viewers	This fall we were the focus of the UK cooking show Paul and Nicks Big Food Adventure. The value is TBD, as the program has been airing online after broadcast. The sponsorship value of the program is over \$25,000 pounds. The online value is \$5,000 pounds per month.
# of Market Ready RTO sponsored (developed) packages available <i># package offers currently hosted on the RTO website (within the reporting period)</i>	46	60 Itineraries 2 Trails 2 product experiences 5 package golf 5 packages partnership	24 summer itineraries, 9 fall itineraries, 6 holiday itineraries, 12 winter and 9 golf. Creation of Discovery Route #4 (Rural Routes and Dirty Boots, Farm to Fork, YDHR Beer and Cheese tasting, Santa Train. five packages through partnerships and five Golf packages
Facebook Followers <i>(Total)</i>	26,765	28,456	
Facebook Followers <i>(Total)</i>	2,894	2,990	Organic growth year-over-year.
Pinterest Followers <i>(Total)</i>	N/A	62	New initiative. Pinterest is not an identified primary social channel for our marketing but we have been growing it organically.
Instagram <i>(Total)</i>	0	870	Instagram is a newly identified primary channel for CCT this year. In previous years, we have been growing the channel organically but was not a source of distribution.
Content Development	0	9,428	This includes all visual content development video and photo from core marketing portfolio. New metric. Does not include Partnership.
# of YouTube views <i>(all videos)</i>	N/A	1,072	Please note Youtube is used to store our videos but is not a source of distribution. We primarily use Facebook and out-of-home media to advertise our videos.
# of New videos posted to YouTube	9	8	



MARKETING & COMMUNICATIONS: CAMPAIGN HIGHLIGHTS



2016 – 2017 marked the launch of a new consumer brand; York Durham Headwaters. The change was inspired by the results of the Destination Management Plan (DMP) and a better sense of Central Counties' core market- Ontario. Through the process of creating the DMP, it was determined that there was a better chance of consumers understanding what Central Counties had to offer if they understood the geography in which it encompassed.

The marketing campaign pillars focused on strengths identified in the Destination Management Plan, including four-season outdoor adventure, small towns, villages and rural landscapes, family fun and golf. Several of the themes are in line with the OTMPC, the Province's tourism marketing agency, which provided CCT the opportunity to receive additional exposure and gain further reach for our stakeholders.

Through stories, consumers are given a taste of what Central Counties has to offer through compelling, pillar-focused itineraries that highlighted more than 200 businesses from across the Counties and are found on the consumer website www.yorkdurhamheadwaters.ca. Several of the itineraries were used by other organizations, like the Greenbelt Foundation and OTMPC, to highlight the best of what Ontario has to offer.

CCT integrated the summer and winter campaigns across all channels and platforms and partnered with CAA and AAA to drive additional reach and consumer engagement. Staff have received several calls from stakeholders, the Ministry and the OTMPC congratulating CCT on the incredible final products. The CEO of the Ontario Tourism Marketing Partnership Corporation called CCT to ask who their Agency of Record was and were flabbergasted that the project was managed in-house.



MC&IT AND SPORTS TOURISM

The Destination Management Plan highlights that there is growing potential for Meeting/Conventions and Sports Tournaments/Events in Central Counties. They represent two of five areas of focus. To support CCT efforts, staff attend several tradeshows per year to cultivate strong relationships with meeting planners and sports associations so that the Counties becomes part of their decision-cycle.

In 2016 – 2017 CCT tracked more than 6,200 room nights booked in our area for meetings and conventions. This data was drawn through direct hotel reporting as well as membership in CVENT — a meetings and conventions RFP tool used to promote the amenities in Central Counties. The estimated economic impact of the events is more than \$2.2M.

The estimated economic impact of sports tourism is more than \$10M. One hotel in Durham reported more than 2,700 room nights because of sports tournaments and events in the region. Central Counties continues to work to ensure that more communities see the value in hosting sporting tournaments and events throughout the year by hosting meetings to discuss their goals and obstacles (and how to overcome them) for the sports tourism market.

GOLF IN ONTARIO

The Golf in Ontario program was created by Central Counties to drive US visitors to Ontario for golf vacations. Central Counties leads the partnership with RTO 7 (Grey Bruce Simcoe) and RTO 9 (The Great Waterway) to motivate golf vacationers to take 4-7 night golfing experiences. In its second year, the program showed great results including more than \$400,000 in golf vacations and \$140,000 in earned media. The program has caught the attention of US-based golf tour operators who are now actively selling Ontario as a golf destination.



SHOW YOUR BADGE & SAVE

In many cases, CCT and its partners try to move a sports tournament or meeting from an established location to York, Durham or Headwaters. One reason used to highlight why they should move is that Central Counties has more to offer participants. The *Show your Badge and Save* program was developed by CCT to provide participants discounts and offers at local establishments to get them out and exploring the Counties. To date more than 30 businesses are participating in the program giving organizers 30 more reasons to choose Central Counties.

PARTNERSHIP PROGRAM

The Partnership Program assists stakeholders by leveraging CCT monies against their investments in tourism development, support and promotion. Partnerships strengthen tourism readiness and through this program CCT and partners have the opportunity to extend reach, improve offerings and make a bigger impact.

CCT started the year with four set partnership opportunities that fit the business plan and the direction set by the DMP. These were:



A FOUR-SEASON TRAILS STRATEGY

Eleven partners took part in the four-season trails strategy which identified connections, opportunities and gaps across the region to build CCT as a great place to get outdoors and explore



GETAWAY PACKAGES

Five getaway packages were created featuring more than 20 partners and resulted in \$4.7M in economic impact



CONTENT DEVELOPMENT

10 content development contracts were fulfilled resulting in thousands of images/ videos being available for CCT and other stakeholders to use to promote the region



WAYFINDING

Three communities began or continued to implement their wayfinding strategies

GETAWAY PACKAGE RESULTS

As part of the partnership program, five Getaway Packages have been created featuring more than 20 partners — many of whom had not worked together before. These packages are intended to motivate visitors from further away to spend more than a day in Central Counties. The result was almost \$5M in economic impact with some partners reporting significant increases in US visitation. All reported a noticeable increase in non-Central Counties visitation.

PERFORMANCE MEASURES	16 – 17	Comments / Notes
# of approved partnerships	24	
# of completed partnerships	22	Two approved projects did not materialize
# of partners	62	
Total amount invested by the RTO	\$282,279	
Total amount leveraged from partners (dollars only)	\$338,361	This is the amount that was leveraged to complete the “partner” aspect of the projects. The total amount invested by partners to complete their projects was much higher
Leveraged marketing value	\$234,598	
Leveraged product development value	\$68,252	
Leveraged workforce development value	0	
Leveraged investment attraction value	\$32,500	



FINANCES

Central Counties is funded by the Ministry of Tourism, Culture and Sport (MTCS). These funds are leveraged with tourism stakeholders across the Counties to increase the tourism readiness and economic impact in York, Durham and Headwaters. Strict financial protocols and policies are followed to ensure best financial practices, accountability and transparency.

In 2016 – 2017, more than \$120,000 was invested by stakeholders on core projects and \$275,000 on partnership programs. Some stakeholders were able to invest in tourism by hiring dedicated staff; creating unique products/

experiences; or by increasing their own spend to market themselves. Central Counties tracked more than \$20M in estimated economic impact and \$20M in earned media for stakeholders in 2016 – 2017. This provides a significant return on investment (ROI) in appreciation of the \$2.6M investment provided by the MTCS.

Engagement with stakeholders continues to increase and as such, positive economic impact data will continue to grow. Investments in Industry Equipping and Product development make for a more tourism-ready operators working together to drive results.

STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2017

	2017	2016
REVENUE		
Ministry of Tourism, Culture and Sport	\$ 2,635,737	\$ 2,773,000
Partnership Contributions	257,523	-
Ontario Tourism Marketing Partnership Corporation	94,000	-
Interest	438	556
Other	30,524	1,620
	3,018,222	2,775,176
EXPENDITURES		
Governance - administration and overhead	964,320	732,968
Governance - industry relations	-	97,430
Investment attractions	-	2,588
Partnership funding	535,979	377,257
Product development	275,837	195,579
Sales and marketing initiative	994,473	1,305,099
Workforce development	125,779	42,941
	2,896,388	2,753,862
EXCESS OF REVENUE OVER EXPENDITURES	\$ 121,834	\$ 21,314



“ \$20M in estimated economic impact and \$20M in earned media for stakeholders in 2016 - 2017.”

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2017

	2017	2016
ASSETS		
Current		
Cash	\$ 573,428	\$ 64,869
Short term investments	87,880	87,442
Accounts receivable	38,168	24,092
Taxes recoverable	105,400	82,469
Prepaid expenses	41,217	14,424
	\$ 846,093	\$ 273,296
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued charges	\$ 729,789	\$ 278,826
Unrestricted Net Assets	116,304	(5,530)
	\$ 846,093	\$ 273,296

WORKING TOGETHER

More than 500 stakeholders are actively engaged with Central Counties across all its pillars. Collaboration begins with the opportunities to learn about the impact tourism can have on individual businesses and communities and moves to the development of enhanced products, experiences and destinations. None of this is completed in isolation. Rather, it takes strong two-way communication channels and a willingness to sharing best practices.

Central Counties owns no tourism assets and relies solely on tourism businesses and other stakeholders to deliver great experiences. What Central Counties does have is the passion,

enthusiasm and resources to work with partners throughout the Counties to develop and promote compelling reasons for people/tourists to visit York Durham and Headwaters.

Collaboration gives CCT a deeper understanding of what roles stakeholders need the organization to play so that there is less duplication and more synergy. The more the tourism community works together, the stronger the collective voice of the Counties.





UXBRIDGE TOURISM WEBSITE

One of the deliverables from Uxbridge’s Community Tourism Plan, completed in partnership with Central Counties, was the development of a tourism-specific website that resides outside of their municipal website. Central Counties worked with the Town of Uxbridge to develop the website and agreed to host it on the CCT platform. This ensures that the new site integrates seamlessly with the www.yorkdurhamheadwaters.ca site. The Uxbridge Tourism site (www.discoveruxbridge.ca) launched in winter 2017 and is recording increasing visitation. There is even integrated revenue generating opportunities to further the monies available for tourism.



CO-OP ADVERTISING OPPORTUNITIES

Stakeholders reported to Central Counties that leveraged marketing and advertising opportunities are high on their priority list. Central Counties is able to negotiate great ad rates for publications — like The Globe and Mail — and then offer subsidized advertising opportunities, revolving around various themes, in this major daily. The project is so successful that CCT is carrying it forward in 2017 – 2018 fiscal year and providing even more opportunities for collaboration to stakeholders.





THE YORK REGION ARTS COUNCIL, a non-profit, charitable organization, aims to create a dynamic York Region arts and culture scene by increasing knowledge, communication and awareness. We envision an artistically and culturally vibrant York Region. To achieve this we focus on capacity building, creative placemaking and community engagement in support of artists, cultural organizations and creative entrepreneurs. With our community-based approach, promoting our region, cities and towns to the people who call York Region home, we aim to grow and help establish the identity of York Region as a destination.





HEADWATERS TOURISM is the destination marketing organization for the Headwaters region of Ontario, providing tourism services on behalf of the regional tourism industry and municipal partners in the eight municipalities of Dufferin County as well as the Town of Caledon & Erin. Headwaters welcomes 875,000+ visitors annually, resulting in over \$68 million in annual visitor spending.



VISION

To position Headwaters as Ontario's premier rural tourism destination.



MISSION

To integrate tourism into the regional economic development strategies of our partner municipalities, helping to build a robust and thriving tourism industry by working directly with tourism stakeholders across the region. Key areas of focus include: marketing, product development, industry engagement and partnership development.

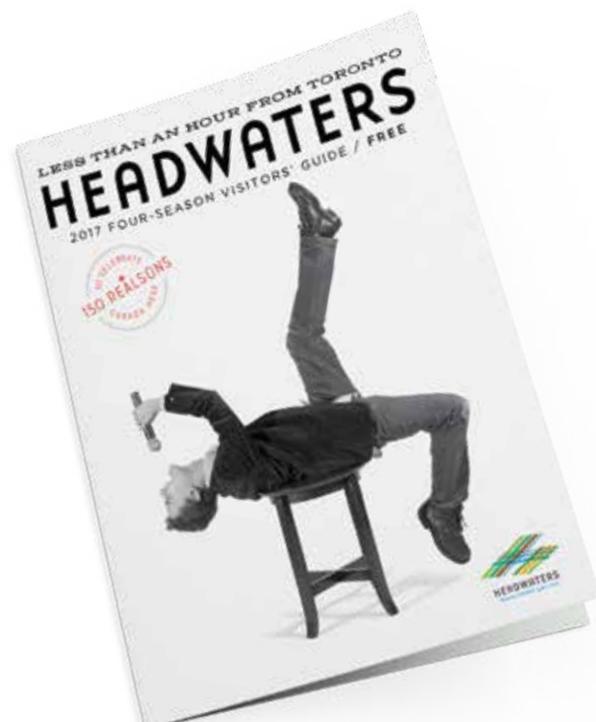
DUFFERIN COUNTY

TOWN OF CALEDON

TOWN OF ERIN

Headwaters Tourism advocates for regional collaboration, understanding that an integrated approach allows individual businesses, groups, committees, communities and municipalities to expand their reach and leverage their impact.

Headwaters Tourism has recently been recognized with multiple provincial and national tourism awards for marketing, innovation, product and economic development.





**CENTRAL
COUNTIES
TOURISM**

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