

IMPACT REPORT

2017 - 2018



CENTRAL
COUNTIES
TOURISM



Durham Region

Authentic adventures & a warm welcome!

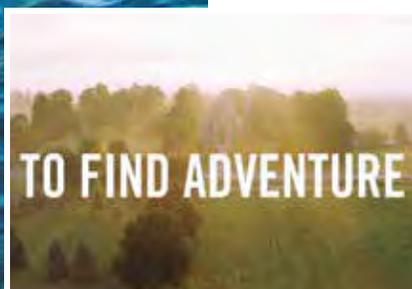
Discover nature at its best; bike along the Lake Ontario waterfront, hike the Oak Ridges Moraine, or golf a championship course and let the natural scenery inspire you.

Savour the Durham flavour on a culinary adventure from farm to table and explore wineries, cideries, and a bursting craft brewing scene along the way.

There is always something to cheer about in Durham, a leader in sport hosting. We've got you covered with NASCAR, lacrosse, parasport, and even quidditch to name a few.

Durham Tourism and Central Counties Tourism teamed up in 2017/18 to deliver the following;

- 2018 Skate Canada Synchronized Skating Championships
- Rural Routes & Dirty Boots Brewery Discovery Map
- Central Counties Tourism and Durham Tourism Symposium
- Durham Tourism Discovery Guide
- Destination Ontario Cycling Video
- Township of Scugog Community Tourism Plan
- Show Your Badge and Save Discount Coupon Program
- Sponsorship and Revenue Generation Workshop and Webinar Series





Year in Review

This has been a tough piece to write. First, because it is my last as Chair of Central Counties Tourism's Board of Directors and, second, because there is so much positive to talk about. Before I go any farther, I want to thank you, our stakeholders, for being a part of our evolution over my past six years.

Nothing happens overnight and that is the case, as it is with all new organizations, for Central Counties. Many of the programs and services that Central Counties offers have taken more than a year to develop and nurture from concept to final product/offering. The pages that follow this introduction demonstrate how far Central Counties has come from its inception in 2010. There have been many growing pains as we worked to discover how we could best help, support and promote the many tourism operators/operations that live and prosper within the boundaries of Durham Region, York Region and the Headwaters Tourism area. Central Counties is home to so many diverse and unique products and experiences that it has taken a couple of years to learn about all of the ways you would like Central Counties to help you accomplish your goals.

To this end, under the leadership of past Chair, the late Ron Munro, Central Counties developed and implemented its first Destination Management Plan which guided our staff team to create and implement activities targeted to raise the profile of Central Counties as a premiere destination in Ontario. One of these has been the very successful Golf in Ontario product which has introduced Central Counties' partners to the lucrative golf travel market. This year, *The Bootlegging Tour* (new self-directed tour) takes advantage of the craft beverage market. This experience has taken two years of development and research — not to mention working with various partners and operators. In the fall of 2017, the organization developed the Central Counties Tourism Strategic Plan 2018 – 2020 that is the foundation on which our annual business and work plans are developed.

Cooperative advertising opportunities, which are a key service provided by Central Counties since the very beginning — continue to enable stakeholders to enhance their market reach via specific trade/sector publications which may previously have been out of their budgetary reach. Partnership opportunities — also one of Central Counties' original funding programs — help stakeholders grow and expand their events, festivals, and assist them to complete research opportunities such as the Community Tourism Plan. Stakeholders and municipalities who have participated are now in various stages of developing and/or implementing their own community tourism strategies. Tourism, as a result, is being embraced as a significant economic driver benefiting their community through the strategic growth of tourism opportunities and experiences.

Thank you for allowing Central Counties to be a part of your success. With your help we can achieve our mission of "Creating Value and Driving Growth"! Take advantage of the opportunity to further your business objectives and personal goals and partner with Central Counties Tourism. You will not regret it!

Best Regards,



Jennifer Cooke,
Chair Board of Directors
Central Counties Tourism/RTO6

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Mission & Vision

Central Counties Tourism (CCT) is the provincially-funded not for profit dedicated to developing, supporting and promoting tourism throughout the regions of York, Durham and Headwaters. 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.



Core 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.



Our Strategic Direction

We are aligned with the Ministry of Tourism, Culture and Sport priorities, and powered by strategic partnerships that focus on communicating, innovating and marketing. Central Counties will achieve growth of 3% annually in product and experience development, and growth in total visitations of 5% by the end of fiscal 2020 – 2021.

Business Development

Central Counties, in partnership with municipalities and our three sub-regions, actively promotes the region to sport tourism and event organizers. This resulted in the City of Oshawa hosting the 2018 Skate Canada Synchronized Skating Championships (February 23 – 25, 2018 at the Tribute Communities Centre) and the City of Markham landing a two-year commitment for an international flag football tournament.

In addition, Central Counties has developed a matching tool to make it easier for sport tournament and festival organizers to

find businesses interested in sponsoring events. More than 75 tournament and festival organizers used this tool in 2017 – 2018.

The **Show-Your-Badge-and-Save** program continues to grow with more stakeholders wanting to provide tournament goers reasons to visit their establishments. In 2017-2018, more than 15,000 sport tournament participants were provided discounts at area restaurants and attractions in an effort to get them to spend some time exploring the region while visiting.

Choose Your Own Adventure Tool

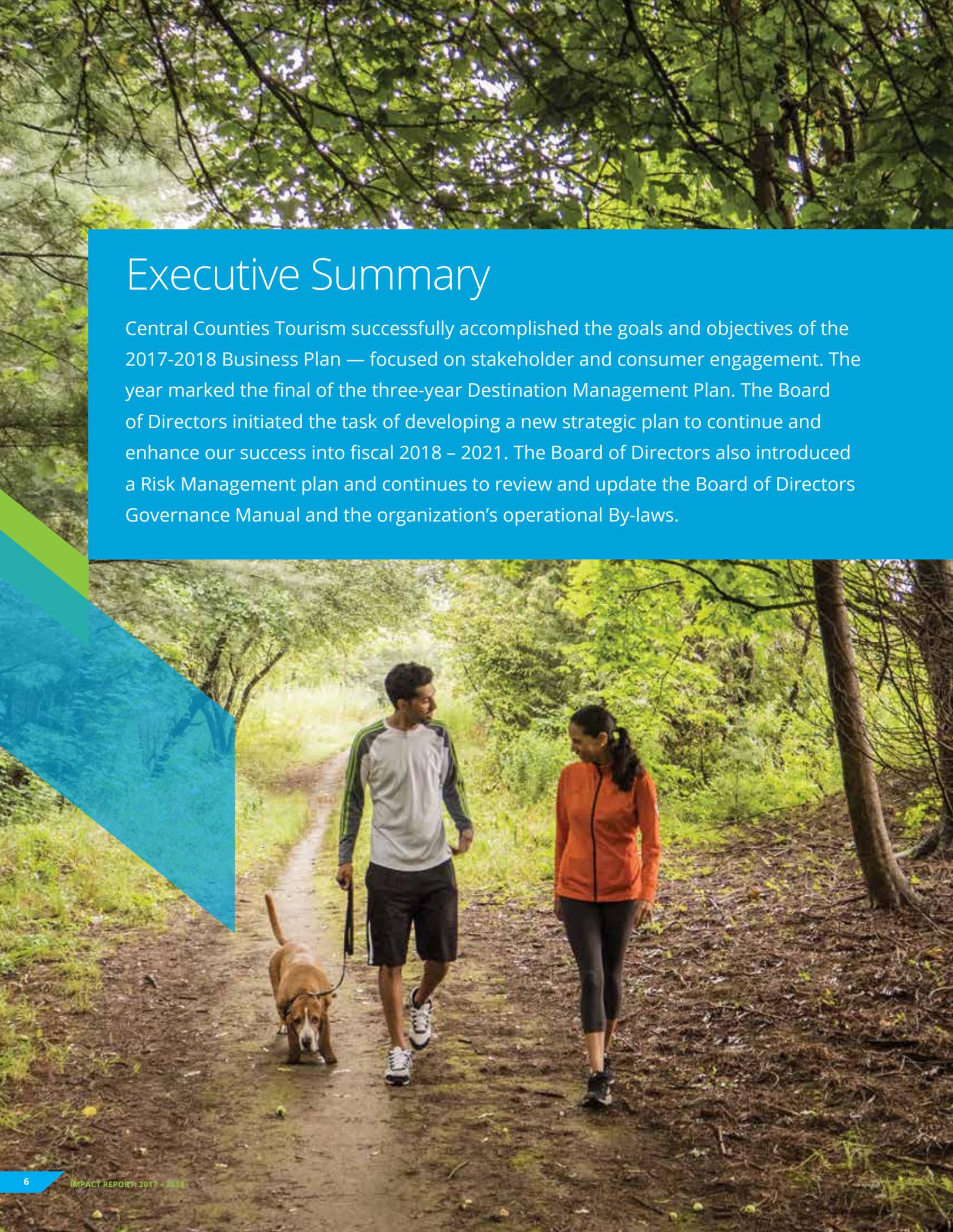


The creation of the new “Choose Your Own Adventure” tool, available online from June 22 – November 17, 2017, was very successful, with more than 1700 interactions and approximately 1000 shares. This interactive tool increased session times for web visits during the summer months and ensured a low bounce rate. During the *Where Am I* campaigns and Harvest months, the average web session was over three minutes in duration, thanks in large part to the interactive tool. Our bounce rate remained at a solid 19% for the summer and fall months.

Temperance & Temptation

Did you know that the biggest bootlegger in Headwaters Region was a veterinarian? Or that the Foster family used the canal system in the Holland Marsh to avoid the authorities as they transported their moonshine? Or that Goodwood in Durham was one of the centres for the temperance movement?

All of these stories and many more came to light as CCT researched its rich history of temperance and temptation in 2017 – 2018. The stories will be brought to life beginning July 2018 with the development of three guided bus tours and self-guided routes, one in each region, featuring many places to stop and enjoy food and beverages produced by the regions’ modern day — and legal — bootleggers.

A man and a woman are walking a dog on a dirt path through a forest. The man is on the left, wearing a white and grey long-sleeved shirt and black shorts. The woman is on the right, wearing an orange jacket and black leggings. The dog is a brown and white breed, possibly a Weimaraner, and is on a leash. The path is surrounded by lush green trees and foliage. The scene is captured from a low angle, looking down the path.

Executive Summary

Central Counties Tourism successfully accomplished the goals and objectives of the 2017-2018 Business Plan — focused on stakeholder and consumer engagement. The year marked the final of the three-year Destination Management Plan. The Board of Directors initiated the task of developing a new strategic plan to continue and enhance our success into fiscal 2018 – 2021. The Board of Directors also introduced a Risk Management plan and continues to review and update the Board of Directors Governance Manual and the organization’s operational By-laws.



Central Counties continues to be of great benefit to the 500+ stakeholders actively engaged with one or more of the programs offered. “

Financially, Central Counties relies on continued funding from the Ministry of Tourism, Culture and Sport to operate. Increased stakeholder engagement has made it so we have been able to leverage financial investments from stakeholders with Ministry funds to increase the amount of money focused on tourism in the region. Couple that with realized administrative cost savings and CCT was able to achieve a healthy delivery of programs.

One of the goals of Central Counties is to educate stakeholders on the benefits of tourism, destination building and collaboration, and then provide them with the resources necessary to become tourism ready. In 2017 – 2018, CCT conducted four Tourism NOW! Workshops. Three others were planned and instead the municipalities decided to go right to developing a Community Tourism Plans. This increased engagement with stakeholders has made it possible to build more products and experiences in ways that we haven't been able to in the past, including the Boxcars and Beers: The Cheese Train experience, developed and launched this fiscal.

As our stakeholders become more tourism-savvy, the importance of making informed business decisions becomes a high priority. In 2017 – 2018, Central Counties engaged Environics Analytics to develop robust consumer profiles and provide suggestions on how to reach and engage them. We launched Central Counties

Market Research Program at our annual Tourism Symposiums in March 2018 and many of our tourism businesses are eager to provide their postal code data for interpretation. The resulting report assists both the stakeholder and CCT as we get a clearer understanding of who our visitors are.

Central Counties continues to be of great benefit to the 500+ stakeholders actively engaged with one or more of the programs offered. As our stakeholders' tourism-readiness and understanding increases, we continue to grow the relationships between us. We are expecting more from our partners in terms of their ability to leverage their own resources to assist with marketing and, more importantly, track and report their successes.

There is a great story to be told about the value and economic impact tourism is having in York, Durham and Headwaters. In 2017 – 2018, we distributed several media releases regarding CCT and stakeholder successes. Each year, more and more partners are working with CCT and supporting our communications channels with reciprocal links, hashtags, etc.

With the new strategic plan in place, our aggressive 2018 – 2019 business plan and amazing, engaged tourism partners, we will continue to move the tourism needle forward.



Industry Equipping

Providing opportunities for stakeholders to become more tourism ready remains a top priority for the organization. At the 2017 tourism symposiums, CCT asked delegates what learning opportunities would be most beneficial to them and their businesses, and then sourced opportunities for learning.



The Tourism NOW program, developed and administered by Central Counties, has been a tremendous success, with 100% of participants rating it as excellent. The program, offered to stakeholders within a municipality or other destination, is designed to provide stakeholders with information on the tourism landscape, leave them with the tools to take advantage of all the programs offered by Central Counties and other tourism organizations, and encourage discussion on how they can work together to create a compelling destination.

The launch of Tourism NOW led to the delivery of 4 workshops, the start of 2 community tourism plans and the booking of several sessions for 2018 – 2019. The feedback was so positive that CCT opted to turn the program into an online webinar so that individuals who could not make a session in person could still gain all the knowledge from the workshop. The content continues to grow and evolve as regional stakeholders become more tourism-ready. Staff has developed new modules to be launched early in the 2018 – 19 fiscal year.

Central Counties revamped their stakeholder website (www.centralcounties.ca) in 2017 – 2018 to make it more user-friendly and ensure stakeholders have access to all the tools and programs offered. There were more than 6,000 visits to the site where stakeholders were able to access resources, upload/update their profiles, post their events and register for the courses/workshops offered by CCT.

Some of the most popular workshops and seminars offered by CCT included a Revenue Generation Corporate Funding Workshop and ten live webinars for Festivals, Events and Tournaments (in partnership with Durham Tourism), Tapping into the Group Travel Market, Social Media and Festival/Event workshops (in partnership with the York Region Arts Council). In total, more than 650 stakeholders participated in CCT-supported learning opportunities.



Four Tourism NOW workshops were conducted in 2017 – 2018



6,000+ visits to the revamped stakeholder website:
www.centralcounties.ca

The monthly B2B e-newsletter was also revamped, and is full of relevant information on the industry, courses and opportunities available through Central Counties and other tourism partners. The monthly e-newsletter is distributed to nearly 800 stakeholders, and in fiscal 2017 – 2018 included hundreds of stories and articles on the impact of tourism, tourism issues and where to find assistance, success stories, and information on workshops and courses available to assist stakeholders in being successful.

The 2017 – 2018 Partnership Program was the most successful ever. Forty stakeholders participated in projects that fulfilled their goals and the goals of CCT. Projects included tourism wayfinding, product development, festival and event support and co-operative out-of-region marketing. More than \$430,000 was invested by partners to further the tourism offerings/readiness in the region.



PERFORMANCE MEASURES	16 – 17	17 – 18	COMMENTS / NOTES
# of RTO sponsored initiatives	38	31	Tourism NOW session (4), AGM, Sponsorship workshop & webinars (7), symposium breakout sessions (8) Tourism Symposiums (3), Community Tourism Plans (3), Stakeholder sessions for Strategic Plan (3), Celebrate Ontario Workshops (3)
# of stakeholders participating in RTO sponsored initiatives	800+	525	225 in workshops/online and 300 at symposiums. This does not include the hundreds of people that read the monthly newsletter which is chalk-full of industry news and learning opportunities.
Tourism Symposium Learning Opportunities	5	7	Responsible Tourism Working with Destination Ontario The Power of Data Get Social: Content Marketing with Central Counties: Learn how to boost your social exposure. Group Travel Market: Get involved in this important part of the Ontario tourism sector. Market Research: Survey Planning & Execution: Essential tips to plan and deliver successful community event surveys, including benefits of good data and tourism reporting. Celebrate Ontario grant writing



650+ stakeholders participated in CCT-supported learning opportunities



\$430K+ was invested by partners to further the tourism offerings/readiness in the region

Product Development

In 2017 – 2018, Central Counties developed or enhanced 38 consumer experiences involving hundreds of businesses. We featured 24 itineraries and routes for the summer season, 12 for the fall and winter and two for year-round use. CCT worked with several partners to launch the *Boxcars and Beers: The Cheese Train* itinerary and enhanced the *Wine and Ale trail* and *Rural Routes & Dirty Boots* product by adding new partners and itinerary items.

Central Counties had heard from many of our stakeholders that we needed to increase the number of winter products. Using the findings from the audience research we completed earlier in the fiscal, CCT focused on outdoor recreation as the catalyst for travel and created a Snow Seekers road trip which featured ski resorts, downhill and cross-country trails. As our key target was Toronto and west of Central Counties, we set out to track the program by having a 20% off coupon that could be used at any of the ski resorts. Only two out of six resorts participated in this incredible marketing opportunity which has led to new participation guidelines for all stakeholders working in partnership with CCT on market-ready products and experiences.

In partnership with several of our municipalities, CCT underwent a trails strategy with the Ontario Trails Council (OTC). The idea behind the project was to provide each municipality a snapshot of their current trails and the potential for using them as part of their tourism products. At the regional and CCT levels, the document identified potential connectivity between trails which could lead to a greater appeal for trails users.

The municipal partners decided that an end-product of the exercise should be a mobile-enabled website that pulls trail data (trailhead location, type of trail, etc) from the OTC website as well as business listing data from the CCT website so that trail users can see what else is nearby along any point of the trail they are enjoying. Development of this new product began in late 2017 – 2018 and will be launched in 2018 – 2019.

Another exciting project we undertook was the development of the Temperance and Temptation tours. In 2017-2018, CCT engaged a researcher to dive deep into the rich history of bootlegging and the temperance movement through the region. The stories were compiled into three itineraries — one for each region — which will have both a guided (bus tour) and self-guided option. More than 15 stakeholders are actively involved in delivering the new experiences and many more will be featured as enhancements for the self-guided tours.

PERFORMANCE MEASURES	16 – 17	17 – 18	COMMENTS / NOTES
# of NEW market ready products in market	56	1	16/17 launched many new tour routes and itineraries. 17/18 focused on refining the experiences (see below). Central Counties also worked with partners to develop and launch <i>Boxcars and Beers: The Cheese Train</i>
# of NEWLY enhanced/existing products in market	18	38	CCT focused on enhancing the current experiences and narrowing in on those with the most tourism potential. The Choose your Own Adventure tool on the website, allowed visitors to plan their own trip instead of relying on a pre-packaged one.
# of new tourism partners engaged in product development initiatives	300+	50+	This number reflects the number of NEW partners engaged with CCT on developing and delivering new products/experiences. The total number is now well over 300.
# of product being developed in conjunction with partners	8	2	Temperance & Temptation: Three self-guided and three guided (paid) tours exploring the rich history of temperance and bootlegging throughout the region. Integrated Trails: Matching existing trails with local attractions, restaurants, accommodations, etc. to entice visitors to get “on” the beaten path and explore
Increase in business / sales / traffic due to program participation	\$4.8M	\$10+M	This number represents the economic impact from several festivals and event CCT partnered with. Most of the products and experiences we develop and market are not currently trackable so this number represents a small percentage of CCT’s overall impact.



In partnership with several of our municipalities, CCT underwent a trails strategy with the Ontario Trails Council (OTC)."



Co-Op Ads

Central Counties Tourism furthered their communications and marketing campaigns in partnership with stakeholders. CCT chose several themes that were closely aligned with the seasonal marketing strategies for full-page advertisements in the Globe and Mail. We then communicated the opportunity to our stakeholders to include an advertisement for their business that matched the theme. Each full page included four stakeholder advertisements that only cost \$625, which provided our stakeholders the opportunity to enhance their marketing budgets and promote their business to a larger target audience. It also assisted Central Counties in telling the many stories of the great reasons to visit the region.

The partnership was so successful that Central Counties was able to add four additional themed ads than originally planned and has expanded the partnership into the next fiscal.

Marketing & Communications

The York Durham Headwaters consumer brand continued to gain traction across all channels. CCT's strategy to lead with experiences and featured products has the right people learning about the right offerings at the right time. In summer 2017, CCT launched the "Choose your own adventure" tool that saw an average web session time of over three minutes! CCT conducted two consumer website audits that saw over 650 respondents and informed some great changes to the way we convey information.

Stakeholders have been taking advantage of all the marketing and communications programs offered by CCT. More than 70 stakeholders were highlighted on the website's featured events carousel on the landing page. 40 stakeholders participated in CCT-led co-op advertising opportunities. More than 80 media advisories were distributed on behalf of stakeholders resulting in 2021 articles written with a PR value of \$4.59M.

All marketing and communications channel engagements were up in 2017 – 2018, driving traffic to yorkdurhamheadwaters.ca, which resulted in more than 250,000 unique visitors learning about what there is to see and do in the region. CCT also saw an increase in consumer engagement across all its social media channels, which now have more than 35,000 people within the total community.

CCT's partnership with Destination Ontario (DeON) proved to be wildly successful. Three stakeholders were featured in the native ad campaign and others were part of the Huffington Post Sponsored Stories series; all under the banner of DeON's *Where am I* Campaign. The campaign drove more than 135,000 visits to the consumer website in a 6-week period with over 27,000 leads to the featured stakeholders, who also reported increased web traffic, and more importantly, increased sales. Between the DeON partnership and CCT efforts, more than 60 blogger articles were published in 2017 – 2018.





70+ stakeholders were featured on the website's featured events carousel on the landing page



2021 articles were written and with a PR value of \$4.59M



1000 new images and videos were created in partnership with many stakeholders

Audience research results confirmed that visits to York, Durham and Headwaters were motivated by activities rather than geography, meaning not many people woke up and said, "I want to visit Durham (or York or Headwaters) today." Instead, they said, "I want to do this today," and then found that perfect activity within York, Durham and Headwaters. Using product trend and marketing research provided by DeOn and social media engagement data, Central Counties focused on current trip motivators rather than geography and authentic product offerings to make that "perfect match". The Road Trip Magazines and supporting PR and marketing campaigns focused on core regional strengths.

Content development continues to be a priority for Central Counties. In 2017-2018, in partnership with many stakeholders, CCT uploaded more than 1000 new images and created seven videos. Some of the great places shot included Reptilia, Landman Gardens, anchor campaign images, Road Trip landscapes, Grand Spirits Distillery, Town of Erin fall fair, Alton Mill Fire and Ice Festival, Town of Uxbridge, Boxcars and Beers: The Cheese Train, Town of Orangeville, Joyride 150, winter cottage and snowshoe shoot, symposiums, head shots, Terra Nova Public House, The Globe, The Rosemont General Store, Adamo Summer, Adamo Winter, Georgina ice fishing, maple syrup festivals (Purple Woods, Terra Cotta, Island Lake), sports tournament (hockey), and Durham cycling.

ADDITIONAL PERFORMANCE MEASURES	16 - 17	17 - 18	COMMENTS / NOTES
Consumer Website Traffic (Number of visits)	97,249	239,077	313,051 pageviews Average bounce rate for year 26%. Lowest bounce rate of 16% during July - Oct.
Earned Media/Ad Value - North America <i>Ad rate equivalent value x 3</i>	Social Earned Media: \$2.2 million. Mixed Earned Media: \$21.3M	Social Earned Media: \$1.75M: Mixed Earned Media \$14.3M	At year end, 2021 articles have been written about our tourism businesses. Generating 503.9 million impressions. CCT has become more refined in how it captures and controls what we report. We have removed anomalies from the formula (eg. Vaughan Mills getting a Nordstrom Rack) to more accurately reflect tourism stories.
Social Media / Ad Value	\$2,253,538	\$4,530,000	This is the actual amount it would cost to purchase the equivalent ad space
Facebook Followers (Total)	28,456	31,402	
Twitter Followers (Total)	2,990	3,312	
Pinterest Followers (Total)	62	67	
Instagram (Total)	870	1033	
Content Development	9,428	1,165	Number of new images 1158 images, 7 New Videos - Durham Cycling Video and photography included
Blogger Articles obtained	0	60	CCT partnered with OTMPC and had the Huffington Post do three blogs for us. In addition, we have generated 24 SEO targeted blogs, 3 media blogs, 18 e-newsletter blogs. Plus 12 B2B
# of New videos created	8	7	

Ultimate MARCH BREAK ADVENTURE

Spring is just around the corner, but there is plenty of time left to enjoy the chills and thrills of winter. Gather up family and friends and hit the road this March Break to enjoy all our regions have to offer. Conquer the slopes, explore snowy trails and play in the treetops. Discover quaint small towns filled with incredible shopping, artist studios, museums, theatre and music. Tempt your taste buds with delicious cuisine, wines and craft brews. Tap into winter fun and enjoy Ontario's stickiest and sweetest delight...Maple Syrup! Learn how syrup is made, wander through the sugarbush and sample some tasty treats.

York Durham Headwaters is your March Break Road Trip Destination!



MARCH BREAK STAYGATION
March 9 to 18, 2018

FAMILY FUN AND FREE ACTIVITIES

SKI & STAY
Package includes accommodation and breakfast.

from \$243 per couple per night
from \$354 family of 4 per night

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*Taxes and gratuities extra, offer valid until March 18, 2018. Subject to availability.

Tap into Spring
Maple Syrup Festival

MARCH 10 - APRIL 8, 2018*

- Sugarbush Demonstrations
- Wagon Rides**
- Family-Fun Activities**

BRUCE'S MILL
in Scouffville

KORTRIGHT CENTRE
in Vaughan

TERRA COTTA
in Millton Hills

*Operation hours vary at each festival location.
**Additional fees may apply.

MapleSyrupFest.com

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Visit orangevilletourism.ca for a full listing of our spring events.

1st Tourism Experience Call 905-415-8607 / 1-888-415-8687
or visit 205 Lakeshore Court.

Plan your visit at yorkdurhamheadwaters.ca



Partnerships

Tourism stakeholders in our region continue to invest their hard-earned dollars to ensure continued growth and success. These investments include marketing, advertising, programming and product development. One of Central Counties' key focuses is assisting these businesses by leveraging our own funds against theirs to grow the overall investment in their projects.

In 2016 – 2017 we tested out a program which used our core funds to provide our stakeholders with co-op advertising opportunities in the Globe and Mail. The program was so successful that we expanded it in 2017 – 2018 to include eight full-page ads, each featuring up to four stakeholders. In addition, we provided six advertising opportunities in our very popular summer and winter Road Trip magazines.

The official partnership program is an allotment of funds which CCT uses strictly to leverage stakeholder investment in tourism. In 2017 – 2018, CCT approved thirty partnerships, of which twenty-seven (that involved a total of forty partners) came to fruition. Central Counties continues to let our stakeholders tell us how we can assist them achieve success. Our only caveat is that the project must seek to drive visitors from outside of our region.



Central Counties continues to let our stakeholders tell us how we can assist them achieved success."

This past fiscal year, many of the approved projects centred on product development. Our partners were focused on growing their festivals, adding overnight components to their events and developing new programming to drive additional visitors from farther away. This bodes well for the future of tourism in our region. Another focus was marketing. For many festivals and events, their marketing budgets can only make a splash locally. Central Counties was able to leverage their investment and provide support to market outside of our region to their target audiences. Of course, this leads to more people requiring overnight accommodations.

Central Counties is also seeing a growing number of municipalities investing funds on wayfinding programs to help both residents and visitors navigate the community. We applaud all the investments being made across the region and look forward to continuing to partner with stakeholders for our mutual success.



Our partners were focused on growing their festivals, adding overnight components to their events and developing new programming to drive additional visitors from farther away. "

PERFORMANCE MEASURES	16 – 17	17 – 18	COMMENTS / NOTES
# of approved partnerships	24	30	
# of completed partnerships	22	27	Three approved projects did not materialize
# of partners	62	40	
Total amount invested by the RTO	\$282,279	\$379,000	
Total amount leveraged from partners (dollars only)	\$338,361	\$434,460	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	\$175,050	Marketing Initiatives and Association Co-ops
Leveraged product development value	\$68,252	\$225,410	Festival Support and Product/Content Development
Leveraged workforce development value	0	0	
Leveraged investment attraction value	\$32,500	\$34,000	Wayfinding projects
# of New videos created	8	7	



Finance

With respect to its financial management, Central Counties Tourism's top priority is to spend the entirety of its funding allotment received from the Ministry of Tourism, Culture and Sport on activities and initiatives that will further tourism in our region. These activities and initiatives, along with the budget allocations to support it, are outlined approximately six months prior to the start of each new fiscal year in our Annual Business Plan. Each December, our financial activity is reviewed and

revised for the current fiscal year, and funds are reallocated within our pre-defined budget categories to better reflect the reality of the year as it unfolds. In our 2017 – 2018 fiscal year, Central Counties Tourism was able to achieve respectable administrative cost savings largely through negotiation and careful management of funds. These cost savings were then reallocated to budget lines which directly supported our stakeholders through CCT's tourism initiatives.

Statement of Operations

For the year ended March 31, 2018

	2018	2017
REVENUE		
Ministry of Tourism, Culture and Sport	\$ 2,635,737	\$ 2,635,737
Partnership Contributions	64,650	94,000
Other	38,085	30,524
Interest	439	438
	2,738,911	2,760,699
EXPENDITURES		
Governance - administration and overhead	1,027,195	964,320
Partnership funding	378,216	317,175
Product development	305,839	234,498
Sales and marketing initiative	869,885	997,092
Workforce development	72,721	125,779
	2,653,856	2,638,864
EXCESS OF REVENUE OVER EXPENDITURES	\$ 85,055	\$ 121,835

Statement of Financial Position

As at March 31, 2018

	2018	2017
ASSETS		
Current		
Cash	\$ 388,214	\$ 573,428
Short term investments	88,320	87,880
Accounts receivable	123,580	38,168
Taxes recoverable	139,019	105,400
Prepaid expenses	31,596	41,217
	\$ 770,729	\$ 846,093
LIABILITIES AND NET ASSETS		
Current		
Accounts payable and accrued charges	\$ 594,973	\$ 729,788
Due to Ministry of Tourism, Culture and Sport (Note 4)	-	-
Total Liabilities	594,973	729,788
Unrestricted Net Assets	175,756	116,305
	\$ 770,729	\$ 846,093

The Power of Data & Data Sharing

The adage “knowledge is power” is true. So is the adage “there is strength in numbers.” Of course, the numbers in this case are data fields. Two things will come from consistent data collection and reporting. First, you will be able to make informed decisions that will strengthen your business and make it more successful. Second, the aggregate numbers collected will be used by municipal, regional and provincial staff to ensure that overall support for tourism and tourism businesses remains at the forefront of decision making. After all, we must be able to show quantifiable evidence of how great an economic driver our industry is.

Data collection only costs time — the time it takes to write down a postal code, an amount spent on a given activity or service, the number of people in a group; the time it takes to run year-over-year visitor and revenue numbers; the time it takes to

record anomalies that may have affected your numbers (weather, power failure, equipment malfunction, etc.).

All of the above information gives you the power to make decisions that will help you achieve success — whatever success looks like to you. It also provides organizations like Central Counties Tourism the ability to report to its funders and potential funders the importance of tourism businesses to the economy — both from a social and a monetary standpoint.

Central Counties Tourism provides tools which assist our businesses in learning how to quickly capture consumer data. We also offer an analysis and reporting service that provides incredible information about current consumer habits and ways to attract more. We are here to help you help yourselves through the ability to make sound, informed decisions.



Experience YORK REGION

EXPERIENCE YORK REGION is the ultimate resource for all there is to see and do in York Region and the Region’s nine municipalities — Town of Georgina, Town of East Gwillimbury, Town of Newmarket, Town of Aurora, Town of Richmond Hill, King Township, Town of Whitchurch-Stouffville, City of Vaughan and City of Markham. Experience York Region (formerly known as YorkScene) is the property of the York Region Arts Council and presented in collaboration with the Regional Municipality of York and Metroland Media Group.

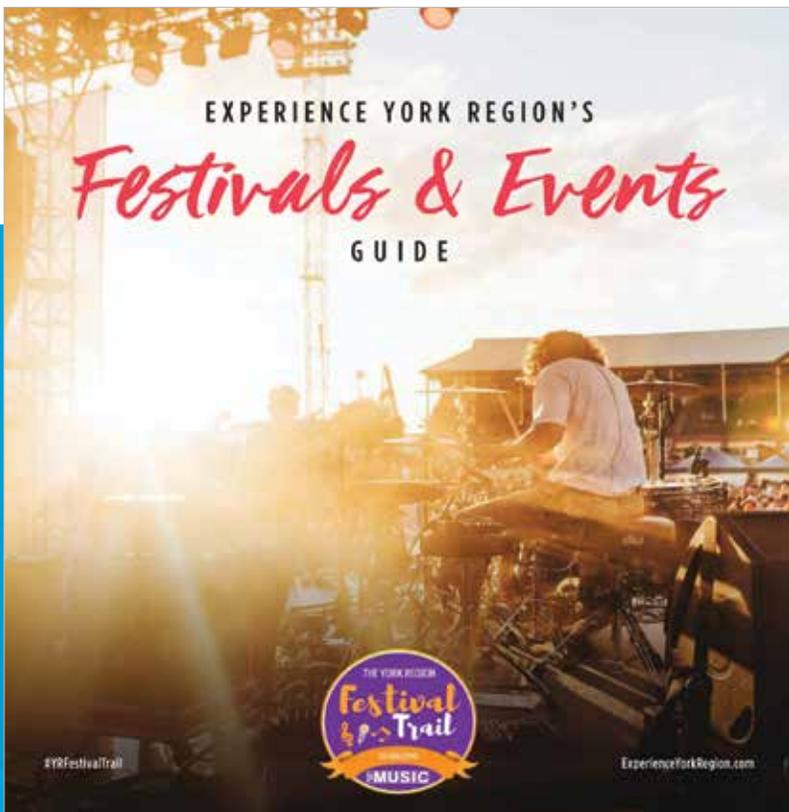
The York Region Arts Council is the destination marketing organization for York Region, providing tourism services such as marketing and industry development with a focus on the arts, culture and festival sector.



Vision: To position York Region as a dynamic place uniquely characterized by its rich cultural diversity and wide-ranging landscape.



Mission: To strengthen and increase awareness of the regional arts, culture and tourism industry by collaborating with regional and municipal partners and working directly with stakeholders.



- ▶ The York Region Arts Council emphasizes the importance of regional collaboration to maximize reach, impact and consistency amongst the many groups and individuals who make up the arts, culture and tourism industry in York Region.

Headwaters Tourism Annual Update

Headwaters Tourism is the multi award-winning 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 and the Town of Erin. Headwaters welcomes 875,000+ visitors annually, resulting in over \$68 million in annual visitor spending. 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.



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 consumer marketing, product development, industry engagement and partnership development.

In 2017, Headwaters Tourism launched their highly acclaimed **150 Realsons** campaign, to honour Headwaters heritage during Canada's 150th. Over the course of the year, visitors were invited to share their favourite **#realsons** for visiting Headwaters and telling us about all the things that make **Headwaters, Where Ontario Gets Real**. Campaign highlights included an innovative (and hilarious) 150 Realsons campaign video, product merchandise, and the introduction of Headwaters' **Real Rules**.

For January 2018, Headwaters Tourism also conceived, planned, executed and hosted the first ever **provincial Rural Tourism Symposium**, bringing together nine tourism organization

partners from across Ontario, Destination Canada, Destination Ontario, the Tourism Industry Association of Ontario, and representatives from provincial RTOs. The Symposium provided an opportunity for 150+ delegates from tourism destinations across the province to discuss tourism issues and opportunities with a uniquely rural perspective.

Headwaters Tourism continues to showcase our tourism product and businesses to visitors from far and wide, with our Headwaters brand continuing to gain national and provincial award-recognition in 2017 for marketing and economic development.



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