Wednesday, November 21, 2012
3:00 p.m.
Lanark County Administration Building
Montague Room

John Gemmell, Chair

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY INTEREST

3. APPROVAL OF MINUTES
   i) Suggested Motion:
      "THAT, the minutes of the Tourism Steering Committee held on October 24, 2012 be approved as attached."

4. ADDITIONS AND APPROVAL OF AGENDA
   Suggested Motion:
   "THAT, the agenda be approved as presented."

5. DELEGATIONS & PRESENTATIONS

6. COMMUNICATIONS

7. CONFIDENTIAL REPORTS

8. BUSINESS ARISING FROM PREVIOUS MEETING(S)
   i) Draft Tourism Service Model For the Town of Smiths Falls
      Tourism Manager, Marie White
      Suggested Motion:
      "THAT, the Tourism Steering Committee recommends option ______ as the proposed service model for the Town of Smiths Falls."

   ii) Tourism Advisory Working Group Model
      Tourism Manager, Marie White
      a) Proposed Tourism Advisory Working Group Model
      b) Tourism Advisory Working Group Terms of Reference
Suggested Motion:
"THAT, the Tourism Steering Committee recommends a Working Group Model to the Community Development Committee;

AND THAT the Tourism Advisory Working Group Terms of Reference be forwarded to the Striking Committee pending Community Development Committee approval."

9. DISCUSSION ITEMS - PART 3

19-20
i) Tourism Priorities Table
   Tourism Manager, Marie White
   Suggested Motion:
   "THAT, the Tourism Priorities Table be received as information."
11. NEXT MEETING

Tentative: Wednesday, December 12, 2012  3:00 p.m. - 4:30 p.m.

12. ADJOURMENT

Committee Members:
Councillor Wendy LeBlanc
Councillor Susan Freeman
Councillor Aubrey Churchill
Councillor Val Wilkinson
Councillor Sharon Mousseau
Councillor Brian Stewart
Councillor Pat Dolan
Councillor John Fenik
Warden John Gemmell

Advisory / Staff Members:
Cathie Ritchie, Director of Clerk Services/Clerk
Marie White, Tourism Manager
Erin Butterworth, Tourism Relations Officer
Erica Patterson, Council & Clerk Services Assistant
MINUTES
SECOND MEETING OF 2012
TOURISM STEERING COMMITTEE

The ICSOP Steering Committee met on Wednesday, October 24th, 2012 at 4:00 p.m. at the Lanark County Municipal Office, 99 Christie Lake Road, Perth, Ontario.

Members Present: Warden J. Gemmell, Councillors B. Stewart, V. Wilkinson, P. Dolan, S. Freeman, S. Mousseau and A. Churchill

Staff/Others Present: K. Greaves, CAO
C. Ritchie, Director of Clerk Service’s/Clerk
E. Patterson, Council and Clerk Services Assistant

Regrets: Councillors P. Dolan, W. LeBlanc and J. Fenik
M. White, Tourism Manager
E. Butterworth, Tourism Relations Officer

TOURISM STEERING COMMITTEE

Chair: Warden John Gemmell

1. CALL TO ORDER

The meeting was called to order at 4:02 p.m.
A quorum was present.

2. DISCLOSURE OF PECUNIARY INTEREST

None at this time.

3. APPROVAL OF MINUTES

MOTION #T-2012-06

MOVED BY: Susan Freeman
SECONDED BY: Aubrey Churchill

“THAT, the minutes of the Tourism Steering Committee held on September 26th, 2012 be approved as circulated.”

ADOPTED
4. ADDITIONS & APPROVAL OF AGENDA

MOTION #T-2012-007

MOVED BY: Aubrey Churchill
SECONDED BY: Val Wilkinson

“THAT, the agenda be adopted as presented.”

ADOPTED

5. DELEGATIONS & PRESENTATIONS

None

6. COMMUNICATIONS

None

7. CONFIDENTIAL REPORTS

None

8. BUSINESS ARISING FROM PREVIOUS MEETING(S)

i) Amended Terms of Reference

Director of Clerk’s Services/Clerk, Cathie Ritchie

C. Ritchie reported that the striking committee approved the terms of reference and referenced the changes.

MOTION #T-2012-008

MOVED BY: Aubrey Churchill
SECONDED BY: Susan Freeman

“THAT, the Amended Terms of Reference be received as information.”

ADOPTED
ii) Review Existing Service Levels Including Smiths Falls
Director of Clerk's Services/Clerk, Cathie Ritchie

The following questions were asked:

**Question**
Is the Town of Smiths Falls being advertised on the tourism website?

**Answer**
Yes.

**Question**
Is it costing the County extra for the indirect benefits?

**Answer**
Yes.

It was recommended that a list of benefits the Town of Smiths Falls receives or doesn’t receive be developed.

Discussion was held on approaching the two Smiths Falls representatives with a realistic proposition regarding tourism contributions.

C. Ritchie informed the committee that an attempt to rectify contributing/equal representation with the Town of Smiths Falls was declined.

**MOTION #T-2012-009**

MOVED BY: Susan Freeman
SECONDED BY: Brian Stewart

“THAT, a draft tourism service model for the Town of Smiths Falls be received as information.”

ADOPTED

iii) Review Tourism Department Mandate – Strategic Direction & Objectives
Recommend Principles/Guidelines for Balanced Representation
Director of Clerk’s Services/Clerk, Cathie Ritchie

The mandate provided is an excerpt from a presentation given in June by Erin Butterworth, the Tourism Relations Officer and Marie White, the Tourism Manager to provide understanding of the mandate.

Discussion was held on the following items:
- reviewing and developing a working group model
- clarifying and defining fair and equal representation
- how to offer fair and equal representation
V. Wilkinson provided the following comments from the tourism association members:

- a signed agreement is needed
- a budget allocation
- more consistency in the contributions
- obtain rationale to number of Lanark County staff attending meetings

C. Ritchie stated obtaining long-term planning and goal setting is challenging when association membership changes from year-to-year and who represent specific tourism industries.

C. Ritchie reviewed the structures of a working group, to a steering or sub-committee.

The committee agreed that a new tourism model needs to remain high level.

**MOTION #T-2012-010**

MOVED BY: Susan Freeman  
SECONDED BY: Sharon Mousseau

“THAT, staff be directed to research a new tourism working group model and mandate.”

ADOPTED

iv) Town of Smiths Falls Annual Contributions to the LCTA & The Establishment of the LCTA

Director of Clerk’s Services/Clerk, Cathie Ritchie

**MOTION #T-2012-011**

MOVED BY: Val Wilkinson  
SECONDED BY: Sharon Mousseau

“THAT, the Town of Smiths Falls Annual Contribution to the LCTA & The Establishment of the LCTA be received as information.”

ADOPTED
9. DISCUSSION ITEMS – PART 2
   i) LCTA Constitution & By-Laws
      Director of Clerk’s Services/Clerk, Cathie Ritchie

      MOTION #T-2012-012
      
      MOVED BY: Susan Freeman
      SECONDED BY: Brian Stewart

      “THAT, the LCTA Constitution & By-Laws be received as information.”

      ADOPTED

   ii) Lanark County In-Kind Contribution Table
      Director of Clerk’s Services/Clerk, Cathie Ritchie

      MOTION #T-2012-013
      
      MOVED BY: Sharon Mousseau
      SECONDED BY: Aubrey Churchill

      “THAT, the Lanark County In-Kind Contribution Table be received as information.”

      ADOPTED

   iii) Tourism Stakeholder Chart
      Director of Clerk’s Services/Clerk, Cathie Ritchie

      MOTION #LCMTC-2012-014
      
      MOVED BY: Sharon Mousseau
      SECONDED BY: Brian Stewart

      “THAT, the Tourism Stakeholder Chart be received as information.”

      ADOPTED

   iv) County Comparators Survey Results
      Director of Clerk’s Services/Clerk, Cathie Ritchie

      MOTION #LCMTC-2012-015
      
      MOVED BY: Aubrey Churchill
      SECONDED BY: Val Wilkinson

      “THAT, the County Comparators Survey Results be received as information.”

      ADOPTED
10. REFERENCE DOCUMENTS FOR UPCOMING MEETINGS
   i) Part 3 – Tourism Priorities Table (to be distributed at a later date)
   ii) Part 3 – Lanark County Tourism Department 2012 Budget
   iii) Part 3 – LCTA 2012 Budget
   iv) Part 3 – Nation, Provincial & Regional Plans (distributed under separate cover)
   v) Part 4 – Job Description: Tourism Manager
   vi) Part 4 – Job Description: Tourism Relations Officer
   vii) Part 4 – Job Description: Clerical Assistant
   viii) Part 4 – LCTA By-law Article IX Section 3

11. NEXT MEETING
    Tentative: Wednesday, November 21st, 2012 3:00 p.m. – 4:30 p.m.

12. ADJOURNMENT
    The Steering Committee adjourned at 5:39 p.m. on a motion by Councillors B. Stewart and S. Mousseau

Cathie Ritchie,
Clerk
Draft Tourism Service Model for Smiths Falls

**Background**

**Current Service Levels: Tourism Project Benefits**

<table>
<thead>
<tr>
<th>Lanark County Tourism Projects (2012)</th>
<th>Benefit to Smiths Falls</th>
<th>No Benefit to Smiths Falls</th>
<th>Promotional Value to all Municipal Partners</th>
<th>County-Wide Project – All Benefit</th>
<th>Benefit to a specific municipal partner</th>
<th>Project Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising - International</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$254</td>
</tr>
<tr>
<td>Advertising - Provincial</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$4,338</td>
</tr>
<tr>
<td>Advertising - Targeted (Ottawa)</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$11,395</td>
</tr>
<tr>
<td>Advertising – Targeted</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$4,900</td>
</tr>
<tr>
<td>Promotional Materials</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$2,700</td>
</tr>
<tr>
<td>Publications – Festivals and Events Guide (50,000)</td>
<td>✔</td>
<td>✔</td>
<td>$154 event per listing</td>
<td>✔</td>
<td>✔</td>
<td>$14,145</td>
</tr>
<tr>
<td>Publications – Maple Routes Map (130,000)</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$37,305</td>
</tr>
<tr>
<td>Publications – Distribution</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$3,786</td>
</tr>
<tr>
<td>Consumer Shows</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$8,940</td>
</tr>
<tr>
<td>Tourism Website</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$6,400</td>
</tr>
<tr>
<td>Board Member - Ontario’s Highlands Tourism Organization</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$0</td>
</tr>
<tr>
<td>Marketing Partnership – Rideau Heritage Route Tourism Association</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$10,000</td>
</tr>
<tr>
<td>Media Relations</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$5,209</td>
</tr>
<tr>
<td>Research &amp; Statistics</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$0</td>
</tr>
<tr>
<td>Summer Staff Training</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>✔</td>
<td>$100</td>
</tr>
</tbody>
</table>
Draft Tourism Service Model for Smiths Falls

Three Options:

OPTION 1

It is proposed that Smiths Falls continue to participate in tourism projects lead by Lanark County. From this point forward, Smiths Falls will contribute to the Tourism Department based on weighted assessment. A representative from the Town of Smiths Falls will be invited to join the Lanark County Tourism Advisory Working Group. The promotional value far exceeds the cost to Smiths Falls, as demonstrated below. A formal agreement is required.

<table>
<thead>
<tr>
<th>Fee for Service</th>
<th>Value</th>
<th>Proposed Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experience Map</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Outdoors Map</td>
<td>$5,100</td>
<td></td>
</tr>
<tr>
<td>Festivals and Events Guide</td>
<td>$5,000</td>
<td></td>
</tr>
<tr>
<td>Online Event Calendar</td>
<td>$2,225</td>
<td></td>
</tr>
<tr>
<td>Website Listings</td>
<td>$2,250</td>
<td></td>
</tr>
<tr>
<td>Social Media</td>
<td>$</td>
<td></td>
</tr>
<tr>
<td>Media Relations/ FAM Tours</td>
<td>$160,000</td>
<td></td>
</tr>
<tr>
<td>Summer Student Training</td>
<td>$150</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$179,725</strong></td>
<td><strong>$24,000</strong></td>
</tr>
</tbody>
</table>

Notes:

1Experience Map 2010 (The overall cost for design, production and distribution of 50,000 maps was approximately $23,000.) The Smiths Falls detail map comprised approximately 10% of the base map and detail map graphics (10% of $23,000 = $2,300) Plus, the Town of Smiths Falls was also included in events, attractions, shopping, dining and accommodation listings. A total of 54 business listings at estimated value $50 per listing (additional $2,700). Advertising space was purchased for $900.00.

2Outdoors Map 2011 (The overall costs for design, production and distribution of 75,000 maps was approximately $29,000.) The Smiths Falls detail map comprised approximately 14% of the base map and detail map graphics. (14% of $29,000 = $4,000). Plus, the Town of Smiths Falls was also noted as a starting point or featured destination along a number of cycling routes and hiking trails. These nine listings included a map indicator, valued at $100 each (additional $900 value). Also, four listings valued at $50 each (additional $200 value). The Town of Smiths Falls purchased advertising space on the back cover at a cost of $1,800.00.
Festivals and Events Guide 2012 (overall costs for design, production and distribution were approximately $16,000.) The Guide listed 328 events and ongoing attractions. Of these 104 (just over 31%) were located in the Town of Smiths Falls. The Town of Smiths Falls also purchased advertising space on the inside front cover at a cost of $1,000.00.

As of July 11, 2012, 89 Smiths Falls events were posted to Lanark County’s Online Event Calendar, at an estimated value of $25 per listing ($2,225).

Currently 45 business listings are featured on the Lanark County Website, at an estimated value of $50 per listing ($2250).

Estimated value of each Facebook post, seen by over 600 fans = $25 per post.

Value of Media Relations is based on 1/9 of the total promotional value in 2011 (1.5 million). Future benefit to Smiths Falls depends on the nature of the editorial. This includes local radio promotions.

In 2012, three Smiths Falls staff have expressed interest in being included in this annual training. Other areas charge $50/person for participation. One day session including lunch.

**OPTION 2**

The Town of Smiths Falls may choose to remain status quo. In this case, all Lanark County promotions will remain inclusive for a period of 1 year from the date of the proposal to Town Council. At the end of the year, the Town of Smiths Falls may either opt-in or opt-out of its contribution to the Lanark County Tourism Department by weighted assessment.

**OPTION 3**

The Town of Smiths Falls may opt-out of the proposed contribution to the Lanark County Tourism Department by weighted assessment. In this case, all listings, photos and information about Smiths Falls will be removed from tourism promotions led by Lanark County including: websites (www.LanarkCountyTourism.com and www.Lanarkcounty.ca), media kits, publications, Facebook, Twitter and YouTube. The Town of Smiths Falls will continue to receive indirect benefits of Lanark County’s promotional efforts.
Proposed: A Tourism Advisory Working Group Model

A survey was conducted to establish a benchmark for tourism structures and services offered by comparable counties in Eastern Ontario. Models considered include federal, provincial and regional tourism models that operate as arms-length organizations, as well as advisory committee structures, co-operatives, and full or partial tourism departments with permanent county staff. It was determined that:

1. Currently, a standard approach or consistent model is not taken by Eastern Ontario counties, each creating a custom model
2. Comparable counties that have recently undergone a tourism restructuring (i.e. Prescott Russell) or currently under review (Renfrew County) have considered the Lanark County model to be effective, whereby the county takes the lead role in tourism, supported by a formal budget process and full time staff compliment

Community observation and interactions have played an important role in developing the ideal model for tourism in Lanark County. In this proposed model, the principle guidelines are:

1. A structured and strategic approach to tourism as a region of engaged partners
2. Successful operation, management and long term sustainability
3. Increased competitiveness by leveraging regional, provincial and federal tourism programs
4. Membership appoints those with industry roles as professionals in tourism and economic development or business groups, therefore offering a solid knowledge of each geographic area within the County, their associated tourism experiences, and an opportunity to strengthen programs through local participation

Recommendations:

1. The Lanark County Tourism Department will operate with a minimum of two staff, plus project-based student and intern positions when funding permits
2. Lanark County will withdraw staff resources from the Lanark County Tourism Association (LCTA)
3. The Tourism Manager will request a seat on the LCTA Board
4. Lanark County will create a Tourism Advisory Working Group, with mandate. (Please see draft Terms of Reference for Details).
5. A partnership be offered to the Town of Smiths Falls requiring a monetary contribution based on weighted assessment.
6. In the absence of an agreement with the Town of Smiths Falls, services may be provided using a Fee for Service model (i.e. In the case of publications, Smiths Falls editorial content will be included equal to the purchase of advertising space) and Smiths Falls will continue to receive indirect benefits of tourism promotions led by Lanark County.
MISSION STATEMENT

Lanark County Tourism fosters and promotes sustainable tourism in Lanark County for the economic prosperity of our communities.

VISION

To work in a collaborative manner to support the continued growth of the tourism industry. This will include identifying tourism assets and to understand better ways to leverage their presence for the benefit of the tourism industry within the region.

PURPOSE

The Lanark County Tourism Advisory Working group brings tourism and municipal experts together, taking a proactive approach by aligning tourism resources and services across the County towards a common strategic vision. This may include recommending initiatives, alternative solutions, and plans for tourism in Lanark County in order to:

- Make our region distinct from our competitors
- Work together to attract tourists
- Work together to identify and build on our top tourist activities
- Continue to develop tourism assets

OBJECTIVES

1. Customer Acquisition
   a. Support the development of a Visitor Information Centre program that will offer consistent services and excellent travel information for visitors
   b. Share “news” and information about tourism developments/new businesses within Lanark County for promotion through Travel Media in order to gain profile with Consumers
   c. Choose to participate in co-operative advertising opportunities to create awareness of tourism offerings and attract visitors to consider Lanark County as a vacation destination
   d. Participate in the distribution of tourism information as needed

2. Knowledge
   a. Support and respond to Regional and Provincial tourism information requests for product development (i.e. geological information, motorcycle tour development)
   b. Contribute to the development of or provide information about walking tours, cycling routes, heritage information etc.
   c. Identify Photo Opportunities
   d. Contribute to the development of themed packages for regional promotion
3. Brand
   a. Support the Lanark County brand
   b. Share photos for promotional use

4. Web
   a. Provide access to promotional videos, information updates, share links etc.
   b. Participate in Database Sharing to avoid duplication of information
   c. Support Digital Marketing efforts by posting, re-posting or re-tweeting social media promotions

COMMITTEE STRUCTURE

Members

Two (2) County Councillors

Warden – Ex-Officio

One (1) Member
Ontario Ministry of Tourism, Culture and Sport
Consultant

One (1) Member
Carleton Place Chamber of Commerce & Visitor Centre

One (1) Member
Mississippi Mills Chamber of Commerce

One (1) Member
Perth & District Chamber of Commerce

One (1) Member
Lanark Highlands Business and Tourism

One (1) Municipal Staff Member
Township of Beckwith

One (1) Municipal Staff Member
Town of Carleton Place

One (1) Municipal Staff Member
Township of Drummond/North Elmsley

One (1) Municipal Staff Member
Township of Lanark Highlands

Drafted November 2012
One (1) Staff Member  
Town of Mississippi Mills

One (1) Staff Member  
Township of Montague

One (1) Staff Member  
Town of Perth

One (1) Staff Member  
Tay Valley Township

Staff Resources

One (1) Staff Advisor – Tourism Manager

MEETINGS

There will be a maximum of six (6) meetings per year. The meetings will be held in a meeting room at the County of Lanark Administration Building, 99 Christie Lake Road Perth, Ontario.

REPORTING PROCESS

The Lanark County Tourism Advisory Working Group is an advisory committee to the Community Development Committee. The Working Group will consider issues referred to it by County Council or any of its standing committees. It will also consider issues brought to its attention by the tourism community, local municipalities or by any member of the Working Group. The Lanark County Tourism Advisory Working Group will make recommendations to the Community Development Committee through staff reports which will reflect the direction of the Working Group members.

STAFF AND SUPPORT SERVICES

The Working Group will be led by the Tourism Manager, or his/her delegate. Such individual is also responsible for summarizing action items and recommendations and shall prepare a Staff Report for the Community Development Committee. Other staff resources may be required as deemed necessary by the Working Group or the Tourism Manager.

BUDGET

Council remuneration will be paid in accordance with the Elected Official – Meeting and Professional Development Remuneration Policy.
AUTHORIZATION

Submitted By:       Dated:

_________________________  __________________________
Chair,                                             
Lanark County Tourism Advisory Working Group

Recommended By:       Dated:

_________________________  __________________________
Chair,                                             
Community Development Committee

Adopted by:       Dated:

_________________________  __________________________
Warden,                                             
Council

Drafted November 2012
Tourism Priorities Table

As part of the annual budget process, the Tourism Department proposes activities that compliment regional, provincial and federal tourism development plans. Our role in the tourism industry strongly influences our proposed activities. The following chart is an overview of roles.

<table>
<thead>
<tr>
<th>Roles</th>
<th>National marketer</th>
<th>Provincial marketer</th>
<th>Regional marketer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer</td>
<td>Attract and entice new customers from international</td>
<td>Attract and entice new customers from domestic (including lapsed, ethnic,</td>
<td>Retain and grow existing customers (capture and service to convert the sales).</td>
</tr>
<tr>
<td>acquisition</td>
<td>markets)</td>
<td>niche). Canadas and US markets and international markets in partnership with</td>
<td>RTOs will attract and entice new customers in partnership with CTC and the</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CTC and RTOs.</td>
<td>provincial marketer.</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Centre of Excellence for consumer research, information,</td>
<td>Centre of Excellence for consumer research, information, knowledge, best</td>
<td>Expertise in product, experience and regional intelligence.</td>
</tr>
<tr>
<td></td>
<td>knowledge, best practices, database intelligence</td>
<td>practices, database intelligence for the domestic and US markets.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>for international markets.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand</td>
<td>Define and manage the Canada brand. Use Canada brand to</td>
<td>Define and manage the provincial master brand. Use master brand to inspire</td>
<td>Define and manage regional brand and how it fits under the master provincial and</td>
</tr>
<tr>
<td></td>
<td>inspire international visitors with unique experiences</td>
<td>international visitors with unique experiences that cross all provinces.</td>
<td>country brands. Measures to ensure product meets experiential needs.</td>
</tr>
<tr>
<td></td>
<td>that cross all provinces.</td>
<td>Visual identity and tools for provincial continuity.</td>
<td></td>
</tr>
<tr>
<td>Web</td>
<td>Act as hub/portal that provides cross-provincial access</td>
<td>Act as hub/portal that provides cross-regional access and cross promotion</td>
<td>Provide detailed content including packages and online bookings.</td>
</tr>
<tr>
<td></td>
<td>and cross promotion of experiences (post packages and</td>
<td>of experiences (post packages and link). Sets tone of master brand for</td>
<td></td>
</tr>
<tr>
<td></td>
<td>pages for each province.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

An Agency of the Government of Ontario
### Leadership Roles

<table>
<thead>
<tr>
<th>Customer Acquisition</th>
<th>Destination Marketing Organization</th>
<th>Municipal Partners Chambers of Commerce Business Associations</th>
<th>Business Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attend Consumer Shows to create awareness of our tourism offerings and attract visitors to Lanark County</td>
<td>Visitor Information Centres, Beautification, Heritage preservation Directional signs Event Implementation and Support Membership co-promotion</td>
<td>Customer Service Excellence; “have you seen…?” philosophy, seasonal décor, sales events, volunteer at consumer shows to attract new consumers.</td>
<td>Access to Visitor Information</td>
</tr>
<tr>
<td>Work with travel media to gain profile with consumers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertise to draw people to the website</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Knowledge | Offer information and advice about visiting the region to enquirers through 1-888-4 LANARK, print, media, web presence, physical presence and word of mouth | Walking Tours, Cycling Routes, heritage information, animate public spaces to convey history, identify photo opportunities. | What’s new; provide content for media, volunteer at consumer shows in order to offer local knowledge, create marketable products and packages with other business owners (i.e. Hot Chocolate Hop: include accommodation, dining and experiences) |
| Brand | Promote a Regional Brand through print, media, web presence | Support the County Road Map project, share photos | Participate in Cooperative Marketing Efforts to support the Regional Brand; i.e. Shopping Guide, Dining Guide, Outdoors Map |
| Web | Maintain a regional promotional website, manage content | Link to the Lanark County Tourism website Database Sharing | Provide business information updates for website, news items, photos, video clips, and link to the Lanark County Tourism site |
### 2012 TOURISM BUDGET

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<td><strong>Total Expenditures</strong></td>
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<td>$287,119</td>
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<td>$292,308</td>
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</table>

| Revenues              |             |                      |                     |                       |                              |
| Supplementary Taxes & PILS | -        | -                    | -                   | -                      | -                            |
| Internal Chargebacks  | -           | -                    | -                   | -                      | -                            |
| Grants                | $20,429     | $12,000              | -$2,000             | $10,000               | -16.7%                       |
| Subsidies             | -           | -                    | $9,811              | $9,811                | -16.7%                       |
| Licenses, Fees & Permits | -        | -                    | -                   | -                      | -                            |
| Other revenues        | $2,941      | $10,800              | -$6,750             | $4,050                | -62.5%                       |
| Smiths Falls & Other Municipalities | - | - | $600 | $600 | - |
| Transfer from Reserves | $7,000    | -                    | $0                  | $0                    | -                            |
| Capital Financing     | -           | -                    | -                   | -                      | -                            |
| **Total Revenues**    | $30,370     | $22,800              | $1,161              | $24,461               | 7.3%                         |
| **Net Levy**          | $233,166    | $264,319             | $3,528              | $267,847              | 1.3%                         |
## Actual Budget

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<th>Lanark County Tourism Association</th>
<th>Actual 2009</th>
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**Lanark County Tourism Association**

Tentative Budget 2012

Tourism Manager, Marie White

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