

BAYHAM CULTURE PLAN



F.J. GALLOWAY ASSOCIATES INC.

Management and Planning Consultants

In Conjunction with CCL / IBI Group, Vilnis Design Works and Response Generators

June 2005

TABLE OF CONTENTS

BAYHAM CULTURE PLAN

1.0	INTRODUCTION.....	1-1
2.0	KEY OUTCOMES OF THE RESEARCH ACTIVITIES.....	2-1
2.1	Research Report	2-1
.1	Observations	2-1
.2	Strategic Themes.....	2-7
2.2	May 2005 Community Forum Results.....	2-8
3.0	PLAN FOUNDATION	3-1
3.1	Overview.....	3-1
3.2	Vision.....	3-1
3.3	Mission Statement.....	3-2
3.4	Goals	3-4
4.0	RESOURCES AND CONSTRAINTS.....	4-1
4.1	Introduction.....	4-1
4.2	Resources	4-1
4.3	Constraints / Barriers	4-2
5.0	RESOURCES DEVELOPMENT STRATEGIES	5-1
5.1	Overview.....	5-1
5.2	Heritage Resources Strategies.....	5-1
.1	Overview.....	5-1
.2	Strategies.....	5-2
5.3	Tourism Resource Strategies and Supports.....	5-4
.1	Overview.....	5-4
.2	Strategies.....	5-5
5.4	Festivals and Events.....	5-10
5.5	Tourism Packages	5-12
6.0	MARKETING STRATEGY.....	6-1
6.1	Introduction.....	6-1
6.2	Marketing Plan.....	6-1
.1	Introduction.....	6-1
.2	Target Audiences	6-2
.3	Alterations to the Bayham Branding.....	6-3
.4	Revised Branding and Wordmark.....	6-3
.5	Short term Branding Strategy	6-3
.6	Official Branding Launch	6-4
.7	Website Revisions.....	6-4
.8	Measurement of Marketing Return on Investment	6-5

.9	Search Engine Optimization and Linking	6-5
6.3	Advertising Plan.....	6-6
.1	Planning	6-6
.2	Promotional/Advertising Applications	6-7
6.4	Summary	6-8
7.0	IMPLEMENTATION	7-1
7.1	Overview.....	7-1
7.2	Organizational Design.....	7-1
.1	Tourism and Community Marketing Committee.....	7-2
.2	Museums Bayham.....	7-4
.3	Port Burwell Museum and Erie Winds Interpretive Centre Task Force	7-4
7.3	Staffing Strategies.....	7-5
8.0	RECOMMENDATIONS AND TIMELINES.....	8-1
8.1	Initiatives Staging and Responsibilities	8-1
8.2	Roles and Responsibilities	8-6
8.3	Marketing Plans and Tourist Packages	8-7
8.4	Costing and Funding Considerations	8-9
8.5	Funding Sources.....	8-12

APPENDICIES

I	Results from February 5, 2005 Committee Workshop on Marketing Themes
II	Logo Proposal
III	Promotional Contacts
IV	Advertising Program and Charts
V	Graphic Identity Guidelines

1.0 INTRODUCTION

In September 2003, the Bayham Culture Committee was formed. This was a strategy to develop a comprehensive and collaborative capacity to enhance the community's cultural venues and events and their marketing and visitation levels throughout the community. Historically, these activities and services have been developed and operated on an individualized basis. A clear direction towards an integrated and broader approach was deemed to be vital in the future, to both sustain and to grow these valued assets and features in Bayham.

One of the strategies to support the intent and focus of the Bayham Culture Committee's mandate was the need for a Culture Plan for Bayham focusing on:

- Coordination of the two local museums;
- Inclusion of the natural heritage of the area;
- Coordination of heritage sites, art and heritage organizations, celebrations and festivals;
- Marketing and economic development initiatives to support sustainability and positive economic impacts for the municipality.

The intent of the Bayham Culture Plan is to deliver the following measurable outcomes:

- Better utilization of current assets as they relate to Bayham's culture, heritage and tourism resources;
- Inventory mapping of current relevant assets within the community;
- Explore merging tourist potential, including wind turbine information centres;
- A marketing plan, with both short and long term objectives, with monitoring capabilities and outcomes that can be realistically delivered by the community;
- An advertising campaign to help stimulate tourism with the associated economic benefits for the community and the participating organizations;

- Build on success of the London Free Press Shunpiker Tour to the Port Burwell Museum / Lighthouse and the 150th Anniversary;
- Identifying other issues and needs that should be improved, and which would assist in the development of a Culture Plan that supports growth, prosperity and community identity and pride;
- An Implementation Plan that provides both strategies and timeframes.

The first phase in the development of the Bayham Culture Plan, was to complete a comprehensive research initiative that focused on a number of input streams. The results of this work are available under separate cover entitled, 'The Background Research Report, Bayham Culture Plan'. This report was based on the following inputs:

- The review of fifteen related documents, involving past proposals, policies, operational considerations, etc.
- The results of a public meeting held November 8, 2004, with over forty individuals in attendance.
- A range of focus group meetings with the boards of historical societies, museums, etc.
- Interviews with representatives of archival, provincial park, heritage, conservation authority and other local and regional organizations.
- Community profile data and information.
- Culture resources and community historical development profiles.
- Tourism trends assessments.
- Related considerations.

On February 5, 2005, fourteen members of the Bayham Culture Committee met with the Consultants to achieve three tasks:

- To review and update the key outputs from the Background Research Report.
- To develop a vision and goals as a basis for the Bayham Culture Plan.
- To establish key strategies and directions.

With this information developed on a consensus basis with the Bayham Culture Committee, the Consultants prepared the first draft of the Bayham Culture Plan. This draft was utilized to facilitate a review by the Bayham Culture Committee, on Monday, April 25, 2005. On Monday, May 9, 2005, a public forum was held at the Bayham Community Centre in Straffordville, attended by forty-seven community members. The community forum focused on three work tables and their assessments of the draft Bayham Culture Plan's strengths, challenges and branding theme alternatives.

The Bayham Culture Plan was further developed based on the community input and development of a Marketing Plan. A further draft report was presented to the Bayham Culture Committee on Monday, May 30th, 2005 and finalized in June 2005.

2.0 KEY OUTCOMES OF THE RESEARCH ACTIVITIES

The following material reflects the key observations, conclusions and strategic themes that were derived from the Background Research Report to the Bayham Culture Plan and the May 2005 Community Forum. These points provide the Plan's important building blocks, particularly the strategic themes.

2.1 Research Report

.1 Observations

Municipal Demographics and Profile

- The estimated population of Bayham by the year 2010 is expected to increase from 5725 to 7406. This represents an absolute increase of 13%, (1,681 persons).
- Household size is expected to increase from 2.57 in 2001 to 2.59 in 2010 following the trend established over the previous decade.
- The total number of households may be expected to increase from 2,411 in the year 2001 to 2,859 in the year 2010. This represents an increase of 448 households, or approximately 18.6%.
- Land use trends will continue to focus on agriculture.
- There will be a continued reduction of employment in the primary industries and agriculture as new manufacturing opportunities occur in Tillsonburg and surrounding urban areas, more Bayham residents may be commuting to other urban centres for employment.
- There may be short term opportunities for local contractors where they are qualified for the construction of commercial wind turbines and several long-term operational and maintenance positions.
- Future development of the tourism industry and retirement communities along the Lake Erie shoreline may create construction and service businesses for new residents.
- Development of the recreational trail, and growth in special events, may see increases in support businesses that cater to day trip tourists.

Culture Profile and Resources

- Create an historical complex of features in Vienna including:
 - A replica of the Edison Homestead built as close to the original Edison homestead and the site of the original covered bridge, which spanned Big Otter Creek, as possible. The Edison Homestead Complex could operate as a living history site with costumed interpreters and focus upon the Edison family as players in the early settlement period before 1830. It will operate as a satellite museum of the Lake Erie Interpretive Centre at Port Burwell. Both museum sites will be owned and operated by the Municipality of Bayham and governed by a single museum board.
 - A replica of the covered bridge which was originally located beside the Samuel Edison homestead.
 - A re-creation of a former 19th century toll house along the Plank Road, as close to the Edison homestead and the covered bridge as possible;
 - A re-creation of a section of the planked road as it would have appeared when it was first built of local lumber. Create a linked system of trails and roads throughout Bayham for hikers, cyclists and automobile traffic which will incorporate historic features in Bayham communities, the Plank Road, the Talbot Road, the Trans Canada Trail, former rail beds, Bayham museums, and the Port Burwell Provincial Park, and offer opportunities for interpretation using brochures and signage;
- Work closely with the Mennonite Resource Centre to ensure that the Mennonite community in Bayham and Elgin County is involved and represented in any steering committees working on future cultural tourism initiatives.
- Ensure that signage for all exhibitions, displays, signage and brochures is written in English and a dialect accessible to the Mennonite people in Bayham.
- Create a plaquing system for buildings, both commercial and residential, in Port Burwell and Vienna to identify their origins, builders and historical significance. Once established, the plaquing system can be expanded to include other Bayham communities.
- Work in partnership with Ontario Parks, specifically the Port Burwell Provincial Park, and the private sector to create an expanded museum, incorporating the Lake Erie Interpretive Centre into the Port

Burwell Museum and Lighthouse. The Centre will interpret the natural and human history of the north shore of Lake Erie, including components about Bayham's history, namely the early settlement, lumbering, dairy, and tobacco periods. The centre should include an inventor's gallery/discovery centre, highlighting Bayham's connection to Thomas Edison, show the work of local inventors, and offer an interactive experience to visitors to explore and create inventions. It will include the lighthouse and a lookout area for birders to follow the seasonal migrations of insect and bird species. It should link to the proposed wind farm and the provincial park. The centre should liaise with Edison museums in the United States for joint programming and funding opportunities.

Analysis and Implications for Marketing and Promotion Functions

- A marketing plan should be developed.
- A long-term funding commitment needs to be organized.
- Unique themes and messaging needs to be developed.
- Bayham should define their themes/positioning strategy and promote as such.
- Current local perception is positive, in that residents are aware of Bayham's strengths and are open to suggestions.
- A 'unified marketing organizational structure' should be established.
- Agreement on a more appropriate process for regional marketing is important.
- No regional theme or consistency throughout items
- Lack of marketing direction and authority of decision makers (municipality)
- Require new, overall marketing organizational structure
- Design/image quality of promotional/ advertisement items should be improved
- Too much inward geographical focus rather than in branching into surrounding, larger communities
- Limited use of modern marketing tools and planning

- Limited target marketing to selected target groups (fishing, bird watching, etc.)

Consultation Input Summary

Strengths

- The rich and unique history of the area
- The Edison and Lighthouse artifact connections
- The beach, harbour and shoreline of the Bayham area
- The provincial park, with its core attendance and the quality of its resources
- The commitment and dedication of the involved volunteers
- The ownership of the former rail line to Tillsonburg
- The proximity of Bayham to key transportation corridors
- The many festivals, special events, etc.
- The rural landscape and quality of life features of the Bayham area.
- The array of public and private collections, artifacts and ethno-cultural distinctions.
- The rich industrial development and history of the area.
- The Lake Erie / north shore initiative, the Elgin - St. Thomas Tourism Association and related collaborative approaches.

Concerns and Challenges

- A limited volunteer base and emerging fatigue as many of the same volunteers are involved with various dimensions of tourism and heritage.
- The limitations / constraints on financial and staff resources that focus both on the conservation of artifacts and the growth of the tourism dimensions of the community.
- Challenges in developing a trail system on the former railway corridor.
- The siltation and lack of dredging for Port Burwell harbour.
- The perception of a missed opportunity in the deferral / cancellation of development of the Port Burwell harbour area.
- Access limitations between the individuals visiting Port Burwell Provincial Park and the museum / village site.
- Facility constraints / limitations in regards to the quality of conservation spaces, environmental controls, storage, etc.
- The fragmented nature of the delivery of heritage and tourism services in the municipality.
- The lack of a broader base of commercial accommodations and day visitor services to support overnight stays and the broader tourism industry.
- Weaknesses in the branding, advertising and promotional activities that are distinctive, unique and build on known images and names / identities.
- The under-promotion of special events, target marketing, etc.
- A broadly based perception that there needs to be a more integrated and common Vision and approach.
- The need for a full-time curator to support the museums.

- The lack of tourist / visitor packages, commercial support services, etc.
- The broadening and deepening of the competitive markets for tourist visitation.

Documents Review

- Significant study on Port Burwell Harbour with more limited focus on other dimensions of the community.
- The potential Port Burwell Harbour as a recreation, marina and commercial resource.
- The Port Burwell areas tourism potential related to the beaches, a casino, etc.
- The significant natural ecological resources in the shoreline and other areas.
- The financial requirements to realize the area's tourism potential are substantial, in the millions of dollars.
- Efforts to secure senior government and private sector funding have not been successful to date and are essential to any such capital initiatives.
- Harbour siltation is currently and will continue as an important constraint to and cost for the harbour and area's development.

Key Trends

- Aging population supporting increasing interest in cultural and natural heritage activities, walking, genealogy, etc.
- Farm consolidation / rural population changes which are transitioning rural area economies, population levels and commercial / retail dimensions.
- Tourism development is increasingly competitive and visitor expectations and changing economic activity and offerings are occurring, involving:
 - Development of industry anchors / icons.

- Major capital and continuous marketing investment.
- International opportunities.
- Technology is a key to both communications/marketing and tourism attraction inter-activity and visitor appeal.
- Joint ventures and partnerships are a key strategy to evolving the tourism and culture sectors in smaller, less known areas.

.2 Strategic Themes

The following strategic themes emerged from the Background Research Report for the Bayham Culture Plan:

- Determining what the key icons / building block priorities are going to be for the tourism industry and cultural development in Bayham, and developing and sustaining a consensus around the core components of this strategy.
- Sourcing the levels of capital funding necessary to support proposed initiatives, both in the past and currently, in regards to harbour development, further museum development, etc.
- Achieving the visitation levels and operating revenues to assist in covering the staffing and operating expenditure requirements associated with elevating the operation of the museums, marketing tourism assets, etc. on an annual basis to the levels necessary to support a higher order culture and tourism industry.
- Developing a consensus and a strategy amongst all the parties involved in the culture and tourism industry to work together in a consistent, partner-based integrated model of community development, asset management, and available funding utilization.
- Achieving a community consensus on the role and importance of culture, heritage and tourism investments and operations for both the Bayham community and its economy, including a vision of the community as a whole and less of a focus on its parts.

- Developing a branding strategy, along with core messages, imagery and marketing / communications tools that reach beyond the current markets in attracting visitors, and which are sustainable on an annual basis to support both repeat and new visitation to the area.

2.2 May 2005 Community Forum Results

The first draft of the Bayham Culture Plan was presented to a Community Forum on May 9, 2005 at the Staffordville Community Centre. Some forty-seven members of the community participated in three worktables. Two of the key questions addressed by the worktables involved identifying what individuals liked about the Plan and what concerns or challenges they had. The key themes that emerged from the overall session were as follows:

Likes / Strengths

- The Edison Homestead Complex concept that brought together an array of elements.
- The Erie Winds Interpretive Centre, in light of its recognition of the shoreline and the Port Burwell area's history.
- The breadth of opportunities that were addressed, including the trails, Main Street initiatives, etc.
- The potential to improve the beaches and waterfront development.
- The sense of community perspective and opportunity that was identified.

Concerns / Challenges

- Funding availability and practicality.
- The lack of opportunities identified for the northern areas of Bayham.
- Inadequate perspectives in terms of tourism, and tourism infrastructure, such as the marina.
- Concerns over dredging the harbour, which was not seen as a solution. Use of the outer harbour would be preferred.
- The cemeteries were not included related to genealogy.

- The marketing costs.
- How the two museums would be integrated and the use of the Edison reserves funds relative to any feasibility studies being undertaken.
- Eco-tourism, agri-tourism and the natural areas did not appear to be highlighted adequately.
- The segmented nature of the community was identified as a constraint, i.e.: the geographical sub-units of the municipality.

Three themes prevailed overall. The first was the connectivity to the northern portions of the community. The second was the costs, sources of revenue and practicality. The third was focused on achieving a sense of duality in the Plan in terms of tourism and culture. Some people were clearly focused on tourism and felt it was not prioritized adequately, while others focused more on the cultural dimensions of the Plan and community.

3.0 PLAN FOUNDATION

3.1 Overview

In developing any plan, it is vital to have a strong foundation. A foundation is often developed around a number of key elements. For the Bayham Culture Plan, these elements included:

- A Vision
- Goals
- Key resources / building blocks
- Constraints

With these in place, the development of strategies, priorities and implementation detail were developed.

3.2 Vision

A Vision sets a horizon, that is, a direction towards which all stakeholders within an initiative or project can work together collaboratively in order to achieve its goal. It provides a common perspective and driving force in moving the initiative forward.

The Culture Committee, working with the Consultants, and building on the outcomes of the research, identified the following key themes for consideration within a Vision for the Bayham Culture Plan:

- Water
- History
- Leisure
- Environment
- Discovery
- Path / pathways

These themes reflected the key components and perspectives that provide a unifying force and directional foundation for the Bayham Culture Plan.

The following Vision Statement has been developed for the Bayham Culture Plan:

Discovering Bayham's Memorable Recreation and Heritage Experiences

The following points identify the key themes and perspectives that are incorporated within the Vision:

- **Discovering** The research clearly indicated, and the community recognizes, that it is not well known or valued as a destination or for its cultural heritage. As a result, the Vision focuses on discovering or unlocking Bayham as a jewel along the Lake Erie shore, a community with a tremendous range of recreation and heritage resources. The focus on unlocking within the Vision builds the basis for a theme of discovery / discovering for both local residents and visitors to the area.
- **Bayham's** Identifies the focus of the Vision as Bayham, a community with a diversity of opportunities. The community, as a whole, provides the foundation for discovering memorable experiences for both residents and visitors.
- **Memorable** The key word within the Vision representing the notion of uniqueness, lasting, attractive and differentiated from other competing venues and experiences that may exist. Visitors and residents alike can capture the notion of memorable, which creates a basis for discussion and interaction with other people. This word also aligns with the notion of historical memory, and the importance that heritage plays in sustaining and keeping alive local history and traditions.
- **Recreation and Heritage Experiences** Represents the two key resources in achieving the Vision and upon which the concept of discovering Bayham will occur and be built around. The community has an array of exciting and interesting recreation and heritage features. They involve the natural environment, the water, the museums, the festivals and events and the variety of activities and assets that collectively shape and build a "Bayham Experience."

3.3 Mission Statement

The Mission Statement within the Bayham Culture Plan is designed to give a focus to the Plan's intent and directions. The Mission guides all strategic and tactical decisions that exist within the Plan's strategies and recommendations, as well as those that will be undertaken by the Culture Committee and the community relative to the Culture Plan's implementation and future initiatives.

The following Mission Statement has been developed for the Bayham Culture Plan.

Unlock the potential of an unique Bayham Experience for visitors and residents alike to discover the:

- **Special excitement of the Lake Erie Shoreline.**
- **Distinct heritage and history of the area.**
- **An array of unique recreation and family fun opportunities.**
- **Diversity and richness of the area’s natural environment.**

The following points provide further definition and understanding of the key elements of the Mission Statement for the Bayham Culture Plan

- **Unlocking the potential** Bayham is relatively unknown, and many of its resources lack recognition or appreciation. The Culture Plan, relative to its Mission, focuses on unlocking the hidden jewel of Bayham by creating pathways to discovering the unique opportunities and experiences that exist within the community. The community has potential, but this potential needs to be appreciated, developed and to become available, that is unlocked.
- **A Unique Bayham Experience** Articulates the need to create a truly Bayham Experience, one that will create memorable experiences that are unique, can compete and which define to visitors and residents alike - Bayham. The Bayham Experience needs to bring together all the community’s tourist and cultural resources in order to create the opportunities and visitor experiences that will have sustaining value to visitors and importance to residents alike.
- **For Visitors and Residents Alike** The target audience for the Culture Plan is both the residents of and visitors to Bayham, who have the opportunity to enjoy the many historical and recreational resources available on a memorable level. Both audiences need to experience the attributes and features of Bayham in order to enhance the economic potential and well-being of the area.
- **To Discover** Enforces the notion of unlocking and creates the important concepts around discovery, excitement, learning and broadening ones horizons.

- **The Four Pillars** The Bayham Experience is defined in the Plan based on four key opportunity pillars. These are:
 - The Lake Erie shoreline, with its beaches, water-based activities, the harbour, marina, vistas and related connections.
 - The heritage and history of the area, involving ship building, lumbering, transportation, the Edison family and numerous other key links that create both attractiveness to the area and unique learning opportunities.
 - Recreation activities that attract visitors to the beaches, waterways, hiking, etc.
 - The natural environment, and the diversity of environmental areas, etc., available within quiet settings, that are not overly developed or threatened, and which provide quality outdoor experiences for both recreational and educational activities.

3.4 Goals

Based on the work of the Bayham Culture Committee, the following goals have been developed for the Bayham Culture Plan.

- **To increase the sense of community pride and engagement in pursuing Bayham's future by encouraging increased participation in community development and a broader understanding and appreciation of the community's tourism potential and heritage resources.**
- **To realize the untapped potential of the community through:**
 - **Building on what already has been achieved**
 - **Identifying unique opportunities**
 - **Collectively overcoming barriers to success**
- **To generate positive economic benefits for the community, related to generating support for existing and new business initiatives and creating employment opportunities.**
- **To achieve an effective balance between economic development initiatives within the Plan and the residents' quality of life, values and the natural environment's limitations.**
- **To conserve Bayham's historical, heritage and natural assets for current and future generations.**

The first goal speaks to the need to establish a stronger community development foundation within Bayham. Developing a sense of community pride, more fully engaging the community and achieving greater community participation in various initiatives is seen as an important goal for the Plan and the long term success of Bayham.

Another goal focuses on Bayham realizing the potential of its opportunities through collaborative activity, overcoming barriers and building on what has already been achieved. It is important to recognize that a considerable amount of work has already occurred in terms of the museums, waterfront resources, trail system, festivals and events and other resources. The question now is how to build on these achievements and investments to realize the community's greater potential.

A further goal of the Plan is to create positive economic impacts. This area of Elgin County does not have a significant infrastructure to support visitor services, has experienced some commercial decline as has occurred in much of rural Ontario and finds many of its residents needing to work outside the community. The Bayham Culture Plan has an opportunity to create visitation levels and economic opportunities that could potentially enhance the stability of existing commercial businesses, create new business opportunities and provide employment in the immediate area.

One of the dominant perspectives of Bayham residents as to why they live in the area, is the area's extraordinary quality of life. A central goal of the Plan is to achieve a balance between the carrying capacity of the natural environment and preservation of the residents' quality of life in concert with its development of opportunities the community has relative to heritage, leisure and other initiatives. The overall context is to achieve the goals while sustaining the area's quality of life, improving it wherever possible.

A further goal is to ensure that the historical, heritage and natural resources of Bayham, some of the key pillars that make up the Bayham Experience, are preserved, not only for the current generation of residents and visitors, but for the future generations to come.

4.0 RESOURCES AND CONSTRAINTS

4.1 Introduction

In support of the achievement of the Vision and Mission for the Bayham Culture Plan, Committee members identified the key resources available to achieve the Vision and Mission, as well as the constraints that will need to be addressed. The resources and constraints provide a basis for the development of the strategies and the recommendations within the Bayham Culture Plan. Figure 1, provides a graphical illustration of Bayham's resources and features.

4.2 Resources

The following resources have been identified as the primary building blocks for the Plan and the Bayham Experience:

- The waterfront and harbour, which were identified as core assets and have a major impact on the potential development initiatives for Bayham. Specifically identified initiatives involved:
 - A Lake Erie Interpretive Centre
 - Increased integration and development of the Port Burwell Provincial Park, and its 100,000 plus annual visitors.
 - Further development and ancillary enhancements to the east beach in Port Burwell.
 - Harbour improvements that would sustain regular use and expanded operations.
- The distinct craft and woodworking skills and culture of the local Mennonite community that is relatively unique to the area. This approach would engage a growing component of the Bayham community and provide interesting opportunities for visitors.
- The local museums and developing them to a level where they are eligible for provincial and federal grants which would generate increased funding and enhance the discovery dimensions and experiences of the local heritage resources for both residents and visitors.

- Private sector investment opportunities that could potentially exist in Bayham for small businesses, homeowner conversions and related initiatives at an appropriate Bayham scale.
- The quality and uniqueness of the local festivals and events, with the potential to develop one or more to a signature level caliber.
- The unique natural resources of the area, in terms of birds, butterflies, wind turbines, open and forested spaces and other ecological features and characteristics.

In total, six key resource envelopes were identified that could be further developed and focused on in order to achieve the Vision, Mission and Goals of the Bayham Culture Plan and a distinct Bayham Experience.

4.3 Constraints / Barriers

The following constraints / barriers were identified by Committee members as needing to be addressed in creating the ability of the community to pursue the directions within the Bayham Culture Plan:

- The availability and scale of key resources needed to advance the Plan, involving:
 - Funding and financing
 - Leadership capacity
 - Volunteers
 - Community will and support
- The visitor experience quality / presentation which is currently unknown, undervalued and not recognized.
- Key natural phenomena, with respect to shoreline erosion, harbour siltation and other elements, that restrict opportunities and can have substantial remediation costs associated with them.
- The lack of visitor services infrastructure and support amenities to sustain individuals in the area for various lengths of stay.

- Legal and land access limitations in key areas, such as the limited ownership of harbour lands with no prospects for development.
- A number of community challenges related to:
 - The more limited involvement of the Mennonite population in the community, and an overall aging population profile that may be less interested in change processes.
 - The amalgamation process which has created unique differences between the various centres in terms of expectations and outcomes.
 - Potential challenges between the agriculture and tourism industry related to compatibility, priorities, etc.
- The competitive positioning limitations of the area, in terms of the ideas and their cost that can generate visitors and define the unique differences between Bayham and other visitor designations.
- The lack of a marketing foundation in terms of brand, themes and identity; the current fragmented approach to promotion and advertising; and the limited collaborative framework for working on a sector or industry-wide basis in Bayham.
- Though Port Burwell Provincial Park is a key asset, there is a sense that it is distant from the community, working within a relatively self-directed mandate.

5.0 RESOURCES DEVELOPMENT STRATEGIES

5.1 Overview

Based on the research and the development work to date, a number of potential resource development initiatives have been identified that could anchor and provide a strong future foundation for the development of Bayham's cultural and tourist prospects. The range of feasibility for these initiatives is variable, as they have significant funding and leadership considerations. However, an inventory of these strategies is vital in developing the Bayham Culture Plan's directions.

5.2 Heritage Resources Strategies

.1 Overview

Refocusing the mandates and programs of the two Bayham museum sites, in order to align their locations, facilities and activities with Bayham's significant historical themes, landscape features and tourism circulation patterns, is one of the primary resource development strategies.

Bayham's two museums, located in Vienna and Port Burwell, have an exciting opportunity to draw upon the area's history and natural features in a way which would be unique among cultural institutions in Ontario, Canada or North America. The historical review, completed as part of the Bayham Culture Plan investigations, has shown that the intense 19th century lumbering, road building and ship-building activities shaped the economy, architecture and circulation patterns of this area.

Bayham's north-south route, originally traversed by teamsters hauling logs along a plank road, still retains the "Plank Road" name. As a Canadian innovation, plank and gravel roads, like the kind built in Bayham, represent a unique feat of 19th century civil engineering. They made use of the abundant lumber resources of the time, and allowed two teams to pass each other easily at a time when most road travel was a nightmare in all seasons except winter. In 1850, the wooden "superhighway" running along Bayham's length, would have been considered an example of leading-edge road technology which was eventually introduced from Canada into the United States.

The Plank Road is followed today by visitors seeking sandy beaches, camping sites or bird-watching opportunities. Approximately 110,000 visitors are known to be in close proximity to Port Burwell in the summer months. In order to reach the beaches and campgrounds at Port Burwell, a great number of these visitors must pass through the former lumber capital of Vienna.

An additional perspective for Vienna is the “Edison connection.” Vienna was once the home of Thomas Edison’s grandfather and relatives, and it is commonly accepted that the inventor visited here as a young boy.

Port Burwell, once known for the export and ship-building economy which prospered there in the mid-1800s, still draws visitors for its beautiful setting of sandy beaches and lake views. It still retains an architectural gem—an 1840s lighthouse which is symbolic of the port’s former marine industry.

The air currents along the Port Burwell lakeshore have created ideal conditions for migratory bird and insect species, attracting bird-watchers and naturalists to the shore. And in the 21st century, the lake winds are attracting a new industry of invention to the area—wind turbines for power generation.

An internet survey of road and wind-related museums or interpretive centres has revealed a true international dearth of these facilities. Japan and Denmark hold the only two facilities that appear to be dedicated to wind and wind power, although some facilities in the United States interpret historic windmills. In Ontario, a survey of selected marine-oriented museums in Ontario, including the Port Colborne Historical and Marine Museum, the Port Dover Harbour Museum, the Canada Marine Discovery Centre in Hamilton, the fledgling ErieQuest Marine Heritage Interpretive Centre in Leamington, the Lighthouse Interpretive Centre in Presqui’ile Provincial Park in Brighton, and the Marine Museum of the Great Lakes at Kingston, shows that each of these sites focus almost exclusively upon marine history, usually with emphasis upon local conditions and history.

Nationally and internationally, road-building interpretation is an even scarcer commodity, usually offered as a component in museums of transportation. Bayham’s museums are strongly positioned to incorporate these major themes in their interpretive programs.

.2 Strategies

Two strategies have been developed to support the historical and heritage perspectives of the Culture Plan. These involve:

- The Port Burwell Museum and Erie Winds Interpretive Centre.
- The Edison Homestead Complex

PORT BURWELL MUSEUM AND ERIE WINDS INTERPRETIVE CENTRE

The transformation of the Port Burwell Marine Museum into an interpretive and visitor centre dedicated to wind power and marine heritage fits well with the history, future plans and natural features of the area.

Three strong themes emerge:

Water/Marine

The existing collection, most notably the 1840s lighthouse, forms a strong foundation for the development of a marine heritage theme and node for this new facility.

Wind

The present location of the museum on the lakeshore, coupled with plans for an adjacent wind turbine farm, the presence of a natural flyway for bird and insect species, and a population of 100,000 visitors per year at the Provincial Park looking for things to do, offer an opportunity to create a destination based upon a theme—**wind**—that is offered no where else in Canada.

Invention

The invention theme, linked to Vienna's Edison connection, the use of wind technology to generate power, and the possibility of incorporating energy efficient building methods into the new centre, underscores the incorporation of an "Inventors' Hall of Fame" and the development of exciting public programming opportunities.

The recently-opened Canada Marine Discovery Centre in Hamilton, a Parks Canada facility, uses innovative green technology features including a ground source heating and cooling system that harnesses energy from the ground for heat, ventilation and air conditioning. The use of green technology for the Erie Winds Interpretive Centre is a natural fit with a facility dedicated to the forces of nature. The use of "green technology" in a museum/interpretive centre offers an additional advantage as an interpretive theme. A discussion with architect Martin Liefhebber of Breathe Architects, a firm noted for its innovative and practical applications of green technology in domestic, commercial and public buildings, indicated that this type of building method is no more expensive than traditional methods. They advocate the use of natural energy sources and the "physics of location" in order to utilize the building site to its fullest potential.

Cost estimates for museum facilities in Canada average approximately \$150 to \$160 per square foot. Exhibition costs average from \$100 to \$300 per square foot. The present Port Burwell Marine Museum is 2400 sq. ft. in size. Marine museums in Port Dover and Port Colborne range from 8400 sq. ft to half a city

block (1 hectare) in size. The Port Colborne Historical and Marine Museum is presently planning an additional new facility of 2400 sq. ft.

EDISON HOMESTEAD COMPLEX

The importance of the Plank Road in Bayham’s economic and social history, Vienna’s history as a 19th century lumber centre, and the “Edison connection” provide three strong themes for the creation of a museum/interpretive centre located in Vienna.

This facility echoes the architecture of the former Edison frame house built by Samuel Edison, former Bayham settler, resident, and Thomas Edison’s grandfather. The original house was moved to Greenfield Village in Michigan in 1933. A new building offers the opportunity to reconstruct (either fully or in part) the exterior shell of the original as a facility for the interpretation of the themes as follows:

Vienna: A 19th Century Lumber Centre

The centre would interpret the location and development of Vienna as a booming centre of the 19th century lumber industry.

Plank Road: A Canadian Innovation

A section of a recreated plank road would animate the museum site. An interpretive exhibition would highlight the origin and features of this technology, ensuring that visitors relate information offered in the exhibition to Bayham’s historic development.

The Edison Family: A Grandfather to Invention

The history of the Edison family, represented in the architecture and some exhibited objects, would illustrate the settlement period of Bayham. Links to the Edison exhibition and the “Inventors’ Hall of Fame” at the Erie Winds Interpretive Centre would direct visitors to this facility.

5.3 Tourism Resource Strategies and Supports

.1 Overview

The following strategies relate to tourism activities and improvements that support the achievement of the strategic directions for the Bayham Culture Plan. They are divided into five themes:

- Electrical wind turbines
- Waterfront improvements and marina

- Built form in Vienna and Port Burwell
- Otter Valley Recreational trail improvements.
- Special Events and Festivals

.2 Strategies

Wind Turbines

Developing and promoting Bayham as a leading wind energy community through the development of public viewing areas, themed festivals and information centres on wind energy development in Bayham is an opportunity that is both emerging and unique.

The development of electrical energy from wind turbines is the product of consistent exposure to wind having a force sufficient to power large commercial wind turbines feeding electrical power into the public grid. There will be more than fifty turbines having a height to the hub of seventy-eight metres (twenty-five storeys) spread along the entire lake front in the Municipality of Bayham. These large, highly visible power plants will generate a strong initial interest from the surrounding large cities and tourists, and emphasize the technological innovation and sustainable use of wind energy. The technological innovation theme is consistent with the heritage themes outlined in Section 5.2.

Strategy alternatives could involve:

- Provide opportunities for the wind energy developer to propose and develop a public information centre;
- Propose and develop a municipally owned and operated wind energy interpretation centre;
- Jointly, with the municipality, wind energy developers, the Province and Canadian Wind Energy Association, create a Wind Energy Interpretation Centre.

All of these approaches could evolve in partnership with the concept of the Port Burwell Museum and Erie Winds Interpretive Centre as outlined previously.

Implementation steps would involve the following actions:

- Determine the size and form of wind energy information centre needed for such operation in terms of buildings, facilities, parking, viewing and display areas;
- Incorporate the centre and into the Port Burwell Museum and Erie Winds Interpretation Centre if this is feasible or an alternative venue;
- Create sponsorship opportunities and grant opportunities for developers and public agencies to participate in the interpretive centre;
- Create a festival for the “turning the switch” and first day of operation for the public distribution of electrical wind energy systems or connect to a signature event or festival as discussed later.

Implementation should be lead by a group of tourism/ cultural committee members with seed funding from the municipality. The first task would be to liaise with the developers to support the organization of a festival around the “turning on of the power”. Based on the response and publicity around the commencement of operations, consider an annual event built around the wind energy turbines, perhaps in conjunction with another significant Bayham festival/event to build critical mass and depth. The benefits will be ongoing “sight to see” being the wind turbines. As the turbines increase in number, and more domestic turbines are constructed, the interpretation centre can evolve in parallel to changes in the industry. The committee would need to utilize knowledgeable staff from the developer and/or volunteers to assist in the interpretation and implementation of a wind energy information centre.

Waterfront Improvement and Marina Initiatives

This strategic direction is focused on improving the waterfront infrastructure and amenities in Port Burwell through improved maintenance and added public and private facilities to be available at the public beach, east of Big Otter Creek and the harbour area. The beach facilities should provide basic amenities and consider the addition of festival venues/ facilities for the presentation of larger events. The expected results will increase use of the beach access for boats and associated leisure activities and economic spending in Port Burwell. A marina and public boat launch would create core infrastructure for the waterfront and be a seasonal tourism anchor/feature.

The strategy alternatives to be considered are:

- Continue the existing temporary washroom facilities and mobile concession stand on the public beach; boat access would continue to be available at the private marina and campground;
- Create a joint public private partnership(s) for the development and operation of public facilities, such as a beach house and boat launch;
- Municipal development and operation of public beach facilities with ongoing funding from user fees and capital works grants for construction could be considered.
- Work to attract and create incentives as appropriate to attract the development of a marina in the outer harbour area.

To implement a broader strategy requires:

- Developing a permanent public washroom, change house and concession on the beach;
- Development of a public boat launch on or near Big Otter Creek;
- Improve access and connection with the west beach area in the Provincial Park; create a two tier Park entrance to allow walk-in, short term visits at a reduced entrance fee;
- The municipality could consider a festivals / events venue for concerts and activities; alternatively consideration may be given to a mobile stage suitable for holding special events on the beach.
- Pursue development of a marina in the outer harbour area.
- Assess whether dredging of Big Otter Creek and the entrance to the Creek for larger visiting boats is practical and sustainable.

In the short term, Council should support an upgraded maintenance program aimed at creating a clean safe beach atmosphere on East Beach. A team should be established with the responsibility of defining the standards and parameters for waterfront improvements. A three to five year plan for the design, construction and operation of public beach facilities should be developed.

The development of a marina represents a significant investment. Marinas dot the north Lake Erie shore and boating continues to be a very popular seasonal activity. It has the opportunity to attract American boaters as well as Canadian marina users. The harbour has been the subject of on-going discussions for an extended period of time as to the potential for a marina. Some key issues exist in terms of harbour access, control of adjoining lands areas and the capital costs associated with marina development. This is a project that is likely beyond the financial scope of the municipality. However, the municipality could undertake an active effort to create the appropriate investment environment, remove potential roadblocks or barriers, etc., in order to actively solicit a private investment in a marina.

Built Form in Vienna and Port Burwell

This strategy is designed to create incentives for private investment and improvement to the existing built structures in Vienna and Port Burwell, creating a more attractive atmosphere for tourism and residents. The expected results will be the upgrading of private buildings and public infrastructure making the physical appearance more inviting and functional, especially on the main visitor travel route.

Alternative approaches could involve the following:

- Maintain the current hands off approach to development in the villages;
- Create tax incentives to encourage an improved standard of maintenance and investment in core buildings;
- Create a community improvement plan for public investment in visible infrastructure and landscaping, such as sidewalks; streets; benches; lighting and amenities.
- Consider encouraging the development of the coal flats as a retirement community creating additional population and investment in Port Burwell using brownfields incentive programs for new private investment.

The implementation approach would require the following actions:

- Creating a Business Improvement Committee for the village areas
- Setting tax rates to reduce the taxes on property improvements as an incentive.
- Establishing a Community Improvement Plan for both villages

- Creating a development strategy for new housing in Port Burwell.

Bayham Council could direct staff to research tax increment financing where increased taxes on a newly developed property are phased in over a number of years. A Community Improvement Plan for each area should be established for each village within a partnership framework with local businesses, residents and the municipality.

This initiative should also focus on supporting the development of ancillary visitor services and supports.

Otter Valley Recreational Trail Improvements

Improving the quality of user experiences on the Otter Valley Recreation Trail for passive recreational uses, including hiking, biking, birding and interpretation of the heritage resources of the municipality, is an opportunity. The Otter Valley Utility Corridor and Recreation Trail has historic origins as a railway constructed to transport coal from Port Burwell to Tillsonburg, Kitchener and points north. The movement of coal provided significant employment and historical significance to Port Burwell. The trail bed has limited areas of natural vegetation facilitating increased use. Improvements to the corridor would provide an excellent resource for passive recreational opportunities in the municipality.

Alternative approaches for this strategy are:

- Allow the trail to be used and developed on an ad hoc basis without public investment ;
- Provide limited enhancements to raise awareness of the trail without significant marketing;
- Invest meaningfully in the infrastructure, points of interest and marketing of the trail as a key part of the cultural and tourism opportunities in Bayham;

The first two approaches offer limited opportunities in support of the Culture Plan's goals. The latter one is the key to utilizing the resources to a greater level of benefit and impact.

The implementation considerations for this strategy are:

- Enhance the opportunity for birding and natural heritage features with an aggressive tree planting of Carolinian tree species native to the Bayham region along the railway right of way;
- Enhance the points of interest, including the electrical substation at Glen Erie Line; replicate a section of “Plank Road” including a toll booth on the right of way and create a view point at Tunnel Line where a bridge formerly crossed the valley;
- Create a strong focal feature signalling the beginning and destination of the trail in Port Burwell and Vienna;
- Create events related to activities along the trail, such as Sunday walks; birding activities; natural heritage rehabilitation of the right of way; etc.
- Improved signage and facilities for vehicle parking at the trail beginning/end; washroom/ water sources; rest stops; etc.
- Explore opportunities to start the trail at the Port Burwell beach, being the starting point, and extend it beyond Tunnel Line in Vienna.

A volunteer group could be established with responsibility for the ongoing maintenance and improvement of the trail for passive recreational uses. The funding of the trail could be initiated via a Trillium Grant, the municipality, sponsorship by community organizations, donations and other sources.

5.4 Festivals and Events

The Bayham community offers, across its many areas, an array of festivals and events that celebrate local history, agriculture and community identities. Festivals and events have increasingly become an important visitor generation strategy for many municipalities.

Successful festivals have had variable impacts. Oktoberfest in Kitchener now attracts over 250,000 per year, while the annual rodeo in Milverton attracts 5,000 visitors. Many festivals and events now target 10,000 to 20,000 visitors per year. However, there are generally two strategies that prevail within municipalities for festivals and events:

- To host a wide array of festivals and events, eight to ten per year.

- To host a wide array of festivals and events, however, to differentiate one or two as signature festivals and special events that are marketed more heavily to attract external visitation. Smaller festivals and events are positioned to focus on more local participation and niche markets.

The first strategy tends to fragment resources, specifically marketing and promotional resources, as well as volunteers. The tendency, in recent years, is to move towards one or two signature events, which, in Bayham's case, could be the Coal Flat Blues Festival and the Watermelon Festival, the latter in Straffordville.

The Blues Festival would target themed audiences, defined often as niche markets, who have a particular interest in this type of music. There are a number of these festivals existing and emerging across Ontario and beyond. This audience tends to travel from community to community. The Watermelon Festival has the opposite perspective, in that it is unique and focuses on one particular activity. Watermelons have a long symbolism in Canadian society as “summery, fresh, tasty, spirited and refreshing.” This festival would also provide opportunities and investment in areas of Bayham beyond Vienna and Port Burwell.

The potential exists to develop these festivals, in conjunction with the other initiatives being proposed. The strategy would be to aggregate more critical mass, develop greater efficiencies around marketing and promotional expenditures, develop stronger branding capacity and to potentially better focus the use of community leadership and volunteers. The key implementation steps would involve:

- Community consensus and identification of the potential signature festivals and special events.
- Connecting the signature festival and events to the Plan's other initiatives from operations, planning and resourcing perspectives.
- Create the volunteer and sponsorships capacities, along with the event and festivals programming that would elevate these initiatives to a signature level.

This strategy does not suggest that other festivals and events offered in the community would not continue or be less important. However, it does provide a focus to support some premiere opportunities within the community to build visitor volume and community capacity.

One of the keys to signature events and festivals is that they have to be differentiated and offer quality visitor experiences. Therefore, the programming and product development dimensions of these initiatives would need to be substantive, continue to change over time to support repeat visitation and provide uniquenesses or niches that would separate them from other regional special events and festivals that may be overlapping or similar in concept or timing.

5.5 Tourism Packages

One of the fastest growing segments of local tourism industries, is the development of tourism/visitor packages based on specific themes. This type of activity, especially when theme-based and promoted, targets segments of the population who have very specific interests. Tourism packages are also critical strategies in terms of attracting travel / trade bus tours, spring and fall seniors travel, etc.

For Bayham, a number of packaging strategies are available and would allow for more of the community to benefit from the Bayham Culture Plan's initiatives. Potential packaging strategies typically involve the following components:

- The core activity / theme, admissions, etc.
- Meals
- Opportunities for local shopping stops
- Connections to other activities, events and venues in the area
- Potential to connect with overnight commercial accommodations

Many bus tour operators are looking for specific and unique packaged themes, often involving approximately a day visit in close proximity to major highway routes. In Ontario, there are over 5,000 bus tours per year that travel the 400 series highways, particularly from Chicago and Detroit through to Toronto and Niagara Falls / Buffalo. In the fall, they also travel to the north to capture the fall colour tour. Opportunities to build on this theme may also be available due to the Carolinian forest in the Bayham area.

The following tourist package themes are available for possible development within the Bayham community:

Eco-Tourism

With the Carolinian forest, the shoreline, the birds and butterflies, and the designated natural area in the north Bayham area, one or two day packages could be developed for those interested in the education, research and outdoor experiences associated with these ecological venues. These venues could also tie in through the package, the area's trail system, shoreline and other natural areas both in Bayham or a part of a regional strategy with Long Point and other areas.

Agri-Tourism

Many urban residents do not have an opportunity to see or understand what occurs on the farm or what farm life is like. A number of farmers in Perth County and other areas have opened up their farmsteads to visitors to see the livestock / animals, participate in the safer components of farm life, tour the facilities, etc. Some have even gone as far as to provide meals and overnight stays. With Bayham's significant agricultural community, there may be three or four farm operators who are prepared to look at this situation and provide varied visitor Agri-Tourism opportunities. These initiatives could also be tied into maple syrup and other seasonal themes that are promoted.

Wild Turkeys

The introduction of wild turkeys into the Bayham area has been a success story since the mid 1980's. It has been confirmed through the Aylmer Ministry of Natural resources Biologist and information from the Long Point Conservation Authority that the birds are alive and well. In the early 20th century, wild turkeys were extricated to the United States for sport purposes and the remaining flocks were eliminated. After extensive research, the Ministry of Natural resources identified the genetic strain that was shipped to the United States, captured several mating pairs and reintroduced the turkeys to their native habitat. They have quickly adapted to the wooded ravines and swamp areas, spreading out through the region. The turkeys have traditionally been used by natives and early settlers as a source of food, pen quills and decorative feathers.

Today throughout the ravines of the Municipality of Bayham, there is a robust, healthy flock of wild turkeys. There are some 40,000 birds re-established in Ontario. This natural resource has become an attraction in the landscape drawing visitors of different types. They include hunters, bird watchers, photo enthusiasts and feather collectors for fly tying. The Bayham Culture Plan can make note of the historic context and the environmental success story of the birds, encouraging visits to the area for both hunting and viewing activities.

Museum Tours

One idea that has evolved in a number of rural areas is the establishment of museum tours. This affords museum enthusiasts the opportunity to visit multiple venues connected by a common theme, roadway, etc. It is an excellent strategy in terms of attracting people who then purchase meals, undertake some retail shopping, visit museums and potentially stay in Bayham or the region overnight.

In the Bayham area, there are two museum facilities. There are also museum facilities in St. Thomas, Aylmer, Woodstock, Delhi and Simcoe. The possibility exists that if the groups could continue to work together as they have over the year, an extended visitor tour program could be developed and promoted to access this particular tourist market segment.

Genealogy/Cemeteries

One of the fastest growing leisure activities in Ontario is genealogy, the exploration and investigation of family roots and connections. Library systems have experienced profound growth in the number of telephone inquiries and visitors to historical rooms, archives, etc. This activity is forecasted to continue to grow and is particularly popular amongst the so called “baby boom” generation.

Many rural areas in Ontario have experienced significant outbound migration of young people who now reside in urban areas or other parts of Ontario, Canada, or the world. As they age, they often wish to visit their roots and find out more about their family members. Two sources of information are key to these activities. The first, involves the visitation to cemeteries and the reviewing of cemetery records to identify family members’ birth and death dates, etc. The second activity involves visiting archival venues to search historical records involving birth, death and marriage certificates, graduation records, etc. The Municipality of Bayham has a number of cemeteries and archival information exists potentially within the municipality and certainly within the County of Elgin’s purview. Also, online services continue to be a key dimension/tool for many genealogical searches.

As part of the Bayham Culture Plan, packages or access strategies could be developed by Museums Bayham and the Historical Societies to facilitate the availability of information, access and to respond to inquiries. Developing and promoting a records package, both within the Bayham Experience and through the County, could result in a number of individuals and families coming into the area to undertake research activity, visit grave sites and re-connect with family members. This represents a unique opportunity that needs to be developed in the following ways:

- Development of a pamphlet or a map of key cemetery locations
- Working with Cemetery Boards to identify the records available and how they can be accessed
- Developing a partnership with County of Elgin Archives to facilitate promotion and access, along with referrals
- Develop web linkages
- Identify access opportunities on the Bayham website
- Undertake other promotional opportunities and to consistently develop access and archive material strategies that support the interested parties.
- Promote visitations and stays within the community on a broader activities basis to enquirers and contacts.

Though this is a specialized market, it is experiencing significant growth and interest. It is potentially a low cost strategy and a package development approach could be used as a building block to encourage visitation to Bayham and to extent stays within the community amongst this potential visitor niche.

6.0 MARKETING STRATEGY

6.1 Introduction

The Marketing Plan mirrors the recommendations, steps and proposed timelines of the Bayham Culture Plan where, beyond 2005, strategies development and new venues are brought on stream. The Marketing Plan recognizes the two areas of focus:

- Museums and Heritage
- Tourism and Community Marketing

It was decided to offer a split plan in 2007 and beyond because many of the recommendations brought forward in the Culture Plan have not evolved to beyond possible identified initiatives. This dual approach will provide Bayham planners with some options as they advance into the fiscal marketing implications of the Culture Plan.

The assumptions at the outset are based on realistic needs that will involve incorporating the revised branding into all advertising and collateral materials. In addition, it is strongly recommended that construction of a more robust website in 2005 be the touch point for monitoring all marketing investments using current web technology to track visitors to the Bayham website.

6.2 Marketing Plan

.1 Introduction

The Marketing Plan objectives mirror the proposed recommendations in the Bayham Culture Plan. As milestones in the recommended plan are funded and implemented, the Marketing Plan recognizes the additional venues and budget recommendations, and the marketing activities are allocated to communicate the facts to appropriate target audiences.

.2 Target Audiences

- Birding Clubs and individuals (spring and fall flyways)
- Eco-tourist market (young GTA adults seeking non-commercial)
- Cross-county Trail Bikers (non-motorized)
- Anglers (and possibly sport fishing boat operators)
- Sail boat owners and Canoeing Clubs
- Backpack Hikers, all ages (similar to eco-tourism group)
- Camping families (but not upscale motor home travelers)\
- Bus Tour Operators (e.g., a Seniors trip to visit both Museums)
- Classic Car Clubs/Owners (summer/fall motor tours)
- History & Science Teachers (possible curriculum ties to both museums)
- Nature Clubs (flora and fauna lovers, Carolina forest experts)
- Secondary School Students (interested in alternative energy, wind turbine technology, etc.)
- Blues Fans (mainly 30-40's age group)
- Amateur Artist Clubs (landscapes, shoreline)
- Photographers and Photo Clubs
- Amateur Astronomy Clubs and individual star-gazers
- Keen environmentalists (schools, clubs, empty nesters)
- Package Tours (only one component being Bayham sights)
- Curators and Museum staff (from other sites in Ontario)
- Hot Air Balloon Clubs
- Sea-doo and small craft owners
- Empty-nesters (seeking an Elliot Lake type retirement site)

.3 Alterations to the Bayham Branding

Based on the results of the May 9, 2005 community forum, the preferred wordmark was:

DISCOVER BAYHAM...HISTORIC BEACON OF ERIE'S NORTH SHORE

The verbatim comments received that evening by ballot indicated that most present favoured the current Bayham icon. Taking this reality into account, the need to focus on the shift of asset presentation from river/agriculture/shore, to shore/beach/agriculture, while illustrating the historic lighthouse and futuristic wind turbine, became the criteria for the new icon design. Appendix II provides the images.

.4 Revised Branding and Wordmark

The present icon and wordmark have built positive brand equity as communicated in the survey of community opinion. Because of potential brand equity among populations that frequent Bayham for camping, trails, beaches, etc., the Plan recommends a moderate re-design of the icon to incorporate new assets and focus that mirror the revised wordmark and portray those assets in a way that does not strongly migrate from the current icon in colour or shape. The goal is to capitalize on the current brand equity, bringing that mental real estate into the next generation of branding that best reflects the scope of the Culture Plan for the five years from 2005 to 2009.

.5 Short term Branding Strategy

The most immediate need is to replace all road signage using the updated logo and wordmark before the onset of the 2006 tourist season.

All brochures and communication materials not printed at this time should also adopt the revised branding strategy.

.6 Official Branding Launch

A public unveiling of the revised branding should be staged once road signs are updated. An updated roadside location can be the site of an official unveiling to the press and citizens, along with a press release to Ontario Tourism Marketing Partnership, Canadian Tourist Association and Elgin-St. Thomas Tourism officials, as well as neighbouring municipalities and the media.

It's very important to promote this initiative, inwardly and outwardly, to all stakeholders and at Bayham's administration offices, museums, parks and businesses. The need to include all stakeholders in the launch of the brand increases buy-in and commitment to the Bayham Culture Plan. The branding initiative is an opportunity to launch the Bayham Culture Plan publicly. It is recommended that the official launch be made in early 2006 for the 2006 tourist season.

.7 Website Revisions

Prior to the official launch of revised Bayham branding, the current website should be re-faced to reflect the revised branding. If time and budget permits, the Plan recommends a re-design of the current site to reflect three phases of development as follows:

- **Phase One - 2005:** Re-face current site with new navigation, branding and asset offerings that reflect the market readiness of products and events starting in 2006. It is assumed this would be a phased project adding content as it becomes available beyond the official launch date.
- **Phase Two - 2006:** Next-generation website would be commissioned in 2006/2007 and would include new content: Trail Master Plan, Main Street Plan and East Beach Plan completed by the Fall of 2006.
- **Phase Three – 2007:** Assumes Edison Homestead Complex will be completed in the Spring of 2009, with a new website brought online in January, 2007 to reflect the planning and fundraising over a two-year period prior to a potential opening in 2009.

.8 Measurement of Marketing Return on Investment

With proper calibration, the website can become the measurement device to measure marketing Return on Investment (ROI). When ads appear, there should be a marked increase in web visits. Web visits and hits would reflect marketing investments and provide the Return on Investment to monitor the Market Plan's success. Surveys should also be conducted at all major tourist sites throughout the Municipality of Bayham every two to three years to determine:

- Where visitors are coming from
- Lengths of stay
- How visitors found out about Bayham and/or the venue(s)
- Other data to suggest future marketing strategies and promotional campaigns

.9 Search Engine Optimization and Linking

One of the criteria for increasing preference for websites on popular search engines is to create communities with links to other sites. In Appendix III there are a wide range of websites devoted to some of the target prospects mentioned under Target Audiences. Linking strategies will expand Bayham's online community offering to a wide range of prospects in order to augment the search engine value of the Bayham site and result in elevated priorities for Bayham's online offering.

In addition, a modest fee has been allocated to buy preference among the top search engines: Google and Yahoo.

6.3 Advertising Plan

.1 Planning

The advertising strategies mirror the recommendations made in the Bayham Culture Plan, including introduction of new venues and targeting approaches. Appendix IV outlines the proposed five year program.

The Plan purposes foundational activities for 2005 that become the building blocks for the next five years.

Short Term - 2005 to 2006

Foundational activities include the following activities for 2005 and 2006, with 2005 focussing on organization and development tasks. These two years reflect current market-readiness in terms of products, venues and events.

2005

- Reface the current website with new branding and revised content for the balance of 2005.

2006

- Replacement of all outdoor signage with new Brand.
- Revisions to remaining collateral materials with new branding
- An official public launch of the revised branding February, 2006.

Mid Term - 2007 and Beyond

A split plan is offered beginning in 2009 where two budget-ranges are offered for consideration: a full-blown plan including Edison Homestead Complex activities and an abbreviated plan that precludes this venue.

There are a number of components to the advertising plans, including creative development media, planning and placement, website updates and maintenance fees, and during 2006, some target marketing activities happen to augment a modest advertising media investment as parts of the Bayham Culture Plan are brought into market readiness.

.2 Promotional/Advertising Applications

Trade Advertising

Trade advertising in the Ontario Tourism Marketing Partnership's media to promote Bayham beginning in 2006 in a variety of sizes and in concert with market readiness of venues, events and product offerings. Additional trade advertising to motor coach tour operators and automobile clubs is budgeted in 2009 formally. However, the activity of communicating with travel writers, tour operators and auto clubs can be a staff function in earlier years.

Print Media

Print resources would be split between the following categories:

- Specialized target media
- Community newspapers
- Daily newspapers

Banner Advertising

This activity ties back to the web strategies of creating a community by linking Bayham's website to other sites. In a paid sense, banner advertising on favourable websites that would click visitors to the Bayham site would include:

- Boat sites
- Travel associations sites
- Camping associations
- Bird watching groups
- Personal water craft, kite sailors, wind surfing

- Historic travelers
- Day trippers, families, old auto enthusiasts for Blues Festival
- Educators
- Ontario Tourism Marketing Program sites and Canadian Tourism Association sites, etc.
- Photographers
- Astronomers
- Entertainment listing for Blues Festival

Collateral Materials

For all years, budget allocations have been identified to produce printed literature for distribution through Ontario Tourism Marketing Partnership sites across Ontario. In most years, we identified a modest budget to pay for distribution of literature across Ontario Tourism sites.

Television Advertising

For 2009 to 2010, a modest budget line was added for Broadcast TV advertising assuming new venues are market ready.

6.4 Summary

The plans are detailed in 2006 and 2007 and become increasingly general up to 2010 as it is difficult to know what media will exist at that time and what venues will be market-ready in those years. In general, the recommended budget lines in the Bayham Culture Plan have been adopted for the planning of all advertising expenditures.

7.0 IMPLEMENTATION

7.1 Overview

In support of the implementation of the Bayham Culture Plan, a series of recommendations have been developed that establish a direction for the Bayham Culture Committee and the Municipality of Bayham to consider. Implementation is a key dimension of the achievement of the Vision and Mission of the Plan. It will require financial, human, community development and other initiatives and resources in order for the proposed strategies to be achieved.

7.2 Organizational Design

How the municipality organizes itself to pursue the strategies within the Bayham Culture Plan will be a key success factor. Three development and delivery bodies / entities are being identified:

- Museums and Heritage
- Tourism and Community Marketing
- Port Burwell Museum and Erie Winds Interpretation Centre

The rationale for a three track strategy is that these functions / focuses are uniquely different. Tourism and community marketing represents a community-wide focus, with strong technical dimensions relative to marketing. It also has significant linkages to broader economic development initiatives within the municipality and the county, private investment and operators, potentially significant senior government partnerships and contacts related to the waterfront and other considerations. The second body / entity focuses on the specific technical and service delivery / operations perspectives associated with the community's museums and heritage. These will have a much stronger volunteer basis in terms of both governance and service delivery. It also has a narrower but deeper technical focus and are primarily linked to community-based assets and resources and their direct day to day operations.

Therefore, three organizations are deemed to be more appropriate. They represent significant consolidations of effort in order to generate economies and efficiencies, develop greater critical mass, better utilize resources and provide considerably greater connectivity to the Bayham Culture Plan's strategies that support more integrated marketing and their operational activities.

.1 Tourism and Community Marketing Committee

This group would be established by the municipality and would focus on the tourism development and community marketing components of the Plan. It would work extensively with the private sector, senior government levels and the municipality in order to:

- Pursue the Plan's recommendations in regards to waterfront development, trail and related supports development, Main Street redevelopment, festivals and events, wind power and tourism opportunities integration, tourism packages, etc.
- Development, management and implementation of the branding and core messaging marketing initiatives, as well as the annualized tactical marketing and promotional endeavours.

The first task would be associated with infrastructure development related to tourism, ranging from attractions and infrastructure to the development and encouragement / facilitation of visitor services and other supports. The second task would focus on a breadth of community marketing strategies, including supports to festivals and events and working with the community to identify one or two signature events and festivals.

The Tourism and Community Marketing Committee involves a repositioning of the current Tourism Committee within the current economic development portfolio. It is suggested that the following membership configuration be considered for the Committee:

- The Mayor and two Municipal Councillors.
- The Chief Administrative Officer and one other connected staff person.
- Six individuals living in the community and/or associated with tourism operations, including one from Museums, Bayham and one from a festival and event.
- A potential representative from the St. Thomas-Elgin Tourism Association
- A potential representative from the Port Burwell Provincial Park.

This Committee will also likely divide its work into sub-groups around the individual projects and annual marketing work. Six sub-groups are identifiable at this time in pursuit of the Plan's recommendations and strategies:

- **The Bayham's Trail Coalition** which would be responsible for pursuing the trail initiatives in terms of developing a Master Plan and subsequent venues development and operations. This could be supplemented through a Trillium Grant in terms of financial resources and by service clubs and others.
- **The Marketing Committee** which would be responsible for developing the annual marketing program, the branding strategy, market development and related initiatives.
- **The Tourism Packages Committee** which would be responsible for developing and promoting the Eco-Tourism, Agri-Tourism, hunting and other tour-based products.
- **Waterfront Development Task Force** that would work with the municipality on the development of Each Beach in Port Burwell in terms of priorities, design, etc. This group would also be responsible for pursuing private operators and creating an appropriate environment for the development of a marina in the outer harbour at Port Burwell.
- **The Main Street Renewal Task Force** that will work with the municipality on the renewal of the "Main Streets" of Port Burwell and Vienna, and potentially Straffordville.
- **Special Events and Festivals Committee** that would focus on the development of two signature festivals and the provision of technical, marketing and other supports for the range of festivals and events that occur across Bayham.

The Committee would be provided funds to pursue the marketing program on an annualized basis. This would need to be in the order of \$50,000 to \$100,000 per year. In addition, the mandate would move quickly to initiate three forms of infrastructure development for tourism:

- One or two signature special events and festivals
- Infrastructure development, involving the East Beach, hiking trails and the village "Main Streets."
- Working with the provincial park, private operators and others to develop enhanced attraction and visitor support services and infrastructure.

.2 Museums Bayham

Creating a single museum entity, “Museums Bayham,” as an umbrella organization for the two existing museums and heritage development is proposed, along with genealogy support services and visitor packages. Features of this new entity would be:

- Governance by a single board of at least twelve members which would include a municipal staff liaison position, a municipal councillor, and expert staff representation from a professional heritage facility, such as the Elgin County Archives plus eight community members.
- Assistance by a Friends of Museums Bayham group composed of volunteers who would assist in museums operations at either one or both venues and related to fundraising activities. A Friends Group, providing volunteers and fundraising supports, could be established for each venue if this strategy was deemed appropriate.

Bayham’s two museums presently have individual budgets, boards which already share overlapping members, and individual volunteer groups. Budget amounts for each museum appear to be allocated arbitrarily with no reference to visitation levels or programs.

The creation of a single entity would offer efficiencies in resources, time and communications, and channel energy and efforts by board members and volunteers in a common direction. It would also create a greater critical mass and focus for museums and heritage, reduced competition and enhanced marketing and operations.

.3 Port Burwell Museum and Erie Winds Interpretive Centre Task Force

One of the major possible, longer term strategies identified in the Plan is the development of the Port Burwell Museum and Erie Winds Interpretive Centre which integrates the Port Burwell Museum and Lighthouse, the emerging wind energy opportunities and connectivity to the Erie shore features, history and natural landscape. This initiative crosses over between both the museum and heritage functions and the tourism and marketing functions. It also has a project orientation in terms of its development.

Since this initiative touches both the heritage and the tourism / recreation development perspective, it is recommended that a joint Task Force of representatives of the Tourism and Community Marketing Committee and Museums Bayham come together to work on the development and the realization of this possible future key component of the Bayham Culture Plan.

It is suggested, that this Task Force would have eight individuals as follows:

- Four individuals from the Tourism and Community Marketing Committee
- Four representatives from the Board of Museums Bayham
- Of the eight individuals, at least two should be representatives of Municipal Council, two should be staff persons from the municipality and one from the Museum.
- The primary responsibility for this group will be to investigate the feasibility, pursue funding and to develop the design, development and business plans necessary to assess the feasibility and the opportunities associated with moving this potential key tourism and heritage building block forward.

7.3 Staffing Strategies

The acquisition of staffing resources is a central part of the Plan in order to move qualitative, operational, access to grants and other initiatives forward. Two perspectives are offered in this area.

Tourism and Community Marketing

The staffing consideration for this strategy would involve the allocation of an existing municipal staff person's time at a senior level to:

- Support the Tourism and Community Marketing Task Force in its various initiatives
- Undertake the delivery of the annual community marketing and advertising program.

These tasks could be supplemented by the achievement of a Trillium Grant or other supports, but will require some allocation of municipal resources to provide adequate staffing support to these initiatives. Without staffing support, annual consistency, access to resources and other support efforts will likely not achieve the level, on a year-to-year basis, necessary to pursue the Plan as intended.

Museums Bayham

The retaining of professional staff to be shared initially between the two museum sites is an important heritage resources development and enhancement strategy. Staff positions should include the following considerations:

- A full-time museums' administrator / curator to be responsible for the daily management of the operations and care of the collections and sites, working with the Board to develop and implement a strategic plan integrated with a new Bayham Culture Plan.
- A part-time volunteer and visitor services co-ordinator to administer the volunteer program and assist with reception, administrative, and other program duties to be retained later in the planning period.
- Shared custodial staff with municipal facilities.

Museum volunteers do not have the training and time needed to oversee the management of museum facilities. The presence of professional staff, with regular hours, would encourage the development and implementation of the necessary curatorial and public programs to ensure proper collection management and visitor accessibility. A custodial position is important to keep facilities clean for collection safety positive visitor perceptions and staff morale.

The retaining of professional museum staff would:

- Enable Bayham's museums to participate actively in the successful implementation of a comprehensive cultural tourism plan
- Upgrade museum operations to meet Ontario Museum Operating Grant Standards, thereby allowing potential access to provincial funding.

Once the future of the Port Burwell Museum and Erie Winds Interpretation Centre is established and operated, consideration would be given to full time curators at both museum venues.

8.0 RECOMMENDATIONS AND TIMELINES

8.1 Initiatives Staging and Responsibilities

Table 8-1 itemizes the individual recommendations, proposed timelines and lead development/action responsibilities. This is a roadmap that will evolve based on community capacity, funding and fundraising and the outcomes of a number of key planning initiatives.

Table 8-1 Bayham Culture Plan Implementation Program							
Recommendations	2005	2006	2007	2008	2009	Future Proposals	Responsibility
Culture Plan Finalization	June						BCC
Trillium Grant Application for Edison Feasibility Study and Business Plan	Fall						BCC
Organizational Development and Reorganization	Fall						Municipality
Considerations for 2006 Municipal Budget	Fall						TMC
Market Plan for 2006 and Visitor Signage Program	December						TMC
Museum Administrator / Curator		February					MB & Municipality
Signature Events / Festivals Selected		February					THC & Municipality
Trail Master Plan Completed		Fall					TMC & Municipality
Main Street Strategy Completed		Fall					Municipality
East Beach Plan Completed		Fall					TMC & Municipality
2007-2009 Market Plan and Tourism Packages Development		December	on-going	on-going	on-going	on-going	MTC & Municipality

Table 8-1 Bayham Culture Plan Implementation Program							
Recommendations	2005	2006	2007	2008	2009	Future Proposals	Responsibility
Feasibility and Business Plans - Edison Homestead Complex							MB & Municipality
<ul style="list-style-type: none"> Completed 			March				MB
<ul style="list-style-type: none"> Implementation and Fundraising 			Fall	Ongoing	Ongoing		MB & Municipality
<ul style="list-style-type: none"> Potential Opening 					March		MB & Municipality
Implementation of Signature Events / Festivals			March	Ongoing	Ongoing		TMC
Trail Development Launched			April	Ongoing	Ongoing		TMC Municipality
Interim Wind Energy Visitor Centre			May				TMC Municipality
Main Street Program Launched			May	Ongoing	Ongoing		Municipality
East Beach Development							Municipality
<ul style="list-style-type: none"> Improvements / Bridge 			May				
<ul style="list-style-type: none"> Festival Centre 					May		
<ul style="list-style-type: none"> Beach House 						*	
Museum Staff Additions					February		MB & Municipality
Erie Winds Interpretation Centre						*	MB, TMC & Municipality

*Legend: BCC – Bayham Culture Committee, MB – Museums Bayham, MTC – Tourism and Marketing Committee

For **2005**, focus on completing the Plan and key preparatory work as follows:

- Finalizing of the Bayham Culture Plan
- Undertaking in the fall, the organizational development requirements recommended to pursue the Plan.
- Launch of the Edison Homestead Complex Feasibility Study and Business Plan via a Trillium Grant.
- Development of the 2006 Marketing Program.
- Preparing for funding consideration in the municipality's 2006 budget.

For **2006**, the tasks are focused on pursuing planning initiatives as a basis to undertake launches of various development initiatives in 2006, 2007 and beyond. The key tasks involve:

- Retaining of the Administrator / Curator for the Museums.
- Developing a signature special events / festivals strategy.
- Developing a Trail Master Plan through the use of a volunteer group of community members and organizations.
- Development of a Main Street Program / Plan.
- Development and launch of Bayham Tourism Packages and Tours, including a genealogy support initiative.
- Development of a Plan for the long term development of East Beach, assess and the pursuit of a marina development initiative.
- Preparation of the 2007 Marketing Plan.
- Finalization of a Comprehensive Feasibility Study and Business Plans for the developments associated with the Edison Homestead Complex. This will be a major undertaking to be based on a strong Terms of Reference that will facilitate the necessary assessments and changes focusing on:
 - Purpose, scope and intent

- Programming
- Staffing, marketing, etc.
- Operating proformas and funding sources, both capital and operating, fundraising plan, etc.
- Ongoing refreshment strategies

In **2006** the primary focus is key planning and preparation. There are a number of key plans that need to be developed, bylaws prepared, funding investigated, redevelopment work undertaken, etc. Each of these initiatives will need its own separate work program in order to facilitate the significant changes proposed to commence in 2007.

2007 is designed as the first full implementation year, focusing on:

- Implementation of the signature events / festivals strategy.
- Trail development initiated on multi-phased basis, based on the Master Plan of 2006. This initiative would be co-ordinated by the Tourism and Marketing Committees and local service clubs and volunteers.
- The Main Street program would be launched as per the Plan's outcomes by the municipality.
- The East Beach development initiative would begin with improvements to the beach and a bridge to the Provincial Park.
- The Marketing Plan for 2008 would also be established.

2007 is a pivotal year in that events move from planning to implementation on numerous fronts.

For **2008**, the tasks are primarily continuing 2007's momentum, related to:

- An interim Wind Energy Visitors Centre should be established as a prelude to future development of an Erie Winds Interpretative Centre.
- Launch of fundraising for the major heritage assets.
- Continuation of the signature events and festivals strategy.
- Development of ongoing phases of the trail system.

- The Main Street program initiative continuing.
- Potential festival centre development on East Beach.
- The 2009 marketing program.

2009 would be the first potential year for the opening of the Edison Homestead Complex initiative. The Museum's opening will be dependent on fundraising capacity and the results of the feasibility studies and business plans. Other tasks include:

- Ongoing implementation of the signature festivals and events and trail development strategies would continue, along with the Main Street program.
- The 2010 marketing program would be developed.

In **2009**, additional museum staff would need to be considered, either through the major initiatives identified in the Plan or in support of the current initiatives as per the part time visitor services / reception person.

Three potential culture and tourism infrastructure projects have been identified as important considerations for the Bayham Culture Plan based on the research and inputs. However, their scale, the funding available and other dimensions suggests that they represent future prospects at this time. These are:

- The Erie Winds Interpretive Centre that would form part of the Port Burwell Museum and Lighthouse.
- A beach house development on the East Beach.
- A Port Burwell marina.

The Erie Winds Interpretive Centre is a creative concept that links together the Port Burwell Museum and Lighthouse; the wind energy initiative within the community; and interpretation opportunities associated with the natural features and history of the Erie shoreline, the Carolinian forest, the birds and butterflies, etc. The potential for a diversity of components results in the ability to address variable interests of visitors to Bayham at both information and educational levels, along with school groups, special interest groups and the potential to develop special events and related programming.

A Port Burwell location is the centrepiece to the tourism in the community due to the beaches, the harbour and the current branding value that exists within the Port Burwell name. The ability to pursue this will require significant funding and preparatory work, and likely rests as a future prospect beyond 2009.

Another major project that could contribute to the Port Burwell area is the development of a beach house on East Beach. A similar facility developed in 2000 in Grand Bend cost approximately \$550,000. It would contain washrooms, concessions, storage areas and potentially a viewing gallery on the roof to facilitate beach-oriented events, such as judging, VIP spectators seating, etc.

A third consideration for future prospects is the marina. The plan does not propose the municipality be the developer and operator of a marina, but rather a facilitator for its development. Marina projects have been proposed in the past, and Port Burwell represents one of the last undeveloped marina prospects on the Lake Erie shore. It is proposed that in 2006, initiatives be developed and pursued by the municipality to develop the environment that will attract a prospective investor to the area. However, it is anticipated that several years will be needed in order to formalize any arrangements and to bring this project to fruition.

8.2 Roles and Responsibilities

Table 8-1 also indicates where the initiation responsibilities reside for each of the various initiatives identified. Many of these projects will require both staff and volunteer supports to bring them to fruition.

Projects that would have volunteer / service club leadership orientations are as follows:

- Trail Master Plan preparation and ongoing implementation / trail development
- Festivals and events strategy

Projects that will need volunteer committee and municipal support are as follows:

- Development and marketing of tourism visitor packages.
- Annual tourism marketing plans.
- Feasibility Assessment and Business Plan for the Edison Homestead Complex.
- East Beach improvements.

Projects that would be primarily municipal responsibilities are as follows:

- Organizational development and reorganization towards the proposed new committee structure.
- Main Street development/improvement program
- East Beach festival centre
- Museum staffing strategies

It is recognized, that the various initiatives will have multiple timing considerations in terms of funding availability and the results of the feasibility studies. Therefore, this table is a template to guide general expectations and target dates. One of the most significant components would be the Edison Homestead Complex development and, in the future, the potential Erie Winds Interpretative Centre.

8.3 Marketing Plans and Tourist Packages

For the Marketing Plans within the proposed framework, the following elements would need to be considered:

- Strategic marketing related to branding and core messaging.
- Tactical annual marketing programs in terms of promotion and advertising activities
- A signage program which is proposed to be initiated in 2006 and then enhanced on an annual basis as opportunities unfold.
- Tourism packaging which attempts to develop and market packages involving accommodations, food, attractions admissions, etc. for:
 - Eco-tourism
 - Agri-tourism
 - Wild Turkey hunts
 - Museum Tours
 - Special Events
 - Genealogy Services

The tourism packaging strategy will need to be considered by the Tourism and Community Marketing Committee on a facilitation basis that brings together the various operators and service providers. It will also need to be undertaken in concert with other tourism organizations, such as the St. Thomas - Elgin Tourism Association. One of the key challenges of the tourism packaging initiative will be gaining the confidence and the participation of the individual operators who will be providing the actual service to the visitors.

8.4 Costing and Funding Considerations

Table 8-2 provides a preliminary costing related to the major initiatives. It does not include increased operating costs for East Beach development initiatives, Main Street initiatives or subsidies in support of the ongoing operating / fully developed Erie Winds Interpretative Centre and Edison Museum.

Table 8-2 Preliminary Costing Profile					
	2006	2007	2008	2009	Future Prospects
Annual Marketing Plans	50,000	50,000	62,500	87,500	100,000 + / year
Administrator / Curator (full cost)	40,000	67,000	70,000	72,000	75,000
East Beach					
• Improvements	50,000				
• Festival Venue				100,000	
• Beach House					500,000
Trail Development	25,000	25,000	25,000	25,000	25,000
Main Street	25,000		25,000		
Edison Homestead Complex Development	50,000			1,000,000	
Port Burwell Museum and Erie Winds Interpretation Centre					1,500,000
Total	240,000	142,000	182,500	1,284,500	2,200,000
Figures do not include increased operating costs / subsidies for: East Beach Main Street Program Edison Homestead Complex Future Prospects					

The figures also reflect a mix of operating and capital requirements in terms of the significant new dollars for each major initiative.

The following considerations were developed on a year to year basis.

2006

Initial marketing funds are provided to start a program that will evolve over time. The numbers increase from year to year to reflect new services coming on stream and intensifying activity. Also included are:

- \$50,000 is allocated to marketing supports.
- \$40,000 identified for an Administrator / Curator to be retained in February. This figure is a total cost involving salary, benefits, travel, training, space, etc.
- \$50,000 in improvements for 2005 for East Beach.
- \$25,000 is allocated to support a trail development initiatives and goes forward on an ongoing basis.
- \$25,000 is provided for Main Street Plan to be developed in terms of external resources, etc.
- \$50,000 to undertake Feasibility and Business Plans for the Edison Homestead Complex.
- Total \$240,000.

2007

- Marketing Program is increased to \$50,000
- A small increase has been identified for the Administrator / Curator to reflect a full year
- The trail project continues at \$25,000 per year.
- The total program cost is \$142,000.

2008

- The Marketing Program grows due to the institution of the events / festival strategy and other growing initiatives relative to the trail, Main Street, etc.
- The Administrator / Curator cost increases marginally.
- The total program is \$184,500

2009

- Marketing grows significantly as new features are coming on stream, including the potential Edison Homestead Complex.
- Administrator / Curator costs increase marginally.
- Festival Centre at Port Burwell is added
- Trail development continues
- \$1,000,000 for the Edison Museum Complex Project (Preliminary estimate)
- A total program of \$1.284 million was identified.

Future Prospects

- A growing allocation for marketing to reflect the addition of the Edison Homestead Complex, Erie Winds Interpretive Centre, etc.
- Small increase relative to the Administrator / Curator
- Additional opportunities for Beach improvements plus funds allocated to support a Beach House venue at East Beach.
- Trail development could continue
- Erie Winds Interpretation Centre could reach \$1.5 to \$2.0 million.
- Projected future costs are \$2.2 million

8.5 Funding Sources

A number of funding sources have been identified in support of the implementation of the Phase I recommendations of the Bayham Culture Plan.

Ontario Trillium Foundation

This Foundation funded the initial Bayham Culture Plan and has the potential to be a source of funding to support four key initiatives within the Plan:

- The Feasibility and Business Plans for the Edison Homestead Complex
- Fundraising plan development and coordination for the major projects
- Marketing Plan development
- Volunteer lead trail development

Applications will need to be made, initially by the Bayham Culture Committee, for the first component involving the Edison Homestead Complex Feasibility Study Business Plan.

Increasing Participation in Physical Activity and Sport - Communities In Action Fund

This is a funding program of the Ministry of Tourism and Recreation designed to support the growth in physical activity and sport. Its application within the Bayham Culture Plan is as follows:

- Marketing support for the trail development program
- Marketing and related supports for the beach development initiative
- Marketing support for the hiking packages, tours, bike packages, etc.

The municipality will need to be creative in this regard, but municipalities are receiving funding to develop plans to enhance community participation in physical activity, of which hiking, walking, bicycling, beach activities, etc. would qualify. The Phase II grant intake is in the summer of 2005. Contact can be made with the local Ministry office in London on Exeter Road and at 873-4482.

Culture and Recreation Infrastructure Plan - Ontario

In the week of May 16th 2005, the Ontario government announced a Culture and Recreation Infrastructure Renewal Program designed to enhance and develop culture and recreation infrastructure in local communities. This will be a matching capital grants program similar to the current infrastructure program.

Details about the scope of this program, eligible projects, application processes, etc. have not been published to date and are expected before the end of June in the summer of 2005. It is likely, that funds will flow through specific ministries which, in the case of the Bayham Culture Plan, could be the Ministry of Tourism and Recreation.

This program has potential for the Edison Homestead Complex, East Beach improvements and trail development projects.

Community Museum Operating Grants – Ontario

This program operates on a sliding scale program of grants to community museums. Museums must, in order to qualify, have a full time dedicated curator and be established for the purpose of acquiring, conserving, studying, interpreting, assembling and exhibiting to the public for its instruction and enjoyment, a collection of artifacts of historical interest. The contact person is Dr. John Carter, Museum Advisor at (416) 314-7151.

This would be an operating grant that could be supportive to the curator position as proposed. However, a curator needs to be in position first in order to qualify for the grant. A full discussion with Mr. Carter would be required in order to identify timing, eligibility, etc. that will be addressed.

Canadian Department of Heritage – Museum Assistance Program

This program is marketing-based eligible to museums that are incorporated, not for profit organizations, though municipalities may apply. The museums must be accessible year round, but not necessarily open, and there must be evidence of significant community and municipal support.

This program has three funding envelopes, is matching-based and requires a curator to be in place:

- Touring exhibitions
- Aboriginal Museum start up
- Organizational development, which assists museums to attain professional standards in management and operations and museums specific projects which rationalize and improve delivery of service.

This is not an operating grant, but one time funding. Two opportunities may exist:

- The bringing in of touring exhibitions to enhance both of the existing museums
- Facilitation funds to assist the organizational development of the new Museums Bayham organization, as well as to achieve the standards necessary for provincial funding.

The contact is Tracy Marsh at (705) 728-2080.

Canadian Department of Heritage – Canadian Arts and Heritage Sustainability Program

This is a matching-based, project-based funding with no operational support, designed to strengthen organizational effectiveness and build capacity by supporting modern management and greater financial stability. A curator in place is a requirement.

The contact person is Tracy Marsh, Program Officer of the Department of Canadian Heritage at (705) 728-2080.

Department of Canadian Heritage – Cultural Spaces Canada

Cultural Spaces Canada offers funding for planning and feasibility studies for museums to improve, renovate and construct arts and heritage facilities. New regulations involving criteria, program priorities and guidelines will be released at the end of May 2005.

Museums must be incorporated, not for profit organizations with at least one full time paid staff person and an active public program in place. The museums must offer a high level of access to the public and have commitments from the community and municipality. Indications are that they would need to see the Culture Plan before determining any eligibility for funding under this program.

The contact person is Beverly O'Connell, Senior Arts Consultant, Cultural Spaces Canada at (416) 973-1225.

The Ontario Rural Economic Development Program

The provincial government, through the Ontario Ministry of Agriculture and Food, has had the Ontario Rural Economic Development Program to support economic development in rural areas of Ontario. Programs have ranged widely over the years in terms of what will be supported. Some communities have used this funding for tourism marketing plans and development. In terms of current Ministry of Agriculture and Food funding reductions, the programs capacities are being reassessed until more details are published.

Contact can be made with Helen LeFrance at the Elgin Economic Community development corporation, or the local office of the Ontario Ministry of Agriculture and Food.

Ministry of Tourism and Recreation

Periodically, the Ministry has funding programs in support of regional-based marketing initiatives and has developed the Premiere Ranking Tourism Planning Process for communities, usually at a county level. Contact with the Elgin-St.Thomas Tourism Association would identify if the Premiere Ranking Program is being considered for Elgin County and whether a more integrated marketing approach could be achieved across the County of Elgin.

Fundraising

It is anticipated that fundraising will be a significant consideration, relative to generating the financial resources for the implementation of the Bayham Culture Plan. Key initiatives would likely involve:

- Service clubs and hiking associations being involved in support of the trail system
- A major fundraising initiative for the Edison Homestead Complex, involving community, corporate and municipal support
- Potential community participation in fundraising for the East Beach bridge, improvements and festival area

The scope of the fundraising effort could involve the East Beach and trails and the Edison Homestead Complex. The overall target could well be in the \$500,000 plus range, which will represent a significant effort.

Municipality

The Municipality of Bayham will need to be part of the funding resources for the overall Plan's implementations. The following are the key considerations:

- Support for the annual marketing program
- Investments in East Beach
- The Main Street improvement program, which could be through a Business Improvement Area program and selected property tax allocations
- Capital contribution to the trails of potentially \$10,000 per year and a future contribution to the Edison Homestead Complex
- Increased operational support to the museums to reflect additional staffing.

In operating terms, the municipality could be involved with approximately \$50,000 to \$75,000 a year in additional costs. From a capital perspective, this could involve over five years, \$100,000 relative to trails and East Beach. The scale of the capital contribution to the Edison Homestead Complex would need to be determined relative to the outcomes of the Feasibility Study and Business Plan that are proposed to be completed.

APPENDIX I

RESULTS FROM FEBRUARY 5, 2005

COMMITTEE WORKSHOP ON

MARKETING THEMES

Short List Themes

The following words and themes have been identified after an assessment of the longer list and the work completed at the February 5, 2005 at the Bayham Culture Committee workshop.

Assets

- Birds, Beach, Bounty – Bayham
- Easy to Reach. Difficult to Leave.
- Nature at its Best... Bountiful Bayham
- Nature at its Best... Beautiful Bayham
- Bountiful Bayham ... Nature at its Best
- Bountiful Bayham ... Nature at its Prime
- Erie's String of Pearls (also for website application)
- Windsongs, Watermarks, and Wildflowers

Lighthouse

- Beacon of the North Shore (lighthouse image)
- The Beacon on Erie

Lake/Heritage

- Erie's Heritage Shore
- Heritage on the Lake
- Erie's Secret Shore
- Proud History, Bright Future

Treasures

- Erie's North Shore Playground
- Secret Treasures, Past and Present
- Explore our Treasure Map
- Undiscovered Treasures.... Explore Bayham

Action

- Get Away from It All... Timeless Bayham
- Bayham, a place like no other
- Explore our Landmarks & Waterscapes
- Discover Bayham... Our History, Our Future
- Bayham - Our Future is Bright

Adventure

- Rural Roots for Urban Adventurers
- Great Escapes.... Water, Sand, Fun
- Winding Roads, Unspoiled Shores.... Bayham
- Winding Roads. Unspoiled Shores. Visit Bayham
- Unlock Our Heritage and Highlights
- Bayham, Your Road to the North Shore

Positive

- Unspoiled and Unique... Discover Bayham
- Easy to Find, Easy to Explore
- Where Heritage Meets Tomorrow
- It'll Take You Back... Naturally
- A Natural Place. Unlike Any Other
- Just Add Water. Irresistible Bayham
- A Brush with the Past

Discussion List

As a basis to facilitate a discussion amongst key stakeholders, the following five regional identity slogans / branding strategies have been developed.

- **DISCOVER BAYHAM.... HISTORIC BEACON OF THE NORTH SHORE**
- ***EXPLORE OUR RURAL ROUTES & FUN COAST.... BAYHAM***
- **DISCOVER BAYHAM.... IT'S PERFECTLY NATURAL**
- ***BAYHAM COUNTRY.... RICH HERITAGE, BRIGHT FUTURE***
- **UNSPOILED ADVENTURES, UNIQUE HISTORY.... ESCAPE TO BAYHAM**

| : **DISCOVER BAYHAM.... HISTORIC BEACON OF THE NORTH SHORE**

PLUS FACTORS

- Strong discovery pull to the reader.
- Brings area history into play.
- Plays on both well-known lighthouse and shoreline images.
- Could blend old and new area icons.

Graphic Image

- Offshore view of lighthouse and immediate area, with birds, etc.
- Use of land, lake and beach imaging in a montage.

// : EXPLORE OUR RURAL ROUTES & FUN COAST.... BAYHAM

PLUS FACTORS

- Hatches a true back-to-basics message.
- Relaxation image to balance today's stressful lifestyle.
- Family content include word fun.
- Points direct to travel over land to a shoreline.

Graphic Image

- Mapping possibility, showing rolling, paved road leading to lake.
- Actual photographs could be utilized in ad campaigns.

III : DISCOVER BAYHAM.... IT'S PERFECTLY NATURAL

PLUS FACTORS

- Places environment at the forefront.
- May appeal to future eco-tourist visitors... hiking, wind farm, bike tours, etc.
- Unspoiled land and new discoveries emphasized.
- May increase appeal to growing number of tourism 'purists'.

Graphic Image

- Natural beauty montage of beach, port, trails, wind turbines, etc.
- Use of natural tones and four-season images.

IV : BAYHAM COUNTRY.... RICH HERITAGE, BRIGHT FUTURE

PLUS FACTORS

- Presents a strong geographic stand, good identity possibilities.
- Blends the best of history with the areas 'new world' facts (wind farm).
- Optimistic in every aspect, past, present, future.
- Makes a promise that the region has potential economically.

Graphic Image

- Not restricted to one approach... could be modified at intervals (seasons) to illustrate that area's variety.
- Best start-point would be a bright sun image along the Port Burwell shore/harbor.

V : UNSPOILED ADVENTURES, UNIQUE HISTORY.... ESCAPE TO BAYHAM

PLUS FACTORS

- Intriguing slogan that adds truth to available features of the area.
- People need a rural 'pocket' that offers a distinct venue.
- Overall theme includes three messages, all somewhat overstated but attractive to target audience.
- It's a strong word usage theme that could tire over time.

Graphic Image

- Open to interpretation at present, but could integrate distinct heritage with modern family fun.
- Beach, trails and a museum piece (site or artifact) would be a probable blend of images.

APPENDIX II

Logo Proposal

Discover Bayham

LOGO STUDY



APPENDIX III

Promotional Contacts

Bayham Media Research

Bayham includes these communities and surrounding areas: Richmond, Calton, Straffordville, Vienna, Port Burwell, Eden, Corinth, North Hall

Major surrounding cities/towns: Tillsonburg, Aylmer, Simcoe, St. Thomas

Print Advertising

Community Papers

PAPER	CIRCULATION	LINE RATE	Insert Cost / M	NOTES
Simcoe Reformer	9,125	\$0.65	\$50.00	
Simcoe Tuesday Times Reformer	19,249	\$0.73	\$50.00	the Tues. edition of Reformer
Tillsonburg Independent News	10,520	\$0.68	\$51.00	Published Wed.
Tillsonburg News	5,113	\$0.63	\$51.00	div. of Independent, Pub Mon & Fri
Delhi News Record	2,002	\$0.55	\$51.00	Published Wed.
The Sentinel Review	7,999	\$0.62	\$50.00	Published Mon-Fri
The Oxford Review	30,587	\$0.73	\$50.00	Fridays & Saturdays
The Norwich Gazette	2,000	\$0.39	\$51.00	
The Ingersoll Times	3,500	\$0.49	\$51.00	
Lakeshore Shopper	39,926	\$677 1/2 page		Published Fridays
The Oxford Shopping News	28,284	\$603 1/2 page		Published Tuesdays
The Aylmer Express	4,036	\$423.36 1/2 page	\$60.00	Published Wednesdays
St. Thomas Times Journal	29,637			Published Mon-Sat
The Elgin County Market	30,600	\$419 1/2 page		
Dorchester SignPost	2,297	\$0.77	\$50.00	
The Londoner	102,000	\$1500 1/2 page	\$29.00	Published Weekly
The London Free Press		\$3.96	\$45.00	
Cambridge Times	40,000	\$1.60	\$45.00	Published Tues., Thurs. & Fri.
Guelph Tribune	40,000	\$1.60	\$45.00	Published Tues. & Fri.
Waterloo Chronicle	30,000	\$1.32	\$45.00	Published Wednesdays
New Hamburg Independent	3,400	\$0.78	\$90.00	Published Wednesdays
The Mississauga News	Full City 192,000	\$6.98		Published Wed., Fri. & Sun.
Mississauga This Week	67,000	\$2.40		Published Wed., Fri. & Sun.
The Booster - Mississauga	45,000	\$1.90		Published Wednesdays
The Toronto Star		\$15.34		Published Daily
Toronto Sun - Lifestyle or Travel	205,034	\$3.77		Published Daily
Cambridge Reporter	50,000	\$1.39		Published Tues. & Fri.
Oakville Beaver	42,000	\$2.52		Published Wed., Fri. & Sun.
Scarborough Mirror	111,000	\$3.97		Published Wed., Fri. & Sun.

Specialty Publications

PUBLICATION	DESCRIPTION	CIRCULATION	1/2 PAGE AD COST
London Kids	Distributed Free in Schools, Grocery Stores Day care, etc Free Bi-Monthly Travel Guide,	150,000	\$1,345
Daytripping Magazine	promoting towns in S. Ontario	55,000 (110,000 in July/Aug)	\$715
Scene Magazine	London Entertainment	60,000	\$674
Old Autos	Car Enthusiast Magazine		\$656 Full Page
Explore	National Magazine for Outdoor Enthusiasts	25,600 (13,312 in Ontario)	\$3,400
Ontario (Travel Magazines)	Quarterly Magazines outlining destinations in Ontario	450,000 English / 30,000 French	\$4,000
On Nature Magazine	Magazine for nature and the environment in Ontario	26,936	\$1,250
Festivals & Events in Ontario	A guide of events and festivals taking place in Ontario		next year's pricing to come
Ontario Parks	A parks guide listing all Ontario Conservation areas		next year's pricing to come
Attractions Ontario	A guide to summer attractions in Ontario		next year's pricing to come

Radio / TV Advertising

Station	Description
101.3 FM	Easy Listening Tillsonburg
BX93	Country - London
Q97.5	Easy Listening London
102.3	BOB FM
103.9	The Hawk, Classic Rock - Woodstock
106.1	CIMJ FM, Adult Contemporary - Guelph
96.7	CHYM FM, Adult Contemporary - K/W
98.1	CHFI, Adult Contemporary - Toronto
104.5	CHUM FM, Adult Contemporary - Toronto
En Route	The New PL One Week \$575 - 20 Occassions
Amtelecom	Straffordville, Richmond, Prt Burwell all have Amtelecom as Cable TV
Rogers Listings Channel	30 sec. Promotion (txt) \$349 per week

Promotion Ideas

1. Send an unaddressed mailing that has a map of stops in Bayham, Route
 - * Would go to St. Thomas, London, Ingersoll, Tillsonburg, Aylmer, Simcoe
 - * Unofficial Shunpikers Tour
2. Watermelon Fest in Straffordville
3. Tub Daze in Port Burwell
4. Decorate Lighthouse for Christmas and send out invites
5. Outdoor Movie Night on the Beach / In the Park
6. Edison Festival of Lights – in park or at Museum

Blues Fans in Ontario

www.blues-fest.com

- List of 71 live blues venues in Ontario (obtain contact info and send Bayham Blues Fest information).
- Blues Societies in Canada – 4 in Ontario
- Toronto Blues Society lists all upcoming Festivals (submit information)
- Site lists all festivals in Canada (get listed)
- Can also submit proposed press releases

Ontario Astronomy Clubs

Hamilton Amateur Astronomers - Hamilton, Ontario
McCallion Planetarium - Hamilton
North Bay Astronomy Club - North Bay, Ontario
North York Astronomical Association - Oshawa, Ontario
Royal Astronomical Society of Canada - Sarnia Centre
York University Astronomy Club - North York, Ontario
Belleville Astronomers Club – Belleville, Ontario
Markham District High School – Markham, Ontario
Ridley College Astronomy Club - St Catherines, Ontario
Toronto Sidewalk Astronomers - Toronto, Ontario

Birding Clubs and Individuals

Federation of Ontario Naturalists

This group provides Free Workshops and Tours. We could arrange a workshop to be held in Bayham. They have 25,000 people who are either members or contribute money to this organization. They publish a Magazine called ON NATURE Magazine. Rate Kit to follow.

Some Networks Connected to Federation of Ontario Naturalists

Essex County Field Naturalists' Club	Windsor
Friends of Pinery Park	Grand Bend
Friends of Rondeau	Morpeth
Friends of the Coves Subwatershed Inc.	London
Hawk Cliff Foundation	St. Thomas
Ingersoll District Nature Club	Ingersoll
Lambton Wildlife Incorporated	Sarnia
Little River Enhancement Group	Windsor
McIlwraith Field Naturalists of London Ontario Inc.	London
Naturalized Habitat Network	Essex
Sarnia Urban Wildlife Committee	Sarnia
St. Thomas Field Naturalists Inc.	St. Thomas
Sydenham Field Naturalists	Wallaceburg
West Elgin Nature Club	West Lorne
Alton Grange Association	Alton
Bruce Peninsula Bird Observatory	Tobermory
Eden Mills Millpond Conservation Association Ltd.	Eden Mills
Friends of MacGregor Point Park	Port Elgin
Friends of Sauble Beach	Sauble Beach
Grey Bruce Children's Water Education Council	Chelsey
Guelph Field Naturalists	Guelph
Huron Fringe Field Naturalists	Pine River
Kitchener-Waterloo Field Naturalists	Kitchener-Waterloo
Owen Sound Field Naturlalists	Owen Sound
Rankin Resource Group	Owen Sound

Saugeen Field Naturalists	Grey-Bruce
Stratford Field Naturalists	Stratford
Upper Credit Field Naturalists	Orangeville
Bert Miller Nature Club of Fort Erie	Fort Erie
Brant Field Naturalists	Brantford
Environment Hamilton	Hamilton
Friends of Claireville	Brampton
Friends of Short Hills Park	Fonthill
Halton/North Peel Field Naturalists	Brampton/Georgetown
Hamilton Naturalists' Club	Hamilton
Lower Grand River Land Trust Inc.	Cayuga
Niagara Falls Nature Club	Niagara Falls
Niagara Restoration Council	St. Catherines
Norfolk Field Naturalists	Simcoe
Ontario Vernal Pools Association	Norval
Peninsula Naturalists' Club	Niagara Peninsula
South Peel Naturalists' Club	Mississauga/Oakville
Woodstock Field Naturalists	Woodstock

Birding Festivals Ontario

Birding in Prince Edward County

Held May 13-23

Bloomfield, Ontario

Huron Fringe Birding Festival

Held May 27-June 5

Port Elgin, Ontario

Ontario Birding Homepage

<http://www.web-nat.com/bic/ont/index.html>

Simcoe / Chatham has large advertisement on website showing comfort in.

Elgin County Bird Watching

<http://www.elgin.net/ElginCounty/birding.html>

Hiking in Ontario

Hiking Clubs of Ontario –

www.hikeontario.com/pages/clubs.html

Hike Ontario Member Clubs

Avon Trail, The

Box 21148, Stratford, ON, N5A 7V4

Bighead River Heritage Association (Trout Hollow Trail)

516 Ridge Road, Meaford, ON, N4L 1L9

Phone: 519-538-5415

Bruce Trail Association

Box 857, Hamilton, ON, L8N 3N9

Phone: 1-800-665-4453, 905-529-6821

Nine Bruce Trail Clubs support the Bruce Trail Association. Each Club manages a section of the Trail. To learn more about the nine Bruce Trail Clubs please visit their websites:

[Niagara Bruce Trail Club](#)

[Iroquoia Bruce Trail Club](#)

[Toronto Bruce Trail Club](#)

[Caledon Bruce Trail Club](#)

[Dufferin Hi-lands Bruce Trail Club](#)

[Blue Mountains Bruce Trail Club](#)

[Beaver Valley Bruce Trail Club](#)

[Sydenham Bruce Trail Club](#)

[Peninsula Bruce Trail Club](#)

[Durham Outdoors Club](#)

458 Charrington Ave., Oshawa, ON, L1G 7B2
Phone: 905-579-9025 or 905-725-2874

[Elgin Hiking Trail Club](#)

c/o Kettle Creek Conservation Authority, 44015 Ferguson Line, St. Thomas,
ON, N5P 3T3
Phone: 519-633-3064

[Elora Cataract Trailway Association](#)

41 Mathieson St., Elora, ON, N0B 1S0
Phone: 519-846-5635, Fax: 519-846-5635

[Ganaraska Hiking Trail Association](#)

Box 693, Orillia, ON, L3V 6K7

[Grand Valley Trails Association](#)

75 King St. South, Box 40068, RPO Waterloo Square, Waterloo, ON, N2J
4V1
Phone: 519-576-6156

[Guelph Hiking Trail Club](#)

Box 1, Guelph, ON, N1H 6J6
Phone: 519-822-3672

Herring Belles Ladies Cross Country Skiing

83 Fairlawn Ave., Toronto, ON M5M 1S6
Phone: 416-489-1433

[Humber Valley Heritage Trail Association](#)

Box 273, Bolton, ON, L7E 5T2
Phone: 905-857-3743

[Lost River Walks](#)

35 Baycrest Avenue, Toronto, ON, M6A 1V9
Phone: 416-781-7663, Fax: 416-781-9642

[Maitland Trail Association](#)

Box 443, Goderich, ON, N7A 4C7
Phone: 519-524-2845

[Oak Ridges Trail Association](#)

Box 28544, Aurora, ON, L4G 6S6
Phone: 1-877-319-0285 or 905-833-6600

Palmerston Trail Association, Inc.

Box 117, Palmerston, ON N0G 2P0
Phone: 519-343-3711

[Rideau Trail](#)

Box 15, Kingston, ON ,K7L 4V6
Phone: 613-545-0823

[Sudbury Hiking Club/Club Randonnees de Sudbury](#)

Box 22020, 555 Barrydowne, Sudbury, ON, P3A 6A1
Phone: 705-670-8580

[Thames Valley Trail Association](#)

Grosvenor Lodge, 1017 Western Road, London, ON, N6G 1G5
Phone: 519-645-2845
Fax: 519-645-0981

[Thunder Bay Hiking Association](#)

Box 10041, Thunder Bay, ON, P7B 6T6
Hiking Hotline 1-807-624-4271

[Voyageur Trail Association](#)

Box 20040, 150 Churchill Blvd., Sault Ste. Marie, ON, P6A 6W3
Phone: 705-779-3409 or toll free 1-877-393-4003, Fax: 705-799-1111

Wellesley Trails Association

1121 Queens Bush Road, Box 142, Wellesley, ON N0B 2T0
Phone: 519-656-2670

[4 Day/Evening Walk Committee](#)

1231 Nathaniel Cr., Burlington, ON, L7S 2A6
Phone: 905-634-3998

[A Stroll in the Park](#)

High Park Hiking and Bicycle Club

78 Sutherland Dr., Toronto, ON M4G 1H7
(416)421-0778

[Later Living](#)

Menesetung Bridge Association

Box 443, Goderich, ON, N7A 4C7
Phone: 519-524-6988

[North York Senior Walkers](#)

[Ontario Trails Council](#)

8 Garrett St., P.O. Box 190, Sharbot Lake, ON K0H 2P0
Phone: 1-877-668-7245 or 416-410-2601

Sweet Josie Trails
RR 1, Deep River, ON, K0J 1P0
Phone: 613-584-2468
Fax: 613-687-2444

Waterfront Regeneration Trust

372 Richmond Street W., Suite 308, Toronto, ON, M5V 1X6

Fishing in Ontario

<http://www.ontariofishing.net/>

<http://www.fishinontario.com/>

<http://www.fishontario.com/>

http://www.great-lakes.org/fish_ont.html

Fishing Associations

Blue Water Anglers
P.O.Box 174
Sarnia Ontario, Canada N7T 7H9
www.bluewateranglers.com

Long Point Bay Anglers Association
P.O.Box 991
Simcoe, Ontario, Canada N3Y 5B3
Tel: 416-767-7527
www.longpoint.on.ca/lpbaa

Ontario Sportfishing Guides Association
40 Sherwood Road East
Ajax, Ontario, Canada L1T 2Y9
Tel: 905-683-3214 Fax: 905-683-2872
www.ontariosportfishingguide.org

Sydenham Sportsmen's Association
Box 264 STN MAIN
Owen Sound, Ontario, Canada N4K 5P3
Tel: 519-376-7177
www.bmts.com/~ssa/

Classic Car Clubs

RG Currently maintains a list of Car Events for 2005

RG Currently maintains a list of 67 active Car Clubs in Ontario

History/Science Teachers Ontario

Secondary Schools in surrounding School Boards

Thames Valley -		32
Grand Erie -	15	
Niagara -	23	
Hamilton/Wentworth	20	
Waterloo Region		15
Avon/Maitland	10	
Halton	26	
Upper Grand	14	
Peel	30	
Toronto	111	

* List could be obtained for the individual school, then generically addressed to History or Science Departments.

Photography Clubs in Ontario

There are several clubs in the area that allow photographers to post their photos.

Available Lists

Photo Life Subscribers (CS)

Subscribers to a magazine for photo buffs interested in wildlife, the environment, new product technology and industry news.

Curators and Museum Staff

This list could be obtained through InfoCanada.

Additional List Sources

Lifestyle Selector – Outdoors

Backpacker Magazine

Bicycling Magazine

Explore Magazine

Bass Pro Shop Canadian

Canadian Museum Catalogue

North American Fishing Club

APPENDIX IV

Advertising Program and Charts

Project Marketing Plan 2005

Item	Description	PLAN A	
	Marketing Plan 2005		
Creative Layout	Design of campaign materials for 2006 launch.	\$1,000.00	
Printing Collateral	Printing one of campaign kits for launch.	\$1,500.00	
Website Core	Design of phase one website.	\$8,500.00	
Online Media	Banner advertising/linking.	\$2,000.00	
	Sub-total before GST	\$13,000.00	

Project: Marketing Plan 2006

Item	Description	PLAN A	
	Marketing Plan 2006		
Creative Layout	Design of brochures, ads and collateral materials.	\$5,500.00	
Ad Placement	Placement of all media.	\$3,000.00	
Printing Collateral	Printing brochures.	\$10,000.00	
Website Core	Design of phase two website.	\$5,000.00	
Website Updates	Updating website throughout the year.	\$3,500.00	
Search Engine	Optimization of search engine results.	\$1,000.00	
Direct Mail	Direct Mail to Astronomy Clubs.	\$1,000.00	
	Direct Mail to Photography Clubs.	\$1,000.00	
Trade Advertising	OTMP Media including Ontario Travel, Ontario Nature, Festivals & Events, Parks Ontario and Attractions Ontario.	\$3,000.00	
Print Media	Specialized Media including Old Auto, Scene, London Kids, Day Tripper, Today's Senior and Explore.	\$8,000.00	
Print Media	Community Media including Beacon, Lake Shore Shopper, Elgin Market, Aylmer Express, Norwich Gazette, Dorchester Sign Post and Oxford Shopping News.	\$3,500.00	
Print Media	Daily Media including St. Thomas Times Journal, Tillsonburg News, Simcoe Reformer and Oxford Review.	\$3,500.00	
Online Media	Banner advertising/linking.	\$2,000.00	
	Sub-total before GST	\$50,000.00	

Project: Marketing Plan 2007

Item	Description	PLAN A	
	Marketing Plan 2007		
Creative Layout	Design of brochures, ads and collateral materials.	\$4,500.00	
Ad Placement	Placement of all media.	\$4,500.00	
Printing Collateral	Printing brochures.	\$10,000.00	
Website Updates	Updating website throughout the year.	\$2,500.00	
Search Engine	Optimization of search engine results.	\$1,000.00	
Direct Mail	Direct Mail to Astronomy Clubs. Direct Mail to Photography Clubs.	\$1,000.00 \$1,000.00	
Trade Advertising	OTMP Media including Ontario Travel, Ontario Nature, Festivals & Events, Parks Ontario and Attractions Ontario.	\$4,000.00	
Print Media	Specialized Media including Old Auto, Scene, London Kids, Day Tripper, Today's Senior and Explore.	\$8,000.00	
Print Media	Community Media including Beacon, Lake Shore Shopper, Elgin Market, Aylmer Express, Norwich Gazette, Dorchester Sign Post and Oxford Shopping News.	\$5,000.00	
Print Media	Daily Media including London Free Press, K-W Record, Cambridge Times, Guelph Tribune, Simcoe Reformer and Tillsonburg News.	\$5,000.00	
Online Media	Banner advertising/linking.	\$2,500.00	
Print Distribution	Distribution of print materials.	\$1,000.00	
	Sub-total before GST	\$50,000.00	

Project: Marketing Plan 2008

Item	Description	PLAN A	
	Marketing Plan 2008		
Creative Layout	Design of brochures, ads and collateral materials.	\$7,500.00	
Ad Placement	Placement of all media.	\$5,000.00	
Printing Collateral	Printing brochures.	\$10,000.00	
Website Core	Design of phase three website.	\$4,000.00	
Search Engine	Optimization of search engine results.	\$1,000.00	
Photography	Development of Image Bank.	\$1,000.00	
Trade Advertising	OTMP Media including Ontario Travel, Ontario Nature, Festivals & Events, Parks Ontario and Attractions Ontario.	\$10,000.00	
Print Media	Specialized Media including Old Auto, Scene, London Kids, Day Tripper, Today's Senior and Explore.	\$10,000.00	
Print Media	Community Media including Beacon, Lake Shore Shopper, Elgin Market, Aylmer Express, Norwich Gazette, Dorchester Sign Post and Oxford Shopping News.	\$7,500.00	
Print Media	Daily Media including London Free Press, K-W Record, Cambridge Times, Guelph Tribune, Simcoe Reformer and Tillsonburg News.	\$2,500.00	
Online Media	Banner advertising/linking.	\$2,000.00	
Print Distribution	Distribution of print materials.	\$2,000.00	
	Sub-total before GST	\$62,500.00	

Project: Marketing Plan 2009

Item	Description	PLAN A*	PLAN B**
	Marketing Plan 2009		
Creative Layout	Design of brochures, ads and collateral materials.	\$12,500.00	\$9,000.00
Ad Placement	Placement of all media.	\$10,000.00	\$7,500.00
Printing Collateral	Printing brochures.	\$12,000.00	\$10,000.00
Website Updates	Updating website throughout the year.	\$7,500.00	\$5,000.00
Search Engine	Optimization of search engine results.	\$2,000.00	\$1,000.00
Photography	Development of Image Bank.	\$2,000.00	\$1,000.00
Press Relations	Public relations.	\$4,000.00	\$2,500.00
Trade Advertising	OTMP Media including Ontario Travel, Ontario Nature, Festivals & Events, Parks Ontario and Attractions Ontario.	\$10,000.00	\$10,000.00
Print Media	Specialized Media including Old Auto, Scene, London Kids, Day Tripper, Today's Senior and Explore.	\$15,000.00	\$10,000.00
Print Media	Community Media including Beacon, Lake Shore Shopper, Elgin Market, Aylmer Express, Norwich Gazette, Dorchester Sign Post and Oxford Shopping News.	\$15,000.00	\$7,500.00
Print Media	Daily Media including London Free Press, K-W Record, Cambridge Times, Guelph Tribune, Simcoe Reformer and Tillsonburg News.	\$10,000.00	\$5,000.00
Online Media	Banner advertising/linking.	\$4,000.00	\$2,500.00
Print Distribution	Distribution of print materials.	\$4,000.00	\$2,000.00
Broadcast	Television.	\$20,000.00	\$14,500.00
	Plan A – Edison Homestead Complex Plan B – Without Edison Homestead Complex		
	Sub-total before GST	\$128,000.00	\$87,500.00

Project: Marketing Plan 2010

Item	Description	PLAN A*	PLAN B**
	Marketing Plan 2010		
Creative Layout	Design of brochures, ads and collateral materials.	\$25,000.00	\$12,000.00
Ad Placement	Placement of all media.	\$18,000.00	\$9,000.00
Printing Collateral	Printing brochures.	\$25,000.00	\$14,000.00
Website Updates	Updating website throughout the year.	\$5,000.00	\$4,000.00
Search Engine	Optimization of search engine results.	\$2,000.00	\$1,000.00
Trade Advertising	OTMP Media including Ontario Travel, Ontario Nature, Festivals & Events, Parks Ontario and Attractions Ontario.	\$20,000.00	\$10,000.00
Print Media	Specialized Media including Old Auto, Scene, London Kids, Day Tripper, Today's Senior and Explore.	\$20,000.00	\$10,000.00
Print Media	Community Media including Beacon, Lake Shore Shopper, Elgin Market, Aylmer Express, Norwich Gazette, Dorchester Sign Post and Oxford Shopping News.	\$20,000.00	\$7,500.00
Print Media	Daily Media including London Free Press, K-W Record, Cambridge Times, Guelph Tribune, Simcoe Reformer and Tillsonburg News.	\$20,000.00	\$5,000.00
Online Media	Banner advertising/linking.	\$10,000.00	\$2,500.00
Print Distribution	Distribution of print materials.	\$5,000.00	\$2,000.00
Broadcast	Television.	\$30,000.00	\$23,000.00
	Plan A – Edison Homestead Complex Plan B – Without Edison Homestead Complex		
	Sub-total before GST	\$200,000.00	\$100,000.00

APPENDIX V

Graphic Identity Guidelines
