

Strategic Marketing Plan for the Greater Grand Bend Region

Prepared for:
The Greater Grand Bend Economic Development Committee
The Tri-Municipal Committee:
(Town of Bosanquet, Township of Stephen and the Village of Grand Bend)

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**“One person in life can make a difference...
People working together can change the world!”**

The Greater Grand Bend Economic Development Office

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Dear Reader:

The Greater Grand Bend Economic Development Office represents the economic, environmental, and social concerns for the Tri-Municipal Area which consists of the Town of Bosanquet, Township of Stephen and the Village of Grand Bend. For us, working together as partners for the benefit of our region is the foundation of our community values and cooperative spirit. Economic development activities in the region are a cooperative effort between the local municipalities and business.

Traditionally, The Greater Grand Bend Region has been thought of as a summer tourist destination. We are better known for the large crowds that descend on the region during the tourist season in order to partake in our varied attractions and events. For us, this unique characteristic provides the opportunity to develop our community into a dynamic year round thriving economy.

The Economic Development Office is instrumental in fostering the expansion/retention of existing businesses and identifying and encouraging new business to locate to the Region. In keeping with both the Municipality's Long Range Plans and the Tri-Municipal Economic Development Plan, this office is committed to the goal of steady economic development and enhanced quality of life in the region.

With a population of just over 10,000 people, the Greater Grand Bend Region is located in the southwestern Ontario, Canada. These unique, picturesque lakeshore community border Lake Huron's blue water sandy beaches and is surrounded by rare oak savanna forests and fertile agricultural lands. Strategically located 40 minutes from two of Ontario's major cities, London and Sarnia, our communities have unparalleled locational opportunities. Moreover, we are only a short distance from both markets in the United States and one of Canada's largest commercial centers - Toronto.

This is an exciting time to consider The Greater Grand Bend Region as a place for business growth and development. We offer a prime location, exceptional business opportunity, and superior quality of life. So if you are a business seeking an affordable place to grow, where you and your family can enjoy access to lakeshore beaches, marinas, cross country ski trails, golfing, city life, and premium recreational opportunities, contact our economic development officer, Mr. Kevin C. Walsh by phone at 519-238-5517 or e-mail - walshkc@htl.net. We welcome all your inquiries.

Sincerely,

Kevin C. Walsh
Economic Development Officer

ACKNOWLEDGMENTS

As with any worthwhile project, this strategic marketing plan is a collaborative effort involving financial resources and individuals from the Tri-Municipal Committee (elected officials and administrators from the Town of Bosanquet, Township of Stephen and the Village of Grand Bend) and JobsOntario Community Action (JOCA). The Economic Development Position in the community and the subsequent reports (policy papers) and strategic marketing plan published by the Economic Development Office would not have been possible without the funding provided by JOCA and the Tri-Municipal Committee. Additionally, cooperation from the Grand Bend and Area Chamber of Commerce, the Bosanquet Economic Development Committee and local volunteer community organizations and groups functioned as important feedback mechanisms for strategic analysis and input. Together, they voiced their concerns, ideas and made suggestions for the Region.

There are numerous people to whom I am grateful for help and encouragement throughout my tenure as Economic Development Officer for the Region and various stages of the strategic planning process. I especially thank Paul Turnbull (Administrator/Clerk/Treasure for the Village of Grand Bend), Chairperson for the Greater Grand Bend Economic Development Committee, for his constructive advice and local expertise that facilitated the development of the strategic marketing process. To members of the Greater Grand Bend Economic Development Committee, Cam Ivey (Mayor, Village of Grand Bend), Phil Maguire (Deputy Mayor, Village of Grand Bend), Larry Brown (Administrator/Clerk/Treasurer for the Township of Stephen), John Walsh (Councillor for the Town of Bosanquet), Kevin Bryson (Bosanquet Recreational Director), Al Sinclair (Minister of Tourism and Recreation Field Advisor) and Mike Ireland (Sarnia/Lambton Economic Development Department), for their creative comments and assistance. Together they provided the environment that facilitated the strategic economic planning for the Greater Grand Bend Region.

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EXECUTIVE SUMMARY

Historically, economic development efforts have been the responsibility of federal and provincial governments. Rarely has it been recognized that local communities can play a significant role in shaping and directing their local economic development activities. Yet, Bailey (1989:1) contended that, “[strategic] economic development marketing programs now being conducted at the city or regional level are potentially more important to the future of a nation than those at the...[provincial] and federal levels.” This is because “they are concentrated where most wealth-development activities naturally occur -- at the local and regional levels” (1989:1). Thus, local marketing and development efforts for cities, municipalities, towns, townships and villages are best developed by those individuals who have a vested interest in sustaining local economic development and growth in their communities. “Those individuals” are, of course, local residents, businessperson and community decision makers.

Today, communities are being urged to integrate economic, social, and environmental concerns into a comprehensive strategy for development. For these reasons, it is recommended that the citizenry of the Greater Grand Bend Region undertake a more *proactive approach* toward marketing their community. The main goal should be not only to increase *community self-reliance* but to maximize long-term *sustainable economic development*, as well.

For communities interested in increasing competitiveness in today’s dynamic economic environment, *marketing* must become a central prerequisite. This is because marketing is one of the most efficient and effective means of maximizing a community’s economic potential. In Canada’s past, the economies of communities have been fundamentally altered by uncontrollable exogenous economic forces. Marketing is a technique that can help communities regain some measure of independence and self-governance.

The *purpose of marketing is to not only identify a community’s strengths and weaknesses but also, and even more importantly, to identify potential economic opportunities and threats.* In many ways, the marketing of a community can be compared to a consumer product. If a product’s success in the marketplace can be attributed to focused and effective marketing strategies, so too can marketing the local community improve economic development opportunities. In sum, in today’s economic environment, it is important to go beyond traditional “smoke stack chasing” strategies. Accordingly, for the Greater Grand Bend Region, strategic market planning efforts should concentrate on the development of a cohesive and focused marketing strategy, based on community strengths.

This study presents five major themes: (1) **Enterprising Small Business**; (2) **Proximity to Markets**; (3) **Quality of Life**; (4) **Leisure Community Living**; and, (5) **Ontario’s Recreational Corridor**. By utilizing these themes, decision makers for the Greater Grand Bend Region can improve their prospects for community economic gain and well-being. Never before have *local strategic planning*, *marketing*, and *improved public/private partnerships* played such significant roles in the formation and implementation of local economic development strategies. Today, community political representatives are in the difficult but rewarding position of directing their community’s futures. The following study functions as a manual for strategic marketing and provides a comprehensive strategic marketing plan to assist local decision makers in this complex task.

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Section 1

1.0 INTRODUCTION

Historically, the Greater Grand Bend Region (Region) has been thought of as a summer tourist destination. With a population of just over 10,000 people, this Region is better known for the large crowds that descend upon the community during the summer in order to visit a multitude of natural and man-made attractions. This unique, picturesque lakeshore region borders Lake Huron's blue water sandy beaches and is surrounded by rare Oak Savanna forests and fertile agricultural lands. Tourists and residents alike have been attracted to this region not only for the locally organized community events and festivals celebrated throughout the year (Canada Day Celebrations, Buskers Festivals, Sailing and Power Boating Competitions, Golf Tournaments, Grand Bend Air Show and the Grand Bend Winter Carnival) but also for the exceptional "quality of life". More importantly, the Greater Grand Bend Region has a long history of recreational water related events and commerce. Since the turn of the century, this Region has been considered one of Ontario's primary resort destinations with an abundance of recreational water resources, accommodations, golf courses, beaches and incredible natural assets.

In mid 1992, the Town of Bosanquet (Lambton County), Township of Stephen (Huron County) and the Village of Grand Bend (Lambton County) formed an organization known as the Tri-Municipal Committee. This municipal group is comprised of administrative and elected officials whose aim is to examine joint issues regarding economic, environmental, social and administrative concerns for the region in an effort to reduce costs and foster cooperation. Cooperative economic development activities were identified as one of the strategic undertakings of this Committee.

In 1994, with the financial assistance provided by a provincial government initiative known as JobsOntario Community Action, the Tri-Municipal Committee and the Grand Bend & Area Chamber of Commerce created the Market Planning Office. In 1995, the Market Planning Office was renamed the Greater Grand Bend Economic Development Office (GGBEDO) with the hiring of an Economic Development Officer. The Greater Grand Bend Economic Development Office assumes a broad range of roles and activities related to economic, environmental, social, and tourism development in the Region. Moreover, the Economic Development Office is intended to act independent of the local Municipal governments providing services in the form of business counseling, regional and municipal economic development strategies, business development promotions, strategic marketing and act as a liaison between business, municipalities, and community groups.

Since economic development planning in the Region is structured on a County basis, it is important to note that the individual communities in the Tri-Municipal Area, notably Grand Bend and Bosanquet, have received limited involvement from the Sarnia Lambton Economic Development Department. The Town of Bosanquet, Township of Stephen and the Village of Grand Bend have been primarily responsible for their economic development activities. These municipalities have relied not only on their own financial resources for economic development but also resources available to the community through JobsOntario Community Action (JOCA).

Understanding the relationship/role between the Tri-Municipal Committee and County development bodies is an important factor in the *critical assessment* of the present marketing efforts for the Greater Grand Bend Region. A small community such as the Greater Grand Bend Region may neither have the human nor the financial resources necessary to develop a full-scale comprehensive marketing effort. Nevertheless, as member communities within the County's economic development structure, community decision makers (municipal politicians, administrators and staff) for the Town of Bosanquet, Township of Stephen and the Village of Grand Bend play a significant role in the development of local economic activity. Therefore it is important to differentiate between the County wide system and local economic development efforts when evaluating the Greater Grand Bend Region's strategic marketing efforts.

2.0 THE STUDY AREA

The Greater Grand Bend Region (Region) occupies a land area totaling approximately 45 square kilometers (see Figure 1) in both Lambton and Huron County in the province of Ontario, Canada. This economic region is located in the northern portion of Lambton County extending 12 km south from the Lambton/Huron County boundaries in Grand Bend to the Canada Cut and the southern Pinery Provincial Park boundary line. To the north of the Lambton/Huron County boundaries, the study area extends north 3 km to Highway #83 in the Township of Stephen and east, averaging 3 km inland, in both the Town of Bosanquet and the Township of Stephen. The study area encompasses all of the Village of Grand Bend and approximately the western third of the Township of Stephen and the northern third of Bosanquet.

Figure 1.1
Regional Study Area



For conceptual clarity, the study area was determined by the common economic and social activity in the Region. Economic development and growth in the Region has dispersed both in a northerly and southerly direction from the central economic core of Grand Bend. The impetus for growth in both Bosanquet and the Township of Stephen as defined by the study area has been created by the “spill over” effects from Grand Bend’s historical tourism economy. However, in the field of economic development, economic activity within a region has no boundaries. Therefore, the functions of the Greater Grand Bend Economic Development Office have not been limited to the study boundary. The Office has broadened its focus to include potential economic development and growth opportunities within the entire municipal boundaries of the three municipal partners.

3.0 THE SCOPE OF RESEARCH

In order to avoid the unnecessary duplication of previous studies, this report does not purport to be an exhaustive analysis of soci-economic information. However, secondary data from previous reports have been used to analyze the economic potential of the Greater Grand Bend Region. Primary data sets in the form of residential, visitors, business surveys and interviews were used to determine the focus and direction of the marketing plan. Moreover, this report is intended to not only **evaluate** current marketing efforts in the region but also **function as a manual** for developing, analyzing and evaluating current and future community marketing initiatives.

As previously mentioned, data for analysis were collected through primary and secondary research. The primary research was a critical element in the development of the plan because it allowed individuals within the study area an opportunity to record their responses and observations. More importantly, the residential surveys allowed the local citizenry an opportunity to participate in charting a course for their community. Public participation is a fundamental component in the development of a strategic marketing plan for communities. People who live in the community are eventually the ones that will make the choice to support or censure the plan.

During 1995, 1996 and 1997, business, tourist and residential surveys were designed and administered in the study area. First, in late August and early September 1995, in-depth “face to face” interviews with local business owners were conducted in the economic core region of Grand Bend. A total of 83% of available respondents (63 businesses) were interviewed with a standardized questionnaire (see Appendix A) throughout the economic core. A combination of open ended and closed ended questions (“yes” or “no” response questions) were asked for the purpose of collecting data for business analysis and comparisons.

Second, visitor surveys (see Appendix B) were distributed throughout the study area to record responses from tourists. The surveys were distributed by staff at the Lambton Heritage Museum Tourist Information Center, Grand Bend & Area Chamber of Commerce Tourist Information Center, Pinery Provincial Park and the Greater Grand Bend Economic Development Office. To avoid biases in the collection of data, the survey distribution was accomplished by a specified random sampling (1 survey distributed for every 25 visitors) methodology throughout the peak summer tourism season. This form of sampling minimized the likelihood of response clustering and maximized the cross

sectional variability of responses. A total of 1200 visitors surveys were distributed with a return response rate of 13.50%.

Finally, in the fall of 1996 and the spring of 1997, residential surveys (see Appendix C) were distributed by direct mail to 1558 residents in the Greater Grand Bend Region. The responses gathered from the residential surveys (18% response rate return - 277 surveys) insures public participation. Public participation is a critical component for the analysis and design of the strategic marketing plan. Moreover, the strategic marketing process would be ineffectual without the local citizenries input.

4.0 THE STRATEGIC MARKETING PROCESS

As Berkowitz (1991) contends, marketing mix resources must be identified in order to reach target markets. Thus, for the Greater Grand Bend Region, the purpose of the strategic marketing process, is not only to identify the unique features (Appendix D) of the community (competitive advantages) but also to allocate resources effectively in order to capitalize on these advantages. The strategic marketing process incorporates procedures of *planning, implementation and control* (see **Figure 1.2**) to find answers to such key questions as; (1) Where have we been, where are we now, and where will be headed in the future?; (2) Where do we want to go?; (3) What resources should be allocated to get to the target?; (4) What is the best method for converting our plans into actions?; and (5) Do our results resemble our plans and if not do we require new plans? (Berkowitz, et.al., 1991:39).

This section has presented a brief synopsis of the strategic marketing process and outlined key questions that must be answered in order to formulate effective community marketing strategies. In the following sections, this paper will examine each of the three components and provide practical suggestions for integrating these elements into the Greater Grand Bend Region's strategic marketing framework.

5.0 PLANNING PHASE

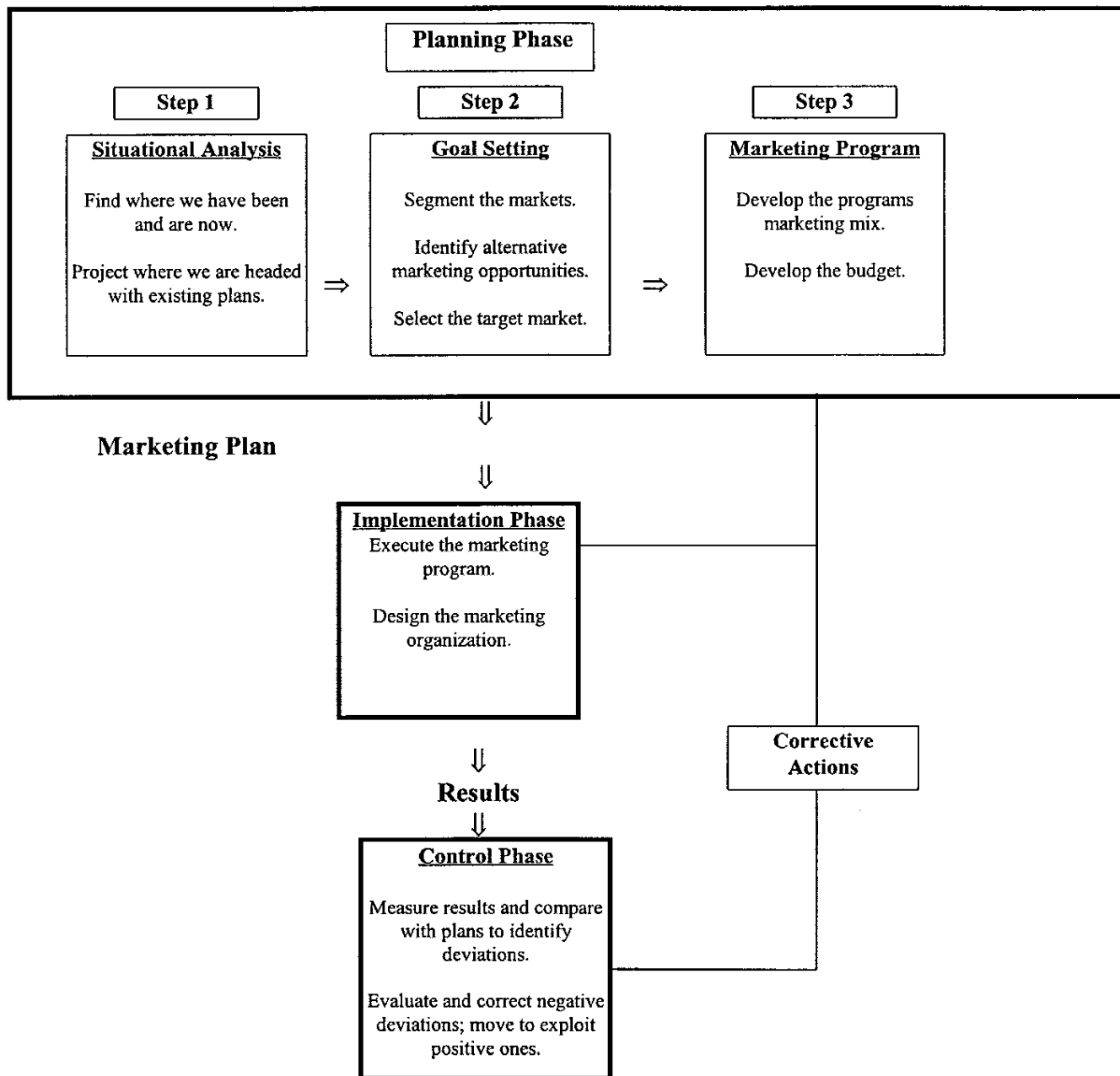
The planning phase is comprised of three elements: situational analysis, goal setting, and marketing programs. Each of these elements plays an important role in defining the scope and direction for the Greater Grand Bend Region's marketing strategy. By following the steps in the planning phase, community decision makers will be able to determine the Region's strengths and weaknesses, identify target markets, and develop effective marketing mix elements essential for creating an effective marketing effort.

5.1 STEP 1: The Situational Analysis

The situational analysis identifies and assesses the strengths and weaknesses of current marketing efforts. For the Greater Grand Bend Region, the situational analysis was performed first by conducting a marketing audit in order to critically evaluate existing marketing efforts. Second, a

place audit, combined with a SWOT analysis, was conducted on the community to appraise its internal strengths and weaknesses, and external opportunities and threats.

Figure 1.2
The Strategic Marketing Process



Source: Berkowitz, et al. (1991). Marketing. Boston: Richard D. Irwin Inc.

5.1.1 Marketing Audit

A marketing audit was performed in order to critically evaluate the Greater Grand Bend Region's existing marketing efforts to determine *where we are now*. Kotler (1981: 277) defined, the marketing audit as a "comprehensive, systematic, independent, and periodic examination of an organization's marketing environment, objectives, strategies, and activities with a view to determining problem areas and opportunities and recommending a plan of action to improve the organization's marketing performance." For the purposes of this report, the marketing audit will be used as a tool to critically evaluate the Region's existing marketing materials and activities. The marketing audit technique, when used in this manner, provides a framework for analysis that permits one to not only *critically evaluate* the existing marketing efforts of Greater Grand Bend Region, but also identifies the *strengths, weaknesses, opportunities, and threats* critical in the development of a SWOT analysis.

Adapting this technique to the marketing of places is becoming increasingly evident with the emergence of the Third Generation of economic development marketing efforts (Kotler, Haider, Rein, 1993: 77). Similar to companies that market products, places adopting Third Generation approaches to marketing "...are seeking to define themselves as distinctive places with specific competitive advantages for target audiences" (Kotler, Haider, Rein, 1993: 78). The Third Generation approach to economic development marketing emphasizes *product development* as opposed to target marketing or smoke stack chasing (attracting industrial development).

The marketing audit not only evaluates the marketing performance for the Greater Grand Bend Region but also determines if the Region is using an optimal marketing strategy. This technique identifies the problem areas so that "corrective short-run and long-run actions [can be implemented] to improve" existing marketing efforts (Kotler, Bloom, 1984: 282).

Evaluative criteria for the Region's marketing efforts should include three elements. First, the *message* is one of the most important elements of a marketing plan for a community. "In the real world everything depends on the product, and a marketing program's message must arise from and reinforce the virtues of that product" (Bailey, 1989: 22). The message should be contained in a positioning statement that expresses in general terms a sense of how the community is to develop and the role the community will play in economic development activities (Abonyi, Fedorowicz, 1989: 64). A theme and a slogan are two additional components that are essential elements in the development of a comprehensive *message*. The theme identifies the marketing program and the slogan is used to unify the marketing campaign (Bailey, 1989: 23). The major impediment experienced by communities during the initial stages of marketing is the question of "to theme or not to theme?". Moreover, identifying the current theme and slogan, either stated or implied, and determining if they are appropriate for the community's future strategic direction is one of the major challenges.

Second, a comprehensive marketing plan should contain relevant *information/content*. The information/content contained in the marketing effort should reinforce the message for the *identified* target audience. The identification of the target market is very important because more and more communities are finding themselves in a position with limited resources for economic development activities. The content /information is "...critical because strategies compatible with the community

cannot be developed [without] a full understanding of the constraints, competition and opportunities available” in the community (Bryant, Preston, 1988:11). The information /content of the marketing efforts must reinforce the message and consistently address the target audience. Inconsistent and fuzzy information that contradicts the message confuses the “consumer” during the initial “purchasing” decision making process.

Third, the *vehicle* or *technique* used to transmit the marketing effort to the target audience is just as important as the message and the information/content. “All the promotional material - brochures, audio-visual and data bases - should compliment and build on your positioning statement” (Abonyi, Fedorowicz, 1989: 64). The vehicle/technique is the primary method of conveying the ‘overall message’ to the desired target audience.

A preliminary marketing audit for the Greater Grand Bend Region revealed that their marketing effort was comprised of three components: (1) County Travel Guides in both Huron and Lambton County; (2) volunteer community economic/business groups (Grand Bend & Area Chamber of Commerce and the Bosanquet Economic Development Committee); and (3) a visitors guide for the Village of Grand Bend. These three components will form the framework to **critically evaluate** the Region’s marketing efforts. The next section of the report will evaluate the three marketing components based on a set of evaluative criteria comprised of; *consistency, effectiveness, message, information/content, and technique*.

5.1.2 County Travel Guides

As previously discussed, the Counties of Lambton and Huron have played a less than satisfactory role in the development of local economic development opportunities in the Greater Grand Bend Region. In particular, Lambton County has overlooked the economic and growth potential for the northern municipalities of the Town of Bosanquet and the Village of Grand Bend for a number of years. It would benefit both regional government bodies if the County Economic Development Departments were to take a more active role in partnering with local municipalities regarding economic development initiatives. Establishing vertical linkages between the County and municipal governments would expand the offerings of the Region and make establishing “new” or expanding existing businesses in the Counties more attractive. Moreover, the creation of vertical linkages between local and County governments would maximize the use of scarce resources and generate economies of scale for marketing.

On a positive note, the tourism services and visitor guides (Sarnia & Lambton County Travel Guide and Huron County Travel Guide (see Appendix E and F)) designed, printed and distributed by the County Tourism Departments are exemplary. These documents clearly demonstrate a regional and comprehensive view tailored specifically for the identified target audience - tourists. The components of these marketing pieces are very well designed with full color photographs creating an effective visual image of the product offerings in the region. However, other than the absence of a slogan on the cover of the Sarnia & Lambton Travel Guide, broadening the contents of the County visitors guides to

include “tourism products” from the recreational rich northern region of Lambton County and the southwestern region of Huron County would create a competitive advantage for both Counties.

Additionally, the economic development departments in Lambton and Huron County may find it beneficial to purchase a one page advertisement in the County travel guides. This strategy increases the exposure of county economic development offices and may result in business owners on holidays investing in the community. Moreover, the one page advertisements will provide an opportunity for local economic development offices to gain exposure by means of cooperative advertising with County economic development offices.

5.1.3 Volunteer Community Economic and Business Groups

Volunteer business organizations play a very important role in the local economic health of communities. For this reason, it is very important that organizations such as the Grand Bend & Area Chamber of Commerce, South Huron Economic Development Committee and the Bosanquet Economic Development Committee continue to function in the Region. These organizations have played a very important role in the community by providing essential marketing services such as: tourism information; exhibiting the community at trade shows; conducting regional tourism meetings; creating tourism services(reservation phone lines); and developing local “advertising” campaigns. Currently, local business organizations use product specific advertising campaigns to promote the Region rather than a selected marketing strategy. An advertising campaign should be an element of the marketing plan not the plan itself. Moreover, as local businesspersons and residents in the community, the volunteers for the Region’s business organizations play a functional role in supporting and implementing strategic marketing plans. Implementing strategic marketing plans become very difficult without the direct cooperation of these local organizations. Therefore, it is important that the vision and strategies of the marketing plan are adopted and implemented by these organizations.

5.1.4 The Grand Bend Brochure

The small hand size brochure (see Appendix G) is a very effective marketing piece that can be used both by tourists and local residents. This brochure is very well designed with full color photographs of area attractions and business advertising dispersed throughout the document. This adaptive strategy promotes local attractions, area businesses and serves as a rudimentary business directory. The information/content contained in this marketing effort is very effective in creating a visual image of the location and characteristics of the community.

Tourist attractions, local businesses, and the endless variety of recreational possibilities are the main emphasis of this brochure. The target audience is more general in nature rather than being specific. Once again the theme is consistently tourism and tourism related activities. The theme and marketing approach could have been broadened to include a community/Regional perspective rather than focusing primarily on the tourism sector. By limiting the focus, this brochure not only cannibalizes the effectiveness of the County’s visitors guides but also creates excessive duplication in the marketplace. The Grand Bend & Area brochure should either function as a companion document to the County’s

travel guides or be designed to function as a stand alone document in order to maximize the cross marketing potential of the Region. However, the brochure is very effective if the target/focus is directed towards the summer tourism season.

The two year circulation period is the major weakness of this marketing piece. Marketing pieces that target the tourism sector are usually out of date in six to twelve months. A tourism brochure requires a visible slogan and other promotional characteristics such as: off season discounts; a nominal price denomination to reflect value; enclosed attraction and purchasing incentives (ie. coupons, discounts); and, seasonal differences and activities. More importantly, the brochure should be published annually to ensure accurate and relevant information. Additionally, the omission of a business index makes it difficult for the reader to reference sections quickly.

Although full color pictures have been used throughout the brochure, more vibrant contrasting internal colors may be more appropriate than green and gray. This selected colour scheme gives the brochure an internal dull look and makes the center directional map very difficult to read. Furthermore, the map could be designed to show certain distinct characteristics such as: business districts; residential areas; beach; golf courses; and, distances (km) between points located on and off the map (Playhouse, Motorplex, etc.).

However, considering the number of businesses in the Region, the role of the Grand Bend & Chamber of Commerce and the organizations limited financial resources, this brochure is well presented , and identifies relevant information for the visiting public. With the addition of minor changes as previously discussed, this marketing piece could prove to be a formidable promotional tool in local, regional, national and international markets.

5.2 Place Audit and SWOT Analysis

Similar to a marketing audit where existing marketing efforts are analyzed, a place audit focuses more specifically on accurately understanding the attributes and characteristics of the community. As defined by Kotler et al (1993), a place audit is "... a systematic examinations of a place's economic/demographic characteristics, followed by an attempt to sort them into competitive strengths and weaknesses, followed by an effort to relate them to opportunities and threats, thus providing the basis for constructing a potentially attractive future for a place." A place audit for the Greater Grand Bend Region would compile important information about the "...economic/demographic features, such as population size and composition by sex, age, income, race, and education; housing market characteristics, industry structure and labor markets; natural resources; transportation facilities; public safety...; education and research institutions; and recreational and cultural resources."(Kotler, 1993:83). This exercise enables economic development professionals to shift from profiling the attributes of a community to analyzing their components. Moreover, this information could be used by economic development practitioners to construct important documents such as community profiles, business directories, and promotional pieces targeted towards specific markets. One of the most effective technique for appraising these and other factors in a community is the SWOT analysis.

The acronym SWOT refers to an effective and simple technique that enables community decision makers to appraise in detail the internal strengths and weaknesses and external opportunities and threats of a community. The purpose of this analysis is to help one identify the strategy related factors of the SWOT analysis that may have an effect on a geographical place. For this reason, the Greater Grand Bend Region needs to “identify which of its characteristics represent a [internal] major strength, minor strength, neutral factor, minor weakness, or major weakness in terms of what specific place buyers are seeking.” (Kotler, 1993: 83). Listing the strengths has implications for formulating a marketing strategy, while listing weaknesses provides the opportunity to correct internal weaknesses. The next step in the process is to list all of the external opportunities and threats facing the community.

The opportunities and threats describe the *external* factors that have an influence on the community. As defined by Kotler et.al (1993) opportunities “..must be assessed according to their *attractiveness* and *success probability*.” Opportunities can be classified into three types; (1) those that are intrinsically attractive and have a high probability for success; (2) opportunities that have a low success rate or high probability of failure should be discarded; and (3) opportunities that have a moderate degree of success or attractiveness, but not both. (Kotler et al. 1993). The other component, threats, are the major challenges for communities. They represent those factors that may have an unfavorable outcome on local economic development initiatives in the community. It is important for communities to identify these factor and plan for their impact if they happen to materialize. “By assembling a picture of the major threats and opportunities facing a specific place, it is possible to characterize the place’s overall attractiveness. An ideal place is one that is high in major opportunities and low in major threats” (Kotler et al, 1994: 89).

Importantly, all factors in the SWOT analysis are not of equal value. The purpose of the analysis is to identify the critical factors in the local economy and environment that have a major effect on the community, and then build on the strengths and opportunities, correct the weaknesses, and avoid, but have a contingency plan for threats. Furthermore, this analysis is not to be construed as a comprehensive analysis of *all* the current conditions in the community.

The most effective method of bringing together the elements of the SWOT analysis is to have direct input from local residents and businesses in the community. This form of “townhall type meeting” not only provides an opportunity for equal participation but also identifies a wide variety of views and concerns. Public participation in the identification of the strengths and weaknesses in the Greater Grand Bend Region was accomplished by resident surveys (see Appendix C). The external opportunities and threats were identified by other questions in the survey to avoid confusion and duplication.

This section has examined the importance of conducting a place audit and the utility of the SWOT analysis. The following section illustrates the results of a SWOT analysis that involved input from the local citizenry and the Greater Grand Bend Economic Development Office. This SWOT analysis does not list all of the strengths, weaknesses, opportunities and threats identified by survey respondents. However, it does highlight the common responses and salient points of the respondents answers (see survey respondents, Appendix C - Questions 21 and 22).

5.2.1 SWOT Analysis for the Greater Grand Bend Region

Table 1.1

SWOT Analysis

Type of Factors

Location of Factor		Favorable	Unfavorable
INTERNAL	Strengths:		Weaknesses:
	Beach Proximity to Larger Centers Abundant Community Uniqueness Exceptional Quality of Life Friendly Local Residents Lake Huron Natural Environment 2001 Canada Summer Games		Poor Main St. Appearance Lack of Employment Opportunities for residents Parking & Traffic Congestion Seasonal Tourism Community Limited variety of services No clear marketing strategy or plan Too many unique feature - hard to focus Local barriers to business entry
EXTERNAL	Opportunities:		Threats:
	Access to a variety of markets Regional partnerships 2001 Canada Summer Games Shift in National Demographics Home Offices & Technology Globalization & Information Highway		Competing communities Under allocation of funds for Economic Dev. Shift in National Economy Shift in the Tourism Markets Amalgamation Reduced Health Care Facilities

Having identified the above factors in the SWOT analysis, an effective marketing strategy requires a focus. This is accomplished in Step 2 by setting goals and selecting a group of target markets toward which the marketing plan is directed. The next section of the report will examine the goal setting process identification of target markets.

5.3 STEP 2: Setting Goals and Objectives

In the setting of goals there is a danger that the "...miscellaneous products will not add up to a coherent development plan or vision."(Kotler, et al. 1993:90). Unlike commercial product marketing, the marketing of one's community necessitates the active support of the private and public sectors. (Kotler, et al. 1993). For this reason public involvement is paramount in the formation of community objectives and goals. However, community objectives and goals can be identified only after a vision and strategy have been adopted.

The objectives are the completion of goals the decision makers seek to achieve in solving problems. Objectives must address the strengths, weaknesses, opportunities and threats previously identified and structured in precise "statements of results" identified by community members. For example, the objective of the Greater Grand Bend Region may be to: (1) *promote business in the community*; (2) *promote tourism*, etc. All objectives cannot be pursued simultaneously because of limiting factors such as financial and human resources. Therefore, community decision makers must choose to emphasize certain objectives over others depending on their limiting factors.

Chosen objectives are restated in an operational and measurable form called goals. The objective “*promote tourism*” must be turned into a goal, such as “*maintain and operate a welcome center for tourists that visit the community*”. The goal statement permits the community decision makers to think about the planning, programming, and control aspects of pursuing the objectives. Questions concerning the goal may arise such as: (1) Is the maintenance and operation of a welcome center feasible?; (2) What kind of resources will it take?; (3) Who will operate and manage the facility?; (4) Who will be responsible and accountable?; (5) How do we distribute information?; and, (6) What are the steps that have to be taken if this goal is to become a reality? All of these and more critical questions must be answered before deciding on adopting a proposed goal.

It is important for the organization to agree upon the goals in order to accomplish the stated objectives. Furthermore, community decision makers will have to evaluate a large selection of goals at the same time and determine if they are consistent and feasible.

The best methods for involving all sectors of the community in the decision making process is to adopt a community based planning approach. This approach fosters *teamwork* among “governmental units, business firms, volunteer and civic associations...” (Kotler, et al, 1993:20), and local economic development professionals.

5.3.1 A Teamwork Approach

A teamwork approach necessitates inclusion of a broad variety of interests and participants. Slocombe and Van Bers (1992: 44) have argued that “setting new goals for a sustainable society requires that special attention be given to human value systems in order to reconcile the needs of development with resource constraints...[and that] values strongly influence the equally significant socio-political aspects of how society is organized, educated, and governed.” This is best achieved by establishing a community based study team, composed of a broad and balanced representation of the community, whose primary role will be to assist in: (1) identifying existing problems; (2) setting goals and objectives; (3) identifying and selecting appropriate target markets based on community attributes and available resources; and (4) choosing the positioning statement(mission statement), theme, and slogan for the community.

A teamwork strategy demands the need for cooperation and coordination within and between community marketers, residents, members of volunteer organizations and between administrations and the politicians. As Bryant and Preston (1988:9) have contended, “the economic health is an overall community responsibility and the strategic economic planning , [including the formation of strategic marketing plans], process is affected by the attitudes, activities, and sense of community *involvement* and *ownership* of all of these groups.” The words “**involvement**” and “**ownership**” have been emphasized here in order to reflect the importance of both open and participatory economic development planning.

Many economic development programs have stemmed from the belief that “more is better”. Many community marketers have pursued economic growth without proper consideration of what community members really want! Borrowing from Power (1988: 127), Daly and Cobb (1989: 135) have identified a number of problems with quantitative economic growth, such as “increasing the volume of business

activity (sales volume); increasing income; increasing the number of jobs; or increasing the total population.” They suggest that “none of these quantitative indices measure real development” (1989:135).

In Power’s (in Daly and Cobb, 1989: 135) opinion, the following goals for local development policy are more likely to constitute what people really want: “(1) the availability of satisfying and useful work for members of the community; (2) security for members of the community in access to biological and social necessities; (3) stability in the community; (4) access to the qualities that make life varied, stimulating, and satisfying; and (5) a thriving, vital community.” If these contentions are true, then community decision makers must spend less time promoting unrestrained economic growth and more time consulting with community members in order to better understand the community’s particular needs.

A teamwork strategy would ensure that every member of a community in the Greater Grand Bend Region who has a stake in a particular development decision would have direct access to local decision makers. This “partnership” or “bottom-up” approach moves away from the old styles of planning where administrators and scientific experts have dominated, and **toward a more dynamic, open, and collaborative decision-making system.**

Dery (1984: 57) has argued that “solution-mindedness” orients one toward seeking a solution that leads away from investigating the problem.” He suggests that “problem-mindedness”, on the other hand, stresses the choice of values, the generation of alternatives, and allows for questioning both, before one’s efforts are confined to selection routines.” This is valuable advice for community officials who are interested in better decision-making techniques. A teamwork strategy implicitly addresses the above concerns by bringing more perspectives into the planning and decision-making process. Therefore, it is a more pro-active and comprehensive approach to problem-solving.

The community based planning approach is founded on the principles of inclusion rather than exclusion. Important individuals and groups including local politicians, administrators, staff, economic development officers, consultants/experts if need be, key representative from local volunteer organizations and groups and members of the local citizenry must be involved in the planning and decision-making process. Often it is a time consuming process that involves commitment on the part of all parties involved. However, the end result means a more cohesive marketing and development strategy for the community that reflects the priorities and needs of all citizens. It is hoped that by implementing a teamwork approach in the Greater Grand Bend Region the objective of providing maximum community benefit for all will be realized.

5.3.2 Determining the Target Markets

As a result of the community based planning process, community decision makers will have a better understanding of the commercial dynamics and economic situation in the Greater Grand Bend Region. Identifying target markets is the next step having completed the SWOT analysis and determining the “needs” of the community. This step performs a critical function because of its close relationship to the

effectiveness of the strategic marketing process. Without targeting specific markets, efforts by individuals in the marketing process are nullified.

Based on the data obtained from local survey responses, it is suggested by the author that the marketing efforts for the Greater Grand Bend Region should select the following as their main target markets: (1) visitors; (2) residents and workers; (3) business and industry; and (4) export markets.

5.3.2.1 Visitors

As defined by Kotler (1993), the visitors markets are comprised of two groups: (1) business visitors; and (2) tourists (non-business visitors). The business visitor is usually a person: (1) attending meetings or conventions; (2) looking for new markets for new or existing products; and, (3) inquiring about business development sites or industrial properties. Focusing on this sector means not only having the facilities to accommodate this activity but also having reliable and up to date economic/demographic information.

The tourist visitor includes those persons visiting the community for the purpose of travel and recreational experiences. Also included in this group are those individuals visiting family and friends. It is important to note here that tourists visiting one's community should be viewed not only as tourist but also potential business persons or residents. Often times, tourists may be small business owners or owner/managers of larger corporations that could view the community as an area for their business expansion/development strategies. Therefore, when developing a marketing strategy for attracting tourists, it is important to identify the specific groups to attract.

The Tourism Industry in the Greater Grand Bend Region is the "bread and butter" of the local economy. Without a solid tourism economy, the transformation of the Region's local seasonal economy into a year round commercial entity would be difficult - if not impossible. Tourists are the foundation of the economic activity in the region and function as an important catalyst for future growth and development. The communities within the study area would become nothing but a residential hamlets with limited services without the tourists.

5.3.2.2 Residents and Workers

Residents and workers are composed of a variety of different groups. As identified by Kotler(1993), this category may be comprised of professionals, skilled workers, wealthy individuals, general public, investors, entrepreneurs, unskilled workers, retired individuals, and immigrants. The reason for targeting this sector in the marketing strategy may be to fill labor market gaps identified in the place audit. Importantly, targeting one or all of these sectors could result in an excessive influx of individuals straining the existing infrastructure and facilities. Therefore, it is important to consider the effects of resident and worker inflows when "developing" this target market.

In the Greater Grand Bend Region, community decision makers should focus their attention on small to medium size industry (see Appendix C, Question 7), retirees, and the general public in order to preserve the existing "quality of life" and natural settings. The retirement community in the Region is

one of the most important growth potential opportunities available to this Region. As illustrated in the report, *The Restructuring of South Huron Hospital: An Examination of Economic and Social Interaction in the Greater Grand Bend Region* (Walsh, 1996: 3), the Region boasts a senior population that exceeds the provincial and national averages. This demographic characteristic clearly illustrates that this Region in Ontario is ideally suited for the senior age group. Arguably, one can state that this Region is the "Retirement Capital of Canada". However, a strategy focused purely on this older demographic segment should be met with caution! The focus on marketing this segment should be identified as "Leisure Community Living" rather than "Retirement Living". The Leisure Community Living statement appeals to a broader audience (families, professionals, young professional "cashing out" and seniors) and is interpreted by all demographic groupings to be attractive and desirable.

There is danger in attempting to be all things to all people, thus it is imperative that these markets build upon the existing strengths of the community and fill noticeable gaps. The goal here is to balance the *needs* of the community against the *wants* of long-term sustainable economic growth and development.

5.3.2.3 Business and Industry

As Kotler (1993:27) asserted, "places typically seek to attract new businesses and industries to provide jobs for their citizens and revenues for their treasuries." Targeting heavy industrial, "clean" industries, and entrepreneurs is usually the focus of most places. Targeting these markets can be accomplished by one of three ways. First, by attracting business or industry to the local economy. This is referred to as the traditional "smoke stack" chasing strategy. Second, retaining businesses that are presently located in the community. This is accomplished by providing affordable and appropriate services needed for businesses to continue to operate and grow in the Region. Third, a more pro-active approach involves the expansion or creation of existing or new businesses. This strategy primarily focuses on small to medium size business in the community with an emphasis on entrepreneurial development. For this strategy to be effective, often times it is important to have specialized departments in the community in the form of an economic development office. The purpose of this department/office is to provide information, training, and expertise in the field of economic development. One of the primary functions of this office is to implement strategic economic plans and foster cooperation and teamwork not only between local residents and business but also municipal and provincial government departments. The economic development professional plays one of the many key roles in ensuring that plans such as strategic marketing plans are efficiently and effectively implemented in the community.

Based on the survey responses (see Appendix C) and the current attributes of Greater Grand Bend Region (quality of life, rural setting, tourism economy, retirement living, etc.) a two phase strategy should be adopted. First, since 80% of economic growth in a community is generated by the retention and expansion of existing businesses, local politicians, businesspersons, administrators, economic development professionals and residents should be involved in developing programs and strategies that facilitate business growth and development. This local business strategy should be proactive and focused on retaining and expanding small to medium size businesses and promoting entrepreneurial development. The pro-active development approach can be accomplished by providing support services and counseling to existing businesses and promoting entrepreneurship and business planning for seasonal businesses. For example, transient traders could be given important information on

business planning and advertising as part of their transient trader license packages. The cost of this material could be built into the fee for the license. The pro-active approach to business development promotes a sense of community in the business sector and reinforces the term '**community**' for economic development and growth in the Region.

Second, a business attraction strategy should be developed in order to expand the present industrial base. However, based on the location characteristics of the Region and the highly regarded "quality of life" by residents in the community, this strategy should focus primarily on **light** and **clean** industries (assembly, high-tech, agricultural service/processing, and environmental companies - see Appendix C - Question 7). This strategy not only maintains the existing natural feature and "quality of life" elements but also reflects the present industrial structure of the community (Huron Industrial Park, Agricultural Industry and the Grand Bend Airport Industrial Park (light commercial)). By adopting this strategy, the local municipalities increase their tax base, employment levels, local population and benefit from the subsequent multiplier effects brought on by development.

5.3.2.4 Export Markets

Exploring export markets in the form of business and tourism related services would prove beneficial to the Greater Grand Bend Region. However, it may not be beneficial to the Region to implement a pro-active export marketing strategy in the initial stages of the marketing plan. Limited financial and human resources during the initial stages of development may be insufficient to realize benefits from this approach. It may be beneficial for community decision makers to perform a supporting role for this segment by providing important information to companies and government department specialized in this market segment.

As a direct strategy, this market segment goes beyond the existing capacity and resources(financial) of the local municipalities and is best left to private business and the agriculture sectors in the Region. However, with proper marketing pieces, the Greater Grand Bend Region as a tourist destination is one product that can be easily exported to foreign markets in the United States, Europe and Asia. This task can be accomplished through direct marketing and via the information highway. Building a strong and diverse tourism product in provincial, national and international markets will increase the community's exposure and increase local business growth and development. Furthermore, creating tourism partnerships with Provincial and Federal Government Departments may offer promotional avenues not affordable to the Region.

5.4 STEP 3 : The Marketing Program

Having selected the target markets as outlined in section 5.3.2, the marketing officials for the Greater Grand Bend Region must identify the steps necessary to capture these markets. This task is accomplished by developing a complete marketing program utilizing the marketing mix variable called the **Four P's**. "The "**Four P's**" of marketing refer to **product**, **place**, **promotion**, and **price**." (O'Sullivan, 1991:9). This step and components of the strategic marketing plan are considered the controlling factors. It is through the manipulation of these four marketing mix variables that programs and policies are developed for the identified target markets.

5.4.1 Product

As defined by Kotler (1982), a product “is anything that can be offered to a market to satisfy a need... It includes physical objects, services, persons, places, organizations, and ideas.” The product that is being marketed in this case is the Greater Grand Bend Region. Any geographical place consists of a variety of factors and possess a number of attributes. Attention must be placed on identifying a communities attributes (physical factors, services, labor force, existing businesses, etc.) and preserving and/or altering these elements through the strategic marketing process.

Kotler (1982:291), maintains that there are three dimensions to every product: the **core product**, the **tangible product**, and the **augmented product**. First, the core product focuses on the primary benefits being sought by the customer. This dimension answers the questions: “What is the customer really seeking? And what need is the product really satisfying?(Kotler, 1982). Place marketers must identify the primary benefits for a business if they want a business to expand or locate in the community. Identifying the benefits represents the core portion of the product (Greater Grand Bend Region) being offered to intended markets.

The second dimension is the tangible product. The core product is always made available in some tangible form which includes the following five categories: styling, features, quality, packaging and brand name. First, style refers to the feel of the product. It is based on how the customers view one place over another based on elements such as: appearance, attractiveness, and reputation. Second, features refers to the elements of the core product that can be added or deleted from a place. The availability of an economic development office or availability of natural resources and park lands would be examples of place features. Third, “the factor relating to the tangible portion of the product is the [element of] quality.” (O’Sullivan, 1991:71). Quality is determined by an individual’s perception, thus it is value laden and open to interpretation. This perception could include anything from “quality of life” to the availability of services (water, sewage, power, etc.). Fourth, packaging is very important and directly influences the customers initial “point of purchase” decision. Packaging can add value beyond that perceived in the product itself (Kotler, 1982:295). In the case of place marketing, examples of packaging may include: the visual appearance of the business district; well lit streets; the amount of green spaces; the reputation of a community; condition of the directional/informational signs; and, conditions of roads and infrastructure. Finally, branding is the symbol for which the community is identified. “Branding can add value to the seller’s [community] offer and more satisfaction to the buyer.” (Kotler, 1982: 295). The branding of a community should never be underestimated because it is usually this element that one associates with a community. The branding personifies the community to the “purchaser” and functions as critical elements in the marketing mix that is easily recognized and leaves a lasting impression.

The third and final dimension of every product is the augmented product. The augmented product is the additional services and benefits offered to the target markets that go beyond the tangible and core product. Kotler (1982) in O’Sullivan(1991:72) identifies such things as “... installation, delivery, credit terms, warranty, and after sales services as factors relating to the augmented product.” In the case of place marketing, the augmented product would include elements such as: tax incentives for businesses; re-location subsidies; educational/training allowances; reduced commercial real estate prices (ie.

municipally owned industrial parks); rates for development charges; parking requirements and the upgrading of infrastructure or business facilities. It is important to note, the augmented product should not take priority over a need-satisfying core product. This dimension of the product should play a supporting role in economic development projects and marketing strategies.

Marketing a product is not a simple task but a complex offering of a core product accompanied by a set of tangible characteristics supported by a set of augmented benefits. Identification of the product components distinguishes one community from competitive communities. Moreover, communities usually possess more than one core product that can be offered to different target markets. For example, the beach in Grand Bend is viewed by both residents and visitors to be a major asset and attraction (core product). This natural asset represents the core product that is distinguished by styling (family beach), feature (beach length and width), quality (soft white sand), packaging (location for beach and water recreational activities) and branding (best beach in southwestern Ontario). Therefore, marketing a community's product(s) is directly dependent on the product being offered to the target market. The focus on the elements of the product determines its success.

5.4.2 Place

In conventional marketing terms, place defines the means of getting products into the consumers hands. This element of the marketing mix focuses on manufacturing and the channels of distribution. However, "**places**" rarely create products meant for distribution and consumption. For this reason, the place variable in the marketing mix will encompass the entire community rather than particular goods and services produced. Thus, the place variable refers to a number of factors including the geographical location of the community, surrounding competing communities, and the accessibility of the location to the target markets.

One of the most important factors in effective place marketing is the identification of competing communities. As stated by Kotler (1993:82), "every place needs to identify other places with which it has close rivalry." It is important for communities to identify and understand how competing communities attract markets from the same sector. Knowing what your competition is doing is key for improving your chances of success!

Accessibility is one of the most important factors in location analysis. The ability to "access" markets from certain geographical locations "refers to both *real* and *perceived* accessibility"(O'Sullivan, 1991: 89). Accessibility refers to the actual distance between markets and places. This is a critical consideration when developing the community's target markets and the types of tourists and businesses one hopes to attract. The perceived accessibility deals more with the infrastructure or transportation links needed by business to get their products and services to market. If businesses perceive that access to markets is restrictive, then it is the responsibility of place marketer to identify and alter this perception. This can be accomplished by identifying transportation linkages in the SWOT analysis and publishing favorable conditions in the municipal profile. Where budgets permit, the upgrading or construction of essential transportation linkages may be necessary. It is important to note, that if inadequate transportation linkages restrict access to markets, false claims should be avoided by

community decision makers. In marketing of communities it is better to have deliverables than to be faced with explaining why they do not exist!

5.4.3 Promotion

In today's economic environment, communities have to do more than provide a market, location, and services to businesses and tourists. They have to promote their community, as defined in their marketing plan, as the place to visit and for doing business. In order to accomplish this task, communities must **communicate** the benefits offered by the "place" to the target markets. The promotion variable in the marketing mix has two function: (1) to **inform**; and (2) to **persuade** (O'Sullivan 1991). It *informs* by letting the target markets know what is being offered and *persuades* them into accepting an offer.

Promoting a community is best accomplished by using a variety of promotional tools. These tools are viewed as a "communication framework" (Kotler, 1982:255) involving the categories of advertising, sales promotion [trade shows, municipal profiles, business directory], personal selling, and publicity. When determining a promotional strategy for a community any one or combination of the promotional tools can be used to communicate with the target audience. Ultimately, the number of promotional tools used to communicate the message to selected target markets depends directly on the community's financial resources and the scope and objectives of the marketing plan. For the Greater Grand Bend Region, creativity and conceptual work can be performed by the Economic Development Office with input from the Grand Bend & Area Chamber of Commerce, Bosanquet Economic Development Committees and local businesspersons rather than contracting out. This partnering approach in the development of promotional tools not only maximizes the use of scarce human and financial resources but also facilitates a high degree of "project ownership" within the community and promotes a local entrepreneurial spirit.

5.4.4 Price

O'Sullivan (1991:97) contends that "the element of price is very much a part of the marketing mix and has a strong relationship to various decisions made." Price impacts on the levels of services that can be offered by the community and place considerations. It would seem that this variable is solely concerned with money or other goods and services exchanged for the ownership or use of goods and services. The value of goods and services and the prices paid for the goods and services must be competitive with competing markets (places). For example, the recorded responses from the residential surveys (see Appendix C - Question 10) identifies the elements of **variety** (89%), **price** (57%) and **convenience** (45%) as the reason why local residents shop outside of the Greater Grand Bend Region. One could argue that these results do not reflect the views of the tourists visiting the community. However, if local residents alter buying behavior based on the variety, price and convenience of local goods then one could conclude with reasonable certainty that the family and friends of local residents visiting the community have similar views. Therefore, the variety, price and convenience of purchasing goods in the community should reflect those of substitutable locations. In dealing with this dilemma, community decision makers and local business owners must determine if these recorded

responses are based on reality or misdirected public perception. If the matter is one of public perception then an advertising and educational campaign must be developed and implemented to change the public's perception to reflect actual conditions in the Region. If investigation proves that variety, price and convenience are actually problems, then a shift in the local economy with respect to these three elements may be necessary.

The pricing component in the marketing of places deals with more than just the exchange of money for goods and services. In place marketing, the pricing element deals with the actual dollar value spent by the target markets in the community and the dollar value spent by the community to plan and implement economic development policies and programs. The process of establishing a price for economic development initiatives is accomplished by incorporating pricing objectives and pricing strategies (cost-oriented, demand-oriented, and competition-oriented pricing) into the planning process.

Community decision makers and local businesses must determine the primary objectives for developing a pricing policy. As identified by Kotler (1982:305), pricing objectives are categorized into four strategies: (1) surplus maximization; (2) cost recovery; (3) market size maximization; and (4) market disincentivization. First, surplus maximization sets the price to yield the highest possible profit and may not be appropriate for municipal services. For example, surplus maximization may be an important factor for municipalities selling real estate in the municipally owned industrial parks. However, this pricing policy raises the question - Are towns and cities in the business of making money from commercial activities or in the "business" of creating environments that facilitate business growth and development? In the Greater Grand Bend Region, the surplus maximization pricing objective is best left to individual businesses in the private sector rather than municipal services. This statement does not imply that a municipal government should not make a reasonable profit for services rendered, but they should avoid pricing themselves out of the market and undercutting the private sector.

Second, cost recovery is setting the price to "reasonably" recover costs. Although municipalities could charge higher prices for industrial land, services, and taxes (within legal limits) because of their monopolistic characteristics, it is better to be competitive with market rates in order to maintain "equilibrium" and avoid adversarial reaction from the public and private sectors (Kotler, 1982).

Third, usage maximization promotes lower prices to maximize usage of a product or service. The low prices may stimulate higher levels of economic development activities in the short-term. However, in the long-term demand may exceed the community's existing carrying capacity and adversely strain the overall economic condition of the Region.

Finally, the objective of market disincentivization (Kotler, 1982) is to limit or discourage investment in the community. Prices are increased to discourage both internal and external development investment. Although this strategy is used often in the marketing of products and services in the private sector to control demand, it does not fit into a desirable healthy economic climate for development.

The pricing variable is a complex element in the marketing mix and can often times lead to conflict and uncertainty. The key point, here, is for local businesses and purchasers (tourists) to directly or indirectly influence pricing so that demand does not exceed supply and subsequent community

revenues are maximized. Moreover, the pricing approach to development is very difficult to determine especially in short seasonal tourism focused economies as evident in the Greater Grand Bend Region.

On a broader perspective, it is important for communities and business owners to evaluate the pricing of local products and services and choose the best pricing structure to accomplish local objectives. An evaluation of the pricing structure allows a community to position itself comparatively and competitively with other “places” in the marketplace. For example: if a resort community targets families as their market objective, then the pricing of products and services in the local economy should reflect a pricing structure that satisfies the “needs” and “wants” of families. If the local pricing structures are not affordable and accessible to families then the selected market objective is compromised. This pricing evaluation does not necessitate all services and goods provided in a community should reflect “family oriented” pricing. It merely illustrates the pricing strategy for a “desirable” target market. There can and always will be pricing variances of goods and services within communities to satisfy the “wants” and “needs” of a wide range of specific target markets. Additionally, pricing objectives are not limited to the business sector of local economies. Municipal pricing objectives that are mainly confined to tax revenues and balancing budgets directly impact the growth and development potential of communities. Therefore, local municipal governments, in their attempts to balance budgets and maximize tax revenues, should price accordingly to meet the needs of municipal objectives and facilitate business growth and development in the long-run.

5.5 Budgets

The availability of financial resources determines the budgets for community marketing efforts. The marketing budgets promoting economic development are built around the goals, strategies, available financial resources and planned actions of the community. Bigger budgets do not guarantee the success of marketing efforts. Local economic factors play a vital role in the allocation of funds, and as such, determine the level of marketing efforts for the community. Money invested in the economic programs must show a net economic development benefit for the community. Traditionally, the allocation of financing has been evaluated by the number of jobs created and/or the increases in the municipal tax base. However, the number of jobs created and the tax base have not been the best methods for evaluating the effectiveness of strategic marketing plans. It is important to note that unrestrained economic growth (quantitative factors such as: the number of jobs created, increases in tax base, etc.), must not replace economic development (qualitative factors such as: infrastructure improvements, schools, hospitals and quality of life).

At this stage, it is important to make the distinction between economic development and economic growth. **Economic growth** refers to an increase in the productive capacity of an area’s economy, while **economic development** reflects a change in structure of an area’s economy (Frideres, 1988: 370). Thus it is possible to experience short-term economic growth, as evident in the mid to late 1980’s, without having any real economic development. The central point, here, is that community planning and economic development policies are not only those that synthesize a diversity of perspectives in the decision-making process but also are those that successfully balance the short-term economic growth needs against longer-term economic development objectives.

6.0 THE MARKETING PLAN FOR GREATER GRAND BEND REGION

6.1 Focus

An initial examination of the characteristics of the Greater Grand Bend Region reveals an over abundance of “place uniqueness”. To the fault of no individual or organization, it seems that one of the major stumbling blocks for identifying a common message in the marketing efforts for the Region may be the existence of too many unique qualities. In fact, it could be said that Greater Grand Bend Region “deserves the title of the *‘favored few’*” (Kotler, 1984;4) with its abundance of uniqueness’ and seemingly unlimited opportunities for growth and development. While a majority of communities struggle with identifying just one unique characteristic and concentrating their marketing efforts on a single attribute, this community is faced with choosing from a vast array of unique qualities (see Appendix D). For this reason, the Greater Grand Bend Economic Development Office recommends, that the marketing strategy should not focus on one characteristic, but adopt a slogan that identifies the historical nature of the community (primarily a tourism industry) and simultaneously communicates a **message** to the audience by utilizing a theme and slogan that denotes there is “a lot” to living, working, and visiting the Greater Grand Bend Region. The theme and message was accomplished by creating a cover page for the Municipal Profile composed of an ensemble of colored pictures depicting the uniqueness’ of the Region. The Region can be further identified on the cover by a slogan that “capitalizes on the investment in name recognition already inherent in the name **Grand Bend**” and its geographical location. Additionally, the overall design and composition of the document is transferable to any number of promotional pieces and marketing techniques.

6.2 Themes and Target Markets

A theme and a slogan are two components that are essential elements in the development of a comprehensive *message*. In order for the message to be effective in the marketing campaign it must satisfy a number of criteria. For example, the message must be: (1) easily recognized by the intended audience; (2) transferable to other marketing efforts; (3) sustainable over a period of time; (4) simple and concise; and, (5) communicate a message to the receiver about the “place” being marketed. The theme identifies the marketing program and the slogan is used to unify the marketing campaign.

Two slogans and five themes (see Figure 3) have been selected in order to communicate the over abundance of uniqueness’ the Region has to offer to the intended audience/customer. The slogan, the “**Greater Grand Bend Region**”, identifies the geographical region of the product offering. This slogan unifies the marketing campaign and capitalizes on the product recognition and branding elements inherent in the name **Grand Bend**. In fact, the name, Grand Bend, is probably the most important elements of the marketing strategy for this Region. People from all over the country and around the world are familiar with the name Grand Bend. To most, the name Grand Bend represents a period of their youth and represents something more than just a place - it is a state of mind!

The second slogan, “**Ontario’s West Coast**”, broadens the scope of the Region to include the entire geographical region along the shores of Lake Huron. This slogan personifies the enviable lifestyle, viewed by many Canadians, that is famous on the west coast of Canada, in the province of British

Colombia. However, this slogan is currently being used by the Huron Tourism Association in their tourism marketing pieces and information signs. It would be advantageous, from a marketing perspective, if the Huron Tourism Association was formally contacted by local decision makers requesting permission to use their slogan in the marketing efforts of the Greater Grand Bend Region. A marketing partnership of this nature would increase the reach and frequency of the West Coast “message”.

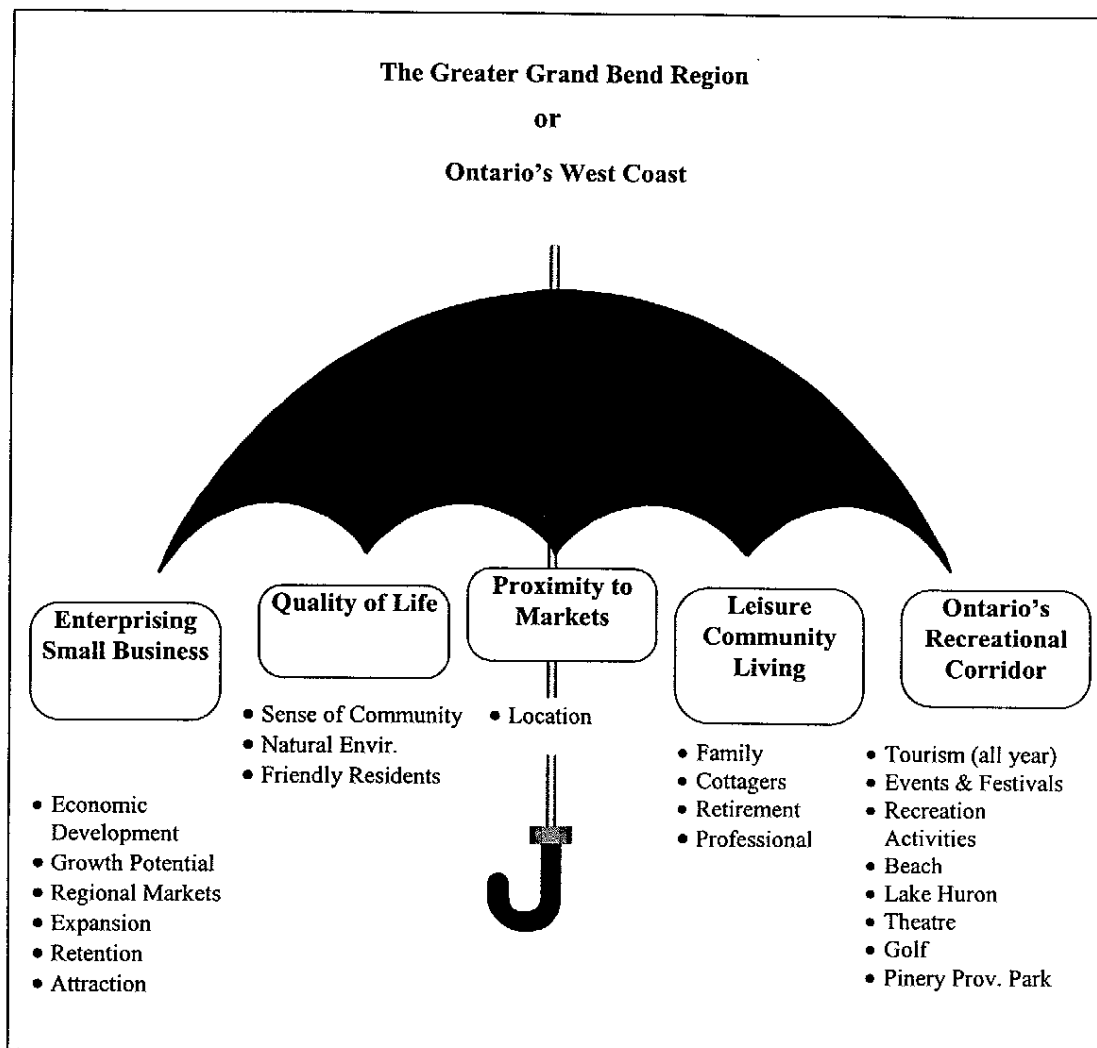
Recently, a similar slogan, “*Ontario’s Southwest Coast*”, has been used in local advertising campaigns to denote the same images of the “West Coast”. The use of this **similar** slogan creates more confusion for the consumer in the marketplace. The overall message communicated to the target audiences becomes fragmented and creates more questions rather than “place” recognition. For the benefits of the Region’s marketing efforts, it is critical that the slogan “*Ontario’s Southwest Coast*” be changed to eliminate this redundancy. The Huron Tourism Association has the “rights of first use” to the slogan, thereby similar slogans denoting the same message should be used only with permission.

The five themes and respective sub-themes (see Figure 1.3) selected to identify the marketing program are: (1) **Enterprising Small Business**; (2) **Proximity to Markets**; (3) **Quality of Life**; (4) **Leisure Community Living**; and, (5) **Ontario’s Recreational Corridor**. Any single theme or combination of themes can be used in strategic marketing campaigns in the Region. Local residents, businesspersons, and tourists will be interested in discovering more about the Greater Grand Bend Region once the themes and central message of the marketing pieces are adopted.

The theme “*Enterprising Small Business*” was selected to reflect the focus of the Greater Grand Bend Region’s economic development strategies. In order of importance for the community, they include *expansion, retention, and attraction* of business. Expansion and retention reflects the Region’s commitment toward its existing business structure including year round businesses, entrepreneurs, new businesses, transient traders, agriculture and small industry. It is important for stakeholders in the community to develop existing internal business markets before *actively* pursuing “new” businesses outside of the Region.

Other than year round local businesses, one of the key business sectors in the Region is the seasonal transient trader. Although this dimension in the economy results in economic leakage (outflows of money generated by local economic activity), it is important that an environment for commercial activity continually exist for this sector. The transient trader sector is comprised of enterprising individuals who for the most part are operating a business for the first time. Transient trader facilities in the Region function as **business incubators** where small businesspersons, often “first time” proprietors, get an opportunity to “feasibly test” a business venture in the marketplace. Moreover, operating a seasonal business in the Region’s “incubator” could develop the next entrepreneur who may someday purchase property in the community and plant year round social and economic roots. This economic reality is evidenced by a number of seasonal businesses that are now mostly year round businesses located on Main Street in the Village of Grand Bend (Sea Jewels, Archie’s Beach Wear, Periwinkles, Snuggles and Huckleberry’s).

Figure 1.3
Umbrella Marketing
Slogans and Themes for the Greater Grand Bend Region



The central point, here, is to balance the number of transient traders against the need for year round businesses. An over abundance of seasonal businesses perpetuates the publics view that the Greater Grand Bend Region is nothing more than a "tourist community". Furthermore, the seasonal nature of the economy reduces the chances of direct investment by certain businesses.

Although the Greater Grand Bend Region would welcome re-locating businesses, as long as they adhere to the Regions selection criteria (light industrial, agricultural and clean industries), the primary focus of this theme is targeted toward existing and "new" small businesses. Small businesses and the creation of light industry will function as an important catalyst for growth in the Region.

“Proximity to Markets” was chosen as the second theme of the marketing strategy because of the Greater Grand Bend Region’s unique geographical location. This community in southwestern Ontario is strategically located next to *regional, provincial and United States* markets. The unique geographical location of this Region provides endless opportunities for attracting not only businesses but also tourists and residents. Within a two and one half hours drive, the Greater Grand Bend Region has access to markets with a population base of over 8 million people.

On a regional basis, the Greater Grand Bend Region is located within a 1-2.5 hour drive from the major cities of: (1) Toronto; (2) Windsor; (3) London; (4) Kitchener; (5) Waterloo; (6) Cambridge; (7) Sarnia; (8) Niagara Falls; (9) Buffalo; and , (10) Detroit. The geographical location allows easy access to markets while simultaneously reflecting a “tourural”¹ life style. It is clear, the Greater Grand Bend Region has a competitive geographical location with the potential for exceptional economic growth and development opportunities.

The ***“Quality of Life”*** theme is emphasized to reflect the incomparable natural resources, safe environment, friendly residents and the feeling of a “small town”. This theme represents all the “motherhood” statements we associate with living in a community. The “quality of life” components are the elements of a community that makes a place worth calling home! This theme can be used as a selling feature in both economic and tourism marketing pieces.

“Leisure Community Living” (as suggested by a residential survey respondent) focuses on the family, cottagers, retirees and professionals who have come to appreciate the simpler things in life. This theme represents the unprecedented “small town” community qualities this Region in Ontario has to offer. It denotes a simple relaxed pace to living that cannot be found in larger city centers. The advantage of this element as a central theme is that “Leisure Community Living” in the Greater Grand Bend Region is available to all persons within a three hour driving radius. A person does not have to live in the Region year round to experience what it would be like to live in the Greater Grand Bend Region. However, they may find it to their advantage to do so!

Finally, the theme, ***“Ontario’s Recreational Corridor”*** denotes the multitude of recreational activities, facilities and events that are available to local residents and tourists on a seasonal and annual basis. The primary reason for selecting this theme is because the tourism market is the most important market in the Region. The shift to a year round economy would be very difficult, if not impossible, without a solid local tourism industry to bridge the gap. Tourism is the catalyst for development in all sectors of the local economy. Therefore, it is important for stakeholders in the community to realize that the desired year round transformation of the local economy is directly dependent on the health of the local tourism market. However, this statement does not mean that other sectors of the economy are to be neglected until the tourism market is strong and prosperous. The central point, here, is to market all sectors of the economy equally over time in a “balanced” approach to facilitate economic diversification. (see Appendix C question 11 and Appendix H for additional themes/slogans).

¹ Tourural represent a rural community where tourism functions as the Primary Industry. The term is generally understood to mean characteristics such as quality of life, country living and the simple pleasures of life. (Walsh, K.C. 1996).

7.0 SELECTED PROMOTIONAL TOOLS

Five promotional tools have been selected to communicate the message and themes to specific target markets. A master document template was created in the form of a Municipal Profile (Appendix I). The Municipal Profile “is the master data file... which should contain all of the relevant information you can gather about the community and the surrounding area” (Ministry of Industry, Trade and Technology, 1987, p.1-1-1). This technique is one of the most elementary and essential ingredients necessary for promoting local economic development activities. When designed correctly, the community profile can have one of the highest impacts for creating internal and attracting external investment in the community. This document identifies the central theme and message and is composed of the necessary information needed by individuals and organizations to fully assess the community.

The master document (Municipal Profile) was then broken down into two separate documents targeting specific markets: (1) Community Profile; and, (2) the Business Profile. The community profile template (see Appendix J) contains the ‘need to know’ information targeting tourists and residents. More importantly, as indicated by the residential surveys, this document should be targeting local residents in order to familiarize them with local services, groups, associations, community activities, and a general description of the community. Additionally, this document serves as an information source to new or potentially new residents moving to the Region. Similar to the cover of the primary marketing pieces, the cover of this document is comprised of an ensemble of Regional photographs from the past (supplied by Lambton Heritage Museum and Lynda Hillman Rapley:1997). The emphasis is based on community spirit and people working together. The cover also creates a sense of nostalgia and illustrates a historical period of “simpler” times.

The Business Profile (Appendix K) is the third promotional piece designed to represent the business characteristic of the Greater Grand Bend Region. The cover of this document should pictorially reflect the business and agriculture sectors of the local economy. The theme, “**Enterprising Small Business**” functions as the theme and the slogan on this promotional piece. The business profile provides quick and easy access to important economic information targeting new and existing businesses in the Region. The contents of this document highlights the role of the Greater Grand Bend Economic Development Office and the current economic information necessary for making business decision. This promotional piece is further supplemented by a Business Directory and advertising space for business support companies. The primary purpose of this document is to expedite the business decision making in order to facilitate economic development.

Both the Community Profile and the Business Profile are created from information contained in the master document - Municipal Profile. All three documents can be produced by the Greater Grand Bend Economic Development Office on a ‘need to have’ basis with office computers and software. Information inquiries by individuals can be customized to provide relevant information for specific business requirements.

Finally, personal selling and a media/marketing plan (see Appendix L) are the final two promotional tools used to communicate the themes and message of the strategic marketing plan. Personal selling is the interpersonal selling of the community by paid employees and/or local residents. The idea behind this strategy is that the people living in the community are "the community" in the consumers eye. In sum, every resident of the Greater Grand Bend Region is an Ambassador of the community. The views and attitudes of the local citizenry structures the public's perception of a community. The media plan utilizes a number of media distribution links for promoting the Region.

8.0 IMPLEMENTATION PHASES

8.1 Executing the Marketing Program

Strategic marketing plans are useless documents unless the plans are put into action. The execution process requires attention to both marketing strategies and the implementation of the chosen marketing tactics. This includes focusing on the identified target markets and selecting the right combination of marketing mix variables (product, place, promotion, and price). To accomplish this task successfully, a multitude of decisions have to be made. These decisions, called marketing tactics are the detailed operational decisions essential for the implementation of the strategy marketing program. These decisions are performed by personnel in the local economic development office, municipal administrators, elected officials, planners, and specialized marketing personnel.

The tasks for implementing the strategic marketing plan should be broken down into short term (one year) and long term (2-5 years) time lines. In the short term the following actions will have to be undertaken: (1) adopt the strategic marketing plan as presented and make it available to the public; (2) form the local Marketing Committee (Figure 1.4); (3) establish budgets (financial resources) through private and public partnerships; (4) develop documentation for the "new" marketing strategy; (5) conduct a mail out campaign targeting specific business markets; (6) develop partnerships with Regional Organizations outside the community; (7) establish horizontal and vertical linkages with key agencies (government departments, tourism associations, etc.); (8) update the socio-economic demographic information with 1996 Canada Census data; (9) publish annual reports; and, (10) implement evaluation and control elements to effect change and monitor the results(effectiveness) of the plan.

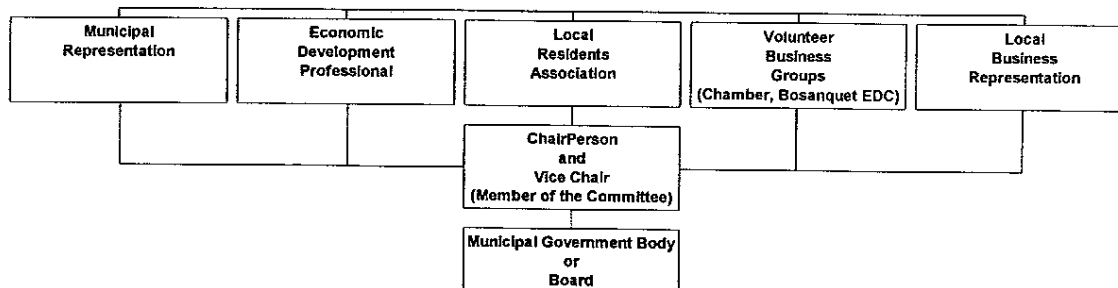
During the initial implementation of the strategic plan long term strategies such as: (1) development of time lines and task oriented implementation dates; (2) the formation of "package marketing" (cross marketing campaigns such as golfing and weekend/weekdays accommodation packages) rather than "product marketing"; (3) redevelop goals, objectives, and strategies based on the performance, evaluation criteria and Official Plans; (4) prepare to revisit the public participatory process in order to make adjustments; (5) continue to form strategic alliances; and, (6) develop a local organized body comprised of volunteers and/or professional that will keep economic development initiatives active and moving forward in the Region.

The development of a Regional Marketing Committee, in the Greater Grand Bend Region, is one of the best techniques for ensuring the implementation of the strategic marketing plan. The following section will illustrate the structure and composition of a marketing committee for the Greater Grand Bend Region. The structure will reflect a more participatory process involving decision from the "bottom up" rather than the traditional hierarchical organizations that make decisions from the "top-down".

8.2 Organizational Structure

Implementing community marketing strategies will require organizational flexibility, *heterarchical* (bottom-up structure with lateral decision making) and community involvement rather than *hierarchical* decision making. This type of organizational design will ensure that any policies or actions taken by the marketing committee will reinforce and support what the community believes to be important for Greater Grand Bend Region. Although the Marketing Committee (see Figure 1.4) is composed of a variety of community stakeholders(broad and balanced representation of community members), no one individual in the organization could veto a course of action. Since business growth, retirement community living and tourism are the primary concerns of the local citizenry, it would be beneficial for the Marketing Committee to deal with both economic and tourism issues in one committee - entitled the Greater Grand Bend Economic Development and Tourism Committee. Under the broader context of this committee, the members can effectively communicate between groups and can deal with economic, social, political and environmental issues as they relate to economic development and tourism marketing strategies for the Region. This structure would allow for the efficient allocation of resources(financial and human), create economies of scale, expedite marketing decision, streamline the marketing planning process and create community based communication linkages that are essential in developing and implementing local marketing strategies.

Figure 1.4
Organizational Structure for the
The Greater Grand Bend Economic Development & Tourism Committee



The Economic Development and Tourism Committee could be established as a Committee of Council by local municipal governments, established as a Board and/or established as a sub-committee of the Tri-Municipal Committee. Final decisions made by the Economic Development and Tourism Committee (EDTC) would rely on the collective consensus of committee members. At times this structure may create conflict and uncertainty in the decision-making process. However, if EDTC members adhere to the goals and objective identified by participants in the community based planning exercise(surveys and public meetings), the evaluative criteria necessary for making decisions will have already been defined. Moreover, making decisions based on a community based set of criteria will create a sense of solidarity in the marketing organization and Region.

9.0 THE CONTROL PHASE

9.1 Evaluation

Evaluating the results of strategic marketing plans has become a major issue of concern throughout the economic development profession. Because of the multitude of unknown variables that affect the economic conditions of places, it is difficult to say with certainty how many jobs were created or what the spill-over effects will be resulting from economic development activities. Successful strategic plans should not only include quantitative factors but also qualitative factors during the final analysis and evaluation. Therefore, stakeholders representing the interests of the Greater Grand Bend Region should consider adopting an adaptive management approach to address the problems of evaluating strategic marketing plans.

9.2 Adaptive Management

In addressing the problems of measuring results and identifying deviations in the marketing strategy, flexible and adaptive implementation strategies are necessary. The adaptive approach allows community decision makers and economic development professionals to “cope with the uncertain, the unexpected and the unknown” (Mitchell, 1991: 271). Lee and Lawrence (1986: 442) have contended that

adaptive management is both a conceptual approach and a strategy for implementation. As a conceptual approach, it sets a scientifically sound course that does not make action dependent on extensive studies. As a strategy of implementation, adaptive management provides a framework within which measures can be evaluated systematically as they are carried out.

An adaptive strategy is a method of decision making that recognizes uncertainty and surprise while, at the same time, permitting sustainable development to proceed. Thus, it encourages cautious and sensitive decision making but does not strictly constrain new development initiatives.

An adaptive management concept can be utilized not only as an implementation strategy but also as a justification for the establishment of monitoring systems. In many instances, monitoring economic development activities has received little attention because of inherent measuring problems. Yet, monitoring should be an essential component of economic development planning. Without sound

monitoring strategies, economic development professionals will remain unable to make sensitive decisions regarding development and learn from past mistakes. Adaptive management “assures that both successes and failures are detected early and interpreted properly as guidance for future action” (Lee and Lawrence, 1986: 444). Information from this form of evaluation should enable economic development professionals to “estimate the effectiveness of protection and enhancement measures on a system-wide basis” (1986:445).

Holling (1978: 7) has argued that

the design of policies or economic development implies knowledge - knowledge to develop alternative policies, and knowledge to evaluate their respective consequences... But however intensively and extensively data are collected, however much we know of how the system functions, the domain of our knowledge... is small when compared to that of our ignorance.

Too frequently, community officials have made development decisions based on the assumption that they *know* what they *don't know*. Adaptive strategies attempt to remedy this problem by allowing for negative feedback. If decision makers recognize explicitly that uncertainty and surprise will always be present, then strategic planning decisions will no longer be viewed as successes or failures but rather as elements in a learning process. The value of this approach is that it promotes “the design of policies and economic developments that can allow trial and error to work again” (Holling, 1978: 8). Thus, in this technique, development policies are viewed as *experiments* rather than irreversible decisions.

Designing adaptive policies and implementation strategies presents a number of challenges. It is not an easy task to determine what constitutes an adaptive strategy. However, if community officials can continue to retain as much flexibility as possible in development policies, we will at least begin to move toward more sustainable development in the Greater Grand Bend Region. Consistent monitoring strategies will enhance this process and, as such, should become a principal tool in the development and implementation of local economic strategies.

10.0 CONCLUSION

As much as communities differ in geographical and economic terms, so do the message, design, structure, information/content, and techniques used in strategic marketing. The primary purpose of a community's marketing effort is to convey a concise and explicit message for specific target markets. Relevant information and a central focus are essential in the development of community marketing strategies. Information contained in the plan must be succinct and reflect the community's short and long-term economic development plans.

The essential elements of a strategic marketing plan for the Greater Grand Bend Region include the following: (1) establish an Economic Development and Tourism Committee for the Greater Grand Bend Region; (2) maintain and nurture the community based planning process by continually involving the public in an open and participatory process; (3) identify the marketing mix elements and focus on a consistent message; (4) identify the target markets; (5) conduct a SWOT analysis; (6) identify and evaluate marketing programs (place, price, promotion, and product); (7) develop a slogan that reflects the focus of the plan and promotional pieces; (8) identify goals, determine the major themes, and chose

a strategy for implementation; and (9) create an appropriate climate for economic development and growth in the Region.

As stated by Bryant, Dudycha, and Preston (1988:19), "marketing in the context of local economic development efforts only makes sense if it is part of a long term planning exercise such as strategic economic planning." By following the strategic marketing framework outlined in this report, community decision makers and marketing officials for the Greater Grand Bend Region can build a flexible and comprehensive marketing strategy that supports the Region's economic development plans over a period of time.

Yet the implementation of these strategies will not be an easy task. In dealing with this reality, two main tactics are necessary. First, community decision makers must map out the future of the community based on the inputs from the local citizenry and existing planning documents. Second, the development of the marketing plans must reflect the concerns and needs of the local citizenry. The components of a strategic marketing plan can assist community decision makers in integrating economic, social and environmental concerns into a comprehensive development program. By following this framework of analysis, community decision makers and economic development professionals for the Greater Grand Bend Region will benefit from a comprehensive, effective and feasible marketing strategy for their community.

Section 2

2.0 REGIONAL STRATEGIES AND RECOMMENDATIONS

The following is a list of Regional Strategies, suggestions and recommendations that were identified by the Greater Grand Bend Economic Development Office as economic development concerns.

2.1 Parking

Survey responses from both the visitor and business surveys, conducted in 1995 and 1996 in the Region, indicated a concern with public parking. Since the tourism industry in the Region attracts a considerable amount of tourists (over 500,000 persons annually) traffic logistics and parking will always be a problem. Since the likelihood that people will return to a "region" is closely linked to the quality of the welcome, availability of "products" and the relevant information they receive during their visit, it was viewed by the Greater Grand Bend Economic Development Office that an in-depth analysis of current parking infrastructure be conducted with the input of community stakeholders. For a detailed analysis of the parking infrastructure see the report entitled, *"Parking Facilities and Bylaw Enforcement Strategies for the Village of Grand Bend: A Final Review and Recommendation"* (Walsh, 1997). In view of the results from the study, it would be beneficial for municipalities in and around the Region to adopt similar strategies as outlined in the report.

2.2 Globalization and Information Technology

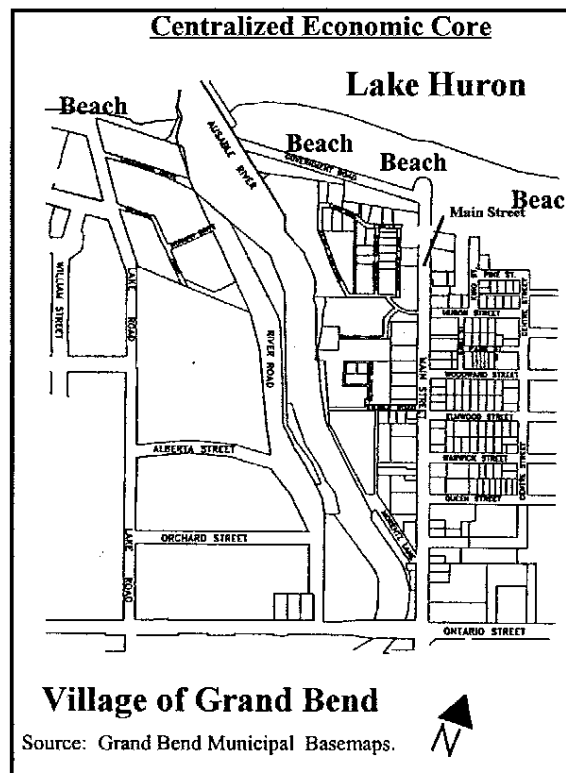
The globalization of markets has created a multitude of problems and opportunities in the economy. One major problem is that nations no longer fully control their economies because of the inextricable economic links of "cause" and "effect" with nation states beyond our national boundaries. This reality has forced many nations to look for solutions to their failing regional development strategies because of the globalization of markets. The globalization of markets have given the world unparalleled growth and prosperity potential. Nations, Regions and municipalities no longer conduct business in isolation but rather have become part of a convoluted capitalistic structure that has boundaries limited only by the application of technology. For this reason, technological advances in industry, research & development firms and the information highway provides an opportunity for the Greater Grand Bend Region to market their "products" across trans-national boundaries. The Greater Grand Bend Region can garner global exposure by using the Internet distribution channel with proper marketing techniques. It is important for communities in the Greater Grand Bend Region to register their intellectual property rights in the form of "domain names" and actively construct homepages to meet the needs of local citizens and specified target markets. Moreover, local businesses should identify their homepage addresses in all their advertising and marketing pieces. Globalization and information technology are not mutually exclusive. These factors when combined appropriately have the potential to accelerate economic development activity for the Region.

2.3 Beaches and Lakeshore Environments

Regional beaches and lakeshore environments function as one of the critical 'drawing cards' of the Greater Grand Bend Region. Responses from both visitor and residential surveys indicate the public's overwhelming support for the maintenance and use of these natural assets. Beaches such as: (1) Port Blake Conservation Area; (2) Gibb's Beach(Main beach) in the Village of Grand Bend; (3) South beach in the Village of Grand Bend; (4) beaches in Southcott Pines and Huron Woods; (5) Pinery Provincial Park Beaches; (6) Port Franks beaches; and, (7) Ipperwash Main beach, all play an important role in the tourism industry and the quality of life for local residents.

Throughout Ontario, recreational beaches are a vital resource for lakeshore communities whose economic survival is based on the summer tourist season. As a resort community, the Greater Grand Bend Region is no exception. In particular the Village of Grand Bend depends directly on the beach for seasonal economic activity. The Lake Huron beaches that border the central economic core of this Village (see Figure 2.1) play a significant role in determining the '**soundness**' of the local economy. In general, both natural and man-made attractions are the "**bread and butter**" of communities such as Grand Bend. Restricted use of these resources, both by residents and tourists, makes shifting a seasonal tourist related economy into a diversified year round economy very difficult. For these reasons, it is important that natural endowments of communities that attract residents and tourist are preserved and protected for **public use** in order to facilitate the transformation into a year round dynamic economy.

Figure 2.1



Recreational beaches throughout Ontario are valuable resources contributing to the economic prosperity of communities. In Southwestern Ontario there are "584 significant beaches at 528 separate sites" totaling more than 257 kilometers of beaches, with more than half of this length on Lake Huron (Ontario Ministry of the Environment. 1987: ii). As identified by the Ontario Ministry of Environment (1987: ii),

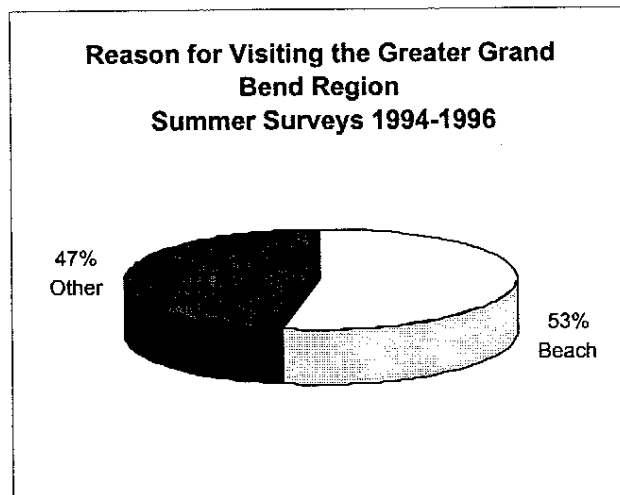
Ontario residents swim about 20 times a year each, for a total of 180 million swimming occasions per year. They swim about 5.2 times per year each (about 47 million occasions total) at beaches both inside and outside Ontario, or about 4.5 times per year (41 million occasions total) at beaches inside Ontario alone.

In economic terms, the value of recreational bathing participation rates "is probably in the order of \$20 per occasion, or about \$90/ person per year, or about \$800 million per year in total." (Ontario Ministry of the Environment. 1987: iii). These estimates represent significant economic activity and resulting spin-offs for communities with "quality" recreation water resources. As previously discussed, the Village of Grand Bend is a direct benefits from the public's use and accessibility of the local beaches. Conservative estimates² indicate that the public beach in Grand Bend is utilized by approximately 100,000 people throughout the summer tourist season. Based on the economic impacts identified by the Ministry of the Environment in the report, *Beach Use and Environmental Quality in Ontario*, a 100,000 person beach participation rate represents more than \$2,000,000 in direct spending for Grand Bend's local economy. This means that throughout the summer tourist season (May - September, approximately 109 days), economic activity in Grand Bend is directly affected by the public's ability to access the beach. Furthermore, this estimate in direct spending would be greater than \$2,000,000 because it does not reflect the public's beach participation rates in the fall and spring of the year (walks and sunset viewing). Consequently, limiting public access to this natural resource, especially during the peak summer tourist season would be detrimental to the local economy.

In addition, research conducted in 1994 and 1995 clearly identified the linkages between *public beach use* and Grand Bend's economy. The results from 299 surveys showed that 48% of visitors surveyed visited Grand Bend because of the beach (see Figure 2.2). Furthermore, research conducted in the summer of 1995, examining both regional and local economic impacts of recreational bathing water quality levels, clearly demonstrating the linkages between beach use and local economic activity. Analysis of these impacts revealed that on average, 58.73% of businesses surveyed averaged a -30.27% decrease in economic activity when the beaches were posted. This means that for every day the beaches are posted, businesses that experience negative impacts have a 30.27% reduction in daily sales. For businesses directly affected by beach postings this represents a net loss of \$302.70 per \$1000 of daily sales per business. These dollar values clearly demonstrate that the negative impacts resulting from beach postings play a critical role in the seasonal economic health of the Village. Drawing a parallel from these findings, one can conclude that *externalities* directly affecting the *public's access* to the beach in Grand Bend impacts negatively on the local economy.

² It is important to note that the beach participation rates of 100,000 are *conservative estimates* and the true economic significance of the beach resource in the Village of Grand Bend may be considerably higher.

Figure 2.2



The findings from these studies clearly identify the linkages between the public's 'wants' and 'ability' to utilize the local beach resource and their subsequent impacts on the local economic system. More importantly, this report illustrates the "*cause and effects*" associated with recreational beach use in Grand Bend. Restricting public access to this valuable resource creates a multitude of primary, secondary, and tertiary effects that negatively impact the local economy. In order to create an environment conducive for both present and future economic development in the Village of Grand Bend and the Region, it is important to ensure that the public continues to have access to the beach. Logically, one could conclude that the interface between the beach and the local economy must be maintained in order to represent the 'best interests' of local residents, businesses, and the visiting public. It is the position of this Office that the preferred approach for addressing these problems are best resolved by ensuring that the Village of Grand Bend owns, manages and controls this valuable resource. The Village of Grand Bend not only represents the '*best interest*' of the citizenry but also acts as stewards safeguarding the use of this public resource for future generations.

Additionally, the Village of Grand Bend should start the planning process today for the construction of a new Beach House for the beach. The visiting public demand modern clean facilities that can easily accommodate their beach activities. A new beach facility should have changing rooms, lockers, inside and outside showers, tourist information booth, lookout platform and concessions. Moreover, the facility should be constructed to reflect the Regional theme.

2.4 Rapid Beach Detection Project

In July 1993, members of the Tri-Municipal Committee discussed their concerns regarding the pollution of area beaches and were advised that the Ausable Bayfield Conservation Authority (ABCA) would be willing to provide guidance and counsel regarding this matter. Following these discussions, the ABCA forwarded a letter to the Village of Grand Bend offering suggestions on how to reduce the frequency of "beach closures". The suggestions submitted to the Committee by the ABCA focused

primarily on water conservation strategies, waste water sewage systems and controls, the Clean Up Rural Beaches Program (CURB) and environmental education/awareness programs. In December 1993, the Tri-Municipal Liaison Committee passed a motion suggesting that the topic of "Clean Water and Pristine Beaches" be a standing issue on the Tri-Municipal Agenda for the future.

As the 1994 summer tourist season was winding down, the Tri-Municipal Committee passed a motion on August 11, 1994 requesting a follow-up meeting with the "ABCA and the Lambton and Huron County Health Units on the locations and results of water testing this year, and further, that they be invited to attend the next committee meeting to discuss the testing results." Representatives from these organizations attended the 29 September 1994 Tri-Municipal Meeting where beach testing results (for the last 20 years), the CURB program, bacterial levels and posting/sampling procedures were discussed. As noted by Grand Bend, the major concerns with the current testing methodology was "the variability in testing procedures between Lambton and Huron [County] and that in Lambton, some beaches may be closed unnecessarily."

In response to the Tri-Municipal's position on recreational beach water quality and their concerns on analysis turn-around time, the ABCA and Garry Palmateer of the Ministry of Environment and Energy (MOEE) identified two options for the Committee's review. The options to be reviewed by the Tri-Municipal Committee are as follows; (1) Option A involved moving a MOEE mobile lab to the water plant at Port Blake; and (2) Option B was a new methodology for rapid enumeration of coliform and E-coli bacteria in recreational waters. Option B was grounded on recent developments of "rapid and sensitive microbial diagnostics, based on chemoluminescence" for determining bacteria population densities within 6-8 hours. This "new" methodology for rapid detection was an unprecedented and unique opportunity that could potentially reshape the current practices for detecting E-coli in water columns and minimize economic, environmental, and social (public health) costs. Regardless of which option selected, the costs to be incurred by the Tri-Municipal Committee for initiating this project would be in the range of \$10,000. On January 12, 1996, a motion was passed by the Tri-Municipal Committee supporting the proposal of a mobile testing lab stationed at Port Blake.

The summer tourist season of 1995 was the beginning of the rapid detection pilot project. The test results 1995 and 1996 testing periods proved promising. Further analysis and refinement of this detection methodology is currently being conducted during the 1997 summer tourist season in the Greater Grand Bend Region.

The frequency and reach are the key elements of success in all marketing strategies. Creating a homepage for local beach postings and the Rapid Detection Project could have far reaching provincial, national, and global implications. Implementing this marketing strategy has the potential to evolve into a provincial information source identifying the conditions of all beaches throughout Ontario. Furthermore, the development of a beach report homepage could generate revenues from corporate sponsorship and community partnerships. The Homepage (<http://www.beachreport.on.ca>) will function as a bulletin board by providing accurate and up to date information on the quality of local beaches for individuals who utilize our local recreational beaches. This innovative strategy illustrates the pro-development approach local community decision makers and participating organizations have taken in ameliorating poor environmental conditions and protecting tourists, residents, local economy, and environment from the impacts created by "unsafe" recreational beach water.

Furthermore, the environmental quality of recreational bathing water in the Greater Grand Bend Region determines the public's use of these resources. Research has shown that significant negative economic impacts result when the beaches are posted and the public views them to be "unfit" for use. From a marketing perspective, it becomes very difficult and costly to reverse the public's behavior once they have shifted their consumption to substitutable products. Therefore, it is the view of this Office that daily testing of local recreational beaches and the Rapid Beach Detection Project (unless the process is determined to be of no scientific significance) continue in the Region.

2.5 Environmental Quality and Economic Linkages

In today's society, the relationship between economic and environmental systems are becoming a major concern. On one end of the continuum there are the environmentalists who want the ecosystem protected at any cost. To these groups, the natural endowments of the planet have been pillaged to satisfy the 'needs' for economic growth and development. On the other end of the continuum are the capitalists who view the planet's natural resources as the underpinnings of economic growth and prosperity. This dichotomous relationship has created a dilemma where decision makers are being forced to address the problem of balancing economic development initiatives against their adverse environmental effects.

The major problem is that linkages between economic and environmental systems are not always evident. Attempts to balance the discord between economic and environmental goals have frequently resulted in conflict and uncertainty. Clearly, economic and environmental problems are inextricably linked and solutions to these complex problems are fundamentally based on their interdependencies.

To better understand the linkages needed for integrating economic and environmental systems and the relationship between these two systems refer to "*An Examination of Economic and Environmental Linkages: Economic Impacts of Recreational Bathing Water Quality in the Village of Grand Bend*" (Walsh, K.C.: 1996). This report conducts a literature review on the subject, thoroughly discusses and presents a case study and recommends an ecologically rational decision making tool for examining economic and environmental linkages. It is the view of the Greater Grand Bend Economic Development Office that the decision makers for the Greater Grand Bend Region adopt the BEAT (Balance, Ecosystem, Adaptive Management and Teamwork) framework for resolving conflict and uncertainty in economic development projects. The Greater Grand Bend Region should pursue a economic development program that prioritizes environmental responsibility and simultaneously achieves economic development/growth excellence.

2.6 Architectural Heritage and History

A community's architectural heritage (building) and history can play an important role in the 'attractiveness' of the product offerings to the consumer. The Village of Grand Bend, Town of Bosanquet and the Township of Stephen should re-examine and inventory local buildings and

monuments that possess architectural heritage significance . Furthermore, local municipal governments should set plans in motion that will preserve and refurbish existing heritage structures. Plans should be implemented to promote heritage characteristics in new development projects and to rebuild heritage significant structures of the past that have become the victims of the wrecking ball or no longer exist.

Modern day construction can reflect the historical significance of a community and still satisfy the required building codes. The Greater Grand Bend Region would benefit if the Village of Grand Bend were to develop a strategy that encourages new development or building renovations to reflect the architectural heritage of the community/Region. For example, the Village of Grand Bend was one of the first communities to have gas fired lanterns on its Main Street. Why not investigate the possibility of establishing a gas fired lantern in the Village of Grand Bend as a heritage symbol utilizing corporate sponsorship and technology of today's natural gas companies. People enjoy visiting and living in communities with modern amenities that reflect the "days gone by". A heritage restoration strategy can be accomplished by creating a local preservation or historical society that monitors heritage blocks/sites for the purpose of creating uniform signage, community design and maintaining/preserving sites of historical significance. Moreover, the **selected theme** of a community should be reflected in the design of new buildings and facilities that are located outside the boundaries of designated heritage sites.

2.7 Marinas and Expansion Proposals

Seasonal and transient boaters are an important segment in the Region's economy. Marina facilities attract boaters from all over southwestern Ontario and the American States bordering the Great Lakes. However, it is important for local marinas to maximize the use of their facilities before expansion proposals are considered.

In the Village of Grand Bend a marina expansion feasibility study(Village of Grand Bend Harbour Feasibility Study: 1994) has been completed for the Grand Bend Marina. The proposal has been adopted by Grand Bend Council and is supported by the public. An examination of the 1994 and 1995 transient slip vacancy rates for the Municipal Marina reveals that the marina is operating at peak efficiency primarily on weekends and during certain months of the tourism season (see Table 2.1).

Table 2.1
Vacancy Rates for the Grand Bend Municipal Marina

	Vacancy Rates for 1994	Vacancy Rates for 1995
Month		
May	93%	95%
June	91%	84%
July	31%	35%
August	59%	47%
September	89%	91%

*the statistics for the months of May and September do not include the entire month because these months denote the beginning and the end of the boating season.

Although the Municipal Marina is a viable operation and generates revenue for the Village of Grand Bend, it is the opinion of the Greater Grand Bend Economic Development Office that the current marina expansion proposal not be constructed in the near future. Decisions to proceed with such a development should be based on the demand for the product rather than the ability to supply. Providing augmented facilities to boaters that increases the demand during the boating season would be more advantageous at this time. Moreover, the overwhelming survey responses from residents and visitors on the importance of the beach in Grand Bend indicates its economic significance in the community. In the future, if the demand warrants an expansion of the current marina facilities it should be financed by a private/public partnership that minimizes using the main beach in Grand Bend.

Broadening the product offering to include marina accommodation facilities may be one strategy that could potentially benefit all marina operators in the Region. Accommodation facilities could be in the form of moored engineless houseboats that offer the general public an opportunity to experience a marine vacation. These facilities could be rented to tourists on a daily, weekly or seasonal basis. This strategic approach to development would enable marina operators to carve out a new niche that would increase revenues per slip and overall marina profitability.

2.8 Casino Proposals

There has been extensive local discussion that a casino will function as the *primary* catalyst for growth in the Greater Grand Bend Region. Although the construction of a casino has the potential to create “endless” job opportunities in a community, it will also fundamentally change the social fabric of the Region. The decision whether to proceed with such an initiative is best left to the local residents of the Region. Local residents of a community must have direct input and appropriate information to make informed and rational decisions regarding development proposals. Moreover, public participation in the decision-making process is paramount when development proposals have the potential to significantly impact (positively or negatively) the social, economic and environmental structure of a community.

Based on the research and conversations with gaming professionals, it is the view of the Greater Grand Bend Economic Development Office that a year round casino in the area may not have the significant positive impact as projected. At best, a casino may extend the shoulders of the summer tourist season by a few months. These same economic benefits could be realized with the development of a floating Riverboat Casino and restaurant that docks for a specified number of days during the months of May to October in tourism focused communities along the shores of Lake Huron. This development strategy has the potential to benefit all communities bordering Lake Huron. Once again, the decision to approve or disapprove this proposal must reflect the collective ‘needs’ and ‘wants’ of the entire citizenry of the Greater Grand Bend Region.

2.9 Community Health Care

Like many government reform strategies in the province of Ontario, health care reform has become a contentious issue. The issue of health care reform equally concerns communities in rural Ontario as it does in major metropolitan centers. In fact, it could be argued that the need and accessibility of health care in the rural region of this province are of greater importance to the long range health and welfare of our society. Rural hospital closures and broad brush spending cuts are not the answers to rural health care delivery problems. Health care in rural Ontario is essential for the economic and social well being of these regions. This picture today continues to be one of considerable concern for those persons who rely on adequate health care provided by South Huron Hospital.

The solutions to these problems can be found in the efficient delivery and operations of current health care facilities. Based on the findings of this report and available information, it is the view of the Greater Grand Bend Economic Development Office that South Huron Hospital should function as a Primary Hospital with both acute and chronic beds in the Region. This health care facility plays a critical role in the future economic development potential of the Greater Grand Bend Region. However, economic efficiencies in administration, operations, scheduling, cost management, and services should be addressed both locally and regionally. Restructuring should not be about downsizing hospital services, it should be about downsizing inefficiencies (see the report entitled: *"The Restructuring of South Huron Hospital: An Examination of Economic and Social Interactions in the Greater Grand Bend Region"* (Walsh, K.C.: 1996).

2.10 Regional Tax Assessments

Taxes in the Greater Grand Bend Region are assessed by two different methods. In the Town of Bosanquet and the Village of Grand Bend assessment is based on factored market assessment. In the Township of Stephen, assessment is based on full market value. An examination of the different assessment policies reveals that business taxes in the township of Stephen are lower than the other two municipalities. Therefore, from an economic perspective, businesses located in the Township of Stephen have a competitive tax advantage over businesses located in the Town of Bosanquet and the Village of Grand Bend.

Provincial changes to the assessment of taxes in the province of Ontario will be implemented beginning in January 1998. The changes to property assessment proposed by the province for 1998 will be based on full market value. Once these changes are implemented at the provincial level, it will be very important from an economic perspective to evaluate the changes on a local level.

2.11 Home Based Businesses

In the 90's and beyond, home based businesses are becoming an important component in the local economy. Many people are choosing to leave the 9-5 jobs in search of personal freedom and becoming their own boss. This economic trend must be addressed at the local level by community decision

makers so that policies can be developed to accommodate this growing trend. Land use planning should not limit individuals from operating home based businesses in the Greater Grand Bend Region. The people operating home based businesses today are likely to be the business people of the future.

2.12 Collector Road Study

The Greater Grand Bend Region is easily accessible from all major surrounding centers in southwestern Ontario. The main arterial network for the region is Highway #21, which provides access to northern and southern destinations. The entire area is serviced by numerous smaller highways and roads that connect the various towns to each other and to smaller cities in Southwestern Ontario. The existing local transportation infrastructure can sufficiently handle large volumes of daily traffic. As published by the Ontario Ministry of Transport (1992: 12), traffic volume reports record maximum daily volume traffic for the Region of: (1) 13,002 for May; (2) 14,390 for June; (3) 15,679 for July; (4) 13,159 for August; and, (5) 11,687 for September. These numbers represent significantly high recreational volumes.

In March of 1995, a collector road study was conducted for the Village of Grand Bend. As indicated in the report, "Village of Grand Bend Future Collector Road Study", the construction of a collector road was recommended so that traffic could by-pass the main intersection in the Village. It is the view of the Greater Grand Bend Economic Development Office, that the installation of a collector road at this time, as indicated in the report, would have adverse effects on the level of economic activity in the community. In particular, if the collector road is not deemed to be a limited access road, economic activity would shift from the current Main Street/Highway 21 economic corridor to the new high traffic collector road corridor. New businesses locating on the collecting road would benefit by cannibalizing the customer base from businesses in the economic core. In sum, the construction of the proposed roadway would result in a "zero sum" development equation. However, in the future, a collector road may be required to facilitate future growth opportunities if economic development activity in the core reaches optimality and/or becomes congested.

2.13 Local Festivals and Events

The Greater Grand Bend region is infamous for the variety and choice of local community events and festivals. This entertainment component of the Region has attracted visitors and residents for many years. The development of a local "Festival & Event Architect" employed position for the Region may serve to be more efficient and cost effective in the long run. Moreover, making someone responsible for coordinating and organizing local activities may minimize the problems of 'volunteer burnout'. Additionally, with the right person(s) and the right events/festivals (ie. additional spring, summer and fall festivals) the position could be a self sustaining one in the community.

2.14 Community Volunteers

The committed and experienced volunteer resource base in Grand Bend is one of the pivotal strengths of this community's unparalleled successes in the organization and administration of community based festivals and events. The residents of Grand Bend are accustomed to mobilizing both human and financial resources for the purpose of maintaining the high caliber of **locally initiated** and **Municipally endorsed** festival and events. It is quite evident, that without the unwavering support of local individuals, organizations and local governments, the activities and events tourists and residents have come to expect in the Greater Grand Bend Region throughout the years would not be possible.

From a planning and organizing perspective, the development of a "Volunteer Resource Data Base" would prove to be beneficial in organizing, finding volunteers and orchestrating community events and festivals. The data base could list the names and phone numbers of local volunteers and their volunteer interests. Additionally, the listing would enable the ideal matching of individuals to local events and festivals and reduce the problems associated with mailing lists and forwarding thank you letters.

2.15 Adventure Travel

Adventure travel is the fastest growing sector of the tourism industry in North America (Tourism Canada, 1995). This form of outdoor activity is based on leisure activity that takes place in wilderness settings and associated with either high or low levels of physical activity. The natural assets that are available to the public in the Greater Grand Bend Region offers an ideal setting for outdoor adventure travel. Utilizing Lake Huron and the natural tributaries makes a perfect setting for "ocean going" kayaking, canoeing, scuba diving and sailing adventures. Activities such as drag racing schools (test runs), golfing lessons/camps, skydiving, bicycling, trail riding and hot air balloon riding become potential tourism packages. Additionally the abundance of flora and fauna in the region creates endless opportunity for soft activities such as bird watching. Furthermore, adventure activity is not limited to summertime activities. For example, cross-country skiing, dog sled races and winter camping become marketable options with natural settings like the Pinery Provincial Park.

2.16 Eco-Tourism

The local abundance of natural flora and fauna and the ecologically sensitive oak savanna forests in the Region and the Pinery Provincial Park makes the Greater Grand Bend Region an ideal location for Eco-Tourism Adventures. Tourism packages that are both environmentally "conscience" and "friendly" interests a large sector of the population from all over the world. There may be an opportunity in the region for the establishment of "Green Accommodation" that provide in house seminars on the environment and local daily adventures. This strategy could be further expanded to include a "Green" facility within the Pinery as an alternative to traditional camping.

Furthermore, since one of the most coveted assets in the Region is the Pinery Provincial Park, park officials and community stakeholders should investigate the possibilities of the Pinery being designated as one of the World Heritage Sites by the United Nations(see Appendix M). Natural ecosystems and

environments are quickly being replaced by human settlement and industrial contamination. The Oak Savanna Forests of the Pinery are rarer than the Rain Forests. Therefore, this ecosystem should be preserved and protected to ensure its use by future generations and subsequent economic spin-offs.

2.17 101 Things to See & Do in the Greater Grand Bend Region

Since the Greater Grand Bend Region suffers from possessing too many unique qualities (“ the favored few”), it would be advantageous if a promotional piece were developed to reflect this reality. An example of document that could achieve this goal would be one that lists the “101 Things to See & Do in the Greater Grand Bend Region”. This promotional piece would list the features and benefits of Regional attractions and activities for the entire year. You could even ask the question to visitors and tourist - “How many of the 101 things have you experienced? People may even want to become a member of the “101 Club”. This promotional piece is simple, direct and functions as a rudimentary “information booth”. The visiting public that complete 101 things from a predetermined list would receive a certificate and pin in recognition of their accomplishments.

2.18 Agriculture

Often times the agricultural sector of the local economy is overlooked. However, the Agriculture Sector in the Greater Grand Bend Region is a primary contributor to the local economy. In 1991, the total value of sales for farms in Lambton and Huron County were \$258,083,000 and \$436,913,000 respectively (Ministry of Agriculture: 1995). Therefore, it becomes very important to establish cross-marketing relations with persons and organizations in the agricultural sector. There is an incredible opportunity in the Region for establishing agricultural processing plants, farm vacations/agricultural tourism and local farmers markets. Furthermore, the local agricultural industry plays an important role in managing and minimizing the adverse effects created by agricultural activity on the Region’s recreational bathing waters.

2.19 Communication Links and Network

It is important to create standardized information links between community groups, local residents, and volunteer organizations. Establishing better channels of communication between these groups is essential in local marketing efforts and for continually establishing a local “sense of community”. A method for promoting better communication in the community may include: (1) constructing community bulletin boards in strategic locations in the community (ie. post office, tourist information booths, high traffic areas (Main Streets & beaches); (2) conduct regular meetings with members of community organizations and groups for the efficient scheduling of events and cross-marketing opportunities; (3) conduct public announcements on Regional Beaches; (4) trailing airplane signs; (5) purchase advertising space on local radio stations and television; and, (6) develop a local satellite community radio station.

2.20 Demographic Analysis

The Greater Grand Bend Region's total population is 10,253 (1991 Census Canada). The table in Appendix N illustrates the population distribution by age grouping and sex. The data in this table clearly demonstrates a healthy and stable population distribution for local labor markets in the Region. The population is equally distributed among the 0-14, 30-44, and 60-74 age groups and the 15-29 and 45-59 age groups.

The 1996 Census population break downs by age grouping and sex will not be available from Statistics Canada until January 1998. Local demographic and comparative analysis' should be conducted once 1996 Census data for the Region becomes available. The Greater Grand Bend Region must include this data in their strategic marketing pieces that will carry them into the new millennium.

2.21 Amalgamation

Like many government reform strategies in the province of Ontario, municipal restructuring has become a contentious issue. The issue of restructuring equally concerns communities in rural Ontario as it does in major metropolitan centers. In fact, public concern and the fear of losing "local identity" are no less important in rural Ontario as in major metropolitan areas. The citizenry of smaller communities pride themselves on maintaining local autonomy and preserving their identity through a sense of community. However, changes to regional/national economies and fiscal stresses experienced at all levels of government have resulted in the search for savings and efficiencies through government restructuring initiatives.

From the economic growth and development perspective, it is important for local economies to be composed of a healthy cross section of primary, secondary and tertiary sectors in order to minimize the effects of uncontrollable economic forces. Economic diversification is one of the intrinsic benefits of amalgamating the municipalities in the Region. The resulting municipality would have a diversified economic base that would enable it to target specific growth and developing sectors during turbulent economic conditions.

The end results of amalgamation initiatives should be the improved quality of service delivery and a reduction in the costs to delivery those services. In the end, the people that live, work and play in the Region are the ones who will make the desired outcomes succeed. As a society we are faced with challenges today that will enable local economies to compete in the future. The acceptance of change is always problematic, but we must be willing to continually change to meet the needs of our changing political, social and economic environments. Moreover, one should be cognizant of the fact that the amalgamation process is not so much an implementation strategy as it is a particular way of planning for the future of our communities. Based on the findings of the KPMG report, the amalgamation of the municipalities in the Ausable Shores Area reflects political efficacy, social vitality, and economic viability, all of which are necessary for genuine "community" development (for a detailed analysis of Regional Amalgamation see "**The KPMG Amalgamation Proposal for the Town of Exeter, Village of Grand Bend, Township of Stephen, Township of Usborne and the Adjacent Parts of the Town**

of Bosanquet and the Township of Hay: A Review of Social and Economic Considerations”
(Walsh, K.C.: 1997)).

2.22 Service and Hospitality

In the 90's and beyond, customer service is more than just providing quality goods or services at a competitive price, it is about creating a sense of welcome in our businesses and in our communities. It is about anticipating the customer's requirements before they walk through the door. It is about letting them know that we are glad that they chose to patronise our establishment. The Ontario Superhost initiative allows all businesses the opportunity to equip themselves to provide a sense of welcome to their customers and clients. Co-ordinated by the Ontario Chamber of Commerce and the Ontario Tourism Education Corporation, the Ontario Superhost initiative is being offered in communities across the province.

In the **Greater Grand Bend Region (Town of Bosanquet, Township of Stephen, and the Village of Grand Bend)**, this initiative is being co-ordinated by the Greater Grand Bend Economic Development Office in partnership with the Tri-Municipal Committee, Bosanquet Economic Development Committee, and the South Huron Economic Development Committee. Representing the interests of our local economy, these organisations want residents, businesses, visitors, and guests to know that we care how they are treated in our communities. We want them to feel welcome! We want them to feel appreciated! But there is more to Ontario Superhost than just making people feel good, **upgrading our level of customer service excellence is essential to our economic survival.**

The future of the Regional tourism industry hinges on providing efficient and genuine service. Customers are demanded service that is faster, consistent and free of mistakes. The Superhost program in the Greater Grand Bend Region is an important element in establishing a competitive edge over other communities. However, the implementation of this strategy has been met with a number of challenges. **It is the view of this Office that local businesses make this customer service program a condition of employment.** Adopting this strategic position would mean that the “one time” seasonal employee would bear the costs rather than the employer.

2.23 Sporting Events

The Greater Grand Bend region is an ideal location for hosting provincial, national and international sporting events. Numerous sporting organizations would welcome the opportunity to compete in a Region with incomparable sandy beaches and recreational water such as Lake Huron. With an abundance of local accommodations and the facilities of Centralia International Academy there is no reason why this Region in Ontario could not host major beach volleyball (Provincials, National and Federal International beach Volleyball Tournaments) and sailing events.

Recently, the Village of Grand Bend, with the support of the surrounding communities, was successful as a members of the London Alliance in bidding for the 2001 Canada Summer Games. The Village of Grand Bend will be the hosting community for the sailing and beach volleyball events of these Games.

The opportunity to host this national sporting event will have far reaching positive economic spin-offs for the next four years in this Region. Now is the time for the community to market themselves as **"The Proud Location for the 2001 Canada Summer Games Sailing and Beach Volleyball Events"**. The 2001 Canada Summer Games should be proudly displayed at municipal entrances and included on all promotional and marketing materials for the Region over the next 4 years. Coincidentally, the telephone number of the Grand Bend & Area Chamber of Commerce is an excellent marketing element in promotion and informing the public on the Games - 238-**2001**. (see the report *"The Village of Grand Bend's Strategic Advantage as a Venue for the 2001 Canada Summer Games Sailing and Beach Volleyball Events"* (Walsh, K.C.: 1996, 1997) as an example of a Regional proposal for sporting events)

2.24 Establishing Horizontal and Vertical Linkages

The Greater Grand Bend Region would benefit from continually establishing vertical linkages with senior levels of government and horizontal linkages with neighboring municipalities. Moreover, the regional municipalities should investigate the potential of establishing linkages with the private sector in order to capitalize on potential cross marketing opportunities. Creating both vertical and horizontal linkages would increase the frequency and reach of local marketing efforts and reduce the cost by sharing instead of duplicating resources. Creating vertical linkages with the Ministry of Tourism, Development and Recreation (Travel Guides, Brochures and Travel Linxs (internet access)) is very important to the Region's economy.

2.25 Cash in Lieu for Parking

Site plan is for the controlled orderly development of local growth. The process is visionary planning that conforms to Municipal Official Plans and Strategic Marketing Plans. However, once a site plan is entered into with a municipality it usually triggers parking requirements for business development. If there is a change of use to an existing building or the construction of a new building for business then parking requirements become a concern. This component of the site plan agreement can often times be an impediment for economic development in a community. The Village of Grand Bend is the only municipality in the Tri-Municipal Area that has a bylaw stipulating "cash in lieu" of parking if parking facilities do not exist for structural buildings. The Town of Bosanquet and the Township of Stephen have no provisions in their bylaws for parking requirements with respect to site plan agreements.

Recently, the parking requirements resulting from site plan agreements have resulted in conflict between the municipality and local businesses. In order to put this issue into perspective a comparative analysis (see Table 2.3) was conducted involving similar tourism focused communities and city centers. The comparative analysis clearly demonstrates that the Village of Grand Bend's "cash in lieu" parking requirements are comparable to similar communities. However, the Village should still develop a "cash in lieu" policy that may promote local business development. This is one of the few "flexible" instruments the municipality possesses that could directly stimulate development and the tax base.

Suggested changes to this “parking” requirement could include strategies such as: (1) dedicating a certain percentage of parking spaces in municipal lots to developers on a first come first serve basis; (2) increasing parking revenues by installing parking meters on Main Street; (3) reducing the “cash in lieu” charges to stimulate development; (4) reduce the rate by a percentage of “increases” in assessment level; (5) amortize the payment over a period of time; and, (6) reduce charges in consideration for landscaping of architectural significance in design. Proper development attracts more people, more people signifies more vehicles, more vehicles result in higher parking revenues in municipal/private lots and higher revenues mean the ability to afford more parking spaces - either municipally or privately.

Table 2.3
Comparative Analysis of “Cash in Lieu” Parking Requirements

Municipality	Cash in Lieu of Parking Requirements
Village of Grand Bend	\$2500.00 / parking space.
Town of Goderich	\$3000.00 - \$4500.00 / parking space.
Port Stanley	\$3300.00 for 1st parking space. \$1500.00 for 2nd parking space. \$1000.00 for every other parking space.
Kincardine	\$1.00 / parking space (ie. when retail changes to restaurant or any other use) \$1500.00/ parking space (ie. residential changes to commercial or when adding on to an existing building).
Collingwood	\$3000.00 / parking space.
Bayfield	No policy
Port Elgin	\$2000.00 to \$2500.00 / parking space.
Wasaga Beach	\$3000.00 for land plus \$250.00 for asphalt and construction.
City of Kitchener	\$20,000 / parking space.

* Prices (cash in lieu) reflect parking requirements in the economic cores of the Municipalities.

2.26 Regional Promotional Strategies

Promotional strategies for the Region should be based on a cooperative partnership between local businesses, volunteer organizations/groups, local residents, provincial and municipal governments. The formation of “marketing partnerships” are based on a financial commitment and/or community support from the organizational partners. Regional promotional strategies can range from the implementation of complex strategic marketing plans to simple local cohesive efforts such as: (1) standardized local exchange rates; (2) adopting a community theme; (3) implementation of strict “theme centered” commercial signing policies; and, (4) community ambassador programs, to name a few. The formation of a “place marketing” partnership results in the cohesive planning, organizing, directing and controlling of local marketing activities and strategies. Moreover, a marketing partnership is fundamental to the efficient allocation of human and financial resources for the purpose of achieving community goals.

2.27 The Relationship Between the Municipality and the Developer

Historically, the relationship between the public and private sectors over economic development activities have been adversarial rather than cooperative. It is difficult for community decision makers to foresee and plan for projects proposed by entrepreneurs and developers. To overcome this problem, it is essential for community planners and decision makers to outline the areas of common interest and work together in evaluating development proposals and activities on a case by case basis. It is very important that development proposals fit the community’s current values, goals, objectives and be consistent with existing secondary planning documents. By working together on matters of development, both private and public sectors of the economy can establish working relationships that better address areas of concern. Anticipating the motivations and goals of developers and entrepreneurs in economic development projects is difficult if not impossible! However, it is important for planning offices to establish a framework for decision making that best suits the local community while at the same time is adaptive towards the entrepreneur and the developers needs.

A poor working relationship between the developer and the decision makers during the initial planning stages will create nothing but conflict and uncertainty throughout the development project. Moreover, the entrepreneur or developer may choose to develop their project in another locale. A cooperative approach to development benefits all stakeholders involved in the process. This type of approach to development facilitates an environment where both the public officials and the developer/entrepreneur achieves an appropriate “quality” of development. The relationship is as much the developer’s responsibility to be prepared for opposition to their development proposals as it is for community decision makers to thoroughly evaluate these proposals against a previously defined set of criteria. Although it may be impossible to predict every developers/entrepreneurs proposals for the community, establishing a framework for decision making is the first step in a series of steps for minimizing conflict and uncertainty associated with economic development.

Municipalities can create an environment for development by implementing simple but strategic policies. For example, a municipality may make it a policy to have all of the appropriate zoning and

approvals for development in place by a specified period of time (i.e. all development applications and or requirements will be approved within 10 days or fees and charges are free). A development strategy of this nature would not only function as an excellent marketing tool but also require cooperation from elected officials, municipal administrators, planning departments, and building inspectors. This strategic catalyst for growth would apply to all development proposals that are presented by businesspersons to the local municipality.

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APPENDIX A
BUSINESS SURVEY

1995 BUSINESS AND COMMUNITY SERVICES DIRECTORY

As an important service to the Tri-Municipal business community, the Greater Grand Bend Economic Development Office will be annually publishing a Business Directory which will provide an extensive listing of all the industrial, retail, recreational and professional businesses & services operating in our region. This valuable marketing tool will be distributed in other major consumer markets outside the Tri-Municipal area. To guarantee that your listing will be accurate please update the information below and return it to our office. Thank you for your co-operation.

**Company names will be listed in alphabetical order in its appropriate business sector.*

**Not all of the information in this survey will be in the Directory (some will be placed in our Tri-Municipal business database)*

COMPANY INFORMATION

☐ BC

☐ INV

Company Name:

Address:

Town/Village: Postal Code: Year Established:

Telephone: Fax: Internet E-Mail:

Toll Free Number 1 - 800- ☐ Computerized

President/Owner:

Parent Company (if applicable)

Type of business ☐ seasonal ☐ year round ☐ Rent \$..... ☐ Own

Peak season: From.....To..... Off season: From.....To.....

Number of Full-time Employees: M..... Part-time: M..... Seasonal months.....-..... M.....
F..... F..... months.....-..... F.....

What is your target market? Customers..... Region.....

Retail Space (sq ft)..... Office Space (sq ft)..... Occupancy Rate (if applicable)%

What kind of promotional strategies are you involved in?.....

☐ Interest in any type of co-operative association (for advertising, compiling market research, general improvements)?
What type?.....

☐ Chamber Member If no, why not?.....

☐ Reside in the area If no, where do you reside?.....
If no, why did you select the area as a location for your business?.....

Do you think there are any gaps in the local business community? ☐ yes ☐ no

What type of businesses do you feel are lacking in the area?.....

What sector of the population would you like to see visit the area?.....

What is the major comment you here from visitors about the area?.....

What type of improvements would you like to see for the area?.....

Is the local area conducive for conducting business? ☐ yes ☐ no If no, why not?

What have been the major obstacles that you have encountered operating your business in this community?

How were these problems resolved?

Please provide a brief description about your business (products, services & specialties) preferably in 35 words or less

BUSINESS & SALES INFORMATION

How would you rate your sales up to this point in the year (for the one year period)?

☐ Excellent ☐ Good ☐ Fair ☐ Below-Average ☐ Poor

How are your sales this year compared to this time last year? ☐ Increase ☐ Decrease Estimated %

If yes, why do you think they have improved?

If no, why do you think they have decreased?

On average, how many customer sales/transactions are made during a one week period? peak season

What percentage of sales are affected by beach postings (disregarding weather)? %

Does the new Water Testing Facility have a direct impact on your business? ☐ yes ☐ no If yes, how?

Do festivals & special events help your business? ☐ yes ☐ no Why/Why Not?

REGARDING YOUR BUSINESS (OPTIONAL)

How much do you pay in taxes a year (gross)? Business \$ Property \$

Approximate sales range:

<input type="checkbox"/> <\$30,000	<input type="checkbox"/> \$31,000-\$100,000	<input type="checkbox"/> \$101,000-\$200,000
<input type="checkbox"/> \$201,000-\$300,000	<input type="checkbox"/> \$301,000-\$400,000	<input type="checkbox"/> \$401,000-\$700,000
<input type="checkbox"/> \$701,000-Million	<input type="checkbox"/> Over 1 Million	

For the purpose of the Greater Grand Bend Business & Community Service Directory

What sector would you like to be listed in:

<input type="checkbox"/> Accommodation	<input type="checkbox"/> Construction	<input type="checkbox"/> Finance/Real Estate	<input type="checkbox"/> Manufacturing
<input type="checkbox"/> Recreation	<input type="checkbox"/> Repair	<input type="checkbox"/> Restaurants	<input type="checkbox"/> Retail
<input type="checkbox"/> Services	<input type="checkbox"/> Wholesale	<input type="checkbox"/> Other, specify	

Any additional Comments or Suggestions?

Reviewed/Updated By:

Title: Date:

The following is a summary of the key points obtained from the business surveys. The survey results were based on in-depth “face to face” interviews with local business owners in Grand Bend’s economic core. A total of 83% of available respondents (63 businesses) were interviewed with a standardized questionnaire (see Appendix A). A combination of open ended and closed ended questions were asked for the purpose of collecting data for business analysis and comparisons. A content analysis of the surveys identify the common concerns of local businesses.

Results from Qualitative Business Questions for Strategic Marketing:

Attract more families to the Region.	46%
Parking problems are a major concern.	29%
Need more public washrooms.	3%
Need a diversified assortment of products.	10%
Promote the Region.	10%
Prices for local goods and services are high.	6%
Need more activities and attractions for children.	24%
More cooperation between business owners.	3%
Clean-up and improve the downtown core.	10%
Provide beach access in the off season.	5%

APPENDIX B

VISITOR SURVEY

The Greater Grand Bend Area Visitor Survey

[D] [M] [Y]

This survey is being conducted by the Economic Development Office in co-operation with the Tri-Municipal, being the Town of Bosanquet, the Township of Stephen, and the Village of Grand Bend. The primary purpose of this survey is to provide important information for area Marketing Profile Reports and a Strategic Marketing Plan for the community(s). Information obtained from the surveys will help us serve you, the visitor, better in the future! We would greatly appreciate your assistance in completion of this survey and thank you in advance for your co-operation. (Check appropriate boxes to indicate your selection)

<input type="checkbox"/> B	<input type="checkbox"/> C	<input type="checkbox"/> D	<input type="checkbox"/> E	<input type="checkbox"/> F	<input type="checkbox"/> G	<input type="checkbox"/> H	<input type="checkbox"/> I	<input type="checkbox"/> J	<input type="checkbox"/> K	<input type="checkbox"/> L	<input type="checkbox"/> M	<input type="checkbox"/> N	<input type="checkbox"/> O	<input type="checkbox"/> P	<input type="checkbox"/> Q	<input type="checkbox"/> R	<input type="checkbox"/> S	<input type="checkbox"/> T	<input type="checkbox"/> U	<input type="checkbox"/> V	<input type="checkbox"/> W	<input type="checkbox"/> X	<input type="checkbox"/> Y	<input type="checkbox"/> Z
Office Use Only																								

1. Please indicate your gender and age group.

- ☐ Male ☐ Female
- ☐ Under 18 ☐ 18-24 years ☐ 25-34 years ☐ 35-44 years ☐ 45-54 years ☐ 55 and over

2. Where are you (yourself) from? (City/Town, Province/State) _____

3. By what mode of transportation did you arrive in the Greater Grand Bend Area?

- ☐ Car ☐ Bus ☐ Boat Other ☐ (please specify) _____

4. Including yourself, how many people are travelling with you? ☐

5. How long have you been visiting the Greater Grand Bend Area? Specify the number of years ☐ OR First time visitor ☐

6. During a one year period, how often do you come to the Greater Grand Bend Area? Number of visits (please specify). ☐

7. On this visit, how long will you be staying in the Area? Number of days ☐ Number of nights ☐

8. What are your reasons for visiting the Greater Grand Bend Area? Check all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Friends/Relatives | <input type="checkbox"/> Camping |
| <input type="checkbox"/> Beach | <input type="checkbox"/> Shopping |
| <input type="checkbox"/> Boating | <input type="checkbox"/> Dining |
| <input type="checkbox"/> Business | <input type="checkbox"/> Other(s) (please specify) _____ |

9. Do you plan on visiting the Greater Grand Bend Area again? ☐ yes ☐ no
If no, please give reason(s). _____

10. What Greater Grand Bend Area attractions do you plan to see during your visit? Check all that apply.

- | | | |
|--|--|------------------------------------|
| <input type="checkbox"/> Agricultural Facilities | <input type="checkbox"/> Grand Bend Municipal Marina | <input type="checkbox"/> Motorplex |
| <input type="checkbox"/> Pinery Provincial Park | <input type="checkbox"/> Lambton Heritage Museum | |
| <input type="checkbox"/> Huron Country Playhouse | <input type="checkbox"/> Shopping | |
| <input type="checkbox"/> Beaches | <input type="checkbox"/> Dining | |
| <input type="checkbox"/> Golf Courses | | |
| <input type="checkbox"/> Other(s) (please specify) _____ | | |

11. How did you hear about what there is to see and do in the Greater Grand Bend Area?

- | | |
|--|---|
| <input type="checkbox"/> Newspaper | <input type="checkbox"/> Southwestern Ontario Travel Association Publications (SWOTA) |
| <input type="checkbox"/> Brochure | <input type="checkbox"/> Ministry of Culture, Tourism and Recreation Publications |
| <input type="checkbox"/> Radio | <input type="checkbox"/> Word of mouth |
| <input type="checkbox"/> Chamber of Commerce | <input type="checkbox"/> Other (please specify) _____ |

12. Where did you receive information about the Greater Grand Bend Area? (Please be specific: city/town) _____

13. While in the Greater Grand Bend Area, where will you be staying?

- | | |
|--|---|
| <input type="checkbox"/> Not staying, day trip | <input type="checkbox"/> Pinery Provincial Park |
| <input type="checkbox"/> Hotel/Motel | <input type="checkbox"/> Other campground |
| <input type="checkbox"/> Bed and Breakfast | <input type="checkbox"/> Friend/Relative |
| <input type="checkbox"/> Cottage | <input type="checkbox"/> Other (please specify) _____ |

14. What type of special events would you be most interested/likely to return for in the Greater Grand Bend Area?

- | | | | |
|---|--|---|--|
| <input type="checkbox"/> Winter Carnival | <input type="checkbox"/> Craft Fair | <input type="checkbox"/> Farmers Market | <input type="checkbox"/> Fall Colours |
| <input type="checkbox"/> Air Show | <input type="checkbox"/> Boating event | <input type="checkbox"/> Folk Festival | <input type="checkbox"/> Return of the Swans |
| <input type="checkbox"/> Other (please specify) _____ | | | |

15. Approximately how much money do you think you will have spent in the Greater Grand Bend Area during your visit?
\$ _____

16. Please indicate the extent to which you have enjoyed your time in the Grand Bend Area? (Please Circle a number).

1 _____ 2 _____ 3 _____ 4 _____ 5 _____

Great extent

not at all

17. Do you have any additional suggestions on how to improve the Greater Grand Bend Area?

*** OPTIONAL QUESTION: What is your combined family income?

- ☐ less than \$20,000. ☐ \$20,000 to \$35,000. ☐ \$36,000 to \$50,000. ☐ \$50,000 to 79,000 ☐ 80,000 +

Thank you for your co-operation. Your answers are most appreciated.

**Survey Responses from the
Greater Grand Bend Area Visitor Survey (1995-1996)**

1. Please indicate your gender and age group.

Male	34%
Female	60%
No Response	6%

Under 18	14%
18-24 years	16%
25-34 years	22%
35-44 years	25%
45-54 years	10%
55 and over	12%

2. Where are you (yourself) from? (City/Town, Province/State).

Sarnia	2%
London	12%
Toronto	15%
Kitchener/Waterloo	6%
Guelph	1%
Southwestern Ontario	37%
Northwestern Ontario	1%
Quebec	1%
United States	20%
U.S. Breakdown:	
Michigan	14%
Ohio	2%
Texas	1%
California	1%
Pennsylvania	1%
Chicago	1%
Colorado	1%

3. By what mode of transportation did you arrive in the Greater Grand Bend Area?

Car	92%
Bus	2%
Boat	1%
Motorhome	1%
Van	2%
Truck	2%
Plane	1%

4. Including yourself, how many people are traveling with you?

The average number of people: 4.4 persons.

5. How long have you been visiting the Greater Grand Bend Area?

Specify the number of years.	12.62 years
First time visitor.	49% of respondents are first time visitors.
No Responses.	2%

6. During a one year period, how often do you come to the Greater Grand Bend Area?

Number of visits (please specify).	3 visits per year (average).
No responses	25%

7. On this visit, how long will you be staying in the Area?

Number of days.	5 days
Number of nights.	4 nights
Day Trippers.	12%

8. What are your reasons for visiting the Greater Grand Bend Area?

Check all that apply.

Friends/Relatives	24%			
Beach	53%			
Boating	6%			
Business	2%			
Camping	70%			
Shopping	18%			
Dining	8%			
Other(s) please specify	17%			
Atmosphere	Special Tours	Touring	Cycling	Bars
Picnicking	Birding	People	Playhouse	Sightseeing
Nature Trails	Rest & Relaxation			

9. Do you plan on visiting the Greater Grand Bend Area again:

Yes	91%
No	5%
No Response	4%

**10. What Greater Grand Bend Area attractions do you plan to see during your visit?
Check all that apply.**

Agricultural Facilities	5%						
Pinery Provincial Park	62%						
Huron Country Playhouse	11%						
Beaches	75%						
Golf Courses	14%						
Grand Bend Municipal Marina	7%						
Lambton Heritage Museum	40%						
Shopping	50%						
Dining	35%						
Motorplex	8%						
Other(s) please specify	13%						
Zoo	2%	Drive-In	1%	MiniGolf	1%	Horseback Riding	1%
Go-karts	1%	Flea Market	1%	Pinery Park	1%	Bars	2%
Legion	1%	Trailer Park	1%	Bayview	1%	Cottage	1%

11. How did you hear about what there is to see and do in the Greater Grand Bend Area?

Newspaper	4%
Brochure	14%
Radio	4%
Chamber of Commerce	1%
Southwestern Ontario Travel Association Publications (SWOTA)	4%
Ministry of Culture, Tourism and Recreation Publication	6%
Word of mouth	71%
Touring (driving around)	4%
No Response	22%

**12. Where did you receive information about the Greater Grand Bend Area?
(Please be specific: city/town).**

Grand Bend	2%	Mail	1%
Waterloo	2%	Hamilton	1%
London	6%	Border	1%
Samia	4%	Detroit	1%
Map	1%	Timmins	1%
Toronto	4%	Burlington	1%
Travel Guides	1%	Windsor	1%
Ottawa	2%	Michigan	2%
Stratford	1%	Friends	2%
Chamber of Commerce	1%	Chatham	1%
Woodstock	1%	Pinery	4%

13. While in the Greater Grand Bend Area, where will you be staying?

Not saying, day trip.	11%
Hotel/Motel	14%
Bed and Breakfast	0%
Cottage	9%
Pinery Provincial Park	53%
Other campground	7%
Friends	6%

14. What type of special events would you be most interested/likely to return for in the Greater Grand Bend Area?

Winter Carnival	20%
Air Show	14%
Craft Fair	27%
Boating Event	16%
Farmers Market	25%
Folk Festival	19%
Fall Colours	27%
Return of the Swans	14%
Other (please specify).	8%

Festivals	1%	Fair / Rides	1%
Canada Day	1%	Winter Stuff	1%
Playhouse	1%	Car Show	1%
Jazz Festival	1%	Beach Party	1%
Street Party	1%	Sugar Bush Festival	1%
Camping	1%	Clean Parks	1%

15. Approximately how much money do you think you will have spent in the Greater Grand Bend Area during your visit?

Average expenditure: \$233.00
Response Rate: 80%

16. Please indicate the extent to which you have enjoyed your time in the Grand Bend Area? (Please circle a number).

Scale

1	Great Extent	31%
2		36%
3	Moderately	12%
4		15%
5	Not At All	7%

No Responses 14%

17. Do you have any additional suggestions on how to improve the Greater Grand Bend Area?

Respondents Comments:

Better Public Relations	Theme Park
Clean up the Garbage	Water Parks
More Overnight Parking	Less Rocks on the Beach
Cheaper Prices for Alcohol	Scrap T-shirt Shops
Increase Public Relations	Renovate Buildings
Increase Awareness on Parking Policies	Develop a Theme
It is pretty good the way it is	Cleaner Bathrooms
More Family Activities	Cleaner water and Beaches
More Top Quality Merchandise	Roller Rink
Have Less Bars	Theater
No Shade on the Beach	Cycling Paths
No changing rooms	Special Events and Activities

Optional Question: What is your combined family income?

less than \$20,000	6%
20,000 - 35,000	11%
36,000 - 50,000	11%
50,000 - 79,000	20%
80,000 +	13%
No response	34%

APPENDIX C
RESIDENTIAL SURVEY

RESIDENT SURVEY FOR ECONOMIC DEVELOPMENT AND STRATEGIC MARKETING

As a resident of the Greater Grand Bend Region, your opinions and suggestions play a critical role in the development and modeling of future economic development strategies for your community. As a local citizen, with a vested interest in the community, it is important that your ideas and concerns be acknowledged and integrated in the strategic planning and economic development process. Your involvement and input represents one of the most important components for identifying "suitable" development strategies. In order for this involvement to take place, I request that you take a few moments of your time to complete this questionnaire. I can assure you that the time you invest to complete this survey will be well spent. Thank you for completing this questionnaire.

In our attempt to minimize costs, please drop off your completed questionnaire in any one of the survey boxes located at the **Grand Bend Municipal Office, Grand Bend Post Office, or the Grand Bend Library.** If you prefer to mail your responses please forward them to: Greater Grand Bend Economic Development Office P.O. Box 248, Grand Bend, ON. N0M 1T0. Once again, thank you for your co-operation.

1. Do you live in Grand Bend? (Check one) ☐ year-round ☐ seasonal

2. (a) If you are a seasonal resident during what months **do you reside** in Grand Bend? (Check the months that apply)

<input type="checkbox"/> January	<input type="checkbox"/> March	<input type="checkbox"/> May	<input type="checkbox"/> July	<input type="checkbox"/> September	<input type="checkbox"/> November
<input type="checkbox"/> February	<input type="checkbox"/> April	<input type="checkbox"/> June	<input type="checkbox"/> August	<input type="checkbox"/> October	<input type="checkbox"/> December

(b) As a seasonal resident, where do you reside during the other months? _____

3. How many years have you lived in Grand Bend? _____ (Number of years).

4. (a) Do you work in Grand Bend? ☐ yes ☐ no

(b) If no, where do you work? (e.g. City, town, etc.) _____

5. Do you think there are any businesses and services lacking in the community? ☐ yes ☐ no

6. What type of businesses and services are needed in the area? (please specify) _____

7. Would you like to see new employment opportunities established in the Grand Bend Region?

☐ No. Why not? _____

☐ Yes. What size? (Check appropriate box (es)).

☐ Small (up to 25 employees).

☐ Medium (25 - 50 employees).

☐ Large (50 employees or more).

8. Do you own and/or operate a computer in your household? ☐ Yes ☐ No

9. What percentage of goods and services do you purchase in the Grand Bend Region and in other locations?

	% in Grand Bend Region	% in other locations	(please name towns or cities for "other locations")
Groceries	____%	____%	_____
Clothing	____%	____%	_____
Automotive	____%	____%	_____
Hardware	____%	____%	_____
Furniture	____%	____%	_____
Appliances	____%	____%	_____
Books	____%	____%	_____
Jewelry	____%	____%	_____
Drugstore	____%	____%	_____
Housewares	____%	____%	_____
Gifts	____%	____%	_____

10. Why do you shop outside of the Grand Bend Region? (Check all that apply)

- ☐ Never shop outside of the community
- ☐ Store hours
- ☐ Location
- ☐ Price
- ☐ Variety of stores, products and services
- ☐ Advertising flyers
- ☐ Convenience
- ☐ Other

11. What would you consider to be an appropriate theme for marketing the community? _____

12. (a) Do you feel there is a need for improvements to Grand Bend's economic core? ☐ Yes ☐ No

(b) If yes, please make some suggestions. _____

13. Do you think a casino should be located in the Grand Bend Region? ☐ Yes ☐ No

14. Do you think that services and facilities for seniors are adequate in the Grand Bend Region? ☐ Yes ☐ No

Please suggest any services or facilities you think are needed for seniors.

1. _____
2. _____
3. _____

15. What Grand Bend Area attractions/services do you visit?

- | | | |
|---|--|--|
| <input type="checkbox"/> Beach | <input type="checkbox"/> Grand Bend Motorplex | <input type="checkbox"/> Pinery Provincial Park |
| <input type="checkbox"/> Golf Courses | <input type="checkbox"/> Lambton Heritage Museum | <input type="checkbox"/> Library |
| <input type="checkbox"/> Shopping | <input type="checkbox"/> Marinas | <input type="checkbox"/> Huron Country Playhouse |
| <input type="checkbox"/> Restaurants/Dining | <input type="checkbox"/> Zoo | <input type="checkbox"/> Port Blake Conser. Area |

16. Do you think youth services and facilities are adequate in the Grand Bend Region? ☐ Yes ☐ No

Please suggest services or facilities you think are needed for youth.

1. _____
2. _____
3. _____

17. (a) Do you attend locally sponsored festival and event? ☐ Yes ☐ No

(b) If no, please give reason(s). _____

18. Are you satisfied with the current level of health care in the community? ☐ Yes ☐ No

Please suggest any health care services or facilities you think are needed in the community.

1. _____
2. _____
3. _____

19. Do you think recreational or entertainment facilities are adequate in the Grand Bend Region? ☐ Yes ☐ No

Please suggest recreational or entertainment facilities you think are needed in the community.

1. _____
2. _____
3. _____

20. Do you think the tourism industry should be further developed in the Grand Bend Region? ☐ Yes ☐ No

If yes, please suggest how this sector of the economy should be developed.

1. _____
2. _____
3. _____

21. What are the major weaknesses of the Greater Grand Bend Region?

1. _____
2. _____
3. _____

22. What are the major strengths of the Greater Grand Bend Region?

1. _____
2. _____
3. _____

23. What type of community events or festivals do you attend on a regular basis?

1. _____
2. _____
3. _____

24. Would you be interested in starting a business in the community? ☐ Yes ☐ No

If yes, what type of business(es) would you open in the community?

1. _____
2. _____

25. Please feel free to comment on other items you think are important that have not been covered by this survey. For your convenience, space has been provided on the back sides of the questionnaire. Once again, Thank you for taking the time to answer the questions! Your input is important and greatly appreciated!

The deadline for returning your questionnaire is

31 October 1996

If you have any questions, please contact Kevin C Walsh, Economic Development Officer, 238-5517.

Fax: 238-2598

**Survey Responses from the
Greater Grand Bend Region Residential Surveys (1996-1997)**

1. Do you live in Greater Grand Bend Region (GGBR)?

	# Responses	Percentage
Year round	156	56%
Seasonal	123	44%

2. (a) If you are a seasonal resident during what months do you reside in (GGBR)?

January	3	2%
February	5	4%
March	6	5%
April	22	18%
May	66	54%
June	80	65%
July	105	85%
August	101	82%
September	64	52%
October	35	28%
November	7	6%
December	7	6%
weekends only	5	4%
weekends	11	9%

(b) As a seasonal resident, where do you reside during the other months?

3. How many years have you lived in Greater Grand Bend Region? _____ (Number of years).

Year Round	135
Total Years	2006
Average	14.9 years

Seasonal	102
Total Years	1855
Average	18.2 years

4. Do you work in the GGB region?

Yes	52	19%
No	217	78%
Retired	32	12%

5. Do you think there are any businesses and services lacking in the community?

Yes	57%
No	23%
Not familiar with all services	1%
No Responses	19%

6. What type of businesses and services are needed in the area? (please specify)

Year Round Residents	#'s	Seasonal Residents	#'s
Businesses with quality goods	10	Quality Interest Stores	2
Building materials	6	Quality Accommodations	2
Clothing	6	Casino	2
Department Store	5	Recreational Facilities	2
Sports Centre	4	Department store	2
Chinese Restaurant	4	Family Roadhouse Restaurant	2
Zellers or BY-way type store	3	Movie Theatre	2
Store such as Saan or Steadman's	3	Fitness Gym	2
Boutiques	3	Family Oriented Businesses	2
Small factories	3	Upscale services for tourists	1
Arena	2	Restaurants	1
Shoe store	2	Hardware near Port Franks	1
Smoke Free Coffee Shop	2	Nice Gift Shops	1
Auto parts store	2	Nice Restaurants	1
Year round businesses	2	Smoke free coffee shop	1
Car Dealership	2	Variety of shops	1
Family Roadhouse Restaurant	2	Clothing, appliances, automotive	1
Recreational Facilities	2	Health club	1
Lumber yard	1	Repair shops	1
Year round restaurants	1	CD Store	1
Child care	1	Walk-in medical clinic	1
Furniture	1	Greater variety of restaurants	1
Bulk food	1	Public skating	1
Decent public washrooms	1	Curling	1
Biking path	1	Tennis	1
Swimming Pool	1	Canadian Tire	1
Adventure playground for children	1	Tea room	1
Boardwalk along beach	1	Music store	1
Open beach	1	Second hand clothing	1
Computer training	1	High quality stores	1
Tim Horton's	1	Open Air Market	1
Public tennis courts	1	Good Mini Golf Course	1
Computer supplies	1	Carwash	1
Lingerie store for men and woman	1	Adult Park	1
CAA approved motels	1	Furniture	1
Casino	1	Entertainment for children	1
One stop shopping (Wal-Mart)	1	Year Round Businesses	1

Year Round Residents	#'s	Seasonal Residents	#'s
Small business	1	Reasonably priced shops	1
Year round - arena, theatre, curling	1	Something for young children	1
Upscale family activities	1	Better restaurants	1
Better phone service	1	Affordable children's clothes	1
Work clothing	1	Better selection of retail	1
Car wash	1	Bake Shop	1
Outdoor Adventure Clothing	1	Boutiques	1
Dance studio	1	Emergency Medical Services	1
Children art camp	1	CIBC Banking	1
Towels and face cloths	1	Waterslide	1
New car dealer	1	Late night gas station	1
Chain Store	1	Childrens playground	1
Audio store	1	Specialty Shops	1
Motorcycle shop	1	Better selection of clothing	1
Lumber yard	1	Craft Store in good location	1
Larger hardware store	1		
Toy Store	1		
Taxi Service	1		
Weekend Medical Clinic	1		
Ambulance service	1		
Bakery	1		
Antique Shops	1		
Light general retail stores	1		
Jewelry Repair	1		
Ministry of Transport Office	1		
Amusement Park	1		
Art gallery	1		
Major Hotel Chain	1		
Specialty Shops	1		
Wine Shop	1		
More Post Office Boxes	1		
Better Banking Facilities	1		
Dry Goods Store	1		

7. Would you like to see new employment opportunities established in the Greater Grand Bend Region?

Yes 80%
 No 10%
 No Response 10%

No. Why not?

Grand Bend is a tourist area
 Prefer the retirement community
 Increase taxes

No. Why not? (continued)

family recreational area

seasonal atmosphere

If Yes. What size? (Check appropriate box (es)).

Small (up to 25 employees).	156	56%
Medium (25 - 50 employees).	106	38%
Large (50 employees or more).	61	22%

8. Do you own and/or operate a computer in your household?

Yes	138	50%
No	127	46%

**9. The percentage of goods and services purchased by
year round residents in the Greater Grand Bend Region.**

Groceries	85%
Clothing	21%
Automotive	35%
Hardware	57%
Furniture	6%
Appliances	13%
Books	41%
Jewelry	8%
Drugstore	84%
Housewares	30%
Gifts	33%

**The percentage of goods and services purchased by
year round residents outside the Greater Grand Bend Region.**

Groceries	15%
Clothing	79%
Automotive	65%
Hardware	43%
Furniture	90%
Appliances	91%
Books	58%
Jewelry	89%
Drugstore	18%
Housewares	70%
Gifts	67%

The percentage of goods and services purchased by seasonal residents in the Greater Grand Bend Region.

Groceries	45%
Clothing	14%
Automotive	9%
Hardware	32%
Furniture	4%
Appliances	7%
Books	20%
Jewelry	7%
Drugstore	33%
Housewares	13%
Gifts	12%

The percentage of goods and services purchased by seasonal residents outside the Grand Bend Region.

Groceries	55%
Clothing	88%
Automotive	93%
Hardware	68%
Furniture	96%
Appliances	94%
Books	82%
Jewelry	94%
Drugstore	69%
Housewares	88%
Gifts	88%

10. Why do you shop outside of the Grand Bend Region?

Never	3	1%
Store hrs.	39	14%
Location	66	24%
Price	159	57%
Variety	247	89%
Advert.	43	16%
Conv.	124	45%
Other	61	22%

Seasonal residents - top three out of town locations for purchases:

Groceries	London, Exeter, Goderich
Clothing	London, Goderich, United States
Automotive	London, United States, Kitchener-Waterloo
Hardware	London, Exeter, Kitchener-Waterloo
Furniture	London, Exeter, Kitchener-Waterloo

continued...

Appliances	London, Exeter, United States
Books	London, Exeter, United States
Jewelry	London, Exeter, United States
Drugstore	London, Exeter, United States
Housewares	London, Exeter, United States
Gifts	London, Exeter, United States

Year round residents - top three out of town locations for purchases:

Groceries	London, Exeter, Goderich
Clothing	London, Exeter, Goderich
Automotive	London, Exeter, Goderich
Hardware	London, Exeter, Goderich
Furniture	London, Exeter, Goderich
Appliances	London, Exeter, Goderich
Books	London, Exeter, Goderich
Jewelry	London, Exeter, Goderich
Drugstore	London, Exeter, Goderich
Housewares	London, Exeter, Goderich
Gifts	London, Exeter, Goderich

11. What would you consider to be an appropriate theme for marketing the community?

Family	6	Fun in the Sun	1
Beach Community	5	Exciting Beach town on	
Family Resort	5	Lake Huron	1
Year Round Resort	4	Quality Lifestyle	1
Lake Huron	3	You are always welcome	1
Retirement Community	3	Unique special area	1
Family Fun Place	3	Retirement recreational living	1
Family Vacation destination	3	Community on Lake Huron	1
Leisure recreation	3	Tourism	1
Recreation	3	Safe & secure place to live/ work	1
Beach	2	Multi-recreational	1
Proximity to larger cities		Theatre	1
-London, Toronto, Detroit, etc.	2	Golf	1
Natural features	2	Marina and water	1
Resort location	2	Year round fully supported	
Family	2	community	1
Nautical	2	"A place to live"	1
Shop at Home	2	Retirement	1
Recreational	1	Small safe community	1
Leisure living	1	Quality lifestyle & Environment	1
Tourism	1	Ecologically friendly resort	1
Boating	1	Rest, relaxation, recreation	1
Fishing	1	A place for everyone	1
Sun	1	Natural beauty for family living	1
Camping	1	Adult community get rid of	
Seaside Theme	1	party time town	1

(continued)

Year Round Community	1	Attract discount outlets	1
Community for all seasons	1	Friendly leisure community	1
"Grand Bend... the Florida resort of the North"	1	Not necessary it sells itself	1
Year Round recreation and Leisure	1	"Summer Carnival"	1
Sun,Sand,Surf and Snow	1	"Fun for all Ages"	1
The Sunset Village	1	"Holiday Place"	1
Have a contest	1	Home Tourism	1
Community for all ages	1	Market the region as "Ontario's West Coast"	1
Ontario's Growing Community	1	Quality, Price and Convenience	1

12. (a) Do you feel there is a need for improvements to Grand Bend's economic core?

	# Respondents	Percentages
Yes	215	78%
No	22	8%

(b) If yes, please make some suggestions.	# of Responses
Store front improvements	33
Clean up Main St.	17
More diversity in shops and services	13
Building code should prevent stores from looking so trashy	7
BIA (Business Improvement Association)	3
Improve the display of the Village's Main Street in the Off season	3
Upgrade downtown	2
Upgrade the quality of merchandise	2
Focus on families	2
Year Round Attractions	2
Fewer Bars	2
Casino	1
Integrated theme	1
Set stores back from road for more browsing room	1
Picnic areas	1
More community involvement	1
Avoid strip malls	1
Keep downtown as an area for business	1
Furniture store	1
Computer store	1
Increase taxes on seasonal businesses	1
Fill buildings with businesses	1
Shopping centre	1
Promote year round business establishments	1
Something for all ages	1
More year round stores	1
Looks cluttered	1
Rebuild shacks on Main Street	1
Standard theme	1

(b) If yes, please make some suggestions.(continued)**# of Responses**

Computer store	1
More product lines	1
Streetscape	1
Tacky beach stores (too many)	1
More year round business	1
Movie Theatre	1
Tea Room	1
Antiques	1
Family Oriented Stores	1
Need Businesses working together	1
Positive Publicity	1
Stable Year Round Businesses	1
Better Public relations	1
Hire entertainment for the weekends	1
Food processing Company	1
Extend parking in the Village	1
More Local Crafts	1
More Cooperation with Businesses	1
Specialty Shops	1
Clean-up the "Jungle"	1
Better Phone Service	1
Improve the harbour	1
Fewer junk food outlets	1
Boat Building Business	1
Clean up the water	1
Rate local restaurants	1
Clean-up the Streets	1
Tax incentives	1
River Development	1
Advertising Campaign year round	1
Stop towing visitors cars	1
Utilize the Playhouse in the off season	1
Roller Rink	1
By-laws to clean up properties	1
Family accommodations near the beach	1
Upgrade the business district	1
Advertise more	1
Shops that are open regularly	1
Incentive program for improvements to storefronts	1
Lottery with free taxes to the winner for a year.	1
Affordable quality shopping	1
More family oriented activities	1
Incentive program to attract businesses and residents	1
Regular business hours	1
Settle the beach	1
Clean up parking areas	1

13. Do you think a Casino should be located in the Grand Bend Region?

	# Responses	Percentages
Yes	83	30%
No	155	56%
Undecided	1	less than 1%
No Response	39	14%

14. Do you think that services and facilities for seniors are adequate in the Grand Bend Region?

	# Responses	Percentages
Yes	130	47%
No	64	23%
Do not know	8	3%

15. What Grand Bend Area attractions/services do you visit?

	# Responses	Percentages
Beach	227	82%
Golf Courses	145	52%
Shopping	207	75%
Restaurants/Dining	248	90%
GB Motorplex	40	14%
LH Museum	155	56%
Marinas	73	26%
Zoo	75	27%
Pinery Park	140	51%
Library	132	48%
HC Playhouse	208	75%
Port Blake	27	10%
Other	4	1%
Regional sight seeing	1	less than 1%
Carnival Craftshow	1	less than 1%

16. Do you think youth services and facilities are adequate in the Grand Bend Region?

	# Responses	Percentages
Yes	64	23%
No	116	42%
Do not know	6	2%
No response	91	33%

Please suggest services or facilities you think are needed for youth.

Roller blading rink	34	More public restrooms	1
Arena	8	Family oriented services	1
Movie theatre	6	Sailing lessons	1
Bowling Alley	6	Golf lessons	1
Dances for teens	4	Baby sitting service	1
Waterslides for families	4	Winter facilities	1
Playgrounds	3	Midway for young children	1
Youth centre	3	More docking for larger boats	1
Sport Complex	3	Free Tour Bus parking	1
Youth Centre	3	Beach activities for children	1
Organized summer camps	3	Extended Library hours	1
Sport complex	2	Boat tours	1
Tennis	2	Golfing opportunity	1
Community centre	2	Sailing opportunity	1
Dance hall	2	Mentoring program	1
Family rides	2	Funhouse	1
Basketball courts	2	Park facilities	1
Swimming pool	2	Fitness Center	1
Amusement park	2	Cycle paths	1
Recreational centre	1	Better playing fields	1
Basketball courts	1	Public swimming pool	1
Winter skating facilities	1	Arts for youth	1
Skate boarding area	1	Outdoor Hockey Rink	1
Ice skating rink	1	Rollerblading on Municipal Lots	1
Dirt bike area	1	Skateboard park	1
Hiking club	1	Youth Hostel	1
Larger sporting facilities	1		

17. (a) Do you attend locally sponsored festival and event?

	# Responses	Percentages
Yes	232	84%
No	31	11%
No response	14	5%

(b) If no, please give reason(s)

Down south
Often away

18. Are you satisfied with the current level of health care in the community?

	# Responses	Percentages
Yes	175	63%
No	46	17%
Do not know	6	2%
No response	14	18%

Please suggest any health care services or facilities you think are needed in the community.

Exeter hospital	9	Wheelchair access to the Beach	1
24 Hour Medical Clinic	8	Seniors nights sunset watch	1
Local ambulance service	4	Wheelchair parking on Main Street	1
Walk-In Clinic	4	Home care	1
Physiotherapist	2	First Aid on the beach	1
Wheelchair access	2	More Health Care Info Grand Bend	1
Accessible services	1	Expanded local Clinic facilities	1
Must keep the Exeter Hospital Open	1	Emergency Care	1
Health Clinic	1	X-rays	1
Resident Doctors	1	Audiologist	1
Regional rehabilitation	1	Need more doctors	1

19. Do you think recreational or entertainment facilities are adequate in the Grand Bend Region?

	# Responses	Percentages
Yes	103	37%
No	121	44%
Do not know	3	1%
No response	57	18%

Please suggest recreational or entertainment facilities you think are needed in the community.

Roller rink	20	Promote River Road Area	1
Movie theatre	19	More activities for young people	1
Bowling alley	13	More social activities for everyone	1
More theatre	12	Organized picnics	1
Arena	6	Group trips	1
Sport facility	5	Large hall for local events	1
Public tennis courts	4	Indoor tennis	1
Curling rink	4	Year round flea market	1
Fitness centre	4	Community centre	1
Dance hall	3	Public washrooms in Port Franks for the beach	1
Children's rides	3	Waterslide	1
Water Park (water slides)	3	Family restaurants	1
Theme park for children	2	Public Washrooms	1

Swimming pool	2	Longer season for Huron Country Playhouse	1
Larger Marina	2	Boardwalk on the beach	1
More green space	2	More recreational facilities	1
Casino	2	Community pool	1
Pool	2	Something for kids	1
Basketball Courts	2	Skating rink	1
Permanent Bingo Hall	1	Quality Merry Go Round	1
Community Centre	1	Children Entertainers	1
Concert facility or Band Shell	1	Jazz festivals	1
Racquetball Courts	1	Hotel Chain	1
Basketball Courts	1	Beach Olympics	1
Beach festivals and events	1	Central Recreational Area	1

20. Do you think the tourism industry should be further developed in the Grand Bend Region?

	# Responses	Percentages
Yes	196	71%
No	45	16%
Unsure	2	1%
No response	34	12%

If yes, please suggest how this sector of the economy should be developed.

Maintain, improve cleanliness	8	Encourage family weekends	1
Advertise more often	8	Advertise in Toronto	1
Casino	4	Residents should shop locally	1
Bike trail	3	Extent parking limit on Main Street	1
Family events	2	Children's attractions	1
Advertise in Toronto	2	Family accommodations	1
Family focused recreational facilities	2	Attend Trade Shows	1
More winter activities	2	Package Weekends	1
Year round activities	2	Strategic Planning	1
Special Events	2	Pricing Strategies	1
Develop a theme	2	Bill Board advertising	1
Clean-up Main Street	2	Better utilize beach and parking	1
Beach Volleyball	2	Family centered community	1
Quality shops	2	Riverboat restaurant	1
End beach controversy	1	Beach Volleyball Tournaments	1
Train store owners and hospitality	1	Conference Centre	1
workers to be positive, welcome & grateful	1	Highland Games	1
Upscale stores	1	Jazz Festival	1
Focus on older patrons	1	Extend the season at the Playhouse	1
Develop multi-use trails	1	Horse Jumping competitions	1
Need a long term program	1	Target families	1
Attract US boaters	1	Theatre	1

Seniors day in all stores	1	Beach boardwalk	1
Free parking through the week	1	Clean-up old unkept cottages	1
Theme park	1	Advertise in Michigan	1
Lakeside, Riverside restaurants	1	Advertise in London	1
River/lake cruises	1	Have a mascot on Main Street	1
Motel, hotel restaurants	1	Youth centered activities	1
Summer festival theme weekend	1	Amusement park	1
Encourage more boutiques	1	Market winter sports	1
Encourage minor league sport events	1	Create reunion weekends	1
Too much already	1	Wine & cheese festivals	1
Upscale businesses to attract boomers	1	OPP reunions	1
Bus tours	1	Corporate Cottage Show	1
More cultural events	1	Hot Air Balloons	1
More sculptures - sand and ice	1	Burgerfest (bring back)	1
Better advertising	1	Focus on Ecology	1
Modern Hotel/Motel Chain	1	Film Festivals	1
Improved accommodations	1	Music Festivals	1
Summer festivals	1	Lecture series	1
Family activity area	1	Improve the local accommodations	1
Eco resort - ecotourism	1	Institute a one way road system	1
Promote beach	1	BIA (Business Improvement Association)	1
Pinery park	1	Stop towing vehicles	1
Advertise in Kitchener and Waterloo	1	Protect our environment	1
Unique community events	1	Do some marketing	1
Conference business	1	Traffic By-pass	1
Casino	1	Boat Tours	1
Beach art show	1	Shopping Malls	1
Summer carnival	1	Better restaurants	1
Cleaner beaches	1		

21. What are the major weaknesses of the Greater Grand Bend Region?

Poor Main Street appearance	20	Aging population	1
Summer time traffic	8	Dependent on tourism	1
Traffic congestion in the summer	4	Population and tax base too small to fund required changes	1
Parking problems	4	No coordinated guiding vision	1
Seasonal businesses	3	Never know in the off season who is open and who is closed	1
Limited variety of services	3	Poor Streetscape	1
Parking	3	No promotion	1
Emphasis on bars	3	Lack of quality shops	1
Tax base	2	Transient traders - economic leakages	1
Seasonal Community	2	Seasonal	1
Image of being a summer tourist community	2	Inconsistent shopping hours	1
Maintain standards for buildings year round	2	Summer crowds	1
Water pollution	2		
Telephone system	2		

Question 21 continued...

No small industry	2	Community lacks major focal point	1
Image	2	Poor signing throughout the Region	1
Native issues	2	Unattractive Business fronts	1
Seasonal shopping	2	Lack of wheelchair access	1
Negative advertising	2	Poor planning in Grand Bend	1
Limited number of year round businesses	2	Limited beach access in the off season	1
No community unity	2	No clear direction	1
Limited access to the beach	2	Turning into a seniors resort	1
Towing vehicles	2	Lack of culture	1
Taxes are too high	2	Limited free parking	1
Lack of local artists and their work	1	Very few affordable quality shops	1
Distance from major centres, essential services, shopping, entertainment	1	Small community size	1
Beach not open	1	Narrow market focus	1
Reputation of wild parties and party town	1	Historical reputation	1
Large crowds	1	Limited advertising	1
Too many bars	1	Lack of coordination with community events and festivals	1
Too many similar products	1	Lack of community spirit	1
Improve store fronts	1	Minimal full time employment opportunities	1
High property taxes	1	Very poor off season appearance (businesses)	1
Mail Service	1	Lack of winter activities	1
Limited Site Seeing	1	Trashy stores	1
Better Marina and Harbour	1	Too many like businesses	1
Coney Island image	1	Noise	1
Winter inactivity	1	Lack of everyday items	1
Limited cultural activity	1	High prices	1
Need regional government for focus	1	Poor merchandising of stores	1
Preserve the remaining beach	1	Very commercial	1
No employment opportunities for young families	1	Low community business spirit	1
No transportation to other towns	1	Poor accommodation facilities	1
Unresolved amalgamation issue	1	Party Town	1
Two month town	1	Lack important local information	1
Lack family quality recreational activities	1	Very few children activities	1
Focus on summer activities	1	Poor media coverage	1
Places closes down after tourist season	1	Lack of employment opportunities	1
Too many seasonal stores	1	Seasonal population fluctuations	1
Expansion limited by Lake	1	No centralized businesses on Main Street	1
Lack of family restaurants	1	Cottages near Main Street are run down	1
Lack of sufficient tourism accommodations	1	Region lacks a comprehensive theme	1
Fragmented community	1	Absentee landlords	1
High taxes	1	Lack of Public Toilets	1
		Lack of positive attitude	1

APPENDIX E

HURON TOURISM

NOTE: Visitor Guide not scanned and included in the interest of brevity. Copies may be attained at the Welcome Centre, 1 Eighty-One Crescent Street, Grand Bend or call 519-238-2001.

APPENDIX F

SARNIA/LAMBTON TOURISM

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APPENDIX G

CHAMBER OF COMMERCE BROCHURE

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APPENDIX H

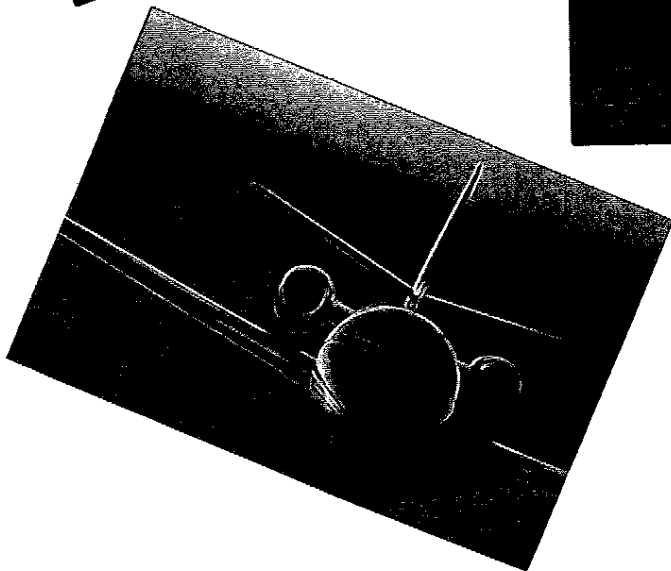
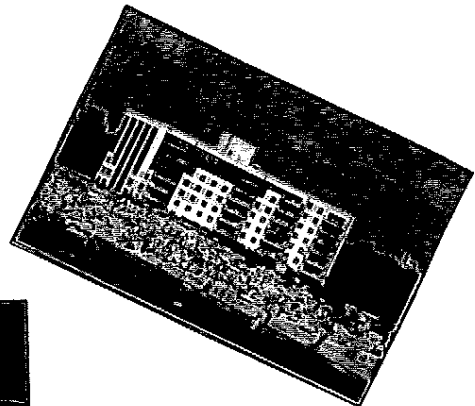
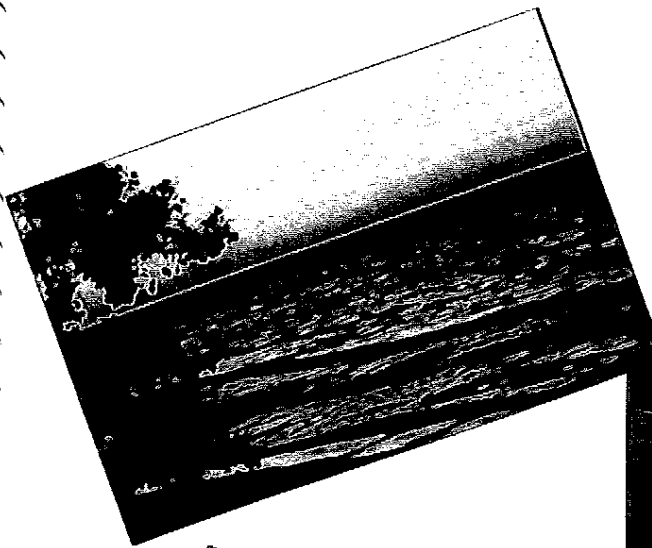
ALTERNATIVE THEMES & SLOGANS

Alternative Themes & Slogans

Come and Explore
More than just a Beach...
Moving into the 21st Century
Hosting the Beach Volleyball and Sailing Events for the 2001 Canada Summer Games
Seniors Capital of Canada
Seniors Capital of Ontario
Ontario's Lakeshore Playground
The Favored Few
Lake Huron Playground
Year Round Resort
The Best of Both Worlds... Community Living and Recreation
That was then.... This is now!
Return to Your Youth
The Four Seasons of the Greater Grand Bend Region
Where Holiday Memories are made and Community Living Comes Alive!
Where Holiday Memories are Made!
Easy Living
Rediscover...
Rest, Relax and Remember
Natural Bounty
Come again... Bring a Friend
Sunset Capital
World Renowned Sunsets
101 Things to Do!
Your Vacation Place

APPENDIX I
MUNICIPAL PROFILE

THE GREATER GRAND BEND REGION



MUNICIPAL PROFILE

Greater Grand Bend Economic Development Office P.O. Box 248 Grand Bend,
Ontario N0M 1T0

Municipal Profile

Message by the Mayors from the Tri-Municipal Committee (with photo-optional)

This section outlines the political structure of the community and the Mayor's commitment to economic development.

Introduction by the Local Economic Development Officer

- The Greater Grand Bend Economic Development Office - background
- This section summarizes the three separate profiles (Municipal, Community and Business) and outlines the offices commitment to business retention, expansion, economic, social and environmental strategies for the municipality.

Table of Contents

- Outlines the elements of the municipal profile

Historical Factors

- Brief historical outline of the Greater Grand Bend Region
 - Village of Grand Bend
 - Town of Bosanquet
 - Township of Stephen

Location Analysis

- Regional (accompanied by a map)
- Municipal (accompanied by a map)
- National (accompanied by a map)
- Proximity to markets and targets
- Geographical and economic boundaries
- Present and potential market size

Physical Factors

- Climate
- Population (local and provincial)
- Infrastructure
 - power/utility rates
 - water/sewer rates
 - waste disposal/recycling
- Communication networks
 - telephone companies
 - newspaper
 - radio stations

Economic Factors

- Identification of Industry and markets (local, regional, provincial, U.S.)
- Tax structure (commercial and residential)
- Comparative analysis with competitive communities
- Financial Services
- Private and Public economic programs
- Business support services (accountants, lawyers, contractors, consultants, etc.)
- Competitive analysis (regional communities and business)
- Work force and work force activities (statistical analysis)
- Identification of Strengths and Opportunities (present and potential)

Environmental Factors

- Description of the communities commitment to ecologically sustainable economic development
- Benefits from this approach to economic development
- Cooperative and Consultative
- Green space development
- Parks, trails (walking and biking)
- The present Integrated Planning Approach to Economic Development

Industrial and Business Park

- Accessibility and availability
- Map (location analysis)
- Services
- Cost of Land
- Transportation
 - Road
 - Rail
 - Air
- Industrial profile of vacancy and occupants of the industrial park
- Owner and Agents
- Huron Industrial Park
- Grand Bend Airport Industrial

Education

- Public and separate school (Elementary and Secondary)
- Community College and Universities
- Education as related to skilled labour supply

Tourism and Hospitality Industry**Quality of Life**

- Sense of Community
- Natural Environment
- Recreation
- Theater - Huron Country Playhouse
- Museum - Lambton Heritage Museum
- Family Life
- Crime rate and community safety
- Security services

Concluding Statement

- Contact person(s)
- Address & telephone, fax numbers
- Internet access (Domain names)

Price Lists (separate sheet)

- Municipal profile - complete package - \$12.00
- Community Profile/Tourist Profile - FREE
- Business Profile & Directory - \$8.00

APPENDIX J
COMMUNITY PROFILE

THE GREATER GRAND BEND REGION



COMMUNITY PROFILE

Greater Grand Bend Economic Development Office P.O. Box 248 Grand Bend,
Ontario N0M 1T0

Community Profile

This profile is targeted towards existing residents, tourists and new residents who move to the community because of its attribute, or for those individuals who have been hired or transferred by new or existing businesses.

Table of Contents

- Outlines the elements of the community/tourist profile.

Introduction

- This profile is targeted to new and existing residents for the purpose of familiarizing them with services, groups, associations, as well as community fairs and activities.
- This documents couples as a tourist guide for tourists highlighting natural and manmade features and attractions.
- Educates residents on the amenities of the regional community.
- Strengthens the role of "Community Ambassador".

Historical Factors

- Brief historical outline of the community (regional approach)

Environmental Commitment

- Green space development
- Municipal Parks and Trails (walking and biking)
- Water Quality

Quality of Life

- Sense of community
- Recreation facilities
- Community Groups & Organizations
- Day care services
- Safety - Police force, Fire Protection, Crime Rates, Block Parent Community, Community Watch, Community Policing, Bylaw Enforcement
- Health Care
- Shopping
- Restaurants & Dining

Education

- Public and separate (Elementary and Secondary)
- Colleges and Universities
- Special Events held by the school
- Parent and Teachers Association and committees
- School Buses
- School Cafeteria dietary planning

Health Care

- Local Hospitals
- Medical Centre
- Nursing Homes
- Ambulance Services
- Life Guards

Religious Denominations and Churches

- Churches in the community

Resort Destination & Cottage Country

- Locations
- Price of waterfront property
- Price of residential property

Tourism Information

- Natural Features and Attractions
- Lake Huron - beach and water
- Provincial Park - Pinery Provincial Park
- Plants and Wildlife
- Wilderness Areas
- Seasonal Information (climate, temperature, fall foliage)

Manmade Feature and Attractions

- Marinas
- Golf Courses (number of courses)
- Grand Bend Motorplex
- Grand Bend Yacht Club
- Restaurants/Dining
- Scenic Drives and Trails
- Arena(s)
- Oakwood Inn & Resort (convention and meeting facilities)
- Special Events & Festivals
- Shopping
- Transportation links
- Skydiving
- Huron Country Playhouse

Accommodations

- Resorts
- Motels
- Bed and Breakfasts
- Camping

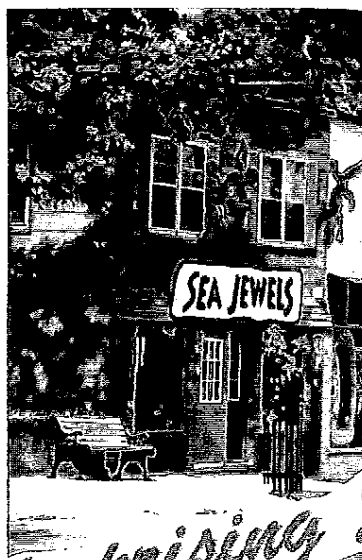
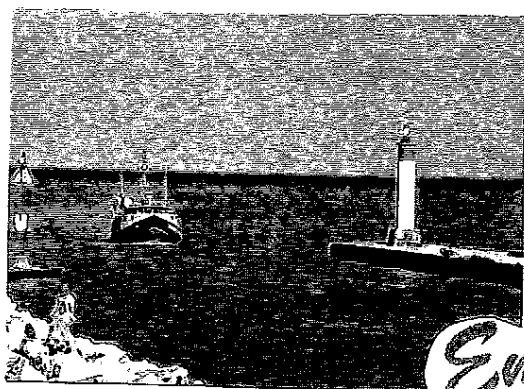
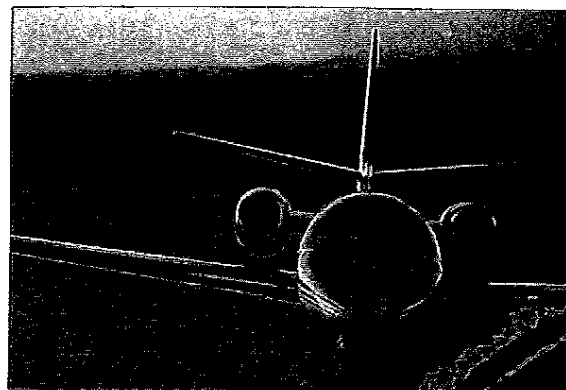
Tourist Information Centres

- Grand Bend & Area Chamber of Commerce
- Lambton Heritage Museum Tourist Information Center
- Regional - Sarnia/Lambton Tourist Information Centre
- Huron Tourism Association
- Location on the map with opening times
- Internet Access - Domain Names

- Map of the Community highlighting the special features and attractions.

APPENDIX K
BUSINESS PROFILE

THE GREATER GRAND BEND REGION



BUSINESS PROFILE & DIRECTORY

Greater Grand Bend Economic Development Office P.O. Box 248 Grand Bend,
Ontario N0M 1T0

Business Profile & Directory

This profile is directed toward existing and new businesses providing quick and easy access to relevant economic information for the purpose of making efficient and relevant business decisions. Advertisement space will be made available for business and business support services. This format should help subsidize the cost of compiling and printing the local business profile and directory.

Introduction

- Brief message from the Greater Grand Bend Economic Development Office outlining their commitment to providing accurate information and solid business programs (retention, expansion, attraction, promotion, marketing and strategic planning).
- Internet Access (Domain names)

Table of Contents

- Outlines the elements of the business profile and directory for easy access.

The Local Economic Development Offices

- The Greater Grand Bend Economic Development Office
- Contact person(s)
- Database services
- Programs, Policies and Plans

Location Analysis

- Regional (accompanied by a map)
- Municipal (accompanied by a map)
- National (accompanied by a map)
- Proximity to markets and targets
- Geographical and economic boundaries
- Present and potential market size

Physical Factors

- Climate
- Population (local and provincial)
- Infrastructure
 - power/utility rates
 - water/sewer rates
 - waste disposal/recycling
- Communication networks and mediums

Economic Factors

- Identification of Industry and markets (local, regional, provincial, U.S.)
- Tax structure (commercial and residential)
- Comparative analysis with competitive communities
- Financial Services
- Business support services (accountants, lawyers, contractors, consultants, etc)
- Competitive analysis (regional communities and business)
- Work force and work force activity (statistical analysis)
- Identification of Strengths and Opportunities (present and potential)

Environmental Factors

- Description of the communities to ecologically sustainable economic development
- Benefits from this approach to economic development
- Cooperative and Consultative
- Green space development
- Parks, trails (walking and biking)
- Integrated Planning Approach to Economic Development

Industrial and Business Park

- Accessibility and availability
- Map (location analysis)
- Services
- Cost of Land
- Transportation
 - Road
 - Rail
 - Air
- Industrial profile of vacancy and occupants of the industrial park
- Owners and Agents

Business Directory

Table of Contents

- Outlines the components of the directory

Introduction

- Highlights the importance of business and entrepreneurs in the local community and serves as an index for business to understand the business environment in their community. Assists those companies that are considering locating to the area to establish or purchase a local company.

Alphabetical Index

- By Sector
- By Industry
- By Small Business
- Statistics of local businesses

Business services

- Programs
- Support Industries

Information about advertising space

- Contact sheet and order form

APPENDIX L
MEDIA MARKETING PLAN

Media Marketing Plan

The media marketing plan identifies the promotional channels selected for communicating the message and the themes to the selected target audience. The keys to successful marketing are forward thinking and advance planning.

- Identify the Essential Products (Strategic Marketing Plan)
 - Encase all the community's product in one universal theme.
 - Select appropriate symbols, slogans and messages.
- Media Marketing Programs
 - Advertising
 - Print (newspapers, magazines, etc.).
 - Television.
 - Radio.
 - Cooperative Advertising Program.
 - Cross-Marketing Partnerships.
 - Public and Private Sector Cooperative Advertising.
 - Publications (Trade Magazines, Visitor Guides and Brochures).
 - Posters.
 - Joint Community and Business Promotional Groups.
 - Free Advertising (editorials, human interest stories, tourism publications, radio & television shows).
- Promotions
 - Product Association (logo shirts, souvenirs, beach wear, beer, local festivals/events).
 - Travel Photo Contests.
 - Community promotional Contests and Discounts.
 - Product Marketing.
 - Pinery Provincial Park.
 - The Beaches.
 - Residential Community.
 - Spring, Summer, Autumn and Winter Marketing.
 - Motorcoach and Tour Operators.
 - Travel and Trade Shows.
 - Specified Markets (Canadian, U.S., Europe, Japan, Asia etc.).
 - Adventure Travel (soft and hard - local, provincial, national and international).
 - Eco-Tourism.
 - Identify the Partners you work with in all publications.
- Monitor.
- Evaluate.
- Research New and Existing Marketing/Promotional Opportunities.
- Identify a Geographical Model for Resource Allocation and Responses.
- Analyze Data Collected and Write Reports.

APPENDIX M

CRITERIA FOR WORLD HERITAGE SITES



UNITED NATIONS EDUCATIONAL, SCIENTIFIC AND CULTURAL ORGANIZATION
ORGANISATION DES NATIONS UNIES POUR L'ÉDUCATION, LA SCIENCE ET LA CULTURE

**Avis de transmission
de Béline/Fax/Télécopieur**

(Nom et Adresse)

Mr. Kevin Walsh
Economic Development
Officer

No. de Béline/Fax/Tél. ▶

(519) ~~238-2598~~ 238-8577

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04 page 4

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ICOMOS CANADA
301 STRATHERN AVE. NORTH
MONTREAL (QUÉBEC) H4X 1Y3
Tel: (514) 487-0100
Fax: (514) 487-7803

4 pages

Criteria for the inclusion of cultural properties in the World Heritage

The criteria for the inclusion of cultural properties in the World Heritage List should always be seen in relation to one another and should be considered in the context of the definition set out in Article 1 of the Convention which is reproduced below:

"monuments: architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science:

groups of buildings: groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science;

sites: works of man or the combined works of nature and of man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological points of view."

A monument, group of buildings or site - as defined above - which is nominated for inclusion in the World Heritage List will be considered to be of outstanding universal value for the purpose of the Convention when the Committee finds that it meets one or more of the following criteria and the test of authenticity. Each property nominated should therefore:

- (a) (i) represent a masterpiece of human creative genius; or
- (ii) exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning or landscape design; or
- (iii) bear a unique or at least exceptional testimony to a cultural tradition or to a civilization which is living or which has disappeared; or
- (iv) be an outstanding example of a type of building or architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history; or
- (v) be an outstanding example of a traditional human settlement or land-use which is representative of a culture (or cultures), especially when it has become vulnerable under the impact of irreversible change; or
- (vi) be directly or tangibly associated with events or living traditions, with ideas, or with beliefs, with artistic and literary works of outstanding universal significance (the Committee considers that this criterion should justify inclusion in the List only in exceptional circumstances or in conjunction with other criteria cultural or natural);

Criteria for the inclusion of natural properties in the World Heritage List

In accordance with Article 2 of the Convention, the following is considered as "natural heritage":

"natural features consisting of physical and biological formations or groups of such formations, which are of outstanding universal value from the aesthetic or scientific point of view:

geological and physiographical formations and precisely delineated areas which constitute the habitat of threatened species of animals and plants of outstanding universal value from the point of view of science or conservation;

natural sites or precisely delineated natural areas of outstanding universal value from the point of view of science, conservation or natural beauty."

A natural heritage property - as defined above - which is submitted for inclusion in the World Heritage List will be considered to be of outstanding universal value for the purposes of the Convention when the Committee finds that it meets one or more of the following criteria and fulfills the conditions of integrity set out below. Sites nominated should therefore:

- (a) (i) be outstanding examples representing major stages of earth's history, including the record of life, significant on-going geological processes in the development of landforms, or significant geomorphic or physiographic features; or
- (ii) be outstanding examples representing significant on-going ecological and biological processes in the evolution and development of terrestrial, fresh water, coastal and marine ecosystems and communities of plants and animals; or
- (iii) contain superlative natural phenomena or areas of exceptional natural beauty and aesthetic importance; or
- (iv) contain the most important and significant natural habitats for in-situ conservation of biological diversity, including those containing threatened species of outstanding universal value from the point of view of science or conservation;



WORLD HERITAGE DEFINITIONS AND CRITERIA

CULTURAL HERITAGE

The World Heritage Convention defines cultural heritage as: monuments, architectural works, works of monumental sculpture and painting, elements or structures of an archaeological nature, inscriptions, cave dwellings and combinations of features, which are of outstanding universal value from the point of view of history, art or science; groups of buildings: groups of separate or connected buildings which, because of their architecture, their homogeneity or their place in the landscape, are of outstanding universal value from the point of view of history, art or science; sites: works of man or the combined works of nature and man, and areas including archaeological sites which are of outstanding universal value from the historical, aesthetic, ethnological or anthropological points of view.

A cultural site may be added to the World Heritage List when it meets one or more of the following criteria and its design, materials, workmanship and setting are authentic:

(i) Represents a unique artistic achievement, a masterpiece of the creative genius.

U.S. examples:
Monticello and the University of Virginia's Academical Village
Statue of Liberty

(ii) Has exerted great influence, over a span of time or within a cultural area of the world, on developments in architecture, monumental arts or town planning and landscaping.

No U.S. examples currently on the list

(iii) Bears a unique or at least exceptional testimony to a civilization that has disappeared.

U.S. examples:
Cahokia Mounds State Historic Site
Chaco Culture National Historic Park
Mesa Verde National Park

(iv) Is an outstanding example of a type of structure that illustrates a significant stage in history.

U.S. examples:
Cahokia Mounds State Historic Site
Monticello and the University of Virginia's Academical Village

(v) Is an outstanding example of a traditional human settlement that is representative of a culture and that has become vulnerable under the impact of irreversible change.

No U.S. examples currently on the list

(vi) Is directly and tangibly associated with events or with ideas or beliefs of outstanding universal significance.

U.S. examples:
Independence Hall
La Fortaleza and San Juan National Historic Site
Monticello and the University of Virginia's Academical Village
Statue of Liberty

APPENDIX N

REGIONAL DEMOGRAPHICS

The Greater Grand Bend Economic Development Office

P.O. Box 248, Grand Bend, Ontario. N0M 1T0. Tel. (519) 238-5517 Fax: (519) 238-2598

<i>Population Statistics for: The Greater Grand Bend Region</i>				
<i>Geos:</i>	<i>Bosanquet</i>	<i>Grand Bend</i>	<i>Stephen Twp.</i>	<i>Tri-Municipal</i>
				Totals
Population, 1986 (1)	4424	662	4164	9250
Population, 1991 (2)	5249	789	4215	10253
Population percentage change, 1986-1991	18.6	19.2	1.2	39
Land area in square kilometres, 1991	307.7	1.7	241.22	550.62
Total population	5250	785	4215	10250
Male, total	2700	370	2115	5185
0 - 4 years	180	20	155	355
5 - 9 years	190	15	170	375
10 - 14 years	195	10	160	365
15 - 19 years	160	20	145	325
20 - 24 years	125	15	100	240
25 - 29 years	165	20	145	330
30 - 34 years	175	35	170	380
35 - 39 years	175	35	155	365
40 - 44 years	175	25	140	340
45 - 49 years	160	20	110	290
50 - 54 years	165	15	65	245
55 - 59 years	175	30	90	295
60 - 64 years	230	30	90	350
65 - 74 years	330	50	285	665
75 years and over	100	25	130	255
Female, total	2545	420	2100	5065
0 - 4 years	170	10	135	315
5 - 9 years	170	10	155	335
10 - 14 years	145	15	155	315
15 - 19 years	145	20	135	300
20 - 24 years	115	25	115	255
25 - 29 years	140	30	130	300
30 - 34 years	175	30	165	370
35 - 39 years	175	25	145	345
40 - 44 years	160	25	135	320
45 - 49 years	175	10	90	275
50 - 54 years	160	20	75	180
55 - 59 years	190	35	100	325
60 - 64 years	205	45	130	380
65 - 74 years	310	70	310	690
75 years and over	105	55	135	295

Source: Statistics Canada (1991)