



## *Draft* Conference and Meeting Market Scan City of Barrie



Submitted by: Ferrell+Partners Marketing Inc.

In Collaboration with:

Hockin Cronin & Associates Inc.

**Date:** November 10, 2017

## Table of Contents

### EXECUTIVE SUMMARY

The Focus of this Report	3
How the Conference and Meeting Industry Works	3
Defining the Industry by Category	3
Understanding the Customers	4
Success factors for the Conference & Meeting Industry	5
Competition for a Barrie Conference Centre	5
The Conference & Meeting Market in Barrie Today	6
Understanding the Competitive Landscape	6
Key Considerations for Barrie	7

### HOW THE CONFERENCE & MEETING INDUSTRY WORKS

Defining the Industry by Category	11
Understanding the Customers	11
Overview: Business Development Process	13
Who are the Buyers?	14
How do we Reach them?	14
Professional Organizations	15
Resources for Professional Planners	15
Key Resources:	15
Key Planner Considerations & Criteria	16
Success factors for the Conference & Meeting Industry	17

### MARKET SCAN – CONFERENCE & MEETING FACILITIES

Competition for a Barrie Conference Centre	23
--	----

<b>SITUATION ANALYSIS</b>	<b>24</b>
The City of Barrie	24
The Tourism Industry	24
Tourism Barrie- Marketing the City	25
The Conference & Meeting Market in Barrie Today	26
Understanding the Competitive Landscape	27
<b>KEY CONSIDERATIONS FOR BARRIE</b>	<b>30</b>
<b>FEASIBILITY STUDY TERMS OF REFERENCE</b>	<b>32</b>
Research and Assess:	32
<b>APPENDIX</b>	<b>34</b>
Competitive Set Floor Plans for Meeting and Conference space	34
Ontario Ministry of Tourism, Culture and Sport 2015 Visitor Data for the City of Barrie	34
Ontario Ministry of Tourism, Culture and Sport 2015 Visitor Data for Simcoe County	34
Tourism Barrie List of Meeting Facilities	34
Website Resource: <a href="http://banquettablespro.com">banquettablespro.com</a>	34

## Executive Summary

The City of Barrie recently completed a study to assess the feasibility of converting the W.A. Fisher Auditorium into a performing arts facility. An opportunity was identified to expand upon the initial concept, to include facilities that would cater to the business community. Barrie City Council asked Tourism Barrie to provide a study of the competitive landscape for meeting, conference and event facilities.

### The Focus of this Report

The primary focus of this report is a series of indicators and key considerations which have emerged from a competitive scan of the conference and meeting market for the City of Barrie. An overview of how this complex industry works is included, to provide context for the evaluation of Barrie's current situation in the competitive landscape.

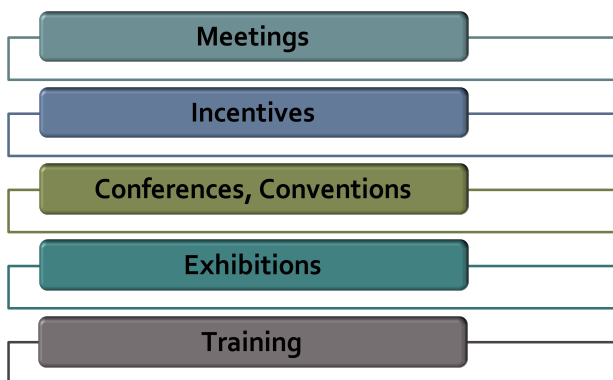
### How the Conference and Meeting Industry Works

The conference and meeting industry covers a wide range of events. Corporations, associations, community groups, industry groups, public sector organizations, not-for-profit organizations, and unions are all part of the diverse mix of customers who organize events. These may include meetings, conferences, trade shows, team building programs, training and incentive programs.

Success in this industry hinges upon collaboration between tourism, municipal and destination business partners. Buyers require communities to work together because their needs go beyond just guest rooms or meeting space

### Defining the Industry by Category

The industry may be defined by five broad categories. Each has distinct characteristics and requirements which dictate what type of location and facilities may be appropriate.



## Understanding the Customers

Important characteristics, requirements and source markets for each category within the industry are summarized below.

Category	Customer	Source Markets	Venue	Destination
<b>Meetings</b>	<ul style="list-style-type: none"> <li>Corporations</li> <li>Boards</li> <li>Not-for-Profit</li> <li>Associations</li> <li>Industry Organizations</li> <li>Professional groups</li> <li>SMERF (Social, Military, Education, Religious, Fraternal groups)</li> <li>Community groups</li> <li>Committees</li> <li>Public sector</li> </ul>	<ul style="list-style-type: none"> <li>National</li> <li>Provincial</li> <li>Regional</li> <li>Local</li> </ul>	<ul style="list-style-type: none"> <li>Plenary sessions</li> <li>Breakout sessions</li> <li>AV-State of the art</li> <li>Wi Fi - extensive</li> <li>Technical support</li> <li>Meal functions</li> <li>Gala meal event</li> <li>Receptions</li> <li>Networking breaks</li> <li>Organizer office</li> <li>Business services</li> <li>Entertainment</li> <li>Coat check</li> <li>Parking</li> <li>Simultaneous translation</li> </ul>	<ul style="list-style-type: none"> <li>DMO support</li> <li>Destination Management Specialists</li> <li>Transportation access</li> <li>Infrastructure</li> <li>Accommodation</li> <li>Dining</li> <li>Ground services</li> <li>Activities, attractions</li> </ul>
<b>Incentives</b>	<ul style="list-style-type: none"> <li>Corporate reward tied to performance; group or individual</li> <li>Franchise organizations</li> </ul>	<ul style="list-style-type: none"> <li>National</li> <li>Provincial</li> <li>Regional</li> <li>Local</li> </ul>	<ul style="list-style-type: none"> <li>Customized, unique programs</li> <li>Themed events</li> <li>Wi Fi - extensive</li> <li>Activities</li> <li>Meal functions</li> <li>Gala meal event</li> <li>Entertainment</li> <li>Receptions</li> </ul>	<ul style="list-style-type: none"> <li>DMO support</li> <li>Infrastructure</li> <li>Quality accommodation</li> <li>Attractions</li> <li>Dining</li> <li>Destination Management Specialists</li> <li>Promotional items, welcome gifts</li> </ul>
<b>Conference, Convention</b>	<ul style="list-style-type: none"> <li>Associations</li> <li>Large corporations</li> <li>Trade, Industry Organizations</li> <li>Public Sector</li> </ul>	<ul style="list-style-type: none"> <li>National</li> <li>Provincial</li> <li>Regional</li> <li>Local</li> </ul>	<ul style="list-style-type: none"> <li>Plenary sessions</li> <li>Breakout sessions</li> <li>Lobby / registration area</li> <li>AV-State of the art</li> <li>Wi Fi - extensive</li> <li>Technical support</li> <li>Meal functions</li> <li>Gala, themed meal events</li> <li>Receptions</li> <li>Networking breaks</li> <li>Organizer office</li> <li>Business services</li> <li>Entertainment</li> <li>Coat check</li> <li>Parking</li> <li>Simultaneous translation</li> </ul>	<ul style="list-style-type: none"> <li>DMO support</li> <li>Destination Management Specialists</li> <li>Transportation access</li> <li>Infrastructure</li> <li>Accommodation - HQ hotel, VIP suites</li> <li>Dining</li> <li>Ground services</li> <li>Attractions, activities</li> <li>Spouse programs</li> </ul>
<b>Exhibitions, Trade Shows</b>	<ul style="list-style-type: none"> <li>Industry – technical, services, specialty</li> <li>Consumer</li> <li>Education</li> </ul>	<ul style="list-style-type: none"> <li>National</li> <li>Provincial</li> <li>Regional</li> <li>Local</li> </ul>	<ul style="list-style-type: none"> <li>Large exhibit space</li> <li>Lobby / registration area</li> <li>Breakout rooms</li> <li>Wi Fi – extensive</li> </ul>	<ul style="list-style-type: none"> <li>DMO support</li> <li>Transportation access</li> <li>Infrastructure</li> <li>Accommodation</li> </ul>

Category	Customer	Source Markets	Venue	Destination
	<ul style="list-style-type: none"> <li>▪ Sector Trade Shows</li> <li>▪ Exhibits as part of conference or convention</li> </ul>		<ul style="list-style-type: none"> <li>▪ AV – State of the art</li> <li>▪ Technical support</li> <li>▪ Food &amp; beverage</li> <li>▪ Organizer office</li> <li>▪ Coat check</li> <li>▪ Parking</li> <li>▪ Business services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ground services, transfers</li> </ul>
Training	<ul style="list-style-type: none"> <li>▪ Corporate</li> <li>▪ Boards</li> <li>▪ Associations</li> <li>▪ Not-for-Profits</li> <li>▪ Leadership</li> <li>▪ Education</li> <li>▪ Public sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provincial</li> <li>▪ Regional</li> <li>▪ Local</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plenary session</li> <li>▪ Breakout rooms</li> <li>▪ Lobby, registration area</li> <li>▪ Wi Fi – extensive</li> <li>▪ AV – State of the art</li> <li>▪ Technical support</li> <li>▪ Networking breaks</li> <li>▪ Meals</li> <li>▪ Business services</li> <li>▪ Coat check</li> <li>▪ Parking</li> </ul>	<ul style="list-style-type: none"> <li>▪ DMO support</li> <li>▪ Accommodation (on site is ideal)</li> <li>▪ Dining</li> <li>▪ Entertainment</li> <li>▪ Activities</li> </ul>

## Success factors for the Conference & Meeting Industry

To succeed, a destination must compete effectively and fulfill key criteria for the type of business and customers it aims to attract, including:

- State of the art conference and meeting facilities
- Transportation infrastructure and access
- Hotel accommodation – consistent quality, product and services to match client expectations
- Complementary services and activities: restaurants, entertainment, attractions, shopping, touring
- Digital and print marketing resources
- Experienced professionals performing sales, marketing and client servicing roles

## Competition for a Barrie Conference Centre

Competition for a potential conference centre located in Barrie must be assessed from two perspectives:

- Existing facilities within a go-minute drive range of the city
- Other destinations which are already established in the conference and meeting markets, and actively serving the same customer segments which Barrie would target for development. These include:
  - Hamilton
  - Niagara
  - St. Catharines
  - Kitchener – Waterloo
  - London
  - Blue Mountain Village and Collingwood
  - Ottawa (Provincial Associations and larger Corporations)

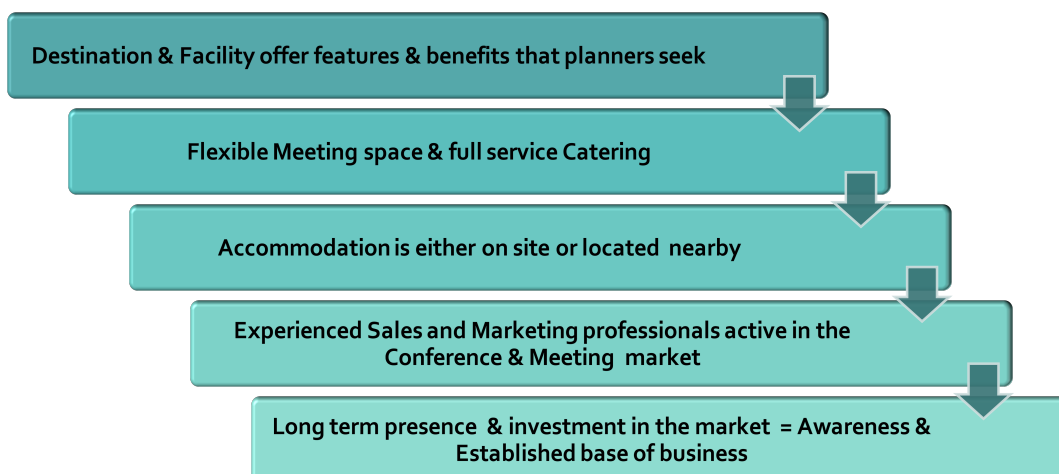
- The competitive set we reviewed comprised 15 facilities. The details of this analysis may be found in the body of the report.

## The Conference & Meeting Market in Barrie Today

- An informal survey of the major branded hotels in Barrie shows that the majority are currently hosting small meetings and training programs of various sizes, ranging from 8 to 45 people. Most limited service hotels have one or two meeting rooms, with catering often provided by outside suppliers.
- The Holiday Inn Barrie and Conference Centre is the primary full-service location able to host small conferences and meetings for up to 180 people, with on-site guest rooms.
- In some cases where hotels lack meeting space, they partner with other facilities to attract and deliver successful meetings and business training programs or events.
- The Kempenfelt Conference Centre built a solid base of long term repeat clients who used the facility for training programs, positioning itself as a residential training centre.
- The current infrastructure in Barrie (as listed on the Tourism Barrie website) includes at least 35 different facilities with capacity to host meetings. Not all are suitable for the corporate or association markets.
- Operators of hotels, meeting and conference venues receive requests for larger meetings, conferences and social events that the current infrastructure in Barrie cannot support. In the case of conferences and meetings, an **essential requirement is the availability of multiple, flexible meeting rooms**, not only one large room or function area.
- Work to date confirms that the small meetings market, which has a diverse customer mix, is a viable source of business for Barrie's tourism and hospitality operators.

## Understanding the Competitive Landscape

The competitive set of 15 conference and meeting facilities included in the market scan all share several important attributes which are fundamental to their success:



- The Kempenfelt Conference Centre strategy to develop the facility as a residential training centre proved very effective, attracting long term repeat clients.
- Existing established facilities are committed to long term investment in this market, supporting sales and marketing, and the ongoing enhancement and development of the physical infrastructure and services that they offer.
- Sales and marketing professionals in the competitive set are active in the market and participating in industry organizations such as Meeting Professionals International (MPI) and the Canadian Society of Association Executives (CSAE).

**Success in the conference and meeting industry hinges upon three key elements: guest rooms, catering and flexible meeting space.**

- It is not sufficient to have a large meeting space to accommodate several hundred people if the meeting facility does not have the capacity to also provide catering for the same number. Most clients prefer to have meals served in a separate space from the main meeting room. Often, an open space is also required for breaks, networking and receptions prior to meal events.
- Without sufficient guest room capacity, a meeting or conference facility will fail to optimize its sales potential in this market. The three elements are inter-dependent.
- In cases where participants must be housed in multiple hotels, a destination will provide a transfer service as part of the overall package. Some of the facilities in the competitive set provide transfer services to and from nearby towns.

## Key Considerations for Barrie

The market scan of competitive conference and meeting facilities for Barrie shows that there is well over 200,000 square feet of meeting space already available in the market. Operators in the competitive set have presence in this market, supported by direct sales, marketing and an established client base. In most cases, they also offer complementary amenities, activities and services for meeting clients, often combined in an attractive package.

- In contemplating the potential role of a new meeting facility, planners would first need to better understand the meeting business coming to the city now, the utilization of existing meeting facilities and the utilization of facilities in the competitive set.
- It is important to note that in many cases, meeting space is provided at no charge to clients who are generating guest room and catering revenue. Very often, fees for meeting space are a major point of negotiation for a facility, based on a variety of factors.
- While Barrie hotels already attract small meeting business, the room base of the individual properties (small) suggests that developers have not seen potential for larger meeting and conference groups (250+ people) in this market.



- The closure of the Kempenfelt Conference Centre leaves a supply gap in the lucrative training category, and an established base of long term clients. The average size of these groups (25-40 people) presents a more manageable opportunity, if the right configuration of meeting space, catering services and guest rooms were available. It should be noted that existing meeting facilities in Barrie may have already absorbed this business.
- Hotels in Barrie are already hosting training programs and other specialized small groups. Further research should evaluate market interest, demand and revenue potential to grow this business.
- Tourism Barrie has strong relationships with its members and partners. Prior to embarking upon a development strategy for the meetings market, it will be essential that all parties (hotels, restaurants, meeting facilities, attractions, municipal officials etc.) are interested in developing this business, will support a collective sales effort, and are committed for the long term.
- It will be critical to recalibrate the balance between hotel capacity, meeting facilities and onsite catering services if Barrie is to succeed in the meetings market.
- While several industry members have pointed to the lack of a space large enough to handle weddings, social events and meetings of more than 400 people, careful consideration should be given to the requirements of this business, versus the potential opportunity for Barrie, which is in the smaller meetings and training market. Meeting planners and customers organizing large social events have very different needs.
- Preliminary indicators suggest that there is a possibility that another facility configured for the meetings industry, with flexible space for clients to meet, enjoy high quality meals, breaks and receptions could serve the smaller meeting and training industries. However, the facility would have to compete with other businesses already active in this market.
- Implications for a new facility that could serve the small meeting and training markets include:
  - Flexible meeting rooms for groups of up to 150 people
  - An on-site full service kitchen
  - State of the art audio visual capabilities
  - Adequate parking
  - Transportation or transfer services for groups staying in multiple hotels
  - Alignment of industry partners, with everyone working together to succeed
  - Both Tourism Barrie and a new facility would require budgets to support a full time sales force and extensive marketing
- In evaluating what role a new facility might take on, it will be important to ensure that a city owned operation will not destabilize the meeting business that the industry is already attracting. A new facility should support and enable overall growth of the business for the city, not displace business from existing operators.

This initial market scan has uncovered a number of issues that should be considered. These include:

- The small meetings market is the key opportunity for Barrie and is now being served by a large and diverse number of facilities from hotels to church halls.
- The market has more than 200,000 sq. ft. of meeting space now. Meeting space occupancy percentages in the market are not known, but it is fair to assume that existing suppliers are not operating at maximum capacity.
- The behaviours of buyers and sellers in the meetings market is a consideration. Most buyers will negotiate for complimentary meeting space and most suppliers are prepared to negotiate on this issue, in hopes of selling guest rooms and catering which have higher margins.
- Given the nature of the meetings market, any new entry will require not only capital investment, but a long term financial commitment to sales efforts and collaborative marketing work with competitors and suppliers of support services.
- Before moving to consider an additional capital investment to address the meetings market, we recommend a detailed feasibility study of the meeting and training markets should be completed, to more clearly direct design and operational decisions.

## How the Conference & Meeting Industry Works

The conference and meeting industry covers a wide range of events varying in size from a small executive board meeting or retreat, to a city-wide convention involving several thousand delegates. Corporations, associations, community groups, industry groups, public sector organizations, not-for-profit organizations, and unions are all part of the diverse mix of customers who organize events. These may include meetings, conferences, trade shows, team building programs, training and incentive programs.

The industry also includes a diverse mix of consumer shows and events, such as the Sportsmen's Show, Barrie Home and Lifestyle Show, job fairs, bridal shows and Canada Blooms.

Collectively, the industry generates tens of millions of dollars in revenue annually for destinations and suppliers across Canada. Airlines, hotels, resorts, restaurants, theatres, conference centres, retail stores and transport services are but a few of the businesses who participate in this important industry.

Most destinations, including Barrie, would be active in a portion of this landscape, based on geographic location, available facilities, and industry ability to work together over the long term. This section of the report is provided as context for the indicators and key considerations that follow.

The conference and meeting industry serving this market includes many diverse businesses and organizations from the public and private sectors, working together to develop the infrastructure, expertise and resources to attract and host groups in their respective destinations. Buyers require communities to work together because their needs go beyond just guest rooms or meeting space.

**This is a complex industry, where success hinges upon collaboration between tourism, municipal and destination business partners.**

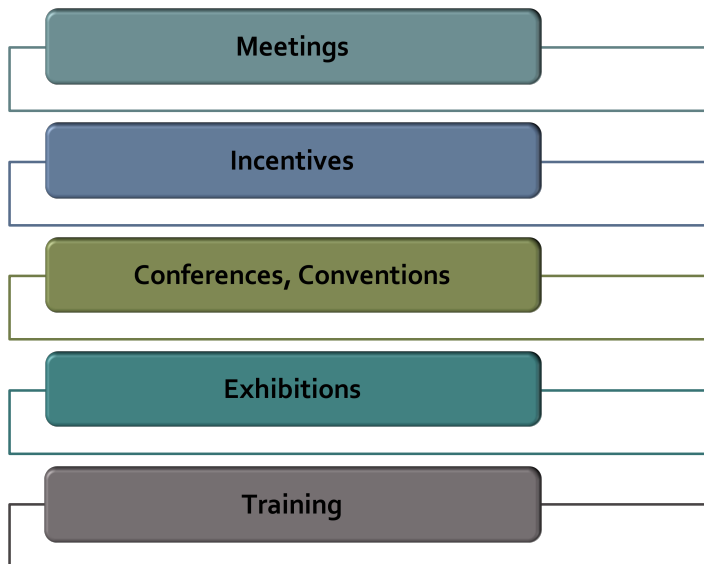
- Successful destination partners understand that their collective efforts are what build the reputation of their destination and facilities in the conference and meeting industry. Professional planners use specific criteria to evaluate potential destinations and facilities; with the expectation that all parties will work together to fulfill their needs.
- In this multimillion dollar industry, competition is fierce. Coordination and alignment of activities by all partners is crucial.

**Positioning a new destination in the minds of planners and decision makers requires a focused long-term strategy, implemented by skilled professionals equipped with the right resources.**

- Developing this business is a multi-year process, requiring the long-term commitment and support of all partners.

## Defining the Industry by Category

The industry may be defined by five broad categories, as illustrated below. Each has distinct characteristics and requirements which dictate what type of location and facilities may be appropriate.



- Based upon the category and purpose of the gathering, groups may range in size from a small executive team of ten people to several hundred or thousand, as in the case of a large conference or convention.
- The planning and negotiation process, including destination and venue selection, may be led by an individual planner within the client company or organization; by a committee; or by a professional third-party planner.
- Competing in this market calls for a state of the art facility, quality accommodation, high quality food and beverage, and experienced conference services staff who deliver outstanding service and support to clients through the entire process, from sales to post event follow up.

**Flexible meeting space is key for planners of all types. This includes large capacity rooms which may be partitioned or divided into smaller areas for use as breakout rooms, and/or separate breakout rooms to accommodate from 10-50 people.**

## Understanding the Customers

Important characteristics, requirements and source markets for each category within the industry are summarized below.

Category	Customer	Source Markets	Venue	Destination
<b>Meetings</b>	<ul style="list-style-type: none"> <li>▪ Corporations</li> <li>▪ Boards</li> <li>▪ Not-for-Profit</li> <li>▪ Associations</li> <li>▪ Industry Organizations</li> <li>▪ Professional groups</li> <li>▪ SMERF (Social, Military, Education, Religious, Fraternal groups)</li> <li>▪ Community groups</li> <li>▪ Committees</li> <li>▪ Public sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ National</li> <li>▪ Provincial</li> <li>▪ Regional</li> <li>▪ Local</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plenary sessions</li> <li>▪ Breakout sessions</li> <li>▪ AV-State of the art</li> <li>▪ Wi Fi - extensive</li> <li>▪ Technical support</li> <li>▪ Meal functions</li> <li>▪ Gala meal event</li> <li>▪ Receptions</li> <li>▪ Networking breaks</li> <li>▪ Organizer office</li> <li>▪ Business services</li> <li>▪ Entertainment</li> <li>▪ Coat check</li> <li>▪ Parking</li> <li>▪ Simultaneous translation</li> </ul>	<ul style="list-style-type: none"> <li>▪ DMO support</li> <li>▪ Destination Management Specialists</li> <li>▪ Transportation access</li> <li>▪ Infrastructure</li> <li>▪ Accommodation</li> <li>▪ Dining</li> <li>▪ Ground services</li> <li>▪ Activities, attractions</li> </ul>
<b>Incentives</b>	<ul style="list-style-type: none"> <li>▪ Corporate reward tied to performance; group or individual</li> <li>▪ Franchise organizations</li> </ul>	<ul style="list-style-type: none"> <li>▪ National</li> <li>▪ Provincial</li> <li>▪ Regional</li> <li>▪ Local</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customized, unique programs</li> <li>▪ Themed events</li> <li>▪ Wi Fi - extensive</li> <li>▪ Activities</li> <li>▪ Meal functions</li> <li>▪ Gala meal event</li> <li>▪ Entertainment</li> <li>▪ Receptions</li> </ul>	<ul style="list-style-type: none"> <li>▪ DMO support</li> <li>▪ Infrastructure</li> <li>▪ Quality accommodation</li> <li>▪ Attractions</li> <li>▪ Dining</li> <li>▪ Destination Management Specialists</li> <li>▪ Promotional items, welcome gifts</li> </ul>
<b>Conference, Convention</b>	<ul style="list-style-type: none"> <li>▪ Associations</li> <li>▪ Large corporations</li> <li>▪ Trade, Industry Organizations</li> <li>▪ Public Sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ National</li> <li>▪ Provincial</li> <li>▪ Regional</li> <li>▪ Local</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plenary sessions</li> <li>▪ Breakout sessions</li> <li>▪ Lobby / registration area</li> <li>▪ AV-State of the art</li> <li>▪ Wi Fi - extensive</li> <li>▪ Technical support</li> <li>▪ Meal functions</li> <li>▪ Gala, themed meal events</li> <li>▪ Receptions</li> <li>▪ Networking breaks</li> <li>▪ Organizer office</li> <li>▪ Business services</li> <li>▪ Entertainment</li> <li>▪ Coat check</li> <li>▪ Parking</li> <li>▪ Simultaneous translation</li> </ul>	<ul style="list-style-type: none"> <li>▪ DMO support</li> <li>▪ Destination Management Specialists</li> <li>▪ Transportation access</li> <li>▪ Infrastructure</li> <li>▪ Accommodation - HQ hotel, VIP suites</li> <li>▪ Dining</li> <li>▪ Ground services</li> <li>▪ Attractions, activities</li> <li>▪ Spouse programs</li> </ul>
<b>Exhibitions, Trade Shows</b>	<ul style="list-style-type: none"> <li>▪ Industry – technical, services, specialty</li> <li>▪ Consumer</li> <li>▪ Education</li> <li>▪ Sector Trade Shows</li> <li>▪ Exhibits as part of conference or convention</li> </ul>	<ul style="list-style-type: none"> <li>▪ National</li> <li>▪ Provincial</li> <li>▪ Regional</li> <li>▪ Local</li> </ul>	<ul style="list-style-type: none"> <li>▪ Large exhibit space</li> <li>▪ Lobby / registration area</li> <li>▪ Breakout rooms</li> <li>▪ Wi Fi – extensive</li> <li>▪ AV – State of the art</li> <li>▪ Technical support</li> <li>▪ Food &amp; beverage</li> <li>▪ Organizer office</li> </ul>	<ul style="list-style-type: none"> <li>▪ DMO support</li> <li>▪ Transportation access</li> <li>▪ Infrastructure</li> <li>▪ Accommodation</li> <li>▪ Ground services, transfers</li> </ul>

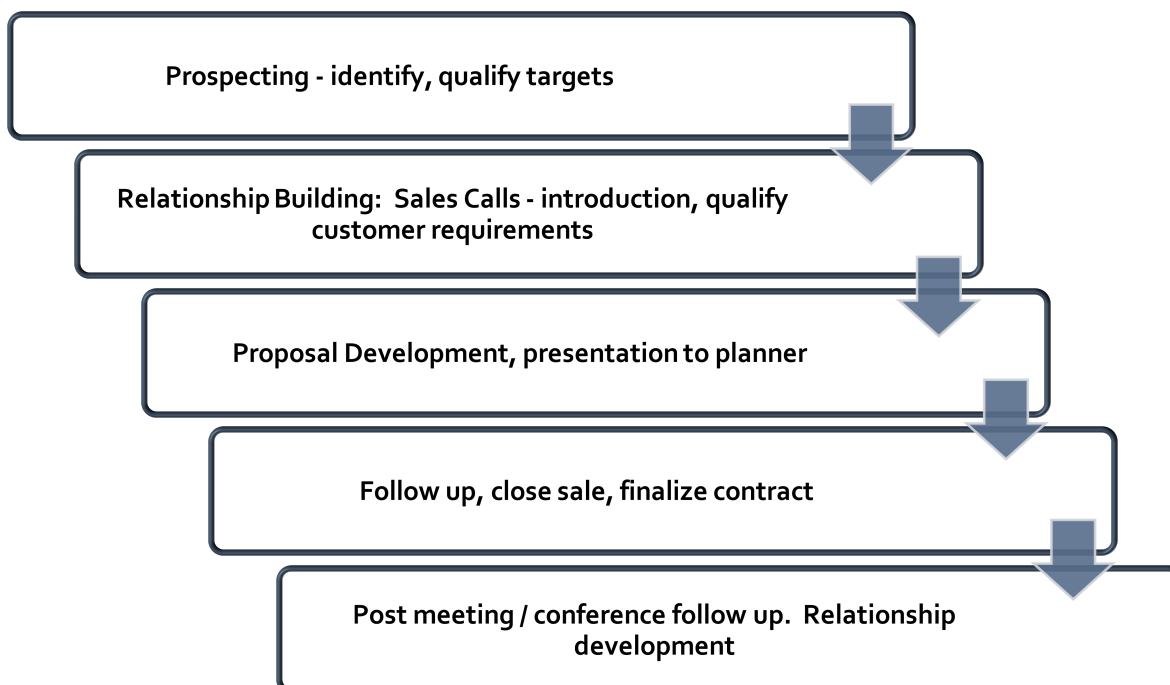
Category	Customer	Source Markets	Venue	Destination
			<ul style="list-style-type: none"> <li>▪ Coat check</li> <li>▪ Parking</li> <li>▪ Business services</li> </ul>	
<b>Training</b>	<ul style="list-style-type: none"> <li>▪ Corporate</li> <li>▪ Boards</li> <li>▪ Associations</li> <li>▪ Not-for-Profits</li> <li>▪ Leadership</li> <li>▪ Education</li> <li>▪ Public sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provincial</li> <li>▪ Regional</li> <li>▪ Local</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plenary session</li> <li>▪ Breakout rooms</li> <li>▪ Lobby, registration area</li> <li>▪ Wi Fi – extensive</li> <li>▪ AV – State of the art</li> <li>▪ Technical support</li> <li>▪ Networking breaks</li> <li>▪ Meals</li> <li>▪ Business services</li> <li>▪ Coat check</li> <li>▪ Parking</li> </ul>	<ul style="list-style-type: none"> <li>▪ DMO support</li> <li>▪ Accommodation (on site is ideal)</li> <li>▪ Dining</li> <li>▪ Entertainment</li> <li>▪ Activities</li> </ul>

\*DMO is the abbreviation for Destination Marketing Organization. E.g. Tourism Barrie

\*M.I.C.E. is the abbreviation often used for Meeting, Incentive, Conference and Exhibition

- Business development is a multi-step process for each category or market segment, beginning with prospecting to identify and qualify companies or organizations who may be potential customers. This process may span weeks, months, or years; based upon the size of organization, complexity of the event, the planning cycle and how well informed the planner is about the destination and its facilities.

## Overview: Business Development Process



**Planning cycle: Larger meetings, conferences and conventions for member based organizations often cycle through a series of destinations on a rotating basis. A destination may only be on the consideration list once in three, five or ten years.**

- **Sales:** The sales process begins with selling the destination, leveraging the unique features, activities and opportunities for attendees or delegates and the host organization. Step two involves selling the conference or meeting facilities, hotels, restaurants, and ancillary activities or services to fulfill the client's requirements.
- Successful sales professionals understand the importance of being well informed about their competitors, cooperating with their DMO and fellow suppliers; and staying abreast of developments in each customer segment and category.
- Successful destinations continually invest in infrastructure, services, networking through industry organizations and marketing; to be well informed and position themselves as viable options for key planners and decision makers.

## Who are the Buyers?

- **In-house:** Professional meeting, conference and incentive planners may be integral members of the company or organization team who are responsible for planning and managing the operation of multiple events annually. These may include large meetings, incentive programs, trade shows, conferences and training programs. Large companies in the pharmaceutical, technology, automotive and financial sectors represent significant volumes of business.
- **Third-party:** Professional third-party planners are often engaged by organizations to organize and manage large, complex events, conferences, conventions and incentive programs. These professionals are very important influencers, representing thousands of corporations, associations and other organizations. They range from small, independent firms to large, integrated travel management companies.

## How do we Reach them?

- Relationships drive the meeting and conference industry. One on one meetings with planners are the primary means of introducing a new destination, facility or service. Ongoing personal contact with planners and decision makers is essential.
- Several professional organizations provide networking, educational and marketing programs to industry members, including destinations and suppliers. Special events, marketplaces and conferences hosted by these organizations can be valuable opportunities to introduce and promote new destinations and facilities.

## Professional Organizations

Organization	Location	Membership
Canadian Society of Association Executives – Trillium Chapter	Toronto	840 Provincial Associations (approx.) 1,400 Members, total
Meeting Professionals International – Toronto Chapter	Toronto	600 Members total 220 Association, Corporate & Third-party planners
Canadian Society of Professional Event Planners	Toronto	100 Members Canada wide
Professional Convention Management Association – Canada East Chapter	Toronto	tbc
Canadian Association of Exposition Management	Toronto	350 Members total ~158 Trade & Consumer show organizers
Society for Incentive Travel Excellence	Mississauga	140 Canadian members of which 107 are in Ontario

## Resources for Professional Planners

- **Online & Digital:** Professional planners expect all destination partners (DMO, suppliers, transportation, attractions etc.) to have up to date online planning tools and resources which provide detailed technical information on the destination and all facilities and services related to the organization and hosting of meetings, incentive programs, conferences/conventions, exhibitions and training programs.
- Many planners research, select and book destinations and venues using information available through websites and online planning tools. Destination Marketing Organizations (DMOs) are often the primary initial contact and liaison with all partners.

### Key Resources:

- Sales, marketing and operational professionals with the required skills, expertise and tools
- Efficient customer enquiry, response and referral system
- Online and print resources for meeting, incentive, conference and exhibition planners
- High quality digital images; video footage
- Content and marketing support for production of promotional materials



- Customer service support – e.g. site inspections, organization of room blocks, audio-visual, spouse programs, dining, gala events, ground transfers, entertainment
- Print materials for distribution to attendees and delegates
- Transportation – detailed information on access by air, rail, motor coach and automobile
- Contact and website details for all supplier partners

## Key Planner Considerations & Criteria

### Destination

#### Key Criteria

**Event:** type, purpose, size, budget, number of attendees;  
Program complexity

**Destination:** Location - proximity to attendees; transportation access; infrastructure; reputation

DMO service, resources. Options for off-site dining & program activities (e.g. history, culture, arts, entertainment; touring)

Destination Mangement Specialists

**Suppliers:** High quality hotels, restaurants, ground transportation, conference service suppliers, client service & support, competitive pricing. Collaboration between partners - are they easy to work with?

### Conference / Meeting Facilities

#### Key Criteria

**# 1 Priority:** Flexible meeting & function space; state of the art facility; sufficient capacity & number of rooms; sound proof meeting rooms; separate meal & reception rooms/areas; adequate staffing; competitive pricing

**Technical:** State of the art Audio visual equipment / services, technical support; adjustable lighting; Wi -Fi; qualified suppliers of exhibit materials & services. Customer service - conference service team. Adequate parking, public transport a plus

**Suppliers:** Collaboration , coordination of partner services. Site inspections. Are they easy to work with? Competitive pricing; great customer service.

**Food & Beverage:** High quality; flexible menus; great service; competitive pricing

## Accommodation Key Criteria

**Hotels:** Availability of quality accommodation at or near the meeting venue.

**Large Groups, Conferences:** Room blocks in multiple hotels of comparable quality. Headquarter hotel with VIP suites . Transfer services to / from the meeting venue.

**Smaller Conference & Meeting Groups:** Capacity to house delegates in one hotel. If multiple hotels, close proximity with transfer services.

**Access:** Ease of access from main transportation routes, airport, etc. Parking.

## Success factors for the Conference & Meeting Industry

- The destination can compete effectively and fulfill key criteria for the type of business and customers it aims to attract, including:
  - State of the art conference and meeting facilities
  - Transportation infrastructure and access
  - Hotel accommodation – consistent quality, product and services to match client expectations
  - Complementary services and activities: restaurants, entertainment, attractions, shopping, touring
  - Digital and print marketing resources
  - Experienced professionals performing sales, marketing and client servicing roles
- The DMO and all destination partners are aligned, collaborating and committed to developing the target categories of meeting business and customer segments. This includes a network of complementary meeting and conference service suppliers – e.g. event planners, décor, catering, entertainment.
- The maximum capacity of the conference or meeting facility is supported by sufficient capacity of accommodation and catering services.
- The DMO and/or conference facility are equipped to coordinate responses to requests for proposals, customer enquiries, site inspections and support customer servicing during the event.
- All parties are well informed about customer expectations, actively networking through professional associations and apprised of current trends.
- The DMO and partners are represented by experienced sales and marketing professionals, working together in a mutually supportive approach to develop this business.
- Public sector officials and leaders understand the requirements, customer expectations and growth potential of the conference and meeting industry and must be committed to infrastructure investment and development over the long term.

## Market Scan – Conference & Meeting Facilities

The market scan looked at 15 current conference and meeting facilities within a 90-minute drive of Barrie, which might be viewed as competitors to a potential conference facility. Some include accommodation on site or nearby; others are stand-alone meeting and event facilities. Following is a summary of key features and capacities for each facility:

Facility	Overview
<b>Holiday Inn Barrie Hotel &amp; Conference Centre</b>	<b>Location:</b> South Barrie: Essa Rd & Hwy 400; 84 km to Toronto Pearson Airport
	<b>Transportation:</b> GO Transit, Direct access from Hwy 400, regional & local roads; Public transportation
	<b>Conference / Meeting Facility:</b> Total 9,000 ft <sup>2</sup> ; Meeting rooms: 13, various sizes, including 3 boardrooms; Max. 300 ppl theatre style; AV: full services; Wi-Fi; Catering: full service in house; Meeting packages
	<b>Accommodation:</b> Guest Rooms: 161
	<b>Dining:</b> 1 Full service restaurant; Room service
	<b>Amenities:</b> Business centre, indoor pool, whirlpool, sauna, free parking
	<b>Markets:</b> Local, GTA, Regional, Provincial.
	<b>DMO:</b> Tourism Barrie. Not currently active in Conference/Meeting markets
<b>Kempfenfelt Conference Centre</b> <i>*Closed October 31, 2017</i>	<b>Location:</b> South Barrie –Innisfil. Fairway Rd. near Hwy 400; 105 km to Toronto Pearson Airport
	<b>Transportation:</b> GO Transit, Direct access from Hwy 400, regional & local roads
	<b>Conference / Meeting Facility:</b> Total 11,600 ft <sup>2</sup> ; Meeting rooms: 22, various sizes; Max. 180 ppl theatre style. AV: full services; Wi-Fi; Catering: full service in house. All-inclusive meeting package
	<b>Accommodation:</b> Resort style. Guest rooms: 79 + 2 suites.
	<b>Dining:</b> 1 Full service restaurant; Lounge
	<b>Amenities:</b> Lakefront, trails, outdoor activities
	<b>Markets:</b> Local, GTA, Regional, Provincial.
	<b>DMO:</b> Tourism Barrie. Not currently active in Conference/Meeting markets
<b>Liberty North</b>	<b>Location:</b> South Barrie: Mapleview & Hwy 400. 100 km to Toronto Pearson Airport
	<b>Transportation:</b> GO Transit, Direct access from Hwy 400, regional & local roads; Public transportation
	<b>Meeting-Event Facility:</b> Total 5,000 ft <sup>2</sup> ; Meeting rooms: 5, various sizes; Max 400 ppl theatre style; AV: full services; Wi-Fi; Catering: full service in house; Meeting packages
	<b>Accommodation:</b> Nearby: Holiday Inn Barrie & Conf. Centre, Holiday Inn Express & Suites, Best Western, Four Points Sheraton, Super 8 Barrie
	<b>Dining:</b> Full service catering in house

Facility	Overview
	<b>Amenities:</b> Business services; secretarial; concierge services
	<b>Markets:</b> Local, Regional, GTA
	<b>DMO:</b> Tourism Barrie. Not currently active in Conference/Meeting markets
Georgian College Conference & Event Services	<b>Location:</b> Barrie; Georgian Dr.; 92 km to Toronto Pearson Airport
	<b>Transportation:</b> Direct access from Hwy 400, local & regional roads; GO Train; Public transportation;
	<b>Conference / Meeting Facilities:</b> Total 60,241 ft <sup>2</sup> ; Meeting rooms: 36 various sizes; 21,600 ft <sup>2</sup> exhibit space; Max. 1,000 ppl theatre style; AV: full services; Wi-Fi; Catering: full service in house
	<b>Accommodation:</b> On site: College residence rooms: 269; Suites: 34; *May-August only
	<b>Dining:</b> 1 Full service restaurant, 1 Pub; Full service catering
	<b>Amenities:</b> Georgian College Theatre; Bike/walking trails; Athletic fitness centre
	<b>Markets:</b> Local, GTA, Regional, Provincial
	<b>DMO:</b> Tourism Barrie. Not currently active in Conference/Meeting markets
Horseshoe Resort	<b>Location:</b> Barrie; Horseshoe Valley Rd; 112 km to Toronto Pearson Airport
	<b>Transportation:</b> Direct access from Hwy 400
	<b>Conference / Meeting Facilities:</b> Total 16,000 ft <sup>2</sup> full service; Meeting rooms: 10 various sizes, including, 2 boardrooms; Max. 240 ppl theatre style; AV: full services; Wi-Fi; Catering: full service in house; All-inclusive meeting packages; Team building program
	<b>Accommodation:</b> On-site; Guest rooms & suites: 100; 2 Bedroom Condos: 40; Full service resort hotel
	<b>Dining:</b> Total 4 venues: 1 Restaurant & Lounge; 1 Sports bar & grill; 1 Cafeteria; 1 Coffee shop
	<b>Amenities:</b> Spa; Gym; Sauna; Indoor & outdoor pools; 18-hole Golf course; Hiking trails; Downhill & Nordic skiing; Snowmobiling; Snow tubing; Mountain biking; Zip lines; Tree Top Trekking; Yamaha ATV adventures; Segway tours; Hummer tours
	<b>Markets:</b> Local, GTA, Regional, Provincial
	<b>DMO:</b> Tourism Barrie. Not currently active in Conference/Meeting markets
Casino Rama	<b>Location:</b> Rama, 11.3 km from Orillia; 100 km to Toronto Pearson Airport
	<b>Transportation:</b> Accessible via Hwy 11 & county roads;
	<b>Conference / Meeting Facilities:</b> Total 16,000 ft <sup>2</sup> ; Meeting rooms: 5 divisible, various sizes; Max. 800 ppl theatre style; AV: full service; 5,000 seat entertainment theatre; Wi-Fi; Catering: full service in house
	<b>Accommodation:</b> On site: 289 Guest suites; full service hotel
	<b>Dining:</b> Total 10 venues: 7 Restaurants; 2 Bars; 1 Express take out
	<b>Amenities:</b> Casino; Spa, Indoor pool; Hot tub; Steam room; Sauna; Fitness facility; Art gallery; Retail shop

Facility	Overview
	<b>Markets:</b> Local, GTA, Regional, Provincial
	<b>DMO:</b> Ontario's Lake Country
The Conference Centre at Fern Resort	<b>Location:</b> East side of Lake Couchiching, 9.1 km from Orillia; 145 km to Toronto Pearson Airport
	<b>Transportation:</b> Accessible via major highways.
	<b>Conference / Meeting Facilities:</b> Total 15,000 ft <sup>2</sup> ; Meeting rooms: 8, various sizes; Max. 300 ppl theatre style; AV: full service; Wi-Fi; Conference/meeting packages; Catering: full service in house
	<b>Accommodation:</b> 103 Lakeside Guest rooms; mix of suites, cottages, 1 villa. Full service resort
	<b>Dining:</b> 1 Dining room; Reception area; Theme meals
	<b>Amenities:</b> 2 Outdoor heated pools; Indoor pool; Jacuzzi; Sauna; Steam room; Fitness room; Spa; Marina; Sail boats; Kayak; Canoe; Pedal craft; Skating; Hockey; Ice curling
	<b>Markets:</b> Local; GTA; Regional
	<b>DMO:</b> Ontario's Lake Country
Bayview Wildwood	<b>Location:</b> Severn Bridge – Port Stanton Village; 60 km to Orillia; 145 km to Toronto Pearson Airport
	<b>Transportation:</b> Direct access via Hwy 11, other major roads
	<b>Conference/Meeting Facilities:</b> Total 9,552 ft <sup>2</sup> ; Meeting rooms: 6 various sizes; Max. 220 theatre style; AV: full service; Wi-Fi; Catering: full service in house; Inclusive meeting packages
	<b>Accommodation:</b> 44 Guest rooms, includes cottages
	<b>Dining:</b> 1 Dining lounge, full service, multi-purpose
	<b>Amenities:</b> Indoor pool; Whirlpool; Fitness centre; Squash courts; Billiards
	<b>Markets:</b> Local; GTA; Regional
	<b>DMO:</b> Muskoka Tourism
Blue Mountain Resort Conference Centres	<b>Location:</b> Blue Mountains; 151 km to Toronto Pearson Airport; 9 km to Collingwood; Overlooking Georgian Bay; proximity to Bruce Peninsula
	<b>Transportation:</b> Direct access via major highways & county roads

Facility	Overview
	<p><b>Conference/Meeting Facilities:</b> Total over 50,000 ft<sup>2</sup>; 3 Conference centres:</p> <ul style="list-style-type: none"> <li>▪ <b>Village Conference Centre:</b> Total 11,375 ft<sup>2</sup>; Meeting rooms : 3 Divisible ballrooms; 9 various sizes; Max. 900 ppl theatre style; 23,000 ft<sup>2</sup> exhibit space; Outdoor terrace; AV: full service; Wi-Fi; Catering: full service in house</li> <li>▪ <b>Westin Trillium House Conference Centre:</b> Total 7,000 ft<sup>2</sup>; Meeting rooms: 4 Flexible rooms, multiple combinations; 1 Boardroom; Pre-function area; Outdoor terrace. AV: full service; Wi-Fi; Catering: full service in house</li> <li>▪ <b>Blue Mountain Inn Conference Centre:</b> Total 20,038 ft<sup>2</sup> flexible space; Meeting rooms: 1 Divisible ballroom; 11 rooms various sizes; Max. 600 theatre style; AV: full service; Wi-Fi; Catering: full service in house</li> </ul> <p><b>Accommodation:</b> 5 Full service Hotels: 1,200 guest rooms; 840 Suites;</p> <p><b>Dining:</b> Multiple restaurants, Pubs, Cafes in Blue Mountain Village</p> <p><b>Amenities:</b> 18-Hole Golf course; Downhill &amp; Nordic skiing; Zip lines; Ropes course; Segway tours; Ridge Runner Mountain Coaster; Gondola; Guided hiking, snowshoe, biking; Tennis; Private beach; Shops &amp; boutiques; Festivals &amp; events year-round; Scenic Caves nearby</p> <p><b>Markets:</b> Local, GTA, Regional, Provincial, National, International</p> <p><b>DMO:</b> Blue Mountain Village Association; Grey County Tourism</p>
<p><b>Georgian Bay Hotel &amp; Conference Centre</b></p>	<p><b>Location:</b> Collingwood-Blue Mountains; near Georgian Bay; 143 km to Toronto Pearson Airport</p> <p><b>Transportation:</b> Direct access via major highways &amp; county roads</p> <p><b>Conference/Meeting Facilities:</b> *Newly renovated; Total 9,362 ft<sup>2</sup>; Meeting rooms: 1 Divisible ballroom; 2 various sizes; 1 Boardroom; Max. 400 ppl theatre style; AV: full service in house; Wi-Fi; Catering: full service on site; Business services;</p> <p><b>Accommodation:</b> 50 Guest rooms; 38 Suites; 13 Condos</p> <p><b>Dining:</b> 1 Restaurant; 1 Bar; full service</p> <p><b>Amenities:</b> Spa; 18-Hole Putting Golf course; Indoor &amp; outdoor pools; Bike, Snowshoe, Tennis, Seasonal sports equipment rentals;</p> <p><b>Markets:</b> Local; GTA; Regional; Provincial</p> <p><b>DMO:</b> Grey County Tourism</p>
<p><b>Kingbridge Conference Centre &amp; Institute</b></p>	<p><b>Location:</b> King City; 33 km to Toronto Pearson Airport; 114 Acre resort setting</p> <p><b>Transportation:</b> Direct access from multiple major highways; Transportation provided by local partners</p> <p><b>Conference/Meeting Facilities:</b> Total Meetings 20,819 ft<sup>2</sup>; Exhibit space 26,000 ft<sup>2</sup>; Meeting rooms: 43, various sizes, including 310 seat auditorium; Max 330 ppl theatre style; AV: full service; Wi Fi; Meeting packages; Full business services; Variety of common areas, lounges **Accredited IACC facility</p>

Facility	Overview
	<b>Accommodation:</b> On site: 124 Guest rooms; Full service luxury hotel
	<b>Dining:</b> 1 Dining room; 1 Private dining room; Outdoor patios; Bar; Room service
	<b>Amenities:</b> Indoor & Outdoor pools; Indoor running track; Fitness room; Multi-purpose sports court; Squash & Tennis courts; 5 km of Nature trails; Mountain bikes; Snowshoes; Volleyball; Bocce ball
	<b>Markets:</b> Local, GTA, Regional, Provincial, National, International
	<b>DMO:</b> Headwaters Tourism
Nottawasaga Inn & Conference Centre	<b>Location:</b> Alliston – Nottawasaga Valley; Hwy 89 & Airport Rd.; 60 km to Toronto Pearson Airport
	<b>Transportation:</b> Direct access from multiple major highways & county roads
	<b>Conference/Meeting Facilities:</b> Total Meetings 21,600 ft <sup>2</sup> ; Exhibit space 21,600 ft <sup>2</sup> ; Meeting rooms: 36 various sizes; Max. 1,000 ppl theatre style; AV: full service, limited inventory; Wi-Fi Catering: full service in house; Meeting packages
	<b>Accommodation:</b> Total 269: 235 Guest rooms; 34 Suites; Full service resort hotel
	<b>Dining:</b> Total 7 venues: Dining room; Restaurants; Bar
	<b>Amenities:</b> Indoor & Outdoor pools; 45-Hole Golf course; Gym & Fitness centre; Recreational activities; Spa; Nature trails; Volleyball; Bocce Ball; Fire pits
	<b>Markets:</b> Local, GTA, Regional, Provincial
<b>DMO:</b> Tourism Simcoe County	
The Briars Conference Centre	<b>Location:</b> Jackson’s Point on Lake Simcoe; 94 km to Toronto Pearson Airport
	<b>Transportation:</b> Direct access via major highways & county roads
	<b>Conference/Meeting Facilities:</b> Total 5,200 ft <sup>2</sup> ; Meeting rooms: 13 rooms, various sizes; Max. 160 theatre style; AV: full service; Wi-Fi; Catering: full service in house;
	<b>Accommodation:</b> Total 78 Guest rooms, including Cottages, Suites, Private lodges; Full service resort
	<b>Dining:</b> 1 Dining room; 1 Lounge
	<b>Amenities:</b> Spa; 18-Hole Golf course; Nature trails; Biking; Kayaking; Snowshoeing; Nordic skiing
	<b>Markets:</b> Local, GTA, Regional, Provincial
<b>DMO:</b> Central Counties Tourism	
Hockley Valley Resort	<b>Location:</b> Mono Township; Airport Rd. & Hwy 9; Hockley Valley; 63 km to Toronto Pearson Airport
	<b>Transportation:</b> Direct access via multiple highways
	<b>Conference/Meeting Facilities:</b> Total 11,069 ft <sup>2</sup> ; Meeting rooms: 14 flexible rooms, various sizes; AV: full service in house; Wi-Fi; Catering: in house full service

Facility	Overview
	<b>Accommodation:</b> Total 104 Guest rooms & Suites
	<b>Dining:</b> 2 Upscale Restaurants; 1 Wine bar/patio
	<b>Amenities:</b> Spa; 18-Hole Golf course; Downhill skiing; Ski school
	<b>Markets:</b> Local, GTA, Regional, Provincial
	<b>DMO:</b> Headwaters Tourism
Millcroft Inn & Spa	<b>Location:</b> Alton, Caledon Hills; Country retreat on 100-acre woodland; 59 km to Toronto Pearson Airport
	<b>Transportation:</b> Direct access via highways & county roads
	<b>Conference/Meeting Facilities:</b> Total 4,709 ft <sup>2</sup> ; Meeting rooms: 6, various sizes; Max. 80 ppl theatre style; AV: full service; Wi Fi; Catering: full service in house
	<b>Accommodation:</b> 52 Luxury guest rooms
	<b>Dining:</b> 1 Restaurant; 1 Lounge; full service
	<b>Amenities:</b> Business centre; Concierge; Fitness centre; Indoor & outdoor pools; Spa; Valet
	<b>Markets:</b> Local, GTA, Regional, Provincial
	<b>DMO:</b> Visit Caledon

## Competition for a Barrie Conference Centre

Competition for a potential conference centre located in Barrie must be assessed from two perspectives:

- Existing facilities within a 90-minute drive range of the city
- Other destinations which are already established in the conference and meeting markets, and actively serving the same customer segments which Barrie would target for development. These include:
  - Hamilton
  - Niagara
  - St. Catharines
  - Kitchener – Waterloo
  - London
  - Blue Mountain Village and Collingwood
  - Ottawa (Provincial Associations and larger Corporations)
- Muskoka boasts many well-established resorts and hotels with a wide variety of facilities serving the conference and meeting markets. For the most part, the clientele who use these facilities represent completely different market segments from the audiences that would consider Barrie as a potential destination.



## Situation Analysis

### The City of Barrie

Situated on the western shore of Lake Simcoe in Central Ontario, the City of Barrie is strategically located at the convergence of major transportation routes leading to Collingwood-Blue Mountain, Muskoka and Northern Ontario.

- Over the last four decades, the population of the Barrie metropolitan area has grown exponentially, with an average household income of over \$90,000.00. As the community has grown, new retail stores, business and medical services, hotels and residential accommodation have been added to the landscape, extending the city infrastructure south towards the Town of Innisfil.
- A significant number of the 8,000 businesses located in the Barrie metropolitan area provide services in a variety of sectors. Top among these are:
  - Healthcare and Social Services
  - Accommodation and Food Services
  - Educational Services
  - Construction
  - Manufacturing
  - Professional, Scientific and Technical
- Significant volumes of people travel along the Highway 400 corridor from the GTA to Barrie and beyond, to points north and west, on a year-round basis for business and pleasure. Historically, Lake Simcoe has played an important role as a draw for seasonal residents, visitors and business groups from the Greater Toronto Area (GTA) and other points.
- Geographically, Barrie is ideally located to attract business from the GTA, local and regional markets, and from major business centres in Northern Ontario, such as Sudbury and North Bay. Transportation access is well developed for potential customers from any of these markets.

### The Tourism Industry

Tourism plays a major role in the regional economy, including Barrie. Visitors are attracted by the diverse outdoor adventure and sports activities, cultural and culinary experiences, festivals and events.<sup>1</sup>

**While the majority of visitors travel on leisure trips, in 2015, over 357,000 visitors to the Bruce-Grey-Simcoe region travelled to attend a business meeting, conference or seminar.**

2

---

<sup>1</sup> Ontario Ministry of Tourism, Culture & Sport, Regional Tourism Organization 7 2015 Visitor Data; Tourism Barrie

<sup>2</sup> Ontario Ministry of Tourism, Culture & Sport, Regional Tourism Organization 7 2015 Visitor Data

**2015 Data from the Ministry of Tourism, Culture and Sport shows that the city of Barrie attracted 283,281 visitors who travelled for business purposes. Of these, 55,252 attended business conventions, conferences and meetings.**

3

- As a destination, Barrie attracts leisure and business visitors on a year-round basis, showing steady growth over the past 15 years.
- Accommodation capacity has grown significantly since 2001, with nearly 88% more guest rooms in the market as of 2016. Average annual occupancy has remained steady at 66-68%
- Branded hotels in the limited service or moderate category represent 12 of the 18 hotels and motels currently operating in Barrie. Several recent additions are located in the south end of the city, which has seen a surge in growth of retail, entertainment and foodservice businesses. Average annual occupancy for this group of hotels has remained steady at 66-68%.
- A variety of inns, bed and breakfast and campgrounds also operate in and around the city.
- The community is a hub of activity, hosting over 17 festivals, tours and events year-round, for residents and visitors.
- Barrie offers a diverse mix of dining options, with more than 60 restaurants, cafés, pubs, and bars. Attractions in the city and surrounding area include ski hills, historic sites, theatres, performing arts, Lake Simcoe, a Georgian Downs racetrack, golf courses, art galleries, market farms and spas.
- The city is accessible via major and secondary highways, GO Transit and transfer services to and from Toronto Pearson Airport. The public transit system is comprehensive, covering all major areas that visitors would frequent. Two operators provide limousine transportation in the city.
- Georgian College is based in Barrie, with a renowned tourism program. Until October 31 of this year, the college operated the Kempenfelt Conference Centre on Kempenfelt Bay.

## Tourism Barrie- Marketing the City

As the Destination Marketing Organization for the city, Tourism Barrie works on behalf of more than 230 tourism partners through cooperative marketing programs to position the city as a four-season destination, promoting the many festivals and events, outdoor activities and regional attractions.

- Marketing investments focus on consumer leisure markets, complemented by travel counselling services (in five languages), promotional events and visitor information services provided at two locations in peak season. A new online reservation system has been recently launched.

---

<sup>3</sup> Ontario Ministry of Tourism, Culture & Sport 2015 Visitor Data for the City of Barrie

*"Tourism Barrie's main focus is to promote and encourage overnight stays and longer stays at a Barrie commercial accommodation, while enjoying recreational, leisure, cultural and culinary experiences found in Barrie and the surrounding region."*

4

- Tourism Barrie works closely with the Barrie Hotel Association and its members to foster collaboration and coordinate destination development and marketing activities. Strategies to create and package experiences involving local and regional attractions, outdoor sport and adventure activities together with hotel stays have contributed to significant revenue growth from the leisure travel market in need periods.
- While resources focus primarily on leisure markets, the Tourism Barrie website provides information for business travellers, including accommodation, dining, entertainment, culture, and meeting facilities.
- A team of four professionals delivers a comprehensive destination development and marketing program annually. Capacity to take on additional responsibilities for development of the meeting market is an important consideration going forward.

## The Conference & Meeting Market in Barrie Today

- An informal survey of the major branded hotels in Barrie shows that the majority are currently hosting small meetings and training programs of various sizes, ranging from 8 to 45 people. Most limited service hotels have one or two meeting rooms, with catering often provided by outside suppliers.
- The Holiday Inn Barrie and Conference Centre is the primary full-service location able to host small conferences and meetings for up to 180 people, with on-site guest rooms.
- In some cases where hotels lack meeting space, they partner with other facilities to attract and deliver successful meetings and business training programs or events.
- The Kempenfelt Conference Centre built a solid base of long term repeat clients who used the facility for training programs, positioning itself as a residential training centre. The secluded location and all-inclusive offering of the resort style facility were key factors in the client selection process, with the majority staying 4-5 nights, arriving on a Monday. Other niche group business filled the weekend nights.
- The current infrastructure in Barrie includes at least 35 different facilities with capacity to host meetings. Not all are suitable for the corporate or association markets.<sup>5</sup>
- While hotels report strong occupancy, with the corporate market segment representing over 55% of the total, it would be reasonable to assume that individual business travellers make up the majority of this business.

---

<sup>4</sup> Tourism Barrie 2016-2018 Destination Management & Marketing Plan

<sup>5</sup> Detailed overview of Barrie meeting facilities, as represented on the Tourism Barrie website is included in the Appendix

- Operators of hotels, meeting and conference venues confirm that they receive requests for larger meetings, conferences and social events that the current infrastructure in Barrie cannot support. In the case of conferences and meetings, an **essential requirement is the availability of multiple, flexible meeting rooms**, not only one large room or function area.
- Work to date confirms that the small meetings market, which has a diverse customer mix, is a viable source of business for Barrie's tourism and hospitality operators.
- In addition to the facilities outlined in the competitive set, other community based venues host meetings to contribute to their overheads. These include Church halls, golf courses, community centres and rinks.

## Understanding the Competitive Landscape

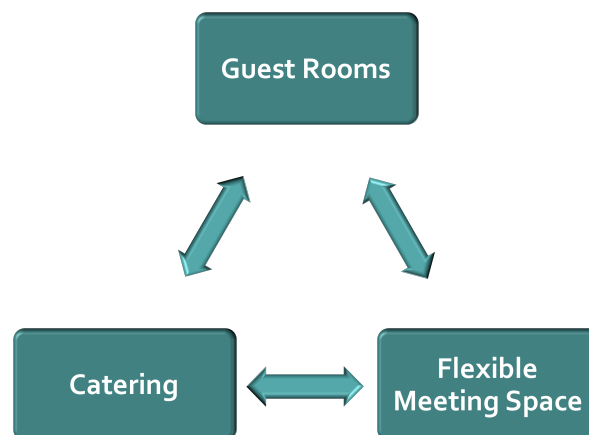
The competitive set of 14 conference and meeting facilities included in the market scan all share several important attributes which are fundamental to their success:



- The Kempenfelt Conference Centre strategy to develop the facility as a residential training centre proved very effective, attracting clients whose needs were ideally met in an environment conducive to building relationships, team dynamics and helping to distance participants from distractions. The centre was able to cater to price sensitive clients by offering a fully inclusive meeting package, building long term relationships and delivering consistent quality service.

- Georgian College also offers price sensitive clients a full slate of facilities and services on site. Its operating season for meeting, training or conference business is limited to May through August; a period when the majority of clients in this market are not holding major meetings and training programs.
- While the conference facilities and services offered at Georgian College are part of the infrastructure in Barrie, they should not be viewed as a real competitor for other meeting or conference facilities operating on a year-round basis.
- Existing established facilities are committed to long term investment in this market, supporting sales and marketing, and the ongoing enhancement and development of the physical infrastructure and services that they offer.
- Sales and marketing professionals in the competitive set are active in the market and participating in industry organizations such as Meeting Professionals International (MPI) and the Canadian Society of Association Executives (CSAE). Membership in these organizations is important, both for professional learning and development, and for networking with planners who may be potential clients.
- All facilities provide online and print resources for conference and meeting planners, with links to DMO sites and other resources. Success for any operator hinges upon prompt response to client enquiries by qualified sales and conference service personnel.

## Success in the meeting and conference industry hinges on the integration of three critical elements:



- A destination and its facilities must be able to deliver high quality service to groups of all sizes. It is not sufficient to have a large meeting space to accommodate several hundred people if the facility does not have the capacity to also provide catering for the same number. Most clients prefer to have meals served in a separate space from the main meeting room. Often, an open space is also required for breaks, networking and receptions prior to meal events.
- Without sufficient guest room capacity, a meeting or conference facility will fail to optimize its sales potential in this market. The three elements are inter-dependent. Planners expect a destination to have sufficient capacity of guest rooms of equal quality, offering the same amenities. Ideally, accommodation is located at the meeting site, or nearby.

- In cases where participants must be housed in multiple hotels, a destination will provide a transfer service as part of the overall package. Some of the facilities in the competitive set provide transfer services to and from nearby towns.
- Meetings and conferences organized by provincial associations typically require multiple meeting rooms, extensive catering and guest room capacity consolidated into one or two hotels. The current meeting facilities and hotel supply in Barrie would be challenged to fulfill these requirements.

## Key Considerations for Barrie

The market scan of competitive conference and meeting facilities for Barrie shows that there is well over 200,000 square feet of meeting space already available in the market. Operators in the competitive set have presence in this market, supported by direct sales, marketing and an established client base. In most cases, they also offer complementary amenities, activities and services for meeting clients, often combined in an attractive package.

- In contemplating the potential role of a new meeting facility, planners would first need to better understand the meeting business coming to the city now, the utilization of existing meeting facilities and the utilization of facilities in the competitive set.
- It is important to note that in many cases, meeting space is provided at no charge to clients who are generating guest room and catering revenue. Very often, fees for meeting space are a major point of negotiation for a facility, based on a variety of factors.
- While Barrie hotels already attract small meeting business, the room base of the individual properties (small) suggests that developers have not seen potential for larger meeting and conference groups (250+ people) in this market.
- The closure of the Kempenfelt Conference Centre leaves a supply gap in the lucrative training category, and an established base of long term clients who will be seeking alternative facilities. The average size of these groups (25-40 people) presents a more manageable opportunity, if the right configuration of meeting space, catering services and guest rooms were available. It should be noted that existing meeting facilities in Barrie may have already absorbed this business.
- Hotels in Barrie are already hosting training programs and other specialized small groups. Further research should evaluate market interest, demand and revenue potential to grow this business.
- Tourism Barrie has strong relationships with its members and partners. Prior to embarking upon a development strategy for the meetings market, it will be essential that all parties (hotels, restaurants, meeting facilities, attractions, municipal officials etc.) are interested in developing this business, will support a collective sales effort, and are committed for the long term.
- It will be critical to recalibrate the balance between hotel capacity, meeting facilities and onsite catering services if Barrie is to succeed in the meetings market.
- While several industry members have pointed to the lack of a space large enough to handle weddings, social events and meetings of more than 400 people, careful consideration should be given to the requirements of this business, versus the potential opportunity for Barrie, which is in the smaller meetings and training market. Meeting planners and customers organizing large social events have very different needs.
- Preliminary indicators suggest that there is a possibility that another facility configured for the meetings industry, with flexible space for clients to meet, enjoy high quality meals, breaks and receptions could serve the smaller meeting and training industries. However, the facility would have to compete with other businesses already active in this market.

- Implications for a new facility that could serve the small meeting and training markets include:
  - Flexible meeting rooms for groups of up to 150 people
  - An on-site full service kitchen
  - State of the art audio visual capabilities
  - Adequate parking
  - Transportation or transfer services for groups staying in multiple hotels
  - Alignment of industry partners, with everyone working together to succeed
  - Both Tourism Barrie and a new facility would require budgets to support a full time sales force and extensive marketing
- In evaluating what role a new facility might take on, it will be important to ensure that a city owned operation will not destabilize the meeting business that the industry is already attracting. A new facility should support and enable overall growth of the business for the city, not displace business from existing operators.

**This initial market scan has uncovered a number of issues that should be considered. These include:**

- **The small meetings market is the key opportunity for Barrie and is now being served by a large and diverse number of facilities from hotels to church halls.**
- **The market has more than 200,000 sq. ft. of meeting space now. Meeting space occupancy percentages in the market are not known, but it is fair to assume that existing suppliers are not operating at maximum capacity.**
- **The behaviours of buyers and sellers in the meetings market is a consideration. Most buyers will negotiate for complimentary meeting space and most suppliers are prepared to negotiate on this issue, in hopes of selling guest rooms and catering which have higher margins.**
- **Given the nature of the meetings market, any new entry will require not only capital investment, but a long term financial commitment to sales efforts and collaborative marketing work with competitors and suppliers of support services.**
- **Before moving to consider an additional capital investment to address the meetings market, we recommend a detailed feasibility study of the meeting and training markets should be completed, to more clearly direct design and operational decisions.**



## Feasibility Study Terms of Reference

If the planning committee reaches a decision to proceed with a full feasibility study to assess the demand and growth potential for a new meeting facility in Barrie, the following may serve as an outline for the terms of reference.

### Research and Assess

- **Meeting market in Ontario:** Identify and assess demand for small meetings and current trends, for all destinations
  - Demand and trends for tier 3 city destinations
  - Confirm destinations Barrie competes with
  - Provincial and regional association market: evaluate potential targets for smaller meetings
  - Pricing: Identify a range that the market can support and target price point
  - Confirm Requirements for: small, mid-size corporations and regional associations
  - Identify key contacts and industry resources
  
- **City of Barrie:** Inventory of current industry sectors, businesses, professional associations.
  - Identify growth sectors
  - Qualify: Meeting requirements for local business and associations
  - Pricing: Verify the ideal price point and range for space rentals, accommodation and catering
  - Research: Meeting business in Barrie over the past 3-5 years, including meeting venues, requirements, hotel rooms occupied and the number of participants
  - Assess: Hotels and resorts in the Barrie area. What is the current business mix, how much emphasis is placed on corporate meetings, and are they interested in attracting more meeting business?
  
- **Special Interest Groups:** Inventory of groups in Barrie and area, the GTA and markets within a 1.5-2 hour drive range.
  - Identify: Programs, meetings, events, and tournaments that they organize (e.g. Bridge, Masons, Shriners, Probus)
  - Confirm: Planning cycles, lead times, guest room, meeting or event space and catering requirements
  - Identify key contacts and decision-making process
  
- **Training Programs:** Inventory of business sectors and public sectors already holding programs in Barrie
  - Identify business sectors active in training programs
  - Confirm: Planning cycles, lead times, guest room, meeting space and catering requirements
  - Pricing: Identify a range that the market can support and target price point
  - Identify key contacts and decision-making process
  - Identify competitive facilities and destinations

- **Social Events:** Inventory potential customer segments for Weddings, Holiday season parties, Employee recognition, and Incentive events
  - Clarify the existing base of social event business in Barrie and the businesses serving these customer segments
  - Confirm: Planning cycles, lead times, guest room, meeting space and catering requirements
  - Pricing: Identify a range that the market can support and target price point
  - Identify key contacts and decision-making process
  - Identify competitive facilities and destinations
  
- **Audit:** Complete detailed audits of:
  - Current meeting facilities in Barrie and surrounding area.
  - Current guest room inventory in Barrie.
  
- **Roles and Responsibilities:** Outline roles and responsibilities for all players in the Barrie market, including:
  - Tourism Barrie
  - City of Barrie
  - Hotels
  - Catering services
  - Meeting facilities
  - Attractions
  - Restaurants and bars
  - Private sector suppliers of transportation
  
- **Staffing:** Evaluate demand in the Barrie market and availability of qualified sales expertise for both the new meeting facility and Tourism Barrie
  
- **Budget:** Prepare preliminary budgets for the following:
  - **Tourism Barrie:** to support increased responsibilities, sales and marketing activity in the meeting and training markets
  - **Meeting Facility:** to support sales, marketing and all business development activities

**Appendix**

**Competitive Set Floor Plans for Meeting and Conference space**

**Ontario Ministry of Tourism, Culture and Sport 2015 Visitor Data for the City of Barrie**

**Ontario Ministry of Tourism, Culture and Sport 2015 Visitor Data for Simcoe County**

**Tourism Barrie List of Meeting Facilities**

**Website Resource: [banquettablespro.com](http://banquettablespro.com)**

## Meeting Room Rates

Meeting Room	8AM – 5PM	6PM-11PM	Area	Size	Height
Churchill Ballroom	\$1,045	\$1,045	3,108 sq ft	74 x 42	10 feet
For Trade Show/ Exhibit use	\$1,649	-			
Churchill South	\$570	\$570	1,792 sq ft	32 x 56	10 feet
Churchill Centre	\$350	\$350	882 sq ft	42 x 21	10 feet
Churchill North	\$350	\$350	882 sq ft	42 x 21	10 feet
Georgian	\$210	\$210	400 sq ft	25 x 16	8 feet
Huronia	\$210	\$210	400 sq ft	25 x 16	8 feet
Oro/Essa	\$460	\$460	1,350 sq ft	50 x 23	8 feet
Oro	\$240	\$240	675 sq ft	25 x 23	8 feet
Essa	\$240	\$240	675 sq ft	25 x 23	8 feet
Innisfil	\$240	\$240	675 sq ft	25 x 27	8 feet
Bayfield	\$240	\$240	675 sq ft	25 x 27	8 feet
Dunlop	\$240	\$240	675 sq ft	25 x 27	8 feet
Fairview	\$240	\$240	675 sq ft	25 x 27	8 feet
Mapleview	\$240	\$240	675 sq ft	25 x 27	8 feet
Vespra	\$210	\$210	263 sq ft	12 x 22	8 feet

## Meeting Room Setup and Capacities

Meeting Room	Banquet rounds of 10	Banquet rounds of 8	Banquet ½ rounds of 5	Reception	Theater	Classroom	Boardroom	U-shape
◇Churchill Ballroom	320	256	160	300	300	135	60	60
◇Churchill South	110	88	55	120	120	64	30	30
◇Churchill Centre	60	48	30	60	50	32	30	30
◇Churchill North	60	48	30	60	50	32	30	30
Oro/Essa	90	72	45	80	70	40	40	34
◇Oro	-	32	20	40	40	20	20	20
◇Essa	-	32	20	40	40	20	20	20
Innisfil	-	32	20	40	40	20	20	20
Bayfield	-	32	20	40	40	20	20	20
Dunlop	-	32	20	40	40	20	20	20
Fairview	-	32	20	40	40	20	20	20
Mapleview	-	32	20	40	40	20	20	20
Georgian	-	-	-	-	-	-	12	-
Huronia	-	-	-	-	-	-	12	-
Vespra	-	-	-	-	-	-	10	-

◇ These are partition rooms

\*extra tables, coffee stations or special AV requirements may change the room capacities

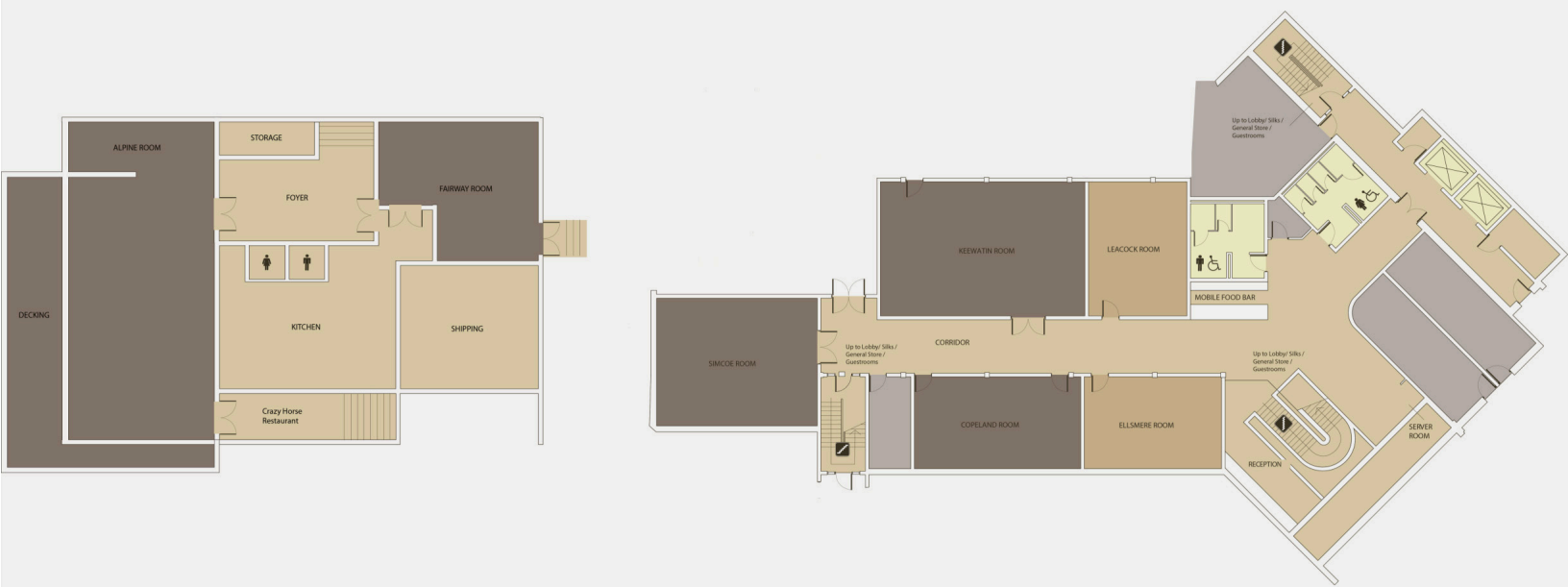
# VENUES



**HORSESHOE**

A SKYLINE RESORT

BARRIE

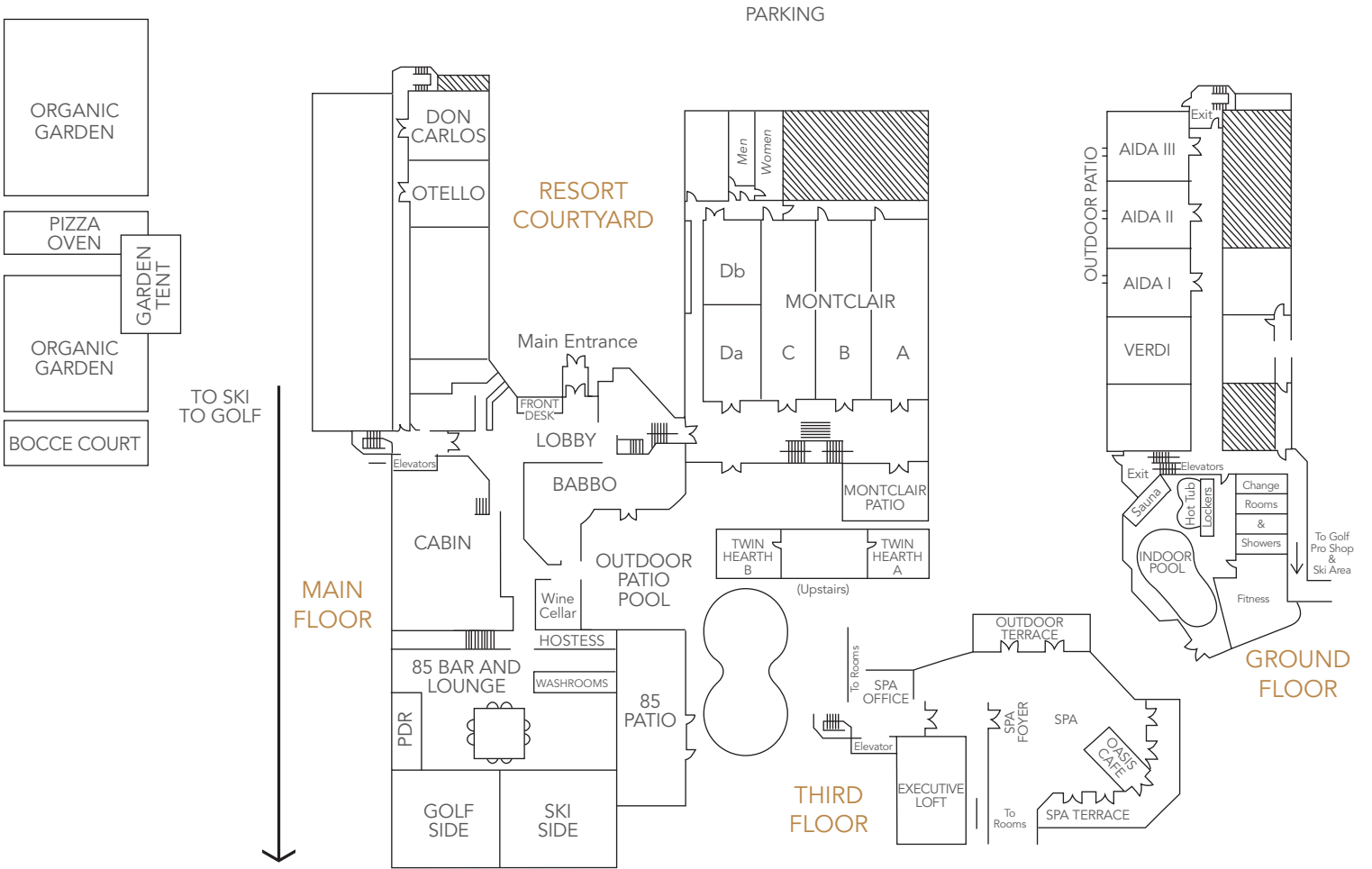


FUNCTION ROOM	DIMENSIONS	SQUARE FOOTAGE	BOARD ROOM	U-SHAPE	HALLOW SQUARE	CLASS-ROOM	THEATRE	BANQUET	RECEPTION
KEEWATIN ROOM	24x27x9	890	36	30	34	45	80	56	76
SIMCOE ROOM	23x28x11	675	28	24	36	36	50	48	48
COPELAND ROOM	16x30x10	495	24	20	20	24	30	24	28
LEACOCK ROOM	18x24x10	445	14	-	-	-	-	-	-
FAIRWAY ROOM	34x57x8.5	1920	40	40	44	80	120	104	160
ALPINE ROOM	39x106x14	4050	-	-	-	138	240	220	260
VALLEY VIEW TENT	75x40x14	3000	-	-	-	-	175	200	200
ELLSMERE ROOM	17x24x10	400	14	-	-	-	-	-	-
ELLSMERE CHAPEL	A-FRAME	800	-	-	-	-	60	-	-

**CONTACT:**

Horseshoe Resort Group Sales  
 1-800-461-6522  
 sales@horseshoeresort.com

# Resort Floor Plan



# Meeting Room Specifications

Room	Size	Height	Footage	U-Shape	Rounds of 6	Boardroom	Classroom	Theatre & Reception	Dinner
Montclair (all)	88' x 63'		5544	88	180	74	200	550	450
Montclair (half)	44' x 63'		2772	44	90	38	100	250	160
Montclair A/B/C/D	22' x 63'	12'	1386	36	42	34	48	100	64
Montclair Da	22' x 33'	12'	726	20	24	18	24	50	32 - 40
Montclair Db	22' x 30'	12'	660	16	24	14	16 - 20	50	32
Twin Hearth A	20' x 26'	8'	520			16			
Twin Hearth B	20' x 36'	8'	720			22			
Don Carlos & Otello	28.7' x 51'	8'	1470	36	48	34	48	100 / 80	80
Don Carlos or Otello	28.7' x 25.6'	8'	735	20	30	18	24	50 / 40	40
Aida (I, II, III)	31.6' x 68'	9'	2148	44	90	42	64	180 / 150	140
Aida I	31.6' x 21'	9'	663	20	24	18	24	50 / 40	40
Aida II	31.6' x 25'	9'	790	20	24	18	24	50 / 40	40
Aida III	31.6' x 22'	9'	695	20	24	18	24	50 / 40	40
Verdi	23' x 29'	9.5'	667			22			



**HOCKLEY**  
VALLEY RESORT

hockley.com 1-866-HOCKLEY

793522 3rd Line EHS, Mono, ON L9W 5X7  
Toronto: 416-363-5490 Email: info@hockley.com

# MEETING ROOMS SPECIFICATIONS 1/2

ROOM	CEILING HEIGHTS	(LXW) FEET	SQ. FT	U-SHAPE	HOLLOW SQUARES	BOARDROOM	CLASSROOM	THEATRE	HALF ROUNDS	BANQUET ROUNDS OF 10	RECEPTION
Meeting Room 10	12'4"	30'x33'	1000	24	28	16	35	50	30	50	70
Meeting Room 11	12'8"	31'x37'	1148	28	32	20	40	60	36	60	80
Meeting Room 11A	9'6"	13'x10'	131	-	-	6	-	-	-	-	-
Meeting Room 11B	9'6"	14'x9'	117	-	-	6	-	-	-	-	-
Meeting Room 11C	9'6"	13'x9'	114	-	-	6	-	-	-	-	-
Meeting Room 11D	9'6"	13'x9'	121	-	-	6	-	-	-	-	-
Meeting Room 11E	9'6"	12'x9'	112	-	-	6	-	-	-	-	-
Meeting Room 12	12'8"	31'x37'	1148	28	32	20	40	60	36	60	80
Meeting Room 12A	9'6"	13'x10'	131	-	-	6	-	-	-	-	-
Meeting Room 12B	9'6"	14'x9'	127	-	-	6	-	-	-	-	-
Meeting Room 12C	9'6"	14'x9'	127	-	-	6	-	-	-	-	-
Meeting Room 12D	9'6"	14'x9'	127	-	-	6	-	-	-	-	-
Meeting Room 12E	9'6"	12'x9'	112	-	-	6	-	-	-	-	-
Meeting Room 13	12'4"	30'x33'	1000	24	28	16	35	50	30	50	70
Auditorium	22'7"	41'x57'	2363	40	60	50	110	333	90	150	250
Auditorium Office	9'6"	18'x17'	306	-	-	8	-	-	-	-	-
Grand Room A	10'	41'x40'	1665	36	44	28	72	120	54	90	96
Grand Room B	10'	41'x40'	1665	36	44	28	72	120	54	90	96
Grand Room A + B	10'	41'x81'	3329	65	88	60	150*	250	108	180	350
Meeting Room 24	8'10"	32'x29'	928	20	28	16	30	50	30	50	-
Meeting Room 20	10'1"	34'x24'	812	22	30	20	32	50	30	50	60
Meeting Room 21	8'4"	35'x22'	770	20	24	20	26	40	24	40	-



# MEETING ROOMS SPECIFICATIONS 2/2

ROOM	CEILING HEIGHTS	(LXW) FEET	SQ. FT	U-SHAPE	HOLLOW SQUARES	BOARDROOM	CLASSROOM	THEATRE	HALF ROUNDS	BANQUET ROUNDS OF 10	RECEPTION
Meeting Room 22	10'1"	34'x24'	812	22	30	20	32	50	30	50	60
Meeting Room 23	8'4"	35'x22'	770	20	24	20	26	40	24	40	-
Lounge 2A	8'9"	13'x10'	127	-	-	6	-	-	-	-	-
Meeting Room 2B	8'9"	11'x13'	138	-	-	6	-	-	-	-	-
Meeting Room 2C	8'9"	12'x10'	116	-	-	6	-	-	-	-	-
Meeting Room 2D	10'11"	18'x9'	143	-	-	6	-	-	-	-	-
Meeting Room 2E	8'9"	16'x9'	130	-	-	6	-	-	-	-	-
Meeting Room 2F	8'4"	15'x10'	150	-	-	6	-	-	-	-	-
Meeting Room 2G	8'4"	15'x10'	150	-	-	6	-	-	-	-	-
Meeting Room 2H	8'4"	15'x10'	150	-	-	6	-	-	-	-	-
Meeting Room 2I	8'4"	15'x10'	150	-	-	6	-	-	-	-	-
Meeting Room 2J	8'4"	17'x8'	142	-	-	6	-	-	-	-	-
Meeting Room 2K	8'4"	18'x9'	143	-	-	6	-	-	-	-	-
Meeting Room 2L	8'9"	18'x11'	196	-	-	6	-	-	-	-	-
Lounge 2M	8'9"	21'x10'	210	-	-	6	-	-	-	-	-
Theatre	12'8"	25'x28'	670	-	-	-	-	38	-	-	-
The Games Room	13'5"	33'x21'	646	-	-	12	-	-	-	-	40
Lounge	20'6"	21'x18'	370	-	-	10	-	-	-	-	-
Evergreen Room	13'6"	21'x41'	861	18	20	16	16	27	24	32	40
Garden Room #1	13'6"	23'x30'	693	12	16	12	12	20	16	30	20
Garden Room #2	13'6"	37'x24'	860	18	20	16	30	50	30	50	50

# the westin trillium house, blue mountain

220 Gord Canning Drive Blue Mountains, Ontario L9Y 0V9 Canada [Map](#)

## ROOM DIMENSIONS & SEATING CAPACITY

### Meters | Feet

Room Name	Key	Dim. (l x w)	Area	Height	Banq.	Thtr.	Conf.	Rec.	Class	U-Shp	H.Sq.	Dinner Dance
Main Building - First Floor												
Pre-Function Area	-	130.0' x 25.0'	3,302ft <sup>2</sup>	12.0'	-	-	-	330	-	-	-	-
Whistler/Blackcomb/Tremblant	-	142.0' x 44.0'	6,336ft <sup>2</sup>	12.0'	-	-	-	634	-	-	-	-
Whistler/Blackcomb Ballroom	-	88.0' x 44.0'	3,872ft <sup>2</sup>	12.0'	320	430	-	-	267	-	-	-
The Millpond Terrace	-	-	2,287ft <sup>2</sup>	-	-	-	-	220	-	-	-	-
Mont Tremblant Meeting Room	-	54.0' x 44.0'	2,376ft <sup>2</sup>	12.0'	192	264	-	238	162	68	-	-
Whistler Meeting Room	-	56.0' x 44.0'	2,464ft <sup>2</sup>	12.0'	200	274	-	246	168	70	-	-
Blackcomb Meeting Room	-	32.0' x 44.0'	1,408ft <sup>2</sup>	12.0'	112	156	-	141	96	40	-	-
Mont Tremblant I Meeting Room	-	27.0' x 44.0'	1,188ft <sup>2</sup>	12.0'	96	132	-	119	81	39	45	-
Mont Tremblant II Meeting Room	-	27.0' x 44.0'	1,188ft <sup>2</sup>	12.0'	96	132	-	119	81	39	45	-
Blue Mountain Boardroom	-	-	450ft <sup>2</sup>	-	32	50	14	47	30	12	-	-
Village Conference Centre - Ground Floor												
Huron Grand Ballroom	-	114.0' x 75.0'	8,524ft <sup>2</sup>	15.0'	600	900	-	-	420	60	60	-
Huron Grand Ballroom 1	-	37.0' x 53.0'	1,948ft <sup>2</sup>	15.0'	120	180	-	-	108	56	56	-
Huron Grand Ballroom 2	-	37.0' x 53.0'	1,948ft <sup>2</sup>	15.0'	120	180	-	-	108	56	56	-
Huron Grand Ballroom 3	-	37.5' x 39.5'	1,481ft <sup>2</sup>	15.0'	90	150	-	-	80	56	56	-
Huron Grand Ballroom 4	-	37.5' x 39.5'	1,481ft <sup>2</sup>	15.0'	90	150	-	-	80	48	56	-
Reflections	-	38.0' x 38.0'	1,453ft <sup>2</sup>	8.6'	120	120	-	-	80	40	48	-
Atrium	-	105.0' x 20.0'	2,800ft <sup>2</sup>	-	-	-	-	-	-	-	-	-
Village Conference Centre - Main Floor												
Courts Terrace	-	-	2,980ft <sup>2</sup>	-	-	-	-	-	-	-	-	-
Kolapore	-	49.0' x 56.0'	2,744ft <sup>2</sup>	8.0'	128	160	-	-	128	-	-	-
Kolapore 1	-	24.5' x 28.0'	686ft <sup>2</sup>	8.2'	32	40	-	-	32	16	-	-
Kolapore 2	-	24.5' x 28.0'	686ft <sup>2</sup>	8.2'	32	40	-	-	32	16	-	-
Kolapore 3	-	24.5' x 28.0'	686ft <sup>2</sup>	8.2'	32	40	-	-	32	16	24	-
Kolapore 4	-	24.5' x 28.0'	686ft <sup>2</sup>	8.2'	32	40	-	-	32	16	24	-
Kolapore 1 & 4	-	49.0' x 28.0'	1,372ft <sup>2</sup>	8.2'	64	80	-	-	64	32	40	-
Kolapore 2 & 3	-	49.0' x 28.0'	1,372ft <sup>2</sup>	8.2'	64	80	-	-	64	32	40	-
The Courts	-	195.9' x 119.0'	23,325ft <sup>2</sup>	34.5'	1584	1650	-	-	1320	-	-	-
Village Conference Centre - Main Floor - 2												
Petun	-	65.0' x 70.0'	4,550ft <sup>2</sup>	14.6'	288	300	-	-	240	120	152	-
Petun 1	-	32.5' x 35.0'	1,137ft <sup>2</sup>	14.6'	64	72	-	-	44	32	40	-
Petun 2	-	32.5' x 35.0'	1,137ft <sup>2</sup>	14.6'	64	72	-	-	44	32	40	-
Petun 3	-	32.5' x 35.0'	1,137ft <sup>2</sup>	14.6'	64	72	-	-	44	32	40	-
Petun 4	-	32.5' x 35.0'	1,137ft <sup>2</sup>	14.6'	64	72	-	-	44	32	40	-
Petun 1 & 4	-	65.0' x 35.0'	2,275ft <sup>2</sup>	14.6'	144	144	-	-	96	60	76	-
Petun 2 & 3	-	65.0' x 35.0'	2,275ft <sup>2</sup>	14.6'	144	144	-	-	96	60	76	-
Village Conference Centre - Mezzanine Level												

- [Home](#)
- [Contact Us](#)
- [Map & Directions](#)
- [Signup for Newsletter](#)
- [Employment](#)



- (800) 461-0243
- 1500 Port Stanton Pkwy, Severn Bridge, Ontario, POE 1N0 [View on Map](#)

- [Our Resort » »](#)
- [Getaway Packages » »](#)
- [Echo's Dining » »](#)
- [Photo Galleries » »](#)
- [Village of Port Stanton » »](#)
- [Weddings, Meetings & Retreats » »](#)
- [Reservations](#)
- 



## Meeting Facilities

Bayview Wildwood Resort offers a wide range of corporate meeting room facilities. From 5 to 200 delegates, we have the perfect meeting room appointed and equipped to keep participants comfortable and attentive. Each meeting facility has a spectacular view of Sparrow Lake and some offer adjacent patios... perfect for outdoor barbeques or lakeside lunches. Whether it is a day meeting, or a conference, our Resort specializes in superb catering and comfortable Accommodations. Among Ontario Canada resorts you won't find a more pleasant setting or more convenient facilities for your next business meeting or corporate event.

We will provide all of your meeting room needs promptly and without disruption to your deliberations.

The following are the dimensions of our meeting areas:

Meeting Room Name	Dimensions	Class Room	Theatre	Board Room	U-Shape	Banquet
Cedar	64x36	100	220	30	60	200
Cedar East	32x36	40	75	30	30	75
Cedar West	32x36	40	75		30	75



Glen Rose	50x38	85	160	50	50	150
Glyde Hall	30x24	35	60	25	25	
Glympse Hall	42x18	35	60	25	25	50
Crusader Lounge	32x25	25	50	20	20	40
Eleanor North	32x12	20	30	18	15	24
Eleanor South	32x12	20	30	18	15	24

## Conference Catering – Don't Go Hungry

Bayview Wildwood Resort Conference Catering includes three meals per day beginning with dinner on arrival day and ending with lunch on departure day with refreshments available in between. Call Bayview Wildwood Resort today to inquire for your next corporate function.



### Meetings & Retreats

- [Catering Menus](#)
- [Meeting Facilities](#)
- [Plan Your Meeting RFP](#)
- [Team Building](#)

Sign up for our  **Email Newsletter**

Privacy by  SafeSubscribe<sup>SM</sup>

Search for:




- [Like us on Facebook](#)
- [Follow on Twitter](#)
- [Check us on Youtube](#)

- (800) 461-0243
- 1500 Port Stanton Pkwy, Severn Bridge, Ontario, POE 1N0

- [Accessibility Customer Service Policy](#)
- [Privacy Policy](#)
- [Site Map](#)
- [Contact Us](#)
- [Signup for Newsletter](#)



... for successful meetings, weddings & special events in Barrie.  Watch the video (/video/)

# Room Layouts

## **Classroom / Schoolroom**

Theatre

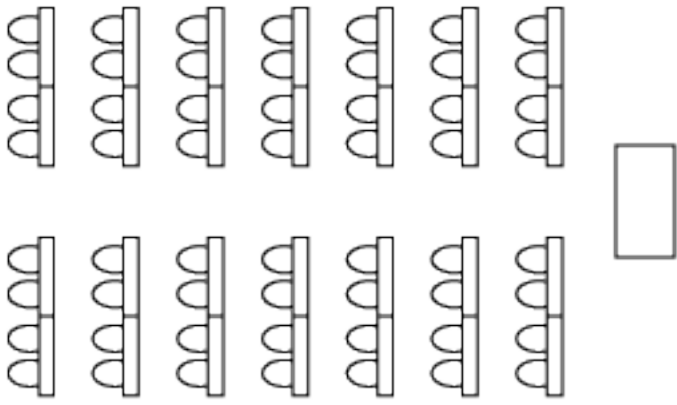
Herringbone Classroom

U-Shape

Conference / Boardroom

Hollow Square

Banquet



### Classroom / Schoolroom

This format can accommodate most group sizes, and is ideal when extensive notes are to be taken.

Meeting Room	Sq. Ft.	Banquet (Rounds)	Theatre	Classroom	Boardroom	Stand-up Reception	U-Shaped	Hollow Square
Grand Java Ballroom	3600	300	400	200	80	500	60	75
Java West	1300	96	150	60	40	175	40	36
Java Central	1200	96	130	60	40	175	36	32
Java East	1100	96	120	60	40	150	34	30
Sumatra North	230	4	20	20	15	40	20	12
Sumatra Central	240	N/A	24	N/A	15	25	N/A	N/A
Sumatra South	320	N/A	24	N/A	15	25	N/A	N/A
Sumatra Grand	560	30	50	27	24	50	20	28
Balinese Lounge	1000	-	-	-	-	100	-	-

### MEETINGS & EVENTS

[Meeting Space \(/meeting-space/\)](#)

[Meeting Menus \(/meeting-menus/\)](#)

[Planning Meetings](#)

[or Corporate Events \(/corporate/\)](#)





Stay. Play. Meet.

MAKE A RESERVATION

PACKAGES & PROMOTIONS

EVENT CALENDAR & ATTRACTIONS

Meetings

> SPECIALS FOR YOUR GROUP



JOIN OUR Email

> DIRECT TO YOUR INBOX



PHOTO Gallery

> IMMERSE YOURSELF



Live HERE

> AMENITIES NEXT DOOR



## Facilities

Take in the inspiring surroundings of the beautiful outdoors without breaking the flow of your meeting. Natural sunlight is invited into our meeting rooms through large windows, with most looking out onto the natural splendour of the Nottawasaga Valley. Many of our meeting spaces include private walkouts from the room, providing you the opportunity to enjoy a fresh air break as you regroup your thoughts during a conference session.

Offering an unprecedented line-up of meeting spaces within 36 meeting rooms and an onsite trade centre, our conference facility is able to host from 10 to 1,000. Ranging in size and offering a flexible layout, our meeting rooms are customizable for your specific meeting needs.

For those hosting a dining affair, we offer an array of uniquely appointed rooms ranging from intimate private banquet rooms to elegant ballrooms with seating for up to 300 guests.

### Facilities List

Room	Size	Sq Ft	Height	Classroom	U-Shape	Theatre	Boardroom	Banquet
Room 1	29 x 53	1537	8'10"-10'11"	60	33	100	52	80
Room 2	38 x 48	1824	9'8"	76	48	150	36	100
Room 3 / 4 / 5	24 x 18	432	7'11"-9'1"	18	20	30	20	24
Room 6	32 x 18	576	8'6"	--	--	--	18	--
Room 7 / 8 / 9	40 x 31	1240	7'9"-8'10"	52	36	80	36	60
Fiesta Room 10	45 x 76	3420	8'9"	144	--	275	--	200
- Section 10A / 10C	41 x 20	820	8'9"	30	36	80	32	50
- Section 10B	45 x 34	1530	8'9"	78	52	160	40	100
Room 11	34 x 30	1020	8'4"	40	44	80	32	60
Crystal Ballroom 12	75 x 72	5400	10'3"-15'1"	244	--	600	--	400
- Section 12A / 12B	37 x 72	2664	10'3"-15'1"	122	80	300	68	200
Champagne Ballroom 15	63 x 50	3150	10'-14'10"	130	64	300	52	225
Bordeaux Ballroom 16	63 x 50	3150	10'-14'10"	130	64	300	52	225
Room 18 / 19	40 x 24	960	11'3"	40	48	80	36	60

## Meetings

### Facilities List

Banquet Menus

Eco-Plan

Team Building

Request RFP

Schedule A Tour

Meeting Specials

## Events

Private

Holiday

Tournaments

## Special Features

Sugar Plum Fair Craft Show:  
Nov 11 & 12



A Totally Awesome 80's New Year's Awaits You!



Make Your Christmas Dinner Plans Now!





Room 20	15 x 25	375	11'10"	12	20	20	20	--
Room 21 / 22 / 23	25 x 25	625	11'10"	24	28	60	20	40
Belmont Room 40	47 x 36	1692	11'3"	76	52	160	44	120
Belvista Room 41	46 x 37	1702	24'	76	52	160	44	120
Room 42	30 x 23	690	11'3"	30	24	36	22	50
Room 43	29 x 15	435	11'3"	--	--	--	14	--
Room 353	38 x 31	1178	8'-9'1"	52	48	80	36	--
Amphitheatre 1 & 2	39 x 20	780	15'7"	56	--	56	--	--
Trade Centre	117 x 174	20358	36'	--	--	1000	--	1000
Chapel	32 x 22	700	--	--	--	80	--	--

## AV Services / Rentals

Room rentals include: Projection screen, one flip chart and sound system (in select rooms).

Item	Cost	Item	Cost
47" Television	\$100	Polycom Speaker Phone	\$125
Projection Screen (additional)	\$95	Wireless Lapel Microphone	\$85
32" Flat Screen Television	\$50	VCR or DVD player	\$45
Multimedia Projector	Available by Request	Whiteboard (36" x 48")	\$30
DI Box	\$15	Laptop Speaker	\$20
Laser Pointer	\$25	Flip Chart (additional)	\$20
Cassette / CD Player	\$20	Extension Cord	\$15
<b>All costs based per item, per day.</b>			

### For high-speed internet access: Call for pricing

All equipment must be booked in advance to ensure availability (limited quantities available). If you require any additional audio visual equipment, see our referral list or contact us to recommend a preferred rental supplier.



Nottawasaga Inn Resort & Conference Centre  
6015 Highway 89, Alliston, ON, L9R 1A4  
Tel: 705-435-5501 Toll Free: 800-669-5501

Follow us on:    

[BROCHURES](#) | [ECO PLAN](#) | [MEDIA](#) | [FOUNDATION](#) | [POLICIES](#) | [EMPLOYMENT](#) | [MAP](#) | [ABOUT](#) | [SITEMAP](#)



(/)

1800.465.2376 (tel:1-800-465-2376)  
info@briars.ca (mailto:info@briars.ca)

**f** (<https://www.facebook.com/BriarsResort>) **t** (<https://twitter.com/briarsresort>) **in**  
(<http://www.linkedin.com/company/the-briars-resort-&-conference-centre>) **b** (/blog) **YouTube**  
(<https://www.youtube.com/channel/UCxHSmk6LjO4C1LFb5SxpVig>) **i**  
(<https://www.instagram.com/briarsresort/>)

Search our site

[Accommodations \(/accommodations\)](/accommodations) [Things to Do \(/activities\)](/activities) [Explore \(/explore-the-resort\)](/explore-the-resort) [Conferences \(/conferences\)](/conferences)

[Groups & Reunions \(/groups-and-reunions\)](/groups-and-reunions) [Weddings \(/weddings\)](/weddings) [Dining \(/dining\)](/dining) [Spa \(/spa\)](/spa) [Golf \(/golf\)](/golf) [Blog \(/blog\)](/blog)

[Contact \(/contact-us\)](/contact-us)



CHECK RATES & AVAILABILITY:

Arrival Date:



Nights

[Check now »](#)

## Conference, Meeting & Banquet Rooms

FIND THE PERFECT CONFERENCE AND MEETING ROOMS FOR ANY GROUP, WITH ALL THE AMENITIES YOU NEED

The Briars' conference rooms are specially designed for successful meetings in comfortable environments, including unique, flexible, and diverse spaces. Our conference rooms offer all of the conveniences and comforts you need to get down to business and have productive meetings and sessions.

*We provide you with the technical and facilitative amenities that will help you achieve your conference goals:*

- High speed wireless Internet access
- Touch-tone speaker phone with data port
- Standard AV on site and included in your package, including screen, sound system, and extension and power cords. A lectern and microphone for speakers are also available. Please reserve in advance for lectern and microphone as supply is limited. (Other equipment is available on a to-rent basis).
- Tools for brainstorming and sharing ideas with flipcharts, whiteboard, notepads, pens, and markers

*We've thought of the details that keep your group comfortable and focused:*

- Temperature control, including air conditioning
- Lighting controls, and many also offer natural lighting
- Comfortable upholstered chairs (some meeting rooms offer ergonomic chairs)
- Easy access to the outdoors for quick breaks

# Explore the possibilities to find the right room for your conference group

We have meeting, conference, and event facilities for a wide range of group sizes and requirements, so we have you covered from small group meetings and office retreats to larger seminars, work parties and celebrations. We invite you to review our list of meeting rooms below and see our Conference Gallery to see some examples of how we can configure the rooms according to varying needs.

	Size (ft)	Theatre	Classroom	U/Boardroom	Banquet
<b>Rooms</b>					
<a href="/conference-great-hall">Great Hall (/conference-great-hall)</a>	38 x 50 x 12	160	90	50	140
<a href="/conference-great-hall-north">Great Hall North (/conference-great-hall-north)</a>	38 x 20 x 12	60	30	25	40
<a href="/conference-great-hall-south">Great Hall South (/conference-great-hall-south)</a>	38 x 30 x 12	100	50	38	60
<a href="/conference-jalna-meeting-room">jalna (/conference-jalna-meeting-room)</a>	30 x 40 x 9	110	55	36	70
<a href="/conference-eastwest-lofts">East/West Lofts (/conference-eastwest-lofts)</a>	22 x 22 x 9	25	20	15	24
<a href="/conference-admiralty-meeting-room">Admiralty (/conference-admiralty-meeting-room)</a>	22 x 40 x 8.9	80	50	36	-
<a href="/conference-james-cook-samuel-holland">James Cook/ Samuel Holland (/conference-james-cook-samuel-holland)</a>	14 x 16 x 8.9	-	-	8	-
<a href="/conference-pefferlaw-meeting-room">Pefferlaw (/conference-pefferlaw-meeting-room)</a>	17 x 25 x 9	30	24	20	-
<b>Event Space</b>					
Summer House (Seasonal)	22 x 40	100	40	36	80
w/glazed verandahs/bar	44 x 55	-	-	-	110

Living Room	Size (ft)	Theatre	Classroom	'U'/Boardroom	Social Room
Boathouse	22 x 36	40	36	20	50 - 60
<a href="/mayfair-lodge">Mayfair (/mayfair-lodge)</a>	20 x 30	20	20	20	20 - 30
<a href="/first-tee-lodge">First Tee (/first-tee-lodge)</a>	35 x 17	15	-	8	15 - 25



**PLAN YOUR CONFERENCE**  
(/conferences)



**AHH THE SPA**  
(/spa)



**DREAM WEDDINGS**  
(/weddings)



**SPECIAL EVENTS**  
(/current-and-special-events)



**FINE DINING**  
(/day-and-dine)



**NEWSLETTER SIGN UP**  
(/newsletter-signup)