

Table of Contents

Introduction	02
Purpose	03
Definitions	04
Overview	10
Governance and Industry Relations	11
Product/Experience Development	15
Industry Equipping and Workforce Development	18
Marketing/Communications	21
Investment Attraction	31
Administration and Operations	33
Business Development (Sales) Plan	34
Golf in Ontario Program	39
Budget	47

Introduction

In December 2014, the Board of Directors determined that it was time to re-evaluate the roles Central Counties should be playing in the delivery of tourism within the region. Through several high-level facilitated discussions, the board identified several “buckets” where CCT should/could be focusing their attention. These were:

- RTO, SUB-REGION, Stakeholders Collaboration
- Product Development
- Workforce Development
- Advocacy
- Brand and Marketing
- Accountability and Reporting

Based on the discussions surrounding these “buckets”, Central Counties Tourism’s Board of Directors commissioned the development of a Destination Management Plan for the region. The purpose of the plan was to reset priorities, gain a thorough understanding of “who does what” and ensure that all stakeholders understood and “bought-in” to overarching visions.

The DMP report was adopted by the board of directors in September of 2015. In November of 2015, the board approved the strategic direction for the first 18 months of the Destination Management Plan. This document builds on the objectives achieved Q3/Q4 of fiscal 2015-2016 to guide the organization towards their ultimate strategic direction under each of the pillars. It is important to note that at the time of drafting this plan, not all of the tactics and results from 2015-2016 have been complete. However, the document is written in anticipation of them being completed.

Purpose

In 2014, Central Counties reviewed its Vision and Mission Statements and replaced them with a Founding Principle and Core Values. It is within the principle and values that the Destination Management Plan was developed.

FOUNDING PRINCIPLE: Central Counties Tourism believes stakeholder engagement and alignment will draw businesses together to build a strong, visitor centric focus and maximize results for tourism operators

CENTRAL COUNTIES VALUES: Conducting business with integrity, transparency and respect
Embracing diverse tourism experiences
Collaboration and leveraging resources
A sustainable business model through solid stewardship and innovation

Definitions

In discussing strategy, it is important to have a common understanding of the terms used in the document.

Strategic Direction	Where CCT wants to ultimately be positioned under each of its pillars. Each Strategic Direction supports the Founding Principle and Core Values.
Objectives	Manageable, time-sensitive allocations of resources that move the organization toward the ultimate Strategic Direction. There is a clear link between each objective and a Strategic Direction. Objectives are the backbone of the yearly Business Plan and build on each other year-over-year.
Tactics	Individual activities that support the achievement of Objectives. Each Objective may have several tactics associated with it. Tactics are measurable and are used to gauge organizational effectiveness at achieving the Objectives and moving towards the Strategic Direction.
KPI'S	Key Performance Indicators are the agreed upon outcomes that will be measured to determine the execution effectiveness of each tactic.
Goals	The quantitative and qualitative, agreed-upon target to be achieved for each tactic.
Results	The final measurement of achievement for each tactic.

Definitions Cont'd

Operator:	A tourism-related business or organization that is providing an end product/service that is utilized directly by consumers.
Partner:	An organization that supports the tourism agenda without directly owning the products/services that are used to deliver the tourism experience. These include Municipalities, BIAs, Chambers of Commerce, DMOs and Festival Organizers.
Stakeholders:	An umbrella term to capture all operators, partners and individuals who support and/or benefit from tourism.
Region(s):	In its singular, Region is referring to Central Counties Tourism Region (RTO 6). When used as a plural, Regions refers to the three sub-regions that make up Central Counties borders. These are Durham Region, York Region and The Hills of Headwaters tourism region.
DMO(s):	The staff and board of directors of the three regions that work to further tourism within their borders.
Categories:	The five product categories identified in the DMP as strengths for CCT. They are: 1) Four Season Outdoor (leisure), 2) Small Towns, Villages, Rural Landscapes (Leisure), 3) Golf (Leisure and Sport), 4) Sports Tourism, 5) Meetings, Conventions, Incentive Travel
Leisure Market:	Visitors travelling for personal reasons, not as a group or for a sport tournament or business meeting/convention

Acronyms

CCT	Central Counties Tourism
HTA	Headwaters Tourism Association
YRACT	York Region Arts, Culture and Tourism Association
Durham	Durham Region Tourism
OTMPC	Ontario Tourism Marketing Partnership Corporation
TIAO	Tourism Industry Association of Ontario
DC	Destination Canada (Federal Tourism Agency)
IDO	Investment Development Office (Ministry of Tourism)

Central Counties Categories

The DMP report concluded that there are five overarching categories of strength in the region. These categories have been identified as being CCT's best bets for developing unique selling propositions. They are currently in different states of market-readiness and will be the focus for the organization. They are:

- 1) Four Season Outdoors (Leisure)
- 2) Small Towns, Villages and Rural Landscapes (Leisure)
- 3) Golf (Leisure and Sport Tourism)
- 4) Meetings and Conventions (MC&IT)
- 5) Sport Tourism

RTO Pillars

The Ministry of Tourism evaluates the efforts of the 13 RTO's under five pillars which were identified by the industry as being the most important for tourism growth. They are:

- 1) Workforce Development (CCT is taking this a step further and calling the pillar Industry Equipping)
- 2) Product Development (The Ministry now recognizes it as Product/Experience Development)
- 3) Marketing
- 4) Investment Attraction
- 5) Governance and Administration (CCT has included Industry Relations under this pillar)

Ideal Guests

An analysis of the visitor profiles for RTO 6 was a key element in CCT's strategy development process undertaken as part of the DMP. This assessment and application to CCT's tourism assets resulted in the identification of three primary leisure visitor profiles or traveller types as CCT's "ideal guests":

- Up and Coming Explorers
- Nature Lovers
- Connected Explorers

What follows is a snapshot of each traveller type. These traveller types will be used as a basis or backdrop for CCT's product / experience development and promotional activity. The specific traveller characteristics shape and prioritize development and promotion using CCT's core tourism assets as a starting point. It also has application at the operator level. In other words, tourism operators can look at their tourism offering and refine, modify or enhance it to have appeal to not only the typical traveller but also to these three specific traveller types. RTO 6 staff have access to the detail descriptions for each segment and should review this in detail with the DMO's and operators alike. An overview of the segments are presented here.

Up and Coming Explorers

This group consists of young families, aged 18-34 with kids. Many have a diverse background – 45% are visible minorities and 40% are immigrants. They are recently affluent and emerging into a new life phase that includes enjoying new experiences like travel. Visiting friends and family IS NOT a primary travel driver. Their travel experiences start with what is “nearby” and typically considered a core tourism attraction. This group wants to explore and learn new things. 72% see learning as the core benefit of travel, especially when explorations are guided. 70% plan travel to see major sites and attractions.

Nature Lovers

Typically families with kids, this group has a passion for experiencing the great outdoors together. Travel for them is all about exploring new, undiscovered places off the beaten path. With a lower than average travel budget, these travellers are happy with the basics – camping in a tent, spending time as a family, and taking in all the beauty around them. Because spending time outdoors means an opportunity to enrich family bonds.

Connected Explorers

Connected Explorers are young couples under 40, both with and without children. They are a confident, youthful, optimistic group. They have a deep-seated need to travel and expose themselves to many new experiences. Travel for them is about expanding their horizons, and they are looking for a fully packed schedule of activities. Technology is a key part of travel. They use it at all phases of a trip including researching, booking, planning and especially when sharing their travel experiences once back home

Overview

2016-2017 is an exciting year for Central Counties Tourism. In just one year, the organization was able pause, regroup, refocus and build a strategic direction that will grow tourism and is supported by the DMO partners. In the last six months, CCT has been building a foundation for the strategic direction and 2016-2017 will see the foundation growing as industry engagement and readiness reaches new levels.

This plan is heavily focused on making sure that operators and municipalities have the knowledge and understanding of the industry to embrace tourism as one of their revenue lines. This is completed under the Governance (Industry Relations), Industry Equipping (Workforce Development) and Product/Experience Development pillars.

As we work towards a culture of tourism in the region it is just as important to agree to roles and responsibilities. CCT and its three DMO partners have been working at alignment through “above the line / below the line” thinking. In a nutshell, “below the line” are all of the activities the DMO’s are able to accomplish without any use of RTO resources (staff and money). “Above the line” are the agreed upon activities that CCT will accomplish to further the collective tourism objectives. This collective thinking will reduce and eventually eliminate duplication of effort/resources.

Building resources is a major theme for 2016-2017 and CCT will be focusing on collecting timely research and building content (photography, video, written) to be shared with our stakeholders. We will also be rolling out a new brand and web strategy to support it.

The 2016-2017 business plan builds on the objectives of the Q3/Q4 2015-2016 Business Plan which all match up with the strategic direction of the organization.

Governance and Industry Relations

Strategic Direction: All stakeholders have a full and comprehensive understanding of the tourism landscape, their unique contribution to it and how to best leverage resources where synergies and alignment exists

Governance and Industry relations becomes the foundation pillar of the DMP. To be truly effective as an organization, Central Counties must connect with, listen to and educate stakeholders about tourism and how they can benefit from it.

Once organizations have embraced tourism as an economic driver, CCT must provide opportunities for them to leverage their limited resources to demonstrate the benefits of working collaboratively and creating beneficial economies-of-scale. The objectives and tactics of this pillar build on the foundational work completed in Q3/Q4 of last fiscal and provide our stakeholders the opportunity to collectively invest in projects designed to allow them to communicate their unique offerings to markets they could not reach on their own. This includes CCT hosting municipal websites, expanding the event calendar database and providing co-operative opportunities to promote offerings to targeted audience. This will be ready this fiscal with the understanding that the municipal partners work on a calendar year fiscal and may not be able to adopt the new systems until January

CCT is providing the education and, as importantly, the resources and support tourism stakeholders require to embrace and invest in tourism as an economic driver.

Objective: Municipalities, Operators, other stakeholders have a clear understanding of the Direction and how they can align to benefit. They understand the DMP and how they can fit so that tourism is identified as an economic driver.

Tactics	KPI's	Goals	Results	Lead
Municipal Meetings with EDO/Tourism department to further educate about the plan AND get them to agree to complete a community tourism plan	# of municipal meetings	10		ED
Meetings with tourism advisory committees for communities that have already done the plan	# of advisory committees met	5		ED
Create a presentation about the impact of tourism on municipalities and schedule deputations at municipal council	# of deputations completed	10		ED
Community Tourism Planning	# of plans	4		Director of Industry Relations

Objective: Further develop alignment as identified in Q3/Q4 so that joint (DMO/RTO) tourism resources build on aligned projects

Tactics	KPI's	Goals	Results	Lead
Implement alignment priorities as agreed to with the DMO's as part of the business planning cycle	% implemented	60%		Directors of Marketing and Industry Relations
Measure and Monitor resource allocations in first three months to determine if an adjustment needs to be made	% measured	80%		Directors of Marketing and Industry Relations
Continue to identify and evaluate Tier 1 and high tier 2 assets to determine where the next alignments can take place	# of assets identified	10		Director of Industry Relations

Objective: Align with Ministry goals, OTMPC and DC direction so that we leverage a minimum \$100,000 in marketing and earned media

Tactics	KPI's	Goals	Results	Lead
Monitor consumer tourism trends and focuses at the Provincial and National Level	# of Trend Reports	2		Director of Marketing
Monitor MC&IT and sport tourism trends and focuses at the Provincial and National Level	# of Trend Reports	2		Manager of Business Development
Develop robust content that meets OTMPC/DC marketing/communications criteria to ensure our assets are properly recognized	# of stories developed	8		Director of Marketing
Ensure that CCT is top of mind for media and fam tour opportunities	# of fam inclusions	4		Director of Marketing
Support OTMPC and DC initiatives	# of initiatives supported	4		Director of Marketing
Meet with OTMPC Quarterly	# of Meetings	4		Director of Marketing

Objective: Provide opportunities for stakeholders to leverage their limited resources on projects that further their tourism goals so that they see the value and benefits of collaborating with CCT and other tourism stakeholders				
Tactics	KPI's	Goals	Results	Lead
Provide opportunity for municipalities to host their community-branded tourism websites through CCT using proven wireframes at a fraction of the cost of building their own site from scratch.	# of municipalities that host their website through CCT	3		Director of Marketing
Provide municipalities and DMO's with an integrated event database system that gives each level permissions to determine what content is seen on their individual branded calendars and gives operators the ability to add, edit and delete their robust event content which can include pictures and video links	# of municipalities / DMO's participating	3		Director of Marketing
	# of tourism events listed	750		Director of Marketing
Provide targeted operators (attractions, resorts, festivals) the opportunity to leverage their resources to deliver CCT-wide content in association	# of partners \$ Leveraged	20 \$75,000		Director of Industry Relations
Develop and manage a co-op opportunity for stakeholders to target specific tourism markets in the near US to demonstrate the power of working together to create economies of scale.	# of partners \$ Leveraged	7 \$50,000		Director of Industry Relations Director of Marketing
Develop and manage two domestic co-op opportunities for specific targeted audiences (TBD)	# of Partners	16		Director of Industry Relations
	\$ Leveraged	\$40,000		Director of Marketing

Product/Experience Development

Strategic Direction: Enhance competitiveness of tourism offerings that appeal to our ideal guest within our categories to grow tourism visitation and economic contribution

One of the key takeaways from the 2015 Ontario Tourism Summit is that experience is as important as place in the mind of the consumer. In 2016-2017, CCT begins to analyse the results of the tourism readiness project to identify products/experiences within each of the five categories that are most near market ready and, just as importantly, which can be developed to meet the demand of the targeted audience.

CCT is shifting to demand side thinking and it is crucial to prioritize future experience development not on what tourism experiences we currently offer under each of the five pillars but rather what tourism experiences people who are motivated by our five categories want to see and do. The below objectives and tactics build on the foundational work of Q3/Q4 and begins to identify and qualify product/experience development opportunities for the region.

Objective: Establish product/market match under the three leisure categories so that a minimum of one per category are prioritized				
Tactics	KPI's	Goals	Results	Lead
Determine what products under the three leisure categories have the most appeal to our ideal audience	# of products	Min. one per leisure category		Director of Marketing
Using the Tourism Asset Readiness Sheets, determine which products are most market ready under each leisure category to prioritize	% of total assets identified as market ready	10% per leisure category		ED
Using the Tourism Asset Readiness Sheets, determine which high-potential products exist but need to become tourism ready and prioritize	% of total assets that are near market ready	15% per leisure category		ED
Continue to monitor tourism trends (market research) to ensure that product/market matches stay relevant	# of Trend Reports	2		Director of Marketing
Conduct research where none exists to determine whether there is a market match for our identified product	Consultant Hired	Report delivered		ED

Objective: Develop a minimum of two tourism-ready experiences based on the product/market matches to drive trackable economic impact of \$200,000 in 2017-2018				
Tactics	KPI's	Goals	Results	Lead
Continue to create value add programs/experiences for MC&IT and Sport Tourism	# of programs launched	3		Manager of Business Development
Using Tourism Readiness Sheets, determine which operators already have collaborative relationships with other tourism assets	% of total assets in collaborative	10%		Director of Industry Relations
From the prioritized product/market match list determine ones to develop and bring to market	# identified for development	3		Director of Industry Relations

Industry Equipping and Workforce Development

Strategic Direction: Ensure we have informed, effective and service-oriented tourism providers

CCT has adopted the term “Industry Equipping” from the DMP because it more accurately reflects the strategic direction of the organization. Industry equipping goes hand-in-hand with tourism readiness. CCT will arm tourism stakeholders with information, tools and resources that will allow them to fully take advantage of the tourism economy.

In addition to providing training opportunities, CCT will provide up-to-date research on visitation, tourism trends, audience profiles, and regional/sub-regional economic impact of tourism. This will provide operators with valuable insights into who is coming and why and provide municipalities and DMO’s ammunition as they continue to get tourism recognized as a key economic driver.

At the 2015 Ontario Tourism Summit, a presentation was made on an industry tool called Destination Next. At its core, the program deliverable is very much like a DMP. However, it is aggregating global tourism and DMO data in its analysis and provides timely information in easy to understand formats. CCT plans on engaging tourism stakeholders to participate in the self-assessment survey to validate/monitor the DMP direction, further equip the industry with pertinent tourism data and identify any gaps between priorities, perceptions and realities. The results can be scaled to represent the entire region, DMO boundaries and municipal boundaries.

Objective: Stakeholder tourism-readiness gaps analysis so that at least five priority industry equipping opportunities are identified for year 1 implementation

Tactics	KPI's	Goals	Results	Lead
Compile results from stakeholder survey prioritizing their industry equipping needs	# of completed surveys	200		Director of Industry Relations
Validate results against the five pillars and categories	% of results validated	100%		Director of Industry Relations
Research industry equipping opportunities for top five identified priorities	# of identified opportunities	10		Director of Industry Relations
Determine and communicate to stakeholders which government mandated regulations must be met and offer compliance opportunities	# of communication about regs	6		Director of Industry Relations
Communicate opportunities to stakeholders	# of stakeholder communications	15		Director of Industry Relations
Determine whether CCT staff training would allow for program/course facilitation opportunities				ED

Objective: Engaged tourism operators (Min. 200) participating in industry equipping opportunities to fill identified gaps

Tactics	KPI's	Goals	Results	Lead
Set up courses and training events (symposiums)	# of courses	12		Director of Industry Relations
Communicate opportunities through B2B web and e-communications and through the field consultants	# of communications	15		
Follow-up with course survey	# completed	120		

Objective: Provide Tourism Stakeholders relevant, timely tourism data so that they are better equipped to make decisions				
Tactics	KPI's	Goals	Results	Staff
Validate the DMP by using Destination Next Model. Compare aggregate data to DMP data and also provide municipalities and DMO's with their datasets and reports	# of stakeholders that participate in self-	200		Director of Industry Relations
Conduct Ideal Audience Research so that operators have thorough understanding of their wants/likes	# of stakeholders using data to make	50		Director of Marketing
Contract data firm to provide timely visitation and economic impact statistics so that municipalities and DMO's are equipped with the right tourism information	# of stakeholders using data to make	50		Director of Marketing
Provide a research seminar (at the symposiums) that teaches operators and other stakeholders how to interpret and use the data CCT is providing in their decision-making process	# of operators participating in seminars	105 (35 per symposium)		Director of Industry Relations

Marketing/Communications

Strategic Direction: To develop a marketing and communications plan that has clear, measureable objectives, tactics and goals that are aligned in voice and message.

Much of the 2016-2017 Marketing/Communications plan focuses on building a foundation of shared, aligned content including the new brand, web, pictures/video, media monitoring/PR, and digital content. As per the recommendation of the DMP, CCT has limited paid consumer marketing/advertising to less than 25% of the budget and has separated it out from the other tactics that are lumped under the marketing pillar but are providing stakeholders with additional resources and tools to be effective at delivering their tourism goals and messages. Many of these resources have been referenced under other pillars which illustrates how the plan is fully integrated.

In Q3/Q4, staff, the DMO's and Board of Directors focused their attention on developing three CCT strategies that they believe will assist with building alignment and collaboration and furthering the understanding of who will be doing what. At the time of drafting the 2016-2017 Business Plan, the Brand Strategy, Web Strategy and Digital Strategy had not yet been completed so it is important to note that some tactics/activities may be added and/or delete to best reflect the actual strategy.

Brand Strategy

In 2016/2017, CCT will focus on strengthening its brand equity in both the B2B and B2C segments. After research and network analysis is completed at the end of Transition Phase 2, CCT will understand and recognize its brand strengths, attributes, and personality which is crucial to developing a new brand model and promise for both B2C and B2B.

Understanding the brand authenticity and recognition difficulties consumers have with the existing consumer brand (Central Counties Tourism), CCT will introduce a new consumer graphic and URL which will assist our target audiences in the recognizing our brand using a “sense of place” tactic. This new consumer graphic and URL, will utilize the DMO/Regions existing brand equity.

CCT will retain the B2B brand graphic, but the new model will ensure that all communications to B2B reflect the core of “who we are” going forward.

Objective: Execute Brand Strategy				
Tactics	KPI's	Goals	Results	Lead
Implement the consumer leisure brand voice and graphics into all B2B and B2C communications	% compliance	80%		Director of Marketing
Clearly communicate to MC&IT and Sport Tourism stakeholders that Sales Efforts are under the Corporate Brand and Leisure is under the new consumer brand	# of stakeholder sreached	200		Manager of Business Development
Develop new collateral incorporating the new brand guidelines	% of new collateral incorporatin gbrand	100%		Director of Marketing

Web Strategy

Using the approved web strategy from the research and analysis process completed at the end of Transition Phase 2, CCT will execute a new consumer website utilizing the alignment worksheets completed by the DMO’s in November of 2015. The new wireframe will capitalize on the five categories with a focus on the identified targeted audience laid out in the DMP. It will also include “re-directional touchpoints” based on the DMO alignment sheets and ability to fulfill the “next steps of information delivery” to the consumer.

The new website wireframe will be revealed to stakeholders at the regional tourism summits in March 2016 to allow for their feedback via a stakeholder survey. Once all research is processed, CCT will begin to execute the new wireframe in April 2016. During Q3, CCT will execute a YOY ranking survey, measure consumer engagement via its new analytics system in order to adjust the site as needed and touch base with selected stakeholder for feedback. In Q4, CCT will complete a visitor experience audit.

Objective: Execute Web Strategy				
Tactics	KPI’s	Goals	Results	Lead
Implement the new wireframe and redirection guidelines				Director of Marketing
Implement new web analytics reporting system				Manager of Marketing
Communicate new web strategy to stakeholders	# of communications	12		Director of Marketing
Develop and implement stakeholder survey on the new web and web strategy	# of completed surveys	100		
Complete a visitor experience audit	# of completed surveys	120		

Digital Strategy

CCT will continue to invest in SEO in 2016/2017 in order to improve our ranking and grow in search priority. Our goal is to get our 2014 ranking of the “3rd most visited RTO site in Ontario” back by 2017/2018. The investment in SEO is crucial as we will be starting from ground zero with our new URL www.yorkdurhamheadwaters.com/ca.

The new CCT digital strategy will be communicated to stakeholders at the 2016 summits, but the bones of the plan will be available to stakeholders on the B2B website and through the e-newsletter. Once the new wireframe is approved, CCT will execute a new SEO audit and launch optimization processes. Our goal, is to bring the SEO optimization software management in-house by 2017.

CCT will launch a new reporting system in which all featured stakeholders will be required to allow CCT access or permission to their analytics profile. By allowing CCT access, we can more effectively measure referral and engagement analytics. CCT will also launch a monthly digital analytics report which will be accessible to all board members and stakeholders involved in the programs.

The acquisition of quality photography and video remains a top priority in 2016/2017. CCT will work with the regions to ensure their needs are met, but will be responsible for: prioritizing all shot lists, hiring creative talent and monitoring shoots in order to ensure all submitted creative approved, up to industry standard and all contractual criteria is met. All new images will be uploaded to the new CCT image bank.

Objective: Execute Digital Strategy				
Tactics	KPI's	Goals	Results	Lead
Communicate digital strategy to stakeholders	# of engaged stakeholders	200		Director of Industry Relations
Implement new digital analytics reporting system				Manager of Marketing
Complete quarterly YOY engagement comparison	% improvement	10%		
Launch SEO optimization to support the new website				
Create, prioritize and execute a “shot list” with the DMO’s to continue to build robust image bank	# of new photos	200		
Create, prioritize and execute a “video list” with the DMO’s to build robust content	# of new videos	3		
Content development through blogging and other stories that focus on aligned priorities	# of new writing	12		

PR and Media

CCT will continue to offer its PR and media monitoring services to stakeholders. This incredibly successful CCT PR Opportunity Program (PROP) allows stakeholders to access earned media opportunities (value) and monitor the success of their events and programs through the earned media lens. Services include: press release distribution to Canadian media and selected US media, inclusion of event listing CCT monthly event release and program support releases.

CCT will also continue to pitch the OTMPC and Destination Canada for editorial inclusion of programs and events in their publications

Objective: Provide Tourism stakeholders with resources to tell their stories through media and public relations so that the reach is greater than they could do on their own

Tactics	KPI's	Goals	Outcomes	Lead
Monitor media so that results can be broken down by region and/or story and monetized for reporting purposes	# of reports per region	12 (monthly)		Director of Marketing
Press release distribution for stakeholders, DMO's and RTO to further the reach of things happening within CCT	# of releases distributed	100		
Assist stakeholders in their efforts to further PR/Media reach	# of stakeholders highlighted in CCT media advisories	250		
Monthly event calendar listing for provincial publications so stakeholders can spread the word about what is happening in their region	# of events listed per month	15		Director of Industry Relations
Market segment research so that CCT and stakeholders know where their ideal customers are located	# of reports completed	Quarterly		Director of Marketing

Paid Marketing

CCT will utilize its paid marketing resources to reach, tourists, visiting friends and relatives, meeting planners and tournament organizers – driving them back to the new website where will be motivated to visit an area of interest within our boundaries. To best leverage the spend, CCT will apply the following marketing tactics.

Programmatic marketing: More than 92% of visitors use the internet to make their decisions on where to travel, where to stay and what to do. It is important for CCT to continue to focus more on digital and less on traditional media based on this concrete evidence from IAB and the Canadian Association of Advertisers.

With the ever increasing need to be more efficient and targeted with our marketing dollars and based on the success if the programmatic campaigns we executed in 2014/2015, we will continue to invest in this highly effective and qualitative method of marketing for both B2B MC&IT & sports tourism and B2C targeted consumer marketing with campaigns based on the product pillars and audience targets outlines in the DMP.

The reporting metrics provided by our campaign dashboard, allows us to evaluate and alter campaigns as needed in order to use our \$ in the most effective manners possible while showing us which markets in our geographic zones are most interested providing hard ROI data for our investment.

VFR: The regions and the research collected by TNS, TIAO and the Ministry clearly shows that the VFR market is still responsible for the bulk of visitation to RTO 6. Although all three regions have identified that VFR will be below the line and a focus of their marketing efforts in 2016/2017, we feel the regions would benefit from CCT marketing support. Collaborative decisions on where to spend the invested CCT dollars will be approved and managed by CCT in order to establish a criteria of spend and ensure the DMP direction is followed in regards to this market.

OTMPC: CCT has worked closely with the OTMPC for more than 5 years and will continue to do so in 2016/2017 by participating in advertising opportunities, promotional activations, applying for TIPP programming, and content creation for both earned media and social media. Our relationship has blossomed over the last two years and we have received incredible exposure to our target audiences through OTMPC efforts. This relationship is a key to success as they target the US, Quebec and Overseas markets more aggressively. CCT will also be working with OTMPC with program opportunities to utilize for Destination Canada funding.

Social Media Marketing: CCT will continue to place and increase our pay-per-click (PPC) ads in 2016/2017 as we reveal our new brand, url and product focuses in the social media forum. This is very important in order to retain and acquire new followers. SEM is still the highest ranked method of consumer validation and provider of promotional support for any organization.

Product experience collateral: Although CCT will have a much heavier weight in the digital advertising sector, we still need to create tangible marketing pieces for consumer distribution at key tourism touch points like the Ontario Travel Centres, Hotels, and street team distribution. Eventually we will strive to become entirely digital with QR code signage.

Objective: Support the aligned marketing message priorities under the five identified categories with a call to action that motivates potential visitors to convert to actual visitors				
Tactics	KPI's	Goals	Results	Lead
Support the MC&IT and Sport Tourism campaigns to drive new and returning business to CCT through programmatic marketing and collateral development	Click through rate to CCT web	0.3% (industry average is		Director of Marketing
Develop and execute aligned leisure consumer campaigns for the year to ideal audiences (outside of 100km)	# of campaigns	3		Director of Marketing
Develop and execute aligned leisure consumer campaigns for the year to VFR audiences (inside 100km)	# of campaigns	3		
Advertising in OTMPC publications that support our aligned campaigns	# of ads	2		

Investment Attraction

Strategic Direction: Be the regional resource and champion of tourism investment. Be the catalyst and facilitator of regional investment discussions.

The aligned direction of the region bodes well for the future of investment attraction. As more stakeholders embrace the value of tourism and understand the positive economic impact it has, the more they will be investing in the industry. At first it will be in attracting tourists to the region to capitalize on the assets that already exist. That is the first step towards increased investment attraction.

As the region increases tourism visitation and receipts, investors will become more interested in developing more assets and, as importantly, municipalities and their residents will be more open to the idea of change. This change will occur over the next several years.

For the current fiscal, CCT will focus on identifying the asset gaps, facilitating discussions between IDO and municipalities and providing professional seminars for operators and other stakeholders on how to attract investment and gain access to capital.

Objective: Match gaps with opportunities so that investment in tourism increases by 2% per year for three years				
Tactics	KPI's	Goals	Outcomes	Lead
Using marketing research, identify, prioritize and communicate to IDO and relevant DMO's and Municipalities the tourism asset gaps	# of DMO's Municipalities reached	10		ED
Facilitate discussions/matching between IDO and relevant DMO's and Municipalities identified as having priority asset gaps	# of discussion facilitated	3		ED
Research ways that CCT can assist our DMO and municipal partners in their efforts to attract tourism investments	Completed research report			ED
Host Investment Attraction Seminars on how to attract investment and/or access capital	# of participants	20		ED

Administration and Operations

In 2015, governance and staff policies were adopted by the board to further the transparency of the organization and to ensure its continued success. The CCT Board and staff are committed to reviewing the current policies and creating new policies for the organization to mitigate risk, further business efficiencies and promote transparency.

From an administration and operations perspective, CCT will focus on:

- 1) Reducing overhead by scaling back office space. Most staff work remotely and/or in the field with stakeholders. Staff do meet regularly and meeting space at current location costs additional to office rent. By reducing office space and engaging our stakeholders to provide meeting space, CCT will save thousands of dollars per year.
- 2) Being actively involved in Tourism Industry Conferences. In 2015-2016, staff took part in several national and international tourism conferences and were able to share their learnings with CCT stakeholders. CCT has the means to attend these big picture tourism events and bring back a wealth of knowledge our stakeholders would otherwise not be able to get.
- 3) Continuing to build and monitor finance policies that protect CCT while not limiting stakeholder's ability to participate in available opportunities and partnerships.
- 4) Reviewing all 2016-2017 activities against the Business Plan and DMP Plan. When new opportunities arise that are outside of the Business Plan, a business case will be developed for board approval.

2016-2017 Business Development (Sales) Plan

Introduction

The approved Destination Management Plan identifies Meetings, Conventions and Incentive Travel (MC&IT) and Sport Tourism as two of five categories of focus. To this end, and because the market and target audience is different, the sales plan has been separated out as its own section.

Golf is a third category and is in the unique position of fitting both under sport and leisure. The “Golf in Ontario” program has also been broken out as a separate plan immediately following this one.

The role of CCT under these two categories is to identify opportunities, communicate the opportunities to stakeholders, act as a “match-maker” between the buyer and interested stakeholders and provide continued support to ensure the event is a success.

The Business Development Manager wears two hats. The first is working with Field Reps to determine what saleable assets are available in the region, to work with the stakeholders to ensure they are ready to meet the unique needs of MC&IT and Sport Tourism and to educate them on the benefits of including these two categories into their business plans. The second is going out into the marketplace to learn and understand the wants/needs of potential buyers from the Sport Tourism and MC&IT markets. Where a fit already exists, the Business Development Manager pitches CCT as a destination of choice. Where no immediate fit exists, the Business Development Manager works with the Field Consultants to determine whether CCT has the assets readily available to meet the client needs and then follows up the potential client to pitch CCT as a destination of choice.

This Business Development Plan supports the founding principle by engaging stakeholders, aligning to meet client needs and landing the event/tournament/etc. which provides new results that may not have been there without CCT. It also supports the strategic direction under the Governance and Industry Relations, Product/Experience Development, and Sales & Marketing pillars.

For the most part MC&IT and Sport Tourism have been identified by the DMO partners as “above the line” items. The exception is Durham Region that has begun to focus some attention on the Sports Tourism market. In this case, CCT and Durham region have come to an agreement as to who does what so that we are no stepping on each others toes. There are also some municipalities that have staff members focused on sports tourism as part of their overall duties. Like with Durham Region, CCT is working with these individuals to ensure that we are aligned in our efforts to drive new business to the region.

For all regions, the MC&IT market has been left to the stakeholders and has been classified as an “above the line” priority. CCT works directly with its stakeholders to complete bids for meetings and conventions. They also provide additional support by layering in attractions, shopping and dining opportunities all through one point of contact. This is a big selling point for clients.

Now with two years of industry exposure and several big successes under its belt, CCT is poised to make further positive contributions to these two integral categories as identified by the DMP.

MC&IT

Objective: To deliver a minimum of \$2,000,000 in trackable economic impact through securing a minimum of three MC&IT events				
Tactics	KPI's	Goals	Results	Lead
Conduct an average of 20 prospecting and follow-up calls per week	# of leads for shows andcalls	150		Manager of Business Development
Attend min. four MC&IT tradeshows (tete-a-tete, CSAE (winter & summer), Incentiveworks)	# of RFP's to operators	30		
Communicate opportunities to operators	# of operator responses to RFP's	100		
Facilitate introductions between operators and clients	# of facility tours by clients # of confirmed bookings	20 3		
Work with clients to provide added-value opportunities for conference goers	# of participating non-accommodation partners # of conferences using added-value	150 2		

Sport Tourism

Sport Tourism is on many municipal agendas and for CCT is a little more difficult to facilitate as the owners of the fields and arenas used to host the tournament and events are government bodies, not private corporations. In addition to the below sales objective, elevating the status of sports tourism as an economic driver is being addressed as part of the Governance and Industry Relations, Product/Experience Development and Industry Equipping pillars within the main body of the 2016-2017 Business Plan. Central Counties will continue educate municipalities on the economic benefits of sport tourism and work with those already there to bring in new tournaments and events.

Objective: To deliver a minimum of \$3,000,000 in trackable economic impact through securing a minimum of five sport tourism events

Tactics	KPI's	Goals	Results	Lead
Conduct an average of 10 prospecting and follow-up calls per week	# of leads from shows and calls # of RFP and bids communicated to municipalities	75		Manager of Business Development
Attend min. three sport tourism tradeshow (CSTA, NASC, TEAMS)		30		
Communicate opportunities to operators	# of municipal/operator responses to RFP's and Bids Municipal \$ leveraged to secure bids	20		
Facilitate introductions between municipalities, operators and clients		\$40,000		
Work with clients to provide added-value opportunities for conference goers	# of participating non-accommodation partners # of tournaments using added-	20		
		5		
		150		
		4		

Golf in Ontario Project (submitted as separate business plan)

Introduction

In September 2014, several RTO's began to discuss ways to build economies of scale through collaborative efforts. These discussions led to the realization that RTO's 6, 7 and 9 all had compelling golf product and were all investing resources in an effort to drive visitation motivated by golf.

The three regions have an abundance of world-class golf facilities that for the most part cater to a regional audience. In addition, all three regions have a myriad of other tourism ready products and experiences that support the wants/needs of vacationers. From this knowledge, Golf in Ontario was born.

The vision of Golf in Ontario is "To make Ontario an International Golf Destination" with a mission "To drive overnight international visits to Ontario using golf as the travel motivator".

Fiscal 2015-2016 in Review

Once the three RTO's decided to move forward with the project, they partnered with Golfstream Travel, a TICO-licensed inbound golf tour operator who would be able to fulfill the booking requirements of both groups and individuals. They then applied through the OTMPC's Tourism Industry Partners Program to leverage additional dollars to get the project up and running.

The goals for year one were:

- To build a brand
- To engage golf courses and other tourism assets
- To develop a website
- To build website content (course blogs, itineraries, video, pictures)
- To host a fam trip for international golf writers and golf operators
- To begin targeting international golf vacationers through programmatic marketing and through membership with the International Association of Golf Tourism Organizations

There were a few hiccups at the beginning including the departure of the key Golfstream Travel staff member who was building the profiles of the golf courses, attractions, accommodations and restaurants that are part of the program. This same person had also began to build the fam tour itinerary.

The group rallied and hosted nine golf writers and tour operators for 8 days, 7 nights on a whirlwind journey that had them playing and exploring all three of the partner regions. Feedback from the group was incredible and many stories/blogs have been published with some more on the way (just not published at the time of writing this plan)

The group approved the Golf in Ontario brand and Underscore Solutions (RTO 6's developer of record) was engaged to build the web framework. As timing was pushed back, many of the golf courses had to be chased down to get their completed profiles complete as we were now into their busy season. Rick Drennan, one of Canada's top golf writers, was engaged to create compelling content on the site about the regions and the courses themselves.

Programmatic marketing began in September and targeted golfers in the border states of New York, Ohio, Pennsylvania, Michigan and Illinois. These were determined to be the best bet markets for fall golf. From January to March, programmatic marketing stretched to include golfers in Arizona, Florida and California – all places where residents have a propensity to travel where golf is a key motivator.

Golf in Ontario is using its membership with IAGTO to target other key international markets including the UK, Western Europe, India and China through outbound tour operators.

Acronyms

CCT	Central Counties Tourism
TGW	The Great Waterway
BGS	Bruce Grey Simcoe
OTMPC	Ontario Tourism Marketing Partnership Corporation
TIPP	Tourism Industry Partners Program
TIAO	Tourism Industry Association of Ontario
DC	Destination Canada (Formerly Canadian Tourism Commission)

2016-2017 Golf in Ontario Plan

Objective: Engage industry in the project so that we have compelling content and stories that motivate golf travelers				
Tactics	KPI's	Goals	Results	Notes
Develop minimum criteria for a golf course to participate				
Hire a project manager as lead and key contact (part time)				
Approach courses during down-time to get their commitment to participate (November/December)				
Research types of Golf Vacationers and what else they like to do while travelling				
Approach supporting attractions, accommodations, restaurants to become part of the program and itineraries				
Load all partner profiles into golfinontario.ca website				
Build robust itineraries and stories on website				

Objective: Build international awareness of Ontario golf travel opportunities so that international golf travellers book a golf vacation to Ontario through a tour operator (either through their outbound operator or Golfstream Travel)				
Tactics	KPI's	Goals	Results	Notes
Identify “best bet” countries for inbound golf tourism				
Attend the 2016 IATGO Trade Show as Golf in Ontario				
Identify top golf writers and top outbound golf tour operators from those countries				
Develop two seven night itineraries with program partners				
Deliver two familiarization tours for top international golf travel writers and top international outbound tour operators				
Post and promote copies of published blogs/articles about the trip through programmatic marketing	Click Through Rate	0.1% (average 0.05%)		
Attempt to get “paired” country representation – one golf writer and one operator from the same country –to leverage the media exposure				

Objective: Root out qualified golf travellers from targeted areas so that golfing in Ontario gets on their radar and motivates them to book a trip through a tour operator or directly with courses and accommodators (short-haul)				
Tactics	KPI's	Goals	Outcomes	Notes
Ensure there are several compelling 3, 4, 5, 7 and 10 night golf travel itineraries that will pique consumer interest	# of Itineraries			
Through research, determine best bet regions for golf travellers	# of golf tourism visits			
Using research, determine best marketing tools to reach these pre-qualified buyers				
Develop marketing/communications plan (including programmatic marketing) that best leverages projectmarketing resources				
Execute Marketing Plan and track results				

Golf in Ontario Budget

Revenue		
CCT	\$30,000	Partner Contribution
TGW	\$30,000	Partner Contribution
BGS	\$30,000	Partner Contribution
TIPP	\$28,000	Partner Contribution minus \$20K salary x 0.4
OTMPC	\$25,000	To pay for one of the fam tours
DC	\$25,000	To pay for one of the fam tours
Total	\$168,000	
Expenses		
Project Manager	\$25,000	15-20hrs/week April - March
Fam Tours	\$70,000	\$10K less per tour than 2015 actual
IATGO	\$5,000	Registration, Flight and Accommodation
Marketing	\$68,000	All additional funds will go to marketing
Total	\$168,000	

Budget

(placeholder for once approved)