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Introduction

Central Counties Tourism (CCT) is the provincially funded not-for-profit dedicated to supporting and promoting the tourism assets of Durham Region, York Region and Headwaters Tourism Region. It is governed by the industry through an appointed and elected Board of Directors.

CCT's yearly objectives move the organization towards meeting the Strategic Directions set out in the 2015 Destination Management Plan (DMP). The DMP identified the roles CCT plays in increasing the economic impact of tourism in the province. These roles are:

- 1) Ensuring businesses and other tourism stakeholders understand the value of catering to non-residents and are equipped to service them
- 2) Strengthening destinations by ensuring BIAs, Chambers, municipal and regional government recognize and support tourism as an economic driver
- 3) Creating compelling new products and experiences to drive visitation
- 4) Communicating compelling reasons to visit the region to targeted audiences
- 5) Supporting the growth of tourism assets within the region

The identified roles support the Ministry of Tourism, Culture and Sports' (MTCS) Provincial Tourism Framework.

The Destination Management Plan addresses the issue of alignment and duplication between the board-recognized Destination Marketing Organizations (DMO's) using the "Above the Line / Below the Line" model. The 2017-2018 Business Plan objectives and tactics were built in consultation with the DMO leads. It takes into consideration what each DMO plans to accomplish on their own (Below the Line), what CCT can do to assist in delivering their plan (Above the Line) and the other priorities CCT must accomplish to meet its mandate. This process supports the Responsibilities Section of MTCS's Provincial Tourism Framework.

The 2017-2018 plan builds on the success of the 2016-2017 first-year implementation of the Destination Management Plan, keeping the momentum moving regional tourism towards the Strategic Directions. 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:

- 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

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) Strategic Marketing and Communications (including corporate communications and government relations)
- 4) Investment Attraction
- 5) Governance and Administration (CCT has included Industry Relations under this pillar)

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.
Outcome	The cumulative affect of results supporting the objective

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)

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

Nature Lovers are 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

The 2017-2018 Business Plan builds on the successful implementation of the Destination Management Plan and moves the organization closer to achieving the strategic directions set out in the document. It is very stakeholder-focused and provides them tools to:

- Understand the economic impact of tourism and the importance role it plays for communities/regions
- Understand, through research provided by CCT, their target markets, where they live and how to reach them
- Learn best practices for communicating with consumers and catering to their needs
- Work with local businesses to create a destination
- Build new products/experiences to drive new visitation
- Reach more customers by promoting their events and milestones through CCT's media service
- Leverage their limited marketing resources through co-operative marketing/advertising opportunities
- Become part of CCT-lead trails and experience to leverage their marketing and communications efforts

CCT is offering stakeholders more opportunities than ever before and is moving to the next level of product development by partnering with stakeholders to create new products and experiences to support identified areas of common strength throughout the region. The plan balances resources against the five Ministry pillars and the five priority areas identified in the DMP.

Many of the objectives are connected, creating a solid foundation for success and growth of the organization and the tourism sector within its borders. Central Counties will continue to reach out to stakeholders across the region to ensure they understand and take advantage of the available opportunities to collaborate.

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

2017 – 2018 Objectives

- Organizational Excellence and Transparency
- Stakeholders understand the impact CCT is having in the region so that they want to work with CCT
- Municipalities, operators and other stakeholders understand the economic impact of tourism so that they take advantage of the programs/services offered to become tourist-ready
- Stakeholders understand the importance of destination development so that they work together and with CCT to create compelling stories
- Leverage, through partnership and core funding, stakeholder resources on projects that further collective tourism goals so that they see the value and benefits of collaborating with CCT and other tourism stakeholders
- Provide Tourism Stakeholders relevant, timely tourism data so that they are better equipped to make decisions

Highlights

- CCT will communicate its and its partner’s success stories through local media, its B2B network and government channels to increase awareness of the positive impact tourism has on the region
- CCT is focusing more effort to partner with stakeholders to achieve collective goals. This includes additional co-op marketing opportunities and partnering to support product/experience growth
- CCT is launching a series of learning sessions designed to elevate stakeholder knowledge of the organization, the industry resources we provide, and how they can develop their business to grow and increase success
- CCT is focusing efforts to provide stakeholders timely, relevant data and is working with other RTO’s to create economies of scale

Objective: Organizational Excellence and Transparency				
Tactics	KPI’s	Goals	Results	Lead
Develop Risk Management Plan	Approved Plan	Complete by Q2		Board of Directors
Follow Financial Procedures	Audit	Clean Audit		ED/Finance Manager
Develop orientation package for new board members	Time to complete orientation	3 months from start date		ED/Board
Staff Reviews and Performance Management	# of reviews and performance measures	1 review per staff		ED
Business Plan and Budget progress reviews and oversight	# of progress reviews	Min. 4		Board of Directors
Further staff knowledge	# of staff taking relevant courses	Min. 3		ED

Objective: Stakeholders understand the impact CCT is having in the region so that they want to work with CCT				
Tactics	KPI's	Goals	Results	*Lead
Communicate, through local business networks and press, news stories about CCT programs and the economic impact on the region	# of media releases	6		DIR
Communicate through B2B news & centralcounties.ca blog	# articles communicated	12		DIR
Present CTT branded Tourism Now sessions in the field inclusive of successful CTT/stakeholder initiatives	# sessions held	9		DIR
Communicate impact of CTT projects through “good news” storytelling at regional symposiums and AGM	# stories communicated	3		DIR

Objective: Municipalities, operators and other stakeholders understand the economic impact of tourism so that they take advantage of the programs/services offered to become tourist-ready				
Tactics	KPI's	Goals	Results	Lead
Communicate, through business networks, regions and industry associations, the EI of being tourism-ready and the industry equipping opportunities CCT provides	# media releases	6		DIR
Communicate economic impact data/stories through B2B news blog and B2B website	# stories communicated	4		DIR
Include economic impact data/stories in CTT branded Tourism Now sessions	# stories communicated	1 per session		DIR

***LEAD:** DIR = Director of Industry Relations, ED = Executive Director, DMC = Director of Marketing and Communications, MM = Marketing Manager, BDM = Business Development Manager

Objective: Stakeholders understand the importance of destination development so that stakeholders collaborate and work with CCT, creating compelling stories

Tactics	KPI's	Goals	Results	Lead
Communicate collaboration success stories to industry and media	# of stories created	4		DIR
Solicit municipal/stakeholder participation in Community Tourism Plan development	# communities participating	3		ED / DIR
Support municipalities with a Community Tourism Plan to achieve their yearly goals	# of municipal goals achieved	5		ED / DIR
Present CTT branded Tourism Now module focusing on Community Tourism planning, destination development and local community partnership building	# modules presented	9		DIR

Objective: Leverage, through partnership and core funding, stakeholder resources on projects that further collective tourism goals so that they see the value and benefits of collaborating with CCT and other tourism stakeholders

Tactics	KPI's	Goals	Results	Lead
Partner with stakeholders/associations on co-op advertising projects	\$ leveraged	\$100,000		ED
Offer opportunities for stakeholders to advertise in CCT campaign pieces	# of partner ads	12		ED / DMC
Partner with municipalities to develop and implement tourism wayfinding	# of municipalities	3		ED
Partner with Festivals and Events to grow visitation and lengthen regional stay	Ave. % increase in attendance	10%		ED
Partner with stakeholders to develop and market tourism packages	\$ leveraged	\$100,000		ED

Objective: Provide Tourism Stakeholders relevant, timely tourism data so that they are better equipped to make decisions				
Tactics	KPI's	Goals	Results	Lead
Utilize service provider to mine regional tourism data for stakeholder use	# of trackable stakeholders using data to make decisions	10		DIR
Educate and inform stakeholders on the use of the data through Tourism Now sessions	# sessions held	9		DIR
Inform stakeholders of relevant data resources available through national and provincial industry studies	# resources communicated through B2B outreach	4		DIR

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

2017 – 2018 Objectives

- Develop compelling itineraries and trails to promote pillar products
- Launch new products/experiences
- Develop new products/experiences
- Research new products/experiences

Highlights

- CCT will work with stakeholders to create new market-ready products/experiences that fit into a pan-regional themed trail which will be the campaign focus for the organization. This is a great new step for the organization
- With this new focus, in every fiscal CCT will a) launch a new product/experience, b) develop a new product/experience and c) research the next new product/experience
- CCT will work with stakeholders to create compelling themed trails that are activity based (art trail, spirits trail, etc) to drive visitation

Objective: Develop compelling itineraries and trails to promote pillar products				
Tactics	KPI's	Goals	Results	Lead
Determine best pan-regional themes for trails	# of theme chosen	Min. 2		DMC
Work with stakeholders to build compelling trails	# of stakeholders participating	18		DIR
Set participation criteria to leverage partner resources	Dollar value of partner participation (in-kind and cash)	\$18,000		DMC
Refresh existing itineraries to support campaigns	# of refreshed itineraries	24		DIR

Objective: Launch new products/experiences developed in 2016-2017				
Tactics	KPI's	Goals	Results	Lead
Trails Strategy: Build new experience and communications tool	# of people utilizing new tool	3000		ED
Winter Product: Build, with stakeholders, new winter experiences to drive off-season visitors	# of trackable visits	5000		ED

Objective: Develop one or two new products/experiences for launch in 2018-2019				
Tactics	KPI's	Goals	Results	Lead
Bootlegging Trail: Work with stakeholder groups to develop a pan-regional experience revolving around the rich history of alcohol and temperance	# of new experiences developed to support the overall trail	3		DIR
Aboriginal Tourism: Work with stakeholder groups to develop compelling, authentic, marketable experiences	# of new experiences developed	1		DIR
Sustainable Tourism: Work with CVC/TRCA on a visitor education product	Development of new education product around responsible visitation			DIR

Objective: Research new products/experience for development in 2018-2019 and launch in 2019-2020				
Tactics	KPI's	Goals	Results	Lead
Consult OTMPC to determine their product focus for 2019-2020 and evaluate potential for CCT against the DMP priorities	# of possible product matches	2		ED
Research current CCT stakeholders that could be a good match for a new product/experience	# of identified stakeholders	10		DIR
Determine the gaps that would need to be filled during the development phase to bring the new product/experience to market	# of	3		ED

Industry Equipping and Workforce Development

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

2017 – 2018 Objectives

- Provide learning opportunities on tourism-readiness topics identified in 2016-2017 by stakeholders as gaps so that more operators/stakeholders can help themselves become tourism-ready
- Determine stakeholder satisfaction with offered courses so that CCT can ensure only quality courses with implementable content are offered
- Support industry equipping opportunities offered by other tourism-related communities (ex. Arts and Culture organizations, Cycling, etc.) so that CCT can leverage investments and ensure that its opportunities are communicated to stakeholders
- Revamp the annual tourism symposiums so that more tourism stakeholders attend and leave better equipped to incorporate tourism into their yearly plans
- Determine what new learning opportunities stakeholders are most interested in so that CCT can source and offer in 2017-2018 or 2018-2019

Highlights

- Launching new Tourism Now sessions and modules for in-person and online learning
- Industry equipping opportunities will match the gaps identified by stakeholders
- The annual Tourism Symposium will be revamped to provide more value to stakeholders
- CCT will continue to engage stakeholders to determine future industry equipping topics

Objective: Provide learning opportunities on tourism-readiness topics identified in 2016-2017 by stakeholders as gaps so that more operators/stakeholders can help themselves become tourism-ready

Tactics	KPI's	Goals	Results	Lead
Create a series of CTT Tourism Now sessions/ learning modules, that educate on key areas Central Counties has identified as stakeholder knowledge gaps	# modules created	4		DIR
Provide CTT branded Tourism Now sessions in the field	# sessions provided	9		DIR
Increase engagement in e-learning university modules by organizing community group training sessions and promoting the e-learning tool	# new stakeholders participating	100		DIR

Objective: Determine stakeholder satisfaction with offered courses so that CCT can ensure only quality courses with implementable content are offered

Tactics	KPI's	Goals	Results	Lead
Conduct attendee surveys for all CCT offered courses	# of completed surveys	90		DIR

Objective: Support industry equipping opportunities offered by other tourism-related communities (ex. Arts and Culture organizations, Cycling, etc.) so that CCT can leverage investments and ensure that its opportunities are communicated to stakeholders

Tactics	KPI's	Goals	Results	Lead
Leverage learning opportunities with other RTOs, industry groups and associations to share resources and increase the opportunities offered to stakeholders.	# of partnerships	3		DIR
Communicate relevant tourism sector learning opportunities to stakeholders through B2B web portal and B2B news	# of opportunities communicated	24		DIR

Objective: Revamp the annual tourism symposiums so that more tourism stakeholders attend and leave better equipped to incorporate tourism into their yearly plans

Tactics	KPI's	Goals	Results	Lead
Increase symposium session/speaker offerings to meet stakeholder needs and grow symposium satisfaction	% increase in satisfaction	7%		DIR
Research other RTO, association and industry events for best practices				DIR

Objective: Determine what new learning opportunities stakeholders are most interested in so that CCT can source and offer in 2017-2018 or 2018-2019

Tactics	KPI's	Goals	Results	Lead
Research industry trends to offer new learning opportunities	# new learning opportunities identified	4		DIR
Conduct stakeholder surveys to identify new needs	# surveys completed	150		DIR
Work with DMO to determine regional specific needs	# region centric needs identified	3		DIR

Marketing, Communications

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

2017 – 2018 Objectives

- Implement phase two of YorkDurhamHeadwaters as consumer “call to action” so that CCT continues to rebuild the RTO brand without diluting the impact of the sub-regions
- Build pan-regional campaigns that support year-round visitation emphasizing strong pillar products so that CCT continues to build momentum in the market
- Provide 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
- Grow Golf in Ontario program to increase the economic impact of golf vacationers in the region
- Align with OTMPC so that CCT leverages their funding and reach
- Work with other RTO’s and associations in order to leverage funding and expand marketing reach

Brand Strategy

In 2017-2018, CCT will continue to focus on strengthening the YorkDurhamHeadwaters brand in the B2C market. As predicted, the introduction of the new B2C brand saw a decrease in consumer awareness which impacted the web traffic, SEO and social media engagement/trust. When initially launched, the new brand created confusion in the market and on CCT channels as visitors were experiencing difficulties with recognition and authenticity, but CCT has overcome those issues with the risk management plan and social media engagement and web traffic are on the rise.

CCT is confident the brand will continue to grow in recognition and continue to resonate with its target audiences.

Web Strategy

CCT is excited to be entering into year 2 of its web development strategy. Year 1 saw incredible changes to the layout, design and content focus as it integrated the new brand guidelines. This year is all about digging deeper into the site so CCT can re-build and update large sections of the site in order to get them up to speed and align with the overarching strategy which emphasizes sub-regional and product distinction.

CCT will continue to add innovative web tools in order to procure new visitors to the site, engage them and increase length of visitation. These tools will educate visitors about the sub-regions and products while increasing visitation. Year 1 saw the creation of the YDH Travel Buddy, CCT's animated characters & videos, printable guides and maps and a programmatic anchoring system. CCT also launched the CCT Cloud. This year CCT will continue to grow by developing new innovative tools for its visitors.

Digital Strategy

CCT will continue to invest in SEO in 2017/2018 in order to improve its ranking and grow in search priority. The goal is to get its 2014 ranking of the “3rd most visited RTO site in Ontario” back by 2017/2018. The investment in SEO is crucial as CCT is still recovering from the 2016/17 brand shift URL www.yorkdurhamheadwaters.com/ca.

2017/18 will see the launch of the New Social Media Portfolio model. This new model will ensure that CCT is in full control of its social media channels in order to better support the key identified stakeholders, CCT campaigns and products while being responsive to its audiences. CCT will also be able to create and provide in-depth reports in order to meet stakeholder, board and ministry needs.

Content Development

The acquisition of quality photography and video remains a top priority in 2017/2018. 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 is approved, up to industry standard and all contractual criteria is met. All new images will be uploaded to the new CCT image bank.

Objective: Implement year two of YorkDurhamHeadwaters as consumer “call to action” so that CCT continues to rebuild the RTO brand without diluting the impact of the sub-regions				
Tactics	KPI’s	Goals	Results	Lead
Web: Create pillar product landing pages that target our ideal audience as outlined in the DMP: Arts & Culture, Four Season Outdoor, Attractions, Culinary, Towns and Villages	# of landing pages	5		DMC
Web: Complete quarterly YOY visitation comparison	% improvement	5%		DMC
Social Media: Develop integrated influencer campaigns that drive traffic to yorkdurhamheadwaters.ca	#of campaigns	2		DMC/ MM
Web: Complete a visitor experience audit	# of completed surveys	100		DMC/ MM
Social Media: Develop support campaigns Increase that to drive traffic to sub-regional tourism leaders	# of campaigns	3		DMC/ MM
Social Media: Complete quarterly YOY engagement comparison for all social channels	%	10%		MM
Content Development: Create, prioritize and execute a “shot list” to continue to build a robust image bank that’s accurately reflects the pillar product content inventory of each region for marketing purposes	# of images for print/web	200 images		MM
Content Development: Continue to develop the video bank to accurately reflect the pillar product content inventory of each region for marketing purposes	#of videos	5 videos		MM
Content Development: Create written content for web in order to support SEO optimization	# of blogs	12		MM

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 website where they will be motivated to visit an area of interest within CCT 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 marketing dollars and based on the success of the programmatic campaigns it executed in 2016-2017, CCT will continue to invest in this highly effective and qualitative method of marketing for both B2B (MC&IT and Sports Tourism) and B2C (targeted consumer marketing) with campaigns based on the product pillars and audience targets outlined in the DMP.

The reporting metrics provided by the campaign dashboard, allows CCT to evaluate and alter campaigns as needed in order to use its resources in the most effective manner possible while identifying which markets in CCT geographic zones are most interested providing hard ROI data for its investment.

VFR: The regions and the research collected by TNS, TIAO and the Ministry clearly shows that the VFR market is still responsible for significant 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 2017/2018, CCT feels 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 criterion of spend and ensure the DMP direction is followed in regards to this market.

Objective: Build pan-regional campaigns that support year-round visitation emphasizing strong pillar products so that CCT continues to build momentum in the market

Tactics	KPI's	Goals	Results	Lead
Create campaigns for ideal target audience optimization in order to increase visitation to the regions	# of campaigns	4		DMC
Promotionally partner with third party organizations or corporations who are brand appropriate in order to increase marketing reach	# of partners	1		DMC
Research and communicate to stakeholders research reports to assist with marketing initiatives	# of reports	2		DMC

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, US and Global media, inclusion of event listing CCT monthly event release and program support releases

Objective: Provide 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	Results	Lead
Monitor traditional earned media so that results can be broken down by region and/or story and monetized for reporting purposes	# of reports	12 (monthly)		DMC
Monitor social media so that results can be monetized for reporting purposes	# of reports	12 (monthly)		DMC
Press release distribution of stakeholder generated press releases in order to extend marketing efforts	# of releases distributed	50		DMC
Press release creation and distribution of CCT generated press releases and advisories in order to raise awareness of programs, festivals and events.	# of releases distributed	20		DMC
Detailed Quarterly and Annual analysis reports of the impact of CCT media relations and social media programs	# of reports completed	5		DMC

Working with the OTMPC

CCT will continue to strengthen its relationship with the OTMPC and align with their marketing initiatives. In 2016/17, CCT was given CMS (content management system) access to ontatiotravel.net in order to create and manage its own content on the OTMPC consumer website. This level of trust is a direct result of our consistent, transparent and open communication. OTMPC has also invited the RTO to brainstorming sessions in order to build their own marketing plans and we are seeing a positive shift as our region is now being included in both OTMPC media and marketing efforts.

In 2016-2017, OTMPC featured RTO 6 stakeholders in 2 major campaigns while providing hard \$ to support two media initiatives and have committed to continue to work with CCT in a similar capacity in 2017/18.

By working closely with the OTMPC, CCT is able to co-invest and leverage marketing dollars in order to promote the region and its stakeholders to key audiences.

Objective: Align with OTMPC so that CCT leverages their funding and reach				
Tactics	KPI's	Goals	Results	Lead
Co-invest with OTMPC to organize and execute media influencer event in order to extend earned media reach, increase social engagement and increase visitation	# of events	1		DMC
Advertise with OTMPC in order to extend marketing reach for CCT programs and campaigns into the US and Ontario markets	# of ads	6		DMC
Co-host media familiarization tour with OTMPC in order to promote CCT products and experiences in order to raise awareness and increase media ROI	# of FAMS	1		DMC

Partnering

CCT will continue to partner with like-minded organizations in order to develop new compelling product while streamlining resources and marketing plans. These partnerships are key to positioning the RTO as a must-see destination and positioning our products to the forefront above the competition.

Objective: Work with other RTO's and associations in order to leverage funding and expand marketing reach				
Tactics	KPI's	Goals	Results	Lead
Develop co-branded experiences in order to increase economic impact and industry awareness	# of co-branded experiences	2		DMC

Objective: Grow Golf in Ontario program to increase the economic impact of golf vacationers in the region				
Tactics	KPI's	Goals	Results	Lead
Increase the number of participating courses	% increase	10%		ED
Increase the number of participating ancillary venues (restaurants, attractions, experiences)	% increase	30%		ED
Create compelling itineraries	# of new itineraries	9		ED
Communicate golf opportunities to consumers in the US through targeted campaign	# of consumers reached	1,000,000		ED
Communicate golf opportunities to consumers through earned media	# of stories/videos produced by golf media	12		ED

Investment Attraction

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

2017-2018 Objectives

- Match gaps with opportunities so that investment is considered

Objective: Match gaps with opportunities so that investment is considered				
Tactics	KPI's	Goals	Results	Lead
Meet with IDO to determine existing opportunities	# of meetings	3		ED
Communicate opportunities to regions/municipalities	# reached	16		ED
Facilitate discussions/matching between IDO and relevant DMO's and Municipalities identified as having priority asset gaps	# of meetings	3		ED
Support investment attraction submissions to council both in person and in writing	# of support measures	3		ED

2016-2017 Business Development (Sales) Plan

Sales

Strategic Direction: To become the destination of choice for small to medium provincial, national and international sporting events, meetings and conventions.

2017-2018 Objectives

- Grow the two MC&IT and Sport Tourism support programs developed in 2016-2017 so that there are compelling reasons to choose CCT over other destinations
- Support bids for sport tourism events and conference so that CCT can leverage municipal/regional investment to secure the events and increase the economic impact of the region
- Engaged and educated municipalities on the economic impact of sports tourism so that more venues are available for hosting
- Informed and engaged meeting planners and tournament organizers so that CCT increases the amount of times it is invited to bid on events

Objective: Grow the two MC&IT and Sport Tourism support programs developed in 2016-2017 so that there are compelling reasons to choose CCT over other destinations

Tactics	KPI's	Goals	Results	Lead
Identify key stakeholders and solicit participation in the CCT Rewards Program	# of new participants	20		BDM
Approach companies identified in sponsorship study to solicit their willingness to speak with event and tournament organizers	# of new participants	30		BDM
Communicate program availability to event and tournament organizers	# of direct contacts	50		BDM

Objective: Engaged and educated municipalities on the economic impact of sports tourism so that more venues are available for hosting

Tactics	KPI's	Goals	Results	Lead
Meet with key regional and municipal staff to discuss the EI of sport tourism and CCT's willingness to assist in landing the business	# of meetings	15		BDM
Determine what venues are available when to match against tournament needs	# of new venues offered for tournaments	10		BDM

Objective: Support bids for sport tourism events and conference so that CCT can leverage municipal/regional investment to secure the events and increase the economic impact of the region

Tactics	KPI's	Goals	Results	Lead
Develop Sport Tournament Bidding and Conference Sponsorship Criteria				ED
Communicate opportunities to municipalities and conference stakeholders				ED
Speak to specific municipalities / conference properties looking to bid on business that fits the criteria				ED
Partner with successful stakeholders and assist with tourism aspects of the event				IRD

Objective: Informed and engaged meeting planners and tournament organizers so that CCT increases the amount of times it is invited to bid on events

Tactics	KPI's	Goals	Results	Lead
Attend Event Planner and Sport Tournament Organizer Tradeshow	# of connections	200		BDM
Follow-up with connections to determine specific possibilities	# leads	50		BDM
Manage membership profiles and make cold/warm calls with event planner and tournament organizer members	# of calls	100		BDM
Manage CVENT supplier network and respond to RFP's, developing relationships with event planners	% of RFP's responded to by CCT	90%		BDM