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Introduction

Fiscal 2020-2021 marks the final year for the current strategy. By keeping the strategy top-of-mind, reviewing and validating it each year against the current tourism landscape, and utilizing trends to keep it relevant, the organization is meeting its mandate of aligning tourism resources to expand stakeholder's ability to grow the tourism economy.

In autumn 2019, the Board of Directors met to review the current strategy and set the priorities for 2020-2021. The board determined that the strategic objectives were still valid:

- Communicate the value of tourism, the role of CCT, and how CCT can facilitate stakeholders capitalizing from tourism.
- Work with tourism organizations and stakeholders to enhance and deliver experiences to target markets.....for stronger experience alignment and greater visitor spend.
- Develop and/or support communications programs designed to assist stakeholders to tell their stories to target audiences.

At that meeting, the board discussed role and function as well as what success "looked like" under each of the pillars. The priorities, goals and objectives of the 2020-2021 Business Plan are a direct reflection of the Board's discussion and direction. It was also noted at the meeting that the organization will have to undertake the creation of a new three-year strategy that builds from the success of the current plan.

Ministry of Heritage, Sport, Tourism and Culture Industries

In October 2018, the province announced the creation of a new ministry to replace Tourism, Culture and Sport. Central Counties, and all tourism-related stakeholders, now fall under the Ministry of Heritage, Sport, Tourism and Culture Industries. This represents a very significant shift in governments' view of tourism. The addition of the word "industries" provides recognition of the economic impact tourism, sport, culture and heritage have in the province. We are an income generator for government, who can use the revenues to fund education, healthcare, infrastructure, etc.

This new ministry also wants to remove the silo's between tourism, culture, sport and heritage so that we can celebrate collective wins and focus on areas where priorities intersect. Tourism touches all three of the partner industries and, in many cases, it will be up to us to instigate and lead the discussions.

The Hon. Lisa MacLeod, Minister of Heritage, Sport, Tourism and Culture Industries, met with RTO Executive Directors in late October 2019 and assured the group that the RTO model was important to the ministry and that she foresaw no changes for the upcoming fiscal.

There is renewed interest in driving more international visitation to Ontario as they are the biggest spenders and are bringing new money to the province. At the Minister/RTO meeting, there was a good discussion about how the provincial travel deficit could be used as a measure of success. Each of the RTO's – and all tourism stakeholders – have a role to play in reducing the travel deficit by attracting new visitors and keeping more Ontarians in the province.

There is renewed energy and optimism within the industry that we are on the right track for stabilized support and funding for the next few years.

Executive Summary

Based on board input at the September 2019 planning session and comments made by the Minister, the following assumptions have been made in the development of this plan:

- There will be no change in funding for 2020-2021
- Central Counties reason for existence is to align tourism resources to expand its stakeholder's ability to grow our tourism economy
- CCT focus will be on B2B communications and education to build stakeholder capacity
- CCT will develop revenue streams to offset 2019-2020 budget reductions and flat funding in 2020-2021

The 2020-2021 Business Plan brings to life the direction staff were provided by the board at the planning session. For many of the pillars, the board was able to define what success looked like to them in addition to layering in new goals and objectives to move the organization closer to achieving its purpose.

Investment Attraction

For Central Counties Tourism, Investment Attraction does not mean bricks and mortar. By engaging stakeholders and municipalities, tourism investment has included the hiring of new staff resources, budgets for new programs and marketing, and co-investments between municipalities, DMO's and partner businesses. CCT will maintain its current role under this pillar and layer in a few more priorities to reflect the improved capacity of stakeholders.

- Continue:
- Support stakeholders by providing letters of support when requested
 - Grow municipal investment in tourism through the facilitation of Community Tourism Plans
 - Educate council on the importance of tourism and the resources available through DMO's and CCT
- New:
- Identify and work with specific stakeholder groups (Tourism Advisory Committees, Attractions Councils, etc.) within municipalities and get them to ask for municipal investment on specific projects
 - Provide guidance and assistance for stakeholders running into red tape issues

Marketing and Communications

Stakeholders and the board are happy with the current consumer marketing and communications strategies that are in place. There was no talk of changing the way we communicate to potential visitors. The success of the B2C strategies led the board retreat discussion to the development of a more robust B2B marketing and communications strategy so that stakeholders have more opportunities to learn about tourism and how Central Counties can assist them build capacity. This new direction will help CCT meet its mandate, however it is a large undertaking and must be implemented using current resources.

Continue:	Make informed decisions based on collected and analyzed visitor data Understand how stakeholder offerings fit into identified product categories Tell identified stakeholder stories to the right audiences at the right time Report campaign metrics to stakeholders
New:	B2B Marketing/Communications strategy that is as successful as the B2C strategy Deliver Marketing/Communication education for stakeholders Staff stay on top of trends through education and pass the knowledge to stakeholders
Drop:	Seasonal Magazines

Industry Relations

With building stakeholder capacity as the top priority for Central Counties Tourism, Industry Relations is the key connector for stakeholders to find the resources they require to succeed. The B2B Marketing and Communications Plan links to the content developed and supported by Industry Relations.

- Continue:
- Provide opportunities for stakeholders to expand their ability to grow our tourism economy by becoming tourism-ready – networking, courses, workshops, shared best practices, communication
 - Seek feedback from stakeholders regarding gaps in their tourism readiness and develop/provide resources for them to fill them
 - Identify and engage tourism ready stakeholders to be part of marketing campaigns
- New:
- Develop a stakeholder accreditation program (maybe with TIAO and Ministry) with different modules of importance – marketing, social media, research, service, etc.
 - Educate the importance a stakeholder mentoring program at the community or regional level and provide tools and resources for implementation
 - Support the facilitation of social networking events in each region
 - Explore best practices to increase CCT workshop/training event participation through meeting/event technology

Experience Development

CCT learned that the best experiences are those that have strong stakeholder engagement. If they do not see the developed experience as an opportunity for them to market themselves to their current and potential audiences, the experience is not the right fit for them. Based on this, CCT will add a component of education and support for stakeholders who want to develop new experiences but don't know how to go about doing it.

- Continue:
- Identify travel trend motivators for current and potential visitors to Central Counties
 - Identify stakeholders who match the trends
 - Facilitate a discussion between the stakeholders to explore the development of new experiences, trails etc., and support the development of the experiences including participation criteria
 - Take lead on developing itineraries for marketing campaigns
- New:
- Provide greater opportunities for stakeholders to suggest new experiences to be developed and assist them open communication channels with potential stakeholder partners and then support the development of the experiences

Partnership

The partnership program continues to grow as more stakeholders are positioning themselves for growth and investment. This is fantastic news for the region, however puts CCT in the tough position of having to choose one project over another. Anticipating a further growth in partnership investment requests, CCT will be adding new controls to ensure that approved partnerships satisfy both the partner and CCT requirements.

Continue:	Identify regional priorities for investment needs under the pillars of the organization (criteria based) Support and leverage tourism investment on projects that fit CCT priorities Grow investment attraction and tourism receipts
New:	Intake periods – one in Mid-March for Spring/Summer and one in August for Fall/Winter Partner accountability – development of training modules that must be completed prior to acceptance (for 2021-2022 implementation) Creation of a report templates that must be filled out by stakeholders Mandatory data collection requirements Different contract options. Partners can now pay up front for contracted budget items and be reimbursed afterwards Have contract reviewed by CCT lawyer

Business Development

Group travel is proving to be of great interest to many CCT stakeholders – from DMO’s to individual operators. Like everything else, it is one thing to want groups and another to be ready to accommodate groups. CCT’s focus continues to be making more businesses ready to solicit and host groups while connecting group-ready stakeholders so they can build stronger regional itineraries.

Continue: Educate stakeholders on how to become group ready for the various markets
– travel trade, sport, meetings/conventions
Educate stakeholders on how to solicit group business
Match group inquiries with group-ready stakeholders
Develop and provide information to group tour visitors about other things to see and do while in the region

New: Increase the co-investment by partners wanting a presence (in-person or through collateral distribution) at trade-shows so that CCT can attend more and have a bigger impact at them
Explore opportunities for better communication of upcoming meetings/conferences by hotels so that CCT can ensure it provides them information about other things to see and do while visiting

Research

CCT provides valuable visitor information to individual stakeholders, municipalities and DMO's. We use the aggregate data to make informed decisions on everything we do – from experience development to target audiences and markets. The early results from the pan-regional pilot research project also indicates that CCT can now have a better understanding of the tourism economy within the region. For 2020-2021, the research portfolio will expand to include the implementation and analysis of marketing metrics so that stakeholders understand the correlation between communications and visitors and CCT receives valuable data regarding their impact on stakeholder numbers.

- Continue:
- Provide in-depth visitor analysis to stakeholders and recommendations on how to grow their business based on it (revenue generator)
 - Provide aggregate visitor analysis to municipalities and DMO's so that they can make informed decisions about experiences to develop, audiences to target and markets to penetrate
 - Year two implementation of a three-year pilot project to track tourism growth within the region including overall visitation, hotel occupancies and economic impact
- New:
- Educate partners on how to track their digital advertising and campaigns, especially when CCT is actively promoting them and sending traffic to their channels
 - Track their campaign success, including the impact CCT had on driving traffic and provide them with a report and suggestions for improvements
 - Aggregate the data for each region and CCT-wide
 - Manage the partner survey program for CCT

Partner Accountability

A major theme that was prevalent throughout much of the discussion at the board retreat was the importance of stakeholders taking an active role in everything we do with them. There is value in the services we provide to stakeholders across all of the pillars. For the most part, CCT doesn't ask for monetary compensation. Rather, what we need from them is their time to ensure the project is successful and time from them to report the results back to us. This has been getting better, but there is a long way to go. In 2020-2021, CCT will focus on ensuring that there is reciprocal benefit for CCT as we continue to grow our stakeholder's capacity to achieve success.

Marketing/Communications: Ensure stakeholders who are part of CCT-led content will share the stories on their social channels
Provide stakeholders the brands guideline link
Track and report to CCT the referral traffic to their web using Google Analytics
Tag CCT in on their social posts so that Central Counties can expand the reach for the stakeholder
Ensure stakeholders who are part of CCT-supported programs, promote and share the programs through their channels

Reporting: Ensure stakeholders who are utilizing CCT partnership funds complete their reporting template worksheets
Ensure stakeholders participating in education sessions/accreditation programs are reporting their implementation success through survey sent by CCT
Expand the number of stakeholders reporting their visitor numbers and YoY revenue growth through templates and surveys

Defining Success for Central Counties

This is an ongoing theme for all RTO's and DMO's throughout Ontario. If there was a magic formula that allowed these development and support organizations to rate their success across their myriad of priorities, they would all be using it.

The focus of success for 2019-2020 revolved around industry engagement, which helps CCT fulfil its purpose. The conversation at the board planning session for 2020-2021 was more focused on getting the data to better tell the success stories of the region – not taking credit for the successes, but understanding our role in helping with the success.

To this end, there is a two-fold approach to defining success in 2020-2021. CCT will define success based on the number of stakeholders participating in any of the programs offered by CCT – from marketing to education – who provide data to us. This will become an important component under each of the pillar activities supporting the plan.

Through the analysis and interpretation of the data CCT can then measure its impact YoY by tracking:

- The tourism-ready capacity of our stakeholders (baseline 2020-2021) with ability to show yearly changes
- CCT impact on business improvements through education programs
- CCT impact on visitor and spending growth through programs and marketing/communications efforts (baseline 2019-2020)
- CCT stakeholder engagement levels

This fiscal, CCT will be educating on the importance of reporting and insisting that stakeholders working with us do report so that the organization can clearly define and measure the regional impact of tourism and CCT initiatives.

Business Plan Details

To deliver against the three main objectives of the strategic plan and the pillar objectives that came out of the board planning session for fiscal 2020-2021, many actions take place throughout the year. For reporting purposes and to provide quarterly snapshots on how staff is delivering against the plan, detailed charts that match Ministry Reporting formats have been created.

Each action area under the pillar is broken into chart form where tactics to achieve the action are described. Where relevant, KPI's and Goals have been added to the tactic. The Results column will be filled out at mid-term and year-end to demonstrate how CCT delivered against the plan. The Lead is the manager responsible for ensuring staff and organization are on track to deliver the tactics.

Governance and Administration

Administration and Operations	2020-2021 Budget	2020-2021 Budget	Notes
Finance and Administration	\$20,750	\$20,850	Assuming 2% increase to Ontario
Travel and General Expenses	\$28,950	\$28,035	Increased \$/km from \$0.47 to \$0.50
Office and Overhead	\$44,820	\$44,120	\$0 in rent
Board and Staff Training	\$3,000	\$5,000	Included \$2,00 for staff training
Salaries and Benefits	\$207,252	\$214,283	Assuming 3.5% increase for COL and grid movement
Administration and Operations Subtotal	\$304,772	\$312,288	

Objectives:

- Clear and transparent delivery of the 2020-2021 Business Plan
- TPA compliance, clean audit and budget oversight
- Communicate the value of CCT to stakeholders for great understanding, investment and alignment
- Engaged Board of Directors to maximize organizational excellence and direction

Communicating the importance of the tourism industry				
Tactics	KPI's	Goals	Results	Lead
Present, in collaboration with DMO and local stakeholders, tourism updates to municipal councils and MPP's.	# of Presentations	8		ED
Disseminate quarterly aggregate research findings to municipal and DMO stakeholders including speaking points about the impact of tourism	# of Reports	4		RM
Solicit presentation time at BIA, Chamber, Tourism Advisory, EcDev, etc., meetings and provide an update on the impact of tourism	# of Presentations	8		ED
Research, write and disseminate good news stories about stakeholders, products and successes through the B2B newsletter, municipalities, industry associations	# of articles	6		DM/DIR

DIR – Director of Industry Relations, ED – Executive Director, Chair – Board Chair, DM – Director of Marketing and Communications, FIN – Manager of Finance and Procurement, RM – Research Manager

Organizational Excellence				
Tactics	KPI's	Goals	Results	Lead
Ensure committee chairs are organizing meetings and committee reports are part of board meeting agendas	% of committees meeting % of reports included in board packages	80% 80%		Chair
Clean Audit	Clean audit received			ED
Quarterly progress reports to Board of Directors	# of Reports	4		ED
Ministry reports completed on time	# of Reports	2		ED

Create a new 3-year plan for organizational direction				
Tactics	KPI's	Goals	Results	Lead
Determine if plan is to be developed in-house (utilizing ministry resources) or through a consultant	New 3-Year Strategy delivered and approved	Q4		Chair
Set budget				
Set timeline				
Plan creation				
Board review and approval of plan				

Industry Relations (Partnerships) and Industry Equipping (Workforce Development)

Industry Equipping & Relations	2020-2021 Budget	2020-2021 Budget	
Industry Relations Salaries and Benefits	\$168,000	\$173,586	Assuming 3.5% increase for COL and grid movement
Industry Relations	\$99,100	\$60,100	Reallocation of Sub-Regional Support and addition of Royal Winter Fair
Industry Equipping	\$33,000	\$116,200	Increased to reflect development of B2B web and resources
Research	\$48,150	\$48,150	
Industry Equipping Subtotal:	\$348,250	\$398,036	

Objectives

- Align tourism resources with stakeholders to leverage both investments and expertise to grow the tourism economy
- Increase the number of tourism-ready businesses by facilitating and supporting the attraction, development and retention of a tourism workforce (owners and staff) to enhance the customer experience.

Partnering and Alignment				
Tactics	KPI's	Goals	Results	Lead
Host alignment meetings (marketing and development) with DMO partners	# of meetings	8		DMC/E D/DIR
Have a project brief including expectations from stakeholders and an MOU for every CCT-led and/or supported project (excluding itineraries)	% of projects with brief	80%		DIR
Ensure that all stakeholders participating in CCT-led/supported activities report their specific metrics as part of the partnership so that CCT has a clearer picture of tourism impact	% of participating stakeholders reporting their data	60%		DM

Actively engage stakeholders to build tourism capacity within their business				
Tactics	KPI's	Goals	Results	Lead
Develop education modules that stakeholder partners must complete before joining a project or partnership	# of modules	2		DIR
Research and conduct partnered learning opportunities for stakeholders to expand their knowledge about relevant tourism-related topics	# of Courses	2		DIR
	# of Participants	100		
Increase the overall participation in CCT-led education seminars and workshops including the symposium and AGM	% Increase	10%		DIR
Develop peer mentoring program and communicate to stakeholders the importance of mentoring to assist with destination development	Deliver Program	Q4		DIR
	# communications	2		
Communicate the importance and facilitate the implementation of community tourism networking sessions	# communications	6		ED
	# sessions	4		

B2B Industry Equipping

In the 2020/21 CCT Board Planning session, it was made clear to staff that CCT stakeholders were either unaware of the educational and industry equipping opportunities available to them, or the way CCT was marketing and delivering that content was not resonating with the target audience.

This has led to an exciting but significant change of focus of budget and resources for the Marketing and Communications Dept. from B2C to B2B. Although there will be an impact on B2C activities due to a re-allocation of budget, the B2C portfolio should remain strong and competitive in-market.

In order to be successful, the new B2B Marketing and Communications plan must do the following:

- Understand the User Experience
- Isolate New learning Strategies that allow the stakeholder to develop and grow their businesses
- Provide Recognition and deliver tangible planning tools
- Track Success

The changes to B2B marketing and communications will be substantial but all changes will be based in research, consumer feedback, evaluation and will include:

- New educational methodology
- New website
- New content and digital strategy
- New Tools and Resources with tangible outcomes
- Mandatory learning modules
- Mandatory e-tools

All tactics are closely aligned with the B2B in-market industry equipping program, in which CCT will continue to position itself as a leader in stakeholder development in order to drive stakeholder development and increase economic impact to our regions.

New Line Item		2019/20	Budget 2020/21
B2B Website	Member Portal, New Coding, Learning Software, UTM coding and implementation, Design, stakeholder e-alerts	7000	92,000
Content Articles	For e-newsletter and website	0	\$7200
Learning modules	2 mandatory model	0	\$5000
Focus Groups	3	0	\$TBD
Royal Winter Fair	1	0	\$20,000

Conduct Research in order to build a relevant utilized digital B2B educational program				
Tactics	KPI's	Goals	Completed By	Lead
Attend e-learning educational conference in order to isolate in skill-building content, train-the-trainer essentials (design, development, delivery, management, evaluation and measurement), behavioral analytics, digital learning, emerging technologies	# of conferences attended by DIR and DMC – DIR will attend to identify new trends in content and presentation. DMC will look at emerging content delivery tools.	1	Q1	DMC/DIR
Conduct stakeholder in-person focus groups in order to assess educational needs, discover barriers to learning, and discuss value-added opportunities. Group dynamic based on level of growth and support required	# of focus groups	3	End of Q1	DMC/DIR

Build creative and usable content on centalcounties.ca which will help stakeholders develop their skills and grow their business				
Tactics	KPI's	Goals	Completed By	Lead
Launch brand new B2B learning portal	# of websites	1	Q4	DMC/MM
Creation of content calendar based on stakeholder needs identified in research phase	# of calendars	1	Q2	MM
Creation of informative articles written by industry experts	# of articles	24	Q2-Q4	MM
Creation of social media support program for stakeholders to disseminate content	# of programs	1	Q2	MM
Social Media Referral: Complete quarterly YOY comparison for all social channels for B2B, CentralCountiesTourism	# of unique traffic referrals per channel	T: 150 FB: 300 Insta: 250 Lin: 50	Q4	MM
Creation of Stakeholder Spotlight Articles to tell success/challenge/learning	# of spotlights	2	Q3	MM

Launch mandatory stakeholder support modules and e-tools in order to help them grow their business				
Tactics	KPI's	Goals	Completed By	Lead
Membership Tracking Portal	# of portals	1	Q4	DMC/DIR
Creation of mandatory directory update seasonal stakeholder e-alert	# of alerts	2	Q2	DMC/DIR
Creation of mandatory partnership e-learning modules	# of modules	2	Q4	DMC/DIR
Creation of mandatory UTM program to track leads	# of programs	1	Q3	DMC/MM

Research (\$48,150 in Industry Equipping Budget)

For many years, CCT has been stressing the importance of research to its stakeholders. In the last two years, the message has taken root and more and more stakeholders are both asking for data and collecting it. Research transcends all pillars, answers questions and informs decisions.

Objectives

- Stakeholders understand the importance of and collect relevant data to help them become more successful
- Provide visitor data to stakeholders so that they can make evidence-based decisions
- Track visitation and spending so that CCT can accurately report economic impact from tourism
- Partner stakeholders understand the importance of, collect and share their marketing/communications metrics so that CCT can determine their impact while providing analysis to stakeholders so that they can make better evidence-based decisions

Stakeholders understand the importance of and collect relevant data to help them become more successful				
Tactics	KPI's	Goals	Results	Lead
Communicate the CCT Environics program to stakeholders so that they purchase the program and use the information to make evidence-based decisions (B2B newsletter)	# of testimonial stories	4		RM
Prepare and distribute quarterly aggregate regional reports and CCT-wide report to municipalities, DMO's, the Ministry and all stakeholders (through newsletter) so that they understand the current visitors and how to attract them.	# of Report Packages prepared and distributed	4		RM
Manage the data collection and analysis of all partner program partnerships to ensure partner compliance and provide them valuable information	% Compliance	80%		RM
Educate research program partners on how to track their digital advertising and campaigns so that CCT can track and report their campaign success, including the impact CCT had on driving traffic and provide them with a report and suggestions for improvements	% Compliance	70%		RM
Maintain membership in associations that assist CCT and stakeholders achieve their goals through research, business development opportunities, media and communications	# of Memberships	6		FIN

Track visitation and spending so that CCT can accurately report economic impact from tourism				
Tactics	KPI's	Goals	Results	Lead
Collect 2 nd year data from the 17 partners of the pilot project which includes postal codes, total visitors and % revenue YoY	# of data reports per partner	4		RM
Collect monthly hotel occupancy rates and revenues	# collection	12		RM
Separate partnership and other collected postal code and visitation reports by region for DMO and municipal use	# of reports	4		RM
Complete quarterly analysis of all available data to determine the number of visitors, the tourism revenues and YoY changes by region so that a quarterly comprehensive impact report can be distributed to stakeholders	# of reports	4		RM

Partnership Program participants track, analyze and report on digital communications data				
Tactics	KPI's	Goals	Results	Lead
Connect stakeholders to available tools that teach them how to collect the data through online webinars and/or in person workshops	# of learning opportunities	1		RM
Explain to all stakeholders working with CCT that part of the partnership includes them sharing the information from their digital channels	% Compliance	50%		RM
Complete quarterly analysis of all available data to determine the impact CCT had on stakeholder success as well as providing information on stakeholder communications consumption preferences.	# of reports	4		RM

Product / Experience Development

Product Development	2020-2021 Budget	2020-2021 Budget	
Field Consultants	\$218,865	\$226,172	Assuming 3.5% increase for COL and grid movement
Field Consultants Expenses	\$6,400	\$6,751	Increase \$/km from \$0.47 to \$0.50
Experience Development	\$55,000	\$30,000	More development completed in-house using staff and research resources
Product Development Subtotal	\$280,265	\$262,923	

Objectives

- To enhance visitor experience through well-designed tourism products that meet current and future customer demand
- Facilitate the development and support the delivery of stakeholder-led products/experience.

Facilitate the development of experiences focused on art and culture (as determined by visitor research)				
Tactics	KPI's	Goals	Results	Lead
Facilitate experience development meetings with artists who self-identified in 2019-2020 (through an industry survey and follow-up) as being interested in incorporating tourism into their business model	The launch of new experiences founded in art and culture	3 (one per region) by the end of Q4		ED
Use CCT expertise to assist with the development of new experiences that feature art and culture				ED
Ensure that all participating stakeholders understand their role within experience delivery, their responsibility to their partners and how to track success				ED
Coordinate the launch of new experiences with partners, municipalities, DMO's and CCT				ED

Continue to develop compelling itineraries and trails to support the B2C communications efforts and provide compelling ideas/reasons to visit the region (CCT-led)

Tactics	KPI's	Goals	Results	Lead
Refresh existing itineraries to support campaigns	# of refreshed itineraries	24		DMC

Build on Temperance & Temptation Experiences

Tactics	KPI's	Goals	Results	Lead
Connect with other RTO's and DMO's who have similar products to determine the viability of leveraging resources for a greater reach				ED
Host a forum of possible stakeholders that fit the stories/theme and determine which want to participate in both the guided and self-guided tours	# of interested participants	30		RD
Set, implement and monitor partner stakeholder participation criteria for program participation	% compliance	80%		RD
Work with tour operator(s) to build and sell guided Temperance & Temptation Tours	# of guided tours offered	4		BD
Work with Chris Wilson to leverage the live entertainment component (stories, scenes and music) to other stakeholders through the region in support of the T&T initiative	# of purchasable / customizable entertainment experiences developed for sale	2		RD

Support the development of stakeholder-led experiences				
Tactics	KPI's	Goals	Results	Lead
Educate stakeholders on the experience-based tourism through B2B channels	# of articles and/or workshops	4		ED/DIR
Communicate CCT's willingness to support stakeholder-led experience development through facilitation and implementation support	# of opportunities to communicate how CCT can help (newsletters and in person)	10		ED/DIR
Work with stakeholder partner groups on the development and implementation of new experiences	# of new experiences in development and/or implemented	2		DIR

Investment Attraction

Investment Attraction	2020-2021 Budget	2020-2021 Budget	
	\$0	\$0	
Investment Attraction Subtotal	\$0	\$0	

Objectives

- Facilitate the development and delivery of Community Tourism Plans so that municipalities recognize the value and economic impact of tourism and make investments to improve capacity
- Support the development of specific municipal investment asks by stakeholders
- Respond to municipal, regional and provincial requests for support in their attempts to drive new investment within Central Counties so that potential investors recognized aligned support for their project

Investment through capacity building				
Tactics	KPI's	Goals	Results	Lead
Develop Community Tourism Plans with interested municipalities. The plan prioritizes needs to enhance the visitor experience and, once adopted by council, usually results in investment of some sort	# of plans developed	3		ED
Assist in the delivery of action items from completed tourism plans, leveraging municipal and private investment where necessary	# of action items CCT assists deliver	12		ED
Communicate to stakeholders CCT's willingness to assist in supporting solicitation of new tourism investment in the region	# of stories about investment attraction support in B2B channels	4		ED
Approach stakeholder groups currently active within municipalities and assist them formulate specific investment asks for tourism investment at the municipal level	# of meetings with stakeholder groups	4		ED

Marketing Support Plan

Marketing & Group Travel Support	2020-2021 Budget	2020-2021 Budget	
Marketing Salaries & Benefits	\$253,501	\$261,950	Assuming 3.5% increase for COL and grid movement
Web Strategy	\$90,000	\$75,000	Reallocating \$15K to B2B Web Development
Digital Strategy	\$267,500	\$249,300	Reallocation to B2B Development
Public and Media Relations	\$57,500	\$57,500	
Paid Marketing	\$149,900	\$101,000	Reallocation to B2B Development and reduction for revenue shortfall
Business Development	\$95,000	\$95,000	
Sales and Marketing Tools	\$2,370	\$2,370	
Sales and Marketing Subtotal	\$915,771	\$842,120	

Objectives

- Provide opportunities for stakeholders to tell their stories through YDH pan regional campaigns
- Support stakeholder efforts to tell their stories to potential visitors through the media and online digital marketing tactics as part of the YDH seasonal campaigns
- Position the region as Ontario’s Road Trip Destination to assist stakeholders reach near-market visitors

The marketing support plan follows the guidelines as set out in the approved RTO Strategic Plan while offering stakeholders additional trackable marketing opportunities within the targeted campaigns as identified by the Board at the 2020-2021 planning session.

- Campaigns: Timelines, Elements, Weight
- Product Focus
- Consumer Segments
- Geographic Breakdown
- Marketing Objectives

Masthead Campaign Message: York Durham Headwaters is Ontario’s Year-Round Road Trip Destination.

Each season, using the product categories to engage visitors and drive visitation to our regions through storytelling, CCT will continue to position YDH as the ideal road trip destination for its primary target markets. Building on the success of 2019/20, CCT will focus on developing engaging content to raise awareness of key stakeholders and products.

Timelines Campaigns: Spring, Summer, Fall, Holiday, Winter

Campaign	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Spring												
Summer												
Fall												
Holiday												
Winter												

Product Focus

As per the direction of the original Destination Management Plan (2015-2018) and supported by the audience research report and new Strategic Plan (2018-2021) all York Durham Headwaters consumer campaigns focus on the following:

- Outdoor & Indoor Adventure/Trails (cycling, hiking, equestrian, snowshoe, cross country ski)
- Small Towns and Rural Landscapes (arts and culture, festivals, events, heritage)
- Culinary (craft beer, distillery, agri-tourism)
- Golf
- Family Attractions (year-round)

CCT has reassigned the above into 5 major categories for consumer consumption:

- Art Lovers
- Foodie Fanatics
- Adventure Seekers
- Family Fun
- Golf (Passionate Putters)

Product Focus	Spring	Summer	Fall	Holiday	Winter
Art Lovers	Blue	Green	Green	Blue	Green
Foodie Fanatics	Blue	Blue	Blue	Blue	Blue
Adventure Seekers	Blue	Green	Blue	Blue	Green
Family Fun	Blue	Green	Blue	Blue	Green
Golf *	Green	Green	Green	Black	Black

Please note: Green indicates heavy promotion during campaign, blue is constant. Golf has its own campaign as part of a joint venture with other golf destinations in the province under the brand Golf in Ontario.

Consumer segments

Our four priority consumer segments for York Durham and Headwaters are:

- Connected Explorers
- Nature Lovers
- Up and Coming Explorers
- Knowledge Seekers

Please note that we have expanded our previous segmentation to include Knowledge seekers based on the audience needs research study done in 2017.

Geographic Campaign Focus (The Audience) - Supported by CCT 2019/20 Environics research, Lucky Orange Online Visitation Research and Destination Ontario campaign research.

Spring/Summer/Fall

Primary:	Ontario (GTA and Other)	85%
Other:	US Border States (NY, MI, OH, PA)	10%
Quebec:		5%

Holidays/Winter

Primary:	Ontario (GTA and Other)	100%
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Overarching Marketing Objectives

- Raise consumer awareness of tourism businesses and products found in York Durham Headwaters while retaining strong sub-regional identification.
- Drive visitation to our regions in order to increase economic impact
- Raise awareness of our lead stakeholders and regional products
- Align with Destination Ontario and other tourism partners in order to raise awareness of Ontario as a premier destination
- Partner with a major brand for the promotional purpose of extending audience reach
- Measure success through goal setting and metric models

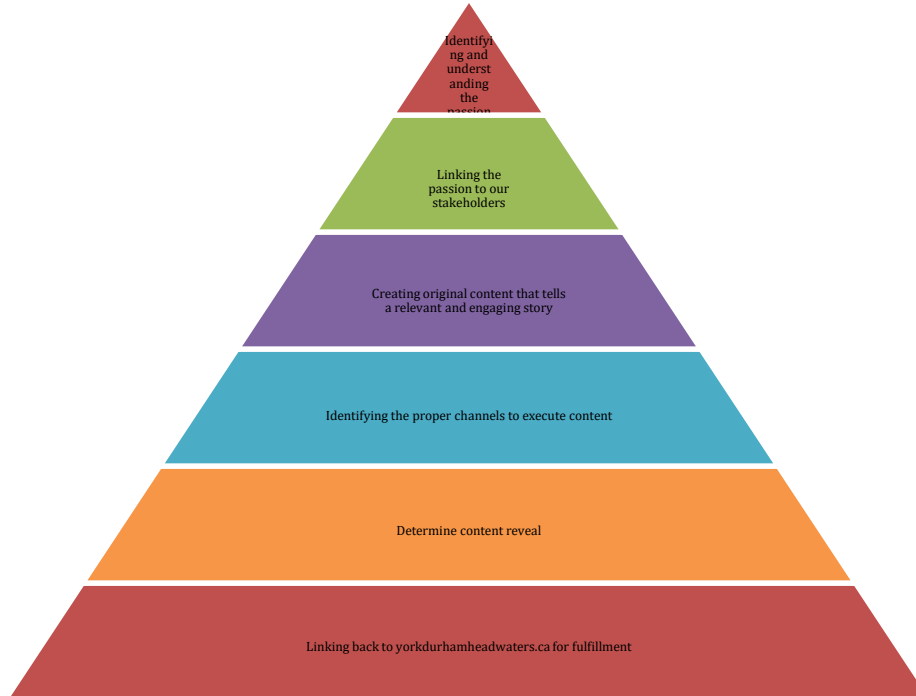
B2C Strategic Goals

In 2020-2021, CCT will continue to focus on strengthening, YorkDurhamHeadwaters, in-market position, as Ontario's Road Trip Destination. CCT will achieve this through the storytelling "Featured Article" model (see below) which uses innovative and creative content to highlight tourism businesses, and products under our primary product categories. In 2018/19, CCT changed the way it speaks to target consumers. And identified through CCT research:

- a need to alter the way we tell our stories in order to rise to the top in a saturated market
- improve our understanding of the people we were trying to reach and how we market to them
- isolate current but relevant (to YDH & Tourism) topics of interest
- determine what motivates our audiences to act
- know what people are talking about as those conversations are key indicators as to what they will do as a potential consumer

Using industry research & trends, the Where-Am-I YDH case study, notable shifts in digital advertising methodology, CCT online consumer surveys, and social listening tools; CCT created a new advertising/communications fulfillment model for both paid and organic campaigns. The campaigns are and will continue to be executed strategically in an aligned tactical manner across multiple platforms: social media, search engine marketing, third party influencers, media relations and print advertising.

The Featured Content Model:



Understanding the model

The Passion: By isolating a passion within one of our core product categories we establish a connection with our targeted consumer.

Link: The connection is revealed through strong content about one of our stakeholders.

Channels: We match the right content with the right channel for the right consumer.

The lure: We determine how much of the content to reveal and share to the consumer in order to spark motivation, action and conversion.

The fulfillment: We share the complete content with links to conversion and promote passion matched product.

This model also allows CCT to measure referral traffic with the lead stakeholders while giving interested stakeholders greater opportunities to share their stories thus improving our B2B support messaging.

CCT will continue to utilize the audience research conducted in 2017 that identified that the consumer is still struggling with geographical location issues, despite a strong awareness of product. To re-fresh, the research concluded that the GTA consumer (80% of the target market) had no product affiliation as it correlates to geographical recognition of the regional brands (York Region, Durham Region and Headwaters Region). Another finding indicated that because of CCT's close geographical orientation to the GTA, this issue is unlikely to be resolved and thus we should continue to stay the course and focus on product-oriented storytelling. We believe strong YDH campaigns and partnerships with like-minded tourism brands like: Destination Ontario, Greenbelt and others will assist us in gaining consumer awareness of our products.

CCT marketing will also use new 2019/20 data supplied by the CCT Research Dept to ensure tactics are relevant and on track for success.

B2C Pan Regional Campaigns

Continue to support stakeholder content through YorkDurhamHeadwaters’s consumer position without diluting the impact of the sub-regions				
Tactics	KPI’s	Goals	Results	Lead
Create and conduct regional/product research project to assist with the creation, development, and strengthening of campaigns. - - <i>Work with CCT Research Team and Regional Teams to isolate travel motivators to each region in order to strengthen SOV and set realistic messaging</i>	Completed project	Q3		RM/DMC
Create pan-regional campaigns for ideal target audience optimization in order to increase visitation to the regions - <i>Seasonal</i>	# of campaigns	5		DMC
Promotionally partner with appropriate third-party organizations or corporations who are brand appropriate in order to increase marketing reach for campaigns- <i>Corporate Partner</i>	# of partnerships	1		DMC

B2C Web Strategy: Budget Allocation: \$75,000

In 2020/21, there will be no significant design changes to the consumer website. We feel we have reached a sweet-spot in the way we deliver content and need to focus our limited resources on social channel content. CCT will continue to focus on developing a 5-season content strategy organized around its key pillar consumer product categories. We will also continue to showcase key stakeholders through our featured articles section while improving our directory listings.

CCT will continue to conduct audience research through the CCT research division in order to shape how we deliver content to consumers while re-defining how we track and measure success through new attribution tools placed within the platform and through the launch of a new mandatory UTM/Google Tag program.

We will continue to position content pan-regionally with the ability to re-frame content regionally through the curated regional landing pages.

Build creative content on yorkdurhamheadwaters.ca that engages consumers and assists them on their path to visitation conversion				
Tactics	KPI's	Goals	Results	Lead
Continue to align original content online within our product category landing pages.	# of refreshed landing pages	5		DMC
To embed visitor intent tracking mechanisms within articles to track success	Articles Embedded	24		DMC/MM
Complete a website visitor experience audit	# of completed surveys	1000		DMC/ MM
Create compelling "passion" based featured articles on yorkdurhamheadwaters.ca	# of stakeholders featured	24		DMC/MM

Digital Strategy: Budget Allocation: \$249,300

Digital Strategy	SEO - Content		
Digital Strategy	Social Media Management	\$57,500	\$50,300
Digital Strategy	Social Media Content		
Digital Strategy	Photography and Video	\$75,000	\$65,000
Digital Strategy	Social Media Paid Advertising	\$40,000	\$40,000
Digital Strategy	PPC	\$80,000	\$80,000
Digital Strategy	Programmatic - Consumer		
Digital Strategy	Image Bank Tagging	\$10,000	\$10,000
Digital Strategy	B2C Enewsletter	\$5,000	\$4,000
Digital Strategy		\$267,500	\$249,300

CCT will continue to invest in both paid and organic content that is Search Engine Optimized in order to improve its ranking and grow in search priority.

We will continue to be strategic in the way we execute campaigns within the social media portfolio. In 2020/21 we will:

- Continue to learn more about changing algorithms
- Research new ways consumers absorb information through digital channels
- Attend conferences and utilize educational opportunities
- Utilize trend research
- Be responsive to our audience and understand the ways the consumer information on our channels preferences in order to be strategic in the ways we execute campaigns within the CCT Social Media Portfolio.

Channel Focus:

- Instagram will continue to be our main focus as we strive to acquire younger audiences who are stepping away from FACEBOOK.
- FACEBOOK is still a high priority and we will seek to re-frame our FACEBOOK content to suit the new primary audience (i.e.: women 35-55, families)
- Twitter is still a strong communication tool and we will CCT will continue to showcase YDH products in compelling ways.

CCT will continue to invest in staff development and networking opportunities to ensure we are innovative and leading edge in our content creation while developing stronger relationships with our leading tourism partners.

The acquisition of quality photography and video remains a top priority in 2020/2021. Using the product categories, authentic stakeholder products & events, CCT will continue to build the image bank (CMS system) in order to deliver compelling content to audiences through external & internal channels. We will continue to add to the curated b-roll bank for video with a focus on the product categories and seasons.

CCT will continue to update and improve on key words and tagging in order to assist stakeholders with search on the CMS system

Create a strong digital plan that is aligned with pan-regional and provincial campaigns while delivering compelling content that increases engagement and unique traffic to YDH social media channels while assisting leading stakeholders with their own programs				
Tactics	KPI's	Goals	Results	Lead
Social Media Engagement: Complete quarterly YOY engagement growth comparison for all social channels for B2C, YorkDurhamHeadwaters	# of engagement increases per channel	Twitter: 900 Facebook: 10,000 Instagram: 3000		DMC/MM
Social Media Referral: Complete quarterly YOY comparison for all social channels for B2C, YorkDurhamHeadwaters	# of unique traffic referrals per channel	Twitter: 600 Facebook: 15,000 Instagram: 1000		DMC/MM
Content Development: Create, prioritize and execute a "shot list" to continue to build a robust image bank that accurately reflects the pillar 5product content inventory of each region for marketing purposes	# of images for print/web	1000 images		DMC/MM
Content Development: Continue to develop the video bank to accurately reflect the pillar product content inventory of each region for marketing purposes.	#of b-roll collections	4		DMC/MM
Research and attend International Social Media Conference	# of conferences	1		DMC/MM
Execute a targeted programmatic marketing campaign to raise awareness of tourism products	# of impressions	2,600,000		DMC
Execute monthly PPC/Ad word campaigns	# campaigns # of intent clicks	6 4800		DMC/MM
Execute native ad social media campaigns	# campaigns	3		DMC/MM

Media Relations: Budget Allocation

Media Relations	Media Monitoring	\$12,500	\$12,500
Media Relations	Influencers and Media	\$30,000	\$30,000
Media Relations	Public Relations	\$15,000	\$15,000
Public and Media Relations		\$57,500	\$57,500

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.

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
Pan-Regional Monitoring – Create report in order to measure success in the following categories: impression reach, PR value and regional coverage.	# of reports	12 (monthly)		DMC
Press release distribution for stakeholders in order to extend marketing efforts	# of releases distributed	75		DMC
Press release creation and distribution of CCT generated press releases and advisories in order to raise awareness of campaigns, offerings, special products.	# of releases distributed Estimated Media Value	20 \$4M		DMC
Host Travel Influencer event for media who have over 80% of Audience based in Ontario	# of events	1		MM/DMC
Work with paid influencers to tell the YDH/Regional tourism story on their verified channels utilizing key stakeholders.	# of external campaigns	6		DMC/MM

Paid Marketing

Paid Marketing	Stakeholder Partnerships - Ads	\$16,000	\$16,000	
Paid Marketing	Stakeholder Partnerships - Print	\$24,900	\$0	Not producing seasonal magazines
Paid Marketing	CCT Printing (non-campaign specific)	\$5,000	\$5,000	
Paid Marketing	CCT Media Buys	\$80,000	\$60,000	\$20,000 to Industry Relations for participation in the Royal Winter Fair
Paid Marketing	Graphic Design	\$24,000	\$20,000	Reduction because of no seasonal magazine
Paid Marketing		\$149,900	\$101,000	

CCT will continue to focus on paid marketing campaign support and co-op marketing support opportunities which will consist of print and digital ads. We will also use individual vendors for graphic design and copywriting needs as required.

Notes:

- CCT will no longer be producing the print version of the Summer Road Trip and Winter Road Trip Magazine. Savings from this will be used to bolster the Business Development Budget and B2B Marketing and Communication.
- Through a negotiated ad buy with the Globe and Mail. We save approximately: \$10-\$15,000 per full page depending on the date. So the total savings is approximately: **\$90,000 for 10 ads.**
Revenue projected: \$31,960.
- It is our desire to work with Destination Ontario in 2020/2021. The investment \$ is leveraged to double its worth.
- We will also be working again with the Royal Winter Fair in the fall of 2021. This partnership with RAWF, other RTO's and Metro was very successful in bring our agri-tourism offerings to the forefront. The budgeted expenses will come from the Industry Relations line

Secure and execute thoughtful and relevant paid marketing campaigns that drive visitation and increase economic impact to our businesses				
Tactics	KPI's	Goals	Results	Lead
Partner with tourism businesses to raise awareness of tourism products	# of full page co-op ads	10		DMC
Produce seasonal videos for Destination Ontario	# of videos # of Impressions	2 80,000		DMC
Attend the Royal Winter Fair for 10 days with a YDH agri-tourism themed booth	# of stakeholders showcased # of visitors to booth	23 15,000		DMC
Earned Leverages dollars from Destination Ontario	Value	\$60,000		DMC
Earned Revenue from Co-Ops	Value	\$32,000		

Business Development (Sales) Plan

Business Development and Support	Golf in Ontario	\$25,000	\$25,000
Business Development and Support	Leveraging and supporting Group Travel Investments including bids and conference cost offsetting	\$50,000	\$50,000
Business Development and Support	Tradeshows and Conferences	\$20,000	\$20,000
Business Development		\$95,000	\$95,000

Objectives

- Educate stakeholders on how to be tourism-ready for the group travel market so that they are ready to successfully attract and retain new visitors
- Support stakeholders in their efforts to engage the group travel market so that they can build successful relationships
- Provide opportunities for stakeholders to communicate with group travel operators
- Leverage partner investment at tradeshows so that stakeholders and CCT can attend more of them and have a bigger impact at them

Market Readiness				
Tactics	KPI's	Goals	Results	Lead
Develop a "group readiness" Module 2 handbook so that stakeholders understand the needs of various group travel markets and are provided steps to be taken to ensure they are market-ready	Completed Handbook	Q3		BDM
Provide education (through workshops and one-on-one) on how "Group Travel 101 – Are You Ready?", and "How to Tradeshow w/ Success"	# of Stakeholders participating	50		BDM

Stakeholder Engagement				
Tactics	KPI's	Goals	Results	Lead
Encourage stakeholder engagement in group travel visits (Fams, courses, supported tradeshow attendance)	\$ Leveraged	\$10,000		BDM
Grow the partnership with Attractions Ontario to provide stakeholder incentives (coupons) for group travel visitors	# of participating attractions	12		BDM
Participation in the Central Counties Tourism Showcase	# of participating partners	30		BDM
Leverage stakeholder investment in communicating with and attracting group travel visitors to their location (possible co-op opportunities in group travel verticals, collateral development and distribution, signage at tradeshows, etc.)	\$ leveraged	\$10,000		BDM

Leveraging Group Visitors				
Tactics	KPI's	Goals	Results	Lead
Forward qualified leads to the appropriate partners.	% of leads forwarded	90%		BDM
Maintaining industry appropriate memberships in good standing maximizing on opportunities	% of updated memberships and viable opportunities taken	100		BDM
Host the Central Counties Tourism Showcase	% of Feedback Rating	80%		BDM
Support, where appropriate, stakeholder bids and sponsorships to attract group travel events	\$ used in support	\$25,000		BDM

Partnership

Partnership (Ministry Portion)	2020-2021 Budget	2020-2021 Budget
Expenses tied directly to partnerships	\$322,000	\$329,000
Co-Op Buy Expense from Core	\$57,000	\$50,000
Partnership Subtotal:	\$379,000	\$379,000

Objectives

- Foster tourism investment
- Further CCT impact on tourism

Foster Tourism Investment and Impact				
Tactics	KPI's	Goals	Results	Lead
Review and approve partnerships against the 2020-2021 guidelines	Partnership Funds Leveraged	100%		ED
Aggregate final reports to tell impact story	% of reports received	70%		RM
Leverage \$50K partner investment for Globe and Mail	# of Partner Ads	10		DM
Develop, approve and communicate the 2021-2022 partnership guidelines	2021-2022 guidelines communicated to stakeholders	Q4		ED

Revenue

Expenses	Total Budgeted Core Expenses	\$1,849,058	\$1,815,367
Revenues	Ministry Core Funding	\$1,746,301	\$1,746,301
	Interest		
	Golf in Ontario		
	Community Tourism Plans	\$0	\$15,000
	Co-Op Advertising	\$38,000	\$31,960
	Web Advertising	\$45,000	\$5,000
	Industry Equipping Tickets	\$10,000	\$5,000
	Custom Environics Reports	\$10,000	\$12,000
	Total Revenues	\$1,849,301	\$1,815,261

Objectives

- Increase CCT’s ability to support stakeholders
- Further CCT impact on tourism

There is value to the stakeholder services provided by CCT. As such, the organization will continue to source new revenue streams and sponsorship opportunities in an effort to leverage more funds to programs which assist stakeholders grow our tourism economy.

Appendix I**2019-2020 Highlights**

To be written prior to submission to the Ministry on December 31 as part of the TPA requirement

Appendix II

Definitions

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

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 four product categories identified as strengths for CCT. They are: 1) Four Season Outdoor (leisure), 2) Small Towns, Villages, Rural Landscapes (Leisure), 3) Golf (Leisure and Sport), 4) Group Travel (sport, MC&IT, group tour)
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
YRAC	York Region Arts and Culture
Durham	Durham Region Tourism
DeON	Destination Ontario (formerly Ontario Tourism Marketing Partnership Corporation)
TIAO	Tourism Industry Association of Ontario
DC	Destination Canada (Federal Tourism Agency)
IDO	Investment Development Office (Ministry of Tourism)
Q(1-4)	Fiscal Quarters Q1 Apr-Jun, Q2 Jul-Sep, Q3 Oct-Dec, Q4 Jan-Mar


Appendix III

Ideal Guests

In 2017, Central Counties commissioned Strategic Navigator to complete an Audience Research study (Appendix II) to ensure that audiences identified in the 2014 Destination Management Plan were still relevant and to identify emerging audiences. The research identified eight types of visitors who are currently aware of and visit the region. These are:

 <p>Family Fun Fan (wants to have a good time with the family)</p>	 <p>Outdoor Enthusiast (enjoys getting outside, enjoying fresh air and connecting with nature)</p>	 <p>Backroads Explorer (wants to discover towns and experiences off the beaten path)</p>	 <p>Culture Connoisseur (enjoys food, music, arts and culture)</p>
 <p>Thrill Seeker (enjoys lots of excitement)</p>	 <p>Knowledge Hunter (Seeks to understand more about the region, its history and its people)</p>	 <p>Pampered Traveler (Loves to relax and get pampered)</p>	 <p>Shopping Enthusiast (Enjoys shopping and finding great deals)</p>

Central Counties’ top three recent visitor types are Family Fun Fan, Outdoor Enthusiast and Backroads Explorer who represent more than 60% of the visitors that come to the region.

		Prospective Visitors %	Recent Visitors %	
Family Fun Fan - who wants to have a good time with the family		21	25	
Outdoor Enthusiast - who enjoys getting outside, enjoying fresh air and connecting with nature		17	21	
Backroads Explorer - who wants to discover towns and experiences off the beaten path		11	15	
 <p>TRAVELER PERSONA</p>	Culture Connoisseur - who enjoys food, music, arts and culture		16	13
	Thrill Seeker - who enjoys lots of excitement		6	10
	Knowledge Hunter - who seeks to understand more about the region, its history and its people		11	8
	Pampered traveler - who loves to relax and get pampered		10	5
	Shopping Enthusiast - who enjoys shopping and finding great deals		7	4

Perspective visitors are more apt to be a little bit older and less likely to travel with kids. The Culture Connoisseur persona becomes the third visitor type, replacing Backroads Explorer for prospective visitors.

Central Counties uses Destination Ontario’s Traveller Segment Profile to identify audiences and has been focusing on:

- Up and Coming Explorers (Family Fun Fan)
- Nature Lovers (Outdoor Enthusiast)
- Connected Explorers (Backroads Explorer)

It is interesting to note that the three segments CCT has focused on over the last three years represent more than 60% of current visitation. Below is a brief description of each segment.

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, authentic 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

The Audience Research indicates that of the people who have not already been to Central Counties, the most likely visitors will be Family Fun Fans, Outdoor Enthusiasts and Culture Connoisseurs. Culture Connoisseurs translate to Knowledge Seekers in the DeON Traveller Segment Profile.

Knowledge Seekers

Travellers in this segment are looking to appreciate and understand the places they visit. Their trips are typically about expanding their knowledge and stimulating their minds rather than resting and relaxing. They are driven by a desire to explore culture, history, architecture and natural landmarks and often focus on sight-seeing, museums, galleries and historical sites.

Organizational Chart



