



**Bay of Quinte Regional Marketing Board
2017-2018 Business & Marketing Plan**



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To our 2017-18 Team,

We have an awesome opportunity this year to take our organization and our region to the next level.

Tourism and Living have united under one banner and we are entering our first official year as the Bay of Quinte Regional Marketing Board. Our core responsibility is marketing both tourism and resident attraction. Equally important is our purpose of driving economic activity in the region by supporting the marketing interests of, acting in a facilitation role for, and connecting our partners and stakeholders.

The revival of interest away from big cities and into smaller communities is stronger than it has ever been and we are well-positioned to increase both visitation and population as a result - leading this rural renaissance in the Bay of Quinte region.

We have a new governance model in place and soon we'll have a new Board of Directors that will guide the strategy into the future. We've learned a lot from this transitional year, including our fair share of politics, and we've emerged with our strongest partnership to date:

- City of Belleville
- City of Quinte West
- Quinte Accommodations & Attractions Association
- Quinte Home Builders Association
- Quinte Restaurant Association
- Tyendinaga Mohawk Territory

We'll remember some of our 2016-17 highlights as we work our way into 2017-18:

- 50K TV spend on Global, driving over 200% growth on bayofquinte.ca
- 50K programmatic advertising, generating 5M clicks and increasing golf pkg bookings by 15%, generating over \$200K in economic activity
- 30K copies of our 60pg regional magazine distributed across Ontario, incl. Parliament
- Finishing the Immigration Portal + Toronto Star putting Bay of Quinte immigration on the front page, resulting in homes sold and relocation interest inquiries to QUIS
- Growing our social media following by over 150% to more than 39,000 followers

These have given us great momentum as we head into our next business plan; we're poised to experience our best year ever. By May, we'll already have the following new projects in place:

- Provincial Ultimate Frisbee tournament confirmation, poised to generate over \$100K in economic activity
- Touchscreen kiosks phase 1 installed in QAAA partner lobbies (p.56)
- Booking engine integrated into Tourism site (p.41)
- New 70-pg regional magazine (p.53)
- New Communications Manager hired
- Bay of Quinte partners at Epoch Times Chinese-Canadian trade show

The major components of this year's plan are a direct result of one-on-one consultations with our partners.

It is driven by a major data project (p. 42 & 59), the first of its kind in Bay of Quinte region. The data we collect will be incorporated into next year's strategy and shared with partners so we can all have more informed marketing plans moving forward.

Also central to the plan is the development of four new strategies: sports tourism (p. 44) and travel trade (p. 46), which are two of the greatest ways we can grow our visitation in the shoulder seasons, plus jobs (p. 48) and immigration (p. 50), which are two of the greatest sectors that can help us grow resident attraction.

Anchoring the plan is a build-out of our own business development, specific to sales (p. 52). In order to ensure sustainability of our organization amidst an unstable municipal government funding environment, we must strive to develop a portfolio of funding initiatives that creates a more a stable funding base and is under our own organization's management.

As much as we will strive to achieve excellence and situational wins in our daily work, we must also realize that 2017-18 is in essence a building year. We are a new organization with new mandates, plus new sectors and partners that we must learn more about in order to maximize our efficiency. We will be working to develop much of the strategies outlined above through the summer months, in order to roll out fall and winter marketing campaigns.

That's why we are really looking at the current strategy roll out as a two-year process. We have asked all of our partner organizations for funding agreements lasting two years and all except City of Belleville have complied. This gives a budgetary comfort that has never been experienced and allows us to use the data, sports tourism, travel trade, jobs, and immigration strategies that we will build this year to the best of our abilities.

I have been with this organization for four years now this May and I can say with confidence that we are in the best position I've ever experienced.

Our budget is strong, we are hiring a new Communications Manager by end of April which will put even more drive into our staff complement, and we are electing a new board to guide our strategic planning into the future.

The rural renaissance will be strong

Dug Stevenson
Executive Director



Bay of Quinte

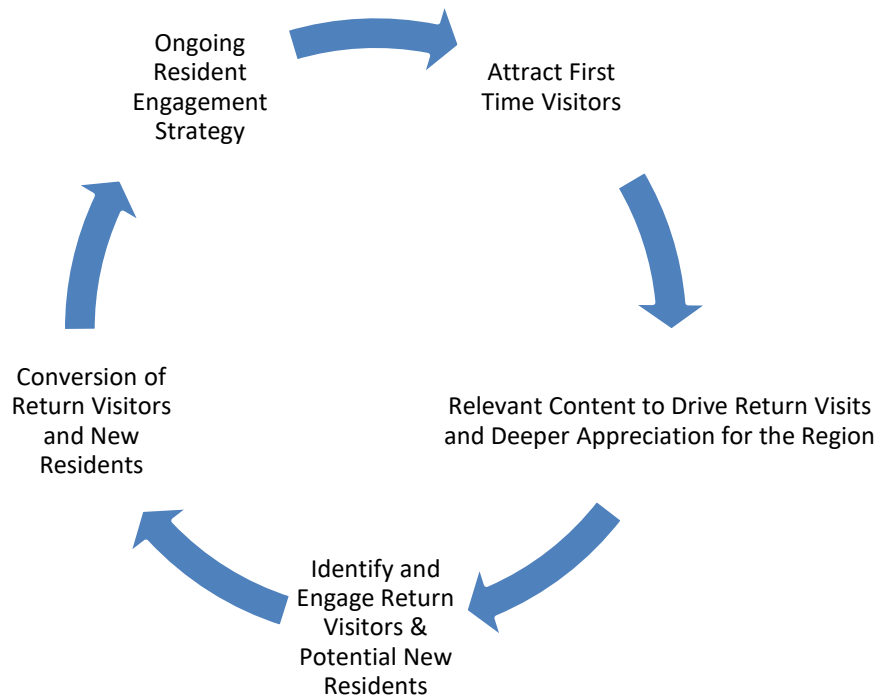
Strategic Pillars

The strategic pillars form the basis of the business plan and lay the framework for all of our projects throughout the year

Bay of Quinte Regional Marketing Board will lead the rural renaissance. We will be a leading force behind the revival of interest away from big cities and into smaller communities, with the value propositions we have in abundance leading our marketing efforts: quality of life, affordability, nature and water.

- Designed to re-frame the entire region for visitors, settlers and residents alike as a cohesive and interconnected series of destination zones – each with their own identity and attractions – and each representing the renewed vibrancy of rural life.
- Bay of Quinte region as the epicenter of modern rural living – that achievable blend of nature, active life, heritage, creativity and the arts, community involvement, innovative and entrepreneurial enterprise, “country-cosmopolitanism” and technology-driven interconnectedness.

Tourism & resident attraction will drive one another. With the new mandate, our focus will be to attract people to this region to visit and, equally, to live. Our storytelling will centre on the communities of the Bay’s north shore. Tourist attraction and engagement + resident attraction and engagement represent the “perpetual motion machine” that drives both the region and the goals of BoQ RMB.



Better data will guide everything. This year, we will undertake a minimum \$40K data and strategy project which will lay the foundation for success in the next stage of the lifecycle of our marketing. Moving forward, we will be positioned to make more informed marketing decisions to focus our campaigns and spending dollars more effectively.

After strategic discussion with our partners, the following destination research elements have been identified as top priorities for 2017-18:

- a) Visitor profile research (process designed and benchmark fielding this year – ongoing thereafter)
- b) Target research: qualitative & quantitative
- c) Strategy development

The broad objectives for this program include:

- The set-up and benchmark fielding of professional and reliable ongoing visitor profile study to provide an ongoing, “always on” window into visitors to the Bay of Quinte (i.e. Likelihood to return, refer and recommend? Demographics and region of origin? Stay and spend data. Consideration levels for moving to the region etc.)
- Focused in-depth research on our key targets (Millennials, Pre-Retirees and Landed Immigrants) to inform separate strategies aimed at each. This is something we intend to fund from year to year as needed but will not be always on.

All of this data and insight will be shared out to our partners and stakeholders, used to inform media and editorial and drive strategy development.

Our pre-planning has involved discussions with Ipsos, Nielsen, TNS Canadian Facts, Conversion Research, Twenty31, and RMCG about information for consideration, recommended approach, and pricing for this project and will conduct an RFP process early in the fiscal year. Multiple RFPs could be in play depending on the segmentation of the approach. Further details are included in our Partnership Fund application to The Great Waterway in the Appendix.

We will be an information leader. Central to this data project will be the dissemination of information collected, positioning our organization as an insights leader. We will create data content sharing platforms via social media, workshops, and education documents that enable our partners and their stakeholders to benefit from the detailed materials we gather. We will position our organization as the central source for data and insight for visitors, residents, the media, government and industry for the region.

Communication will be a pillar of BoQ RMB. We have been under scrutiny in the past for a lack of communication. In 2016-17, we created our Transparency website that hosts all public documents, we started email updates to partner organizations about Board of Directors meetings and we talked about the need to be better at championing our own success to raise awareness of the breadth of what we do. We will continue to build on this, plus create additional opportunities to raise awareness via social media and presentation platforms.

We will be more than a marketing engine. Our regional mandate positions us as an asset to our partners and stakeholders for more than just marketing. It gives us the ability to provide strategic support for, and connections to, our stakeholders and also to help build marketing capacity in our local organizations in an effort to drive the economy of the Bay of Quinte behind the scenes. If we help them achieve their goals, it helps us achieve ours and enables the region to thrive; a rising tide lifts all boats. The BoQ RMB Purpose document (available on our Transparency page: bayofquinte.ca/tourism/transparency), approved at the January 18, 2016 Board of Directors meeting, details the fundamentals at the core of this organization that make us relevant and unique. These fundamentals also define and guide our daily work flow and are central to project planning. They include:

- Regional marketing: tourism and resident attraction
- Connecting the shared economy of our region
- Acting in a supporting role for other organizations
- Facilitating regional partnerships
- Government relations

Central to this concept is the pillar of our organization which we are actively doing week over week - support for events and for small businesses, driven by our regional mandate and knowledge of the marketing, tourism and resident attraction sectors.

This year, we will define and measure this:

- **Support Incubator:** includes working with organizations and events in the region to help develop their business and partnership opportunities, find new target markets, explore product development, connect with required services, and create capacity by teaching them about low-cost marketing tools.

This program is driven by the concept of building capacity. The more we use our organization's expertise and knowledge base to work within our means and support businesses and events, the more success they will achieve, and in turn, the more success we will experience collectively as a region.

We will be using a calendar app to make available and track appointments each week for the Support Incubator. Appointments will be pre-screened and those accessing the programs will be asked to report back on metrics related to the nature of their support, such as increased attendance or economic activity for events and partnerships made or marketing initiatives taken on for organizations.

Everything will be measured. Beginning this year, every project will have corresponding outcomes and/or include estimated return on marketing investment (ROMI) for reporting purposes. This approach will not only fit part and parcel with our data project outlined above, it will also enable us to better evaluate how and where we are spending our time and efforts so that we can pivot accordingly. Correspondingly, our marketing project breakdowns will be concise, focus on the 5 Ws and always include measurable outcomes.

All roads lead to BayofQuinte.ca. We will position BayofQuinte.ca as the hub of all our marketing efforts. Everything we do will drive visitors, potential residents, current residents and stakeholders to this ever-changing, rich and deep informational resource as a call to action. Whether it is immigration, jobs, tourism or living, this singular focus will help drive more measurable and efficient marketing across the board and also help to focus campaigns. As a result, we are outlining roughly \$50K for web-related initiatives, all in an effort to streamline our available technology to maximize reach and also time/money efficiency.

- A renewed focus on a managed Search Engine Optimization (SEO) and focused Google Ad Words program for BayofQuinte.ca and other supported sites within our online hub
- Deep, focused programmatic advertising across all digital platforms will represent increased areas of marketing spend; minimizing traditional spend on hard-to-measure media such as TV
- Social media advertising

We will target Millennials, pre-retirees and landed immigrants. Our partners have indicated these target groups as the highest priority and we will market to them for both tourism and resident attraction. Educated Millennial are the region's best bet for resident attraction in order to foster a thriving community into the future, while pre-retirees (those in their 50s) are a top market as they are starting to think about selling their home in the city and moving to a more relaxed and affordable lifestyle. In addition, and importantly, the movement of landed immigrants from big city centres to smaller rural communities is one of the highest potential resident attraction sectors, with the 2016 Census data showing two-thirds of Canada's population growth being attributed to immigration.

In concert with key partners from across the region, separate content and marketing strategies will be developed to help these potent groups seriously consider the Bay of Quinte.

- **Cosmopolitan Millennials** from Toronto (East in particular), Ottawa and Montreal share an affinity with the reality and the aspiration of the "rural renaissance"; they are interested in a grounded approach to life, friends and family while firmly embracing technology to connect, do business, be entertained and keep informed. They are educated, entrepreneurial and creative. They are singles, couples and young families.
- **Pre-retirees** are in their 50s and starting to think about the next chapter in their life. Those in the big city are hyperaware of the strategy to sell their city home for big money and buy a less expensive home in a smaller community, while pocketing the rest of their investment. They also want to feel more connected to their community and live active lifestyles.
- **Landed Immigrants** are the inverse of the Millennials, they will focus first on the functional benefits of "place" (available jobs, continuing education opportunities, reasonable rental / real estate, family and child rearing, basic infrastructure and newcomer infrastructure) and will be open to discovering the charms of being a part of this rural renaissance. As with our other target groups, we will focus our efforts here on GTA East, Ottawa and Montreal and will enhance our talking points with this group to include a focus on trades and manufacturing while also speaking to the entrepreneurial culture in the Bay of Quinte. We will work with relevant stakeholders, like Quinte United Immigration Service, our municipalities and Loyalist College, to further inform this strategy.

Together these target groups all share a desire to not get lost in the big cities, but instead, become visible, active and make an impact in the midst of an open, connected and surprisingly innovative region; the perfect mix of both the country and the city. The rural renaissance.

Key to all of this strategy will be using jobs and entrepreneurialism as a marketing tool in order to attract people to the region. We know from partner discussions and municipal BR+E reports that our businesses are in need of skilled trades and manufacturing jobs. We will also work with relevant stakeholders like the Eastern Central Ontario Training Board, economic development and regional Chambers of Commerce to further inform our jobs strategy.

We will also include some trades and manufacturing-related activity against East Coast and Alberta markets (current job migration regions).

We will champion responsible growth. While we will be aggressive in our marketing for resident attraction, we will also be cognizant that it will be important for us to stay ever aware of the systems that support residency. The reality of our situation is that we have a doctor shortage, a lack of licensed daycare providers, the lowest real estate availability in years and an employment market that can be inconsistent. At the same time, there is a definite GTA bubble that is unaffordable for average families who will be looking to relocate. As such, we must strive to be in constant communication with professionals in important “living” sectors as we continue to target and grow our resident attraction strategy and correspondingly, our population base.

We will win winter and shoulders. Summer visits represent the bread and butter of many in the region but it is also becoming self-sufficient. While our marketing efforts will continue throughout the summer months, much of our focus will be on increasing visits and overall engagement in the region throughout the fall, winter, and spring. Key to the success of this strategy will be renewed engagement on sports tourism and travel trade, two sectors that we can effectively utilize to boost economic activity in the off seasons more easily than using traditional tourism means.

- Sports & events tourism has seen great success in the region and is worth millions of dollars each year in hotel stays, restaurant visits and other purchases.
- Travel trade has seen initial success with package bookings through our QAAA partners in previous years. This year, we are integrating a package booking engine into our website in order to bolster our efforts and will also be working closely with strategic partners like Shorelines Casino and the Belleville Senators to further develop travel trade products.

Partnerships, partnerships, partnerships. Like most regional marketing boards we tend to have more partnerships than we can feasibly manage and maximize. This year, we will prioritize all of our partnerships based on maximizing BoQ RMB value – who can we work with to share dollars and/or share workload when doing regional marketing. We will also work to actively engage task teams to access the skillsets of those outside of the organization whenever possible.

- Key Partnerships outside of our funding partners will include QUIS, ECOTB, CFB Trenton, The Great Waterway, Loyalist College, Shorelines Casino, the Belleville Senators, QEDC, QuinteVation, VIA Rail, home builders, real estate agents, non-profits and events.

We will maximize revenue drivers. We have more vision than budget, so we must continue to actively find ways to generate revenue from our chosen marketing tactics. This will be fundamental to our planning process and driven by the Business & Program Development Manager. Existing sales projects include:

- BoQ magazine
- BoQ map
- BoQ TV

New sales projects we are developing:

- Touchscreen Kiosks in hotels and other high-traffic areas: an immersive touchscreen information system that visitors can use to map activities across the region, create and email itineraries, visit Google Places and TripAdvisor profiles and explore an events calendar.
 - Importantly, a “Living” component of these kiosks allows visitors to map resident assets like hospitals and schools, QHBA new subdivision maps and homes for sale.
 - We will also be building out these kiosks to be app-like and available on both mobile and desktop.
- Real estate sales packages: utilizing our existing marketing channels to advertise real estate offerings in the region.
- Digital media sales packages: leverages our social media following of over 37,000 and other existing digital assets like web, newsletter, kiosk, and BoQTV.

We will develop a deep culture of efficiency and innovation.

A fundamental pillar of all BoQ RMB activity moving forward is the embracing of technology to maximize reach and efficiency. Throughout every aspect of our business and marketing plan we will strive to find innovative applications of technology to drive results and minimize spend. Some key initiatives for 2017-2018 in this regard include:

- A renewed focus on a managed Search Engine Optimization (SEO) and robust Google Ad Words program for BayofQuinte.ca and other supported sites within our online hub;
- Deep, focused programmatic advertising across all digital platforms representing an increased area of marketing spend; minimizing traditional spend on hard-to-measure media such as TV;
- The pilot visitor services kiosk program;
- Our BoQ TV initiative;

- Investigating having a meaningful virtual presence at key industry events vs. expensive activations; and,
- Piloting HYLLO sensor placement in key traffic areas to start to trace and understand the offline / online behaviour of visitors and residents alike as it relates to our marketing strategy and tactics.

We will also fully engage the extended life and uses of content. Always striving “to kill at least two birds with one stone” with all of our efforts (i.e. content for a regional “what’s happening” segment for radio is also used for social media updates and Facebook Live).

BoQ RMB will take a two-fold strategy to participation at consumer events.

- Looking to share cost/staff resources with partners to attend high-yield events in person.
- Select a series of events to “hack”, creating activations for those events locally and using relevant social media posts to tap into that event’s community, even though we aren’t there in person (eg. For the Toronto Outdoor Adventure Show, we hit the water with Cruising Canoes on the Bay of Quinte and take a Facebook Live video, using language and hashtags appropriate to the show)

Our budget will be opportunity-ready. Each year, we outline the budget in a way that accounts for every dollar. This is obviously a responsible way to plan, but it doesn’t allow us to respond appropriately to any opportunities that can, and often do, arise at the last minute. We want to be prepared and able to respond tangibly to these inevitable opportunities and will be setting aside a budget to be used for just this purpose. Any funds from this budget source not used this year will be carried over to the next year and added to a net new flex budget for the coming fiscal and so on.

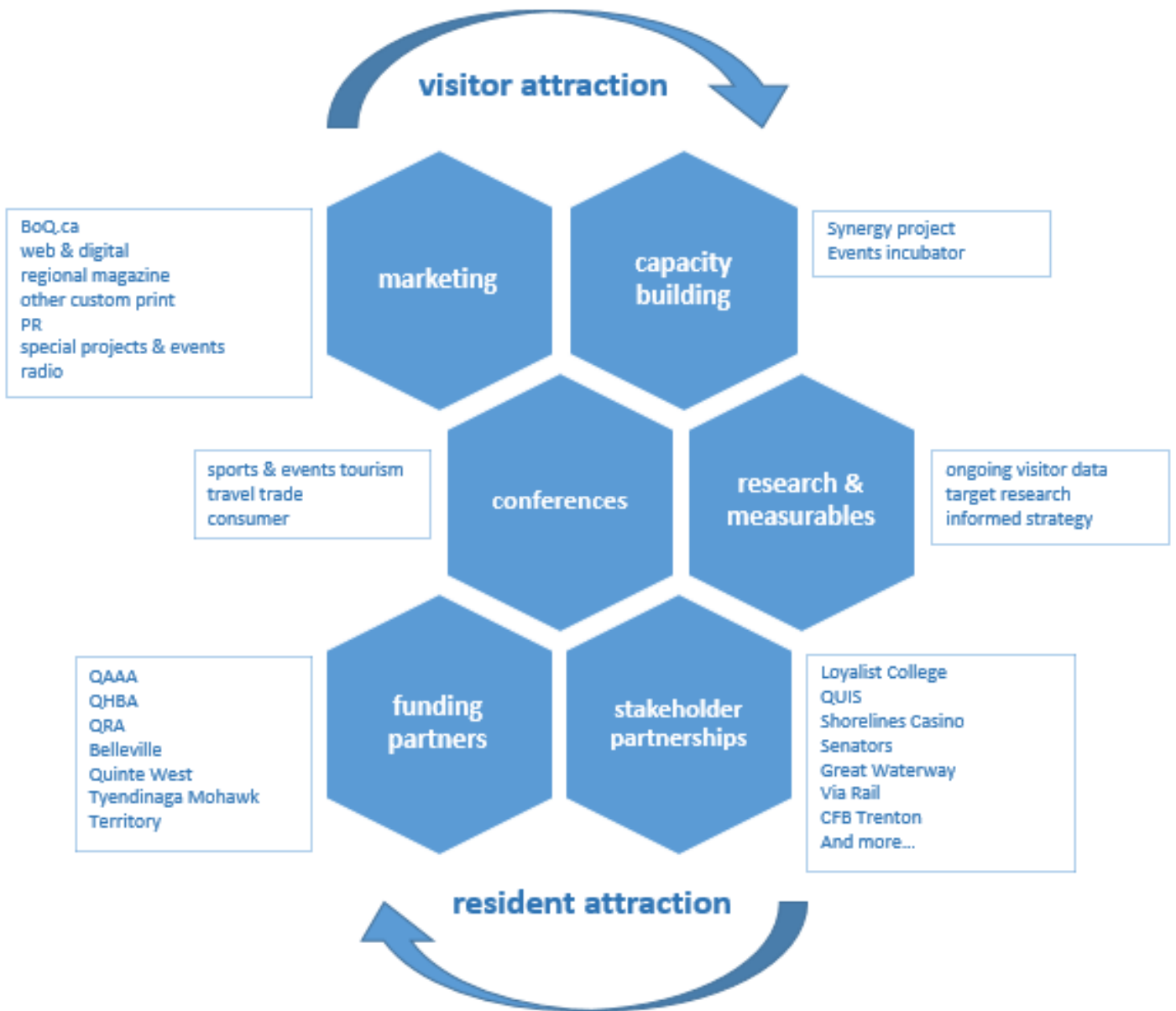
We will work more with government. We will develop specific strategy and tactics for each level and jurisdiction of government to ensure the Bay of Quinte region is well understood and appreciated. This will include efforts to lobby on behalf of the region itself and various visitor, resident, stakeholder groups and working more closely with our MP and MPP. We will also look to increase sources and volume of funding through government agencies we have not utilized previously, such as OTMPC or the Aboriginal Tourism Association of Canada.

We will support our staff. This year, for the first time, we are integrating into the plan a membership with the Belleville Chamber of Commerce, and in turn, a 50-50 cost-sharing staff benefits component. Our staff work hard to support this organization and we want to show them that we will also work to support them.

We will support our Board and Partners. Our Board of Directors also works hard for us. We want to actively engage them in the BoQ RMB ecosystem and operations to teach them more about the scope of the projects that we do to generate economic activity in the Bay of Quinte. The more we can equip our Board with organization-related information, the better they can represent us and be our champions in the community. We feel the same way about the other individuals who make up our partner organizations and we want to keep them equally informed. As such, we will conduct monthly email

updates to partners, keep our Transparency webpage up to date with the latest Board information and also hold monthly lunch and learn sessions for staff of partner organizations to learn more about BoQ. Further, we will engage the Board of Directors in better orientation and suggest undergoing strategic planning later in 2017 in order to guide next steps.

The BoQ RMB Ecosystem

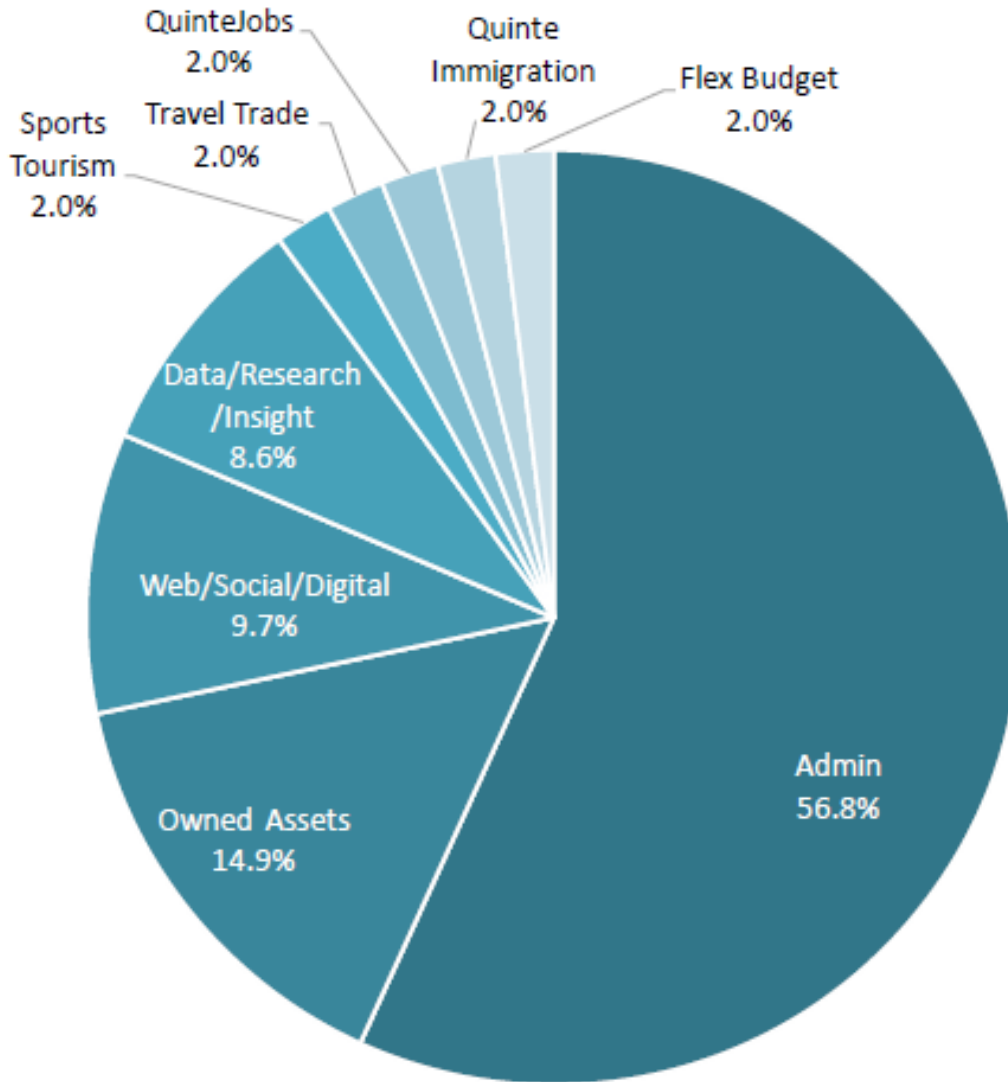




Bay of Quinte
REGION

Budget Overview

BoQ RMB Budget Snapshot



This year's budget of \$465,860 is very similar to previous years'. This amount gives us great opportunity to maintain three staff positions and continue to put healthy dollars into marketing and operations. The following pages detail revenue, administration and marketing/operations and include notes reflecting the spending breakdown, along with a comparison to the 2016-17 budget for reference.

Budget Detail

Revenue

Partnership	ORGANIZATION	2016-17	2017-18
	City of Belleville	\$88,990.20	\$65,930
	City of Quinte West	\$56,011	\$56,650
	Tyendinaga Mohawk Territory	\$2,500	\$3,282
	PUBLIC TOTAL	\$147,501.20	\$125,862
Private	Quinte Restaurant Association	\$7,500	\$5,000
	Quinte Home Builders Association	\$5,000	\$60,431
	Quinte Accommodations and Attractions Association	\$110,000	\$60,431
	PRIVATE TOTAL	\$122,500	\$125,862
Other	Sales: Map, magazine, BoQTV, kiosk, social media, etc	\$100,000	\$150,000
	Partner project fund	\$0	\$49,570
	Service Canada student funding	\$6,720	\$7,066
	The Great Waterway Partnership Funding	\$25,000	\$7,500
	OTHER TOTAL	\$131,720	\$214,136
	GRAND TOTAL	\$401,721	\$465,860

Administration

Expense	2016-17	2017-18
Belleville Chamber of Commerce membership	\$0	255.00
Staff Health Insurance Plan	\$0	4,813.00
Board of Directors	\$3,500	3,000.00
Task Teams & workshops	\$4,000	500.00
Staff, students & contracts	\$198,300	185,000.00
Staff Travel & expenses	\$12,000	11,000.00
Conferences, meetings & education	\$6,000	3,000.00
Insurance	\$2,000	2,000.00
Banking	\$650	650.00
Accounting	\$14,500	16,500.00
Office + rent	\$18,200	18,000.00
10% commission on sales	\$0	15,000.00
TOTAL ADMINISTRATIVE EXPENSES	\$259,150	259,718.00

Marketing & Operations

Expense	2016-17	2017-18
Owned Assets	\$54,800	\$68,500
▪ Regional Magazine		
▪ Map		
▪ Highway 401 Signage (2x En & 2x Fr)		
▪ BoQ TV		
▪ Touchscreen Kiosks		
Web / Social / Digital	\$48,000	\$45,642
▪ Bayofquinte.ca portal		
▪ Tourism Site		
▪ Living Site		
▪ Programmatic Advertising		
▪ TripAdvisor		
▪ FB Target Demo Shift		
▪ FB Content Crackdown		
▪ FB Advertising		
▪ Instagram Ambassador Program		
▪ Twitter 180		
▪ LinkedIn		
▪ Double Blog Refresh		
▪ Editorial Calendar		
▪ Online Newsletter Program		
▪ Content		
Data / Research / Insight	\$0	\$40,000
▪ Establishing Visitor Data Program		
▪ Target Research		
▪ Corresponding strategy		
Sports Tourism	\$0	\$11,000
Travel Trade	\$0	\$10,500
Quinte Jobs	\$1,500	\$9,500
Immigration	\$0	\$11,000
Flex Budget	\$0	\$10,000
Total Marketing Expenses		\$206,142



Bay of Quinte
REGION

Marketing & Operations Plan

The marketing & operations plan gives a snapshot of each project at high-level, breaking down the who/what/where/when/why + measurable outcomes and any additional required information

Introduction

Marketing and operations in 2017-18 will be driven by seven major initiatives:

1. Web / social / digital
2. Data / research / insight
3. Sports tourism
4. Travel trade
5. Jobs
6. Immigration
7. Owned assets / sales

These seven initiatives will be broken down into three categories:

1. Sustain
2. Develop
3. Build

1. Sustain

- Web / social / digital
 - We have achieved excellent growth in the online space over the past several years. Our social media following continues to be second only to Ottawa in terms of destination marketing in south eastern Ontario and our portal page (bayofquinte.ca), tourism site and living site continue to drive traffic month-over-month through regular promotions, blog content, photography, video, community landing pages, our events calendar, and third party integrations like TripAdvisor. In short, we have experienced great success in our online channels and we will continue to build on our momentum. As such, much of our marketing in web/social/digital will be business as usual – day in, day out messaging that tells the story of our Bay of Quinte assets – the reason why people want to visit and live here.

2. Develop

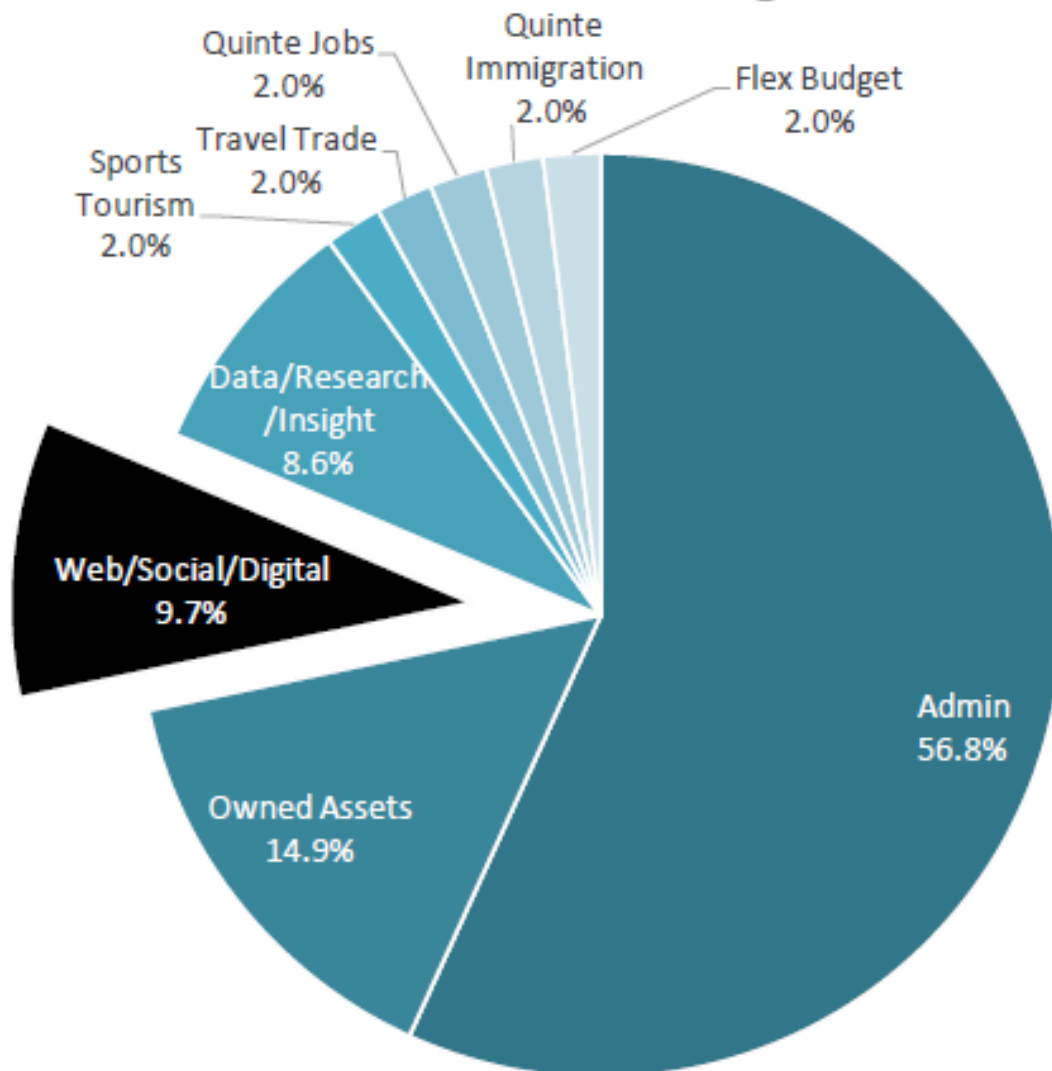
- Data
 - One of our biggest initiatives in marketing and operations will be our data project (p. 42 & 59). This will be active throughout the summer and into the fall when we will extrapolate the numbers and begin to assimilate the data into the strategy moving forward based on what we've learned.
- Sports Tourism & Travel Trade
 - In an effort to grow visitation in the shoulder season, we will develop a greater strategy around sports tourism and a new strategy for travel trade. These two sectors are two of our best resources for growing our shoulder seasons because they are not dependent on leisure tourism and because we have strong assets and infrastructure in both domains.
- Jobs & Immigration
 - In addition, two of our best resources for helping to grow resident attraction are the jobs and immigration sectors and we will work to create a strategy for both of these as well.

For each of these “Develop” projects, we will create a task team, leverage expert consultants, research and create the strategy, developing corresponding target markets and relevant marketing channels, then review with partners for feedback before launching. The ultimate goal will be to develop each strategy through the summer and put them into practice for fall/winter marketing campaigns.

3. Build

- Owned Assets / Sales
 - We will continue BoQ owned asset staples like our magazine, map, and BoQ TV platform, which have generated almost 100K in sales in the past fiscal year. We will also work to generate additional revenue from other existing platforms like our touchscreen kiosks, newsletter and social media. As well, efforts will be made to develop new revenue generators around things like real estate, sports tourism and sponsorship.

Web/Social/Digital



We have achieved excellent growth in the online space over the past several years. Our social media following continues to be second only to Ottawa in terms of destination marketing in south eastern Ontario and our portal page (bayofquinte.ca), tourism site and living site continue to drive traffic month-over-month through regular promotions, blog content, photography, video, community landing pages, our events calendar, and third party integrations like TripAdvisor.

In short, we have experienced great success in our online channels and we will continue to build on our momentum. As such, much of our marketing in web/social/digital will be business as usual – day in, day out messaging that tells the story of our Bay of Quinte assets – the reason why people want to visit and live here.

What:

WEB - Bayofquinte.ca portal page

The landing page for everything BoQ. Portal page acts as the marketing hub for all activities

Why:

The need for a centralized hub for all initiatives to help with measurable outcomes and focus marketing efforts. All roads lead to BayofQuinte.ca.

To Who:

Potential residents and visitors

Current residents

Content will be driven by the editorial calendar that is driven by partner input

Millennial and immigrant/migrant focus

GTA, Ottawa, Montreal, NE USA, East Coast, Alberta

When:

Year-long

Episodic, based on partner marketing needs and BoQ campaigns

Flex content based on season (i.e. focus more resource on shoulder season)

Where:

Integrated marketing strategy within all BoQ web assets

All sites pointing to each other

Social media support

BoQ.ca as landing page for campaigns

Programmatic advertising

Optimized search engine results (SEO)

Packages

Measurable Outcomes:

Full Google Analytics spectrum: number of users, visits, sessions, etc. across all pages

Programmatic click-throughs

Social media click-throughs

Number of campaigns

What:

WEB – BoQ.ca – Tourism site

Our consumer-facing tourism site. Strategies to mirror those outlined in BayofQuinte.ca planning

Why:

To provide a consumer-facing tourism content site for regional partners that shows off our tourism assets and reasons to visit.

To further develop the packaging component of our tourism marketing, we are investing in integrating The Great Waterway package booking widget into our site. This will enable us to package accommodations/restaurants/small businesses and give them booking abilities through our site at no cost.

Have a platform to tell the stories of why people want to visit: faces, places and spaces of BoQ

To help our partner communities to develop their tourism website content via BoQ community landing pages

To Who:

Tourists and residents

Content to be focused around ON Travel personalities that match our other target groups (ie. Millennial, young families, pre-retirees)

When:

Year-long

Content strategy to be driven by 12-month editorial calendar, populated in part by partners re: their cyclical content interests. The editorial calendar is a working document that is continuously updated and changed based on the marketing landscape needs

Where:

Part of integrated marketing strategy, with linkages to BoQ.ca, programmatic, SEO, Google Ad words, etc

Measurable Outcomes:

Full Google Analytics spectrum: number of users, visits, sessions, etc. across all pages

Programmatic click-throughs

Social media click-throughs

Number of partner community pages created

What:

WEB – BoQ.ca - Living Site

Our consumer-facing resident attraction site. Strategies to mirror those outlined in BayofQuinte.ca planning

Living website content will have to be reviewed to ensure it is in sync with the updated overall resident attraction plan (ie. the region as a hub for rural innovation)

Why:

To provide a consumer-facing resident attraction content site for regional partners that show our Living-related assets around quality of life, like schools, hospitals, real estate, etc.

To Who:

Prospective residents and tourists

Content to be focused around our value propositions, including quality of life, availability of green space, affordability, water, etc

When:

Year-long

Content strategy to be driven by 12-month editorial calendar, populated in part by partners re: their cyclical content interests. The editorial calendar is a working document that is continuously updated and changed based on the marketing landscape needs

Where:

Part of integrated marketing strategy, with linkages to BoQ.ca, programmatic, SEO, Google Ad words, etc

Measurable Outcomes:

Full Google Analytics spectrum: number of users, visits, sessions, etc. across all pages

Programmatic click-throughs

Social media click-throughs

What:

Programmatic Advertising

Programmatic advertising is real-time bidding on the delivery of digital ad units on high-traffic web pages that match our target markets (eg. You like golf. You search for golf online. The internet tracks your search data. Programmatic campaigns can see that, so that when you go to a golf site, they serve you up a Bay of Quinte golf ad when you reach that site). We will reach out to stakeholder partners for potential shared ad buys in order to maximize dollars (eg. work with QHBA to attract skilled labour, etc).

Why:

Programmatic allows us to target audiences much like we can on social media, where we are able to focus the ad placement very specifically, according to internet user interests, demographics, geography, etc.

To Who:

We will focus programmatic buys according to the campaign need: tourism packages, QuinteJobs.ca, Immigration, sports, travel trade, etc.

When:

Programmatic ad buys will run according to campaign scheduling. Based on budget, we are anticipating spending on programmatic in shoulder season during the fall/winter/spring

Where:

Online on websites according to target groups re: interest, demography, geography, etc. Programmatic will be optimized routinely to ensure we are advertising only on the sites yielding the best engagement

Measurable Outcomes:

Impressions delivered

Number of clicks

Click-throughs

View-through conversions (visits to the page without click on the ad, but that have seen the ad)

Retargeting pool (people who have visited the site who will have a higher conversion rate than first-target impressions)

Total conversions

What:

TripAdvisor

The number one travel website (and travel review website) in the world has a program for Destination Marketing organizations. In partnership with The Great Waterway, we will be investing in the program in order to control written content, photography and advertising on the TripAdvisor pages for Belleville, Quinte West and Bay of Quinte.

Why:

The ability to control content on the landing sites of our partner communities on the largest travel website in the world will serve as an excellent marketing tool. It also supports the integration of TripAdvisor into our Tourism website that was done in 2016-17, where TripAdvisor acts as our de facto business listing. Further, we are also integrating TripAdvisor into our touchscreen kiosks which will be active in accommodations and other high traffic properties, so having the ability to control content on those landing pages will be important for ensuring kiosk users are connecting with content that will pique their interest.

To Who:

TripAdvisor web traffic
Touchscreen kiosk users
BoQ Tourism website users

When:

Year-round. We will focus content on TripAdvisor much like we approach blog content on our Tourism site and will have the ability to reuse content and photography, building efficiency on our content creation.

Where:

TripAdvisor pages of Belleville, Quinte West and Bay of Quinte

Measurable Outcomes:

Number of visits
Number of clicks
Number of shares
Number of content pieces
Number of ads

What:

Double Blog Refresh

We currently have blogs on both our Tourism and Living sites that drive regular content

Why:

The TOURISM blog is currently separated into 6 featured posts, making it very difficult to update consistently - some topics just don't get covered each month, and some tend to get a lot more coverage year over year. Sometimes the categories prove to be too narrow or too broad - we need a better balance.

After an environmental scan of other leading tourism websites, we feel the number of categories can be decreased, making each one broader - think Food & Drink, Things to Do, Maps, Stay, Packages. For reference: TripAdvisor only categorizes tourism experiences under Food & Drink, Activities, and Accommodations. These are truly the things that make up a travel experience - our current setup is more confusing than it needs to be. Then, we can introduce a search feature with suggested popular keywords (like towns, families, outdoors, patios).

The LIVING blog has not been updated as consistently as the TOURISM blog, due to lack of staff resources, budget, and time. The page can become more static but still be regularly updated with new photography, instead of trying to operate a functional blog. New content for the LIVING site will feature real people who have moved here for work, started businesses, or other unique and inspiring, human-focused stories, with cross-references to the immigration site. We need to consider a campaign approach for this initiative and invest in writing and photography.

To Who:

Prospective visitors and residents

Local residents

When:

2-4 paid stories per month on Tourism.

1-2 paid stories per month on Living with an opportunity to grow to more

Where:

Bayofquinte.ca, bayofquinte.ca/tourism, bayofquinte.ca/living, quintejobs.ca, immigration.bayofquinte.ca

Measurable Outcomes:

Increased clicks to site, increased time on site, decreased bounce rate, referrals from social media/other sites, SHAREABILITY and reach on Social Media when people see their friends and neighbours being featured

What:

Content Calendar

The monthly calendar of content that drives our storytelling, managed by the Communications Manager. Content can be uploaded by partners based on what they want featured month over month and is also often assigned to contract content creators

Why:

The content calendar for the websites helps paint a picture of what the year will look like through the storytelling lens. The nature of this open-source planning tool also allows partners to continuously upload content ideas based on the stories they want to highlight. It should tie in to seasonal/monthly advertising campaigns on social media so that people who are driven to these sites are not confused and tempted to bounce.

To Who:

Visitors to all BoQ websites and social media
To our partners as users/content generators

When:

Monthly

Where:

Bayofquinte.ca, bayofquinte.ca/tourism, bayofquinte.ca/living, quintejobs.ca, immigration.bayofquinte.ca

Measurable Outcomes:

Amount of content ideas uploaded
Amount of content created
Number of content creators

Notes:

Partners will have the ability to put forward suggestions for editorial content via a quarterly reach out.

What:

Facebook Content Crackdown

Why:

Facebook is where we get the most requests for shares that dilute our brand. People see our large following and think that we are an ideal channel for spamming local audiences with their information. Consistently, our top-performing posts are as follows, in no particular order:

- Multi-photo “Album” posts with a theme (like Downtown Belleville, Sunsets, or Quintelicious, nostalgia/ThrowbackThursday) /Native Video / Facebook Live Video / Links from major news sources that mention the area or a local business specifically, OR refer to rural living versus city living in general / Links from our blog / Custom content about signature/nostalgic events in the region (like Waterfront) / Contests

Our worst-performing content is as follows, in no particular order:

- Shares from small local pages / Shares from RTO pages / Single-photo posts / “Selling” posts about specific events or businesses, unless the content comes from another source like our website or a news source, or if the event has nostalgia-factor / Things that we have been asked to share by other organizations

This is not to suggest that the worst-performing content should not be promoted, but to provide a basis for sharing it in a new way. We will condense asks on a weekly basis and create a calendar update on Facebook Live to ensure better performance and reach for the events and businesses that reach out, and ensure our page confidence is not diluted.

To Who:

Facebook content needs to be shareable by those who have already on boarded, ideally providing value to their networks. It also needs to be attractive to new audiences and never appear spammy otherwise we will lose users when they visit our page for the first time. The BS filter is high on social media right now, and everyone knows when they are being sold to. We need to sell to audiences who know what they want and we need to sell them worthwhile content.

When:

Weekly regular posting. Facebook should be updated 2-3 times per week.
Facebook Live weekly

Where:

Our Facebook page.

Measurable Outcomes:

Increase in shares and engagement from previous week/month/year

What:

Facebook Target Demo Shift

Why:

Facebook is currently a grab bag, and while our current tactics have proven effective, we can continue to professionalize our brand appearance by setting parameters on the content that is shared and promoted.

To Who:

Our current audience is primarily women 35-54 living in Belleville or Toronto. A vast majority (over 85%) of our audience speaks native English.

Objective 1: Increase our audiences with immigrant/first-generation Canadian backgrounds. We want to do this via a series of targeted ads to specific neighbourhoods and demographics in Toronto.

Objective 2: Continue to build our rapport with women 35-54 who currently live or frequently travel within the Bay of Quinte region, creating ambassadors and helping provide talking points and inspiration for the “visiting friends and relatives” (VFR) market. We will achieve this by ensuring every message that comes through our channel is “SHAREABLE” and posed in a way that encourages reposts (contests, videos, etc). We believe we have moved beyond the point of “general awareness” with our local market and are ready to turn our audience into ambassadors who in turn, grow our audience within their own networks.

When:

Objective 1: Targeted ads running over the course of a year with quarterly check-ups and imagery/text refresh. Topics, to be outlined further will include Immigration Resources, Housing/Quality of Life, Jobs, Family Life/Tourism Lures.

Objective 2: Weekly Posting about community events and familiar faces/voices to put more than a single “face” to the Bay of Quinte brand. Initiatives like Friday Facebook Live updates will boost reach and engagement.

Where:

Our Facebook page.

Measurable Outcomes:

Increase in audience size

Diversity of demographics (via FB Audience Snapshots)

Post engagement

Post views

What:

Regular Facebook Advertising

Why:

Facebook Ads have strong potential for growing our following and newsletter list, increasing use of our calendar, creating package bookings and directing people to valuable resources like jobs, immigration, etc. We will run regular ads to promote our existing assets so that our audiences can make the most of them.

To Who:

Existing Audiences + Lookalikes (grow newsletter list)

Local Audiences (grow events calendar reach)

Targeted Toronto, Ottawa, Quebec, NE USA markets (grow our following + engagement in other platforms)

When:

Monthly + Seasonally Updated Campaigns

Where:

Facebook

Measurable Outcomes:

Increase in shares

Increase in engagement

Increase in following

Clicks

Web referrals

Newsletter sign-ups

What:

Instagram Ambassador Program

Why:

Influencer content provides some of the best possible word-of-mouth marketing because influencers are often seen as far more trustworthy than “brands” without a face. The introduction of Instagram Analytics in 2016 helps us track more than anecdotal evidence and truly put numbers and demographics to work.

Instagram is our biggest growth opportunity - it grew 1,100% in 2015 and 400% in 2016. We have an opportunity to increase our reach here using both our own pages and the pages of influencers, by collaborating with other influencers to share content.

This strategy involves reaching out to approximately 25 individuals on Instagram, assigning each person a few weeks throughout the year to create 3 pieces of Instagram content for the bayofquinte account. Influencers are paid for their contribution and BOQ staff schedules the posts each week. Influencers work with a set of hashtags prescribed by BOQ as well as their own preferred tags, and captions. All posts are geo-tagged appropriately and must be located in the Bay of Quinte region.

To Who:

Instagram. Growing audiences in the Millennial market in Ontario and Quebec.

When:

Weekly regular posting. Instagram should be updated 2-3 times per week.

Where:

Instagram. The “where” here comes from hashtagging and geo-tagging specific to posts, times, and influencers.

Measurable Outcomes:

Increase in reach, following and engagement that leads to increased use of the hashtag #bayofquinte and local geotags - increased use of this hashtag shows brand awareness amongst locals and travellers and helps people find local, relevant information.

Notes:

To be used in conjunction with Instagram Stories, which can be used similarly to FB live for day-to-day content sharing.

What:

Twitter 180

Why:

Twitter is a latent asset for so many brands, and a very valuable tool for many others. We fall into the former camp - our account has been active for years, yet we've never really been able to focus on it and benefit from way it works in the same way we have with Facebook, and now Instagram. Ultimately, Twitter is not our ideal marketing platform. It's less visual for one, and the platform is not really meant for advertising (though it does offer paid promotions). Twitter is best used for business purposes – news, transparency, data/insight updates, support, networking, etc - offering a non-advertising voice for our brand.

Twitter doesn't pair with Facebook and Instagram initiatives as well as the previous two pair with each other, but is better suited for day-to-day conversation, political interest, and even Q&As. Our plan is to pivot Twitter away from marketing and make it a conversational tool, operated mainly by the Executive Director. No one will be responsible for "feeding" posts into Twitter, but instead, the operator will engage regularly with the community and with news stories on a local/regional/provincial/national stage.

Using Twitter and analytics tools, the ED will be able to engage in "social listening" to engage in conversation, and ultimately, to inform new strategies. We are considering hosting quarterly "open office" days where stakeholders + community members could pitch ideas, ask questions, and hear more about BOQ. Twitter outreach could go hand in hand with that in-person initiative. (Example: update the cover photo + create a graphic for each date/time/theme of Q&A period for in-person and Twitter, and promote to audiences.)

To Who:

Locals, politicians, stakeholders + potential stakeholders. We can create a series of Twitter lists for ease of use.

When:

Year-long

Where:

Twitter

Measurable Outcomes:

Twitter followers

Engagement levels

Hashtag use

What:

LinkedIn

Why:

LinkedIn is a leading resource for reaching out to business professionals in order to build the BoQ partner network. The approach is threefold: attracting professionals to bring their business to the region, finding prospective employment candidates to fill available jobs, and acting as an additional platform for information sharing re: transparency and data/marketing insights, as we strive to be information leaders.

To Who:

Business professionals using LinkedIn. We will specifically target those who show the skillsets or interest related to jobs that we have available (eg. college grads with machine operating experience will be targeted with information related to machine operator jobs in our manufacturing sector) or professionals who have businesses that would fit in well with the Bay of Quinte business ecosystem, and potential partners. Attempts will be made to FAM interested parties who are strong leads.

When:

Year-long, based on jobs availability or active campaigns. We will post our monthly operations updates to LinkedIn as well.

Where:

LinkedIn

Measurable Outcomes:

Number of connections

Number of leads

Number of jobs advertised

Number of jobs landed

Number of FAM tours

Number of updates

What:

Online Newsletter Program

Why:

Our online newsletter growth is strong, with over 228% increase in readership and a 44% increase in click-throughs on links. This is far above the industry standard for marketing newsletters and makes a case for the integration of advertising opportunities.

We are in need of a different model for our current newsletter - one that satisfies the needs of our paying partners without sacrificing the quality or the relevant content that our readership expects, and that will retain new and existing subscribers. Right now our newsletter is growing with a passive approach - 2-3 new subscribers per day coming from the website pop-up.

To Who:

Potential newsletter subscribers

Current newsletters subscribers

Advertising prospects that fall in line with the targeted demographics for list growth. This means they should fall under the umbrella of resident attraction, homebuilding/real estate/renovation, immigration, and small businesses or tourism operators.

When:

Monthly to start, with potential to increase frequency to weekly or bi-weekly, especially related to targeted newsletters (eg. specific to golf, events, etc).

Where:

From BoQ via Mailchimp

Measurable Outcomes:

Open rate + Click-throughs

Revenue generated

Number of ads

Number of advertisers

What:

Tourism Booking Engine

Why:

The Great Waterway has invested dollars on our organization's behalf in order to integrate a booking engine for accommodations and attractions into our website. This is an excellent platform for us to offer free of charge to our Bay of Quinte stakeholders. Now, any organization having something that is bookable can upload that to our website and we can market it on their behalf, create bespoke packages with it and help to drive bookings.

To Who:

We will develop a package for each of the 11 personalities that Ontario Tourism has identified as part of their marketing strategy and use digital channels to target our marketing specific to each of those personality types (eg. Retired Roamers would be marketed to over Facebook, targeting those 55+ and living in GTA east, Ottawa, and Quebec). Further, we will develop bespoke packages around interesting offerings or event dates and market those appropriately (eg. A golf and casino package for Father's Day).

When:

We will actively market packages all year, but plan to create and campaign bespoke packages to drive visitation in the shoulder seasons. For example, winter getaway packages, etc.

Where:

Bay of Quinte Tourism site and portal site, bayofquinte.ca, programmatic advertising, social media

Measurable Outcomes:

Number of clicks

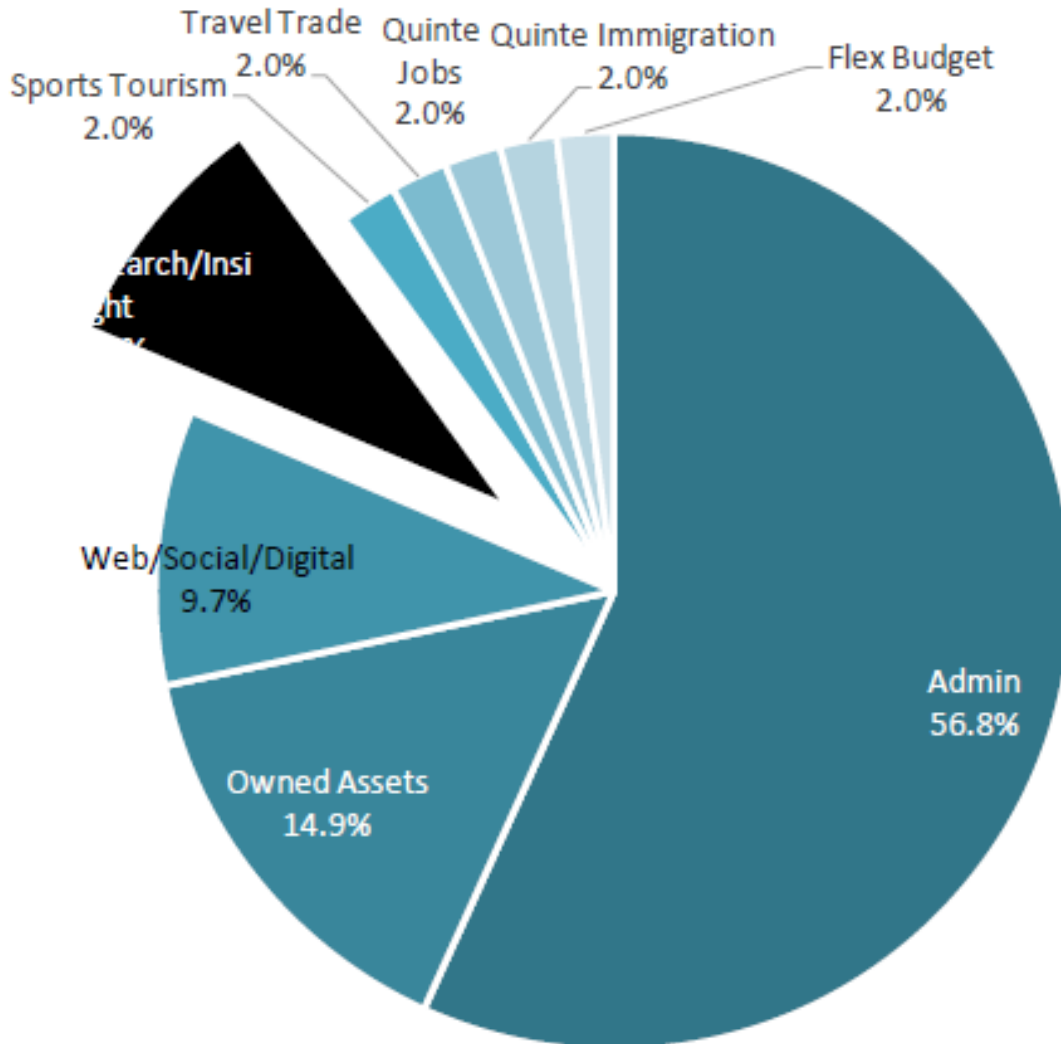
Number of bookings

Number of packages created

Number of packages sold

Economic activity generated from package bookings

Data/Research/Insight



Our proposed data project will lay the foundation for success in the next stage of the lifecycle of our marketing. Moving forward, we will be positioned to make more informed marketing decisions to focus our campaigns and spending dollars more effectively because of better data in tourism and resident attraction. The broad objectives for this program include:

- The set-up and benchmark fielding of professional and reliable ongoing visitor profile study to provide an ongoing, “always on” window into visitors to the Bay of Quinte (i.e. Likelihood to return, refer and recommend? Demographics and region of origin? Stay and spend data. Consideration levels for moving to the region etc.)
- Focused in-depth research on our key targets (Millennials, Pre-Retirees and Landed Immigrants) to inform separate strategies aimed at each. This is something we intend to fund from year to year as needed but will not be always on.
- Corresponding strategy development

All of this data and insight will be shared with our partners, used to inform media and editorial and drive strategy development. Please refer to Appendix A on p. 59 for a greater breakdown of the data project.

What:

Data/Research/Insight

Why:

To collect data and information about those visiting the area + those who have potential to visit the area

To collect data and information about those who have potential to move to the area

To communicate with visitors and residents alike to inform them of what is going on, increase resident engagement/BoQ ambassadors, hammer home strategic messages

To Who:

Residents and visitors

Potential residents and potential visitors

When:

Year-long

Where:

Local audience

Target markets: GTA, Ottawa, Quebec, NE USA

Measurable Outcomes:

Development of a strategy – informed directly by a robust program of visitor and potential visitor insight

Take up rate and sample size for benchmark visitor research program

Areas addressed in the benchmark, and ongoing, visitor research program will include:

Net Promoter Score (would refer BoQ visit to friends, families and colleagues?)

Top rationales for referral

Return intention (top rationales for return, top “on list” destinations for return visit)

Rate of settlement interest

Rate of call for more information (by type)

Visitor demographics

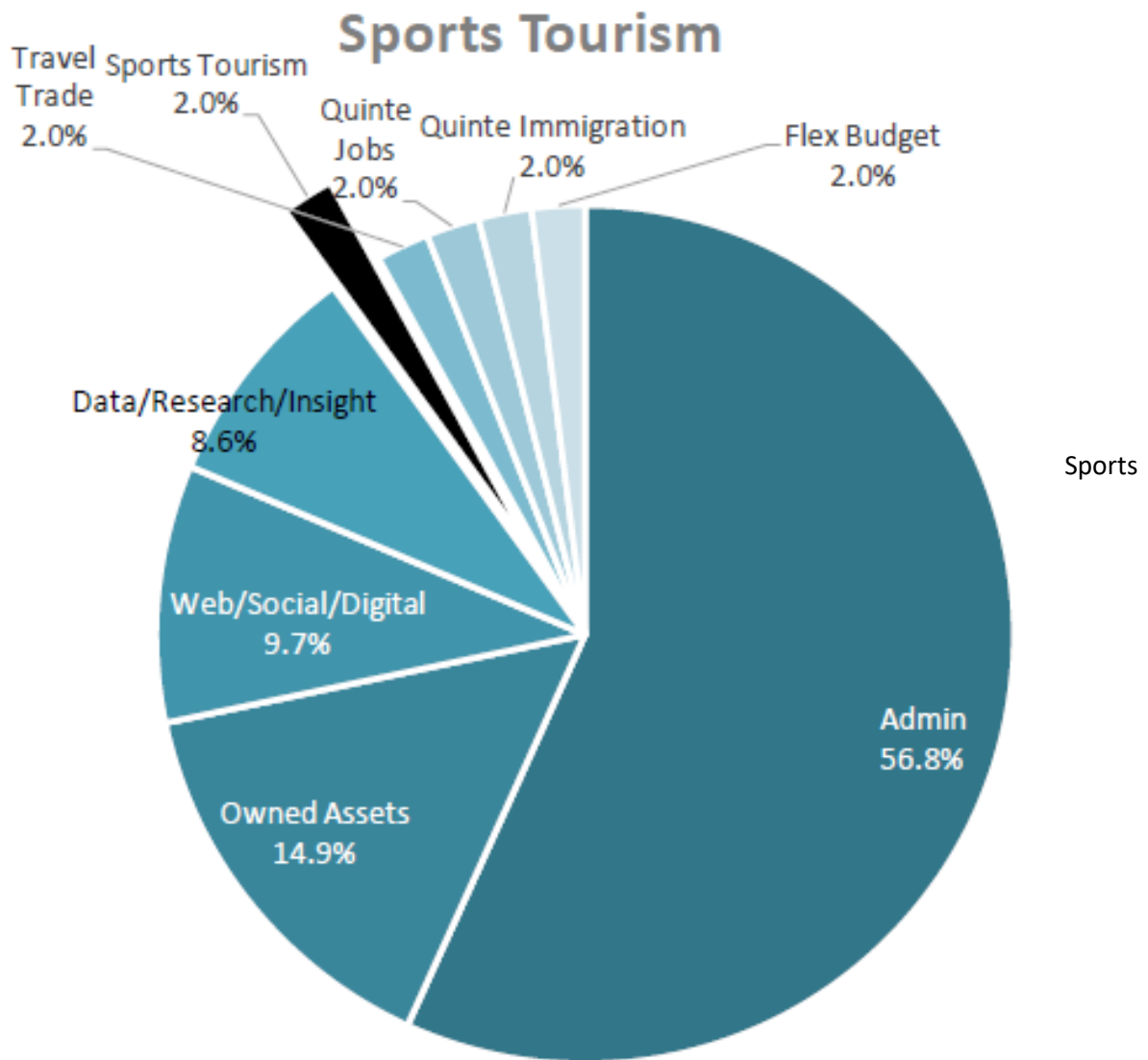
Visitor behaviour and spend (by key industry categories) when in the BoQ

Accommodations usage (home of friend / family / colleague, motel, hotel, bed and breakfasts, campgrounds, air bnb etc.) and ratings

Sourcing regions for visitors (where they came from)

Top destinations

Issues breakdown



tourism is worth over tens of million dollars to us per year and supported by excellent accommodations and sports infrastructure in Belleville and Quinte West. There has been great success, including the announcement of the AHL Belleville Senators, and a recent world championship with Floorball, and the Dudley Hewitt Cup, hosted by the Trenton Golden Hawks. While we have gained great strides in sports tourism, it continues to be one of our number one sectors for growth. In order to help grow visitation in the shoulder seasons, we must develop a more focused strategy in sports tourism. We will work with our municipal partners, sports teams, individuals in the accommodations and sports infrastructure sectors, as well as our partners through the Canadian Sport Tourism Alliance to develop this sector.

What:

Sports Tourism

Why:

Sports tourism is worth millions of dollars every year to the region and supported by excellent accommodations infrastructure in Belleville and Quinte West, along with strong sports infrastructure, such as the Quinte Sport & Wellness Centre and The Dunc Memorial, and excellent outdoor multi-sport fields. Sports tourism also presents a great opportunity to help bolster our shoulder and winter seasons. Part of this year's strategy will be to create sports tourism collateral, using photography and design to show off some of the assets that we have in campaigns, at conferences or FAM tours. This will also include the completion of our sports & industry website section, consisting of a long-term planning calendar, facilities database, events resume, etc so that interested parties can easily find the information they are looking for.

To Who:

Our sports tourism sector is divided into two key groupings:

- National, provincial, regional sports organizations/federations looking for places to host their event
- Local sporting teams looking for event support/bid support/marketing support

When:

Our sports tourism strategy kicks off with the fiscal year at the Canadian Sport Tourism Alliance Sports Events Congress, where our Business & Program Development Manager attends on behalf of our partner organizations.

We work in sports tourism throughout the year, but will be looking specifically for events to fit into our shoulder and winter seasons in order to drive the economy at those times.

Where:

Belleville and Quinte West are our paying partners with sports tourism infrastructure

Measurable Outcomes:

Number of contacts made

Number of leads made

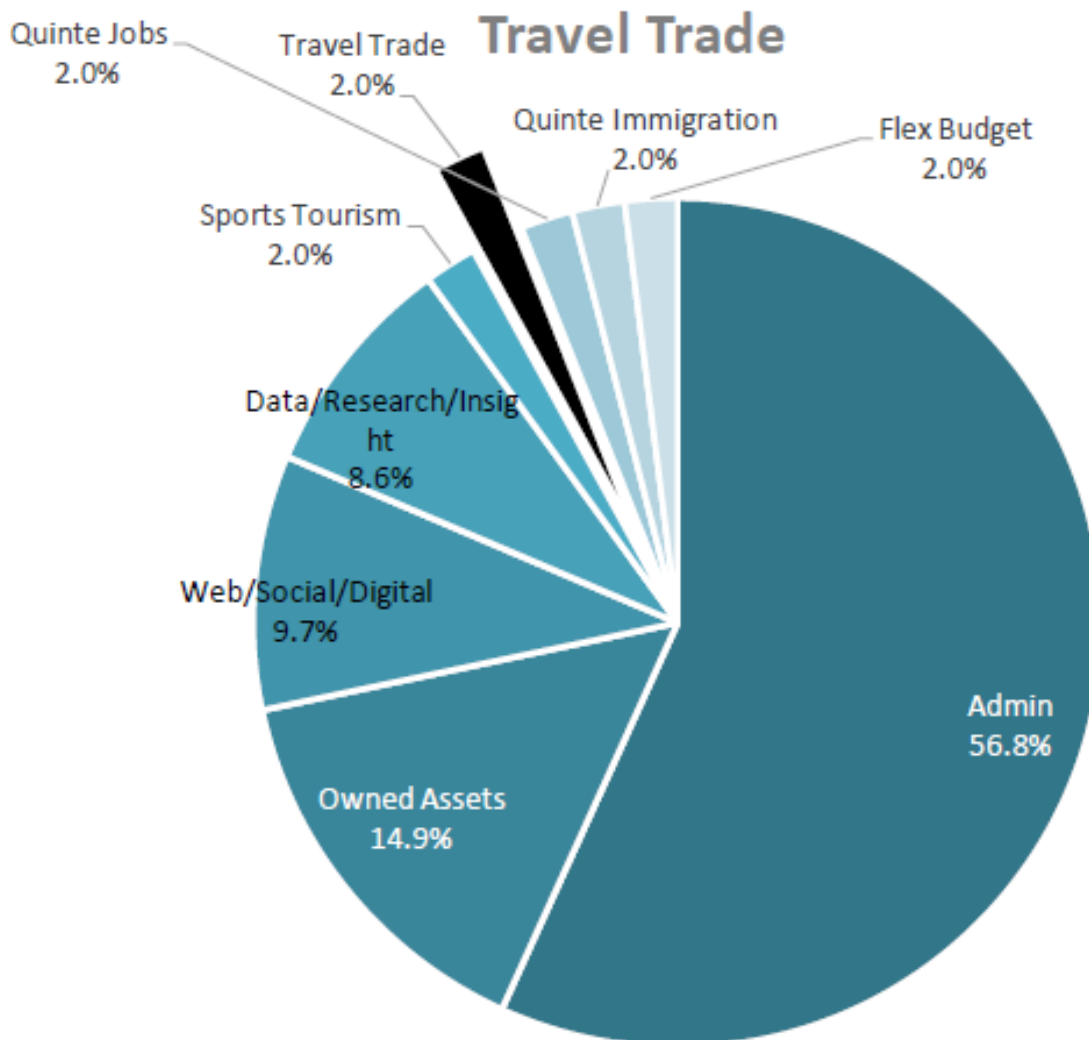
Number of events confirmed

Economic activity from events

Number of events attended

Notes:

We will always work to share cost/staff resources with partners to attend high-yield events in person.



Travel-trade (corporate tourism/bus tours, etc) has seen good success in the creation of four core packages with our accommodations partners, driven by the flagship golf package which sold over 1,300 packages in 2016, worth over \$200,000 in economic activity and up over 30% from 2015. With Shorelines Casino recently coming to Belleville, the AHL Belleville Senators coming in fall 2017, new water product development in Quinte West with the marina and operators, and the incorporation of the TGW booking engine into the BoQ RMB site, the elements are in place for our organization to develop a travel-trade strategy for the first time. Similar to sports tourism, travel trade is one of the number one ways that we can develop focused growth in our shoulder seasons, which is where we need it most. We will work with accommodations and business professionals, as well as our partners through Ontario Tourism to develop this sector.

What:

Travel Trade

Why:

Travel-trade is an excellent tourism driver (and, in turn, a driver of resident attraction) and has seen good success in the creation of four core packages with our accommodations partners, driven by the flagship golf package which sold over 1,300 packages in 2016, worth over \$200,000 in economic activity and up over 30% from 2015. With Shorelines Casino recently coming to Belleville, the AHL Belleville Senators coming in fall 2017, new water product development in Quinte West with the marina and operators, and the incorporation of the TGW booking engine into the BoQ RMB site, the elements are in place for our organization to develop a travel-trade strategy for the first time.

To Who:

Sector-specific. We will continue to market the core QAAA packages, plus those that we create through the new booking engine. We will also create core partnerships with organizations like Shorelines Casino and the Belleville Senators in order to drive travel trade opportunities.

When:

Travel trade will be year-round, but we will be looking specifically for events to fit into our shoulder and winter seasons in order to drive the economy at those times.

Where:

Online on our websites, at trade shows, through social media and programmatic

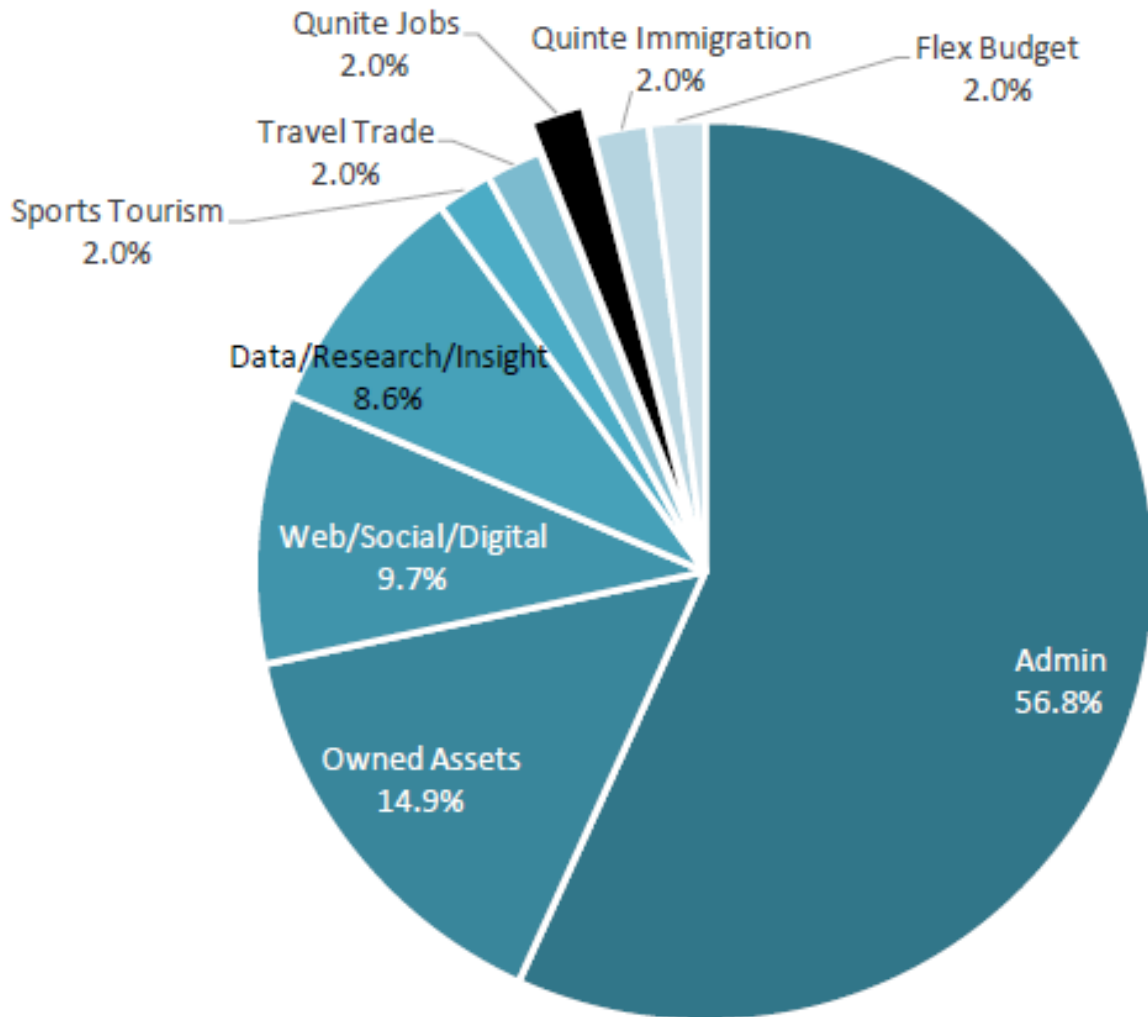
Measurable Outcomes:

- Number of opportunities created
- Number of partners
- Number of packages
- Economic activity
- Number of trade shows attended

Notes:

We will always work to share cost/staff resources with partners to attend high-yield events in person.

Quinte Jobs



The competitive landscape in resident attraction is fierce; thousands are moving from major urban centres in Canada every year in search of a more affordable and attainable lifestyle. We have all of the value propositions someone would stereotypically want to achieve – affordability, quality and pace of life, amenities, waterfront and urban-rural mix. However, one of the most important pieces required to attract new residents is employment. If our target demographic is young and educated, jobs need to be a part of our marketing; individuals need high-paying jobs if they are to uproot their lives or their family, take on a mortgage, afford their car payment, etc. and move to the Bay of Quinte region. As such, a more developed and focused strategy is required. We know that our manufacturing, skilled trades and non-profit sectors, plus our entrepreneur support networks are all attractive. We must work with organizations like the East Central Ontario Training Board, economic development offices, major employers like manufacturers, and our chambers of commerce to develop this sector.

What:

Quinte Jobs

Update BoQ.ca/Quinte Jobs look, feel and strategy to mirror bayofquinte.ca

Targeted Programmatic & social media campaigns

Integrate more jobs spaces

Integrate feature of major employers/potential manufacturing jobs listing

Integrate with Quinte Home Builders trades job website

Why:

Marketing the available high-paying jobs/sector-specific jobs of the region will serve as an important resident attraction tool.

To Who:

Potential residents. Targeting to immigrants, trades, manufacturing, and provinces of interest re: trades and manufacturing, like Alberta and the east coast.

When:

Year-long, with 6-8 week campaigns in shoulder seasons

Where:

Programmatic, social media, integrated into BoQ.ca strategy

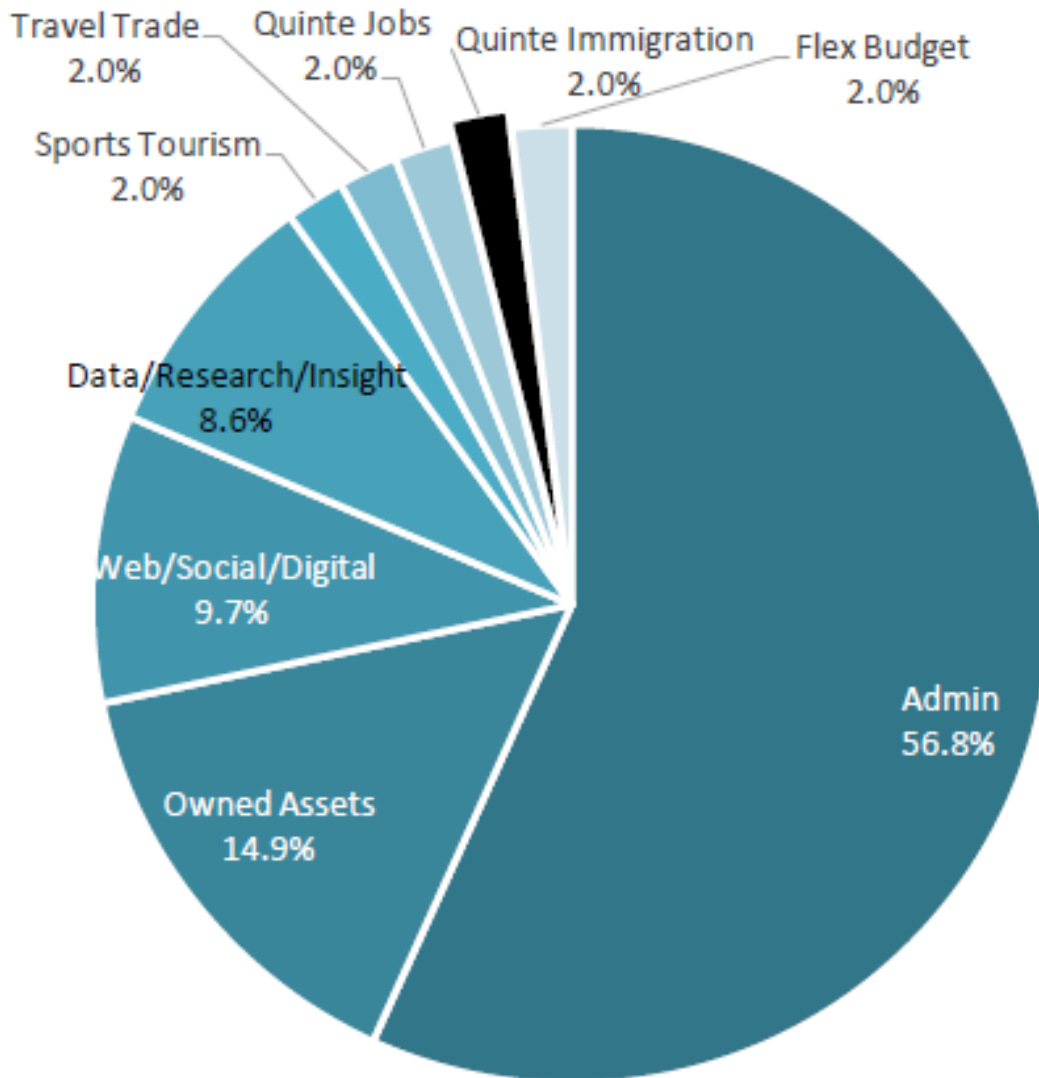
Measurable Outcomes:

Full Google Analytics spectrum: number of users, visits, sessions, etc. across all pages

Programmatic clickthroughs

Social media clickthroughs

Immigration



Resident attraction is one of our strongest sectors for growing municipal tax base and supporting our municipalities and businesses into the future. Immigration is one of the strongest ways we can grow resident attraction – it was responsible for approximately two-thirds of the population growth in Canada in the latest Census. As noted above, if we have all of the value propositions someone would stereotypically want to achieve – affordability, quality and pace of life, amenities, waterfront and urban-rural mix, then it is just a matter of raising awareness of the Bay of Quinte region when it comes to achieving immigration growth (note that when we say ‘immigration’ we are really referring to migration). Based on the money we have to spend on marketing, it is in our best interest to target those who have immigrated to Canada into large city centres like Toronto and made/are making a conscious decision to seek a better and more affordable lifestyle in another community). We will work with Quinte United Immigration Services, Loyalist College, our municipal partners and immigrants who have moved to the community to develop this sector.

What:

Immigration

Update BoQ.ca/Immigration content with more resident stories
Translation into 3-5 additional languages based on need
Update look, feel and strategy to mirror bayofquinte.ca
Targeted Programmatic & social media campaigns

Why:

The Immigration Portal will be the marketing vehicle for immigration to the region, as part of the greater immigration strategy, driven in concert with regional partners
The immigration portal, originally funded by the province of Ontario, serves as a landing page for those immigrating/migrating to Canada/Ontario/BoQ and helps to put them in touch with the community by telling real stories of those who have come here from other countries and also puts them in touch with any services of interest

To Who:

Targeting individuals of interest that fit within the languages profile currently on the immigration portal.
Targeted to urban populations in Toronto, Ottawa, Montreal
Targeting to fit the greater resident attraction strategy of filling skilled worker needs/attracting entrepreneurs/attracting educated youth
Targeting immigration websites when possible (ie. government immigration sites that allow advertising)

When:

Year-long, with 6-8 week campaigns in shoulder season

Where:

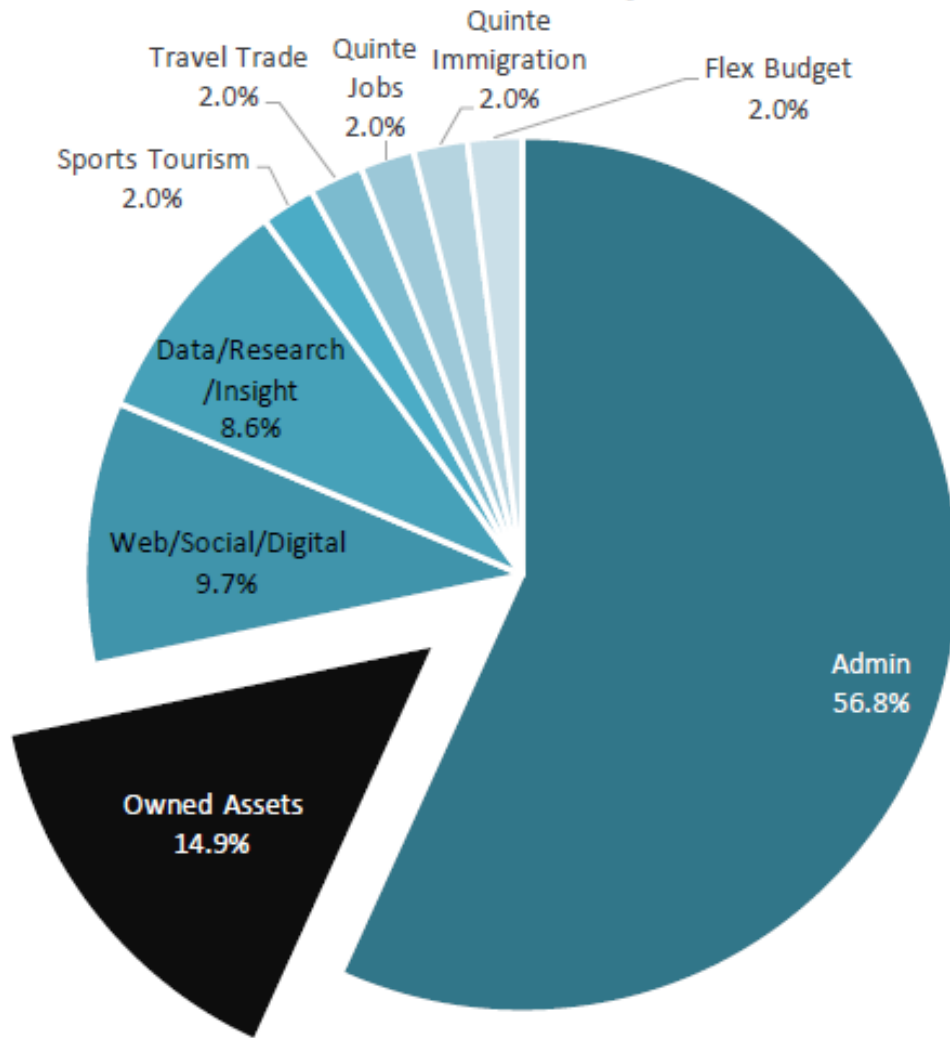
Programmatic, social media, integrated into BoQ.ca strategy

Measurable Outcomes:

Number of new profiles on website
Number of new language translations
Number of referrals to QUIS
Full Google Analytics spectrum: number of users, visits, sessions, etc. across all pages
Programmatic clickthroughs
Social media clickthroughs

Notes: Partnerships with other organizations doing international marketing, like Loyalist College, will be activated whenever possible (eg. shared costing on programmatic campaigns, etc)

Owned Assets / sales



To ensure the sustainability of our organization amidst an unstable municipal environment, we must continue to develop our portfolio of owned funding initiatives. We will continue BoQ owned asset staples like our magazine, map, and BoQ TV platform, which have generated almost 100K in sales in the past fiscal year. We will also work to generate additional revenue from other existing platforms like our touchscreen kiosks, newsletter and social media. As well, efforts will be made to develop new revenue generators around things like real estate, sports tourism and sponsorship. We will work with the BoQ Board of Directors and business leaders in the community to develop our portfolio.

Projected Sales:

BoQ Magazine: \$50,000

BoQ Map: \$25,000

BoQ TV: \$20,000

Kiosks: \$25,000

Real Estate advertising program: \$20,000

Social media & newsletter: \$10,000

Estimated Total: \$150,000

What:

Regional Magazine

A high-quality print piece, this magazine showcases the region as an ideal place to visit and to live, acting as the calling card for the Bay of Quinte; an excellent platform for partners and stakeholders to share content. We will be reviewing and enhancing the measurable outcome potential for this magazine to lead readers to online assets, creating/using existing content whenever possible in order to foster this online-offline connection

Why:

Communicating in print allows us to interact with visitors/residents/potential residents in a longer format, for a longer duration, and over multiple occasions. It also allows us to market at high-traffic physical locations, such as LCBOs, visitor centres and hotel rooms (in local and target markets), or employ for targeted newspaper inserts or swag bag inserts at events/tournaments/delegations. It is a perfect, more visceral complement to our digital presence and gives us the ability to introduce a tangible element that suits the diverse consumption preferences of our customers.

To Who:

Residents, potential residents, and visitors

When:

Printed in spring and distributed through the year

Where:

High-traffic areas, including visitor centres, LCBOs, accommodations, events, etc across Ontario, as well as targeted inserts

Also available online in readable format

Measurable Outcomes:

Number of magazines distributed

Number of distribution outlets

Number of web visits from magazine to digital (trackable hyperlinks)

Number of magazines printed

Total sales

Notes:

This magazine project is estimated revenue neutral, with sales mirroring costs. Estimated sales revenue for the 2017-18 magazine is just over \$50,000

What:

Bay of Quinte map

100,000 copies printed and distributed across the region.

The Bay of Quinte map is in its 6th year and acts as a key sales generator for the organization.

Why:

The map gives a snapshot of activities available across the region and contextualizes those geographically on the front and on the back in the form of downtown insets. It also showcases a selection of events throughout the year. The map is designed in a tearaway pad style to facilitate visitors and residents grabbing one to take with them, make notes on or plan from.

To Who:

Visitors and residents

When:

Sales occur in Nov-Dec with the map printed in the early New Year. Distribution occurs year-round.

Where:

High-traffic areas like hotels, LCBOs, Quinte Mall and also at any of the locations on the map who request a pad.

Measurable Outcomes:

Number of maps distributed

Number of distribution outlets

Number of businesses on the map

Number of downtowns on the map

Number of events on the map

Engagement on map webpage

Engagement on map social media posts

Total sales

Notes:

Map sales average over \$25,000.

We will investigate a potential redesign of the map for 2017-18

What:

Bay of Quinte TV Program

Bay of Quinte TV is a closed-circuit TV system that features rich media content from the Bay of Quinte library and also acts as part of our advertising portfolio, providing paid opportunities for stakeholders in the region to feature their ads.

Why:

Through our partnerships in the region, we have been able to activate 7 screens in accommodations and other high-traffic areas (like Quinte Mall). These screens are an excellent opportunity to showcase some of our greatest attractions to visitors and residents and also to provide an affordable advertising opportunity to interested organizations.

To Who:

Visitors in the accommodations properties and a mix of visitors and residents in the high-traffic areas.

When:

Year-round. Content is updated monthly according to sales contracts.

Where:

Best Western, Fairfield Marriott, Holiday Inn Express, Marriott TownePlace, Quinte Mall, QSWC.

Measurable Outcomes:

Number of screens

Number of advertisers

Number of advertisements

Total sales

What:

Touchscreen Kiosks

Touch screen kiosks located in high-traffic areas

Phase 1 will introduce 7 kiosks at our QAAA partner locations

Phase 2 will expand to other high-traffic areas in the region (i.e. Quinte Mall, CFB Trenton, Big Apple, etc.)

Tourism kiosk component mirrors the printed Bay of Quinte map

Living kiosk component maps assets like hospitals, schools, etc as well as the QHBA new subdivision map and available real estate

Phase 3 includes building the kiosk functionality out to web and mobile to be an app-like program

Sales aspects will be introduced as the kiosks develop

Why:

To help raise awareness of the region's tourism assets and move people around the region. Printable/email-able itineraries can be created

To provide a consumer-facing resident attraction content site for regional partners that shows our Living-related assets around quality of life (i.e. schools, hospitals, real estate, community centres etc.)

To Who:

Potential residents. Targeting to immigrants, trades, manufacturing, and provinces of interest re: trades and manufacturing, like Alberta and the east coast.

Visitors in hotel lobbies and other high-traffic areas

When:

Year-long

Where:

High-traffic areas across the region

Measurable Outcomes:

Number of interactions Tourism and Living components + total

Number of itineraries printed/emailed

Number of packages booked

Number of contest entries

Number of surveys completed

Number of kiosk locations

Total sales

What:

Highway 401 Signage

While this is not a component of our sales portfolio, it is an owned asset. We have Highway 401 signs on the east and west borders of the region in both official languages.

After 3+ years with the same creative, they require revision. We will look at the costs associated with updating creating + sharing dollars on the update with partner/stakeholder organizations who might be interested in participating in order to cut down on those costs. We must consider a mix of Tourism & Living and also whether we want to include other languages on our signage, based on the immigration strategy.

Why:

Highway 401 continues to receive tens of thousands of vehicles every day, so these signs not only act as excellent visual cues of the region for people driving by, they also receive visitors in both official languages as they arrive to their destination.

To Who:

Drivers on the 401, English & French.

When:

Signs are visible year-round.

We will aim to update creative for early 2018, as the Tourism Ontario Directional Signage program is a slow-process and we must factor this around the planning schedule and roll out of other deliverables

Where:

Highway 401

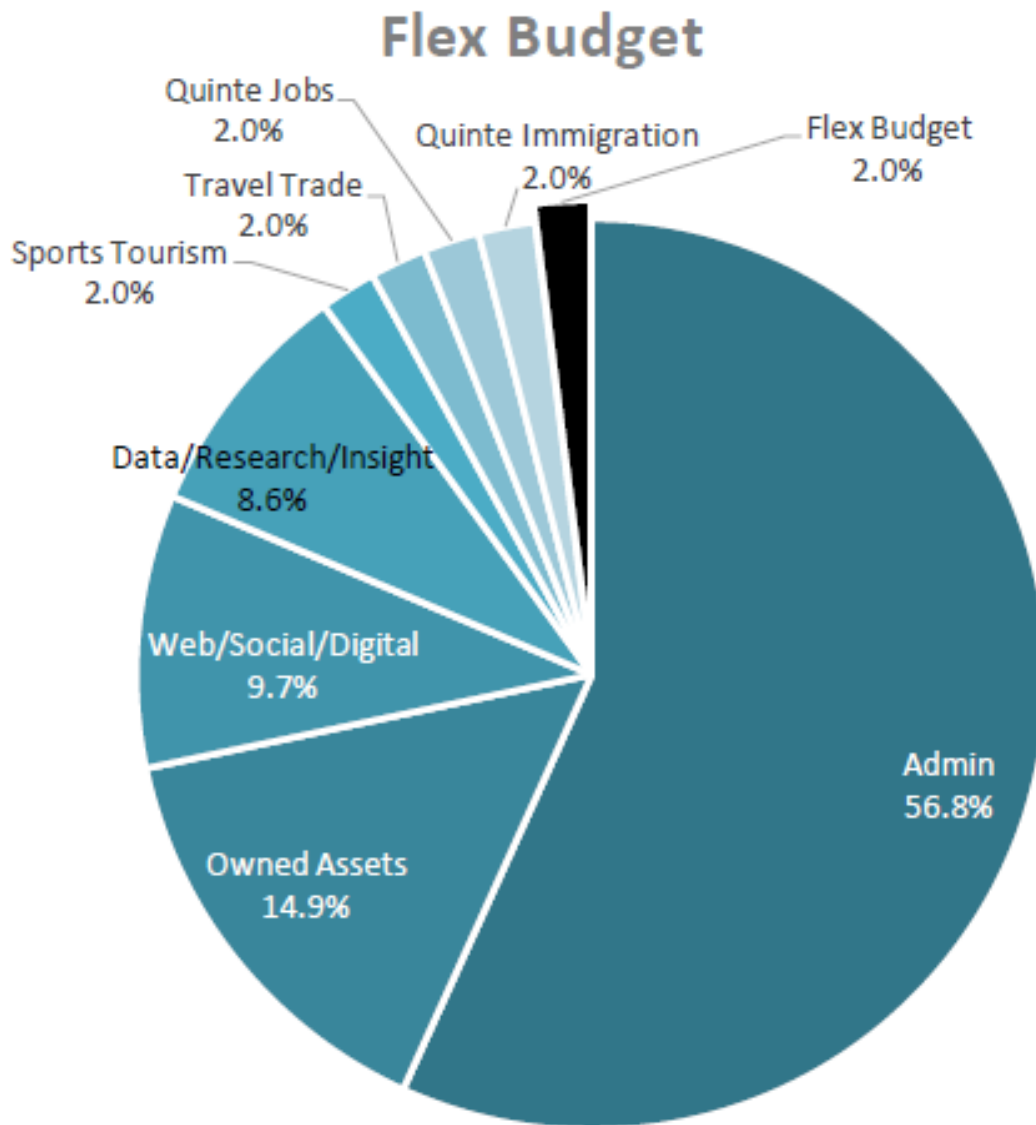
Measurable Outcomes:

Number of signs

Number of languages

Number of cars on Highway 401

Notes: We will also look at applying for funding for 401 signage.



Each year, we outline the budget in a way that accounts for every dollar. This is obviously a responsible way to plan, but it doesn't allow us to respond appropriately to any opportunities that can, and often do, arise at the last minute. We want to be prepared and able to respond tangibly to these inevitable opportunities and will be setting aside a budget to be used for just this purpose. Any funds from this budget source not used this year will be carried over to the next year and added to a net new flex budget for the coming fiscal and so on.

Appendix A: Data Project

After extensive strategic discussion with our partners, the following destination research elements have been identified as top priorities for 2017-18 in order to better inform marketing efforts moving forward so that campaigns are more focused and dollars are spent more effectively:

- d) Visitor profile research, including beacon technology integration
- e) Market research
- f) Strategy development

Executing the projects outlined in this application would lay the foundation for success in the next stage of the lifecycle of our tourism marketing. The scope of each element is relatable and we are therefore presenting them as one project.

We have had preliminary discussions with Ipsos, TNS Canadian Facts, Twenty31 and RMCG about information for consideration, recommended approach, and pricing for this project and would conduct an RFP process in order to determine the best organization. Multiple RFPs could be in play depending on the segmentation of the approach.

Each of these priorities would be developed in collaboration with our tourism partner organizations to ensure the projects satisfy what they see as their own unique priorities, while maintaining a regional focus which would also benefit our business stakeholders, event organizers and other organizations with a link to tourism and resident attraction.

a) Visitor profile research

While we have robust data from Statistics Canada with respect to visitation, it is two-three years old when released and we have found it problematic to base marketing decisions and spending on years-old data. Though there are a handful of outlets from which we can draw more current data such as PKF numbers and other hotel visitation, and numbers from some high-traffic areas, it remains difficult to develop an accurate – and real time - picture with respect to visitation.

There is a strong need for accurate and real time statistics in order to properly inform and focus our marketing efforts moving forward. Our proposed statistics gathering would encompass visitor profile research in order to know and provide our partners/stakeholders with a strong understanding of traveller profiles who visit the region. This would enable more informed and targeted marketing and better spending of dollars. We would employ web-based strategies, as well as use existing Bay of Quinte kiosks at our accommodations partner locations, and in-person surveys at events/high-traffic locations.

Project stages would include:

- Create a short visitor profile survey
- Create incentive prize draw for people conducting survey

- Integrate survey into existing Bay of Quinte kiosks (at accommodations partner locations)
- Select additional sites that have high visitation but eliminate bias as much as possible
- Collect data through summer and also into shoulder/winter

Beacons

We would also integrate beacon technology in order to gain a more complete understanding of where people are coming from and how people are moving around the region, which would be of great interest to our partners. The nature of the Bay of Quinte region is that the majority of the tourism infrastructure like chain hotels and restaurants is in Belleville and Quinte West, while the major tourism draw is Prince Edward County. As a result, the region experiences extensive travel back and forth by hundreds of thousands of visitors throughout the course of the year. To learn more about how people move about the region – to where and when – would provide great insight to our marketing efforts and those of our partners and stakeholders. For example, by utilizing beacon technology, we might see that travellers who ski at Batawa Ski Hill in Quinte West stay at the Fairfield Marriott in Belleville more than any other hotel. This could potentially facilitate a partnership and packaging specific to these two organizations. Similarly, while Sandbanks Provincial Park in Prince Edward County might be a number one destination for hotel occupants in Belleville and Quinte West, perhaps there are a small handful of other organizations that also tend to be part of the daytrip of those going beaching. This could also allow us to market more effectively to those consumers with those partners.

Beacons can also allow us to track how consumers move from real life to the online space. For example, we place a Bay of Quinte ad at the entrance to the Quinte Mall. A beacon is also placed at the Quinte Mall and we track a consumer there and see that upon entering they Google “bayofquinte.ca”, allowing us to determine the efficacy of that marketing decision. This concept could obviously be applied in a large variety of ways/to a large variety of partners. It could also be extrapolated to encompass target markets like GTA, Ottawa, Quebec, etc. All data can be grouped by location, sensor, user/device, thing, or app and could include the following:

- online-to-offline conversion, offline behaviour, channel performance, predicted results and segment analysis.
- Location traffic by online channel attribution (which online channel brought them to the area)
- Location traffic count total for a selected date/time range
- Location traffic by location
- Location traffic by proximity to a hardware node
- Location traffic by duration of time spent (Dwell time)
- Location traffic by demographic/geographic insights
- Common audience analysis

From a privacy perspective, unlike data-onboarding platforms that rely on personally identifiable information such as email, phone numbers and names, beacons use non-personally identifiable information. The result is more privacy and anonymity of users’ data.

Installing 8-12 beacons at high-traffic and strategic locations across the region could allow us to extrapolate extremely beneficial consumer data with respect to how individuals move around

the region, where they are coming from in the first place (ie. target markets) and trends in their offline to online behaviours.

b) Market research

Similarly, there is a need to understand more about what *potential* visitors and residents in our target markets of GTA east, Ottawa, Quebec (Montreal & west) and the NE USA would be interested to experience in our region. We are in need of knowing more about why a consumer would make the decision to visit or live in the Bay of Quinte region (which we know some of, but still not a complete picture), and in turn, how they would go about their planning and purchase journey (which we know next to nothing about) and what barriers we may need to be aware of. This is especially critical in terms of capturing the millennial market, which currently makes up roughly 25% of our population (2016 census) and is heavily concentrated in large urban centres in close proximity to Bay of Quinte, like Toronto and Ottawa. We can also target this research to a particular sector and to the benefit of our municipal/private partners. For example, all of our partners have indicated water products as an area of focus. This research can help us determine more about how we should be marketing those water products, where, and to whom, etc.

An important aspect of this project would also revolve around the awareness and familiarity of the name and brand of Bay of Quinte and whether the average consumer is even aware of where we are and what we have to offer, versus, for example the knowledge of the brands of our partners like Belleville, Quinte West, etc and what those places have as tourism assets. This would also help inform our marketing and allow us to target more precisely based on asset.

This project would have two phases: qualitative and quantitative research.

Qualitative research would be used to help frame the understanding of the considerations consumers go through when they make travel or moving decisions and would be inherently exploratory in nature in order to provide insights into why decisions are made and how they are planned. This phase would consist of either group-based in-person focus group methods or online surveys, depending on budgets. Both have advantages and disadvantages (group-based are great for brainstorming new concepts, but very time-consuming; online surveys can be more difficult to get commitment from participants), so a combination of the two could also be an option.

The qualitative research component would provide direction on the best questions to ask in the subsequent quantitative research.

Quantitative research would quantify our understanding of the market, including measuring the frequency of attitudes and behaviours. This would allow us to answer key questions – determining the size of the potential market, measuring strengths and weaknesses to rank barriers to consideration, etc. Quantitative research would be conducted online to maximize speed, cost and reliability. Respondents would be screened for relevancy of target market – GTA east, etc. Those selected would conduct a short survey designed to meet our research needs.

By combining qualitative and quantitative research, we are able to provide more concentrated insights into our positioning of marketing strategies, segment travellers and determine how to overcome barriers.

c) Strategy development

The tertiary component of this project would be to undergo new strategy development for our organization's marketing, integrating the results of our data analysis and market research projects. This component would be expected to begin in the fall of 2017 and inform business and marketing planning efforts moving forward. The product would be a marketing plan and strategy that is fully informed on proven data for the first time in our organization's lifecycle. It would facilitate effective implementation and set us up to manage success and growth.

The strategy development would include three phases.

Phase 1 (discovery) would be a situational analysis to gain a full understanding of our key market opportunities based on the research conducted. We would develop a direction and multi-year priorities in concert with our partners.

Phase 2 (assessment) would include stakeholder engagement to map opportunities against budget and infrastructure challenges with alignment on Bay of Quinte future growth and vision. This would involve a competitive scan of peer destinations, industry interviews and outreach, innovation brainstorming, and site visits to regional assets.

Phase 3 (development) would utilize an iterative process to develop and refine the strategy and business/marketing plan. Gap and asset analysis would be conducted in outlining our strategic pillars, leading to the development of timing, prioritization, project leads/partners, resources and KPIs for the business plan and strategy.

Bay of Quinte RMB would also employ a firm through an RFP process for this component of the project.

With three main project elements, we will evaluate as follows:

a) Real-time statistics, including beacons

We will aim to collect as least 100 completed interviews, which will provide a relatively stable and projectable data

We will aim to track at least 1,000 multi-location visitor travel paths via beacons

b) Market research

Qualitative: we will aim to collect 100 interviews

Quantitative: we will aim to collect upwards of 500 interviews

c) Strategy development

The creation of a strategy, business plan and marketing plan as well as multi-year KPIs would all be achieved as part of this phase

Other measurable outcomes would include: documents produced (surveys, strategies, etc), number of partners, number of stakeholders,

This comprehensive destination research project will benefit all partners and stakeholders in the Bay of Quinte region. Anyone will be permitted to access the data and information produced from this project.

The information and data collected will enable organizations across the region to better inform marketing efforts, focus campaigns and spend dollars more effectively. Canada has been identified as the number one travel destination in the world by both the New York Times and Lonely Planet for 2017. Our proximity to the border and to the GTA means we are poised to benefit from this momentum. With public dollars stretched in order to meet infrastructure, water and other municipal needs, and with the average small business on a small, fixed marketing budget, this destination research is needed now more than ever. As well, the strategic research component will enable the Bay of Quinte Regional Marketing Board to act in its supportive role at a higher level in marketing the region as a destination of choice to visit and to live, which further benefits all partners and stakeholders.

From a sustainability perspective, this project as a whole is considered “phase 1”. Phase 2 will be to outline budget and time in order to continue to pursue collection of statistics in the 2018-19 fiscal year and to continue to drive the strategy outlined over the next several years. The project outlined in this proposal lays the foundation for growth not only as a destination, but also as a marketing organization. It is imperative that a sustainability plan be outlined to ensure a) the information collected is acted upon and b) collection of information continues in order to keep up with changing trends.

A task team made up of staff from partner organizations and key stakeholders will drive the project forward and direct the high-level deliverables. RFPs will be created for each project milestone, which will be reviewed by the task team, in order to ensure the best organization is chosen to manage each element.