

Township of Terrace Bay Five-Year Tourism Marketing Plan

MARCH 2023

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1.0

Executive Summary

The Township of Terrace Bay along with its partner, North of Superior Travel Association (operating name Superior Country), is seeking the development of a comprehensive Five-year Tourism Marketing Plan for Terrace Bay.

Generator Insights Strategy Creative was selected via a request for proposal process to complete the marketing plan.

The marketing plan will guide the Municipal Accomodation Tax (MAT) Steering Committee with the allocation of the approximately \$10,000 - \$15,000 that will be available annually through the MAT for marketing. A tactical marketing plan will provide direction for short- and medium-term investment in marketing of the Township of Terrace Bay.

The plan will outline the advertising and overall marketing approach to promote Terrace Bay, including proposed budget and Key Performance Indicators (KPIs).

The key expected outcomes of the marketing plan are to provide a detailed list of tactics that can be deployed over a five-year period. These tactics will provide a clear and precise direction to meet the marketing objectives for Tourism in Terrace Bay. Decision-making on which tactics to prioritize each year will be made by the MAT Steering Committee based on funds and resources available. The plan will remain fluid and can be adjusted each year to ensure that priority projects are completed within the timeframe and allocated budget.

2.0 Objectives of the Marketing Plan

The primary objective of the marketing plan is to ensure that visitors stay longer than one night in Terrace Bay’s motels.

The secondary objective is to increase the number of visitors during the shoulder seasons (October-April). These months typically yield lower numbers of visitors and present an opportunity to increase hotel occupancy.

ACTIVITIES

- Increase awareness of Terrace Bay as a Tourism destination
- Economic development for Terrace Bay with the tourism sector
- Initiate promotion efforts, products and partnerships
- Assign metrics to measure progress and results

2.1 Product Objectives

The main purpose is to focus on best bet products and experiences. Invest in products and experiences that align with the provincial recommendations and market research.

The plan will identify new tourism products that can be developed in Terrace Bay. This tourism product will be aligned with the regional product development strategies.

A review of the key existing tourism products will provide recommendations for future investment and focus on core products.

2.2 Marketing Communication Objectives

The key intent will be to improve the brand awareness of Terrace Bay as a destination to the identified target audience.

Key tourism products will be promoted through both existing and new marketing channels.

A main message will be developed as part of the creative strategy to achieve the marketing communication objectives.

2.3 Key Success Metrics

- Increase tourism spending in Terrace Bay – hotels, restaurants and retail
- Increase the volume of first-time visitors
- Grow off-season visits over the next five years
- Increase website visits and social media engagement
- Increased engagement from existing and new visitors

3.0 Situational Analysis

A situational analysis was conducted as the first phase of the project. This provided insight and research into the current situation, existing plans, strategies and marketing that has been completed over the past few years. The following research was conducted:

Community members

- Online survey to residents of Terrace Bay

Business owners, Council members, Committee members

- Three focus groups were held in Terrace Bay with a selection of stakeholders

Regional Strategies – Superior Country & DNO

- Call with Superior Country and access to regional data on *destinationnorthernontario.ca*

Township of Terrace Bay

- Review of relevant data, research and marketing activity

3.1 Marketing Activity

The Township of Terrace Bay uses a mixture of traditional and digital media for its marketing and advertising. With a limited marketing budget, the activity focuses on key media opportunities.

The most effective advertising is with a print ad with Superior Country’s annual publication and digital advertising on paid social channels. The digital advertising includes blog content to support the advertising message.

This is a list of all tourism advertising and marketing for Terrace Bay:

- Print advertising in Superior Country – Walleye and Chronicle Journal
- Radio – CFNO
- Digital advertising with Superior Country – includes blog content
- Online paid advertising (Facebook and Instagram)
- Highway and Town Signage
- Visitor brochure

3.2 Digital Marketing Audit (Social media and Website)

The Township of Terrace Bay use both Facebook and Instagram as the primary social media channels for Tourism promotion. These are the two recommended channels to use for Tourism out of all the available social channels.

INSTAGRAM

Doing well:

- Effective use of story highlight feature
- Effective organization of giveaway structure that will encourage interaction
- Use of naturescapes in photos
- Hashtags utilized in captions

Could be improved:

- Low activity level in terms of posting
- Hashtags are not optimal for bios
- Low level of brand alignment across posts

FACEBOOK

Doing well:

- Larger number of events are shared on this platform (both from the Terrace Bay Facebook account and through sharing other organizations posts)
- List web address, phone number, email, and address in information section
- Higher activity level than Instagram

Could be improved:

- Could utilize the events feature much more frequently / effectively
 - Has not been used since 08/21/22
- Lack of brand identity in posts
- Write a caption when sharing posts

WEBSITE: TERRACEBAY.CA

The Terrace Bay website is a resource for residents, businesses and visitors. This is common for communities the size of Terrace Bay to house all the content on one website.

Doing well:

- Layout of the different tabs is done well
 - Once you click on a sub-tab, all of the options under that tab are listed for easy navigation.
- Separating the annual events and festivals tab by each month
- Includes Schreiber attractions and regional attractions
- The website is fairly brand cohesive
- Nice utilization of images throughout
- An effort is made to include addresses, phone numbers and websites where applicable

Could be improved:

- A landing page (specifically for the visiting tab) could be a helpful addition.
 - Instead of individuals needing to select one of the tabs, an overview of why they should choose to visit Terrace Bay may be more effective.

3.3 Market Research Analysis

The resident survey provided the following key suggestions to improve Tourism:

- Campgrounds / more accommodations
- Outdoor bathrooms
- More cultural- and music-focused events
- Move away from having volunteers run events or attract younger volunteers
- More winter activities and events
- The mill’s odor needs to be addressed
- More shopping / retail / grocery stores
- Pathways for walking, biking, etc.

3.2 Focus Group Analysis

CURRENT TOURISM OVERVIEW

- Terrace Bay is a service centre – people utilize our restrooms, food, gas services, hotels, etc.
- Since the pandemic people are stopping in our area more
- All visitors come via the highway – cars, motorcycles, RVs, bicycles
- Tourists need to be motivated to spend money (not just pass through and view the beautiful attractions and then hop back onto the highway)
- The highway signage has been strategically placed to answer tourists’ questions of “What is there to do here?”
- Winter season – Thunder Bay is the furthest anyone would come in order to visit during the winter. It is a key market year-round.
- Do not consider the other towns on the North Shore as competition
- Cater to the North Shore as a whole and offer things that are not offered elsewhere

EVENTS

- **Waasaashkaa Gathering**
 - Surf Festival is a niche tourism event that has grown to 800-1000 people.
 - Also works well in the shoulder season when typically, tourism activity is much lower.
- Volunteers are key to the success of all events
 - Heavy reliance on existing volunteer groups – need to promote positives of volunteering to younger audiences to grow a new set of volunteers.
- **New event suggestions:**
 - artisan fairs
 - markets (with artisan groups)
 - music festival
 - green trade show
 - culinary-focused events
 - Indigenous cultural activities
 - Festival of Colour
- Partner with other communities to make sure that there’s no overlap of key events

VFR (VISITING FRIENDS AND RELATIVES) MARKET

- The majority of people in the focus group will take visiting friends and relatives to the main tourist attractions when they visit. They are also taking part in specific experiences such as:
- fishing
 - ice fishing
 - water sports (kayak, SUP, canoeing, wakeboarding, boating)
 - ATV
 - trail walking etc.

EXISTING ATTRACTIONS ANALYSIS

- **Aguasabon Falls and Gorge**
 - One of the best attractions in Terrace Bay
 - Doesn’t bring people to Terrace Bay by itself, but most people stop to see it when they come (it is located right off of the highway, which is convenient)
- **Casque Isles Hiking Trail**
 - Advertising has greatly improved over the past few years
- **Slate Islands Provincial Park**
 - This is challenging to get to as there is only one boat charter service in town
- **Terrace Bay Lighthouse**
 - 15,000 people every summer
 - Fun attraction for the kids
 - A lot of people stop to take pictures with it
- **Terrace Bay Beach and Beach Pavilion**
 - Great event hub
 - Attracts a good amount of tourists and locals alike
- **Aguasabon Golf Course**
 - A lot of walk-in tourists coming through
 - You don’t need a tee time

4.0 Opportunity and Issue Analysis (SWOT)

SWOT means “Strengths, Weaknesses, Opportunities and Threats.” It’s a system to help analyze the current marketing landscape in order to create strategies to promote and improve the Terrace Bay tourism in the future.

STRENGTHS

- The Township of Terrace Bay is supportive of investing and growing tourism. They see the importance of tourism to support the local economy.
- The MAT will provide additional dollars to invest in tourism.
- Personnel assigned to manage tourism for the Township of Terrace Bay are knowledgeable and experienced.
- Market research is already part of the annual marketing activity – they have a baseline of data and research.
- Successful list of annual events that are run by the Township of Terrace Bay
 - These maintain existing Tourism attractions to ensure that they continue to benefit visitors and residents.
- There is a tourism information centre that is run by the Township of Terrace Bay during the peak months.
- Successful partnerships with other organizations grow and improve tourism in Terrace Bay.

WEAKNESSES

- Resources are limited to manage and maintain tourism activity (e.g. updating the website and social media)
- New product development and investment in infrastructure or other Tourism-related development has a long timeline for completion of each project.
 - Relies on grants, partnerships and committees to fulfill a successful project to completion
- Limited capacity of hotel rooms / beds
- No camping available in Terrace Bay
- Tourism activity is seasonal with a significant drop in late Fall, Winter and Spring

OPPORTUNITIES

- Partner with organizations to help with tourism product development and investment in new and existing tourism infrastructure
- Apply for grants to assist with certain tourism projects
- Align marketing activity with Destination Ontario’s marketing strategy to ensure Terrace Bay tourism marketing is more effective
- Take advantage of an increase in new visitors from markets that were affected by the

pandemic (e.g. U.S. visitors)

- Target nearby markets specifically in shoulder and winter seasons (e.g. Thunder Bay)
- Growth in the touring market
- Potential for Cruise Ships to start operating along the North Shore – could provide an increase in visitors on day excursions

THREATS

- Increased competition from other communities along the North Shore
- Impression of only a seasonal destination (Summer / early Fall)
- Volatile gas prices can affect the touring market.
- Heavy reliance on volunteers to run tourism attractions and events in Terrace Bay
 - In the mid- to long-term there is a need to recruit new volunteers
- Heavy reliance on private investors for some tourism-related businesses – hotels, motels, charter boats, rentals (kayaks, canoes, paddle boards, etc.)

5.0 Target Audience

It is important to ensure that all marketing communications are targeted at the audience that is most likely to connect with the campaigns. The primary audience is the ideal visitor that will be the best bet to target.

AUDIENCE

Primary:

- 40+ touring segment – Auto, RV and Motorcycle

Secondary:

- Families with children aged 0-18
- Age 24-45 outdoor adventure seekers – Nature & Adventure
- VFR (Visiting Friends and Relatives) – local awareness amongst residents. This audience covers all product pillars.

5.1 Target Markets

Geographic target markets have been prioritized by season to ensure marketing budgets are spent in the key seasons that the geographic audience will most likely visit.

GEOGRAPHIC MARKETS

Domestic:

- Regional Northwest Ontario (NWO) – primary focus on events, attractions and experiences
 - Summer / Fall – Regional NWO – Primary
 - Spring / Winter – Thunder Bay and nearby NWO communities – Primary
- Ontario – GTA and Ottawa – Primary – Summer / Fall
- Quebec – Secondary – Summer / Fall

U.S.:

- Midwest (Minnesota, Wisconsin, Southern Michigan) – Primary, Summer / Fall

Overseas

Leverage any marketing opportunities through Destination Canada, Destination Ontario partnerships or Media Familiarization Tours.

This overseas marketing would be done in partnership with an organization that already has a foothold in the market. No marketing budget should be allocated from Terrace Bay for advertising to the Overseas audience.

6.0 Marketing Mix

The marketing mix is a combination of product, price, place and promotion that is used by Terrace Bay to differentiate itself as a tourism destination from other destinations that potential tourists would be interested in visiting.

6.1 Tourism Key Product Pillars

BEST BET PRODUCTS

The best bet products are those products and experiences that are in high demand by visitors and those recommended to focus on for product development and marketing promotion.

Primary:

- Touring – Auto, RV and motorcycle
 - Lake Superior Circle Tour is a specific product to focus on for this sector.

The Northern Ontario Product Development Strategy lists Auto & RV Touring as a primary area of focus for product development.

The Lake Superior Circle Tour, through the Ride Lake Superior Program, has become an epic motorcycle route that has been attracting multitudes of riders for a number of years.

Secondary:

- Nature & Adventure
- Culture & Heritage (events)
- Angling & Hunting

6.2 Product Development

The recommendation is to continue investment, promotion and focus on the Terrace Bay Superior Six core attractions that Terrace Bay offers. These attractions provide a wide range of experiences across multiple audiences.

- **Aguasabon Falls and Gorge**
 - Revitalize and expand Aguasabon Gorge (include assessment for RV facilities and long-term parking)
- **Casque Isles Hiking Trail**
 - More promotional activity
- **Slate Islands Provincial Park**
 - Look at availability of access to the Slate Islands. It is currently limited.
- **Terrace Bay Lighthouse**
 - Maintenance and upkeep of the lighthouse and grounds
- **Terrace Bay Beach and Beach Pavilion**
 - Wayfinding and signage to encourage tourists to visit the beach
 - Includes an interpretative panel at the beach that will encourage visitors to explore further and learn about the other attractions and things to do in Terrace Bay

- **Aguasabon Golf Course**
 - More promotional activity
- PRODUCT DEVELOPMENT INVESTMENT OPPORTUNITIES
- This list provides the product development options identified in the research. Our recommendation is to choose one viable product and one new event to develop and implement during the five-year period.

Additional funding, grants, partnerships and committees will be required to successfully introduce a new product and event for Terrace Bay. If the product is reliant on attracting private investors to set up and run, then it will require input from the MAT committee and Township of Terrace Bay for consideration of the opportunity.

- **Campground / RV Facilities**
 - There are no campsites in Terrace Bay. Potential to increase capacity of visitors during peak months when hotels are full. Look at the possibility of either a campground operated by the Municipality or a private investor.
 - Feasibility study to attract private investors for developing camping / campground
 - A partnership with the Golf Course could

provide a temporary solution for running camping and RV parking / facilities until a permanent solution is in place.

- **Trail Development**
 - Review the current trail network and identify opportunities to improve existing trail infrastructure and build new trails for both visitors and residents.
 - Revitalize and expand the Black Path. Connect it to Simcoe Plaza, the Beach and Gorge.
- **Complete and Expand Beach Pavilion**
 - This would complete and expand on existing plans for the Beach Pavilion: Gazebo, green roof, art installations and landscaping cut out (Gardens).
- **Events**
 - Invest in promoting existing events and look at potential for new events that will appeal to visitors, residents and people from nearby communities.
 - Existing events that could see increase in investment / funding:
 - Terrace Bay Winterfest
 - Terrace Bay Beach Festival
 - Waasaashkaa Gathering – Surf Festival
 - Witches Paddleboard
 - Fall Market

- **New event ideas:**
 - Music festival
 - Craft market / art show / outdoor market
 - Culinary event – food festival
 - Oktoberfest
 - Cultural events – East Indian, Indigenous
 - Beach bonfire with live music and local artisans
- Year-round cabins or Yurts
 - Offer ice fishing and snowshoeing in the winter – private investors needed
- Capitalize activities on the water (e.g. kayaking, canoeing, boating, stand up paddleboarding (SUP), kite surfing, fishing, diving)
 - Explore opportunities for an outfitter to set up in Terrace Bay to offer rentals for some of these activities
- Surfing is a niche product that has potential for growth. Terrace Bay does offer one of the best surfing experiences on Lake Superior.
 - Peak season (September and October) will work well at attracting visitors during the shoulder season
 - Look at promotional opportunities to key markets in NWO and U.S. border states

- **Cycling Feasibility Study**
 - Cycling is a product that is growing across Ontario. The touring market often travels with bikes and are looking for new destinations.
 - Are there any cycling opportunities that could be developed? (e.g. mountain biking, fat biking, gravel biking, road biking)
 - Review the feasibility study developed for the Lake Superior Expansion of the Great Lakes Waterfront Trail for more background information about cycling product development opportunities.
 - This product would require long-term investment to develop and market, if it is feasible.
 - Support the Black Path Trail development project by including cycle paths
- **Lake Superior Ale Trail**
 - Terrace Bay has a local brewery called Slate Island Brewery – opportunity to capture more of this market

6.3 Promotion Strategy

Promotion is vital to positioning the best bet products to the best bet markets. The promotional strategy should look at activity by each season. As there is a significant difference between the experiences for each season the promotional campaigns should reflect this.

SUMMER / SPRING SEASON

This season should be the primary focus of promotional activity. It has the largest market and potential for visitor growth.

Advertising should start in the Spring to allow visitors to make plans to visit in the Summer. Target the Touring and Nature & Adventure markets by promoting the activities, events and experiences available in Terrace Bay. Include specific promotions for the Lake Superior Circle Tour under the Touring sector.

The advertising for this season should be a mix of both traditional and online paid media.

FALL SEASON

This season is very important for the touring audience and product.

Focus on fall colours, activities and experiences. Promote the unique events in this season with a targeted campaign: Waasaashkaa Gathering – Surf Festival and Witches Paddleboard.

The advertising for this season will primarily be online paid media with a smaller percentage of traditional media.

WINTER SEASON

This season will target close haul audiences, primarily Thunder Bay, to promote events, winter activities and experiences. The advertising for this season will be online paid media only.

6.4 Media Plan

In the current marketing landscape, utilizing a mix of both traditional and digital media typically will produce the best results. This is particularly true when a variety of age demographics make up the primary and secondary target markets.

Digital media can be geo-targeted to specific audiences allowing the target market to be reached more effectively.

Print advertising is particularly effective when attempting to gain awareness within a niche or specific market. This form of marketing typically targets individuals who are already interested in the product being promoted.

In order to effectively reach both primary and secondary target markets, we recommend exploring the following:

PRINT

- Lake Superior Circle Tour Adventure Guide, The Walleye, Northern Wilds, Thunder Bay Experience Guide and Superior Country Travel Guide.
- These print publications are suggestions based upon their content, the markets they appeal to, and their distribution locations.

DIGITAL

- Meta (Facebook & Instagram), Google Ads, Sponsored Blog write-ups
- These digital platforms are recommended based on their overall effectiveness, ability to geo-target specific markets and appeal to niche groups.

7.0 Organizational Partnerships

Organizational Partnerships are often a vital piece of marketing strategy. These relationships, when cultivated strategically and effectively, can be leveraged to provide benefits to both parties. Being intentional about which partnerships you place time and resources behind, is key to the success of this strategy. Below we have outlined some of the organizations that were mentioned during our research / the course of this project.

- **Parks Canada: Beach Pavillion**
 - Parks Canada has a much bigger budget for marketing the region so communities must leverage this marketing opportunity.
 - Meet with Parks Canada to form a working partnership with regards to marketing the region's attractions, visitors services and activities. Protecting the environment is also a priority for this group.
- **EcoSuperior:**
 - Green initiatives, possibly with expanding outdoor recreation and environmental-friendly processes
- **Superior Country:**
 - Is the Eligible Tourism Entity (ETE) managing Terrace Bay's Municipal Accommodation Tax and regional advertising
- **Destination Northern Ontario:**
 - Partnerships for wayfinding and interpretive panels
 - Provides assistance with developing the tourism industry in Terrace Bay
- **Pays Plat First Nation:**
 - Look into partnering with this community, particularly in relation to the Casque Isles Trail that connects the two.

- **Township of Schrieber:**
 - Partnership with this township relating to the Casque Isles Trail, coordinating events to capitalize on the draw each township has individually and aligning offerings
- **Rossport:**
 - Partnering with this village would allow Terrace Bay to access Rossport's water products (kayak and canoe rentals and bay excursions), the Casque Isles, accommodations and campground.
- **Lake Superior High School:**
 - Youth involvement with outdoors classes – revitalize tables, benches and chairs
- **Superior North CFDC:**
 - Interested in pursuing working with them more – possibility of providing French translation services
- **Terrace Bay Public School, St. Martin Catholic School and École Catholique Franco-Terrace:**
 - Interested in pursuing working with them more
- **North of Superior Healthcare Group:**
 - Interested in pursuing working with them more
 - Potential age-friendly / mental health initiatives for the aging population / tourists
- **North Shore Family Health Team:**
 - The Terrace Bay community provided them space to do COVID Clinics – would like to continue working with them if there's an opportunity
 - Potential age-friendly / mental health initiatives for the aging population / tourists
- **North of Superior Counseling Programs:**
 - Interested in pursuing working with them more
 - Potential age-friendly / mental health initiatives for the aging population / tourists

8.0 Implemenation Plan

HOW TO USE THE FIVE-YEAR MARKETING TOOLS AND TACTICS

An implementation plan has been designed as a fluid comprehensive guide to understanding, managing and implementing each of the recommended marketing tactics.

Each marketing tactic is prioritized as: high, medium or low. The plan is designed to be fluid so priorities can be changed as well as the timeline and year for each tactic to be deployed.

It is not a recommendation that all the marketing tactics should be completed within the five-year timeframe. A realistic list of achievable tactics should be the main priority which is based on available resources and budget for implementation.

The plan should be reviewed quarterly and adjusted accordingly based on achievements made with the projects underway for that year.

The implementation plan includes the following key information for each marketing tactic that will guide the Township of Terrace Bay through the process of their execution:

- Project objective
- Required initiatives and activities
- Responsibility / project management
- Potential partnerships / resources
- Timeline divided by quarters
- Estimated annual budget / cost for each five years
- Measurement metrics

8.1 Proposed Budget

The implementation plan identifies estimated annual costs for each marketing tactic which are totalled as a yearly and total budget over five years. The budget is the total estimated amount and not specific to the MAT fund budget only. Some costs will be funded by the Township of Terrace Bay and supported by the MAT fund.

For some tactics, external suppliers and vendors will need to be sourced and quotes required to complete the project. The plan identifies estimated costs for outside vendors but will need to be updated once quotes are obtained.

To successfully develop a new tourism product, additional funding and grants to achieve will be required. The MAT fund budget has been allocated to invest in the existing Superior Six attractions but those may also require additional funding depending on what upgrades are planned.

For signage and wayfinding, a budget will be required leveraging MAT fund dollars with Township of Terrace Bay dollars. A budget has been allocated to update the existing four visitor signs with new content within the existing sign structure. The MAT Steering Committee may choose to designate funds towards signage and wayfinding within Terrace Bay.

8.2 Desired Outcomes

The marketing plan is designed to achieve the marketing objectives by implementing the marketing tactics outlined in the implementation plan.

The tactics have been prioritized in order of importance and some of the tactics do need to be completed in the order detailed in the plan.

For example, the website updates (specifically the tourism landing page) should be completed before the annual advertising campaign launches as any leads from ads will be directed to the website for more information.

The plan does require human resources and considerable time to be dedicated by the Township of Terrace Bay to manage the rollout and implementation of the tactics. In addition, support from the MAT Steering Committee and strategic partner, Superior Country, will assist with the annual management of the plan and required tactics.

FIVE-YEAR TERRACE BAY TOURISM TACTICAL MARKETING IMPLEMENTATION PLAN



Marketing Tactic	Objective	Initiatives & Activities	Responsibility / Project Owner	Potential Partnerships / Resources	Priority
Redefine and design online presence / experience for visitors	<ul style="list-style-type: none">Design and develop a separate Terrace Bay tourism website to enhance the online experience for visitorsMove content from the existing Township website to a standalone visitors website	<ul style="list-style-type: none">Audit the existing websiteContent planningBrief web developer and designersBuild & design the website / webpages, site plan, wireframes, site / page designContent migration and content developmentBack office training with Municipal staffLaunch site / page	<ul style="list-style-type: none">Communication Agency for designWeb developer - backend developmentMAT & Township for rollout / implementation	<ul style="list-style-type: none">Web development company required for the building, hosting and launch	High
Annual Tactical Marketing Plan <small>(Continue with current promotional advertising until the new campaign is ready to launch)</small>	<ul style="list-style-type: none">Develop an annual advertising campaign and a media plan with aligned objectivesDevelop creative for all channels identified in the media plan, and target the best bet markets while promoting the best bet products.<ul style="list-style-type: none">Creative Objectives:<ul style="list-style-type: none">Create awareness – location, brand and productDrive traffic to the Terrace Bay website – The campaign will be seasonal and the content messaging will be modified for each season.Promote specific products / events / festivals	<ul style="list-style-type: none">Creative briefConcept developmentBuild media plan and coordinate media buyingCreative developed for all channels on media planCreative distributed to channelsReview performance	<ul style="list-style-type: none">Township and MAT for development, implementation and rollout	<ul style="list-style-type: none">Google AdWordsMeta Business ManagerMedia outlets in NW Ontario & Minnesota	High
Digital Assets	<ul style="list-style-type: none">Create digital photo and video assets to be used for promotional campaigns, website and online channelsContract photographers to get local photo assets for use in the campaign across each season and product categoryProduce tourism-focused videos and video content to promote Terrace BayExplore social-media-optimized formats to boost the media planFocus on seasonal videos that show multiple activities, events and experiences	<p>Photo Assets:</p> <ul style="list-style-type: none">Categorized photos requiredCreate a shot listAssign photographers to capture specific product / experienceEnsure shots are optimal for use in developing creative for the annual advertising campaign <p>Video Assets:</p> <ul style="list-style-type: none">Outline for video projectsAssign video production company for assignmentVideo pre-productionVideo productionVideo post-productionDevelop plan for rollout	<ul style="list-style-type: none">The Township and MAT will work together to source and produce video and photo assets	<ul style="list-style-type: none">Superior Country has digital assets that Terrace Bay could utilizeLocal and regional photographersUtilize a digital asset account / server to store the photos online for use by the Township and its partnersLocal and regional video production companies	High

FIVE-YEAR TERRACE BAY TOURISM TACTICAL MARKETING IMPLEMENTATION PLAN Timeline & Budget



	Year 1: 2023				Year 2: 2024				Year 3: 2025				Year 4: 2026				Year 5: 2027			
Marketing Tactic	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec
Redefine and design online presence / experience for visitors		Site Audit Content Planning	Build & Design	Launch	Ongoing content management															
Budget	\$15,000				\$0				\$0				\$0				\$0			
Budget Notes	Total (Estimate): \$15,000 Estimate cost for design & development of a tourism-specific website						Performance Measures (KPIs)		Use Google Analytics to measure visits, interactions and growth of traffic Take a baseline of data for the number of visits, page impressions and location of visits for the current visiting page for Terrace Bay											
Annual Tactical Marketing Plan					Complete brief and develop creative concepts Develop media plan	Campaign execution 4-6 week campaign per season Media buying and coordination			Develop media plan	Campaign execution 4-6 week campaign per season Media buying and coordination			Develop media plan	Campaign execution 4-6 week campaign per season Media buying and coordination			Develop media plan	Campaign execution 4-6 week campaign per season Media buying and coordination		
Budget	\$0				\$6,500				\$6,500				\$6,500				\$6,500			
Budget Notes	Total (Estimate): \$26,000 \$1,500 per year allocated for the execution of the tactical plan \$5,000 per year allocated for media buy						Performance Measures (KPIs)		Review campaign performance – Google / Meta analytics for online, consumer surveys for campaign awareness Each media will have a set KPI and tracking implemented											
Digital Assets		Categorize & build shot list & video outline	Assign photographers and videographers to start building content library							Categorize & build shot list & video outline	Assign photographers and videographers to start building content library							Categorize & build shot list & video outline	Assign photographers and videographers to start building content library	
Budget	\$3,500				\$0				\$3,500				\$0				\$3,500			
Budget Notes	Total (Estimate): \$10,500 \$4,000 dedicated towards obtaining needed photography assets \$6,500 dedicated towards the creation of video assets						Performance Measures (KPIs)		Online engagement with new content Increase in website visits, social media engagement and sharing of new content											

FIVE-YEAR TERRACE BAY TOURISM TACTICAL MARKETING IMPLEMENTATION PLAN



Marketing Tactic	Objective	Initiatives & Activities	Responsibility / Project Owner	Potential Partnerships / Resources	Priority
Content Development	<p>Articles and Blogs:</p> <ul style="list-style-type: none">Identify and contract travel bloggers and content writers to visit Terrace Bay. Their travel blogs and articles will be shared with potential future visitors and create awareness of the experiences that can be found in Terrace Bay. <p>Digital Assets:</p> <ul style="list-style-type: none">Obtain non exclusive photo rights when hiring personnel for content <p>Itinerary Development:</p> <ul style="list-style-type: none">Develop travel itineraries and make them available to visitors.<ul style="list-style-type: none">These will assist in promoting tourism products, attractions, and travel opportunities.Content from hired travel writers / bloggers can be utilized when creating this itinerary. <p>Media Familiarisation Tours:</p> <ul style="list-style-type: none">Engage with tourism travel media by inviting them to Terrace Bay for a familiarisation tour (in partnership with Superior Country)	<ul style="list-style-type: none">Research potential travel bloggers that would be suitable to cover Terrace Bay<ul style="list-style-type: none">Upon contacting and arranging bookings, provide a tour and access to experiencesShare content once publishedExplore whether Terrace Bay can be added to existing provincial itineraries<ul style="list-style-type: none">Develop both print and online versionsInclude these at tourism information centres (possibly pursue a QR code for the digital version on visitor centre signage as well)Seek partners and stakeholders from available product and services to be includedCommunicate itineraries on applicable channelsDevelop a media flysheet with key information for travel media<ul style="list-style-type: none">Distribute to travel media and confirm toursPlan the itinerary (can utilize the itinerary that is developed for tourists)Share any earned media from the FAM tour	<ul style="list-style-type: none">MAT and Township of Terrace Bay	<ul style="list-style-type: none">Travel bloggersContent writersSuperior CountryDestination OntarioTourism Thunder Bay, other Tourism organisations in NW OntarioNearby communitiesExisting provincial / regional initiativesTravel Media Association of Canada	High
Product Development	<ul style="list-style-type: none">Invest in product development and diversification within the identified best bet products from the marketing planThis includes a focus on the existing six key tourism products / attractions.	<ul style="list-style-type: none">Create a long-term plan for product development in Terrace BayCreate objectives and a strategy to begin product developmentChoose one new product development project to focus on as a priority	<ul style="list-style-type: none">Township of Terrace Bay	<ul style="list-style-type: none">MAT Steering CommitteeOther committees (Waterfront)Destination OntarioSuperior Country	High

FIVE-YEAR TERRACE BAY TOURISM TACTICAL MARKETING IMPLEMENTATION PLAN Timeline & Budget



	Year 1: 2023				Year 2: 2024				Year 3: 2025				Year 4: 2026				Year 5: 2027			
Marketing Tactic	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec
Content Development				Engage with partners to identify travel media for contact Conduct research for Travel Itinerary	Research and book travel bloggers for the year Prepare media flysheet Itinerary: Build and design plans	Itinerary: Build and design plans	Provide tour and share articles / blogs		Launch Itineraries	Communicate itineraries and distribute via Tourism Information Centres and online promotions						Research and book travel bloggers for the year			Provide tour and share articles / blogs	
	Ongoing contact with travel media and prepare for any tours that are booked (through end of YR 5)																			
	\$0				\$3,000				\$500				\$500				\$3,000			
Budget	\$0				\$3,000				\$500				\$500				\$3,000			
Budget Notes	Total (Estimate): \$7,000 \$5,000 allocated to blogs / articles (years 2 and 5) \$500 per year allocated to FAM tours						Performance Measures (KPIs)		Measure engagement on travel blogs and shared content Offers and incentives specific to the itineraries will allow success tracking Number of enquiries and handouts recorded at the info centres						Downloads of itineraries recorded on the website FAM: Measure the number of leads, booked tours per year, earned media value from any written articles					
Product Development		Open dialogue with committees and partners		Create long-term product development plan		Review the Superior 6 core attractions and plan for future upgrades, investment and promotion		New project started for product development Annual investment into Superior Six attractions												
Budget	\$0				\$0				\$5,000				\$5,000				\$5,000			
Budget Notes	Total (Estimate): \$15,000 New product development will require grants and additional funding to develop						Performance Measures (KPIs)		Visitor and operator surveys Usage numbers for new / updated product after launch											

FIVE-YEAR TERRACE BAY TOURISM TACTICAL MARKETING IMPLEMENTATION PLAN



Marketing Tactic	Objective	Initiatives & Activities	Responsibility / Project Owner	Potential Partnerships / Resources	Priority
Stakeholder Relationships & Partnerships	<ul style="list-style-type: none">Develop and maintain relationships with key stakeholder partners<ul style="list-style-type: none">These include tourism-related businesses and other partners identified in the marketing planSeek assistance and guidance with the implementation of the marketing plan from these partners and stakeholders	<ul style="list-style-type: none">Identify key stakeholders / partnersKeep regular communications with these groups (annual Tourism summit)Form committees (where applicable)Set action plansSeek involvement / participation	<ul style="list-style-type: none">Township for rollout / implementationMAT Steering Committee	<ul style="list-style-type: none">Tourism private businesses (e.g. hotels, restaurants, retail)Parks CanadaEcoSuperiorSuperior CountryDestination Northern OntarioPays Plat First NationTownship of SchreiberLake Superior High SchoolSuperior North CFDCTerrace Bay Public SchoolSt. Martin Catholic School and École Catholic Franco-TerraceNorth of Superior Healthcare GroupNorth Shore Family Health TeamNorth of Superior Counseling ProgramsRecreational Programs (Golf Course, Ski Hill, etc.)	High
Marketing Collateral	<ul style="list-style-type: none">Develop / create marketing collateral to support tourism in Terrace Bay in adherence with the Township’s brand identity	<ul style="list-style-type: none">Assess existing collateralIdentify needs for new collateral items including a visitor guideBrief design agencyDesign and proofPrintingDistribution	<ul style="list-style-type: none">Marketing agency for designMAT and Township for rollout / implementation	<ul style="list-style-type: none">Use the Tourism Centre in Terrace Bay to distribute the collateralPartner with hotels and motels to distribute tourism collateral to visitorsOTIC locationsRegional tourism / visitor centres	Medium
Signage (Highway & product locations)	<ul style="list-style-type: none">Refresh signage that is identified as needing to be replaced. Identify new locations for additional signage throughout the year if needed.Prioritize equipping the 4 blue visitor information signs with updated content inside.	<ul style="list-style-type: none">Confirm new signage requirements (existing sign upgrades and new signs)Create list of new locationsDesign for each signSign productionSign installation	<ul style="list-style-type: none">Township for rollout / implementation	<ul style="list-style-type: none">MATDestination Northern OntarioGrant application to share costsMTOSignage supplierParks CanadaSuperior Country	Medium

FIVE-YEAR TERRACE BAY TOURISM TACTICAL MARKETING IMPLEMENTATION PLAN Timeline & Budget



	Year 1: 2023				Year 2: 2024				Year 3: 2025				Year 4: 2026				Year 5: 2027					
Marketing Tactic	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec		
Stakeholder Relationships & Partnerships				Identify stake-holders / partners	Meetings with stake-holders and partners	Form comm-itees (If applicable)	Set action plans		Ongoing communication and involvement from all stakeholders in the implementation of the marketing plan. Include the possibility of an annual tourism summit with stakeholders and partners													
Budget	\$20,000				\$0				\$0				\$0				\$0					
Budget Notes	Total (Estimate): \$0						Performance Measures (KPIs)		Participation from all stakeholder groups Positive feedback from stakeholders about the direction and progress of the plan.													
Marketing Collateral		Assess existing collateral	Add new collateral	Design Print	Distribute	Review and Update yearly																
Budget	\$2,000				\$750				\$750				\$750				\$750					
Budget Notes	Total (Estimate): \$5,000						Performance Measures (KPIs)		Increase in distribution numbers over time period													
Signage (Highway & product locations)		Update content for each of the 4 visitor info signs	Confirm new signage requirements (existing sign upgrades and new signs)	Source funding / grants	Design / Production / Installation																	
Budget	\$20,000				\$0				\$0				\$0				\$0					
Budget Notes	Total (Estimate): \$20,000 Due to the high estimated cost for signage it will be jointly funded by MAT Tax and Township of Terrace Bay funds.						Performance Measures (KPIs)		Survey visitors to assess improvement in wayfinding and general awareness of Terrace Bay													

FIVE-YEAR TERRACE BAY TOURISM TACTICAL MARKETING IMPLEMENTATION PLAN



Marketing Tactic	Objective	Initiatives & Activities	Responsibility / Project Owner	Potential Partnerships / Resources	Priority
Festivals & Events	<ul style="list-style-type: none">Invest in promoting existing events and look at potential for new events that will appeal to visitors, residents and people from nearby communities.	<ul style="list-style-type: none">Meet with existing event organizersAudit existing events in Terrace Bay and discuss new event opportunitiesCommunicate events via website and promotional campaignsEvaluate if an event fund is required for new and existing eventsCreate one new event that is coordinated by the Township of Terrace Bay	<ul style="list-style-type: none">Township for development of new events and existing eventsTownship and MAT for promotion of existing and new eventsEvent organizers for management of their events	<ul style="list-style-type: none">Event organizersNearby communities	Medium
Market Research	<ul style="list-style-type: none">Use market research to engage with visitors, residents and businesses. Focus on aiming to understand the Tourism landscape, trends, product usage and thoughts for future development and improvements. Market research provides data that can influence decisions for the marketing plan and which areas should be prioritized.	<ul style="list-style-type: none">Continue with the visitor surveys that are conducted at the Tourism Information CentreSend out an annual resident and business survey that is MAT fund focused to provide data on effectiveness of MAT spending to meet marketing objectives.Research analysis and findingsContinuously review research data collected by the province and regional groups	<ul style="list-style-type: none">Township for rollout / implementation	<ul style="list-style-type: none">Local businessesDestination Northern OntarioGroups that conduct market research within the region	Medium
Social Media Strategy	<ul style="list-style-type: none">Develop a Social Media Strategy, content repository and content plan / calendar (need resource to implement). Includes; blogs, comments, online articles and reviews	<ul style="list-style-type: none">Allocate resource to manage the social media strategyDevelop strategyChoose tools (Facebook, Instagram, Blog)Create content repositoryCreate content planning calendar (Hootsuite may be beneficial to explore)Content templates created and distributedSocial media workshop	<ul style="list-style-type: none">Marketing Agency for strategyMAT and Township for rollout / implementation	<ul style="list-style-type: none">Township of Terrace Bay employee to manage the social media pages	Medium

FIVE-YEAR TERRACE BAY TOURISM TACTICAL MARKETING IMPLEMENTATION PLAN Timeline & Budget



	Year 1: 2023				Year 2: 2024				Year 3: 2025				Year 4: 2026				Year 5: 2027			
Marketing Tactic	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sept	Oct–Dec
Festivals & Events		Meet with event organizers	Build single event list	Comm-unicate event listings (ongoing)	Event promotion (ongoing)		Plan for new event		New event launch	Review										
Budget	\$0				\$1,500				\$1,500				\$1,500				\$1,500			
Budget Notes	Total (Estimate): \$6,000 Budget will be allocated to support event promotion.						Performance Measures (KPIs)		Measure number of attendees at events. Look for an increase in attendance from visitors from target markets.											
Market Research		Prepare survey questions and rollout survey for visitors		Annual resident & business survey	Findings & analysis	Prepare survey questions and rollout survey for visitors		Annual resident & business survey	Findings & analysis	Prepare survey questions and rollout survey for visitors		Annual resident & business survey	Findings & analysis	Prepare survey questions and rollout survey for visitors		Annual resident & business survey	Findings & analysis	Prepare survey questions and rollout survey for visitors		Annual resident & business survey
Budget	\$0				\$0				\$0				\$0				\$0			
Budget Notes	Total (Estimate): \$0						Performance Measures (KPIs)		The annual data collected should be analysed over previous years. Look for trends, increase in visitor numbers, advertising performance, feedback from residents and businesses. Use market research to identify decisions on marketing priorities.											
Social Media Strategy				Resource assess-ment	Develop strategy Content templates Social media training workshop		Start communicating content across channels													
Budget	\$0				\$4,000				\$0				\$0				\$0			
Budget Notes	Total (Estimate): \$5,000 Budget does not include the cost of internal resource from the Township of Terrace Bay						Performance Measures (KPIs)		% Increase in followers Measure engagement with content Use baseline audit data to measure progress											
Total Budget	Year 1: \$40,500				Year 2: \$15,750				Year 3: \$17,750				Year 4: \$14,250				Year 5: \$20,250			
	\$68,000																			

9.0 Recommendations

SOCIAL MEDIA STRATEGIES

- Look into the possibility of separating Tourism social media communications from resident communications.
 - This will allow for consistent messaging from the accounts and ensure that individuals can easily access the information that they are looking for.
 - This will prevent tourists from being discouraged by needing to sort through resident-focused messaging
 - We believe that this will be particularly effective on Facebook and Instagram.
 - On Instagram, create “highlight” tabs for each of the Superior Six attractions. Including hours of operation, photos of the attraction, “how to get here” instructions and helpful tips will help encourage visitors to visit these sites. This will also ensure the information is easily accessible to potential visitors.
- On Facebook, make sure to utilize the events feature for events that will be attractive to tourists. Events such as the Witches Paddle and Canada Day Celebrations, are great examples of events that this tourism Facebook account should aim to highlight.
- Utilize more nature photo assets when promoting tourism to Terrace Bay
- Create content planning calendar to ensure there is consistent communication with audience
 - Hootsuite is a tool that can be used to schedule posts / stories.
 - This is a time efficient way to remain active on social media.
 - We recommend that you use it to schedule content on the Instagram and Facebook accounts.

- Ensure social media posts and communications are all in line with the brand identity established for the Township of Terrace Bay
- Explore creating reels featuring each of the Superior Six attractions
 - Reels have been effective in boosting engagement on Instagram
 - Post more consistently across channels
 - Utilize Facebook “Events” feature for town events and activities
 - Promote tourism that is already occurring by sharing posts and stories that tourists tag the account in to the Terrace Bay Instagram and Facebook stories feature.
- Utilize the 360-degree photo feature on Facebook
 - This can be used to highlight the Superior Six, the Beach Pavilion, events that are occurring, etc.
 - Terrace Bay is beautiful and this feature provides the Township with the opportunity to immerse potential guests in the landscape.

WEBSITE DEVELOPMENT / DIRECTION

- We recommend that the revamp / additional development of the tourism section on the current website is a top priority for the Township of Terrace Bay.
 - Each other tactic that we employ (social media, print media, partnerships, blog write ups, etc.) will need to lead to the same place. If funds, energy, and time are poured into each tactic without updating the end destination, the other marketing tools will not be as effective.
- A landing page specifically for tourists would be a potential outcome of this revamp / development.
- Another potential outcome would be to have a completely separate url for tourism web content.
 - This will allow information to be even clearer for tourists.
- Having information regarding activities, lodging, food, sightseeing, etc. all in one place will encourage individuals interacting with the various ads to pursue tourism in Terrace Bay further.
- Invest in search engine optimized (SEO) copywriting in the future.

WHAT ATTRACTIONS WE SHOULD
BEST FOCUS ON

- **Terrace Bay’s Superior Six**
 - Continue with their upkeep and expansion
 - Capitalize on the reputation they currently have and the marketing that has been done in relation to these six attractions in the past.
- **Beach Pavillion**
 - Encouraging the hosting of events such as small concerts, art showcases, vendor markets, bonfires, holiday celebrations (e.g. Canada Day, etc.)
 - Generate more wayfinding signage (possibly featuring photo assets) to encourage those traveling via the main road to visit the Beach Pavillion
- **Simcoe Plaza Business District (SPBD)**
 - Large draw for more remote neighbouring towns
 - These businesses may be able to participate in future tourist activities and events (ie. Fall market, sponsoring the Witches Paddle, etc.)

- Connect Simcoe Plaza Business District to the rest of Terrace Bay, with emphasis on connecting it to the beach, via the the Black Path
 - This project may be eligible for the active transportation grant.
- Look into current signage at SPBD and consider removing / trimming foliage that is blocking the siteline

WHERE WE SHOULD PRIORITIZE
OUR INVESTMENT FOCUS

- **Web Updating**
 - Redefine and design online presence / experience
 - terracebay.ca
- **Annual Advertising Campaign**
 - Develop and adhere to an annual advertising campaign based on available budget, recommended tactics, and available personnel
 - Develop an annual Media Plan in adherence to the advertising campaign

- **Product Development**
 - Invest in product development and diversification within the identified best bet products from the marketing plan.
 - This includes a focus on the existing six key tourism products / attractions.
- **Stakeholder Relationships and Partnerships**
 - Develop and maintain relationships with key stakeholder partners.
- **Marketing Collateral**
 - Develop / create marketing collateral to support Tourism in Terrace Bay
 - Gear desired assets towards what is needed for the advertising campaign / media plan.
- **Photo and Video Assets**
- **Bloggers / Content Writers**
 - With information so easily accessible, many individuals seek out first-hand accounts of travel opportunities. Investing in bringing a travel blogger to Terrace Bay could be an excellent way to reach future visitors. There are a plethora of travel bloggers located in Southern Ontario, and some focus mainly on nature-based tourism.
- **Feasibility Studies to Attract Private Investors**

ADVERTISING AND MARKETING
ACTIVITY (PROMOTION)

- Conduct an annual marketing campaign that focuses on marketing Terrace Bay’s best bet products to their best bet markets.
 - This annual campaign should be seasonally-focused based on the key seasons outlined in the target market and geographical marketing sections on p. 13.
 - This annual marketing campaign should utilize print and social advertisements, as well as employing tactics detailed in the tactical plan.
 - This plan should place emphasis on highlighting key events and featuring the attractions outlined in the product development section.
 - For now this will mainly include the Superior Six, but other products should be included in the annual plan as they are developed over the coming years.

OTHER RECOMMENDATIONS

It was identified during the research that a number of events and attractions rely on a dedicated volunteer base.

- There should be plans made to recruit a younger generation of volunteers for the future. Ensure that there is knowledge transfer from the existing volunteers to the new recruits.
- Many of these recommendations may require more time and attention than one person can dedicate. Investigating grants available for tourism personnel may be one way to ensure each activation is set up to be successful.
- Interns can also be an excellent addition to a team. Onboarding a university student to assist with social media and events, particularly over the summer months, may be a cost-effective way to bolster team capacity.
 - There are a number of programs funded by the provincial and federal governments that can help with this cost.
- It is recommended to follow provincial direction on developing specific tourism promotions, programming and products to the 2SLGBTQ+ market.

- It is recommended that some marketing tools should be in French and English. These would include the website and marketing collateral.
 - Opportunity to partner with Superior North CFDC
- Prioritizing initiatives and tactic rollout will be key to the success and longevity of this project. Staffing and budget constraints should be considered when creating the annual marketing campaign and media plan.



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