



**MARKETING THE NIAGARA REGION TO PROSPECTIVE  
NIAGARA RESIDENTS AND IMMIGRANTS**

*AN INTEGRATED MARKETING AND  
COMMUNICATIONS STRATEGY*

PREPARED FOR NIAGARA REGION  
ECONOMIC DEVELOPMENT

April 3, 2018

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## 1.0 MARKETING BACKGROUND

Numerous reports and studies related to attracting prospective residents and immigrants to Niagara have been undertaken, including The MNP Comprehensive Cost of Living Study (November 2016), the PMA Real Estate Study, August 2017, and the Niagara Region Global Attractiveness Committee Report, February 2017.

Collectively, these documents have identified a number of marketing opportunities and provided many recommendations for future marketing activities to attract prospective residents and immigrants. A number of marketing initiatives are already underway that support these previous recommendations, including branding activities to inform the content and tone of all marketing activities, redevelopment of the online presence related to these audiences (new website), refresh of collateral, development of content in the form of numerous videos, and budget allocations for planned events.

Additional recommendations not yet addressed include:

- Increase the marketing of Niagara as a place to live and work to support the attraction of skilled labour.
- Engage in marketing efforts that make information available on the types of employment opportunities in the region, to encourage recent graduates to seek employment, attract new residents from other regions, and help trailing spouses identify opportunities (e.g. a job board or consolidator to make this information readily accessible).
- Develop strategies to connect with former residents, particularly those in the 24 to 44 age group.
- Create a strategy for attracting young professionals and family buyers to the region.
- Create a “Coming to Niagara” website for prospective residents to utilize showcasing amenities, schools, hospitals and homebuyer tips.
- Improve Niagara’s existing marketing and migrant/immigrant focused literature and programs and create new marketing to attract secondary migration from the GTA and internationally.
- Revamp the Niagara immigration portal; develop a holistic marketing strategy for immigration and implement a marketing campaign to the GTA; and in the long term implement an international marketing campaign for immigration.

It is expected that this plan will support some of these previous recommendations; however, the plan also focuses on prioritizing marketing actions based on available resources. Given this, the recommendations that follow focus on:

The strategic direction and tactical actions that will inform future in house marketing initiatives.

Development of foundational tools such as the redeveloped website. Use of the remaining unallocated budgets for the two defined product groups (immigrants and prospective residents) for 2018, and use of forecast budgets for 2019.

## **2.0 MARKETING STRATEGY**

The following marketing objectives, target audiences and key messages were developed in consultation with the client via initial discovery sessions.

Loud+Clear then undertook a review of past reports, studies and plans developed by, and for, Niagara Regional Economic Development. This review included an analysis of this documentation to further hone and analyse these strategic elements.

### **2.1 Marketing Objectives**

#### **Prospective Niagara Residents**

- Drive place brand awareness of Niagara Canada amongst new Canadians who have recently emigrated to Canada (within the previous 3-6 months) and educated and highly employable individuals, aged 25-45, currently residing in the GTA.
- Drive these target audiences to a new website that effectively communicates why they may want to relocate to Niagara.
- Continue to engage with these target audiences both upon and after their initial visit to the new website via remarketing and other online engagement activities.

The MNP Comprehensive Cost of Living Study (November 2016) outlines specific categories of skilled workers that are needed in Niagara, which support the objectives outlined above. It specifically identified young educated workers age 25 to 34 who will become the future skilled workers and management professionals in the Niagara economy; skilled workers in the 35 to 44 age group; and entrepreneurs to promote business creation and provide employment for skilled workers in the region.

## Prospective Niagara Immigrants

- Successfully promote the immigration online portal as a tool for immigrants to access, via effective outreach to the 18 Niagara agencies who directly serve these clients.
- Target prospective primary immigrants who are considering emigrating to Canada, (as evidenced by online search behavior or an initial visit to the immigration online portal), to visit the immigration online portal for the first time or as a repeat site visitor.
- Develop a new immigration online portal that effectively communicates Niagara's embodiment of a welcoming community while housing useful tools such as the immigration guide.

It should be noted that these objectives for both prospective Niagara residents and immigrants do present a significant marketing challenge. The MNP study noted that currently, migrants to the region are overwhelmingly 45 years+ (66%); and the PMA Real Estate Study, August 2017, noted that close to 50% of new home buyers in the Niagara region were 55+. Of those new homebuyers, only 53% were employed full time, and over 80% do not live with dependents in their household. It also noted that only 5% moved directly to the Region from another country (e.g. as primary immigrants – and the most common previous country was the US). Given this, the marketing objectives are aiming to impact audiences that are not currently supporting the current migration trend to Niagara.

## 2.2 Target Audiences

### Prospective Niagara Residents

- Educated and highly employable individuals, aged 25-45, currently residing in the GTA.
- New Canadians who have recently emigrated to Canada (within the previous 3-6 months).

The target audiences identified above can be narrowed further in order to reach prospective residents amongst this group who will have a higher propensity or likelihood to relocate.

*The MNP Comprehensive Cost of Living Study (November 2016)* suggests that marketing efforts should be directed to specific demographic groups for whom Niagara has advantages relative to other regions, namely young families for whom

work/life balance is important, and those 35 and older that have connections to the region and want to start a business.

Given the importance of available jobs (see below) to this audience, marketing efforts can also look to specifically target those workers who are currently in sectors that have the highest potential for job opportunities in Niagara. The MNP report identifies:

- Focus industries where job growth is notable: educational services; ICT, professional/scientific/technical services; digital media; healthcare and social services; tourism.
- Specific occupations that have seen notable growth: trades, transport and equipment operators; business, finance and administration; management; natural and applied sciences; education services (highest).
- Specifically noted shortages: tradespeople, machinists, production workers, supervisors and management; those with significant experience or middle management with 10 to 15 years of experience; positions in sales and marketing.

Again, the target audience identified does present a marketing challenge, given that the PMA study found that the most common employer of those who had recently come to Niagara as new homebuyers was the public/government sector (44% of respondents).

Finally, the geographic origin and search behaviours of the target audience can be further refined. According to the PMA study, the most common municipalities that Niagara new homebuyers considered before choosing to move to Niagara were Burlington, Hamilton and Oakville. Of those who had lived in another municipality, within Ontario, the most common places of residence were Toronto, Burlington, Hamilton, Oakville and Mississauga.

### **Prospective Niagara Immigrants**

- Primary immigrants who are considering emigrating to Canada.
- The many Niagara agencies that directly serve immigrants.

It should be noted that the primary immigrant audience clearly has the potential to be extremely large, and will likely require significant narrowing and further analysis in order to be effectively targeted. This is explored further in the tactical recommendations below.

## 2.3 Key Messages

### Prospective Niagara Residents

Cost benefits of residing in Niagara; housing options.

- Niagara Canada demonstrates 20 characteristics of a welcoming community along with numerous other lifestyle benefits (see **EXHIBIT ONE**)
- Niagara boasts compelling employment and educational opportunities.
- Niagara is a place for entrepreneurs.
- Niagara is a place for innovation.
- Call to action to relocate.

All of the above are important differentiators for and key benefits of relocating to Niagara; however, in order to influence the current migration trend in Niagara, key messages utilized will need to be those that are most compelling and resonant amongst the target audience group.

*The MNP Comprehensive Cost of Living Study (November 2016)* explores the factors that influence the decision by skilled workers and their families to relocate for work, and Niagara's strengths and weaknesses in this regard, particularly highlighting the cost-of-living factors that influence this group. These findings are summarized as follows and provide a guide to the key messages that should be the focus for this target market:

- A significant factor in the decision of workers to relocate is job opportunities. Skilled workers are most drawn to regions with a strong labour market that offer a variety of positions with competitive salaries and benefits.
- One of Niagara's major advantages is low housing costs, and this can be an important consideration for workers with young families in the 25 to 44 age group. Housing and affordability issues become more important to skilled workers as they grow older and start families.
- Quality of place is important for attitudes towards the overall attractiveness of a region; however, it has much more impact on where the individual will locate within a region, than whether or not to move to a region. Niagara is competitive in all measures of quality of place; however, most communities can make a claim to have a high quality of place – "it is likely that quality of place is a secondary consideration that will support the attraction and retention of skilled workers after the higher priority factors related to employment opportunities and costs are considered."

The report also defines Niagara’s “value proposition” for the target markets identified above:

- For the young educated worker age 25 to 34: job opportunities in small and medium sized businesses; relatively low housing costs; available post secondary education to support career development; affordability combined with short commutes, and lastly, quality of place (access to wineries, festivals, Falls, airports, amenities of GTA).
- For the skilled worker, age 35 to 44: specific job opportunities; high quality schools and recreational amenities suited to families; and the same factors as above.

The PMA study investigated the factors that drive homeowner attraction to Niagara Region, which provide a guide to the key messages that should be the focus for this target market:

- Affordable real estate was ranked as the top reason for choosing to move to Niagara Region. Pure affordability and value for money were reasons given as to why they eventually chose to buy a new home here.
- The Region offers much more affordable housing than some of the other neighbouring municipalities, like Hamilton and Burlington.

Again, the reports identify some of the marketing challenges inherent in adopting these key messages. The MNP report notes that, despite the importance of job opportunities in attracting these new residents, there may be a limited number of entry-level positions for those aged 25 to 34. The PMA study concluded that, although Niagara has a strong new-home market, it is currently geared towards empty nesters and retirees.

### **Prospective Niagara Immigrants**

- The NIP website is a brand new tool for clients to access and includes important information and tools including the immigration guide.
- Cost benefits of residing in Niagara; housing options.
- Niagara Canada demonstrates 20 characteristics of a welcoming community along with numerous other lifestyle benefits (see EXHIBIT ONE)
- Niagara boasts compelling employment and educational opportunities.
- Niagara is a place for entrepreneurs.
- Niagara is a place for innovation.
- Call to action to relocate.

It should be noted that many of the key messages for this group are the same as they are for the prospective resident group, which may provide efficiencies for marketing tactics outlined below. The Niagara Region Global Attractiveness Committee Report – February 2017 found that immigrants identified several reasons for moving to the region that do not necessarily relate to key marketing messages, including the support of family and friends already living here and Niagara being their first landing point in Canada. Only a few had come as secondary migrants from the GTA after a deliberate search for a new hometown.

### **3.0 TACTICAL RECOMMENDATIONS**

#### **3.1 Owned Media: Website Redevelopment**

Plans for redevelopment of the website were informed by recommendations contained in the Niagara Region Global Attractiveness Committee Report (February 2017) and *MNP's Comprehensive Cost of Living Study (prepared for the Regional Municipality of Niagara, November 2016)*, via discovery sessions with the Region's project team, and through additional research and current best practices reviews conducted by Loud+Clear.

In mid-June 2018, [www.niagaraimmigration.ca](http://www.niagaraimmigration.ca) will be relaunched and integrated into [www.welcomeniagara.ca](http://www.welcomeniagara.ca) (working title/domain), the Region's new website which has been developed as a foundational marketing tool positioning Niagara Canada as a welcoming and globally attractive community in which to live and work. The website will serve as a 'sister' to the Niagara Economic Development website (focused on investment attraction and BRE) with both sites aligned under a common brand and cross-site linking utilized to connect users to relevant content as required.

The website is a primary foundational marketing tool designed to provide a single source of high level information for those considering living, working or studying in Niagara Canada, as well as serve as a portal to direct users to more in depth information, sources and services. The new website will also be the fulfillment point for all external marketing and communications targeted to the priority immigrant and migrant audiences, as well as serve as a resource for the local immigration partnership agencies who directly serve immigrants.

#### **Content, Navigation and Functionality Highlights**

The website's navigation and foundational content is focused on providing users with key information on 'living and working' in Niagara that is designed to inform their settlement decision. Comprehensive, succinctly written content is clearly organized into an easy-to-navigate structure that provides a broad range of information related to Niagara's location, lifestyle, employment opportunities, education, amenities, services, social and cultural activities.

In addition to foundational content, blog-style, content marketing ready articles will be housed in a database on the site and will be used dynamically throughout the site via an extensive system of categories and tagging, populating the articles to relevant pages. Visual content including photo and video assets will be heavily utilized throughout the site.

Because the site will be developed in English only, PDF versions of the Immigration Guide collateral in 10 languages will be prominently featured.

Unlike its economic development sister website, [welcomeniagara.ca](http://welcomeniagara.ca) will not encourage users to contact the Region via the site, as the Region's departments are not mandated to servicing the target audiences. In all areas of the site, clear links to external websites will be featured, directing users to more detailed information, resources and services (local, provincial, federal.) The site will allow users to submit feedback on the website itself, and will invite those who have successfully relocated to Niagara to submit their stories or 'testimonial type' comments for possible inclusion on the site and in other marketing activities.

Additional information can be found in the approved site map and functionality documents.

### **Content Maintenance Activities**

It is recommended that a content maintenance plan be implemented that includes:

- **Data, Reports and Collateral:** A control spreadsheet or other resource should be developed that outlines featured data, reports and collateral used throughout the website. As new or updated data or resources are released, the website should be updated to reflect the most recent information, old PDFs and other resources decommissioned and new versions uploaded and noted on the control spreadsheet.
- **Video Assets:** As video assets (e.g. success stories) are completed, they should be promptly loaded to the Region's 'Welcome Niagara' Vimeo channel and immediately loaded to the website via embed links. This will ensure video content can be leveraged via social media channels in a timely fashion.
- **News and Article Assets:** Local, provincial and federal news that can be leveraged with the immigration/migration target audiences can be incorporated into the website by including this content via blog articles that can be shared via social media channels. It is recommended that Google Alerts be set up to ensure easy and timely sourcing of relevant news content. Other written assets that will be used for fulfillment purposes for social and paid media activities will also be incorporated via blog articles.

- Maintenance of External Linking:** It is recommended that monthly maintenance be performed on the website to ensure links to external websites remain viable. Currently, the Region utilizes SiteImprove to assist with various quality control/maintenance functions on the corporate website with these activities completed by the Communications Department. NED is currently exploring costs of adding a seat to the Region's existing SiteImprove account and will need to confirm any associated costs that should be attributed to the marketing budget. Note that alternate link-checking tools are also available.

### **Search Engine Optimization (SEO)**

During website development, we have employed a range of best practices to ensure the site is optimized for search engines, including the site's navigation structure, page titles and descriptions, etc. Website content has been written to ensure priority keywords are utilized extensively and appropriately throughout the site based on direction of the NED team.

It is advisable to establish keyword benchmarks after the site has been live for a period of time vs. using benchmarks from the old site which had many deficiencies and does not provide a relevant baseline.

At launch, Google Analytics, Google Search Console, Google Tag Manager and Google AdWords will be implemented, providing a fully integrated set of tools that will allow the NED team to monitor and analyze the site's organic search engine rankings, along with other critical site data.

Relevant and achievable SEO objectives should be established in order to inform analysis and focus efforts on adjustments and improvement that align with NED's overall strategic objectives.

After launch, it is recommended that monthly analysis be conducted utilizing these tools (and/or other free or paid third party tools, see **EXHIBIT TWO**) to better understand how 'active searchers' are finding the website organically, interacting with content and utilize this information to identify any deficiencies or gaps that are identified and determine how to address these (e.g. content edits, new content, SEM tactics, etc).

### **Measurement and Reporting**

In addition to SEO insights, Google Analytics will provide valuable metrics to help assess the overall performance of the website itself, as well as the effectiveness of other marketing and communications activities designed to drive traffic to the website, and provide insights into user behaviour. Details on key performance indicators/measures for the website is found in EXHIBIT THREE.

### 3.2 Owned Media: Social Media Activities

**EXHIBIT FOUR** outlines recommendations for social media activities across all audiences.

### 3.3 Paid Media: Housing Cost-Focused Digital Marketing Campaign for Prospective Residents

Further analysis of the target audiences and key messages above indicates that a compelling, time bound campaign that focuses on the key message of Niagara as an area with comparatively low housing costs is most likely to move the needle on attracting young professional and skilled workers to relocate to Niagara. Given the relatively limited budget available (approximately \$30,000 for the remainder of 2018) this campaign would be the major marketing initiative for this audience and the singular paid initiative. Budget detail is found in **EXHIBIT FIVE**.

By executing such a focused campaign, NRED can aim for a significant number of media impressions and communicate a singular, compelling message that will result in an impressive number of click-throughs to the new website, driving site visits from an audience that has been qualified by their interest in relocation and potential to do so. Upon their visit to the site and via remarketing tactics, they will have the opportunity to consume secondary content and additional key messages that are important, but are not primary, components to the decision to relocate (lifestyle benefits, etc.).

It is recommended that Niagara engage in such a campaign using digital content marketing tactics -- the most efficient and effective media spend for this group. Strategic targeting will ensure that the campaign reaches those with the highest propensity to relocate amongst the broader audience of educated and employable individuals 25 to 45. Ad sets would focus on messages related to Niagara's low housing costs, and point the audience to fulfillment content on the site that supports specific claims.

#### Channels/Platforms, Targeting and Budget

Three digital tactics are recommended – paid LinkedIn, paid Facebook, and remarketing:

- **LinkedIn Sponsored Content:** will reach a highly engaged audience with native ads within the LinkedIn newsfeed across desktop and mobile. Targeting will incorporate geography (GTA), age (25-34 and 35-54), and specific degrees/education in selected sectors for a total estimated audience of 630,000. The bid type is cost per thousand and the suggested bid is \$50 (minimum bid \$20).
- **Facebook Newsfeed Video Ads:** Video ads typically command a higher click through rate and higher engagement than static newsfeed ad units, so Facebook

ads using 30-second (or shorter) video ad unit(s) are recommended. Targeting would be based on Toronto (+30 mi) location, age: 25 - 45, post-secondary education level, family-based households, parents and an undergraduate year range, for a total potential audience of 1,400,000.

- **Display Remarketing:** is recommended to ensure that site conversions that result from the tactics above, and from other sources and organically, continue to receive new and frequent messaging related to the content they consume on the site.

The paid media budget is based on the \$30,000 available for these tactics (see **EXHIBIT FIVE**), and assumes that the campaign will run from July to December 2018. The recommended breakdown amongst tactics is as follows:

- LinkedIn: \$10,000 (daily budget of \$55)
- Facebook: \$15,000
- Remarketing: \$5,000 (to coincide with flights above)
- Total Campaign Budget: \$30,000

### **Content/Creative Asset Requirements and Creative Approach**

Required content and creative assets for the campaign include Facebook and native ad copy, a 30 second video ad unit for Facebook advertising, and copy for display remarketing ads. Headlines and key messages for these assets can focus on the following:

- Messages designed to resonate with GTA residents who would consider lower cost housing options in order to enter the real estate market for the first time, or to “upgrade” – young professionals who are currently renting, or new parents who cannot otherwise afford the larger home they now need.
- “Your dream home doesn’t have to be a pipe dream”, or reference to the concept of “Drive Until You Qualify” – the fact that homebuyers need to look further outside the GTA in order to afford what they want in a home.
- Reference the “905” as an affordable place to live while turning the prevailing stereotype of the “Living in the 905” on its head – although Niagara is “905”, it looks very different, and can appear far more attractive, than Mississauga does (e.g. crowded suburban housing juxtaposed with vineyards).

Fulfillment content for LinkedIn and Facebook advertising will reside on the website, and should be focused on telling the more fulsome story about the low cost of housing related to other jurisdictions.

- Per the current Niagara Economic Development Profile, demonstrate affordable home ownership via comparisons of the most recent MLS home prices to Hamilton and Greater Toronto. Burlington and Oakville should be added to this comparative given the search intelligence outlined above.
- Repurposing existing media articles that reference Niagara positively, such as the *Moneysense Magazine* “Best Cities in Canada to Buy Real Estate” where St. Catharines is ranked #7.
- Repurposing existing media articles that address the overall theme, such as Huffington Post’s “To Millennial Home Buyers: Keep Driving Until You Can Afford It”.

Fulfillment content for remarketing display ads can lead the site visitor to content that addresses additional benefits to relocating to the region that have been identified in the key message discussion above, namely blog articles or videos that address job and education opportunities and high quality education and recreation for families.

### Anticipated Results

The following table summarizes the anticipated results from the campaign. Note that recommended measurement and reporting details for the campaign are found in **EXHIBIT THREE**.

	LinkedIn	Facebook
<b>Estimated Impressions</b>	200,000	833,000
<b>Estimated Clicks</b>	Cannot be determined without average CTR	12,495
<b>Average CTR</b>	TBD	1.5%
<b>Percentage of Total Audience</b>	32%	60%

Note that until accurate new site traffic estimates are available, additional results that will be achieved via the remarketing tactic cannot be determined.

### 3.4 Paid Media: Drive High Quality Traffic to the Immigration Portal Via Targeted Digital Marketing

#### Pay per Click SEM Analysis

Pay per click search engine marketing was indicated in the original paid media budget as the primary channel driver for the immigration portal. Based on sample keyword/phrase search criteria related to immigration/emigration and Canada specifically,

(Google Adwords) there are an estimated 10 million to 100 million monthly searches that would fall within this broad targeting criteria.

If the objective remains only to 'seed' the primary immigration portal with broad based interest level audiences, then pay per click search engine marketing would achieve this; however, it is severely limited in its ability to reach even a minute percentage of this global audience, as the following example demonstrates:

**Global potential monthly audience for SEM: 10,000,000 - 100,000,000**

**Available paid media budget: \$10,000**

**2018 flight duration: July 1 - Dec 31, 2018**

**Average daily budget - \$55 (based on available budget)**

**Estimated click-throughs to portal site based on \$0.50 bid level - 20,000**

**Percentage of total potential global audience this represents - 0.003%**

In the interest of 'quality traffic' versus "quantity traffic", a narrow criteria for audience targeting needs to be established (priority geographic targets, individual profession targets - e.g. cardiologists, neurosurgeons) before a paid search tactical approach could be recommended. It should also be noted that the execution of this tactic presents language based challenges with the ad content itself, assuming that most of the primary searches would likely be conducted from non-English speaking countries. It is highly likely that based on the primary website rebuild and depth/quality of content that will now reside on the portal site, it will garner a higher organic rank within the search engine landscape which should result in a measurable increase in unpaid traffic.

It is therefore recommended that the proposed paid search budget and the target audience of primary immigrants currently residing outside of Canada are reconsidered.

### **Digital Marketing via Existing Canadian Online Media Properties**

If the target audience is redefined to include both prospective and New Canadians that have recently emigrated to Canada (within the previous 3 months), there are more cost efficient media options available that align more closely with the available budget.

Some dollars could be reallocated to the campaign activities detailed above, given that targeting criteria for that campaign will also encompass New Canadians (they are not excluded if they fit the other criteria related to education, geography, family composition, etc.).

Additionally, \$10,000\* can be allocated toward negotiated direct digital buys for the following Canadian websites contingent upon negotiation outcomes:

- <http://canadianimmigrant.ca/>: Recommended opportunities include display advertising, sponsored content, and dedicated e-marketing. A media analysis reveals alignment with the desired audience, with 47% of the audience having been in Canada for less than 3 years, an age demo of 22-54 years, and 50% residing in Ontario and 23% residing internationally (India, US, Philippines, China, and England). The majority are married with children and more than 90% have a post-secondary education, showing strong value for education and skills upgrade. Propensity to migrate to Niagara is supported by the audience stats of 52% intending to buy a home in the next 2 years.
- <https://moving2canada.com/>: Recommended opportunities include display advertising and e-newsletter display advertising. This site has 3.1 million annual page views, with an audience of both newly arrived immigrants to Canada and prospective immigrants considering and researching immigration to Canada. There is ability to target/segment audiences based on specific countries or regions, pre-arrivals and landed immigrants, and/or types of visas and residency.

Recommended measurement and reporting details for these tactics are found in **EXHIBIT THREE**.

It should be noted that although it was considered, remarketing is not recommended for this audience, as the immigration portal on the new website is intended to be a referral vehicle to appropriate immigration partners.

It is not recommended that the tactics and budget for the primary immigration portal be increased for 2019 unless the additional budgets are directed towards the prospective resident audience above, targeting immigrants further down the marketing funnel who would be delivered the overarching Niagara migration message.



**MARKETING THE NIAGARA REGION TO ECONOMIC  
DEVELOPMENT AUDIENCES**

*AN INTEGRATED MARKETING AND  
COMMUNICATIONS STRATEGY*

PREPARED FOR NIAGARA REGION  
ECONOMIC DEVELOPMENT

April 3, 2018

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## 1.0 MARKETING BACKGROUND

Numerous reports and studies related to economic development have been undertaken, including MDB Insight: Niagara Region Economic Profiling and Marketing Audit, which identified a number of marketing gaps and provided many recommendations for future marketing activities for Economic Development.

A number of marketing initiatives are already underway that support these previous recommendations, including branding development to inform the content and tone of all marketing activities; redevelopment of the online presence related to these audiences (new website); refresh of collateral and foundational materials; and development of content in the form of numerous videos.

Additional recommendations in the report, not yet addressed, include:

- Campaign: Create a coordinated marketing and branding campaign with a unique and true value proposition in addition to the day-to-day activities involved in marketing and branding the Niagara region.
- Social media: pick the most effective social platforms to target and to consider discontinuing efforts on platforms where presence is sporadic/dated.
- Content: Leverage success stories and ambassador testimonials.
- Remarketing: Use retargeting pixels on pages that would only be of interest to serious site selectors or qualified companies – e.g. development cost savings calculator and run retargeting campaigns to reach those visitors; use a similar retargeting strategy on FTZ point related pages to run paid FTZ point display campaigns; continue use of retargeting campaigns for MOF prospects.
- Digital Marketing: Buy adwords for site selection search queries e.g. “manufacturing labour costs in Ontario”; retargeting, SEM, evaluate paid opportunities linked with key trade shows, target markets or publications, evaluate social media marketing options and begin to experiment with paid social on Facebook, Twitter, LinkedIn to determine cost-effectiveness
- Email marketing automation possibilities.

It is expected that this plan will support some of these previous recommendations; however, the plan must also prioritize marketing actions based on available resources. Given this, the recommendations that follow focus on:

- The strategic direction and tactical actions that will inform future in house marketing initiatives.

- Development of foundational tools such as the redeveloped website.
- Use of the remaining unallocated budgets for the two defined product groups (economic development and NFTZ) for 2018 (see **EXHIBIT FIVE**), and use of forecast budgets for 2019.

## 2.0 Marketing Strategy

The following marketing objectives, target audiences and key messages were developed in consultation with the client via initial discovery sessions.

Loud+Clear then undertook a review of past reports, studies and plans developed by, and for, Niagara Regional Economic Development.

### 2.1 Key Drivers

The following key drivers were considered in the development of the marketing strategy:

- Acknowledgment that many of the desired outcomes and performance measures for economic development fall outside of marketing. There is a recognition that the outcomes which marketing activities can reasonably impact will be addressed within the plan, while others fall within the realm of internal operational activities.
- Past “investment wins” and new opportunities are where limited marketing resources should be focused. These “wins” and opportunities have informed and provided direction for the development of objectives, priority audiences and activities.

The MDB Insight: Niagara Region Economic Profiling and Marketing Audit included a discussion of the marketing funnel and where marketing can make a difference/impact for economic development. It identified that audiences at the top or middle of the marketing funnel can be impacted by marketing activities, while those at the bottom of the funnel are best taken care of by single points of contact, meaning individuals within the NED team.

Marketing best practice literature for economic development also acknowledges that there is no substitute for face-to-face relationship building, with marketing enhancing these connections by creating higher levels of brand awareness and mind-share. Marketing activities can aim to ensure that jurisdictions are top of mind in their prospects’ minds, while relationships and internal activities serve to nurture and develop leads.

# MARKETING AND CONVERSION FUNNEL



## STRATEGIC MARKETING

PROMOTE NIAGARA AS A GLOBALLY ATTRACTIVE  
DESTINATION FOR INVESTMENT  
SOURCE OF INFORMATION  
SUCCESS STORIES, NEWS, ARTICLES, STATS, USP  
TARGETED SOCIAL MEDIA / CONTENT MARKETING /  
RE-MARKETING  
EMAIL MARKETING



## ENGAGEMENT/LEAD FULFILLMENT

TRADE MISSIONS, INDUSTRY SPECIFIC INVESTMENT  
INITIATIVES  
POTENTIAL LEAD AND CLIENT FOLLOW UP  
PARTNERSHIPS, MARKETING INTELLIGENCE, DATA  
COLLECTION AND SPECIAL PROJECTS  
SITE SELECTION AND SUPPORT, DEVELOPMENT  
ADVOCACY, LAND USE POLICY SUPPORT  
ONGOING SUPPORT SERVICES

## 2.2 Marketing Objectives

With these key drivers in mind, the marketing objectives for Economic Development and the Foreign Trade Zone are:

- To generate brand awareness for Niagara Canada amongst:
  - Investment influencers (namely, site selectors and commercial realtors)
  - Trade Commissioners (Ontario and abroad)
  - Manufacturing and agricultural businesses within North America
  - Manufacturing and agricultural businesses in the lead generator's mission markets.

Target these groups with brand level messages before, and while, they are in active search mode for sites/locations.

- Drive these target audiences to the newly developed website, and ensure that this site effectively communicates Niagara's unique selling proposition(s).
- Continue to engage with target audiences both upon and after their initial visit to the website to generate qualified leads. Increase the number of leads resulting from marketing activities that can be channeled to internal economic development staff to nurture.
- Support the external lead generation and internal lead nurturing function via a website that contains effective content and tools, and via agile marketing that aligns with FDI lead generator activity (e.g. based on the work plan of trade commissioners and senior counsels).
- Reach audiences that are too small to reach via traditional or digital marketing activities (e.g. a specific foreign trade zone audience, North American site selectors) via appropriate targeted activities.
- To ensure efficient use of the marketing budget, achieve advertising effectiveness and engagement measures (as detailed in the performance measures section of the plan) that are consistent with industry benchmarks.

## 2.3 Priority Target Audiences and Key Messages

The objectives above support the recommendations outlined in the MDB Insight: Niagara Region Economic Profiling and Marketing Audit and also inform the priority audiences and key messages below. The audit specifically suggests that NED proactively reach out to site selectors/targeted companies/importers and exporters



with concise stats/quick facts, and that with finite budgets, NED make targeted investments in site selection, investment attraction and FTZ spaces.

Audience	Key Messages
<p>Commercial realtors in Southern Ontario (including GTA)</p>	<p>Niagara’s status as a Foreign Trade Zone</p> <p>Niagara is an economic trade corridor; transportation and logistical infrastructure</p> <p>Benefits of Niagara’s location</p> <p>Niagara’s labour force assets</p> <p>Niagara is a place for entrepreneurs</p> <p>Niagara is a place for innovation</p> <p>Cost benefits of doing business here versus Toronto</p> <p>Quality of life assets</p>
<p>Site selectors throughout North America</p>	<p>Niagara’s status as a Foreign Trade Zone</p> <p>Niagara is an economic trade corridor; transportation and logistical infrastructure</p> <p>Benefits of Niagara’s location</p> <p>Niagara’s labour force assets</p> <p>Niagara is a place for entrepreneurs</p> <p>Niagara is a place for innovation</p> <p>Cost benefits of doing business here</p> <p>Quality of life assets</p>



<p>Investment decision makers within manufacturing and agri-business sectors throughout North America</p>	<p>Niagara's status as a Foreign Trade Zone</p> <p>Niagara is an economic trade corridor; transportation and logistical infrastructure</p> <p>Benefits of Niagara's location</p> <p>Niagara's labour force assets</p> <p>Niagara is a place for entrepreneurs</p> <p>Niagara is a place for innovation</p> <p>Cost benefits of doing business here</p> <p>Quality of life assets</p>
<p>Investment decision makers within manufacturing and agri-business sectors in markets defined by the foreign direct investment work plan</p>	<p>Niagara's status as a Foreign Trade Zone</p> <p>Niagara is an economic trade corridor; transportation and logistical infrastructure</p> <p>Niagara is a place for innovation</p> <p>Benefits of Niagara's location</p> <p>Niagara's labour force assets</p> <p>Cost benefits of doing business here</p>
<p>Transportation and logistics companies who may be attracted by Niagara being defined as an economic trade corridor</p>	<p>Niagara's status as a Foreign Trade Zone</p> <p>Benefits of Niagara's location</p> <p>Niagara is an economic trade corridor</p> <p>Cost benefits of doing business here</p>



<p>Trade Commissioners in Ontario and abroad</p>	<p>Niagara’s status as a Foreign Trade Zone</p> <p>Niagara is an economic trade corridor; transportation and logistical infrastructure</p> <p>Benefits of Niagara’s location</p> <p>Niagara’s labour force assets</p> <p>Niagara is a place for entrepreneurs</p> <p>Niagara is a place for innovation</p> <p>Cost benefits of doing business here</p> <p>Quality of life assets</p>
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### 3.0 TACTICAL RECOMMENDATIONS

#### 3.1 Owned Media: Redevelopment of Website

The planned redevelopment of the website was informed by the marketing audit and recommendations prepared by MDB and Rain Digital, discovery sessions with the NED team, and additional research and current best practices review. The new Niagara Economic Development website will be launched April 30, 2018.

The new website will provide a significantly improved and expanded foundational marketing tool, designed to serve NED’s target audiences at all stages of the marketing funnel, with priority emphasis on fulfilling top of funnel (TOF) and middle of funnel (MOF) user needs. The site will serve as the primary fulfillment point for all marketing and communications activities.

#### Content, Navigation and Functionality Highlights

The website’s architecture has been developed with a ‘user first’ approach, allowing users to easily locate information or explore content via a ‘flattened’ navigation, ensuring all critical content is no more than two clicks away. Users can quickly access information by USP, sector, incentive or service, with well-organized key content and data presented in an easy-to-navigate, easy-to-read, responsive interface.

Additional, detailed, data is easily-accessed via an extensive internal linking system, including a designated Data Centre housing the most current detailed stats, data, reports and other downloads that can be easily maintained by NED.

Note that during the discovery process, the decision was reached not to develop a dedicated website for FTZ, but to collapse FTZ into the NED website. Priority navigation features allow FTZ target audiences to quickly access critical and comprehensive content.

A Media Centre will house a database of current, relevant news stories, blog articles, video assets, announcements, etc. These databases will be organized into categories that align with the site's navigation structures, and will utilize an extensive tagging system that will populate the new items dynamically across the website to designated areas (e.g. home page, landing pages, sector pages, etc.), presenting the user with easy access to related content.

Emphasis has been given to providing clear calls-to-action (CTA) extensively throughout the site in order to invite and encourage users to initiate conversations with the NED team. CTAs are presented via 'mini' contact forms that 'introduce' the user to the designated NED contact and are routed via email to the NED team member. Alternatively, users can contact the team member directly by phone or request a call.

In addition to email addresses gathered via contact forms, email acquisition is further prioritized throughout the site by inviting users to opt in to receive reports, news and updates from NED. Both contact forms and signup forms will include minimal 'required' fields in order to encourage use while collecting sufficient user information to allow for useful initial database segmentation and ongoing email marketing activities.

At this time, a chat bot will not be introduced to the website due to resourcing restrictions, but this functionality can be re-evaluated in the future.

For additional information, please refer to approved site map and functionality document.

### **Content Maintenance Activities**

While the website content has been significantly expanded from that of the previous site, efforts have been made to ensure that it is well-organized and clearly written, utilizing search engine optimization best practices.

A website content maintenance plan should be of top priority and should include sufficient resources to address the following:

- **Data, Reports, Other Collateral:** A control spreadsheet or other resource should be developed that details the current data, sources, reports etc. used on the website (by page); as new or data or reports are completed and released, the website should be updated to reflect the most recent information, old PDFs and other

resources decommissioned and new versions uploaded and noted on the control spreadsheet. This scheduled, internal process will ensure that the most up-to-date data and resources are available to users.

- **Other Variable Core Content:** Variable, content and resources such as available incentives and programs must be maintained promptly upon release of new or updated information. A scheduled, internal process will be required to ensure this information remains accurate and up-to-date.
- **News:** It is recommended that maintenance of NEWS be the top priority related to website content maintenance. Ideally, daily (minimum weekly) posting of current, relevant news and announcements gathered via Google alerts, stakeholder websites and other communications (e-newsletters, social media channels etc.) will ensure news is timely and available for immediate distribution via social media channels and e-mail marketing.
- **Video Assets:** As video assets (e.g. success stories) are completed, they should be promptly loaded to NED’s Vimeo channel and immediately loaded to the website via embed links. This will ensure video content can be leveraged via social media channels and e-mail marketing in a timely fashion.
- **Articles (Blog)** – Other written assets that will be used for fulfillment purposes for social and paid media activities will also be incorporated via blog articles.
- **Maintenance of External Linking:** It is recommended that monthly maintenance be performed on the website to ensure links to external websites remain viable. Currently, the Region utilizes SiteImprove to assist with various quality control/maintenance functions on the corporate website with these activities completed by the Communications Department. NED is currently exploring costs of adding a seat to the Region’s existing SiteImprove account and will need to confirm any associated costs that should be attributed to the marketing budget. Note that alternate link-checking tools are also available.

### **Ongoing Search Engine Optimization (SEO)**

During website development, we have employed a range of best practices to ensure the site is optimized for search engines, including the site’s navigation structure, page titles and descriptions, etc. Website content has been written to ensure priority keywords are utilized extensively and appropriately throughout the site based on direction of the NED team.

It is advisable to establish keyword benchmarks after the site has been live for a period of time vs. using benchmarks from the old site which was had many deficiencies and does not provide a relevant baseline.

At launch, Google Analytics, Google Search Console, Google Tag Manager and Google AdWords will be implemented, providing a fully integrated set of tools that will allow the NED team to monitor and analyze the site's organic search engine rankings, along with other critical site data.

Relevant and achievable SEO objectives should be established in order to inform analysis and focus efforts on adjustments and improvement that align with NED's overall strategic objectives.

After launch, it is recommended that monthly analysis be conducted utilizing these tools (and/or other free or paid third party tools, see **EXHIBIT TWO**) to better understand how 'active searchers' are finding the website organically, interacting with content and utilize this information to address any deficiencies or gaps that are identified.

### **Ongoing Measurement and Reporting**

In addition to SEO insights, Google Analytics will provide valuable metrics to help assess the overall effectiveness of marketing and communications activities, performance of the website itself, and insights into user behaviour. Details on key performance indicators/measures for the website is found in **EXHIBIT THREE**.

### **3.2 Database Acquisition and Management**

As noted above, database acquisition has been prioritized in the interface design of the website, but additional tactics are recommended to further capture more email addresses. Privy (see **EXHIBIT TWO**), a cost-effective, third party software tool can be easily integrated into the website to trigger customized database opt in messages via a variety of tools (e.g. exit intent pop ups, flyouts, etc.). Tailored messages to provide user value via the offer of reports, whitepapers, research or other assistance from the NED team can be utilized to increase both subscriber opt in, and contact conversion. (Alternatively, the email marketing platform recommended below also includes a limited suite of forms.)

While a proprietary CRM system is currently being built for NED, it is not expected that the CRM will serve as an email database management tool, nor that it will integrate with any third party email marketing platforms.

It is therefore recommended that the various website forms and tools designed to collect CASL compliant email addresses are connected directly to a third party email marketing platform that includes tools for efficient management and maintenance of these valuable databases.

*ActiveCampaign* or *Campaign Monitor* is the recommended email marketing platform (see **EXHIBIT TWO**). The following section provides additional information on email marketing activities.

In addition to acquisition via the website, NED should continue to collect email addresses for various stakeholder groups and target audiences via other CASL compliant methods including direct contact, trade shows, etc.

Ongoing database segmentation will allow NED to better understand the interests of the user and tailor email campaigns to audiences based on parameters such as:

- The information contained on the website page they were visiting when they submitted their email address (e.g. a sector page, an incentive page, etc.
- The information they requested when completing a request for information or other contact form (e.g. a specific report or whitepaper, request for data or research.
- Their job title or other company information
- Location (e.g. a local stakeholder, Ontario location outside of Niagara, Canadian location outside of Ontario, North American location outside of Canada, international location)

Recommendations for ongoing measurement and reporting for database acquisition is found in **EXHIBIT THREE**.

### **3.3 Email Marketing**

An email marketing strategy is a critical, and cost-efficient MOF communications tactic that can assist in starting and continuing conversations, as well as qualifying leads and nurturing relationships with database contacts gathered via website forms, subscribe CTAs, and other email acquisition methods.

#### **Scheduled Email Campaigns**

An annual email marketing schedule should be developed and maintained that plots campaigns by priority audiences (database segments), relevant content (including USPs, current data, industry news, new reports, success stories, etc.) and frequency. This schedule should be a 'living' document that allows for agility and flexibility in adapting content and deployment timing to leverage opportunities such as key announcements, new incentives, etc., however, it is minimally recommended that monthly campaigns are executed. All campaigns should invite contact with the NED team through direct CTAs as well as drive users back to the website to access new content.

## Automated or Trigger Email Campaigns

In addition to scheduled email campaigns, automated campaigns can be designed for specific target audiences (e.g. site selectors) or database subscribers who can be segmented based on a request via the website for specific information, or who have engaged with schedule email campaigns by clicking on particular content that provides information on their interests.)

Planning and development of multiple automated/triggered campaigns is dependent on the availability of appropriate content and available NED resources to plan, develop, execute, monitor and maintain them.

As with scheduled email campaigns, all automated campaigns should continue to encourage the contact to communicate directly with NED, thereby moving them further through the marketing funnel. It is common for these types of campaigns to be text based only and to be personalized from a specific individual (i.e. relevant NED team member).

## Recommended Email Marketing Platform

ActiveCampaign or Campaign Monitor are the recommended email marketing platforms (see **EXHIBIT TWO**). These scalable platforms include:

- Advanced database segmentation and targeting
- Ability to create and manage multiple email campaigns/types of campaigns including targeted and scheduled campaigns, sequenced/trigger campaigns and automated workflows
- *Active Campaign* only: personalization tools, leads scoring, link actions, interest tagging and site tracking tools
- Although available via *Campaign Monitor*, Google Analytics integration and reporting tools is more robust with *Active Campaign*

Please note that in addition to email marketing, *ActiveCampaign's* suite of tools can be expanded to include other marketing automation features (e.g. custom landing pages, chat bots, etc.) as increased marketing resources become available.

Recommendations for ongoing measurement and reporting for email marketing is found in **EXHIBIT THREE**.

### 3.4 Owned Media: Social Media Activities

**EXHIBIT FOUR** outlines recommendations for social media activities across all audiences.

### 3.5 Paid Media: Digital Marketing

Much of the best practice discussion related to economic development speaks to the importance of “digital”; however, it seems that in economic development marketing parlance this mainly pertains to digital marketing tools such as downloadable information versus brochures and print ads, and digital versus direct mail newsletters; and having an effective “digital marketing storefront” (a.k.a. a website).

NED already has this transition to “digital” well in hand with the redevelopment of the website, email marketing recommendations and the ongoing refresh of its collateral including digital formats; however, “digital” best practices must also include digital marketing, ensuring that all of the new, readily available, user friendly information now available in digital format is actually seen and utilized by NED’s target audiences.

Economic development marketing best practices indicate that in addition to social media and email marketing (explored above), the following are the top ways to drive traffic to this digital content via paid tactics: inbound marketing (content marketing), paid advertising, SEM search and display ads, and targeted business and trade publication digital ads.

The following paid media recommendations are based on available budget resources. For the remainder of 2018 (July to December), a total of \$37,000 of unallocated funds are available for this purpose along with \$35,000 already allocated to trade publications. Note that this budget figure was developed once the allocation for marketing infrastructure items (see **EXHIBIT TWO**) of approximately \$2,000 was accounted for from the original available budget.

#### **Targeting Influencers:**

*Content Marketing for Commercial Realtors in Southern Ontario, including the GTA:*

- **LinkedIn Sponsored InMail** allows the targeting of audiences with personalized content delivered through LinkedIn messenger. Sponsored InMail messages are only delivered when members are active on LinkedIn, and strict delivery frequency caps ensure your message gets noticed. Targeting criteria would include location (Ontario); industry (commercial real estate); job function (within industry: real estate, sales). The estimated audience with this criteria would be 5,000. With a cost per send bid and bid minimum of \$0.38, the suggested budget is \$2,000, which allows for reaching the estimated audience at least once over the campaign period.

In 2018, campaign would launch mid September, with no end date established, as the campaign will stop when the budget is exhausted based on accelerated delivery.

- **LinkedIn Sponsored Content** reaches a highly engaged audience with native ads within the LinkedIn newsfeed across desktop and mobile. Targeting criteria would include location (Ontario) and industry (commercial real estate). The estimated audience with this criteria would be 15,000. With a cost per click bid and a suggested bid of \$9.66 (minimum bid \$5.00) the suggested budget from early September to end of November 2018 is \$4,000 which would result in approximately 414 click throughs to the website based on the cost per click bid level. Although the bid level cost per click is relatively high in comparison to other digital platforms, it has the potential for a much higher number of impressions and frequency and much lower cost per thousand in order to meet the click targets within such a small audience group.
- **LinkedIn Remarketing** (for sponsored content only) is suggested to ensure that site conversions that result from the tactics above, from other sources and organically continue to receive new and frequent messaging related to the content they consume on the site. This tactic would run from early September to end of November, 2018 to coincide with the flights above, and the suggested budget is \$2,000.
- **Content Requirements:** The scope of the recommended budgets would indicate that a single ad set will focus on promoting a single piece of content (e.g. available real estate listings) in order to not dilute the key message and ensure there are sufficient resources dedicated to each piece of content. Multiple ad creative applications could be developed for this purpose. Remarketing can send multiple messages to this audience and take them further into a variety of content on the website such as specific real estate listings.
- **Total Recommended Budget: \$8,000**

*Trade Publication Advertising for Site Selectors Throughout North America*

It is recommended that NED continue with the planned trade publication advertising of \$35,000. After an investigation of the opportunities on offer, the following tactics are recommended:

- **Business Facilities Magazine**
  - Print advertising insertion: September 2018, themes: Global Investment / NFTZ / Manufacturing / Ontario; one page 4 color print ad

- Digital advertising (website): September 2018, 300 x 250 article box; 120x120 logo or product image; 5-7 word headline; 25-50 word product description; linking URL
- Retargeting: anyone who visits the NED site via above tactics will have remarketing ads delivered to them – remaining budget should allow minimally for a month of retargeting, perhaps a longer duration
- Custom (segmented) e-mail: budget of \$3,900 US would target approximately 11,000 site selector subscribers within the database.

- **Expansion Solutions Magazine**

- Full page advertorial insertions May 2018 (theme: Ontario); September 2018 (Canada / FTZ); Nov 2018 (theme: manufacturing)
- **Total Recommended Budget: \$35,000**; note that there is no additional budget to be directed at this audience for 2018.

*Content Marketing for Investment Decision Makers Within Manufacturing and Agri-business Sectors Throughout North America*

- **LinkedIn Sponsored Content** reaches a highly engaged audience with native ads within the LinkedIn newsfeed across desktop and mobile. Targeting criteria would include location (North America); industry (sector specific); job title (management level and sector specific) which results in an estimated audience of approximately 840,000. With a cost per click bid type and suggested bid of \$13.20 (minimum bid \$6.00), the suggested budget is \$13,000 from July – November, 2018 (based on a daily budget of \$100). Although the bid level cost per click is relatively high in comparison to other digital platforms it has the potential for a much higher number of impressions and frequency and much lower cost per thousand in order to meet the click targets within the audience group. This should result in approximately 984 qualified click throughs to the website, based on the cost per click bid level, which represents 0.12% of the total audience.
- **Native Advertising (static sponsored content)** is created to mimic the editorial content of a particular publishing site in which it appears. It can be highly targeted programmatically using combined data exchange criteria such as geography, demographics, contextual and interest categories. Targeting criteria should include location (North America) and segments (e.g. High Net Worth Individuals, Agriculture, Finance Decision Makers, Sales and Marketing Decision Makers, Small Business Decision Makers, Agriculture, Manufacturing, Automotive). Based on cost per thousand and cost per click bids, suggested bids are cost per thousand \$3, and cost per click target of \$4. A suggested budget from July – November would be \$4,000 based on a daily budget of \$26, resulting in estimated total impressions of

1,644,750 - 2,356,200, and approximately 850-1050 qualified click throughs to the website based on the cost per thousand and cost per click bid level.

- **Remarketing** is suggested for the above tactics (per platform) to ensure that site conversions that result from the tactics above, from other sources and organically continue to receive new and frequent messaging related to the content they consume on the site. From July - November (to coincide with flights above), the suggested budget is \$3,000 (\$1,500 per tactic/platform).
- **Content Requirements:** The scope of the recommended budgets would indicate that a single ad set will focus on promoting a single piece of content (e.g. by sector) in order to not dilute the key message and ensure there are sufficient resources dedicated to each piece of content. Multiple ad creative applications could be developed for this purpose. Remarketing can send sector specific messages to this audience and take them further into a variety of content on the website such as sector specific profiles.
- **Total Recommended Budget: \$20,000**

*Content Marketing for Transportation and Logistics Companies (Niagara as Economic Trade Corridor)*

- **LinkedIn Sponsored Content** reaches a highly engaged audience with native ads within the LinkedIn newsfeed across desktop and mobile. Targeting criteria would include location (North America); industry (transportation category specific); job title (management level and sector specific), which results in an estimated audience of approximately 420,000. With a cost per click bid type and suggested bid of \$12.33 (minimum bid \$5.65), the suggested budget is \$5,000 from July - November, 2018 (based on a daily budget of \$45). Although the bid level cost per click is relatively high in comparison to other digital platforms, it has the potential for a much higher number of impressions and frequency and much lower cost per thousand in order to meet the click targets within the audience group. This should result in approximately 570 qualified click throughs to the website, based on the cost per click bid level, which represents 0.14% of the total audience.
- **Remarketing** is suggested for the above tactics to ensure that site conversions that result from the tactics above, from other sources and organically continue to receive new and frequent messaging related to the content they consume on the site. From July - November (to coincide with the flight above), the suggested budget is \$1,000.
- **Content Requirements:** The scope of the recommended budgets would indicate that a single ad set will focus on promoting a single piece of content in order to not dilute the key message and ensure there are sufficient resources dedicated to each piece of content. Multiple ad creative applications could be developed for this

purpose. Remarketing can send a wider variety of messages to this audience and take them further into a variety of content on the website.

- **Total Recommended Budget: \$6,000**

*Content Marketing for Trade Commissioners in Ontario and Abroad*

- **LinkedIn Sponsored Content** reaches a highly engaged audience with native ads within the LinkedIn newsfeed across desktop and mobile. Targeting criteria would include location (global); industry (Government Administration, International Trade and Development, Government Relations); job title (Trade Specialist, Trade Manager, International Trade Specialist, Trade Officer, Foreign Trade Manager) which results in an estimated audience of approximately 19,000. With a cost per click bid type and suggested bid of \$8 (minimum bid \$6), the suggested budget is \$2,000 from July - November 2018 (based on a daily budget of \$13). Although the bid level cost per click is relatively high in comparison to other digital platforms, it has the potential for a much higher number of impressions and frequency and much lower cost per thousand in order to meet the click targets within the audience group. This should result in approximately 333 qualified click throughs to the website, based on the cost per click bid level, which represents 1.8% of the total audience.
- **Remarketing** is suggested for the above tactics (per platform) to ensure that site conversions that result from the tactics above, from other sources and organically continue to receive new and frequent messaging related to the content they consume on the site. From July - November (to coincide with flights above), the suggested budget is \$1,000 (\$500 per tactic/platform).
- **Content Requirements:** The scope of the recommended budgets would indicate that a single ad set will focus on promoting a single piece of content (e.g. by sector) in order to not dilute the key message and ensure there are sufficient resources dedicated to each piece of content. Multiple ad creative applications could be developed for this purpose. Remarketing can send sector specific messages to this audience and take them further into a variety of content on the website such as sector specific profiles.
- **Total Recommended Budget: \$3,000**

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EXHIBITS

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**EXHIBIT ONE: 20 Characteristics of a Welcoming Community**

1. Employment opportunities
2. Affordable and suitable housing
3. Educational opportunities
4. Presence of newcomer-serving agencies that can successfully meet the needs of newcomers
5. Positive attitudes towards immigrants, cultural diversity and the presence of newcomers in the community
6. Links between main actors working towards welcoming communities
7. Municipal features and services sensitive to the presence and needs of newcomers
8. Positive relationships with the police and the justice system
9. Available and accessible public transportation
10. Presence of diverse religious organizations
11. Accessible and suitable health care
12. Safety
13. Fostering social capital
14. Social engagement opportunities
15. Political participation opportunities
16. Opportunities for use of public space and recreation facilities
17. Favorable media coverage and representation
18. Environmental factors
19. Ability to get settled and started in Niagara
20. Investment opportunities

## EXHIBIT TWO: Marketing Infrastructure Recommendations and Costs

Given that many of the tools recommended below will not be implemented in 2018, a \$2,000 allocation has been earmarked for marketing infrastructure costs in **EXHIBIT FIVE**. The full list of the items outlined below would be budgeted at approximately \$7752 USD per year.

### E-Mail Marketing Platform

- **Campaign Monitor** – is already being used by the Communication Department so can continued to be used at **no additional cost**. <https://www.campaignmonitor.com/>
- In the absence of a CRM or full marketing automation integration, the more robust **ActiveCampaign** can be considered for future.
- ActiveCampaign Professional subscription: \$199 USD per month (up to 5,000 contacts)
- <https://www.activecampaign.com/pricing/>

### Onsite Database Acquisition Tool

In the absence of a CRM or full marketing automation integration, preliminary recommendation is **Privy**

- Privy Commerce subscription: \$79 USD per month, one domain, OR
- Privy Growth subscription: \$199 USD per month, additional functionality, two domains
- <https://privy.com/pricing>

### Social Media Management Platform

- Hootsuite is the recommended platform. It is strongly recommended that a social media management plan is utilized particularly when multiple individuals are managing social media – management otherwise becomes overly onerous.
- Team Plan: \$99 USD per month (3 users and up to 20 social profiles)
- <https://hootsuite.com/plans/team> SEO Tool
- Moz is the recommended platform
- Moz Pro Medium plan: \$149 USD per month (3 users and up to 20 social profiles)
- <https://moz.com/products/pro/pricing>

### **Website Maintenance Tool**

The Region currently utilizes a tool called Siteimprove <https://siteimprove.com> to assist with various quality control/maintenance functions (eg. checking for broken links, ADOA compliance, SEO, etc) on their website. This tool is expected to be used to perform the same functions for the new websites. If seats are added to the Region's existing Siteimprove account, this will need to be added to the budget.

### **EXHIBIT THREE: Measurement and Reporting for Marketing the Niagara Region to Prospective Niagara Residents, Immigrants, and the Economic Development Audience**

The following outlines the recommended ongoing measurement and reporting that would be executed to evaluate the successful execution of the plans.

#### **1.0 MEASUREMENT AND REPORTING FOR [www.welcomeniagara.ca](http://www.welcomeniagara.ca)**

It is recommended that baseline, monthly website reporting and year-to-date totals be compiled that includes the following:

#### **AUDIENCE**

- Total sessions
- Total users
- New users
- Total page views
- Average pages per session
- Average session duration
- Users by geo location origin (top 5-10 countries with further breakdowns by province/state where applicable)

#### **ACQUISITION - SOURCE**

High level overview of website traffic acquisition by source, particularly:

- Organic
- Referral
- Social Media
- Paid Media (more granular data can be gathered via UTM reporting structures if/where required based on objectives)

## BEHAVIOUR – SITE CONTENT

- High level overview of user behavior based on site content consumed (e.g. page views of top 25 site pages and/or pages that are considered particularly strategically important or require specific reporting)

## REFERRALS

Tracking of referrals to partner agency websites including:

- Total clicks to external websites
- Clicks to individual LIP partner websites
- Other TBD

As the primary fulfillment point for all marketing tactics, in addition to organic traffic, the website will receive traffic from a wide variety of sources. Utilizing UTMs (custom URLs) for all marketing activities is recommended in order to track traffic by source, medium and campaign. These insights will allow the project team to assess effectiveness and cost efficiency of marketing activities and investments. In addition to tracking the source of the traffic, insights into user behaviour can be gathered based on the origin of the traffic.

As with SEO, it is important to establish what insights are important to review and analyze as they align with marketing and organizational objectives in order to avoid spending time compiling and reviewing data that has no definitive purpose.

## 2.0 MEASUREMENT AND REPORTING FOR NIAGARA ECONOMIC DEVELOPMENT WEBSITE

It is recommended that baseline, monthly website reporting and year-to-date totals be compiled that includes the following:

### AUDIENCE

- Total sessions
- Total users
- New users
- Total pageviews
- Average pages per session
- Average session duration
- Users by geo location origin (top 5-10 countries with further breakdowns by province/state where applicable)

## ACQUISITION - SOURCE

- High level overview of website traffic acquisition by source (more granular data can be gathered via UTM reporting structures if/where required based on objectives; see below)

## BEHAVIOUR - SITE CONTENT

- High level overview of user behavior based on site content consumed (eg. pageviews of top 25 site pages and/or pages that are considered particularly strategically important or require specific reporting, eg. FTZ content)

## CONVERSION - CONTACT FORMS AND DATABASE OPT IN

- Tracking of number of contact forms submitted via website ('conversations started')
- Tracking of number of database opt ins submitted via website

As the primary fulfillment point for all marketing tactics, in addition to organic traffic, the website will receive traffic from a wide variety of sources. Utilizing UTMs (custom URLs) for all marketing activities is recommended in order to track traffic by source, medium and campaign. These insights will allow NED to assess effectiveness and cost efficiency of your marketing activities and investments. In addition to tracking the source of the traffic, insights into user behaviour can be gathered based on the origin of the traffic.

As with SEO, it is important to establish what insights are important to review and analyze as they align with marketing and organizational objectives in order to avoid spending time compiling and reviewing data that has no definitive purpose.

### 3.0 USING UTM CODES AS A TOOL FOR MEASURING MARKETING EFFECTIVENESS

As the primary fulfillment point for all marketing tactics, in addition to organic traffic, the website will receive traffic from a wide variety of sources. Utilizing UTM codes for all marketing campaigns and activities is recommended in order to track traffic by source, medium, campaign and other parameters. These insights will allow the project team to assess effectiveness and cost efficiency of marketing activities and investments. In addition to tracking the source of the traffic, insights into user behaviour can be gathered based on the origin of the traffic.

A UTM code is a snippet of text that helps you track the success of a content piece. Metrics you track via UTM codes show up in your analytics report to give you a clearer insight into content performance. A UTM code is essentially a customized URL, such as this example:

[http://yourwebsite.com/your-post-title/?\*\*utm\\_source=google\*\*](http://yourwebsite.com/your-post-title/?utm_source=google)

The portion in bold is the UTM code and indicates that this code is tracking traffic to the website as sent from the Google search engine – in this instance, the source.

The UTM code itself has two components:

- **UTM Parameter** - that starts with utm\_. There are 5 separate parameters such as utm\_source, utm\_content\_, etc. (see more below)
- **Tracking variable** – a unique variable used to track the metric being measured (such as traffic source). This variable is preceded by the "=" sign. You can have only numbers, letters, hyphens, '+' sign and periods in the variable.

The number of variables used for tracking will in some instances, make the UTM code very long, however, because the code is often invisible to the user, this is not a concern. Note however, in instances where the link will be visible to the user, you will want to utilize link shortener tools (eg. Bitly) to ensure user-friendly URLs. Also – the UTM code does not impact the website page itself – it serves only the purpose of helping better attribute traffic to your website and to track website visitor behaviour.

There are five different UTM parameters you can track.

**Traffic source:** This helps you track where the traffic originated from. The parameter is utm\_source Example: utm\_source=twitter

**Source content:** In case you have multiple links on a page pointing to the same URL (such as a landing page with two CTA buttons), this code will help you track their performance. The parameter is utm\_content Example: utm\_content=navlink

**Traffic medium:** What medium the traffic originated from – search, social, referral, etc. The parameter is utm\_medium\_ Example: utm\_medium=socialmedia

**Campaign:** This helps you group campaigns together in your analytics. The parameter is utm\_campaign Example: utm\_campaign=example-campaign

**Keyword term:** What keyword term the visitor came from (mostly used in PPC tracking). The parameter is utm\_term - Multi-word keywords are combined using the '+' sign.

Example: utm\_term=growth+hacking+tactics

You can use these codes in any combination by separating them with the '&' sign. You can therefore use very simple, to very complex tracking parameters, depending on how granular you wish to get with your metrics and reporting.

Various online tools (such as Google's URL Builder) are available for creating UTM codes which will save time and ensure consistency and accuracy when using UTMs. It is also important to establish naming conventions for common parameters when starting to use UTMs.

As with SEO, it is important to establish what insights are important to review and analyze as they align with marketing and organizational objectives in order to avoid spending time creating, compiling and reviewing data that has no definitive purpose.

Please see the sample UTM spreadsheet at the end of the exhibit.

#### **4.0 MEASUREMENT AND REPORTING FOR DATABASE ACQUISITION**

Recommended quantitative metrics for database acquisition activities include:

##### **DATABASE GROWTH:**

Snapshot of net total database which is calculated by:

- Database at beginning of period
- Plus new database opt ins.
- Minus database opt outs.

##### **CHURN RATE:**

- Number of subscribers you lost in a period divided by the number of subscribers you started with in the period (resulting percentage is churn rate.)

Other qualitative data is more difficult to acquire via the database itself unless detailed profile information can be collected (such as job title, location, etc.) Additional qualitative data is obtained via the results of the email marketing campaigns themselves as subscriber actions are tracked (see below) and qualified leads are identified.

#### **5.0 MEASUREMENT AND REPORTING FOR EMAIL MARKETING**

Detailed reporting and measurement tools are available within the emarketing platform that not only measure the effectiveness of the campaigns themselves, but provide further insights into the database contacts based on their actions.

Recommended quantitative metrics for email marketing activities include:


**CAMPAIGNS DEPLOYED:**

- Number of distinct campaigns deployed.

**EMAILS DELIVERED:**

- Total number of emails delivered.

**EMAILS OPENED/OPEN RATE:**

- Total number of emails opened/open rate.

**CLICKS THROUGH/CLICK RATE:**

- Total number of click throughs from email campaigns to website/click rate.

**CONVERSIONS:**

- Total number of contacts/contact requests/requests for information resulting from email campaigns (via email CTA or via website resulting from email.)

**6.0 MEASUREMENT AND REPORTING FOR PAID MEDIA**
**LOW COST HOUSING CAMPAIGN**

- LinkedIn:
  - Impressions
  - Cost per thousand
  - Total clicks
  - Click through rate
  - Cost per click
- Facebook:
  - Impressions
  - Cost per thousand
  - Total clicks
  - Click through rate
  - Cost per click
  - Video views
  - Completed video views

- Display Remarketing
  - Impressions
  - Cost per thousand
  - Total clicks
  - Click through rate
  - Cost per click

## **IMMIGRATION DIGITAL MARKETING**

- Digital advertising (provided by platform/publisher):
  - Impressions
  - Total clicks
  - Click through rate
  - Cost per click for digital display and sponsored content where applicable
- Paid e-marketing (provided by platform/publisher):
  - Total deployed
  - Open rate
  - Total clicks
  - Click through rate

## **ECONOMIC DEVELOPMENT AUDIENCES MARKETING**

- LinkedIn (for each audience – commercial realtors, investment decision makers, transportation and logistics companies)
  - Impressions
  - Total clicks
  - Click through rate
  - Cost per click
  - Cost per send for digital display and sponsored content where applicable.
- Trade Publications Print Advertising (site selector audience only), provided by publisher
  - Total impressions (provided by publisher)
  - Other TBD
- Trade Publications Digital Advertising (site selector audience only), provided by publisher
  - Total impressions
  - Total clicks
  - Click through rate
  - Cost per click for digital display and sponsored content where applicable.

- Trade Publications Paid Emarketing (site selector audience only), provided by publisher
  - Total deployed
  - Open rate
  - Total clicks
  - Click through rate
  
- Native Advertising (investment decision maker audience only)
  - Total impressions
  - Total clicks
  - Cost per thousand
  - Click through rate
  - Cost per click
  - Engagement

## 7.0 MEASUREMENT AND REPORTING FOR SOCIAL MEDIA ACTIVITIES

Detailed reporting and analytics tools are available within the social media management platform. Recommended quantitative metrics for owned social media marketing activities include:

### LINKEDIN:

- Total followers (qualify where possible)
- Number of posts/updates (original and shared)
- Engagement (number of interactions or conversations on posts/updates)
- Total number of clicks from content to websites
- Total number of EcDev contacts/contact requests/requests for information resulting from LinkedIn posts (via email CTA or via website resulting from post, tracked by UTM)
- Total reach (organic)

### TWITTER:

- Total followers (qualify where possible)
- Number of tweets (original and RT)
- Engagement (number of @mentions, direct messages)
- Total number of clicks from content to websites
- Total number of uses by others of NED hashtags
- Total number of EcDev contacts/contact requests/requests for information resulting from Tweets (via email CTA or via website resulting from post, tracked by UTM)
- Total reach (organic)

FACEBOOK:

- Total page likes
- Number of posts (original and shared)
- Engagement (number of likes on NED posts, number of @mentions, number of comments by others)
- Total number of clicks from content to websites
- Total reach (organic)

**EXHIBIT THREE: Sample UTM tracking spreadsheet**

NED - UTM TRACKING SAMPLE SPREADSHEET						
examples only	examples only	examples only	examples only	examples only	examples only	examples only
CAMPAIGN/CONTENT NAME			BASE URL	CAMPAIGN DETAILS		
			IN-MARKET DATES	AUDIENCE	CREATIVE	KEY MESSAGING
<b>2018 FTZ ANNUAL CAMPAIGN</b>						
	FTZ Main Page	<a href="http://niagaracanada.com/foreigntradezone">http://niagaracanada.com/foreigntradezone</a>	APR 1- MAR 31	audience1	creative1	messaging1
	FTZ Incentives Page	<a href="http://niagaracanada.com/incentives_ftz">http://niagaracanada.com/incentives_ftz</a>	APR 1- MAR 31	audience1	creative1	messaging1
	FTZ Blog Article 1	<a href="http://niagaracanada.com/articles/ftzblogtitle1">http://niagaracanada.com/articles/ftzblogtitle1</a>	APR 1- MAR 31	audience1	creative1	messaging1
	FTZ Blog Article 1	<a href="http://niagaracanada.com/articles/ftzblogtitle2">http://niagaracanada.com/articles/ftzblogtitle2</a>	APR 1- MAR 31	audience1	creative1	messaging1
<b>2018 NIAGARA CERTIFIED PROPERTIES FALL CAMPAIGN</b>						
	Site Selectors Main Page	<a href="http://niagaracanada.com/siteselectors">http://niagaracanada.com/siteselectors</a>	SEPT 1 TO MAR 31	audience1	creative1	messaging1
	Property 1	<a href="http://niagaracanada.com/siteselectors/site1">http://niagaracanada.com/siteselectors/site1</a>	APR 1- MAR 31	audience1	creative1	messaging1
	Property 2	<a href="http://niagaracanada.com/siteselectors/site2">http://niagaracanada.com/siteselectors/site2</a>	SEPT 1 TO MAR 31	audience1	creative1	messaging1

ADD TO COLUMNS AND ROWS AS REQUIRED

examples only	examples only	examples only	examples only	examples only	examples only	examples only	examples only	examples only	
<b>TRACKED UTMS</b>									
TACTIC >	SOCIAL						SEM	REMARKETING	
SOURCE >	LinkedIn	Twitter	Facebook	LinkedIn	Twitter	Facebook	Google AdWords		
MEDIUM >	owned	owned	owned	paid	paid	paid			

generate utms in all cells >  
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examples only	examples only	examples only	examples only	examples only	examples only	examples only	examples only
<b>NATIVE</b>							
Native Platform 1	Native Platform 2	Native Platform 3	<b>E-MARKETING</b>				
all units			Eblast DATE	Eblast DATE	Eblast DATE	Eblast DATE	etc.

ADD MORE AS REQUIRED >  
 ADD MORE AS REQUIRED >  
 ADD MORE AS REQUIRED >

## EXHIBIT FOUR: Tactical Recommendations for Social Media Channels Across All Audiences

Active and consistent management of owned social media channels should be prioritized within both marketing plans. Ideally, a limited number of trained, NED marketing team members will be responsible for managing the corporate profiles from a social media management platform (see recommendation below) to ensure sound and integrated content planning, unity of voice, and adherence to the overall marketing strategy.

The following recommendations have been developed to allow delivery of the overarching ‘why Niagara’ value proposition to all target audiences within a minimum framework of owned social media channels designed for efficient management. Consolidation of content that appeals to all product groups is recommended in order to effectively build all facets of the ‘why Niagara’ story while avoiding duplication and minimizing required management resources.

It is recommended that a suite of social media accounts including a single official, corporately-controlled and brand compliant profile on LinkedIn, Twitter and Facebook platforms be utilized for all organic and paid media marketing activities. It is not recommended that Instagram be prioritized as a marketing tactic at this time (see notes below.)

Because NED’s use of social media has been inconsistent and in some cases, the profiles have been inactive for a number of years, the first priority is establishing or ‘cleaning up’ the corporate presence on all platforms (see recommendations re: each platform below.)

Building audiences on all platforms by seeking relevant profiles to follow (local stakeholders, sector associations, businesses, government agencies (local/provincial/national), media, real estate organizations, investment influencers, lifestyle influencers, etc.) should be an immediate and ongoing effort with a focus on building a volume of quality vs. quantity only. Reciprocal follows are typical so attention should also be given to following those you seek to have follow and engage with you.

While content marketing tactics will not commence until the websites are launched and/or the fulsome marketing plans are enacted, active management of all social media channels should be initiated immediately including: audience building activities (as outlined above), content sharing (relevant/priority content only) and engagement tactics in order to steadily and consistently build the profiles and their audiences.

It is recommended that both short-range content calendars (minimum one month outlook) and long-range content planning tools (one year) are used to plan all social media management activities. While these calendars will align with the overarching content marketing strategy (that is, focused on the identified priority target audiences

and approved key messages), content published through owned channels allows for inclusion of a broader range of content designed for other target audiences that have not yet been prioritized for paid media investment.

It is important to note that not all content is equally-suited to all platforms based on where NED's individual priority target audiences are likely to engage, and that content planning activities and content calendars should reflect instances where content will be distinct to each platform as well as identify where content can be appropriately repurposed, with or without adjustments to language, context, etc.

Ongoing social media management activities via corporate accounts and pages will include:

- POSTING of original NED content including foundational website content, articles (blog) that have been developed to support content marketing activities, relevant news, success stories and other video assets that has been posted to the website etc. (utilize approved hashtags where appropriate.)
- SHARING of relevant, heavily curated content posted in the social media channels of partners and stakeholders (local, provincial, federal including LIPs) that further NED's expression of Niagara's value proposition and priority key messages
- ENGAGING with partners, stakeholders, relevant pages and profiles, and target audiences via likes/favourites, comments and mentions

## **LinkedIn**

### *LinkedIn Profiles, Pages and Accounts*

Currently, NED has a Company Profile that can be found at: <https://www.linkedin.com/company/27194064/> and the page has only one follower. It is unknown who currently manages the profile. This profile should be updated to align with the updated brand visuals and messaging, and all individual NED team members LinkedIn profiles should be linked to the Company Profile.

(Note that there is also an older Company Profile for Niagara Economic Development Corporation that should be decommissioned. The page can be found at: <https://www.linkedin.com/company/952834/> and currently has 656 followers. There is also an old Group, which should be decommissioned and can be found at <https://www.linkedin.com/groups/3803972/profile>.)

### *Content Focus\**

Content calendars and engagement activities on LinkedIn should be primarily focused on the key messages defined for the economic development and Foreign Trade Zone's priority target audiences. Secondary content weighting can also focus on identified

priority target audiences related to primary and secondary immigration and migration who may engage in LinkedIn for professional networking, job search etc. as well as other audiences served by NED's strategies (e.g. youth retention, BRE, etc.)

#### *Additional LinkedIn Recommendations*

In addition to the LinkedIn marketing recommendations outlined above, it is advisable that NED provides its 'sales team' with standardized guidelines related to setup and management of their profiles as it relates to their roles at NED.

Ideally, individual profiles should be at the Premium level and be 'buyer centric', with content and language focused on the target audience and how the team member's experience and expertise is suited to assisting the prospect. Profiles that read like resumes are not optimized for prospecting on LinkedIn.

Further training on the use of LinkedIn for networking, active prospecting, and lead nurturing is recommended NED 'sales' team. Add on sales tools such as Sales Navigator (Team or Enterprise level) could be introduced (<https://business.linkedin.com/sales-solutions/compare-plans>) to provide further resources and support.

## **Twitter**

### *Twitter Profile*

NED's Twitter profile (@NEDCanada) appears to have been decommissioned as the link from [www.niagaracanada.com](http://www.niagaracanada.com) to the Twitter account returns an error message and all mentions of @NEDCanada across Twitter no longer function. This profile could be reinstated (if NED retains control of it) or a new profile can be established (e.g. @NiagaraEconomic) and the profile will be developed to current brand standards. A set of relevant, distinct and unclaimed hashtag should be identified for NED (e.g. #niagaraecdev, #ecdevniagara, #welcomeniagara, #opportunityniagara, #globalniagara, #liveinniagara, #workinniagara, #studyinniagara) and used selectively based on content being posted and its target audience(s).

### *Content Focus\**

Content calendars and engagement activities on Twitter should be primarily focused on the key messages defined for the economic development and Foreign Trade Zone's priority target audiences. It is important to note, that many of the approved key messages for the investment attraction audiences (i.e. 'live and work') are also well suited to the identified immigration and migration priority audiences that can be engaged on Twitter, which will provide a suitable content balance. Secondary content weighting can be focused on other audiences served by NED's strategies including

youth retention, attraction international students, local business retention and expansion, and, the community at large.)

## Facebook

### *Facebook Page*

Currently, NED has three, live Facebook Pages that have been inactive for a number of years (see @NEDCanada <https://www.facebook.com/NEDCanada/> and @NiagaraEcDev <https://www.facebook.com/NiagaraEcDev> and @NiagaraCanada <https://www.facebook.com/NiagaraCanada>) It is not currently known who controls these profiles, but this will need to be determined in order to access and decommission or alter these accounts. Ideally, @NiagaraCanada can be utilized, with all old content being removed and the profile updated to new brand standards.

### *Content Focus\**

Content calendars and engagement activities on Facebook should be primarily focused on overarching ‘live in, work in, study in’ content that presents and promotes Niagara’s value proposition to individuals considering relocating to Niagara.\* This represents a broad range of content topics that positions Niagara as a globally attractive and welcoming community based on its location, economic prosperity, lifestyle/quality of life, costs of living, opportunities, amenities, etc.

Secondary weighting would be given to content focused on Niagara’s key USPs as they relate to broader economic development priorities (‘invest in’) vs. very niche content and key messages identified for specific target audiences which are more effectively targeted via LinkedIn and Twitter.

It is important to note that Facebook’s algorithms that control what users see in their newsfeeds are frequently altered, and most recent adjustments have made it more difficult for Facebook Pages to reach their desired audiences via organic page posts and investment in paid content amplification via boosted posts or Facebook advertising is critical to reaching desired audiences.

## Instagram

It is not recommended that Instagram be prioritized in NED’s marketing tactical mix at this time. As a social media platform designed for ‘real time’ photo and video sharing (primarily from mobile devices), Instagram is not best suited to achieving NED’s current strategic marketing objectives within its available budgets and resources.

Future consideration can be given to establishing an Instagram strategy that targets specific audiences (e.g. youth retention) but this will require dedicated resources to plan and manage a successful long-term strategy.



(\*It is important to note that the Niagara Local Immigration Partnership agencies are individually and actively managing their own social media channels and that NED will avoid directly targeting the primary and secondary immigration audiences via owned social media channels).

### **Recommended Social Media Management Platform**

*Hootsuite* is the recommended Social Media Management Platform. The platform will allow the NED marketing team to collaboratively create content calendars, schedule posts, monitor accounts, and review analytics.

## EXHIBIT FIVE: 2018 Marketing Budget

	BUDGET
<b>PROSPECTIVE IMMIGRANT AND PROSPECTIVE RESIDENT AUDIENCES</b>	
<b>Previously Allocated Funds</b>	
Canada Day/Immigration Event Allocation	<b>\$10,000.00</b>
<b>Housing Cost-Focused Digital Marketing Campaign for Prospective Residents</b>	
LinkedIn Sponsored Content ( <i>daily budget of \$55</i> )	\$10,000.00
Facebook Newsfeed Video Ads	\$15,000.00
Display Remarketing	\$5,000.00
<b>Sub Total</b>	<b>\$30,000.00</b>
<b>Digital Marketing via Canadian Online Media Properties for Prospective Immigrants</b>	
Digital Buys with canadianimmigrant.ca and moving2canada.com	<b>\$10,000.00</b>
<b>SUB-TOTAL PROSPECTIVE IMMIGRANT AND PROSPECTIVE RESIDENT AUDIENCES</b>	
<b>\$50,000.00</b>	
<b>ECONOMIC DEVELOPMENT PRIORITY AUDIENCES</b>	
<b>Previously Allocated Funds</b>	
Direct Mail, Tradeshow/Promo Items, Collateral Printing, Special Projects	<b>\$35,000.00</b>
<b>Content Marketing for Commercial Realtors in Southern Ontario (<i>including the GTA</i>)</b>	
LinkedIn Sponsored InMail	\$2,000.00
LinkedIn Sponsored Content	\$4,000.00
LinkedIn Remarketing	\$2,000.00
<b>Sub Total</b>	<b>\$8,000.00</b>
<b>Trade Publication and Digital Advertising for Site Selectors Throughout North America</b>	
Business Facilities Magazine & Expansion Solutions Magazine	<b>\$35,000.00</b>
<b>Content Marketing for Investment Decision Makers Within Manufacturing and Agri-business Sectors Throughout North America</b>	
LinkedIn Sponsored Content	\$13,000.00
Native Advertising ( <i>static sponsored content</i> )	\$4,000.00
Remarketing - Linked In and Native Advertising	\$3,000.00
<b>Sub Total</b>	<b>\$20,000.00</b>
<b>Content Marketing for Transportation and Logistics Companies (Niagara as Economic Trade Corridor)</b>	
LinkedIn Sponsored Content	\$5,000.00
LinkedIn Remarketing	\$1,000.00
<b>Sub Total</b>	<b>\$6,000.00</b>
<b>Content Marketing for Trade Commissioners in Ontario and Abroad</b>	
LinkedIn Sponsored Content	\$2,000.00
LinkedIn Remarketing	\$1,000.00
<b>Sub Total</b>	<b>\$3,000.00</b>
<b>SUB-TOTAL</b>	
<b>\$107,000.00</b>	
<b>UNALLOCATED/CONTINGENCY</b>	
<b>\$6,000.00</b>	
<b>MARKETING INFRASTRUCTURE &amp; TOOLS - SiteImprove</b>	
<b>\$2,000.00</b>	
<b>MARKETING BUDGET TOTAL ALL CATEGORIES</b>	
<b>\$165,000.00</b>	