

**OPEN AGENDA**  
Tourism Sault Ste. Marie Board Meeting  
June 18, 2024 at 12:00pm  
LIVE STREAM: [www.youtube.com/c/SaultstemarieCa](http://www.youtube.com/c/SaultstemarieCa)

**1. Roll Call**

**2. Approval of Minutes**

Approval of minutes from May 28, 2024 meeting

**3. Declaration of Pecuniary Interests**

**4. Tourism Overview & Update**

**12:05 – 12:20**

**5. Financial Update**

**12:20 – 12:30**

**6. Marketing Update**

**7. Tourism Development Fund Applications**

**12:30 – 13:15**

a) Entomica-

a. Update

b. Management Agreement and Sustainability Plan

Move to Closed

Move into Closed

Resolved that this Committee proceed into closed session to discuss matters concerning confidential third party information; Further be it resolved that should the said closed session be adjourned, the Committee may reconvene in open session to continue to discuss the same matter without the need for a further authorizing resolution.

Municipal Act section 239(2)(i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.

Return to Open

**8. Outstanding Business**

**13:15 - 13:45**

a. Change Order- Trail Construction Contracts

**9. Resolutions**

**13:45 – 13:50**

a. Entomica

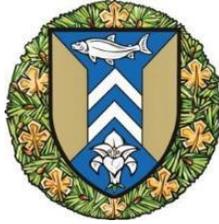
b. Change Order- Trail Construction Contracts

**10. Next Meeting**

July 16th, 2024

**11. Adjournment**

**14:00**



## Tourism Sault Ste. Marie Board Minutes

Tuesday, May 28, 2024

12:00

**OPEN**

### Committee Members Present

YES	B. Barber	YES	N. Brash
YES	L. Foster	YES	G. Lacher
YES	D. Marini	YES	M. Porco
NO	R. Walker	YES	T. White
YES	K. Wyer		

### Staff Resources Present

NO	T. Vair	YES	T. Anderson
YES	A. Kenopic	YES	T. Lucarelli (Scribe)

### Guests

Kathy Fisher – Ermatinger Clergue National Historic Site and Discovery Center

- 1. Meeting Called to Order** **12:08**
- 2. Roll Call**
- 3. Approval of Meeting Minutes from April 16, 2024**  
Mover: N. Brash  
Seconder: D. Marini  
All in favour, Carried.
- 4. Declaration of Pecuniary Interests**  
Nil
- 5. Tourism Overview and Update** **12:10-12:36**
  - 2024/2025 Visitor Guide is ready for distribution. Staff will be delivering to hotels, motels and attractions in the coming weeks.
  - Conference Bid 2024-01. The city was not successful in the bid. Staff will be developing a plan to move forward with the next steps.
  - Rendezvous Canada was a success with staff meeting with 40+ International tour group operators.
  - Refined Waterfront development designs are expected to be available Mid-June with a report to Council in July.
  - Municipal Accommodation Tax for March is reporting at \$105,180.44

**Meeting Ended due to live stream technical issues** **12:36**  
**Meeting Re-started** **13:04**  
**Kathy Fisher joined the meeting** **13:04**
- 6. Financial Update** **13:06-13:07**
  - A financial report was distributed to the Board for April 2023
  - The committed dollars report will be shared with the board at next month's meeting.

## **7. Tourism Development Fund (TDF)**

**13:08-13:35**

### **a. Ermatinger Clergue National Historic Site and Discovery Centre (ECNHS)**

- The TDF application is in conjunction with an application to FedNor Tourism Growth that will assist ECNHS in a stand-alone Website, AR exhibit installations, and Marketing – all recommendations from our Digital Strategy and Strategic goal of increasing market readiness.
- The Attraction Tourism Growth Project will assist ECNHS to heat the Blockhouse allowing all buildings to be open 365 days, and plan itineraries in the shoulder/winter seasons.
- Ermatinger Clergue National Historic Site and Discover Centre is asking for \$20,000 through the Tourism Development Fund- Product Development Stream to support the Attraction Tourism Growth Project.

**Kathy Fisher left at 13:35**

### **b. Sault Ste. Marie Cricket Club – Soo North Cup**

**13:36-13:39**

- Established in 2013, the club has seen continued growth with the SSM Cricket team travelling across Northern Ontario competing in (and winning) multiple tournaments.
- In 2023, the club hosted the Northern Ontario Cricket League with families from Thunder Bay, Timmins, North Bay and Sudbury. On June 14-16, 2024, SSM will see 7 hosted matches designed to attract teams from across Ontario to compete for the Soo North Cup. Each competing team consists of 15-16 players.
- Staff is recommending a contribution of \$4,500 through the Tourism Development Fund- Conferences and Special Events Stream to support the growth of the Sault Ste. Marie Cricket Club and the Soo North Cup.

### **c. Soo Minor Baseball 9U Select Provincial Championships**

**13:39-13:41**

- The Ontario Baseball Association (OBA) has granted Soo Minor Baseball for a third consecutive year the rights to host the 9U Select Youth Provincial Championships at Sinclair Yards.
- This event will bring an estimated 11 teams from Ontario to Sault Ste. Marie on Labour Day Weekend. The Championship event is a double knockout tournament with the final 4 teams competing for the championship title. There are opening ceremonies at the start of the event on Friday including a colour guard and municipal representation.
- Staff is recommending a contribution of \$3,500 through the Tourism Development Fund- Conferences and Special Events Stream to support venue rentals, equipment and fees.

### **d. Sault Ste. Marie Airport Development Corporation- Snowbirds Airshow**

**13:41-13:43**

- The 2024 Canadian Airforce Snowbird Demonstration team contacted representatives of the Sault Ste. Marie Airport Development Corporation, Sault College and the City of Sault Ste. Marie to assess if the community could host in the fall of 2024 to fill a cancelled spot.
- 2024 is a showcase year for both the Canadian Air Force (100 years) as well as the Ontario Provincial Air Service (OPS) (100 years). The airshow aligns with the annual Bushplane Days and will be a featured event for this special anniversary celebration.
- Staff is recommending a contribution \$18,000 through the Tourism Development Fund- Conferences and Special Events Stream to support the cost of accommodation and vehicle rentals for the Snowbird Demonstration Squadron.

## **8. Outstanding Business**

**13:44-13:48**

### **a. Wishart Park Project and Funding**

- A formal tender showed a higher than anticipated cost.
- Staff is requesting an additional \$60,000 above the \$40,000 that was previously approved from Tourism Sault Ste. Marie to total \$100,000 from the Tourism Sault Ste. Marie General Fund to support the additional costs related to the Hiawatha Highlands Connector & Wishart Park Enhancement Project.
- A resolution from the Tourism Sault Ste. Marie Board of Directors is needed to authorize an application to the Northern Ontario Heritage Fund Corporation (NOHFC) Cultural Supports

Program- Community Events Stream for the project titled Hiawatha Highlands Connector & Wishart Park Enhancement Project and that TSSM assume responsibility for cost overruns related to this project.

## 9. Resolutions

13:48-13:55

### a. Ermatinger Clergue National Historic Site and Discovery Centre

Be it resolved that the Tourism Sault Ste. Marie Board of Directors recommend a contribution of \$20,000 through the Tourism Development Fund- Product Development Stream to support the Ermatinger Clergue National Historic Site Product Development plan, a report be submitted to City Council for consideration and approval.

Moved by: K. Wyer

Second by: N. Brash

All in favour, Carried.

### b. Sault Ste. Marie Cricket Club – Soo North Cup

Be it resolved that the Tourism Sault Ste. Marie Board of Directors recommend a contribution of \$4,500 through the Tourism Development Fund- Conferences and Special Events Stream to the Sault Ste. Marie Cricket Club to support the Soo North Cup on June 14-16, 2024, and a report be submitted to City Council for consideration and approval.

Moved by: L. Foster

Second by: G. Lacher

All in favour, Carried.

### c. Soo Minor Baseball 9U Select Provincial Championships

Be it resolved that the Tourism Sault Ste. Marie Board of Directors recommend a contribution of \$3,500 through the Tourism Development Fund- Conferences and Special Events Stream to Soo Minor Baseball to support the 9U Selects Provincial Championships August 30-Sept 2, 2024 , a report be submitted to City Council for consideration and approval.

Moved by: G. Lacher

Second by: K. Wyer

All in favour, Carried.

### d. Sault Ste. Marie Airport Development Corporation- Snowbirds Airshow

Be it resolved that the Tourism Sault Ste. Marie Board of Directors recommend a contribution of \$18,000 through the Tourism Development Fund- Conferences and Special Events Stream to the Sault Ste. Marie Airport Development Corporation to support the Canadian Forces Snowbirds Demonstration Squadron airshow September 21, 2024, a report be submitted to City Council for consideration and approval.

Moved by: N. Brash

Second by: D. Marini

One opposed, Carried.

### e. Authorization for Northern Ontario Heritage Fund Corporation Funding- Hiawatha Highlands Connector & Wishart Park Enhancement Project

Be it resolved that the Tourism Sault Ste. Marie Board of Directors authorize an application to the Northern Ontario Heritage Fund Corporation (NOHFC) Cultural Supports Program- Community Events Stream for the project titled Hiawatha Highlands Connector & Wishart Park Enhancement Project. Further be it resolved that TSSM assume responsibility for cost overruns related to this project.

Moved by: D. Marini

Second by: G. Lacher

All in favour, Carried.

**f. Authorization for Northern Ontario Heritage Fund Corporation Funding- Wishart Park Bridge Project**

Be it resolved that the Tourism Sault Ste. Marie Board of Directors authorize \$60,000 from the Tourism Sault Ste. Marie General Fund to support the additional costs related to the Hiawatha Highlands Connector & Wishart Park Enhancement Project.

Moved by: D. Marini

Second by: G. Lacher

All in favour, Carried.

**10. Next Meeting**

Tuesday, June 18, 2024

**11. Adjournment**

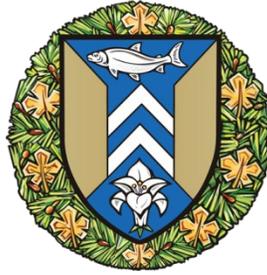
Moved by: K. Wyer

Seconded by: M. Porco

All in favour, Carried.

**13:55**

The Corporation of the  
City of Sault Ste. Marie



## Declaration of Interest – Municipal Conflict of Interest Act

Meeting Date:

I, \_\_\_\_\_ declare a potential (deemed / direct /  
indirect) pecuniary interest on Council Agenda No. \_\_\_\_\_

Item Title: \_\_\_\_\_

for the following reason:

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Name

*Municipal Conflict of Interest Act*

### **Indirect pecuniary interest**

**2** For the purposes of this Act, a member has an indirect pecuniary interest in any matter in which the council or local board, as the case may be, is concerned, if,

(a) the member or his or her nominee,

(i) is a shareholder in, or a director or senior officer of, a corporation that does not offer its securities to the public,

(ii) has a controlling interest in or is a director or senior officer of, a corporation that offers its securities to the public, or

(iii) is a member of a body,

that has a pecuniary interest in the matter; or

(b) the member is a partner of a person or is in the employment of a person or body that has a pecuniary interest in the matter. R.S.O. 1990, c. M.50, s. 2.

### **Interest of certain persons deemed that of member**

**3** For the purposes of this Act, the pecuniary interest, direct or indirect, of a parent or the spouse or any child of the member shall, if known to the member, be deemed to be also the pecuniary interest of the member. R.S.O. 1990, c. M.50, s. 3; 1999, c. 6, s. 41 (2); 2005, c. 5, s. 45 (3).

## MARKETING AND PROMOTION

### Active Marketing Campaigns during May

- Cavera digital marketing – pay per click, google search, paid social media ads for ‘March & April’ & ‘Train’
- Cavera ‘Events’ marketing – Mountain Biking events
- UpNorth Travel Magazine
- PBS TV Spot
- Laird Signs billboards x 4 between Sudbury and SSM + one north of SSM.
- Canadian Cycling Magazine – Newsletter for mountain biking events
- Toronto Life print ad – boat, train, hiking, paddling

### New Travel Inspiration Blogs

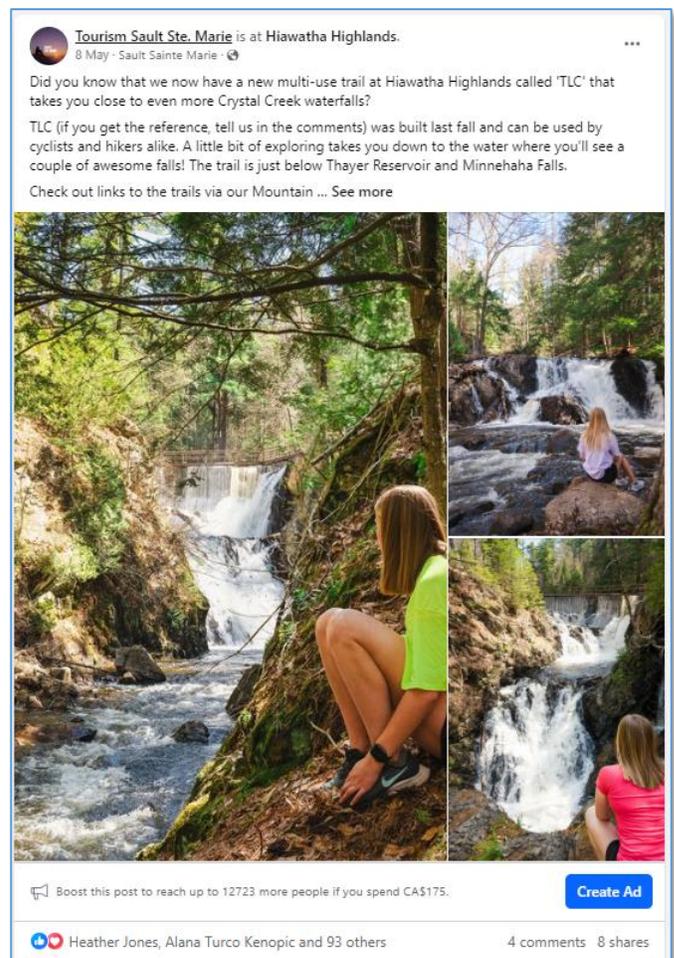
- <https://saulttourism.com/travelogues/mountain-biking-events-in-2024/>
- <https://saulttourism.com/travelogues/mini-urban-adventures-in-sault-ste-marie/>

### Website (May)

- 89k users, (42k users in April)
- 137k page views (70k in April)
- Canada 54%, US 43%
- Within Canada: Ontario 90%, Quebec 10%,
- By City: (GTA around 30%) Toronto 24%, SSM 6%, London, 5%, Ottawa 3%
- Within US: Michigan 44%, Virginia 10%, Illinois 7%, Wisconsin 6.2%,

### Primary drivers

- **Paid Media:** 46.4k (16.1k in April)
- **Organic Search:** 7.9k (5.9k in April)
- **Social media:** 39.2k (18k in April)
- **Referrals:** 1.7k (887 in April)
  - Agawa Train 383 (344 in April)
  - Northernontariotravel 267 (176 in April)
  - Saultstемarie 164 (139 in April)
  - Destination Ontario 89
  - WelcometoSSM 86 (115 in April)
- **Offsite clicks:** 26.9 (22.2k in April)
  - AgawaTrain 11k (11.7k in April)
  - Saultlocktours 1.7k (970 in April)
  - Northernontariotravel 1k (1k in April)
  - Ontario Parks 982
  - Bushplane Museum 449 (312 in April)
  - SooMRKT 421 (273 in March)
  - Sooaxethrowing 214 (161 in April)



**Tourism Sault Ste. Marie** is at Hiawatha Highlands. 8 May · Sault Sainte Marie · 🌐

Did you know that we now have a new multi-use trail at Hiawatha Highlands called 'TLC' that takes you close to even more Crystal Creek waterfalls?

TLC (if you get the reference, tell us in the comments) was built last fall and can be used by cyclists and hikers alike. A little bit of exploring takes you down to the water where you'll see a couple of awesome falls! The trail is just below Thayer Reservoir and Minnehaha Falls.

Check out links to the trails via our Mountain ... See more



Boost this post to reach up to 12723 more people if you spend CA\$175. Create Ad

Heather Jones, Alana Turco Kenopic and 93 others 4 comments 8 shares



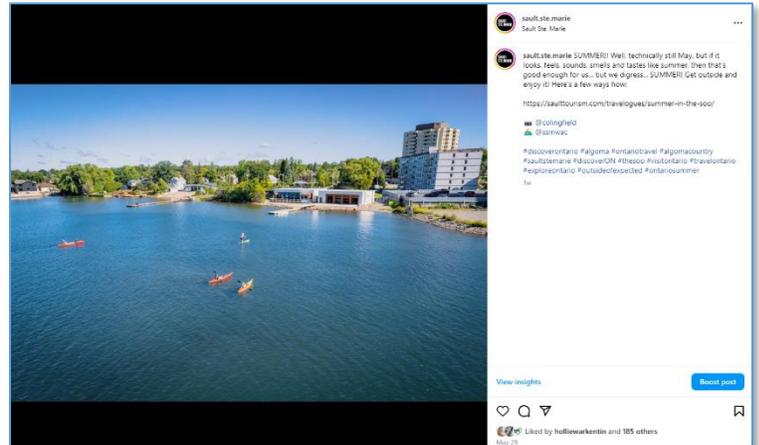
- Entomica 211 (159 in April)
- Machine Shop 199 (332 in April)
- Upanddownlounge 113 (134 in April)

**Instagram (May, 2024)**

- 20,551 page followers (141 new followers in May)
- 45.1k accounted reached (15.4k in May)

**Facebook (May, 2024)**

- 33.4k followers (128 new followers in May)
- 1.2m accounts reached (814k in May)



**GROUP TOURS**

- Staff attended Rendezvous Canada marketplace in Edmonton, Alberta and met one-on-one with over 40 international group tour operators.
- The first cruise ship of the season has arrived. Sault Ste. Marie is scheduled for 12 visits this summer, down from last year, due to operational changes with cruise line ownership.

**MEETINGS AND CONVENTIONS**

- Staff in partnership with Destination Northern Ontario has once again joined four (4) other north cities to showcase Northern Ontario and Sault Ste. Marie as a destination for conferences, meetings and conventions at the Canadian Meeting Events Expo (CMEE) in August.

**SPORTS TOURISM AND SPECIAL EVENTS**

- Sault Ste. Marie and the Sault Ringette Club has been awarded the 2025 Ringette Ontario A Provincial Championships which will feature the U14, U16A and 18+ A divisions hosted March 13-16, 2025
- Sault Ste Marie has reached an agreement to host the Coaches Association of Ontario Super Clinics which will provide general certification as well as specific sport training for five sports. This clinic will help develop capacity for coaches in Northern Ontario.

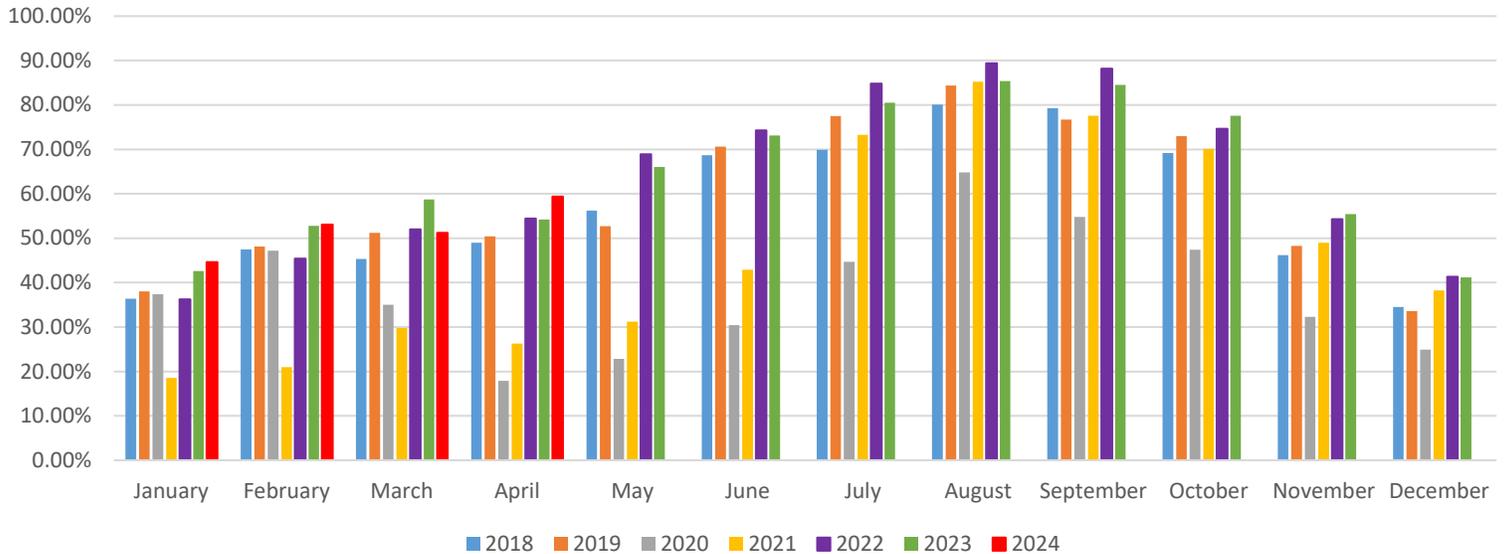
**TOURISM DEVELOPMENT FUND APPLICATIONS**

Four (4) Tourism Development Fund (TDF) applications were approved for recommendation at the Tourism Sault Ste. Marie Board in May 2024.

1. Ermatinger Clergue National Historic Site and Discovery Center - \$20,000
2. Sault Ste. Marie Cricket Club – Soo North Cup - \$4,500
3. Soo Minor Baseball 9U Select Provincial Championship - \$3,500
4. Sault Ste. Marie airport Development Corporation – Snowbirds Airshow - \$18,000



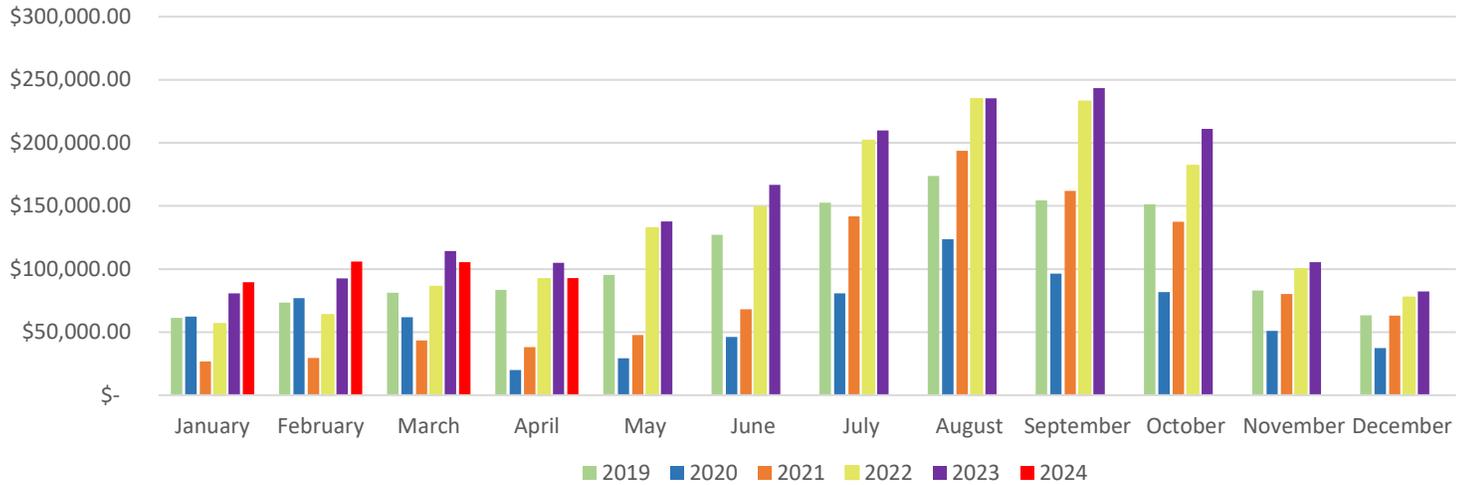
### Occupancy Report Percentage



Month	2018	2019	2020	2021	2022	2023	2024
January	36.4%	38.0%	37.4%	18.5%	36.2%	42.6%	44.6%
February	47.5%	48.1%	47.2%	21.0%	45.4%	52.8%	53.1%
March	45.3%	51.2%	35.0%	29.8%	52.0%	58.7%	51.2%
April	49.0%	50.4%	17.9%	26.3%	54.4%	54.2%	59.4%
May	56.2%	52.7%	22.8%	31.2%	68.9%	66.0%	
June	68.7%	70.6%	30.4%	42.9%	74.3%	73.1%	
July	69.9%	77.5%	44.7%	73.3%	84.8%	80.5%	
August	80.1%	84.4%	64.8%	85.2%	89.4%	85.4%	
September	79.3%	76.7%	54.8%	77.6%	88.2%	84.5%	
October	69.2%	73.0%	47.4%	70.1%	74.6%	77.6%	
November	46.2%	48.3%	32.3%	49.0%	54.3%	55.4%	
December	34.5%	33.6%	24.9%	38.2%	41.3%	41.2%	



**Municipal Accommodation Tax Collection**



Month	2019	2020	2021	2022	2023	2024
January	\$ 61,402.77	\$ 64,208.56	\$26,828.55	\$56,396.18	\$80,655.72	\$89,650.05
February	\$ 73,525.06	\$ 77,030.47	\$29,513.74	\$63,642.86	\$92,555.42	\$105,967.89
March	\$ 81,314.31	\$ 61,777.73	\$43,484.40	\$85,984.43	\$114,238.43	\$105,505.22
April	\$ 83,529.32	\$ 19,975.27	\$37,975.04	\$ 92,129.11	\$104,900.11	\$92,855.63
May	\$ 95,421.32	\$ 29,273.55	\$47,705.95	\$132,331.95	\$137,716.33	
June	\$127,202.00	\$ 46,100.00	\$68,191.40	\$148,947.49	\$166,686.98	
July	\$152,541.57	\$ 80,779.28	\$141,698.08	\$201,761.44	\$209,842.90	
August	\$173,804.29	\$123,601.95	\$193,741.49	\$234,917.71	\$235,394.73	
September	\$154,367.41	\$ 96,304.68	\$161,796.26	\$232,840.92	\$243,431.26	
October	\$151,211.55	\$ 81,808.25	\$137,386.81	\$181,749.16	\$211,223.28	
November	\$83,086.94	\$ 50,936.13	\$80,212.95	\$99,833.60	\$105,359.99	
December	\$63,379.61	\$ 37,395.67	\$63,006.74	\$77,354.50	\$82,192.25	
<b>Total</b>	<b>\$1,300,786.15</b>	<b>\$769,191.54</b>	<b>\$1,031,541.41</b>	<b>\$1,607,889.35</b>	<b>\$1,785,365.26</b>	<b>\$393,978.79</b>



**Income Statement @ May 2024 YTD Comparison**

<b>Revenue:</b>	<b>January</b>	<b>February</b>	<b>March</b>	<b>April</b>	<b>May</b>	<b>YTD</b>
<b>5405</b> MAT Revenue			189,661.50			189,661.50
<b>5861</b> Advertising Revenue			34,200.00	680.80		34,880.80
<b>5847</b> Interest Revenue	3,295.61	4,238.09	4,147.78	4,972.85	4,935.54	21,589.87
<b>5862</b> Merchandise Revenue		43.07		759.52		802.59
<b>Total</b>	<b>3,295.61</b>	<b>4,281.16</b>	<b>228,009.28</b>	<b>6,413.17</b>	<b>4,935.54</b>	<b>246,934.76</b>
<b>Expenses:</b>						
<b>6111</b> Office Expense	146.38		232.80	166.40	126.55	672.13
<b>6170</b> Memberships and Subscriptions	25,009.90	524.82	41.88	603.55	36.27	26,216.42
<b>6182</b> Travel	6,474.32	1,886.73			2,556.19	10,917.24
<b>6184</b> Trade Shows/Conferences	5,244.67	20.79		5,250.00		10,515.46
<b>6462</b> Insurance			1,682.83	1,338.12		3,020.95
<b>6470</b> Postal Service			78.97		56.29	135.26
<b>6475</b> Bookkeeping Expenses	961.44	1,212.65	1,195.31	987.43	987.43	5,344.26
<b>6540</b> Advertising	26,829.61	35,759.16	9,702.38	11,730.31	77,820.86	161,842.32
<b>6544</b> Promotions	1,393.88	1,444.76	364.82	42,775.76	16,398.61	62,377.83
<b>6545</b> Meetings	102.09	92.68	91.98	100.68	21.14	408.57
<b>6632</b> General Development	2,141.16	106,417.70		449.81	109,995.51	219,004.18
<b>6633</b> Tours		182.13			470.21	652.34
<b>6634</b> Events		1,128.06	66.79		2,906.95	4,101.80
<b>6720</b> Bank Charges	310.33	95.10	1,004.78	117.28	143.33	1,670.82
<b>Total Expenses</b>	<b>68,613.78</b>	<b>148,764.58</b>	<b>14,462.54</b>	<b>63,519.34</b>	<b>211,519.34</b>	<b>506,879.58</b>
<b>Other Income</b>						
<b>5205</b> Ont Spec Grant Other				30,000.00	-	30,000.00
<b>Other Expense</b>						
<b>7700</b> Exchange Gain or Loss				179.73	-	179.73
<b>Net Income</b>	<b>(65,318.17)</b>	<b>(144,483.42)</b>	<b>213,546.74</b>	<b>(27,285.90)</b>	<b>(206,583.80)</b>	<b>(230,124.55)</b>

# Tourism Sault Ste. Marie

**Marketing Objectives 2024  
TSSM Board Meeting**

March, 2024

## 2023 Recap

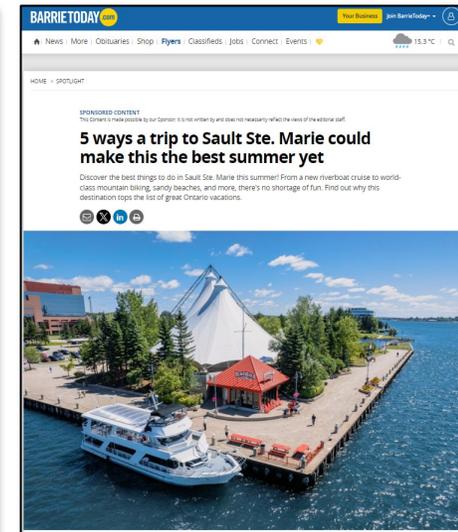
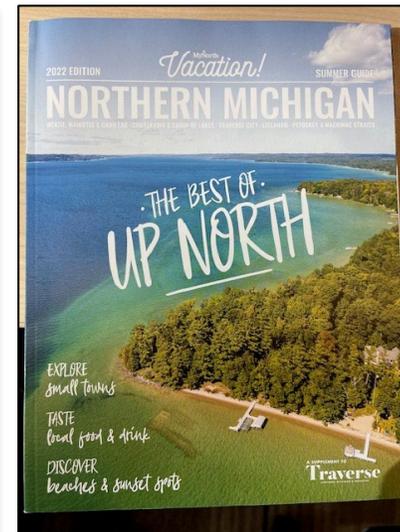
## *2023 Recap Summary*

- **Tourism Sault Ste. Marie's website grew 50% in traffic in 2023**
- **The website had over 1 million page views in 2023**
- **This led to 260k clicks to partner websites, up 3% year-on-year**
- **Our Instagram account grew 18%, Facebook grew 7%**

## 2023 Recap

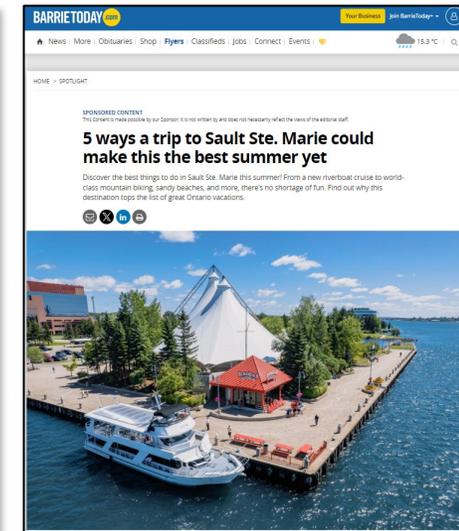
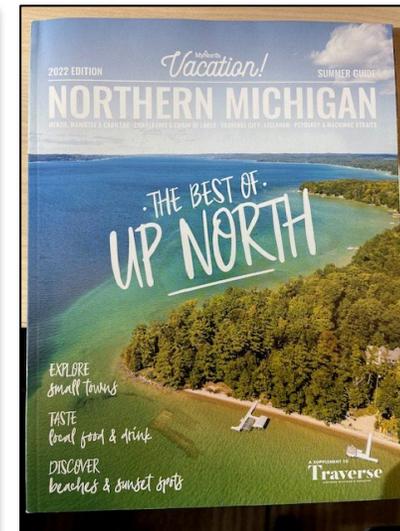
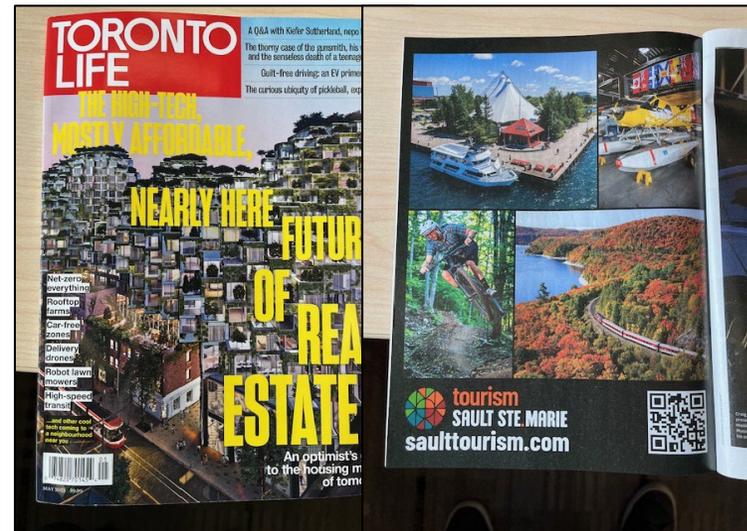
Continue to market the Train (& use it to market other products)

**Increase in train ticket sales**



## 2023 Recap

# Emphasize New Products – The Miss Marie *Increase in ticket sales*



## 2023 Recap

Market to cross-country drivers

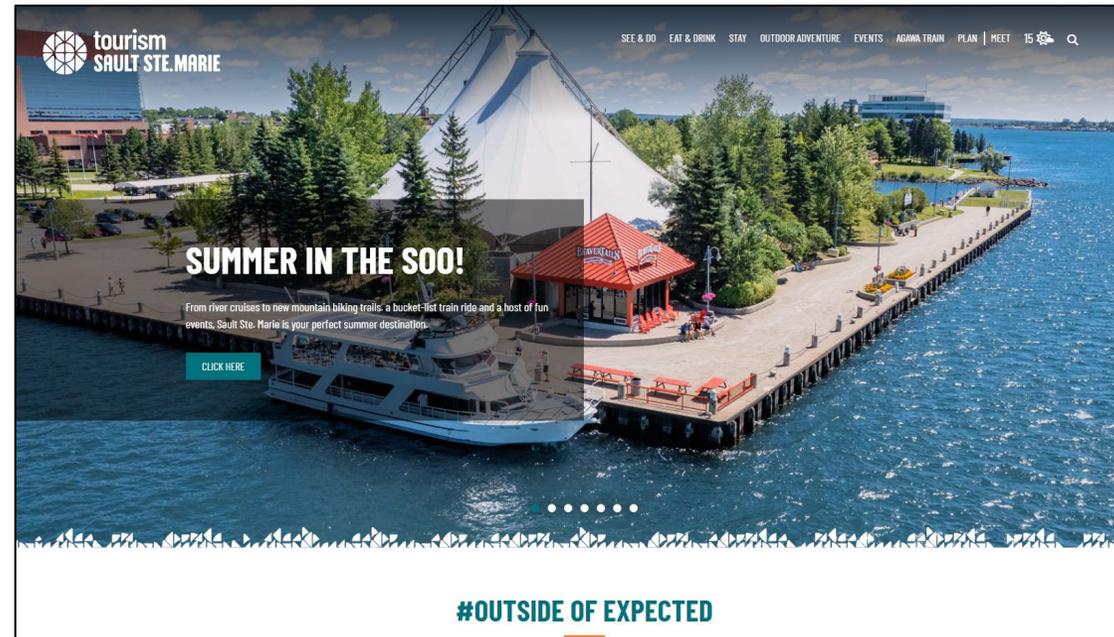
**4 billboards between SSM and Sudbury**



## 2023 Recap

Increase web traffics

**1 million + page views in 2023!**



## 2023 Recap

### In addition...

Took advantage of partner opportunities with DO and DNO

In Winter, we highlighted the successful 2022-23 season at Searchmont

Increased marketing content assets for train, fall colours, MTBing, events,

Created new logos for merchandizing and marketing opportunities as well as acquired a A new conference / trad show display booth

Welcomed 12 Fam tours / influencer visits

## 2023 Recap – Metrics, Website

- **667k Users** (446k in 2022)
- **1.1m Page Views** (928k in 2022)
  - Home Page – 141 (84k in 2022)
  - Summer in the Soo – 119k
  - Agawa Train – 118k (180k in 2022)
  - Experience Group of Seven – 105k (87k in 2022)
  - Trail Town – 26k
  - Experience Winter – 26k
  - Activities and Attractions – 23k (25k in 2022)
  - See & Do – 22k (25k)
  - Ski – 21k (12k)
  - Stay – 17k (25k)
  - MTB Weekend – 16k
- **Canada 502K** (75%, up from 68% in 2022), **US 146k** (22%, down from 25% in 2022)
- **Within Canada:** Ontario 81%, Quebec 16%,
- **By City:** (GTA around 36%) Toronto 27%, SSM 5%, Montreal 3%, Ottawa 2%
- **Within US:** Michigan 50%, Ohio 7%, Wisconsin 6%, Illinois 5%,

## 2023 Recap – Metrics, Website

### Primary drivers of traffic to the website

- **Paid Media:** 329k (202k in 2022)
- **Social media:** 214k (133k in 2022)
- **Organic Search:** 68k (74k in 2022)
- **Referrals:** 23k (18k in 2022)
  - **Village Media** 7,438 (1,491 in 2022)
  - **AgawaTrain** 3,956 (1,120 in 2022)
  - **NorthernOntario** 2,216 (3,643 in 2022)
  - **Searchmont** 2,420 (3,156 in 2022)
  - **Saultstemarie** 1,625 (1,477 in 2022)
  - **welcometossm** 918 (638 in 2022)
  - **MyNorth** 863 (211 in 2022)
  - **Destination Ontario** 716 (1,124 in 2022)
- **Offsite clicks:** 261k (253k in 2022)
  - **AgawaTrain** 96k
  - **Northern Ontario Portal** 15k
  - **Accommodations sites** 15.4k (5.9% of all clicks)
  - **Soo Locks Tours** 13.3k
  - **Machine Shop** 5.8k
  - **BonSoo** 3.4k
  - **Searchmont** 2.6k
  - **Bushplane Museum** 2.6k
- **Offsite clicks directly from Social Media Ads:** 23k
  - **Queen Street Cruise** 4.3k
  - **Bon Soo** 3.7k
  - **Beaver Freezer** 2.5k
  - **Metis Tours** 2.1k
  - **Searchmont** 1.8k

## 2023 Recap – Metrics, Instagram & Facebook

### Instagram

- 20,163 page followers (3,103 new followers in 2023, up 18%)
- 885k accounts reached (up 75% from 2022)

### Facebook

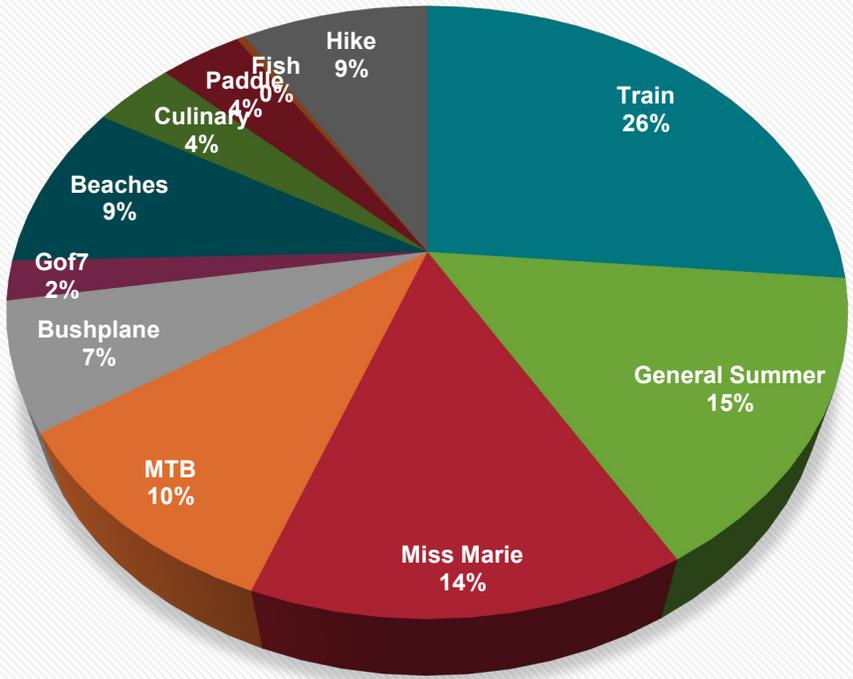
- 33.2k followers (2,182 new followers in 2023, up 7%)
- 4.5m accounts reached (up 29% from 2022)

# Tourism Sault Ste. Marie

Marketing Objectives 2024  
TSSM Board Meeting

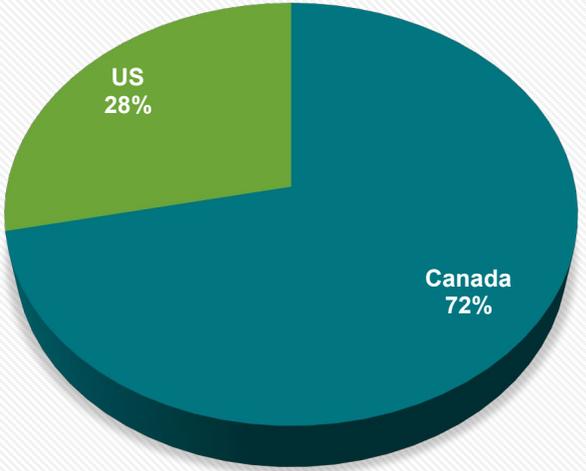
## 2023 Recap – Allocation of Marketing

Allocation of Marketing by Product



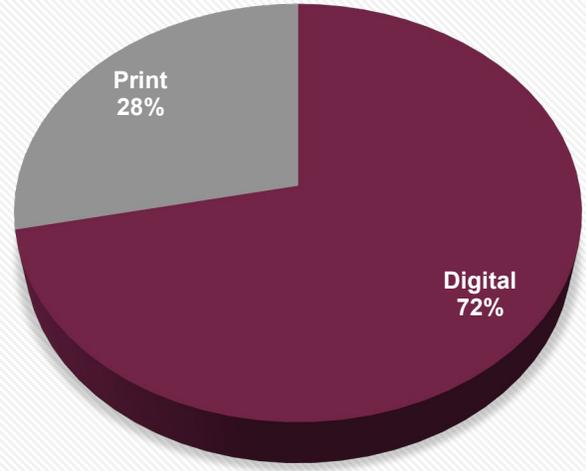
- Train
- General Summer
- Miss Marie
- MTB
- Bushplane
- Gof7
- Beaches
- Culinary
- Paddle
- Fish
- Hike

Allocation of Marketing by Country



- Canada
- US

Allocation of Marketing by Type



- Digital
- Print

## 2024 Marketing Plan

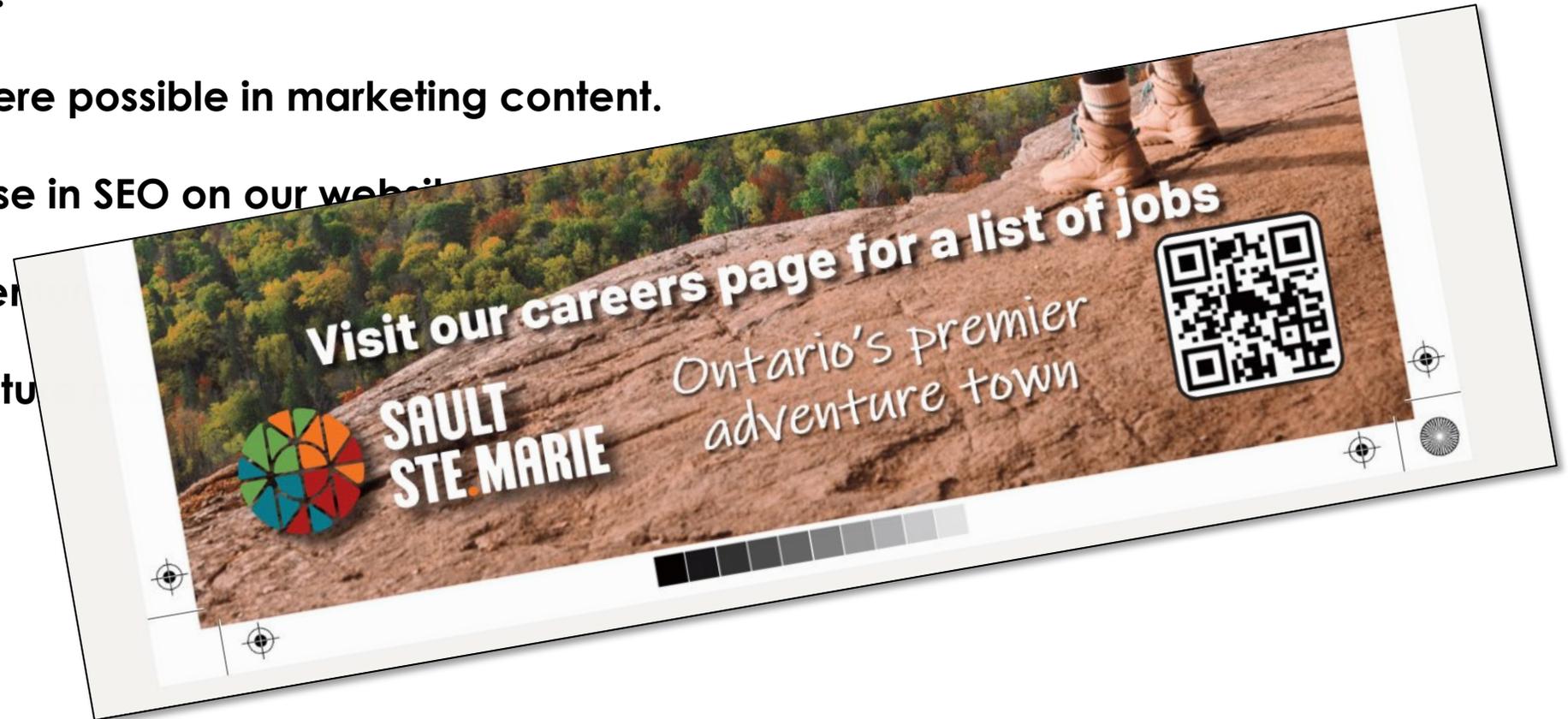
## *2024 Marketing Plan*

- **Make Sault Ste. Marie the premiere outdoor adventure capital in Ontario**
- **Utilize The Train To Increase Visitor Stays and Support Other Products**
- **Target cross-country travelers; entice them into the city to visit attractions**
- **Continue to target Michigan audience**
- **Emphasize New Products; Mountain Bike trails, Urban Hikes, Downtown Trolley**
- **Maintain The Digital Focus**
- **Continue To Take Advantage of Partner Opportunities**
- **In Winter, Attempt To Win Back People's Trust of 'Winter'**

## Outdoor adventure capital in Ontario

### How to Achieve This:

- Use these words where possible in marketing content.
- Target this key phrase in SEO on our website.
- Target outdoor adventure
- Push outdoor adventure



# Tourism Sault Ste. Marie

Marketing Objectives 2024  
TSSM Board Meeting

## Utilize The Train To Increase Visitor Stays and Support Other Products

### How to Achieve This:

- Combine other products, while marketing the train
- Use train images as bait for wider marketing about SSM
- Create travel inspiration posts that live on the train webpage 'Other Things To Do In The Soo'



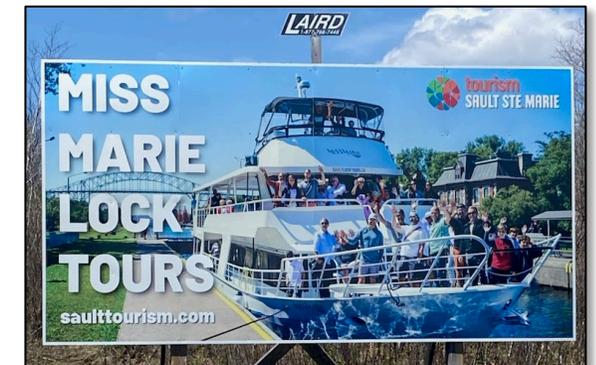
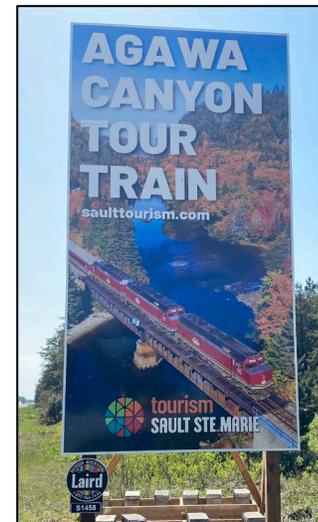
# Tourism Sault Ste. Marie

Marketing Objectives 2024  
TSSM Board Meeting

Target cross-country travelers; entice them into the city to visit attractions

## How to Achieve This:

- Roadside advertising
- Providing visitor guides to locations on route – Pancake Bay, Lake Superior etc.
- Create travel inspiration posts that live on the train webpage ‘Other Things To Do In The Soo’



# Tourism Sault Ste. Marie

Marketing Objectives 2024  
TSSM Board Meeting

## Continue to target Michigan audience

### How to Achieve This:

- UpNorth Visitor Guide
- Digital targeting
- Look for opportunities for advertising in known tourism locations in Northern Michigan.



# Tourism Sault Ste. Marie

Marketing Objectives 2024  
TSSM Board Meeting

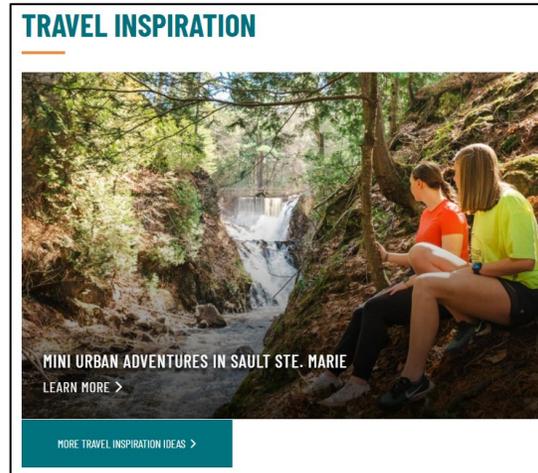
## Emphasize New Products; Mountain Bike trails, Urban Hikes, Downtown Trolley

### How to Achieve This:

- Pushing out the mountain bike video on social media
- Creating more mountain biking content and placing it on Canadian Cycling Magazine
- Creating content for Urban Hikes
- Press release / content / photos of new downtown trolley bus when it launches



Mounting Biking in Sault Ste. Marie  
455 views • 5 months ago



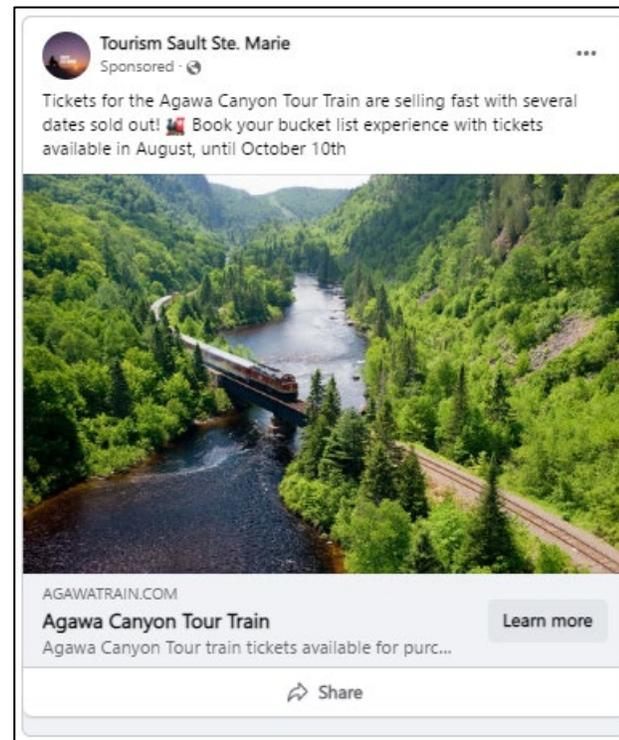
# Tourism Sault Ste. Marie

Marketing Objectives 2024  
TSSM Board Meeting

## Maintain The Digital Focus

### How to Achieve This:

- Google PPC, Facebook, Instagram
- Online content pieces with links to Tourism and partner webpages



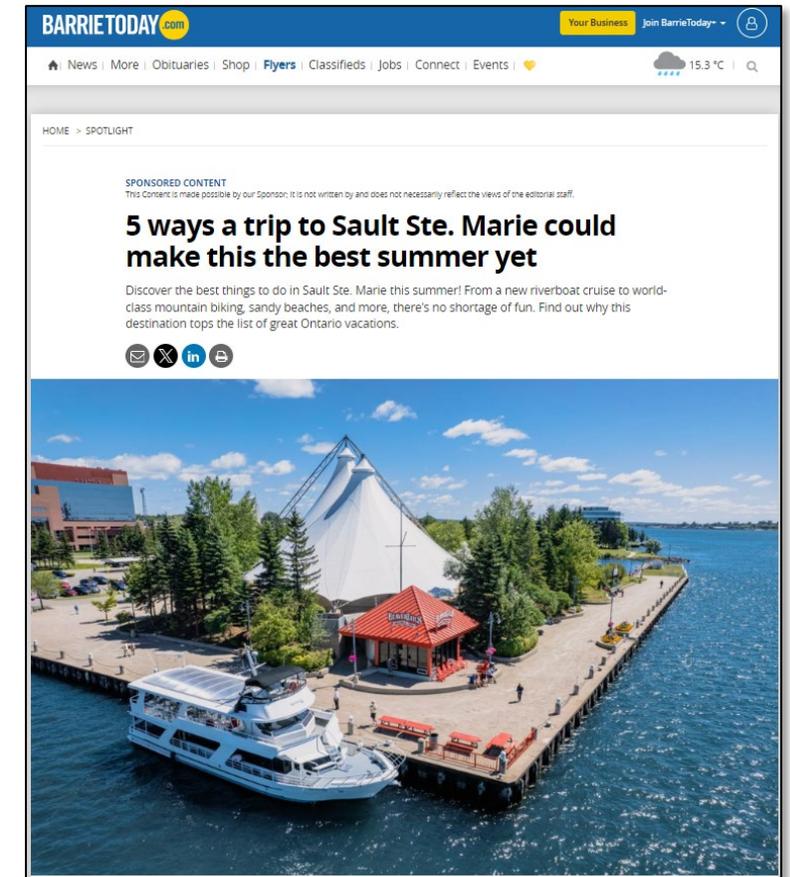
Tourism Sault Ste. Marie  
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Tickets for the Agawa Canyon Tour Train are selling fast with several dates sold out! 🎫 Book your bucket list experience with tickets available in August, until October 10th



AGAWATRIN.COM  
**Agawa Canyon Tour Train**  
Agawa Canyon Tour train tickets available for purc... [Learn more](#)

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### 5 ways a trip to Sault Ste. Marie could make this the best summer yet

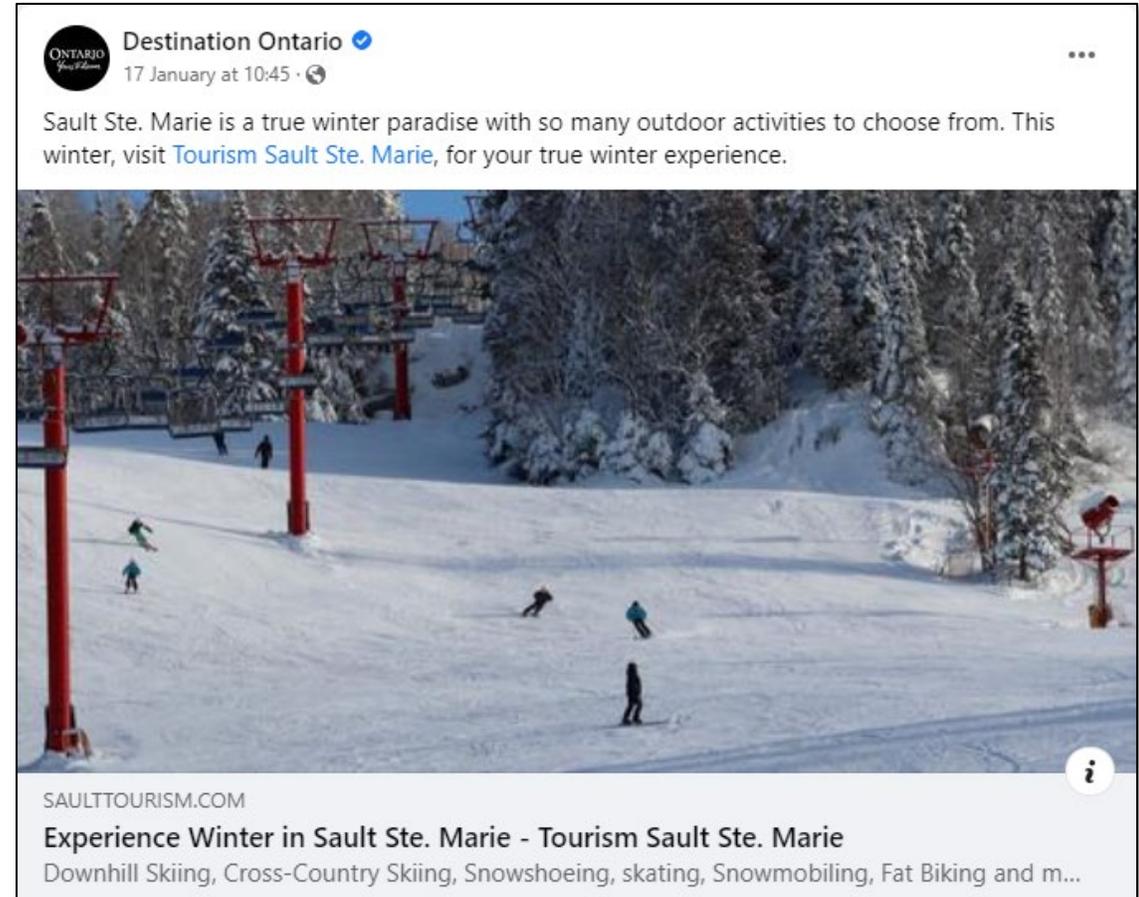
Discover the best things to do in Sault Ste. Marie this summer! From a new riverboat cruise to world-class mountain biking, sandy beaches, and more, there's no shortage of fun. Find out why this destination tops the list of great Ontario vacations.



## Continue To Take Advantage of Partner Opportunities

### Why?

- Associated with large recognizable tourism brand
- Helps extend our own ad dollars



Destination Ontario  

17 January at 10:45 · 

Sault Ste. Marie is a true winter paradise with so many outdoor activities to choose from. This winter, visit [Tourism Sault Ste. Marie](#), for your true winter experience.



SAULTTOURISM.COM 

Experience Winter in Sault Ste. Marie - Tourism Sault Ste. Marie  
Downhill Skiing, Cross-Country Skiing, Snowshoeing, skating, Snowmobiling, Fat Biking and m...

# Tourism Sault Ste. Marie

Marketing Objectives 2024  
TSSM Board Meeting

In Winter, Attempt To Win Back People's Trust of 'Winter'

## How to Achieve This:

- Talk about what worked in 2024: Searchmont being open almost every day, XC skiing happened, Bon Soo happened
- Remind people of what winter looks like through social media
- Show people, when winter 2025 does arrive!





**Thank you.  
Miigwetch.  
Merci.**



## Entomica Sustainability Plan 2024-2026

This plan is comprised of a budget spreadsheet document and this explanatory document that provides better insight into Entomica's plans to develop financial sustainability. Entomica's Sustainability Plan demonstrates Entomica's change in business strategy. However, a full, 5-year strategic plan will be established by the end of 2025 to ensure Entomica is consulting with stakeholders and developing strategies that align with the Market.

The following strategies towards sustainability will look at opportunities to increase revenues while reducing costs. In addition, Entomica is streamlining its operations to improve efficiency and productivity. The biggest revenue gains will be seen in 2025 as strategy changes take full effect. In 2026, we are predicting a modest surplus, which will help establish improved cash flow, while leaving a contingency for unexpected business costs/changes to business.

### **Revenue Generation**

**R1 Fundraising Events** – Entomica already receives a kickback from fundraising event revenue from the CBHC. However, in 2025 and 2026, they plan develop small-scale evening events such as Butterfly Pinning, Vivarium Building and a Night at the Museum. These events are expected to generate \$5,000-\$7,000 in addition to the revenues received from CBHC's fundraising events.

**R2 Corporate Sponsorships** - To help fund events and regular operational costs, Entomica will establish a regular corporate sponsorship campaign.

**R3 Foundation Grants** – In 2024, Entomica began joining the CBHC's bi-weekly grant meetings and is dedicated to strategizing and applying for more grants, particularly grants from private foundations. With a dedicated commitment to applying monthly for foundation grants, it's expected that Entomica can generate significantly higher revenues from private organizations which will help support operations, events and other

**R4 Raffles** – Entomica will apply for a raffle licence through the City of Sault Ste. Marie by the fall. The intent is that Entomica can run 1-2 raffles or 50/50 draws per year, allowing them to generate additional revenues that can be applied to their education-based expenses, including Educational Coordinator wages.

**R5 Admissions and Memberships** – In 2024, a new Management Agreement between Entomica and the CBHC will allow the CBHC to move to an all-Adventure pricing model and Entomica to generate \$20,000 more from admissions. In subsequent years, this number will grow based on expected price increases to the front gate pricing system and



## Entomica Sustainability Plan 2024-2026

increases in overall visitors. Memberships are growing at about 10% annually and Entomica now receives a portion of this revenue.

**R6 School Education** – In partnership with the CBHC, Entomica will run one large-scale educational event per year, which will help generate approximately \$3500 in Education revenue. In addition, in June 2024, Education pricing for Entomica and the CBHC will be aligned. As a result, Entomica will:

- Be automatically included in more CBHC-booked educational tours, and therefore, will receive more revenue from this income source.
- Move to a “per child” pricing model for Entomica educational bookings, which should result in overall higher revenues compared to the previous flat fee system.

Education is a major growth opportunity for both Entomica and the CBHC. Entomica will benefit from joint Marketing with the CBHC. Finally, both organizations will evaluate a school board membership that could lead to further positive revenue outcomes.

**R7 Outreach** – Entomica increased pricing for outreach (both school and event-based) in 2024 to ensure profitability on these events. In addition, there is a focus on ensuring that outreach does not impact operations at the CBHC. It is expected that outreach will increase but, more importantly, the reduced costs of outreach will help Entomica’s bottom line.

**R8 Bug Adoptions** – While a very minor revenue centre, Entomica intends to revamp and re-open its bug adoption program. Changes would include:

- Increased price
- Improved inclusions
- Improved marketing of the product

The goal of this program is to generate funding that supports most of bug food. It will be primarily marketed as a gift option.

**R9 Government Revenue** – Entomica has been successful in regularly securing \$100,000-\$150,000 in government funding on an annual basis (see financial statements). This funding comes in the form of wage subsidy programs (NOHFC, Canada Summer Jobs, etc.) and project-based funding (ie: Trillium, federal). In this plan, Entomica expects to raise roughly \$88,000 per year through government sources.

**R10 Tour Train Pilot and Miscellaneous Revenue** – In 2024, Entomica and the CBHC are partnering with the Agawa Canyon Tour Train to run a pilot program whereby Entomica/CBHC offer programming onboard the train for one package price. Assuming reasonable success and a business case can be made, the goal is to seek funding through FEDNOR’s Tourism Development Grant that would support an expansion of this program, including staff and marketing.



## Entomica Sustainability Plan 2024-2026

Entomica will begin a reptile breeding and selling program that will also contribute to miscellaneous revenue.

### **Expense Management**

**E1 Wages** – In 2024, Entomica is actively working to reduce wages by improving scheduling, productivity and opportunities for cost sharing with the CBHC. Going into 2025 and 2026, this plan continues with modest growth in wages to keep pace with inflation and market.

**E2 Exhibits and Display Expenses** – Entomica is predicting modest improvements in Exhibit and Display Expenses by establishing the following initiatives:

- **Grow bug colonies and trade with other insectariums.** This will help reduce costly orders from Malaysia and other tropical countries, while also reducing overall shipping expenses. In addition, the number of creature purchases can be reduced.
- **Move to bioactive tanks.** This initiative will utilize natural materials found in the wild (no cost to acquire except time) and improve sustainability of vivarium ecosystems. As a result, plant, sand and other “decorative” costs associated with tanks will be reduced.
- **Wild harvests.** Where possible, wild harvests will be conducted to save money on food for Entomica’s creatures.

In the Sustainability Plan, we are predicting these initiatives will have a minimal effect on costs. However, there is potential for a much greater impact.