BUSINESS TO BRUCE

Huron-Kinloss Business Recruitment Strategy & Support





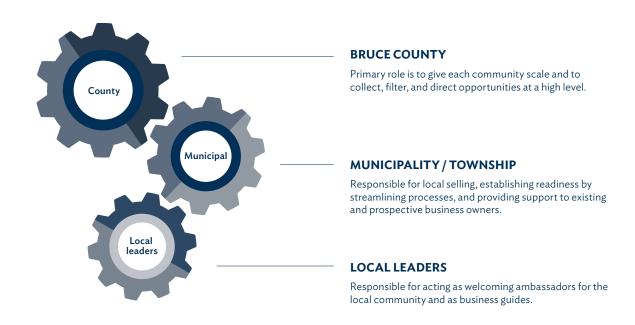


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BUSINESS TO BRUCE COUNTY

Bruce County is committed to a county-wide community investment program, called Business to Bruce (BtoB), founded on the principle of collaboration and focused on recruiting/nurturing entrepreneurs. Three levels of participation were identified (county, municipal/township, and local leadership) each with their own role to play.



The County's Role

Business to Bruce is about collaboration between local networks of business owners, communities and the County. Each group has a specific role to play. For the County's part, the focus is on providing communications resources and scale; to reach beyond the borders of Bruce County and build awareness of the opportunities here. Equally important, the County's economic development team is in place to guide and coordinate local efforts, support networking and provide access to expert resources. We'll even help spread the word locally if that's what it takes to help our partners succeed. Listed below are the key areas of County participation.

ELEMENT	OPPORTUNITY
Website	The BtoB website is a wide net that will serve to receive and process interest in County opportunities, and direct that interest to individual communities and local business networks. All communications activities both inside and outside the County will generate visits to the BtoB website. The County will staff and maintain the website.
Social Media	BtoB is active on Facebook and Twitter and promotes opportunities in the region related to business development. In order to take advantage of the County's broad reach, communities are encouraged to connect with Bruce County if they have business-related content to share (examples include opportunities, new business announcements and events).
Education & Training	Bruce County's economic development office offers a variety of educational programs and classes throughout the County ranging from general business support like hiring standards and accounting, to sector-specific opportunities like starting a creative business. New educational programs and events are always being developed and the County is eager to partner with communities in offering programs related to their business development strategy.
Outreach	Using a variety of tools including paid digital media, media relations and owned channels (social media, and e-newsletters), Bruce County is reaching out to residents within and beyond our borders with Bruce County positioning. Traffic from the majority of outreach will be directed to the Business to Bruce website where prospects will be directed to explore the communities and opportunities available to them.
Grant Support	Economic development grants have been developed to advance program objectives in addition to researching other sources of funding.
Stewarding & Mobilization	County resources will support local economic development staff to guide the program, local council, and while establishing local business owner networks. In addition, the County will participate in bringing those networks together through its own network.
Partnership	Explore the Bruce is an extensive and successful program that connects visitors and residents alike as they explore our county through the tourist season. Turning tourists and seasonal residents into full-time local business owners is also a primary strategy for the majority of communities. The economic development team is a resource for promotional distribution, research and attraction support.

BUSINESS TO HURON-KINLOSS

Huron-Kinloss' economic development strategy is focused on positioning the greater Huron-Kinloss community (three villages and areas in between) as a centre of fresh food, family farms, added-value food processing and food entrepreneurs. This in turn will attract more visitors and business for existing entrepreneurs in all sectors including tourism.

Based on previous situation and opportunities audits, and using insights gained from business owner stakeholder sessions, it was concluded that:

- (1) Due to a variety of factors including soil quality, climate and a rich family farming history, farmers in Huron-Kinloss produce exceptional quality produce and livestock.
- (2) There is limited or no capacity for new producers in the area due to lack of available land but there is capacity for value-add food businesses such as specialized processing, food entrepreneurs, distribution outlets, education and hospitality.
- (3) Special attention should be paid to expanding the infrastructure and support required for food-based businesses.

Audiences

All audiences for Business to Bruce in Huron-Kinloss should focus on value-adds to food. This means that while we should be focused on the food sector, that does not mean a focus on primary agri-production. The opportunity for Huron-Kinloss lies in attracting people who will add value to the raw goods (food entrepreneurs, distribution, outlets, specialized processing, education, retail, hospitality, etc.).

wно	DETAILS	WHEN
Bruce Alumni & Friends & Family	 familiarity with the area (originally from the area or have visited) well educated and looking for opportunities to engage support in place (local family) appeal to returning home, simpler life, middle class opportunity reached through personal networks and social media working in SWO (may not own a business yet) located in Windsor to London corridor, Kitchener/Waterloo and Guelph 	Reach out in and around the holiday season and summer. Use personal networks of current residents to establish connections.
Local Tourist	 the primary market for what Huron-Kinloss produces attract tourists from within Bruce County 	Tourism season and special events
Food Entrepreneurs & The Ontario Food Sector	 looking for access to fresh ingredients lower cost of entry is appealing support is essential (infrastructure and knowledge specific to their industry) located in Bruce County and the London to KW corridor reached through social media as a source of potential producers and champions build profile amongst this group as a unique source of food find through blogs and industry news small scale processors, restaurants and distributors 	Year round
Bruce Power Families	 spouses/partners of Bruce Power employees educated and likely underemployed in the region young families looking for opportunities 	Year round

Recruitment & Expansion Opportunities

The Business to Bruce program strategy is to focus on the who, not the what (the business owner/entrepreneur not the business sector itself). That said, the sectors below are the best areas to look at in terms of brand alignment and community strengths and opportunity/gaps.

SECTOR	OPPORTUNITY
Food Entrepreneurs	 create new uses for what we produce value add businesses (Manning Canning is an example) could include processing, education, distribution etc.
Food Processing	 create capacity and new businesses in food processing smaller scale (Pine River is an example)
Food Distribution	 create the scale required to attract a distribution start-up or hub examples: Mad River Food Hub, Bruce-Huron Auction technology-enabled (Skipper Otto's is an example)
Restaurants & Hospitality	 attract tourism and unique tourist-relevant businesses (experience based) chefs from inside and outside the county sourcing and promoting food from Huron-Kinloss

Huron-Kinloss BtoB Strategy

In the context of economic development, creating and deploying a strategy should result in advantage and preference for Huron-Kinloss. The strategy should present a reason for a special type of prospect to choose this community. To that end, meaningful differentiation is critical to success; meaningful to the target audience and different when compared to all competitive options.

Huron-Kinloss needs to position itself as a unique source of Family-Grown food and engage entrepreneurially-minded individuals who are aligned with or attracted by food. This can mean anything from food processing and distribution to hospitality and tourism. By aligning business recruitment activities around this group the township will attract/be well positioned to receive entrepreneurially-minded individuals who are looking to start food-related businesses.

Positioning Narratives

Human beings transfer information in the form of stories. In the context of marketing, these stories are called brand or positioning narratives. The narrative sets direction, establishes context and becomes the lens through which the strategy comes to life.

Huron-Kinloss' positioning is as a unique source of Family-Grown fresh food.

Huron-Kinloss BtoB Narrative

Operating a small business, like creating wonderful food, takes a blend of ideas, expertise and a dash of moxie to fashion success. When you add the right ingredients to knowledge and support, great accomplishments are served.

Huron-Kinloss, in the heart of Bruce County's food region, is where you'll find all the ingredients you need to grow or expand your business – especially any business related to food. Why is that? Because our soil, our climate, our expertise and our care for amazing, freshly grown food is a family tradition going back generations here. And that translates into opportunities for anyone who believes the food economy holds bright promise in the years ahead.

Fresh, family-grown and raised produce and livestock along with local food processing expertise and municipal support are in ample supply in Huron-Kinloss: This is where you find the right ingredients for growing businesses.

Huron-Kinloss BtoB Theme

Themes (slogans, taglines, positioning statements) summarize what makes a community unique and 'of interest' to the target audience in as few words as possible. The Huron-Kinloss 'theme' is the summary of the BtoB website positioning narrative and should be used as a key message in all BtoB communications.

Huron-Kinloss	THE RIGHT INGREDIENTS FOR BUSINESS
wordmark	theme

Action Plans, and Who Does What?

Strategies are a waste of paper without relevant action plans and the right people doing the right things to execute those action plans. What follows are the Huron-Kinloss' BtoB action plans and roles/responsibilities guidelines.

Roles and Responsibilities

MUNICIPALITY

- Apply localized marketing tools to promote local business culture
 - keep the conversation positive
 - encourage entrepreneurial culture
- Support local leader network
 - monitor online network and facilitate connections with locals
 - facilitate/organize quarterly meet ups with existing owners (blend of social and entrepreneurial; identify possible ways to work together to create economic opportunities). Invite prospects if appropriate.
- Identify and mitigate current obstacles to new or expanding value-add food businesses
 - determine what infrastructure support is needed
 - become experts in food business regulations (packaging, food safety etc.); engage local business leaders already operating a food business as sources of knowledge
 - focus first on the quick/easy wins
 - flexibility is more important than being ready for every scenario
- Continue to work with and encourage participation in economic development grant programs
- Identify and nurture existing business expansion opportunities
 - get to know your current business owners and help connect them with each other (either through quarterly events or one-on-one as needed)
 - attract more attention through the county to existing food businesses and celebrate early adopters
- Support elected officials as advocates

Roles and Responsibilities

LOCAL LEADERS (BUSINESS OWNERS)

- Annual commitment of approximately 15-20 hours
- Participate in BtoB website online network that welcomes prospective business owners
 - respond to questions
- Act as ambassadors for new business prospects
 - meet/guide new prospects when they come to town
 - mentorship for newly established business owners
- Engage extended networks in business recruitment
- Use Huron-Kinloss branded bags, tags and stickers when selling products that fit the criteria. Over time, "ownership" of the Huron-Kinloss food brand can be transitioned to producers and business owners.

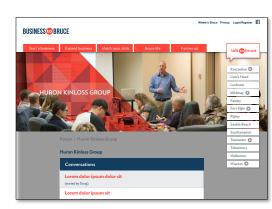
The Huron-Kinloss Area Business Owner Network

The best way to welcome prospective business owners to Huron-Kinloss and area is to connect them as quickly as possible to other business owners in town. We're making this easy and digital by forming a loose association of local entrepreneurs online. This approach is easy to learn and manage, and it will be located on the Business to Bruce website. Key to the success of the network is timely and relevant response.

NETWORK ADMIN. Huron-Kinloss' network admin is the economic development staff's role. An email alert will be sent to this individual every time a post is made in Huron-Kinloss' network. Their job will then be to alert an appropriate business owner in the network so that the ensuing response and conversation is directly between an existing business owner and a prospect, when appropriate (i.e. planning or process question), the economic development staff can respond directly.

BUSINESS OWNERS. Current Huron-Kinloss and area business owners representing various sectors should be recruited to be on standby for network participation when needed. Time commitment is 15-20 hours annually and the main role of the business owners will be to answer questions and serve as welcoming ambassadors to new prospects. Current business owners are free to post questions or discussion topics at any time.

PROSPECTS. Prospects directed to Huron-Kinloss' network on the Business to Bruce website can ask questions in the forum at any time. Questions may be answered by the Municipality or current business owners in the network (whichever is most appropriate).



Website

ACTION PLANS

Short Term (ST): 2-3 months | Medium Term (MT): 6-12 months | Long Term (LT): 1 year +

1. Developing the Local Food Business Culture: Family-Grown in Huron-Kinloss Brand Development & Network

Currently Huron-Kinloss has a high concentration of primary agricultural producers with lots of room for value-add food businesses. The Business to Bruce program's goal is to evolve what's already happening, expand on it and connect it to business opportunities that will benefit the local economy. In order to accomplish this, it's important that the Municipality fosters and promotes the food culture that exists and creates buzz around it.

ACTIONS	TIMELINE
Inventory all producers, processors and sellers in Huron-Kinloss. Document who they are and what they produce. 2017 Local Food Research Producer Survey Results is a great starting point.	ST
Using your inventory, organize a group of producers and small food 'makers' to create a set of standards for Family-Grown in Huron-Kinloss. The purpose of this is to identify what qualifies to use the branding.	ST
Create a brand usage plan that explains how the Family-Grown brand should be used to focus attention on food ingredients and outputs in the community. Detail how sectors like retail, hospitality and tourism can be involved in the display and use of locally produced foods.	MT
Create a follow up plan for participants (check that standards are being met, gather feedback, provide support etc.)	MT, Ongoing

Outcome: Fostering a food brand in the context of business development is a natural evolution of what currently exists in the area. Over time, focusing on building a food brand for the area will signal to outsiders that there's something positive happening in the community and if they're interested in food-based businesses, Huron-Kinloss is the right place to make that happen.

2. Infrastructure and Food Business Support/Education

A key element to realizing Huron-Kinloss' positioning as having the right ingredients for food-based businesses is making sure that relevant facilities/infrastructure and knowledge are not only available, but promoted. Huron-Kinloss staff should strive to become experts in the area of running a food business and facilitate connections with specialists where appropriate.

ACTIONS	TIMELINE
Research rules, regulations and trends specific to the food industry. Examples include but are not limited to: labeling, food safety, distribution strategies, consumer trends etc. Your job isn't to do the work for business owners but rather to support them in getting answers and help faster.	ST
Create a central database of resources that can be shared with business owners. Look to your current business owner network as a source of expertise (example: if someone has recently learned about how to properly label their products, discuss the process with them, document it, and brand a resource within your BtoB program). Additional sources of information include OMAFRA and the OFA.	ST
Research infrastructure needs related to value-add food businesses. What areas could the Municipality provide support in? Are there grants or funding opportunities that could be used to develop/expand some of that infrastructure?	MT-LT
Partner with Bruce County on developing and offering seminars and training programs related to food-based business education.	ST-MT

Outcome: Huron-Kinloss economic development staff will become knowledgeable in all areas of business trends and regulations related to opening or expanding a food business. As a result, the Municipality will be well-positioned to take advantage of new opportunities.

3. Barriers to Business

A review should be conducted to identify any actual or perceived barriers to new business development or expansion with particular attention being paid to food-related businesses. The documentation of these barriers needs to be formalized and action plans needs to be developed to mitigate each obstacle. While this will have the obvious effect of making the Municipality easy to deal with when starting or expanding a business, it will also demonstrate a willingness to cooperate with current business owner which will help to bolster the positive local business culture. Remember, flexibility is more important than being prepared for every possible scenario.

ACTIONS	TIMELINE
Identify and document barriers for new businesses and existing business expansion (consult Municipal staff, County staff and business owners).	ST
Prioritize list based on perceived barriers (those solved by improved communication) and barriers that will require process changes or additional resource support (financial or human).	ST
Develop barrier-specific action plans for how to remedy the barriers to business.	ST
Execute action plans (focus on and promote the quick wins first).	MT

Outcome: Not all documented barriers must be eliminated. Reducing barriers and streamlining processes where possible, however, will create a positive relationship with the Municipality and over time, cooperation with the Municipality will be viewed as a an asset to the business community. It's important that this process be an ongoing one with challenges being regularly reviewed.

TOOLS PART ONE:

Building & reinforcing the Family-Grown in Huron-Kinloss 'product' and local business culture.

FAMILY-GROWN IN HURON-KINLOSS BRANDING: ICON

The purpose of creating AND using a brand is to visibly identify and focus what we do in Huron-Kinloss as unique to Huron-Kinloss. The icon becomes the label for everything we do that is related to food and a symbol of quality and value. The level of focus and brand simplicity is strong enough to break-through the clutter of food products on the market and is distinct in the messaging: Family-grown is appealing to an emerging sector of the market that is highly interested in the origins of their food. Family is good value, family is local. Being famous for a unique take on food raises all ships (retail, tourism and hospitality).

ONE COLOUR POSITIVE

The one colour positive version is suitable for marketing applications where the icon is overlaid on imagery and is used to support the primary subject. Examples include on posters or a cover of a publication.

Try to ensure there is enough contrast between the icon and background image and that the immediate background area is free of distracting elements that would reduce legibility of the icon.

MULTI COLOUR REVERSE

The multi colour reverse version is suitable for marketing applications where the icon is the primary feature such as on bags, produce stickers, and product tags.

In applications where the icon is used alone and treated as a logo, such as in a logo bar on a document or as a profile photo on social media, ensure there is a minimum clear space as indicated to the right.





FAMILY-GROWN IN HURON-KINLOSS BRANDING: COLOURS & FONTS

FONTS

The typeface Surveyor can be applied to headlines and subheadlines.

The typeface Gotham can be used for captions, body text and small print.

Surveyor Display Book Surveyor Display Book Italic **Surveyor Display Medium** Surveyor Display Medium Italic **Surveyor Display Bold**

Surveyor Text Light Surveyor Text Light Italic Surveyor Text Light Italic **Surveyor Text Light Italic** Gotham Light Gotham Light Italic Gotham Book Gotham Book Italic **Gotham Medium**

COLOURS



PMS 5473 CMYK 90/50/50/23 CMYK 70/15/15/0 RGB 4/93/103 HEX 045D67



PMS 7723 CMYK 70/15/60/0 RGB 85/168/137 RGB 66/167/197 HEX 4CA585 **HEX 42A7C5**



PMS 7765 CMYK 30/20/100/0 CMYK 15/100/75/5 RGB 186/178/50 HEX BAB232



PMS 195 RGB 198/31/64 HEX C61F40



PMS 433 CMYK 78/68/58/58 RGB 50/53/67 HEX 272E35

FAMILY-GROWN IN HURON-KINLOSS BRANDING: APPLICATIONS

Produce in quantity and distribute to local farmgate producers and auctions, community events and other activities where food is central to the theme. Tags and stickers should be provided to all local producers and food businesses.



TOOLS: BACKFORTY ISSUE #2 CONCEPT:

Backforty is a positioning tool that should be distributed throughout Bruce County and, when possible, in adjoining counties. The magazine celebrates our ingredients (family farms and small batch foods) in a tactile way which should also encourage tourism visits and higher profile for our food producers.

- TIMING: Late June/July, 2019
- AUDIENCE: Tourists and food producers/ growers/entrepreneurs in Bruce County and adjoining counties.
- CONTENT: See toolkit outline and page content breakout
- SIZE: 8 1/4" x 10 3/4"



Magazine



TOOLS: INGREDIENT POSTER ART

Distribute to the same list as the bags/ stickers/tags plus local retailers and any public space. Consider turning the art into pole banners to build awareness of quality ingredients, locally produced. Also use art to create social media posts (see social support plan).



TOOLS: SOCIAL MEDIA SUPPORT

Establishing a collaborative Facebook group and Twitter profile will help engage and attract entrepreneurial-minded, food focused individuals by demonstrating the region is a unique source for family raised/grown fresh food with an emerging food culture and all the right ingredients for growing business.

Strategy:

- Create a collaborative space for storytelling that supports the narrative and serves as a hub for small food recipe sharing, idea swapping and knowledge sharing.
- Showcase the region's local food processing expertise and the strong municipal support for growing business.
- Promote and showcase Huron-Kinloss ingredients and knowledge.
- Encourage small batch food businesses to share their products, stories and recipes.
- Generate interest in the area among small batch food entrepreneurs.

What Kind of Content Should Be Shared?

- 1) Develop a series of posts and tweets to highlight the ingredients grown in Huron-Kinloss using hashtag #whatsripe.
 - Share recipes
 - Ask members to share recipes
 - Invite small batch businesses to share their product when it uses the #whatsripe food as an ingredient, pairs well with the #whatsripe food, or can be used in cooking with #whatsripe food
 - Explore unique aspects of each ingredient like its growing conditions or peak season
 - Profile a producer's relationship with an ingredient
- **2)** Repurpose *Backforty* content for Facebook and Twitter by reducing length, drawing out main points and writing in a conversational tone.
- **3)** Create posts centred around the creative art. Example using "The Personality of the Perfect Pepper".
 - Profile a farmer who grows peppers
 - Profile a small food producer who uses peppers in their product
 - Share seasonal recipes that include peppers as a main ingredient
- 4) Develop a series of posts that highlight the individual values that make Huron-Kinloss a special place for family raised/grown fresh food. Focus on:
 - Soil, farm size, tradition, weather
- Encourage small batch food businesses to share their product, business stories, and recipes.



Facebook Group

TOOLS: SOCIAL MEDIA SUPPORT

Tips For Social Media Success:



Post/share something in the group at minimum twice a week.



Frame posts through the lens of the narrative whenever possible.



Share relevant content from other organizations' Facebook pages



Remember to keep things conversational; a group's purpose is not merely to inform but to engage.



If a group member makes a complaint about the Municipality or the County, acknowledge the complaint and take the conversation offline.



Monitor regularly. If a member asks a question or starts a conversation, engage in a way that serves to foster a continuing conversation.



Let your metrics guide you; if you see a certain types of content attract more engagement than others, create more like them. If content falls flat, try another approach.

TOOLS PART TWO:

Attracting new entrepreneurs and business ideas to Huron-Kinloss.

PITCH KIT (FOLDER & INSERTS)

The pitch kit is a positioning tool that introduces key themes and facts about Huron-Kinloss during events, face-to-face meetings and for mailing as required. Blank mastheads can be used to create content that is customized to the activity (specialized information about a business sector like food processing for example).





Folder Cover Inserts

TOOLS: PULL-UP BANNER

For use at events, trade shows and meetings when appropriate. This is a positioning tool that reinforces the economic development focus of the community.



Pull-Up Banner

TOOLS: RADIO ADVERTISING

Create two 30 second radio spots; one that focuses on the family-grown brand positioning and one that focuses more specifically on business/entrepreneur recruitment. These ads should be run in the summer when tourists are in the region and in the fall when business owners (or prospective business owners) are in planning mode for the year ahead (October to mid-November)

FAMILY-GROWN IN HURON-KINLOSS

VOICE TALENT: When food is prepared with love, you taste it.

When it's grown with love, you taste that too.

Family-Grown in Huron-Kinloss is food planted on land passed down through generations, nurtured with affection and picked by tiny, curious hands and weathered, knowing ones; it's food eaten, grown and loved by a family just like yours.

Support local family farms; what we grow here and what we make from what we grow.

Look for the label; Family-Grown in Huron-Kinloss.

BUSINESS ATTRACTION IN HURON-KINLOSS

VOICE TALENT: You think about dinner all day. But it's not the eating. It's the cooking.

That special hour in the kitchen when you're in your element as a creator, a chemist, an artist.

So - have you ever thought about turning that passion into a food business?

In Huron-Kinloss, discover all the ingredients you need to make it happen.

Access to family-grown, local fresh food, experienced mentors and community support are right here in your backyard.

Visit businesstobruce.com/huron-kinloss to learn more.

TOOLS: BILLBOARD

Billboards are a great way to reach tourists and visiting friends/family in summer months. Look for placements along HWY 86 and south of the township on HWY 21 to take advantage of the most traffic. Messaging on the billboards invites prospective entrepreneurs to visit the Business to Bruce website to find out more about starting a business in Huron-Kinloss.



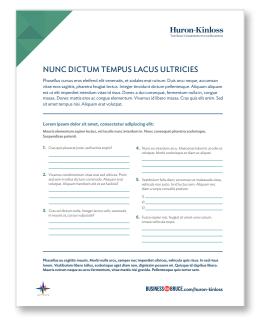
Billboard

TOOLS: **EVENT SUPPORT**

The sample e-vite can be used for any business-focused event. The image and heading can be changed out to best support the topic of the event.

The event handout can be used as a takeaway from events with tailored information. Remember to include a call to action for anyone keen to find out more about starting a business in Huron-Kinloss.





Event Handout

E-vite

TOOLS: VIDEO

A short video that features some of our great business owners captures the essence and amazing potential of running a business in Huron Kinloss. The video is posted on businesstobruce.com/huron-kinloss and the entire community should be encouraged to promote the new video through their personal social media networks.

A 15-second video is also available for online advertising.



Video

TOOLS: VIDEO SHORTS

SAMPLE INTERVIEW QUESTIONS:

- 1) What made you want to start your own business?
- 2) Why Huron-Kinloss?
- 3) What makes your business unique or special?
- 4) How is it going what does success look like?
- **5)** How has running a business changed (your opinion)?
- **6)** Why is Huron-Kinloss well-suited to you/your business?
- **7)** What is it like living here?

WHERE TO SHARE:

- BIA website
- LinkedIn & Facebook
- Local business web pages and business owner social media sharing

Note: If video is not possible, create short written stories (150 words max) for posting in all the same places. Photography will be required. Same questions and style as the video.

Implementing The Tools

ELEMENT		YEAR1			YEAR 2				YEAR 3				DUDGET	
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	BUDGET	
PAPER BAGS, TAGS, STICKERS														
Source supplier and produce														
Distribute based on list (see action plan)													Printing: \$8,000	
Implement follow up process														
PHOTOGRAPHY														
Original photography that supports business and arts positioning													Biennially: \$1,500	
PITCH KIT & INSERTS														
Print to have on-hand and make available digitally														
Review content annually for accuracy													Annual Printing: \$1,500	
Monitor trends and create industry- or topically-relevant inserts as required														
PULL-UP BANNER														
Source supplier and produce													One-Time Cost: \$600	
Use at events, meetings, workshops and appropriate tourism opportunities													One-Time Cost: \$600	
SOCIAL MEDIA														
Set up Facebook and twitter accounts													Paid Posts: \$500	
Plan and create content (ongoing, a month at a time)													Paid Posts: \$500	
PAID MEDIA														
Billboard media													Annual: \$8,000	
Radio media (sample stations: AM920 CKNX, 101.7 the ONE, Classic Rock 94.5)														
BACKFORTY MAGAZINE														
Distribute remaining copies of Issue #1 (2018)													Content & Layout Support: \$8,000- \$10,000 Printing: \$10,000 Distribution: \$2,500	
Content development (interviews, writing, photography) for issue #2														
Layout & printing issue #2														
Distribute issue #2 (2019)														