

## MRDT One-Year Tactical Plan BOUNDARY COUNTRY Nov 30, 2018

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must report to the Province annually. As such all designated recipients (or the designated recipient's service provider), are required to complete the following One-year Tactical Plan **no later than November 30<sup>th</sup> each year for years two through five**. If plans are available earlier, please submit as they become available. A Five-year Strategic Business Plan is required in year 1.

The One-year Tactical Plan must be consistent with the Five-year Strategic Business Plan and be based on the calendar year.

**A sample Tactical Plan template has been provided below. However, the format of the Tactical Plan may be developed specific to your community needs and resources.**

Similar to the Five-year Strategic Business Plan, the One-year Tactical Plan must adhere to the MRDT program principles (see box).

Please ensure there is alignment between provincial tourism strategies and community tourism efforts. Additionally, designated recipients should make their One-year Tactical Plans available to tourism industry stakeholders.

If you wish to make material modifications to the Five-year goals, strategies or targets, the changes must be identified in the One-year Tactical Plan and may require approval from the Province (see Section 11: Amendments in Program Requirements).

Your One-year Tactical Plan must contain the following information:

- An overview of the strategic direction from the Five-Year Strategic Business Plan
- Key learning and conclusions from the previous year
- Details about activities and tactics for the upcoming year
- Expected outcomes
- Availability of revenue from other sources to fund projects in addition to the funds from the tax (Reminder: funds from the tax must be incremental to existing sources of funding. The funds from the tax must not replace existing sources of tourism funding in a community)
- A proposed budget for the year ahead

For questions, please contact Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

### *Quick Reference Guide*

#### *(from the MRDT Program Requirements):*

- *The intention of the tax is to assist designated recipients to fund tourism marketing, programs and projects.*
- *Funds from the MRDT program are intended to augment current funding and cannot be used to replace existing sources of tourism funding in a community.*
- *The MRDT program is intended to contribute to the increase of local tourism revenue, visitation, and economic benefits and should be supported by local government and tourism stakeholders.*

#### *The MRDT program principles are:*

- *Effective tourism marketing, programs and projects*
- *Effective local-level stakeholder support, and inter-community collaboration*
- *Marketing efforts that are coordinated and complementary to provincial marketing strategies and tactics*
- *Fiscal prudence and accountability.*

**One-Year Tactical Plan**

<b>Designated Recipient:</b>	<u><b>Regional District Kootenay Boundary</b></u>
<b>Designated Accommodation Area:</b>	<u><b>Boundary Country</b></u>
<b>Date Prepared:</b>	<u><b>November 29, 2018</b></u>
<b>MRDT Repeal Date:</b>	<u><b>July 1, 2023</b></u>
<b>Five Year Period:</b>	<u><b>July 1, 2018 – June30, 2023</b></u>

**Section 1: Overview and Update to Five-year Strategic Context**

Heading	Description
<b>Strategic Direction</b>	<ul style="list-style-type: none"> <li>• <i>As a developing destination our vision is to evolve over time to appeal to our target audiences year-round with growth potential in spring and fall.</i></li> <li>• <i>Product and destination development will be balanced against our core values and sustainable best practices</i></li> <li>• <i>Tourism Management is conducted in the spirit of collaboration and cooperation amongst local stakeholders, communities and regional partnerships.</i></li> <li>• <i>Industry development and best practices in tourism marketing and development will be the cornerstone of our success.</i></li> <li>• <i>Plans are supported through research and industry consultation.</i></li> <li>• <i>Strategic alignment of regional, provincial and national plans will leverage our success.</i></li> <li>• <i>Brand Adoption of <b>Boundary Country – Adventure Unlimited</b> will unite us as a region and be recognized in our key markets.</i></li> </ul>
<b>Key Learnings and Conclusions</b>	<ul style="list-style-type: none"> <li>• <i>Boundary Country collection of the MRDT commenced July 1, 2018. The current one-year plan includes tactics that can be implemented on their own - once enough reserve is on hand to commence spending. Most activities in the plan have been leveraged with the Destination BC Open Pool Co-operative Marketing Program to achieve a greater impact in the market place. This leveraging partnership includes some co-op marketing with Big White. Tactics will be adjusted once funding is confirmed, therefore this initial submission reflects a best-case scenario based on information available at the time of writing. Stakeholder consultation is required for final tactics and planning will be completed by end of February 2019.</i></li> <li>• <i>Boundary Country has experienced a great set back in 2018 with floods in June that have left the area with accommodation closures and long-term infrastructure issues. Further the provincial wide fires and subsequent smoke issues of August contributed to the decline of leisure travellers to the region. Fires directly in Boundary Country in 2016 impacted the Highway 33/3 area also contributing to negative impressions of traveling to the area, and now BC as a whole-- given the past two years of unprecedented fire activity.</i></li> <li>• <i>Working in partnership with our regional tourism organizations, Thompson Okanagan Tourism and Kootenay Rockies Tourism with our local representatives provides the tourism expertise needed, while staying connected to local issues, concerns and opportunities.</i></li> <li>• <i>MRDT Funds will support both industry and product development education and research-based destination marketing activities.</i></li> </ul>

<b>Overall Goals, and Objectives</b>	<ul style="list-style-type: none"> <li>• <i>To increase visitation to Boundary Country as an alternative touring route Highway 33/Hwy 3 corridor</i></li> <li>• <i>Increase visitation by target audiences that are a fit for the values of stakeholders</i></li> <li>• <i>Increase overnight stays, especially in growth months of June and September</i></li> <li>• <i>Increase length of stay</i></li> <li>• <i>Increase tourism revenue</i></li> <li>• <i>Increase social media engagement and traveller advocacy</i></li> <li>• <i>Increase business referrals and click throughs from the website for operators to close the sale</i></li> <li>• <i>Support industry through the delivery of professional development and networking workshop (s) for stakeholders</i></li> </ul>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• <i>Identify who our current visitors and target market potential is to quantify targets for strategic planning, marketing promotion and experience design</i></li> <li>• <i>Develop an integrated research-based marketing plan that unites Boundary Country Stakeholders as a region, including both tradition and digital media</i></li> <li>• <i>Support recovery efforts and promote market-ready product/experiences</i></li> <li>• <i>Develop partnerships to leverage resources and expand market reach</i></li> <li>• <i>Customize the first industry development workshop for April 2019</i></li> </ul>
<b>Target Markets/ Content Focus</b>	<ul style="list-style-type: none"> <li>• <i>Target markets will be identified as a result of the research analysis anticipated for January 2019.</i></li> <li>• <i>Current targets include: Lower Mainland of BC, Okanagan and Washington State.</i></li> <li>• <i>Authentic Experiencers - BC 80% - Washington State 20%</i> <ul style="list-style-type: none"> <li>• <i>BC Targets 80%: Spring/Summer (60%) and Fall/Winter (20%)</i></li> <li>• <i>Washington Targets 20%: Spring/Summer (15%) and Fall/Winter (5%)</i></li> </ul> </li> <li>• <i>Leisure travellers, who travel frequently and have an interest in touring, exploring and outdoor adventure who enjoy multiple areas along route or corridor.</i></li> <li>• <i>Key content focus of effort will be targeted as <b>Boundary Country D-Tours</b> targeting visitors planning to come to the region with new itineraries by experience-based themes to move people around the region</i></li> <li>• <i>The fall, winter and spring digital campaigns will form part of an integrated promotional strategy to drive visitation to the Highway 3/33 touring route.</i></li> <li>• <i>Tactics utilize new video content created this past year and a re-fresh of the Boundary Country campaign site will accommodate itineraries.</i></li> <li>• <i>The project is supported by new visitor research, traditional and digital media and the fourth edition of the official travel print guide.</i></li> <li>• <i>Key themes are based on Trails throughout the Boundary including the iconic Kettle Valley Rail Trail, river and lake activities, heritage, culture and events.</i></li> </ul>

## Section 2: One-Year Tactical Plan with Performance Measures

Please provide a **Project Plan** for each major activity you will undertake in the year ahead using MRDT funds. Authorized purposes of MRDT funds are tourism marketing, programs and projects and any other prescribed purposes as set out by regulation.

**Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.**

1. The **major category** of the activity. Examples could include marketing, destination and product experience management, visitor services, etc.

Marketing, which may include:

- Media Advertising and Production (for example: print, radio, television, out-of-home, paper direct mail, email marketing, search engine marketing, paid social media, display, and native advertising)
- Website - Hosting, Development, Maintenance
- Social Media Management Platforms and Tools (i.e. Hootsuite)
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
- Travel Trade (for example: trade FAM hosting/support, etc.)
- Consumer-focused asset development (for example: curation or production of written content, photography, videography, etc.)
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and other tourism-related Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research, Evaluation, and Analytics
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc., , roving/mobile visitor services, ambassador programs, , FAMs)
- Other.

Meetings, Conventions, Events and Sport:

- Examples could include conferences, events, sales, sport, grant programs, etc.

Affordable Housing, which may include:

- Details on affordable housing projects (project description and rationale, authorizing documents, budget and applicable funding partners).
- Please complete and attach Appendix 1.8.

Other:

- Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.

2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving

**Major Category: Destination and Product Experience Development****Activity Title:** Industry Development**Tactics:** Customized industry development workshop and networking session supported by Online Resources**Implementation Plan:****Short Description:**

Stakeholders have indicated the need for professional development and networking. The customized workshop will address issues identified by local stakeholders as well as industry best practices in market readiness, digital readiness, partnering, packaging, sustainability, and hospitality. April 2019 is planned for the first event to kick-start the summer season. In addition to professional development, industry will have a networking opportunity to create awareness of their product/services and develop new partnerships with each other.

**Quantifiable Objectives:**

1. A minimum of 30 participants for in-person workshop (s)
2. A minimum of 50 participants for online workshop version
3. A minimum of 70 stakeholders access the online resources

**Rationale:**

Boundary Country is a developing rural highway route where communities are spread a part and operators do not always have the opportunity to get together in person and network. Further technology changes so rapidly that for many owner/operators it is a challenge to stay up-to-date. Each community has their own set of challenges and addressing both regional issues and unique issues to each area will provide support to the industry to meet or exceed industry standards and provide new opportunities to partner together.

**Action Steps:**

1. Stakeholder Consultation of Issues and Challenges to be addressed
2. Workshop/Networking Event design (format/length/location/costs, etc.)
3. Content and resource alignment (New Destination BC online resources coming in 2019)
4. Stakeholder communications/registration
5. Delivery
6. Evaluation
7. Planning for next event

**Potential Partnerships:**

1. All communities in Boundary Country, Visitor Centres, Community Futures Boundary, Big White

**Resources:**

1. Destination BC new online resource centre
2. Go2HR – SuperHost
3. Thompson Okanagan Tourism – custom workshop design (Global Sustainable Tourism Council Training and SuperHost Trainers)

**Sources of Funding:** MRDT Funds per person sponsorship and small fee charged per operator.**Timeframe:** Delivery April 2019 for initial launch and follow-up for fall 2019 subject to evaluation and plan from key learnings of first workshop.**Budget:** \$7,500

**Performance Measures:**

1. *Number of participants 1) attending 2) utilizing online resources*
2. *Stakeholder Satisfaction ratio of 80+ %*

**Major Category: Destination and Product Experience Development****Activity Title:** Visitor and Market Research**Tactics:** Visitor and Market Profiles**Implementation Plan:****Short Description:**

Visitor research is now available at the Regional District level and will provide visitor counts by day-trippers, overnight stays by length and visitor origin. In addition to counts by international visitors, domestic markets can be broken down by province and counts from each geographic area. Further these counts can be mapped to Destination Canada's Explorer Quotient market segmentation system providing demographics, psychographics and media habits, resulting in unprecedented visitor and market profiling. This information will be used for trend analysis, tourism marketing strategy and experience design.

**Quantifiable Objectives:**

1. Visitor counts and profiles by origin and market segmentation type
2. Year-to-date analysis of 2018 counts and key findings
3. Year-over-year comparison of 2018 to October 2019
4. Economic impact

**Rationale:**

Boundary Country currently does not have any quantifiable research that can serve as a baseline for trend analysis over time. Visitor profiles are also unavailable for the Boundary Country area. Marketers are using the same sources for research but cannot drill down to the regional district level. This information will provide insights for both visitors and markets to direct strategy for destination marketing, experience design for operators.

**Action Steps:**

1. Stakeholder consultation of current customers and targets
2. Analysis of year-to-date data, key findings report
3. Analysis of market profiles as a result of key findings
4. Communication to stakeholders
5. Apply research to re-set marketing objectives
6. Monthly research updates to October 2019 and comparative analysis by month and season

**Potential Partnerships: N/A****Resources:** Thompson Okanagan Tourism, Destination BC, Destination Canada, World Tourism Organization**Sources of Funding:** MRDT Funds in partnership with Regional District Kootenay Boundary leveraged with Destination BC Open Pool funding (pending).**Timeframe:** January 2019 for 2018 data analysis and monthly updates to October 2019. Pending program renewal for Nov/Dec 2019 and beyond.**Budget:** \$3,750**Performance Measures:** *Research report series and insights gained*

**Major Category: Marketing****Activity Title:** Integrated Marketing Strategy**Tactics:** Media Advertising and Production (Paid Social Media); Social Media Management, Advertising, Consumer Shows, Consumer-focused asset development: Still imagery/video and Collateral production and distribution for Trail Maps.**Implementation Plan:****Short Description:**

The current integrated Boundary Country promotional strategy includes traditional and digital media that will be enhanced with new initiatives such as Trail Maps, additional seasonal digital campaigns to promote spring and summer, select advertising and consumer shows. Current programming that will be elevated with additional resources includes social media weekly posts and boosts and still/video imagery.

**Quantifiable Objectives:**

1. Increase overnight visitation, length of stay and spend to the Boundary Country area with the focus on June and September to extend the summer season (can't not quantify until research phase is complete)
2. Increase website visits by 80% (time on site, page views and click throughs to operators)
3. Increase social media engagement by 80%

**Rationale:**

By expanding the marketing mix the Boundary Country message will have further reach with more touch points on the path to purchase. Digital marketing has shown excellent results but requires additional resources to drive incremental traffic to the website and social channels Facebook and Instagram. Further outdoor recreation, and in particular trails activities, are a growth opportunity for spring and fall and Trail Maps would benefit the user experience. Consumer shows will be tested as a tactic for the outdoor recreation market in the Lower Mainland. Both video and still imagery is required for marketing communications for both the destination and operator level and seasonal imagery will be acquired and or captured.

**Action Steps:**

1. Identify target markets based on research outcomes
2. Develop content plan and asset requirements for images/b-roll/video and corresponding copy for collateral and digital use (website, digital campaigns, social media channels)
3. Plan and execute two digital campaigns for travel in June and September, post campaign evaluation and recommendations for future campaigns
4. Plan and attend Vancouver Outdoor Adventure Consumer Show, Vancouver March 2019; post event evaluation and recommendations for future shows
5. Identify key advertising opportunities for print/online (subject to final target markets), ad creative and execute
6. Plan, produce and distribute Trail Maps for Spring 2020

**Potential Partnerships:** All communities in Boundary Country, Visitor Centres, Community Futures Boundary, Big White**Resources:** Thompson Okanagan Tourism, Destination BC**Sources of Funding:** MRDT Funds in partnership with Regional District Kootenay Boundary leveraged with Destination BC Open Pool funding (pending).**Timeframe:** January 2019 to December 2019 – Subject to cash flow reserve build up, stakeholder consultation and confirmation of Destination BC Open Pool funding estimated for February 2019.**Budget:** \$108,012

**Performance Measures:**Output Measures:

- *Collateral (track inventory/demand)*
- *Two digital campaigns (engagement rates/Click throughs to website)*
- *Weekly social posts and boosts/increased engagement*
- *Number of media placements (to be determined)*
- *Webpage visits*

Outcome Measures:

- *Visitor volume*
- *Visitor nights & visitor spending*
- *Visitor revenues*
- *Average length of stay*
- *Accommodation revenues*



**Section 3: MRDT Budget for One-Year Tactical Plan**

Designated recipients **must** complete the budget table as provided below.

<b>Revenues</b>		<b>Budget \$</b>
Carry-forward from previous calendar year – Collection Started July 1: (July/Aug 2018) 4 months unknown at time of submission		24,761.80
MRDT – MRDT for the calendar year 2019 is unknown and estimated for budgeting only		60,000.00
MRDT from online accommodation platforms		
	<b>MRDT Subtotal</b>	<b>\$84,761.80</b>
Local government contribution Regional District Kootenay Boundary		2,000.00
Stakeholder contributions (i.e. membership dues) N/A		
Co-op funds received (e.g. DBC Coop; DMO-led projects) <b>Pending Confirmation</b>		42,000.00
Grants – Federal		
Grants – Provincial		
Grants/Fee for Service - Municipal		
Retail Sales		
Interest		
Other		
	<b>Total Revenues</b>	<b>\$128,761.80</b>
<b>Expenses</b>		<b>Budget \$</b>
<b>Marketing</b>		
Marketing Project Management– Contractor Fee 15%		19,314.27
Media advertising and production		23,697.53
Website - hosting, development, maintenance		
Social media		16,000.00
Consumer Shows, events		7,000.00
Collateral production, and distribution		30,000.00
Travel media relations		
Travel trade		
Consumer-focused asset development (imagery, video, written content)		12,000.00
Other (please describe)		
	<b>Subtotal</b>	<b>108,011.80</b>
<b>Destination &amp; Product Experience Management</b>		
Destination & Product Experience Management Staff – wage and benefits		1,500.00
Industry development and training		3,000.00
Product experience enhancement and training		3,000.00
Research, evaluation and analytics		3,750.00
Other (please describe)		
	<b>Subtotal</b>	<b>11,250.00</b>
<b>Visitor Services</b>		
Visitor Services activities		
Other (please describe)		
	<b>Subtotal</b>	<b>0</b>
<b>Meetings Conventions, Events &amp; Sport</b>		
Meetings, conventions, conferences, events, sport, grant programs, etc.		
	<b>Subtotal</b>	<b>0</b>
<b>Administration</b>		
Management and staff unrelated to program implementation – wages and benefits		
Finance staff – wages and benefits		
Human Resources staff – wages and benefits		
Board of Directors costs		

Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	
Office lease/rent	
<b>Expenses</b>	<b>Budget \$</b>
General office expenses	
<i>Subtotal</i>	0
<b>Affordable Housing</b>	
General MRDT revenues	
Revenues from online accommodation platforms	
<i>Subtotal</i>	0
<b>Other</b>	
All other wages and benefits not included above – Stakeholder Relations Contractor	7,500.00
Other activities not included above (please describe) – Meetings & Travel Expense	2,000.00
<i>Subtotal</i>	<b>9,500.00</b>
<b>Total Expenses:</b>	<b>128,761.80</b>
<b>Balance or Carry Forward</b>	

**Projected Spend by Market (*broad estimate*)**
*Add more rows as needed.*

<b>Geographic Market</b>	<b>Total Marketing Budget by Market</b>	<b>% of Total \$ by Market</b>
BC	\$86,409	80
Alberta		
Ontario		
Other Canada ( <i>please specify</i> )		
Washington State	\$21,602	20
California		
Other USA ( <i>please specify</i> )		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International ( <i>Please specify</i> )		
<b>Total</b>	\$108,011	100%