

Appendix 1.2 Five-Year Strategic Business Plan

Five-Year Strategic Business Plan

Designated Recipient: Regional District of Kootenay Boundary
Community Name: Boundary Country
Date Prepared: 09/21/17
Term Expiry Date: March 31 2022
Five Year Period: April 1 to March 31 2022

Section 1: Five-Year Strategic Overview	
Vision and Mission	<p>A tourism sector that has a healthy shoulder season and that works together to market Boundary Country as a region</p> <p>To increase the length of tourist season in Boundary Country and to improve overall financial sustainability of the tourism sector.</p>
Strategic Context	<p>Situational Analysis</p> <p>Current Conditions</p> <ul style="list-style-type: none"> • Boom and bust summer cycle • Disjointed marketing efforts • Some “race to the bottom” pricing among accommodators • The eastern part of the region is more developed and visited • Christina Lake is somewhat known outside of the area • Economically depressed area • Major employers are Interior Health, SD51, Interfor, Roxul, the nurseries • Highway 3 is one of three major east west transportation routes in BC but since the completion of Highway 5 it isn’t used as frequently. • There are three ski resort destinations adjacent to the area, Big White, Mount Baldy and Phoenix Mountain. • Tourism is based on outdoor recreation including the TransCanada Trail, a fairly well developed mountain bike trail system, the Kettle River, Christina Lake, golf courses, hunting / fishing, and camping. <p>Challenges</p> <ul style="list-style-type: none"> • Overall low economic climate • Aging population and outmigration of youth • Boom and bust tourism cycle • Limited tourism product development • Limited coordination between tourism operators • Limited regional marketing • Limited digital capacity <p>Opportunities</p> <ul style="list-style-type: none"> • Creating export ready tourism products from the natural assets • Greater collaboration between areas and tourism operators • Less traffic can mean a better visitor experience because it isn’t too busy • There is a lot of potential traffic traveling on the highway <p>Key Learnings / areas of priority</p>

Section 1: Five-Year Strategic Overview

	<ul style="list-style-type: none"> • Developing the shoulder season • Marketing the Region in addition to individual businesses and communities • Strengthen Boundary Country Brand • Creation of marketing materials around existing assets
Overall Goals, Objectives and Targets	Goals and Objectives <ul style="list-style-type: none"> • To develop a Regional Marketing and promotional plan that has buy in from tourism operators. Measured by number of tourism operators contributing financially to a marketing plan or including the Boundary Country branding in their marketing. The target is to have seventy percent of tourism operators contributing to regional marketing by year 5. • To increase bed stays by ten percent per year averaged over the next five years. • To develop and measure the effectiveness of print and digital marketing materials. This will be measured by an annual increase of traffic to the boundarybc.com website traffic of ten percent, a target of 2,000 Facebook page likes by year 5, and the incorporation of tracking codes in print advertising. • To collaborate with at least 3 other Kootenay Rockies Tourism Association (KRTA) and Thompson Okanagan Tourism Association (TOTA) communities or regions. • To align the region’s brand and marketing with TOTA and Destination BC’s best practices. Measured by the number of campaigns using EQ imagery and following the brand guide. • To increase the quality of tourism products. • To increase shoulder season bed stays by forty-fifty percent by year 5. • To have an MRDT revenue of \$70,000 by year 3 and \$150,000 by year 5.

**Strategies - Key
Actions**

Strategies

- and cross promote inbound marketing.
- Hold regular professional development and networking events.
- Increase the quality of tourism products on offer.
- Increase the number of off peak season tourism products on offer.
- Create a hub of regional marketing resources.
- Collect and analyze statistics.
- Increase number of events targeting youth.
- Employ a part time marketing manager.

Actions Year One 2018

- Accumulate revenue to better predict cash flow.
- Hold at least four meetings of the steering committee.
- Organize two networking events for tourism operators.
- Organize a workshop on digital marketing.
- Increase brand recognition among the tourism operators through word of mouth via the steering committee members and marketing manager.
- Organize the collection of statistics from tourism operators to form a baseline, evaluate software tools to help with the collection and analysis of statistics.
- Hire marketing manager.
- Gather existing marketing resources into hub and perform gap analysis.
- Reach out to tourism operators to engage them in implementing the Boundary Country brand in their marketing.

Section 1: Five-Year Strategic Overview

- Plan and implement an inbound marketing campaign.
 - Gather information on feature experiences and prioritize their development.
 - Create marketing resources like stock images and experience anecdotes.
- Year two 2019
- Plan and implement at least 6 professional development and networking events.
 - Reach out to new and existing tourism operators to continue to engage them in implementing the Boundary Country brand in their marketing.
 - Hold at least four meetings of the steering committee.
 - Create resources that address three gaps identified in existing marketing resources available through the hub.
 - Focus professional development on strong branding and co-branding strategies.
 - Create a cross promotion and package strategy.
 - Develop the feature experiences.
 - Attend trade shows and tourism events as required.
 - Plan a regional youth challenge event.
 - Continue developing marketing resources.
 - Continue inbound marketing.
 - Continue the collection and analyzing of statistics.
 - Continue professional development and networking.
- Year three 2020
- Plan and implement at least 6 professional development and networking events.
 - Continue to focus professional development on strong branding and co-branding strategies.
 - Hold at least four meetings of the steering committee.
 - Review Boundary Country print materials and decide which ones to renew.
 - Continue inbound marketing.
 - Continue attending trade shows and tourism events as required.
 - Plan 2nd Annual Regional youth challenge
 - Continue creating cross promotion and package strategies.
 - Develop the feature experiences and implement a plan to market.
 - Continue the collection and analyzing of statistics.
 - Continue professional development and networking.
- Year four 2021
- Continue to plan and implement at least 6 professional development and networking events.
 - Continue to focus professional development on strong branding and co-branding strategies.
 - Hold at least four meetings of the steering committee.
 - Continue to review Boundary Country print materials and decide which ones to renew.
 - Continue inbound marketing.
 - Continue attending tourism events as required.
 - Plan 2 Youth Challenge events, 3rd Annual Youth Challenge plus Youth Challenge off/season winter event
 - Continue the collection and analyzing of statistics.

Section 1: Five-Year Strategic Overview

	<ul style="list-style-type: none"> • Continue developing marketing resources. • Continue developing featured experiences across our region and continue to implement a plan to market them. • Continue the collection and analyzing of statistics. • Continue professional development and networking. <p>Year five 2022</p> <ul style="list-style-type: none"> • Review previous years results. • Assess support for renewing the MRDT. • Prepare renewal application. • Continue the collection of statistics. • Continue developing marketing resources. • Continue marketing, professional development, and networking. • Continue attending tourism events as required. • Continue planning Youth Challenge events • Continue inbound marketing <p>Approximate resource allocation between major categories</p> <ul style="list-style-type: none"> • Marketing: 40 percent. • Destination and product experiences management: 40 percent. • Visitor services: 20 percent.
Brand Positioning	<p>Boundary Country – Adventure Unlimited</p> <p>This position reflects the outdoor recreation opportunities that power the tourism sector and it represents the rural character of the area.</p>
Target Markets	<p>Boundary Country has three main Experience Quotient targets, the Free Spirits, the Cultural Explorer, and the Authentic Experiencer.</p> <p>Kelowna, Vancouver, Spokane WA, Calgary AB are the main short-haul geographic targets.</p> <p>The primary target demographic is urban professionals aged 35-60 traveling as a couple or as a pair of couples. Secondary target demographic is families with children who like to camp or RV. This is the traditional tourism base for the area.</p> <p>Activity targets are golf, camping, mountain biking, hiking and watersports.</p>
Management, Governance, and Administration	<p>The Regional District of Kootenay Boundary (RDKB) will receive and govern the funds but will delegate implementation to The Boundary Museum Society who will be the designated service provider. A contract will be drafted between the RDKB and the boundary Museum Society including conflict resolution processes and delineating the respective responsibilities for reporting and administration. A steering committee will be formed from the region’s accommodators and its terms of reference include provision for non-</p>
Sources of Funding	<p>Current sources of tourism marketing funding are the Boundary Economic Development Committee (of the RDKB) and the Thompson Okanagan Tourism Association. Together they currently fund and contract out the current regional marketing. The Regional District will fund \$2000 incrementally for each year of the 5 year marketing plan.</p>

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.

Major Category: Destination and product experiences management

Activity Title: Hire Marketing Manager to implement the regional marketing plan.

Tactics:

- Service provider and Steering committee to develop job specifics of the Marketing Manager
- Service provider to hire marketing manager and implement one year tactical plan.
- Marketing Manager to attend all scheduled meeting of the steering Committee, foster business relationships with all accommodators and report to the service provider.

Implementation Plan:

Description: A part time Marketing Manager will be required to implement the regional marketing plan. The marketing manager will foster strong relationships with the accommodators and will remain current in the events happening across the region. The Marketing Manager will be the contact person for the Steering Committee and will attend all meetings.

Quantifiable objective: Marketing Manager will have visited all participating accommodation establishments at least one time per year, and connect with them via email or phone at least four times per year. Quarterly reports from Steering Committee to be sent to accommodators.

Rational: Boundary Country businesses will benefit from having a Marketing Manager to coordinate a marketing plan in our region. More collaboration is needed in this region to be able to collectively market and compete in tourism on a larger scale. The Boundary Country businesses need support, as they learn and develop their marketing strategies. By exposing them to a collective vision, both regionally and provincially, they will develop a greater awareness of the collaborative strength of tourism and marketing.

Action steps: Service Provider and Steering Committee to develop the criteria for the Marketing Manager. Hire marketing manager who will attend steering committee meetings and report to service provider. Marketing Manager to implement the Regional Marketing Plan.

Potential Partnerships: Boundary Country Regional Chamber of Commerce; Christina Lake Tourism Society; Community Futures, Greenwood Board of Trade; Discover Rock Creek; TOTA.

Resources: Venue, time to organize.

Sources of funding: MRDT, in-kind from partners.

Timeframe: To be implemented by September 2018.

Budget: \$18,000 based on 14 hours per week for 35 weeks

Evaluation mechanism: Quarterly reports on implementation of the tactical plan and stakeholder engagement.

Performance Measures:
Outputs

- Tourism operators receive quarterly reports and one visit per year by the Marketing Manager.
- Tourism operators are exposed to a collaborative approach to marketing and tourism.

Outcomes

- Tourism operators increase their commitment to a collaborative approach to our regional tourism and Marketing Plan.
- The Steering Committee, service provider and accommodators have the coordination of a Marketing Manager to implement the Marketing Plan.

Project Plan

Major Category: Destination and Product Experiences Management

Activity Title: Organize two networking events for tourism operators.

Tactics:

- Direct communication to encourage tourism operators to attend networking and professional development events.
- Research and enlist inspiring business role models or professional leaders.
- Maintain current contact list to keep tourism operators informed.

Implementation Plan:

Description: An event for tourism operators to informally discuss their current business success and challenges and sharing best practices with an open discussion by a business role model or professional leader.

Quantifiable objective: The event happens with an attendance of at least 70% tourism operators. Rational: Creating a sense of community among tourism operators allowing them to share information and create collaborative business relationships.

Action steps: Set a date and location; organize the speaker and refreshments; send out invitations; collect feedback and attendance.

Potential Partnerships: Boundary Country Regional Chamber of Commerce; Community Futures ; Christina Lake Tourism Society; Greenwood Board of Trade; Discover Rock Creek; TOTA.

Resources: Meeting Venue; Time Management.

Sources of funding: MRDT, in-kind from partners.

Timeframe: Six weeks to organize and promote, two events, in September and one in May 2018.

Budget: \$2000

Evaluation mechanism: Feedback and attendance forms.

Performance Measures:
Outputs

- All tourism operators in Boundary Country are contacted.
- A business role model or professional leader speaks at the event.
- Tourism operators receive regular communications about Boundary Country.

Outcomes

- Tourism operators increase their commitment and buy into the regional brand.
- The Boundary Country brand is used by tourism operators and becomes more recognized.

Major Category: Destination and product experiences management

Activity Title: Organize a workshop on digital marketing.

Tactics:

- Communicate directly to tourism operators to encourage attendance to networking and professional development events.
- Maintain a current contact to keep tourism operators informed.
- Highlight the success of digital marketing and the bang for the buck.
- Provide examples of the Boundary Country brand and co-branding for consistent marketing purposes.
- Indicate where individual businesses will benefit from the Boundary Country brand resources.

Implementation Plan:

Description: A half day workshop where tourism operators learn to create and claim their “Google my business” listing. Additional content includes an overview of the popular online marketing platforms.

Quantifiable objective: 100% of tourism operators claim their Google business listing.

Rational: Google is the number one search engine and a number of tourism operators in Boundary Country don’t have their proper information on Google and the potential of digital marketing.

Action steps: Set date and venue. Enroll at least 70% of participants. Research a qualified presenter to encourage participation.

Potential Partnerships: Boundary Country Regional Chamber of Commerce; Community Futures; Christina Lake Tourism Society; Greenwood Board of Trade; Discover Rock Creek; TOTA.

Resources: Meeting Venue; Time Management; qualified guest speaker.

Sources of funding: MRDT, in-kind from partners.

Timeframe: six weeks to organize and promote, the event. To be held October 2018.

Budget: \$2000

Evaluation mechanism: Feedback and attendance forms; monitoring the new or corrected Google listings.

Performance Measures:

Outputs

- All known tourism operators in Boundary Country are emailed or called.
- A qualified presenter teaches the tourism operators how to list their business on Google.
- Tourism operators receive regular emails about Boundary Country.
- Tourism operators gain knowledge of how to integrate the regional brand into their digital marketing.
- Tourism operators are exposed to examples of high quality digital marketing.

Outcomes