

### Appendix 2.3 One-Year Tactical Plan

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 Template

**Designated Recipient:** Tourism Cowichan Society  
**Designated Accommodation Area:** Cowichan Valley Regional District  
**Date Prepared:** November 30, 2022  
**MRDT Repeal Date:** July 1, 2027  
**Five Year Period:** July 1, 2022 to June 30, 2027

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your One-Year Tactical Plan may be developed specific to your community needs and resources.** If using this template, please delete the blue text and provide your response accordingly. If using your own report template, please ensure it includes the following sections:

Section 1: Overview and Update to Five-year Strategic Context	
Heading	Description
<b>Strategic Direction</b>	<p>Tourism in the Cowichan Valley region is a significant contributor to the region’s economic and social well-being, with the region being recognized as a premier destination for leisure get-a-ways and vacations.</p> <p>Mission Statement:</p> <p>Contribute to increasing the economic and social benefits of a thriving tourism industry through focused, industry driven and professionally managed marketing and promotion of the region into the nearby markets; and supporting the efforts of regional, provincial, and national destination marketing.</p>
<b>Key Learnings and Conclusions</b>	<p>The MRDT is a key strategic initiative that is playing an important role in strengthening market awareness domestically, particularly during the shoulder and ‘off’ season, in response to the after effects of the COVID-19</p>

	<p>pandemic, and potential economic recession in the months and year ahead.</p> <p>Key learnings include the following:</p> <ul style="list-style-type: none"> <li>• Destinations have begun to recover from the devastating impact of the COVID-19 pandemic, especially as it continued to create challenges through border control measures. Although many have ‘moved on’ some transborder and international visitors still found the measures in place to be restrictive.</li> <li>• Local DMOs have always focused on reaching out to domestic and regional markets, as Destination BC and Destination Canada market the province and nation respectively through their various programs again.</li> <li>• The domestic market remains a key market for Vancouver Island despite the relaxing of pandemic measures at the national borders. Marketing, product and destination development continues to account for the decline in US visitation, with an aim to have this stabilize throughout 2023.</li> <li>• Digital media is a critical element of marketing channel diversification as it drives return visits and recommended visits to our resort facilities, but traditional media is still proving to make the phones ring at a higher rate. Web metrics and SEO are showing an increasing number of interactions and conversations and providing more direct feedback on marketing expenditures. More research is being assembled on social media activity to determine its potential role in future marketing.</li> <li>• Research conducted for the region in 2022 indicated a high level of association with Indigenous, wineries, and farms when respondents were asked about Cowichan region. A focus on these areas is reflected throughout aspects of the 2023-2024 annual tactical plan and further considerations of these findings will be considered in subsequent years.</li> </ul>
<p><b>Overall Goals, and Objectives</b></p>	<p><u>Goal: Increased visitation and expenditures</u>  Objective: Increased overnight stays, Increased occupancy, Increased Revenue Per Available Room (RevPAR), Increased awareness  Target: Increase RevPAR by 5% from 2022-2023 fiscal year  Data Source: MRDT Accommodation Survey, Sentiment Analysis, Direct quarterly check-ins with accommodation providers with the analysis of MRDT data, seeking any feedback may help relationship-building efforts and alignment with accommodation provider needs.</p> <p><u>Goal: Diversified seasons</u>  Objective: Dispersion of share to shoulder and off-season, Higher offseason occupancy, Higher off-season RevPar Target: Increase 10%  Data Source: MRDT Collection, Visitor Centre Attendance, MRDT Accommodation Survey</p>

	<p><u>Goal: Increase stakeholder collaboration and export readiness status</u>  Objective: Encourage collaboration between stakeholders towards an improved product offering (such as through itineraries and packaging). Increased market/export ready product through travel trade education and product development  Target: Packaged products  Inventory of operators: Increase NPS 3%  Data Source: Number of Packaged products, Inventory of trade ready operators, Net Promoter Score.</p>
<p><b>Strategies</b></p>	<ul style="list-style-type: none"> <li>● Tourism Cowichan intends to align its marketing efforts with local, regional, and provincial planning priorities and efforts. Strategic direction has been taken from the following:</li> <li>● The Vancouver Island Regional Destination Development Strategy (RDDS) is the regional result of a two-year research and strategic planning initiative led by DBC. Designed to enhance the competitiveness of the region over the next 10 years and beyond, the Destination Development Program is a critical component of Destination BC’s corporate strategy, which has been delivered in partnership with 4VI (formerly Tourism Vancouver Island) and the Ministry of Tourism, Arts, Culture and Sport. The regional strategy is playing an important role in helping to help advance destination development process through a unified planning framework. Major planning themes include transportation and infrastructure, exceptional trail experiences, innovation in tourism technologies, labour market development and experience development. The strategy emphasizes destination and product development in alignment with DBC’s targets.</li> <li>● 4VI (formerly Tourism Vancouver Island) is closely involved in DBC’s Destination Development Program as well as the Co-operative Marketing Partnerships Program. MRDT funding targets are meant to complement and reinforce industry, community and operator planning priorities and in the case of cooperative programs, provincial fund pools. There are many other programs delivered by 4VI such as Tourism Resiliency Program, travel media, travel trade and digital readiness that are built into this application.</li> <li>● Tourism Cowichan’s (TC) Marketing Partnerships Program has identified increased visitation and expenditures, financial sustainability and DMO effectiveness as core objectives. TC pursues Tier 1 brand alignment with Destination BC. Key strategies include: <ul style="list-style-type: none"> <li>○ Create emotional urgency to visit BC through brand-aligned marketing materials that emphasize a call to action to the consumer. There is a focus on agritourism,</li> </ul> </li> </ul>

- o craft alcohol and culinary experiences, as well as outdoor adventure activities such as hiking and mountain biking
- o Generate leads for BC tourism businesses and travel trade by focusing on the leisure traveller, in particular the affluent leisure traveller. Elevate TC website to drive conversations and conversions.
- o Encourage sharing the story of Cowichan as a destination with the world through organic social media, programmatic/social media advertising and the consumer-facing website.
- o Use BCRTS Vancouver Island region detailed market segmentation personas for audience targeting.
- Economic Development Cowichan (EDC) is the economic development arm of the Cowichan Valley Regional District (CVRD). The current Strategic Plan outlines a role for EDC through destination and product development that is meant to complement the marketing and industry efforts of Tourism Cowichan. “Champion emerging tourism products that will enhance the growth of the sector and complement the destination marketing focus of Tourism Cowichan Society.” EDC also actively promotes the film sector in the Valley (through a subsidiary Film Cowichan) by highlighting locations and film production opportunities, raising awareness of film and by providing film liaison services to businesses, municipalities and incoming production companies.

Specific strategies to be undertaken include the following:

- Continue to work with and support Destination BC brand and marketing programs.
- Work with Indigenous Tourism BC and Cowichan Tribes, as well as Malahat Nation, to explore increased opportunities for Indigenous tourism experiences for visitors
- Using a lens of social responsibility, promote sustainability for communities through consumer marketing
- Conduct strategic advertising and marketing campaigns that promote Cowichan in core regional markets.
- Actively pursue cooperative marketing, and travel trade and media opportunities with 4VI.
- Collaborate with neighbouring DMOs to include Cowichan in touring and sector-based marketing programs.
- Work with local operators and regional partners to improve market and export readiness so that industry is able to provide new experiences, especially in the shoulder and off-season.
- Undertake content gathering, creation and promotion, production and distribution of collateral, digital media and conventional advertising.

	<ul style="list-style-type: none"> <li>● Raise social media activity and conversations to expand awareness and draw more off-peak visitation and outreach.</li> <li>● Attend industry conferences (i.e., BC Tourism &amp; Hospitality Conference, BC Mountain Bike Tourism Conference) to understand the progression of tourism nationally and provincially, to identify new and emerging market opportunities and to learn about advances in the application of technology and innovations in tourism.</li> <li>● Support operators to participate in travel trade markets, including attending or helping operators attend trade shows, and learning workshops on the trade market as offered by 4VI.</li> <li>● Support community organizations in their efforts to develop events that draw visitation to the region.</li> <li>● Improve visitor market research to improve the deployment of marketing resources and programs.</li> <li>● In cooperation with 4VI and the Province, develop a marketing preparedness and response framework to help Tourism Cowichan adapt to future emergency events such floods, fires and pandemics.</li> <li>● Key Content Themes: wine and culinary, nature, outdoor adventure (i.e., mountain biking, hiking), arts, heritage and culture, Indigenous culture</li> </ul>
<p><b>Target Markets</b></p>	<ul style="list-style-type: none"> <li>● From a geographic perspective the focus of effort will be based on research that indicates that the strongest visitation and spending results from British Columbians, Albertans and Washingtonians in that order. The most significant opportunity comes from travellers visiting Victoria and other parts of the Vancouver Island region, as well as Vancouver Island residents. Short and mid term marketing efforts therefore are focussed on the close-in markets with support provided to 4VI and Destination BC in the key markets of long-haul Canadian and international markets.</li> <li>● It is noted that Cowichan continues to experience more day-trips from Vancouver Island residents versus overnight stays from beyond. A renewed emphasis on higher yield visitation from elsewhere in BC, Alberta and Washington will generate room revenues (and hotel tax receipts), longer stays and higher overall spending.</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.**

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
- Website - Hosting, Development, Maintenance
- Social Media
- Consumer Shows and Events
- Collateral production and distribution
- Travel Media Relations
- Travel Trade
- Other.

Destination and Product Experience Management, which may include:

- Industry Development and Training - Enhancing Education and Knowledge (for example: Market Readiness, Packaging and Industry Workshops)
- Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
- Research & Evaluation
- Other.

Visitor Services, which may include:

- Visitor Services Activities (for example: Visitor Services via Social Media, Mobile Apps, Roving/Mobile Visitor Services, Ambassadors, Kiosks)
- Other.

Meetings and Conventions:

- Examples could include conferences, events, sales, etc.

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 a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

A Project Plan Template is attached on the following page for reference.

## Project Plan Template

A description/instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Collateral
<b>Tactics:</b> <ul style="list-style-type: none"><li>● Collect and curate editorial, imagery and video content identifying underrepresented communities within the CVRD</li><li>● Update and produce a printed Cowichan Touring and Exploring Guide; use as dual-purpose fulfilment and lure piece and for local distribution during experience stage, still valid to this day. Content can also be provided in digital form.</li><li>● Produce padded tear-away maps</li></ul>
<b>Implementation Plan:</b> <ul style="list-style-type: none"><li>● Description: print and digital collateral to support cross market initiatives and visitor services</li><li>● Objectives: increase awareness of and desire to visit, increase overnight stays and spring, fall and winter visits and occupancies; supplement digital communications by driving traffic to the website and social channels</li><li>● Rationale: collateral continues to be in demand through person-to-person points of contacts such as visitor centres, brochure racks, and Chambers of Commerce. Printed collateral continues to serve the visitor and contribute to the purchase cycle. It also supports offline access to information; older demographics still prefer printed materials.</li><li>● Action Steps:<ul style="list-style-type: none"><li>▪ Identify priority needs for each season and target market</li><li>▪ Develop new content to match EQ and PRIZM targets specific to Cowichan</li><li>▪ Contract professional design and communications firms to ensure brand and content alignment.</li><li>▪ Prioritize digital versions, rationalize paper production and distribution</li><li>▪ Develop distribution plans for each target market; priority given to distribution to Victoria Visitor Centre and hotel brochure racking program</li><li>▪ Form partnerships with communities and tourism businesses</li><li>▪ Expected output is the creation, printing and distribution of maps and visitor guides</li></ul></li><li>● Potential Partnerships: CRVD, operators, BC Ferries, Destination Greater Victoria, VI Visitor Centres, Cowichan community groups</li><li>● Resources/Funding: MRDT, DBC Open Pool</li><li>● Timeframe: ongoing (demand based as required)</li><li>● Budget:<ul style="list-style-type: none"><li>▪ Content Development - \$30,000</li></ul></li></ul>

- Visitor Guide - \$45,000
- Total: \$75,000

**Performance Measures:**

- Hard copy: demand-based guides distributed annually
- Digital: views, unique views, click through rate, downloads, conversions, phone calls direct from guide
- Tracking of incentives, coupons, contests, specials and other calls to action
- Performance measures are outlined in the operational plans and reported with insights in MRDT and Destination BC reporting.

**Major Category:** Marketing

**Activity Title:** Website

**Tactics:**

- Use the new, enhanced <https://www.tourismcowichan.com/> to improve the user experience and increase the likelihood of conversion (click through to a stakeholder website)
- Align with partner and operator websites
- Drive social media conversations and activity
- Generate leads directly to tourism businesses

**Implementation Plan:**

- Description: Using the new website as the primary marketing tool with a content plan, and user experience improvements, that addresses seasons and life-stage of target audiences, trip purpose and evolution of changing conditions for various conditions, natural disasters, changing consumer behaviors etc.
- Objectives: Increase website activity, enquiries and bookings, and referrals to operators
- Rationale: the website is the number source for all call to action promotions so evolving the site is essential. It is the number-one marketing tool, therefore content is critical for luring travellers who are planning their visits online and assisting travellers while in the destination, through responsive design and cutting-edge content; provide adequate information for each stage of the purchase cycle so the content encourages users through the funnel process from inspiration to operator referrals.
- Action Steps:
  - Ongoing hosting, development, and content additions
  - Integrate social media conversations and content
  - Continue to modify and enhance the stakeholder-facing webpage through improved website functionality and content
  - Improve conversions to stakeholder websites through the addition of listing functionality
- Potential Partnerships: CVRD, other local government, tourism operators
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget: \$15,000

**Performance Measures:**

- Increased time on site
- Increased referrals to operators
- Site redevelopment and deployment
- Website metrics, growth of unique visitors to the site, search engine tracking, length of time on site, organic search results, links through to listings (conversions)

**Major Category:** Marketing

**Activity Title:** Travel Trade and Travel Media Relations

**Tactics:**

- Support Destination BC led travel trade and media initiatives
- Proactively organize with 4VI Familiarization opportunities for Media and Trade
- Conduct Travel Trade and Travel Media Show representation
- Provide 4VI with regular, ongoing product updates
- Develop a travel media communications strategy that is aligned with 4VI and DBC efforts

**Implementation Plan:**

- Description: Support travel trade and travel media relations in partnership and in alignment with other Vancouver Island DMOs.
- Objectives: Increase awareness and understanding of Cowichan through trade channels, generate un-paid, earned media coverage and expand partnerships with digital partners.
- Rationale: TCS can support DBC and 4VI travel trade and media outreach, which helps build awareness across the entire travel planning and booking process. Travel media relations continues to be a key focus across all markets, providing a cost-effective and credible way to increase awareness by generating unpaid media coverage through key media outlets.
- Action Steps:
  - Provide relevant and current content on products and experiences, including monthly updates to 4VI and leading up to travel trade and media shows
  - Develop content for and promote themed itineraries targeted at the travel trade
  - Support travel trade and media familiarization tour opportunities featuring Cowichan partners
  - Host press visits and coordinate private sector in-kind support
  - Align with Destination Greater Victoria for trade and media show representation where and when appropriate
  - Support local attractions and operators to become export ready
  - Provide opportunities for stakeholders to access industry best practices, innovative marketing support and training and industry resources
- Potential Partnerships: 4VI, Destination Greater Victoria, Tourism Nanaimo, operators
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget: \$5,000

**Performance Measures:**

- Travel Trade and Travel Media Relations contacts
- Referrals to partners
- Unpaid media coverage
- Hosted tours

**Major Category:** Marketing**Activity Title:** Print and Broadcast Advertising**Tactics:**

- Focus on traditional print, broadcast and Out-of-Home advertising
- Feature BC-Brand aligned photography and a storytelling style that exemplifies the authentic and perspective-changing experience
- Feature sustainable tourism, Indigenous tourism, agri-tourism, craft beverage, outdoors, events, mountain biking, hiking, and local reach.
- Couple with editorial content to maximize storytelling
- Target at preferred EQ and PRIZM segments, print and Out-of-Home targeted at Vancouver Island and Lower Mainland, broadcast at Lower Mainland and Alberta
- Off-season promotions to tap into drive markets

**Implementation Plan:**

- Description: traditional paid print and broadcast initiatives
- Objectives: increase brand awareness, visitation from regional markets
- Rationale: traditional media is still required for generating purchase decisions by some target segments, especially older age cohorts, but there is also potential to heighten and link to digital marketing tools (e.g., through a call to action to the website)
- Action Steps:
  - Continue to refine the visual identity and value proposition
  - Seek print partnerships where sector-based experiences, such as Indigenous tourism, wineries, align with the key demographic of the readership
  - Use radio and television advertising in the Lower Mainland and on Vancouver Island to increase brand awareness in advance of events, specific promotions, and seasonal opportunities. Consider a Global ad buy in BC and Alberta.
  - Call to action leads to <https://tourismcowichan.com>
- Potential Partnerships: accommodation providers, other VI DMOs (Destination Greater Victoria, Tourism Nanaimo), partners with media buying strategies
- Resources/Funding: MRDT, co-op and stakeholder participants
- Timeframe: ongoing
- Budget:
  - Television - \$45,000
  - Print - \$40,000
  - Brand Creative - \$15,000

- Total - \$100,000

**Performance Measures:**

- Placement, distribution, viewership
- Broadcast reach
- Number of impressions
- Tracking of contests and specials
- Search engine tracking, links through to listings, purchases made

**Major Category:** Marketing

**Activity Title:** Digital and Social Media

**Tactics:**

- Purchase online display and paid search in targeted digital properties, driving the consumer to the Cowichan Valley website
- Expand the consumer database and distribute monthly newsletters promoting special offers
- Utilize social media networks such as: Twitter, Facebook, Instagram, YouTube, etc., to amplify advocacy (organic tactic – always on)
- Purchase social media advertisements on Facebook and Instagram, balancing brand awareness messages with direct call-to-actions to book now
- Continue to use CrowdRiff for the generation of primarily User Generated Content on TC social channels and participate in Destination British Columbia's Content Partner Network
- Focus on content creation and digital advertising
- Off-season focus in support of events and festivals, gastronomic, arts/culture and outdoor recreation products
- Update image and video content that supports paid social advertising strategies.

**Implementation Plan:**

- Description: utilize popular social media channels to enhance awareness of Cowichan and convey unique places and stories
- Objectives:
  - Reach consumers at all stages of the planning cycle (last-minute bookings have been increasing in previous years due to the impact of COVID-19)
  - Increase brand awareness and conversion
  - Increase social media conversations
  - Cultivate brand ambassadors
  - Increase the number of email subscribers
  - Facilitate the collection of consumer information
- Rationale: Enhanced social media content and presence will inform and engage travellers about the destination and Cowichan through various social media channels
- Action Steps:

- Use programmatic media to reach target audiences and raise awareness of Cowichan’s products and offers; target based on demographics, psychographics and contextual content surrounding the ads
- Include media buys, direct digital buys, search engine marketing, retargeting, email marketing, social media and website promotions.
- Negotiate creative buys by leveraging the media buying strategy of partners
- Continue to expand the email marketing program to drive leads to stakeholder websites through special offers and content
- Continue to enhance paid social media campaigns to amplify new visual and written content
- Potential Partnerships:, DBC, ITBC, tourism operators
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget:
  - Social Media Organic - \$17,000
  - CrowdRiff License - \$8,000
  - Paid Social Media - \$40,000
  - Digital Display - \$15,000
  - Paid Search Engine Marketing - \$10,000
  - Email Marketing - \$10,000
  - Total - \$100,000

**Performance Measures:**

- Email: total delivered, unique open/click rate, unsubscribe rate
- Social: total followers, engagement rate, reach, #exploreBC hashtag amplification, total consumer use of hashtag #exploreCowichan
- Website: reach, click through rate, cost per click, cost per action, engagements, cost per engagement

**Major Category:** Marketing

**Activity Title:** Asset Development

**Tactics:**

- Contract writers to develop itineraries, articles, and special digital guides
- Compile to BC Brand specification, imagery, video, B-roll, drone footage for web/print
- Tie back to target EQ audiences
- Include diversity of models in images
- Continue display campaigns to amplify new visual and written content pieces

**Implementation Plan:**

- Description: to provide better tools for carrying out marketing and promotional activities and social media connections
- Objectives:

- Image, video and content that meets EQ specs, aligns with DBC’s brand, represents all of the area and supports storytelling
- Increase brand awareness and conversion through captivating ads
- Drive conversion
- Rationale: critical for digital media, conveying the uniqueness of Cowichan that goes beyond the conventional landscape images and transmits action and adventure
- Action Steps:
  - Create and monitor campaigns
  - Ad buys
  - Coordination with DBC Brand Team (if appropriate)
  - Commission content
- Potential Partnerships: DBC, ITBC, tourism operators, local photographers and writers
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget:
  - Written Content - \$5,000 (reorient to EQ and PRIZM targets)
  - Photography - \$15,000
  - Video and Drone - \$10,000
  - Total - \$30,000

**Performance Measures:**

- Number of images/videos
- Costs per unit

**Major Category:** Marketing

**Activity Title:** Consortium Investments

**Tactics:**

- Sector marketing investments

**Implementation Plan:**

- Description: Partner dollars with Sector Destination Marketing organizations to ensure a presence for the Cowichan Region in marketing efforts around specific passion / activity areas
- Objectives:
  - Leverage dollars with other communities and sectors to reach more consumers
  - Increase brand awareness for Cowichan Valley amongst Provincial and Regional Destination Marketing organizations
  - Drive conversion for specific activity and passion features of the Cowichan Region
- Rationale: Increase reach for consumer messaging
- Action Steps:

- Evaluate available sector investment opportunities: tactics, reach, and therefore value for investment
- Actively participate in planning conversations with Sector in order to maximize exposure for Cowichan Region
- Drive alignment with Destination BC, BC Brand
- Increase image, video and written assets for Cowichan Region
- Potential Partnerships: DBC, ITBC, Sectors, tourism operators, local photographers and writers
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget: \$20,000

**Performance Measures:**

- Dependent on sector activity, research being conducted, and metrics available such as interception of visitors. Sector growth year over year would be measured in marine, agri-tourism, retail, events, food and beverage, attractions, outdoor, and arts and culture.

**Major Category:** Destination & Product Experience Management

**Activity Title:** Research

**Tactics:**

- Conduct environmental scan of research resources (many new sources have emerged due to recent technology advances and responses by organizations due to COVID-19)
- Update, as needed, Destination BC and Vancouver Island EQ target audiences utilizing the Environics Analytics PRIZM segmentation program which classifies the Canadian market by 67 segments, cross-referenced with Destination Canada’s EQ program for the Cowichan Valley
- Refine asset development, content and marketing messages based on key findings
- Disseminate key findings to local stakeholders to evaluate their experience design, marketing and promotional strategies
- Adapt target audiences as changing demographics, psychographics and geographics emerge from annual segmentation updates and visitor patterns to Vancouver Island and the Cowichan Valley
- Integrate geo-targeting into digital marketing through strategic ad groups and dedicated landing pages using postal code indicators from research

**Implementation Plan:**

- Description: provide research and intelligence that encourages evidence-based decision making by TCS and stakeholders
- Objectives:
  - Maintain accurate and ongoing key visitor and market profiles and associated metrics (volumes, spending, demographic and psychographic profiles)
  - Align experience offerings to appeal to key audiences
  - Improve targeted marketing across all channels
  - Identify KPIs for program measurement and organizational effectiveness
- Rationale: Destinations require ongoing monitoring of visitor and market intelligence to adapt to changing consumer behaviour, shifts in demographics and the economy. One-time

snapshots of visitor data are not effective in the long-term and an integrated research and insights program requires resource allocation and strategic partnerships.

- Action Steps:
  - Review Destination Canada, DBC, BCRTS, and sector research resources and information
  - Identify local research gaps
  - List potential geo-fence areas for visitor analysis (14-acre cap per geo-fence)
  - Purchase visitor analysis report
  - Identify target audience groups by highest potential from both visitor and market analysis
  - Apply key findings to marketing strategy
  - Create content
  - Develop and execute campaigns
  - Disseminate key findings to operators for their use for experience design and marketing (see next section for industry development resources)
- Monitor over time and adjust strategy
- Potential Partnerships: DBC, tourism industry stakeholders and partners, provincial organizations, academia, BCRTS research services
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget: \$ 20,000 (Visitor Experience, MobileScapes, Perception and Value of Tourism)

**Performance Measures:**

- Increased campaign results
- Increased referrals to stakeholders
- Stakeholder satisfaction
- Destination differentiation
- Consumer satisfaction
- Positive word-of-mouth advocacy on social media
- Increased Net Promoter Score
- Increased online reputation

**Major Category:** Destination & Product Experience Management

**Activity Title:** Industry Development & Training

**Tactics:**

- Support Professional Development of Stakeholders through workshops, and networking opportunities
- Subsidize Stakeholder participation in learning opportunities like courses offered by Destination BC and 4VI

**Implementation Plan:**

- Description: provide professional development and networking opportunities to stakeholders
- Objectives:
  - Increase the business acumen of tourism business owners and operators

- Rationale: The consumer journey, and overall satisfaction of the consumer, is strengthened when businesses have digital literacy and best business practices. Networking opportunities within the sector allow for cross-pollination of ideas, and the development of packages.
- Action Steps:
  - Coordinate stakeholder professional development opportunities with Destination BC and 4VI
  - Offer workshops and networking opportunities according to a stakeholder engagement plan
- Potential Partnerships: 4VI, DBC, operators, BCRTS research services
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget: \$ 5,000

**Performance Measures:**

- Attendance
- Stakeholder satisfaction

**Major Category:** Destination & Product Experience Management

**Activity Title:** Product Experience & Enhancement

**Tactics:**

- Roll out the new Tourism Development Fund as a progression of the former EventWorks program, to support the development of incremental tourism and event product.

**Implementation Plan:**

- Description: Enable community members and business owners to access a Tourism Development Fund, by application, to support the creation of incremental tourism product.
- Objectives: Increase the amount of tourism product in the Cowichan Region
- Rationale: An increase in tourism product improves the competitiveness of the Cowichan Region.
- Action Steps:
  - Determine criteria, with the input of industry, for a Tourism Development Fund grant
  - Promote the opportunity to apply to stakeholders
  - Use a predetermined matrix to evaluate and choose opportunities to support financially
- Receive funding reports to maintain accountability
- Potential Partnerships: Community members, Cowichan Valley Regional District
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget: \$ 100,000

**Performance Measures:**

- Attendance at Events
- Incremental Product
- Stakeholder satisfaction

**Major Category:** Industry Development & Marketing

**Activity Title:** Potential Recession Response

**Tactics:**

- Support initiatives of 4VI and DBC in anticipation of a potential recession
- Stakeholder engagement
- Align marketing with key markets with a renewed focus on short getaways, activities to do for free in the area (hiking, mountain biking, etc.)
- Align with partners on specific short-haul market offers

**Implementation Plan:**

- Description: Prepare campaign to align with short-haul, quick getaway, incentive-based offers
- Objectives: Mitigate tourism businesses losses
- Rationale: Headwinds of a potential recession both in Canada and the USA, combined with increasing inflation have eaten away at the spending potential of visitors. While a visitor may still choose a vacation, they might be inclined to reduce their spend in market. Aligning opportunities for short-haul quick getaway style vacations, mixed with opportunities for free activities and paid attractions and activities will allow for the perception of 'more bang for the buck' by choosing Cowichan region
- Action Steps:
  - Inventory existing activities and summarize/update for website content
  - Prepare campaigns for alignment, if necessary, that pivot to a quick getaway drivers
- Potential Partnerships: DBC, operators
- Resources/Funding: Local government contributions, MRDT
- Timeframe: 2023
- Budget: \$10,000

**Performance Measures:**

- Click through rate
- Conversions to website bookings for operators
- Search engine tracking
- Links through to listings
- Purchases made

**Major Category:** Industry Development & Marketing

**Activity Title:** Cycling Tourism Strategy

**Tactics:**

- Investigate opportunities surrounding signature landscapes and waterways that differentiate Cowichan, developing offers and linking other sectors, local culture, and heritage.
- Focus time, resources, and effort on opportunities with critical mass and appeal matching our markets and the type of traveller that Cowichan wishes to attract

- Establish and align working relationships with cycling sector stakeholders

**Implementation Plan:**

- Description: A regional approach and strategy for cycling will allow for strong partnerships and improved alignment that is essential for growth of this sector. Working collaboratively with sector associations, stakeholders, and municipalities to develop and promote products will allow us to meet global cycling growth in the coming years.
- Objective: Develop a cycling strategy to help position Cowichan as premier destination for cycling tourism.
- Rationale: Tourism Cowichan recognizes that cycling tourism continues to grow and is an economic driver for the region, supports healthy and prosperous communities, and supports the overall quality of life for residents. There is an opportunity to build on existing cycling products, experiences, and infrastructure.
- Action Steps: Develop a strategy that includes:
  - product and experience development
  - market readiness assessment: identifying assets, key routes of focus, and events
  - funding opportunities
  - future research to measure economic impacts
  - building cycling-friendly establishments, stakeholder supports
- Potential Partnerships: stakeholders, Destination BC, Cycling BC, Mountain Bike BC, and trail associations
- Resources/Funding: MRDT
- Timeframe: 2023

Budget: \$20,000

**Performance Measures:**

- Increased alignment, collaboration, and effective planning between tourism stakeholders, local government, and community organizations that increase visitation and spending

**Major Category:** Visitor Services

**Activity Title:** Visitor Services Operating Expenses

**Tactics:**

- Support Visitor Servicing in static and mobile visitor servicing sites
- Work with community partners to increase engagement with visitors while in market
- Provide training and familiarization to Visitor Staff and Front Line Staff in accommodation properties

**Implementation Plan:**

- Description: provide support to static visitor centres for overall staffing costs, implement mobile visitor servicing through the community, through the summer months
- Objectives: Improve the in-market experience for visitors, support increased length of stay and upsell of retail, restaurant and tour opportunity

- Rationale: The in-market consumer may access points of engagement with visitor centre staff and front-line staff that will help them have a better, and longer stay
- Action Steps:
  - Work with Visitor Centres to identify partnership opportunities in training and familiarization for staff
  - Work with front-line accommodation and tour operator staff to provide training and familiarization opportunities
- Potential Partnerships: Community groups, Cowichan Valley Regional District, Destination BC, VI Visitor Centres
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget: \$ 50,000

**Performance Measures:**

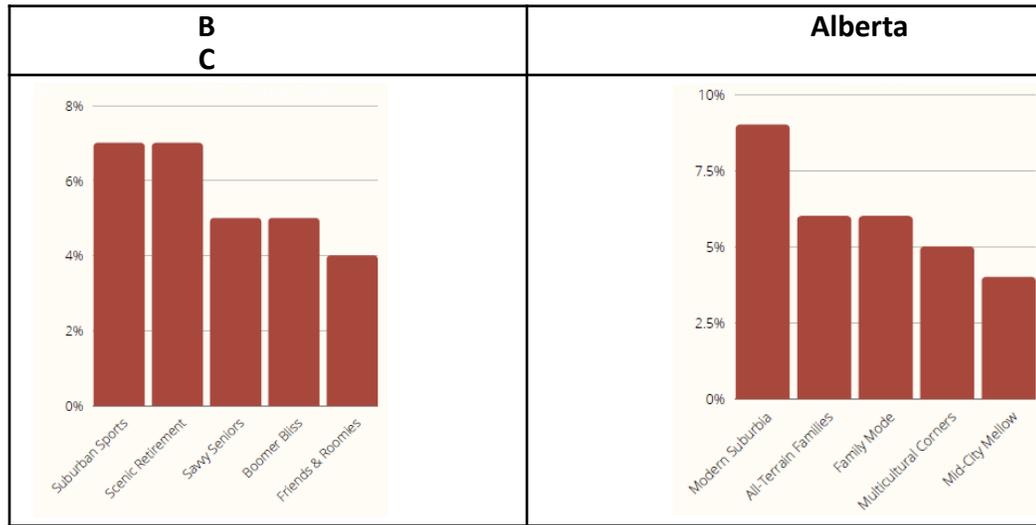
- Visitor counts
- Stakeholder satisfaction and referrals

**Performance Measures:**

<u>Output Measures</u>	<u>Outcome Measures</u>
BC-Brand Aligned marketing assets (image, video)	Increased overnight stays
Social Media Organic Community growth	Increased average length of stay
Consumer email subscriptions	Increased average spend in market
Website views, time on site	Stakeholder leads
Advertisements in right-match media outlets	Increased consumer awareness
Unpaid media coverage	Stakeholder awareness and trust in Tourism Cowichan

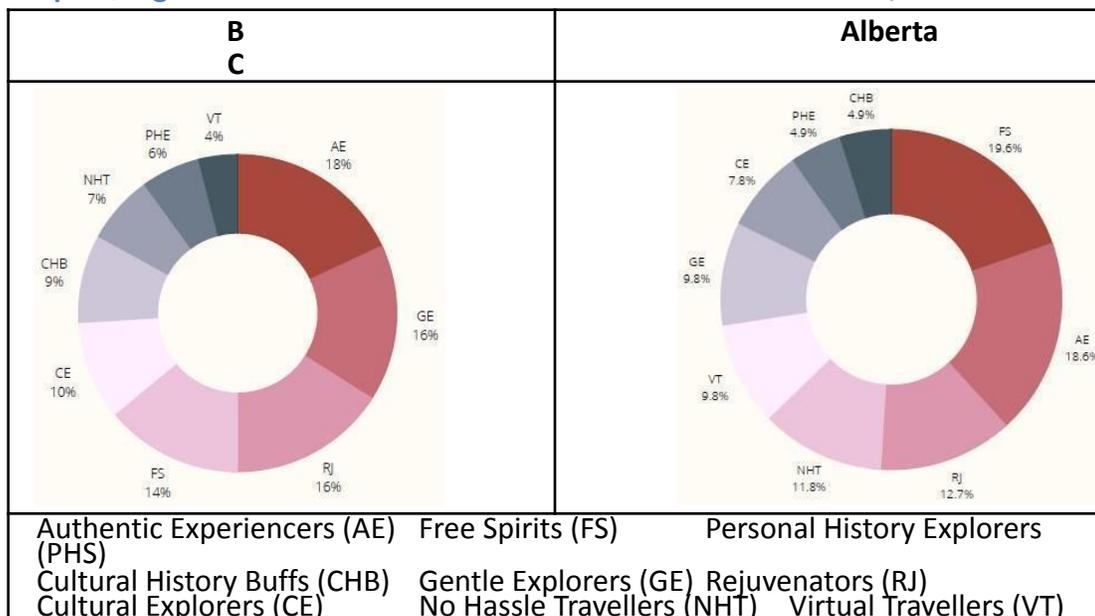
Appendix (Target Market)

Figure 1 Top Prizm Segments of BC and Alberta Travellers to Vancouver Island, 2020<sup>1</sup>



The EQ share of travellers visiting Vancouver Island in 2020 is shown in Figure 2. Authentic Experiencers, Gentle Explorers, Rejuvenators and Free Spirits collectively account for roughly two thirds of all travellers from BC. Three of Alberta’s top four EQ segments are shared with BC, implying a relatively consistent psychographic makeup for the Island’s critical regional markets.

Figure 2 Top EQ Segments of BC and Alberta Travellers to Vancouver Island, 2020<sup>1</sup>



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

**Appendix 2.3**

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

<b>Revenues (MRDT and Non-MRDT)</b>	<b>Budget \$</b>
Ending Carry Forward from Previous Year	\$85,000
General MRDT (net of admin fees)	\$375,000
MRDT from online accommodation platforms (OAP)	\$100,000
Local government contribution (CVRD Annual Grant)	\$120,000
Stakeholder contributions (i.e. )	\$0
Estimated Co-op funding (e.g. CTO; DMO-led projects)	\$120,000
Grants - Federal	\$0
Grants - Provincial	\$0
Grants/Fee for Service - Municipal	\$0
Retail Sales	\$0
Interest	\$275
Other (please describe):	\$0
<b>Total Revenues (Excluding Carry Forward)</b>	<b>\$715,275</b>
<b>Expenses (MRDT and Non-MRDT)</b>	<b>Budget \$</b>
<b>Marketing</b>	
Marketing staff – wage and benefits	\$160,000
Media advertising and production	\$100,000
Website - hosting, development, maintenance	\$15,000
Digital, Social Media, Email	\$100,000
Consumer shows, events	\$0
Collateral production and distribution	\$75,000
Travel Trade and Media Relations	\$5,000
Consumer focused asset development (written content, video, photography)	\$30,000
Other (please describe) (Consortia marketing ie. Ride Island, BC Ale Trail, BC Bird Trail, Ahoy BC, Golf VI)	\$20,000
<b>Subtotal</b>	<b>\$505,000</b>
<b>Destination &amp; Product Experience Management</b>	
Destination and product experience management staff – wage and benefits	\$0
Industry development and training	\$5,000
Product experience enhancement and training	\$100,000
Research and evaluation	\$20,000
Other (please describe)	
<b>Subtotal</b>	<b>\$125,000</b>
<b>Visitor Services</b>	
Visitor Services Wages and Benefits	\$0

Visitor Services Operating Expenses	<b>\$50,000</b>
Other (please describe)	\$0
<b>Subtotal</b>	<b>\$50,000</b>
<b>Meetings, Conventions, Events &amp; Sport</b>	
Staff – wages and benefits	\$0
Meetings, conventions, conferences, events, sport, etc.	\$0
<b>Subtotal</b>	<b>\$0</b>
<b>Administration</b>	
Management and staff unrelated to program implementation - wages and benefits	
Admin fee for CVRD Annual Grant	\$2,500
Finance staff – wages and benefits	\$10,000
Human Resources staff – wages and benefits	\$0
Board of Directors costs	\$5,000
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)	\$0
Office lease/rent	\$0
General office expenses	\$1,500
<b>Subtotal</b>	<b>\$19,000</b>
<b>Affordable Housing (if applicable)</b>	
OAP Revenue	
General MRDT Revenue	
<b>Subtotal</b>	<b>\$0</b>
<b>Other</b>	
All other wages and benefits not included above (please describe)	\$0
Other activities not included above (please describe) Internal reserve fund - recession potential and bike strategy	\$30,000
<b>Subtotal</b>	<b>\$30,000</b>
<b>Total Expenses</b>	<b>\$729,000</b>
<b>Total Revenue Less Total Expenses (Surplus or Deficit)</b>	<b>-\$13,725</b>
<b>Estimated Carry Forward - all Net Assets Restricted and Unrestricted (10% target as per Tourism Cowichan Society Board)</b>	<b>\$71,275</b>

**Section 3: Projected Spend by Market (*broad estimate*) for LEISURE activities only & projected percentage of spend focused on each season (*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	\$583,200	80%
Alberta	\$109,350	15%
Ontario		
Other Canada ( <i>please specify</i> )		
Washington	\$36,450.00	5%
California		
Other USA ( <i>please specify</i> )		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International ( <i>Please specify</i> )		
<b>Total</b>	\$729,000	<b>100%</b>