



175 Ingram Street  
Duncan, BC V9L 1N8  
www.cvr.bc.ca

Office: 250.746.2500  
Fax: 250.746.2513  
Toll Free: 1.800.665.3955

November 8, 2021

Their Worship Mayor Bob K. Day  
Town of Lake Cowichan  
Box 860 – 39 South Shore Road  
LAKE COWICHAN BC V0R 2G0

Dear Mayor Bob K. Day

**Re: Formal Request for Letter of Support**

This letter is a formal request for the Town of Lake Cowichan to provide a letter of support for the renewal of the Municipal Regional District Tax (MRDT) within the Cowichan Valley Regional District (CVRD) for the period July 1, 2022 to June 30, 2027. A sample letter and resolution are attached for consideration.

The MRDT is administered by the CVRD, and directed to Tourism Cowichan Society (TCS) through a Contribution Agreement. MRDT is an important source of revenue for TCS to engage in tourism marketing in the CVRD, averaging more than \$300,000 in revenue annually since its inception in 2017.

In support of the renewal, Tourism Vancouver Island (TVI), on behalf of TCS, has prepared a draft 5-Year Strategic Business Plan and 1-Year Tactical plan, which are attached for reference. These plans outline TCS's approach to advancing the Cowichan Region's tourism priorities, and will be finalized following the completion of stakeholder engagement sessions planned over the next few weeks.

Tourism Cowichan Society would welcome the opportunity to present the plan to local government, as requested. Feedback and comments on the plan can be sent to Calum Matthews, Director, Destination Development Tourism Vancouver Island, 250-619-2569, calum@toursimvi.ca. In order to ensure that all MRDT renewal timelines are met, a response to the undersigned is requested by November 29, 2021.

Yours truly,

Barry O'Riordan

Enclosures (3)

BO/jm

cc: Brian Carruthers, CAO  
Joseph A. Fernandez, CAO  
Calum Matthews, Director Destination Development, Tourism Vancouver Island

## Five-Year Strategic Business Plan

<b>Designated Recipient:</b>	<b>Tourism Cowichan Society</b>
<b>Community Name:</b>	<b>Cowichan Valley Regional District</b>
<b>Date Prepared:</b>	<b>November 30, 2021</b>
<b>MRDT Term Expiry Date:</b>	<b>July 1, 2022</b>
<b>Five Year Period:</b>	<b>July 1, 2022-2027</b>

### Section 1: Five-Year Strategic Overview

#### 1 Vision and Mission

##### 1.1 Vision Statement

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.

##### 1.2 Mission Statement

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.

#### 2 Strategic Context

##### 2.1 Global Tourism

The global tourism industry has been overwhelmed by the COVID-19 pandemic with all previous growth trajectories leading up to 2020 halted and in many cases reversed. According to the latest tourism data from the World Tourism Organization (UNWTO), in 2020 destinations hosted 900 million fewer international tourists between January and October when compared with the same period of 2019. This resulted in a loss of US\$ 935 billion in export revenues from international tourism, more than 10 times the loss in 2009 under the impact of the global economic crisis.

Based on the current evidence, UNWTO expects international arrivals to decline by 70% to 75% for the whole of 2020. In this case, global tourism will have returned to levels of 30 years ago, with 1 billion fewer arrivals and a loss of some US\$ 1.1 trillion in international tourism receipts. This massive drop in tourism due to the pandemic could result in an economic loss of US\$2 trillion in world GDP.<sup>1</sup>

Travel restrictions, quarantines and other health measures have caused international arrivals to North America to decline by 68%. Data on international tourism expenditure continues to reflect very weak demand for outbound travel. Even though some large markets such as the

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<sup>1</sup> UNWTO. 2020. Tourism Back to 1990 Levels as Arrivals Fall by More than 70%.

United States have shown some signs of recovery in the recent months and vaccination programs have quickly rolled out, the outbreak of new variants has resulted in renewed lockdowns and will likely suppress traveller confidence.

The extended scenarios for 2021-2024 presented by the United Nations specialized agency for tourism point to a rebound by the second half of 2021, however a return to 2019 levels in terms of international arrivals could take between two-and-a-half and four years.

## 2.2 Canada Tourism

Tourism is Canada's top service export and is the top employer of young Canadians. Over the past decade, there has been steady growth in the economic performance of the Canadian tourism industry. However, this all came to a grinding halt in 2020 with the onset of the COVID-19 pandemic.

Data for the 2<sup>nd</sup> quarter of 2020 shows key measures for April-June to have fallen dramatically. The average occupancy rate in the Canadian accommodation sector reached a record low of 13.8% in April, down from 63.6% a year earlier and averaged 19.3% between April and June 2020, down from 68.5% a year earlier. Over the second quarter, the tourism GDP fell 72% on a year-over-year basis while the overall Canadian GDP contracted 14%.<sup>3</sup> Over the first six months of 2020, tourism GDP declined 46% versus a national GDP contraction of 6.5%.

Tourism expenditures and Job performance also buckled. Relative to the same period in 2019, jobs attributable to tourism fell 47% over the second quarter of 2019. The tourism industries that incurred the most severe contractions in jobs generated from tourism activities were the accommodation (-54%), food and beverage services (-53%), and the recreation and entertainment (-53%) sectors. Business closures also accelerated in many sectors including art, entertainment and recreation (-21.1%) and accommodation and food services (-18.9%). After a 12.5% decline in the first quarter of 2020, tourism spending on Canadian goods and services dissolved a further 71% on a year-over-year basis in the second quarter, representing the largest decline registered since the start of the series on the national tourism indicators in 1986.<sup>2</sup>

Domestic travel was adversely affected in equal measure. Spending by Canadians on Canadian tourism goods and services declined by 62% over the second quarter of 2020 as health and safety measures limited travel to near-home destinations. This drop in revenue from domestic sources brought domestic tourism expenditures to a level not seen since 1986. Passenger air transport by Canadians on Canadian-owned carriers registered the steepest revenue loss as Canadians were largely unable to travel abroad or to other parts of Canada. International visitors between April and June collapsed by 98%, from \$6.1 billion in 2019 to \$145 million.

As a result of travel bans and public gathering restrictions, international business events held in Canada were cancelled. This resulted in international revenue from convention fees falling by 100%. Given that business events are an important source of tourism revenues for the accommodation and food and beverage sectors, this was a devastating loss for the industry

## 2.3 British Columbia Trends

The secular uptrend in the BC tourism economy over the last 20 years, supported by record

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<sup>2</sup> Destination Canada. 2020. National Tourism Indicators 2020 Q2 Highlights.

growth in international and domestic visitation, spending and employment has been halted by the pandemic. Significant trends as at January 2021 include the following:

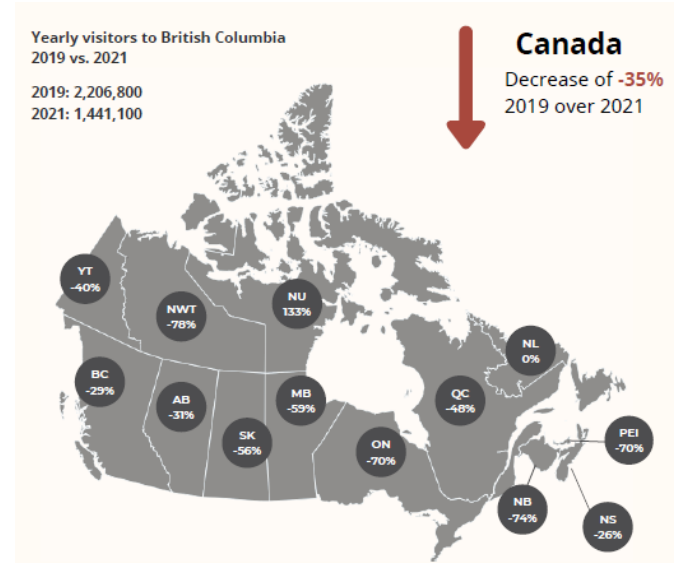
- A year-over-year decrease in weekly visitation was seen for most all tourism regions:
  - Northern BC (-41.6%)
  - Vancouver, Coast & Mountains (-28.8%)
  - Kootenay Rockies (-25.5%)
  - Cariboo Chilcotin Coast (-4.5%)
  - Vancouver Island (-10.9%)
- Two-thirds of BC residents feel safe travelling to nearby communities but their interest in travel decreased over the 2020 holidays.
- BC's weekly occupancy rate is 27.4%. Year-over-year declines were steepest in Vancouver (-28.7%) and lowest in Kamloops (-7.8%).
- BC's average daily rate is \$124.63.
- 51,200 BC tourism and hospitality sector jobs were lost in December 2020 compared to December 2019
- Canada's accommodation and food services employment in Canada continues to fall
- Travel Megatrends to 2025 include introspective travel, a hotel resurgence, and "humbled airlines"
- COTRI Analytics forecasts international trips from Mainland China to exceed 2019 volume by 2022.<sup>3</sup>

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<sup>3</sup> Destination BC. 2021. COVID-19 Research Roundup January 18, 2021.

## 2.4 British Columbia Visitation

Figure 2 Domestic Visitation to British Columbia, 2021 versus 2019<sup>4</sup>



Visitation to BC has been hard hit by the COVID-19 pandemic and associated travel restrictions. Domestic visitation shown in Figures 3 and 4 indicates a 35% reduction in the first quarter of 2021 versus the same period in 2019. International leisure travel virtually disappeared during the time as well, leading to considerable industry disruption and severely impacting critical inputs such as the labour market.

Travel metrics, including number of visitors and number of overnight stays, for the BC and Alberta markets are shown in Figure 3 and Figure 4, respectively. The data are for Q1 (Jan-Mar), which means 2019 and 2020 represent a pre-pandemic baseline when there were virtually no travel restrictions. The drop-off in number of visitors and number of trips was evident in 2020 even before travel restrictions were put in place and continued into 2021. Interestingly, the average number of nights stayed/visits to BC by BC and Alberta residents was higher in 2021 versus 2020 and 2019, which may reflect a change in traveller behaviour toward less frequent but longer trips.

Figure 3 BC Residents Travelling in BC, 2019-2021 Q1<sup>5</sup>

<sup>4</sup> Symphony Tourism Services. 2021. Monthly Visitor Highlights British Columbia. 2021 Data Vintage.

<sup>5</sup> Ibid.

Municipal and Regional District Tax Program Application  
Cowichan Valley

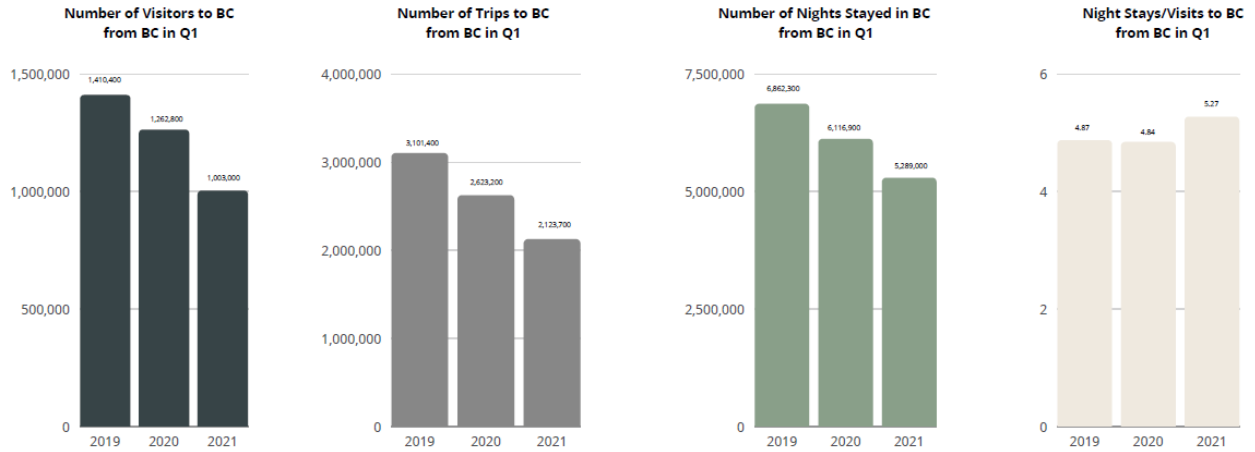
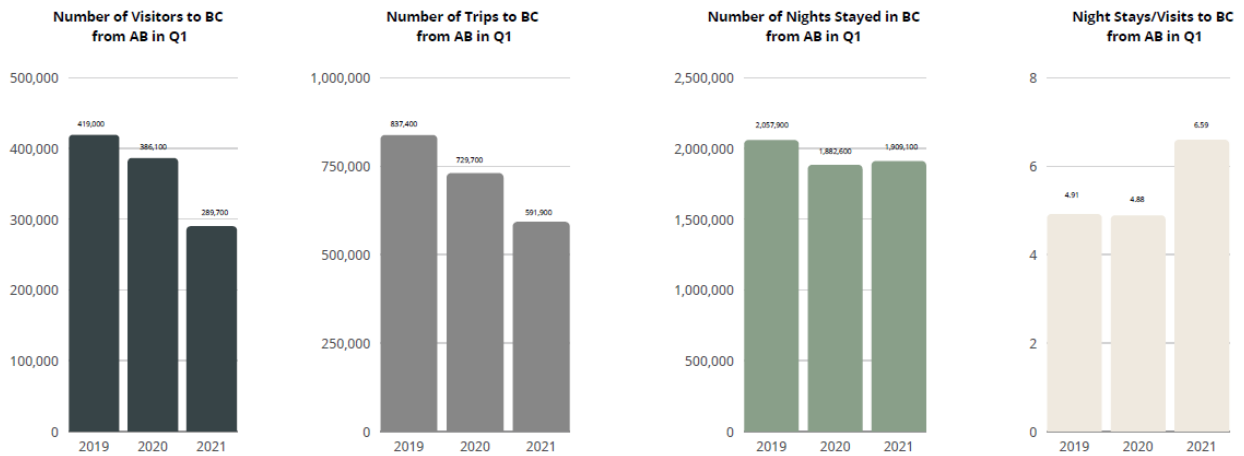


Figure 4 Alberta Residents Travelling to BC, 2019-2021 Q1<sup>6</sup>

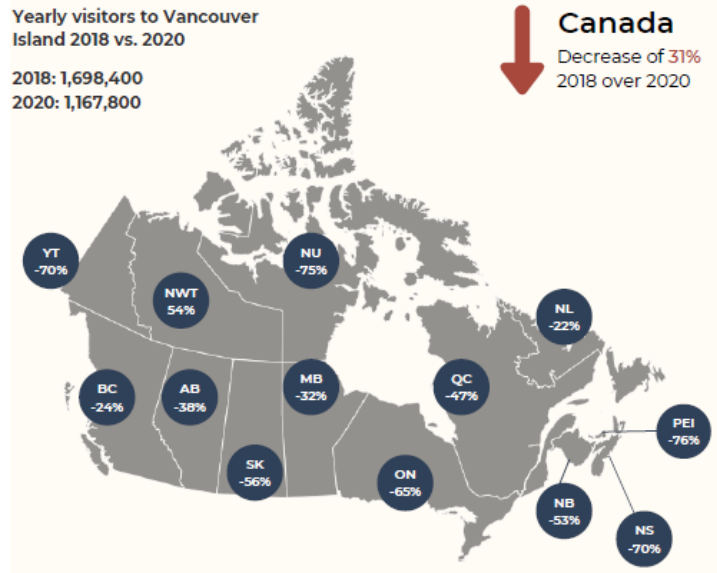


2.5 Vancouver Island

Figure 5 Domestic Visitation to Vancouver Island, 2021 versus 2019<sup>7</sup>

<sup>6</sup> Ibid.

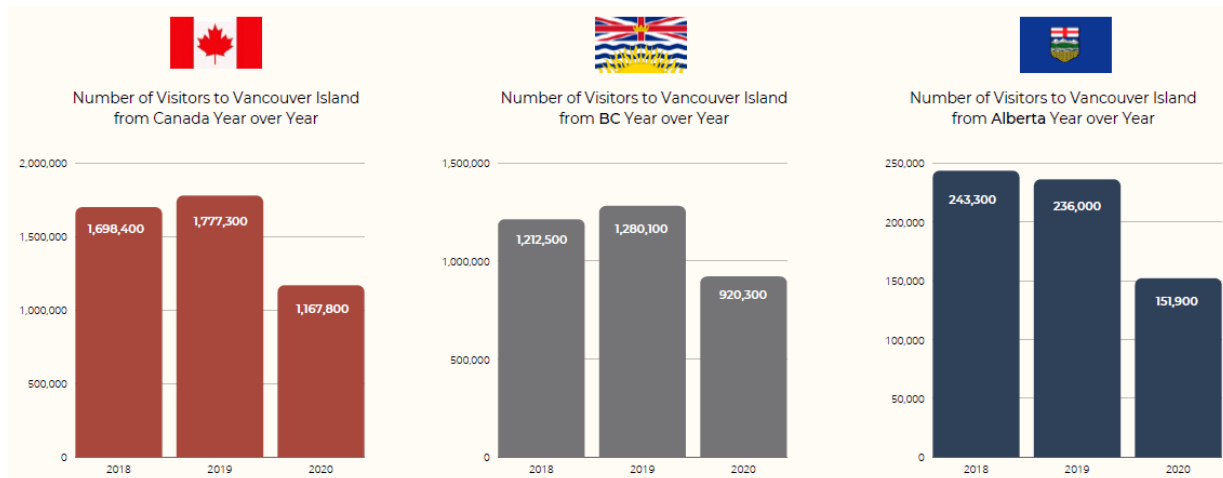
<sup>7</sup> Ibid.



In 2018 1.7 million travellers visited Vancouver Island, by 2020 there was a 31% drop to 1.17 million (Figure 5). The drop-off occurred across all provinces, with BC residents showing the lowest declines. The increase in visitation from NWT is considered an outlier and clearly does not reflect the domestic COVID-19 travel restrictions that interrupted leisure holiday activity across the country beginning in March of 2020.

Figure 6 provides additional detail for BC and Alberta travelers during these three years. Visitation from across Canada declined 34% in 2020 versus 2019. In 2020, most Canadian visitors were from BC (79%) and Alberta (13%). In 2018, these shares were 71% and 14%, respectively, signifying a slight shift to close-in, regional markets.

Figure 6 Canada, BC and Alberta Residents Travelling to Vancouver Island, year over year<sup>8</sup>

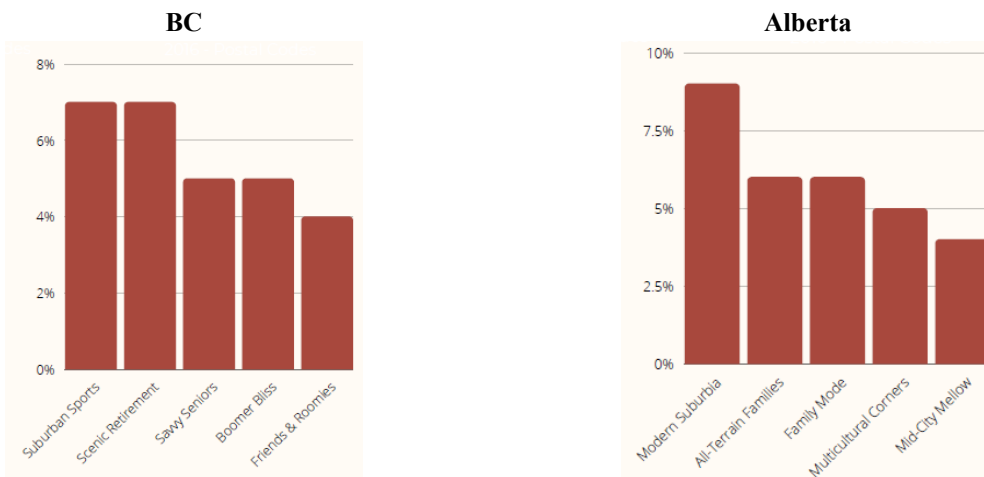


The top PRIZM segments of BC and Alberta travellers on Vancouver Island in 2020 are shown in

<sup>8</sup> Symphony Tourism Services. 2020. 2020 Visitor Insights Vancouver Island Region.

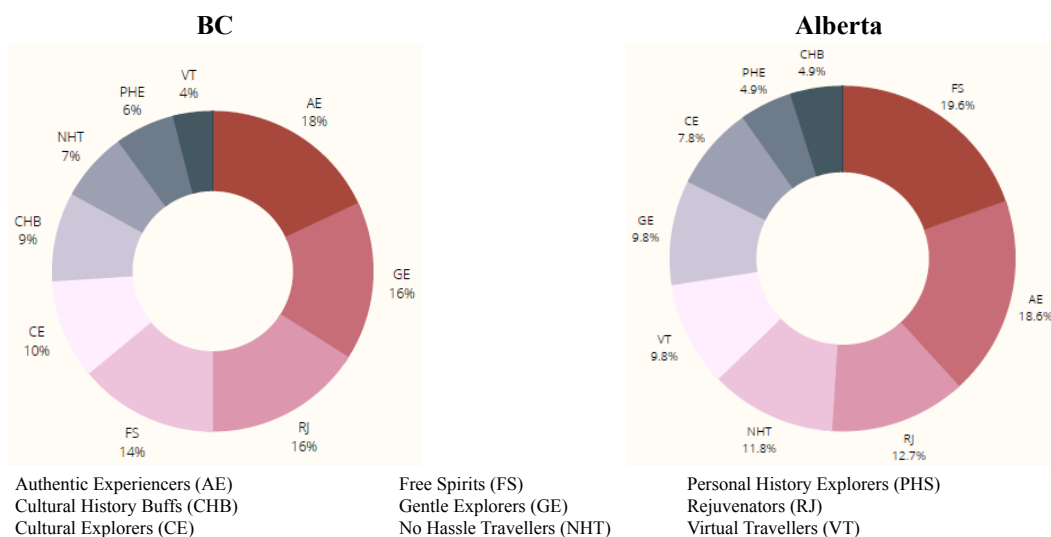
Figure 7. The top five segments may change from year to year but are generally consistent over time. It is noted that there are no common segments between the two provinces. BC travellers tend to be from the older age groups although the lead segment, Suburban Sports, comprises younger and middle-aged families from Metro Vancouver suburbs. Interestingly, the Asian segments which represent a large share of the Metro Vancouver market are not travelling to Vancouver Island. Alberta travellers, on the other hand, are younger, diverse and more likely to travel with children. The All-Terrain Families typical of the oil patch were close to 6% of all travellers in 2020.

Figure 7 Top Prizm Segments of BC and Alberta Travellers to Vancouver Island, 2020<sup>9</sup>



The EQ share of travellers visiting Vancouver Island in 2020 is shown in Figure 8. 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 8 Top EQ Segments of BC and Alberta Travellers to Vancouver Island, 2020<sup>10</sup>



<sup>9</sup> Ibid.  
<sup>10</sup> Ibid.

As seen in Table 3, room revenues for Vancouver Island communities that collect the Municipal and Regional District Tax (MRDT) were generally growing up until 2020. Island-wide revenues rose 66% during the five-year period ending in 2019, due to an increased number of properties but also overall higher average revenues per facility. In 2020, revenues were down 47% over 2019.

**Table 3 Room Revenues for Vancouver Island, 2014-2019 \$millions<sup>11</sup>**

Area	2015	2016	2017	2018	2019	2020
Campbell River	-	-	14.4	16.8	15.7	9.1
Cowichan Valley	-	-	8.2	16.2	20.9	15.0
Parksville	21.8	24.6	26.0	27.1	29.0	22.2
Southern Gulf Islands	-	-	-	-	3.1	11.7
Tofino	46.9	52.4	54.0	58.2	72.0	52.1
Ucluelet	14.1	17.1	18.2	19.2	25.7	18.2
Victoria	139.0	158.7	177.0	186.3	205.0	74.5
Saanich, Oak Bay, Langford	19.2	22.3	27.7	28.8	33.3	18.0
Central and North Island [1]	23.4	42.3	54.5	60.6	63.9	53.9

## 2.6 Tourism in the Cowichan Valley

### 2.6.1 Population

The population of the Cowichan Valley was approximately 91,000 in 2020, distributed among four municipalities and unincorporated areas. Regional population growth was a modest 4.5% between 2016 and 2020, spread across all areas. The growth rate was highest in Lake Cowichan.

**Table 4 Municipal and Regional District Population, 2016-2020<sup>12</sup>**

Name	Area Type	2016	2017	2018	2019	2020
Cowichan Valley	RD	86,849	88,333	89,475	90,202	90,776
Duncan	CY	5,118	5,142	5,153	5,203	5,124
Ladysmith	T	8,834	8,924	8,910	9,054	9,036
Lake Cowichan	T	3,361	3,383	3,447	3,506	3,651
North Cowichan	DM	30,760	31,242	31,803	32,030	32,475
Unincorporated Areas	RDR	38,776	39,642	40,162	40,409	40,490

<sup>11</sup> BC Stats. 2021. Room Revenues by Municipal Jurisdictions Subject to MRDT. Calculated from Municipal and Regional District Tax (MRDT). Room Revenues in \$000, Annually

<sup>12</sup> BC Stats. 2021. British Columbia Regional District and Municipal Population Estimates.

### 2.6.2 Key Tourism Features

The Cowichan Valley extends along the east coast of Vancouver Island between Mill Bay in the south and Duke Point in the north, and includes the towns and villages of Chemainus, Ladysmith, Duncan, Cobble Hill and Cowichan Bay.

Major attractions include:

- West Coast Trail – This 75 km long backpacking trail follows the southwestern edge of Vancouver Island between Port Renfrew and Bamfield. It was built in 1907 to facilitate the rescue of shipwrecked survivors along the coast, part of the treacherous Graveyard of the Pacific. It is now part of Pacific Rim National Park and is considered one of the world's top hiking trails.
- Carmanah Walbran Provincial Park - The old-growth forest sanctuary in this remote west coast park is amongst the largest on Vancouver Island. The area is famous for its giant cedar, fir, hemlock and spruce trees. It is home to Canada's tallest tree, a Sitka spruce named the Carmanah Giant, measured at 96 m.
- Cowichan River – Originating in Cowichan Lake, the river flows east towards Cowichan Bay. It is very popular for tubing, floating, swimming and kayaking (Marie Canyon). It is widely considered one of the finest trout fishing streams in the province. It flows through Cowichan River Provincial Park and was designated a Canadian Heritage River in 2003.
- Cowichan Lake - Vancouver Island's second largest lake is 34 km in length. The once-thriving lumber industry and now-abandoned rail lines dot the lake, which is largely undeveloped because of private forest lands.
- Trans Canada Trail (Cowichan Valley Trail) - The Cowichan Valley Trail is a multi-use trail that is an integral part of the Trans Canada Trail route on Southern Vancouver Island. The Cowichan Valley section runs from the south end of Shawnigan Lake, west to the Town of Lake Cowichan then north to the Nanaimo Regional District. The majority of the gravel trail is wide and flat with some sections running along the roadways. The trail provides for easy cycling and walking.
- Kinsol Trestle - The restored 44 m Kinsol Trestle, is the tallest standing railway bridge in Canada and with a span of 188 m across the Koksilah River.
- Wineries and Agri-tourism - The Cowichan Valley is the second largest wine region in BC, with vineyards dating back to 1860. Growers are producing wines with traditional vinifera grapes (Pinot Noir, Pinot Gris, Gewürztraminer and Ortega), along with other varietals. The Cowichan Valley is also home to a number of excellent craft breweries and distilleries, one of which is also Canada's first estate cidery. Just north of Duncan is Canada's only tea farm. Vancouver Island's largest farmers' market, open year-round, is in downtown Duncan.
- Pacific Marine Circle Route – The recently-paved road between Port Renfrew and the Cowichan Valley allows a coast to coast journey that links Juan de Fuca, Haro and Georgia straits as well as the Saanich Peninsula.

- Malahat Skywalk – The newest Cowichan attraction is the ultimate natural high. The views from the lookout - 250 m above sea level - are spectacular. Immerse yourself in pristine nature: a steep, forested mountain, high above the Salish Sea. Previously, only agile explorers could enjoy such experiences of the wild. Now, our TreeWalk and Spiral Tower make this environment easily accessible, including strollers and wheelchairs.

Cowichan has a particular strength in its small communities:

- 80 carved Cowichan First Nations totems in Duncan, the “ City of Totems .”
- The world-famous outdoor gallery of murals showcasing the history of seaside Chemainus.
- Turn of the century architecture in Ladysmith, named one of Canada’s 10 prettiest towns.
- Whippletree Junction, 14 restored shops and heritage buildings, 7 km south of Duncan.
- First Nations arts, cuisine and interpretive tours at the Quw’utsun’ Cultural & Conference Centre.

Local lakes and rivers offer year-round sport from winter kayaking to spring angling for Chinook salmon to summer wakeboarding. Nitinat Lake is one of North America ’s best windsurfing sites, while canoeing and kayaking is popular in Cowichan River Provincial Park, as is scuba diving in the artificial reef of a sunken Boeing 737 between Chemainus and Thetis Island.

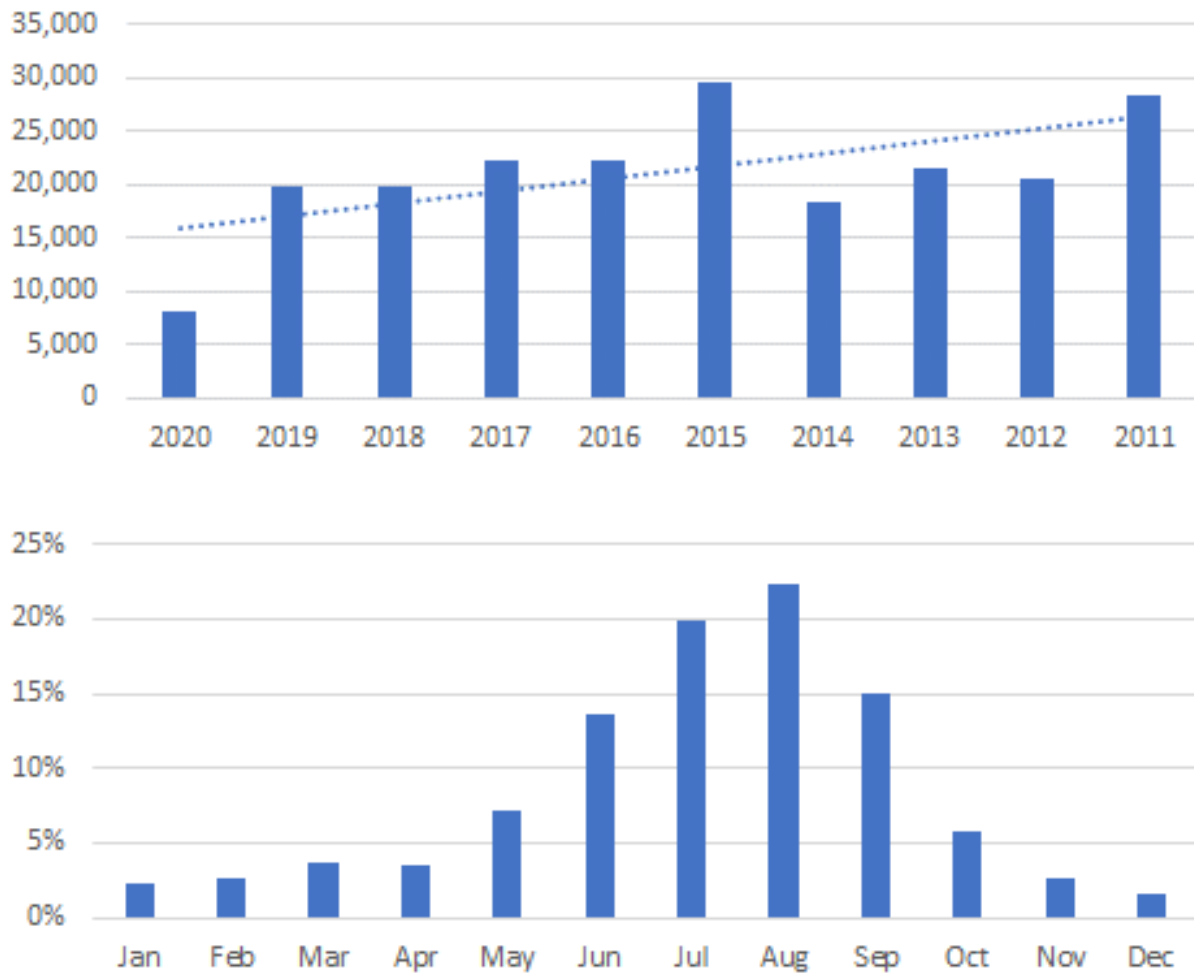
Mountain-biking, hang gliding and paragliding occur at the top of Mount Prevost. Boaters enjoy full-service amenities and interesting cafes and pubs at the many sheltered marinas in the region, including Maple Bay, Genoa Bay and Cowichan Bay. A series of low-rise mountains (the Cowichan “mounts”) are prime recreational playgrounds for hikers, mountain bikers and hang gliders, as well as for those who come to explore the area’s ecological wildflower reserves. Major trails include the Cowichan Valley Trail (an extension of the Trans Canada Trail), Cobble Hill Mountain Recreation Area, the Kinsol Trestle, Spectacle Lake Park, the Cowichan River Footpath, Mount Tzouhalem, Mount Prevost and the West Coast Trail. Cowichan is home to medal-winning wineries, organic farms, innovative artisan food, farmers’ markets and producers who have created a thriving central Island agri tourism industry.

### 2.6.3 Local Trends

The indicators presented in Figure 1 shows local Visitor Centre attendance between 2011 and 2020 which had been hovering around the 20,000 mark over the last decade, but understandably dropped precipitously in 2020. Local Destination Management Organizations (DMOs) will have to think beyond bricks and mortar visitor services to reach travellers and create unique experiences, perhaps in a continuing environment of travel restrictions, social distancing and health advisories.

The second graph shows seasonal distribution, which is heavily concentrated in the peak June to September period. Approximately 75% of all attendance occurs during this period. The November to April period is particularly slow.

Figure 1 Cowichan Valley Visitor Centre Trends, 2011-2020<sup>13</sup>



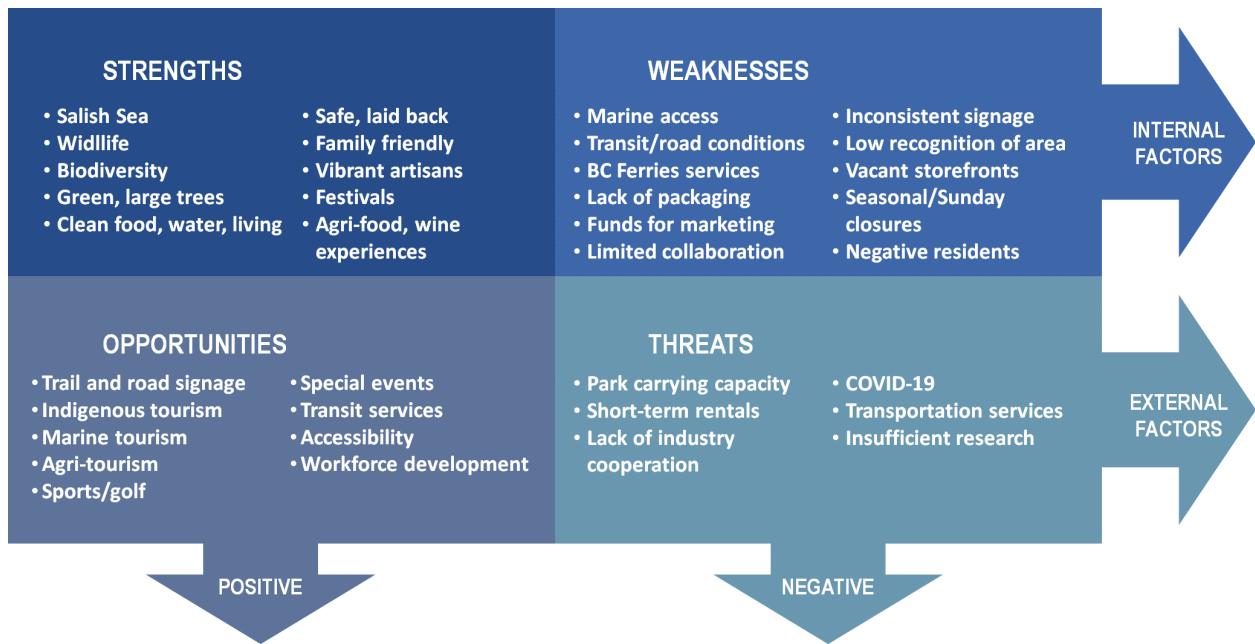
Note: Includes data for Chemainus, Duncan, Ladysmith and Lake Cowichan

National and provincial park attendance has been growing over the last decade and while COVID-19 adversely affected many metrics, anecdotal evidence suggests that park attendance may well hit record highs due to travel restrictions and high levels of demand for local outdoor experiences.

<sup>13</sup> Destination BC. 2021. Visitor Services Network Statistics Program Year Over Year Report 2021. Aggregated for Lake Cowichan, Chemainus, Ladysmith and Duncan.

## 2.6.4 SWOT

Figure 2 Cowichan Valley SWOT



## 2.7 Key Learnings

The MRDT is a key strategic initiative that is playing an important role in strengthening market awareness domestically, particularly during the shoulder and 'off' seasons and in response to the COVID-19 pandemic.

Key learnings include the following:

- COVID-19 has completely disrupted the tourism economy and especially the practice of marketing given the almost complete disappearance of international visitors, and a major decline in all long-haul travel, including from Eastern Canada.
- 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. What has changed in the last year is a major reorientation of high-value, high-performance operators who have traditionally relied on international trade. Many did not operate in 2020 and while some bookings were taken for 2021, there is no guarantee that travel restrictions and in a worse-case scenario lockdowns will not occur again. DMOs and economic development agencies will likely have to reimagine their marketing programs and focus more on helping some segments of industry transition to regional markets.
- The domestic market is clearly the most important for Vancouver Island and indeed all of BC at this time. Canadian travellers accounted for roughly 3 in 4 visitors before the pandemic and more since March 2020. Marketing, product and destination development will have to account for this change for the short and perhaps medium-term. This may mean reorienting toward short duration and last-minute trip planning, bookings and experiences. Package deals have always played a major role in catering to long haul markets but given travel restrictions, ongoing uncertainty with health regulations and surging demand for some products such as park campgrounds they could be tailored to local and regional travel markets as well.
- COVID-19 has also created increased competition within BC as destinations need whatever visitation they get. Vancouver Island has seen the least natural disasters in the past number of years and is therefore well positioned to capture that movement away from those areas of the province experiencing fires and floods.
- Digital media is an important 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. Nevertheless, in pandemic times, an increasing effort will be needed in digital channels. 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.

- In order to save on travel and administration costs, it makes more sense to support local operators to attend travel shows, and have them represent the Cowichan Valley, rather than have the DMO attending independently. Support is provided in the way of pull up marketing materials/maps, Travel Guides and videos.

### 3 Overall Goals, Objectives and Targets

Goal	Objective	Target by 2025	Data Source
Increased visitation and expenditures	Increased overnight stays	10%	MRDT Accomm Survey
	Increased occupancy		
Diversified seasons	Increased revenue per available room	15%	MRDT VC Attendance Accomm Survey
	Increased awareness		
	Dispersion of share to shoulder and off-season		
Competitive destination	Higher off-season occupancy	10%	Packaged products Inventory of operators
	Higher off-season revpar		
	Increased collaboration	5%	NPS
	Increased market/export-ready product		

### 4 Strategies

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:

- The Vancouver Island Regional Destination Development Strategy (RDDS)<sup>14</sup> 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 Tourism Vancouver Island and the Ministry of Tourism, Arts and Culture. The regional strategy is playing an important role in helping to advance the 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 EQ targets and therefore represent part of the offer that DMOs are making to attract visitors.
- 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

<sup>14</sup> Destination BC. 2019. Vancouver Island Destination Development Strategy April 2019.

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 Tourism Vancouver Island such as Tourism Resiliency Program, travel media and trade and digital readiness that are built into this application.

- Tourism Cowichan’s current (2021-22) Marketing Partnerships Program has identified increased visitation and expenditures, financial sustainability and DMO effectiveness as core objectives.<sup>15</sup> To complement the focus on regional markets, TC pursues Tier 1 brand alignment with Destination BC. Key strategies include:
  - 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, Craft Alcohol and Culinary experiences.
  - 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.
  - 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.
  - 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 compliment the destination marketing focus of Tourism Cowichan Society.”<sup>16</sup> 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 business, municipalities and incoming production companies.

Specific strategies to be undertaken include the following:

- Continue to work with and support Destination BC and Vancouver Island brand and marketing programs.
- Conduct strategic advertising and marketing campaigns that promotes Cowichan in core regional markets.
- Actively pursue cooperative marketing, and travel trade and media opportunities with Tourism Vancouver Island (TVI).
- Collaborate with neighbouring DMOs to include Cowichan in touring and sector-based marketing programs.

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<sup>15</sup> Tourism Cowichan. 2021. Destination BC Co-operative Marketing Partnerships Program Application 2021/22.

<sup>16</sup> Economic Development Cowichan. 2018. Strategic Plan 2018-2022.

- 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.
- Raise social media activity and conversations to expand awareness and draw more off-peak visitation and outreach.
- Attend industry conferences 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.  
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 TVI.
- Support community organizations in their efforts to develop events that draw visitation to the region.
- Improve visitor market research to improve the deployment of marketing resources and programs.
- In cooperation with TVI and the Province, develop a marketing preparedness and response framework to help Tourism Cowichan adapt to future emergency events such floods, fires and pandemics.

## 5 Brand Overview

TCS's brand book has outlined the following directives for Tourism Cowichan Society as a DMO and for the Cowichan Valley as a destination:<sup>17</sup>

- Tourism Cowichan Society
  - Improve the tourism economy by being a customer-focused DMO
  - Support the Cowichan Valley as a must-see Vancouver Island destination
  - Nurture a shared vision for sustainable tourism
  - Capitalize on gastro-tourism by positioning the Cowichan Valley as Vancouver Island's culinary destination of choice
  - Lead change by operating a high performing DMO, pursuing strategic partnerships, empowering the brand, supporting industry and promoting product development

Tourism Cowichan's brand promise is two-fold: to be the region's customer-focused DMO that drives a sustainable tourism economy and to showcase the activities, amenities and experiences to all visitors.

- Cowichan Valley as a Destination
  - Create and deliver consistently remarkable tourism experiences
  - Cowichan Valley as a must-see Vancouver Island destination
  - Position as Vancouver Island's original culinary region
  - **Promoting magnetic experiences:** wine and culinary, nature, outdoor adventure, arts, heritage and culture, aboriginal culture, cycling
  - Target our EQ Explorers, Free Spirits, Authentic Experiencers and Cultural Explorers
  - Animate and empower "Cowichan. Slow down. Savour life."

## 6 Target Markets

Tourism Cowichan previously relied on provincial EQ targets (Cultural Explorers, Authentic Experiencers, Free Spirits) in combination with broad demographic markers to guide its marketing activities. More refined psychographic targets for Vancouver Island were presented previously in Figure 7 and Figure 8.

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 is travellers visiting Victoria and other parts of the Vancouver Island region, as well as Vancouver Island residents. Marketing efforts therefore are focussed on the close-in markets with support provided to Tourism Vancouver Island and Destination BC in the key markets of long-haul Canadian and international markets. However, it is noted that Cowichan is drawing more day-trips from Vancouver Island residents versus overnight stays from beyond. An emphasis on higher yield visitation from elsewhere in BC, Alberta and Washington will generate room revenues (and hotel tax receipts),

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<sup>17</sup> Tourism Cowichan Society. No date. Brand Blueprint.

longer stays and higher overall spending.

The 2020 Visitor Guide featured local flavours and agri-tourism, outdoor adventure with a focus on marine activities, and arts and culture. Bucket lists are targeted at families, couples and adventurers.

## **7 Management, Governance and Administration**

The Tourism Cowichan Society is a duly constituted corporation in the province of British Columbia, incorporated in 2002, run by a volunteer tourism sector Board which is nominated and elected by membership. It maintains compliance with the Societies Act and Societies Regulation through the filing of Annual Reports and maintenance of all legal records and financial statements. TCS represents the tourism industry within the CVRD.

### **7.1 Purpose of the Society**

Tourism Cowichan Society is responsible for the delivery of destination marketing for the Cowichan Region. Steps have been taken to establish a regional approach to marketing through Tourism Cowichan, and there is a growing recognition of Cowichan as a 'destination' in the marketplace. This has been achieved primarily through regional branding, the development of a regional travel planner, and the emphasis on positioning Cowichan as a regional destination in consumer travel shows, regional promotional campaigns, and Tourism Vancouver Island's vacation planning material. A regional approach will encourage greater integration of the industry, and a more cost-effective and efficient approach to developing tourism and delivering related services. A key success factor will be to involve sustaining the process of regional dialogue with other local and regional agencies and tourism businesses, as moving forward successfully will require various levels of collaboration.<sup>18</sup>

### **7.2 Composition of the Board**

The Tourism Cowichan Board of Directors is composed of 12 Directors plus the past chair per section 6 of the Society Bylaws. Directors are selected based on a mix of regional and industry representation and professional knowledge, and are expected to abide by Code of Conduct, Confidentiality and Conflict of Interest guidelines. Terms of reference have been established for Executive, Finance, Governance, Marketing and Nominating committees.

The CVRD is the sole designated recipient of 2% MRDT funds, which are directed to the Tourism Cowichan Society.

## **8 Sources of Funding**

- The CVRD established a service, through Bylaw #2352 in 2002, enabling a contribution to an organization providing Regional Tourism Services. This contribution is recovered by requisition of money collected by a property value tax on land and improvements and in an amount not to exceed \$120,000 annually. The CVRD has indicated, in the Service

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<sup>18</sup> Tourism Cowichan. No date. CONSTITUTION Tourism Cowichan Society.

Agreement with the Tourism Cowichan Society, that these funds will continue to be available for providing tourism services.

- TCS is a member-based organization and receives dues annually. Approximately \$66,000 was received in 2020, well below the budgeted amount of \$100,000 due to the pandemic.
- Tourism businesses will continue to be involved in co op marketing programs. In 2020, the coop budget was approximately \$97,000.
- TCS has been successful in its annual application for Destination BC's Coop Program matching funds. In 2020, \$175,319 was received, however, it is noted the matching fund criteria was waived by DBC for that year and for 2021. It is anticipated that funds will be available through this program in future years and with the Cowichan Region having incremental funds available to match, it is possible that the contribution from the Destination BC program will increase.
- DBC also provided additional funds directly to each community for C-19 recovery.

## **9 Affordable Housing**

The Cowichan Valley Regional District is considering the use of Online Accommodation Platform revenues to support affordable housing initiatives. Although there are no current plans to direct OAP revenues towards affordable housing at this time, the Regional District may conduct stakeholder engagement and direct OAP revenues to affordable housing in the future.

## Section 2: Tactical Plan with Performance Measures

Major Category: Marketing
<b>Activity Title:</b> Collateral
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Collect and curate editorial, imagery and video content</li> <li>● Update and produce a printed Cowichan Touring and Exploring Guide; use as dual purpose fulfillment, 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>
<p>Implementation Plan:</p> <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 although at much lower rates due to the continuous rise of digital forms of marketing communication. It supports the purchase cycle by driving traffic to the website as well as supporting offline access to information and the older demographic who still prefers print media.</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, Tourism Victoria, VI Visitor Centres, Community Organizations</li> <li>● Resources/Funding: MRDT, DBC Open Pool</li> <li>● Timeframe: 2022 – ongoing (demand based as required)</li> <li>● Budget: <ul style="list-style-type: none"> <li>▪ Content Development - \$40,000</li> <li>▪ Visitor Guide - \$30,000</li> <li>▪ Maps - \$20,000</li> <li>▪ Total - \$90,000</li> </ul> </li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>● Hard copy: demand based guides</li> <li>● Digital: views, unique views, CTR, downloads, conversions, phone calls direct from guide</li> <li>● Tracking of incentives, coupons, contests, specials and other calls to action</li> </ul>
Major Category: Marketing
Activity Title: Website

<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>● Upgrade and enhance <a href="https://www.tourismcowichan.com/">https://www.tourismcowichan.com/</a> to improve the user experience and increase the likelihood of conversion (movement to a stakeholder website)</li> <li>● Align with partner and operator websites</li> <li>● Drive social media conversations and activity</li> <li>● Generate leads directly to tourism businesses</li> </ul>
<p><b>Implementation Plan:</b></p> <ul style="list-style-type: none"> <li>● Description: Maintain a website as the primary marketing tool with a content plan that addresses seasons and life-stage of target audiences, trip purpose and evolution of changing conditions for various conditions such as C-19, natural disasters, changing consumer behaviors etc.</li> <li>● Objectives: increase website activity, enquiries and bookings, and referrals to operators</li> <li>● 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.</li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Ongoing hosting, development, maintenance of specific promotions and activities</li> <li>▪ Increase the number of promotions, specials and activities</li> <li>▪ Integrate social media conversations and content</li> <li>▪ Undertake a user-experience audit every two years to keep current with changing consumer behaviour and technology. Ensure the content addresses the target audiences.</li> </ul> </li> <li>● Potential Partnerships: CVRD, other local government, operators</li> <li>● Resources/Funding: MRDT</li> <li>● Timeframe: 2020-ongoing</li> <li>● Budget: \$60,000</li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>● Increased time on site</li> <li>● Increased referrals to operators</li> <li>● Site redevelopment and deployment</li> <li>● 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)</li> </ul>

<p><b>Major Category:</b> Marketing</p>
<p><b>Activity Title:</b> Print and Broadcast Advertising</p>
<p><b>Tactics:</b></p> <ul style="list-style-type: none"> <li>● Focus on traditional print, broadcast and Out-of-Home advertising</li> <li>● Feature BC-Brand aligned photography and a storytelling style that exemplifies the authentic and perspective-changing experience</li> <li>● Feature agri-tourism, craft beverage, outdoors, events, and local reach.</li> <li>● Couple with editorial content to maximize storytelling</li> <li>● 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</li> <li>● Off-season promotions to tap into drive markets</li> </ul>
<p><b>Implementation Plan:</b></p> <ul style="list-style-type: none"> <li>● Description: traditional paid print and broadcast initiatives</li> </ul>

<ul style="list-style-type: none"> <li>● Objectives: increase brand awareness, visitation from regional markets</li> <li>● 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)</li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Continue to refine the visual identity and value proposition</li> <li>▪ Establish a print partnership with a vertical publication that targets women 45-65 years in age, which is a prime market for Cowichan.</li> <li>▪ 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.</li> <li>▪ Call to action leads to <a href="https://tourismcowichan.com">https://tourismcowichan.com</a></li> </ul> </li> <li>● Potential Partnerships: accommodation providers, other VI DMOs (Tourism Victoria), partners with media buying strategies</li> <li>● Resources/Funding: MRDT, coop and stakeholder participants</li> <li>● Timeframe: 2020 - ongoing</li> <li>● Budget: <ul style="list-style-type: none"> <li>▪ Television - \$80,000</li> <li>▪ Print - \$77,000</li> <li>▪ Brand Creative - \$20,000</li> <li>▪ Total - \$177,000</li> </ul> </li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>● placement, distribution, viewership</li> <li>● broadcast reach</li> <li>● number of impressions</li> <li>● tracking of contests and specials</li> <li>● search engine tracking, links through to listings, purchases made</li> </ul>

Major Category: Marketing
<b>Activity Title:</b> Advertising – Digital and Social Media
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Purchase online display and paid search in targeted digital properties, driving the consumer to the Cowichan Valley website</li> <li>● Expand the consumer database and distribute monthly newsletters promoting special offers</li> <li>● Utilize social media networks such as: Twitter, Facebook, Instagram, YouTube, etc., to amplify advocacy (organic tactic – always on)</li> <li>● Purchase social media advertisements on Facebook and Twitter, balancing brand awareness messages with direct call-to-actions to book now</li> <li>● 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</li> <li>● Focus on content creation and digital advertising</li> <li>● Off-season focus in support of events and festivals, gastronomic, arts/culture and outdoor recreation products</li> <li>● Collect image and video content that supports paid social advertising strategies.</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>● Description: utilize popular social media channels to enhance awareness of Cowichan and convey unique places and stories</li> </ul>

- Objectives:
  - reach consumers at all stages of the planning cycle (last-minute bookings have been increasing with 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: TVI, DBC, operators, First Nations
- Resources/Funding: MRDT
- Timeframe: 2022 - ongoing
- Budget:
  - Social Media Organic - \$18,000
  - Crowdriff Licence - \$8,000
  - Paid Social Media - \$56,000
  - Digital Display - \$76,000
  - Paid Search Engine Marketing - \$7,000
  - Email Marketing - \$15,000
  - Total - \$180,000

**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

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Travel Media and Travel Trade Relations
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Support Destination BC and Tourism Vancouver Island led travel trade and media initiatives</li> <li>● Proactively organize with Tourism Vancouver Island Familiarization opportunities for Media and Trade</li> <li>● Conduct Travel Trade and Travel Media Show representation</li> <li>● Provide Tourism Vancouver Island with regular, ongoing product updates</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>● Description: Support travel trade and travel media relations in partnership and in alignment with other Vancouver Island DMOs.</li> <li>● Objectives: Increase awareness and understanding of Cowichan through trade channels, generate un-paid, earned media coverage and expand partnerships with digital partners.</li> <li>● Rationale: TCS can support DBC and Tourism Vancouver Island 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.</li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Provide relevant and current content on products and experiences, including monthly updates to Tourism Vancouver Island and leading up to travel trade and media shows</li> <li>▪ Develop content for and promote themed itineraries targeted at the travel trade</li> <li>▪ Support travel trade and media fam tour opportunities featuring Cowichan partners</li> <li>▪ Host press visits and coordinating private sector in-kind support</li> <li>▪ Align with Tourism Victoria for trade and media show representation where and when appropriate</li> <li>▪ Support local attractions and operators to become export ready</li> <li>▪ Provide opportunities for stakeholders to access industry best practices, innovative marketing support and training and industry resources</li> </ul> </li> <li>● Potential Partnerships: TVI, Tourism Victoria, operators</li> <li>● Resources/Funding: MRDT</li> <li>● Timeframe: 2022 – ongoing</li> <li>● Budget: \$5,000</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>● Travel Trade and Travel Media Relations contacts</li> <li>● Referrals to partners</li> <li>● Unpaid media coverage</li> <li>● Hosted tours</li> </ul>

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Asset Development
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Contract writers to develop itineraries, articles and special digital guides</li> <li>● Compile to BC Brand specification, imagery, video, B-roll, drone footage for web/print</li> <li>● Tie back to target EQ audiences</li> <li>● Include diversity of models in images</li> <li>● Continue display campaigns to amplify new visual and written content pieces</li> </ul>
<b>Implementation Plan:</b>

<ul style="list-style-type: none"> <li>● Description: to provide better tools for carrying out marketing and promotional activities and social media connections</li> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ Image, video and content that meets EQ specs, aligns with DBC's <a href="#">brand</a>, represents all of the area and supports storytelling</li> <li>▪ Increase brand awareness and conversion through captivating ads</li> <li>▪ Drive conversion</li> </ul> </li> <li>● Rationale: critical for digital media, conveying the uniqueness of Cowichan that goes beyond the conventional landscape images and transmits action and adventure</li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ create and monitor campaigns</li> <li>▪ ad buys</li> <li>▪ Coordination with DBC Brand Team (if appropriate)</li> <li>▪ Commission content</li> </ul> </li> <li>● Potential Partnerships: TVI, DBC, tourism operators, local photographers and writers</li> <li>● Resources/Funding: MRDT</li> <li>● Timeframe: 2020 - ongoing</li> <li>● Budget: <ul style="list-style-type: none"> <li>▪ Written Content - \$10,000 (reorient to EQ and PRIZM targets)</li> <li>▪ Photography - \$30,000</li> <li>▪ Video and Drone - \$30,000</li> <li>▪ Total - \$70,000</li> </ul> </li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>● number of images/videos</li> <li>● costs per unit</li> </ul>

Major Category: Marketing
<b>Activity Title:</b> Research
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Conduct environmental scan of research resources (many new sources have emerged due to recent technology advances and responses by organizations due to C-19)</li> <li>● Further define 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</li> <li>● Utilize visitor and market research insights from the BCRTS research program for the Vancouver Island region to compare and contrast regional key findings with local results utilizing geo-fencing technology in high-tourism traffic precincts as budget permits</li> <li>● Refine asset development, content and marketing messages based on key findings</li> <li>● Disseminate key findings to local stakeholders to evaluate their experience design, marketing and promotional strategies</li> <li>● Monitor over time for changes in consumer behavior and evolution of audiences changes as destinations continue to adapt to the COVID-19 global pandemic</li> <li>● Adapt target audiences as changing demographics, psychographics and geographics emerge from annual segmentation updates and visitor patterns to Vancouver Island and the Cowichan Valley</li> <li>● Integrate geo-targeting into digital marketing through strategic ad groups and dedicated landing pages using postal code indicators from research</li> </ul>

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: Covid-19 has left an indelible impact on the tourism industry around the world and travel patterns are forever altered. Destinations require ongoing monitoring of visitor and market intelligence to adapt to changing consumer behavior, shifts in demographics and the economy. Since the summer of 2020, through the regional research program of the BCRTS and new geo-fencing technology from Environics Analytics, local communities now have access visitor research at reasonable costs. One-time snapshots of visitor data is 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, Tourism Vancouver Island 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: TVI, DBC, operators, BCRTS research services
- Resources/Funding: MRDT
- Timeframe: 2020 - ongoing
- Budget: \$ 38,000 (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

<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Support Professional Development of Stakeholders through workshops, and networking opportunities</li> <li>● Subsidize Stakeholder participation in learning opportunities like courses offered by Destination BC and Tourism Vancouver Island</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>● Description: provide professional development and networking opportunities to stakeholders</li> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ Increase the business acumen of business</li> <li>▪ 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.</li> </ul> </li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Coordinate stakeholder professional development opportunities with Destination BC and Tourism Vancouver Island</li> <li>▪ Offer workshops and networking opportunities according to a stakeholder engagement plan</li> </ul> </li> <li>● Potential Partnerships: TVI, DBC, operators, BCRTS research services</li> <li>● Resources/Funding: MRDT</li> <li>● Timeframe: ongoing</li> <li>● Budget: \$ 5,000</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>● Attendance</li> <li>● Stakeholder satisfaction</li> </ul>

<p><b>Major Category:</b> Industry Development</p>
<p><b>Activity Title:</b> COVID Response</p>
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Support initiatives of TVI and DBC in Covid Recovery</li> <li>● Stakeholder engagement</li> <li>● Skill-development workshops.</li> <li>● Monitor and evaluate third-party sources to fulfill those needs</li> <li>● Summarize and disseminate resource information to stakeholders</li> <li>● Identify gaps in resources</li> <li>● Develop localized supports and resources</li> <li>● Create and maintain online website for resource information</li> <li>● Create and maintain email newsletter with links to resources</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>● Description: Ongoing operator outreach and monitoring and dissemination of existing resources will support customized resource development to assist businesses to navigate their way through the challenges facing the industry. Liaise with resource providers and partner where possible to create and support programming.</li> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ Mitigate tourism businesses losses</li> <li>▪ Increase awareness of resources and supports for businesses</li> <li>▪ Be a top of mind resource for local operators</li> </ul> </li> <li>● Rationale: Tourism operators are impacted differently as the industry collectively moves through the stages of COVID-19. These unprecedented times require varying types of support which can be delivered through all levels of government, the DMO eco-system, sector leadership and through networks. Leadership from tourism</li> </ul>

<p>management organizations are needed to support local businesses, while understanding the collective needs of sectors and businesses. Lack of information and information overload can be challenging.</p> <ul style="list-style-type: none"> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Utilize existing partner resources <ul style="list-style-type: none"> <li>TIABC collects and disseminates issues, programs, access to grants, etc.</li> <li>The Tourism Resiliency program (1:1 support and mentorship) started by TVI should be promoted</li> <li>Work with partners to reduce information overload and redundancy</li> </ul> </li> <li>▪ Inventory existing resources and summarize/update for website content</li> <li>▪ Update operator contact list</li> <li>▪ Create and maintain newsletter</li> <li>▪ Create operator survey</li> <li>▪ Identify gaps in existing resources and supports</li> <li>▪ Communicate collective response back to sources</li> <li>▪ Create customized resources where possible to fill gaps</li> </ul> </li> <li>● Potential Partnerships: TVI, BDC, MTCA, BCHA, operators, chambers of commerce, local government, sector organizations, networks, service providers</li> <li>● Resources/Funding: Local government contributions, MRDT</li> <li>● Timeframe: 2020 – ongoing</li> <li>● Budget: \$10,000</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>● Operator engagement</li> <li>● Program uptake</li> <li>● Clicks on resource centre website</li> <li>● Operator satisfaction</li> <li>● Improved experience offerings</li> <li>● Increase in digital readiness standards</li> </ul>

Major Category: Destination & Product Experience Management
<b>Activity Title:</b> Product experience and enhancement
<p>Tactics:</p> <ul style="list-style-type: none"> <li>● Create a Tourism Development Fund as a progression of the former EventWorks program, to support the development of incremental tourism and event product.</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>● Description: Enable community members and business owners to access a Tourism Development Fund, by application, to support the creation of incremental tourism product.</li> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ Increase the amount of tourism product in the Cowichan Region</li> <li>▪ Rationale: An increase in tourism product improves the competitiveness of the Cowichan Region.</li> </ul> </li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Determine criteria, with the input of industry, for a Tourism Development Fund grant</li> <li>▪ Promote the opportunity to apply to stakeholders</li> <li>▪ Use a pre-determined matrix to evaluate and choose opportunities to support financially</li> <li>▪ Receive funding reports to maintain accountability</li> </ul> </li> <li>● Potential Partnerships: Community, Cowichan Valley Regional District</li> </ul>

<ul style="list-style-type: none"><li>● Resources/Funding: MRDT</li><li>● Timeframe: ongoing</li><li>● Budget: \$ 100,000</li></ul>
Performance Measures: <ul style="list-style-type: none"><li>● Attendance at Events, Incremental Product</li><li>● Stakeholder satisfaction</li></ul>

Major Category: Visitor Services
<b>Activity Title:</b> Visitor Services Operating Expenses
Tactics: <ul style="list-style-type: none"><li>● Support Visitor Servicing in static and mobile visitor servicing sites</li><li>● Work with community partners to increase engagement with visitors while in market</li><li>● Provide training and familiarization to Visitor Staff and Front Line Staff in accommodation properties</li></ul>
Implementation Plan: <ul style="list-style-type: none"><li>● Description: provide support to static visitor centres for overall staffing costs, implement mobile visitor servicing through the community, through the summer months</li><li>● Objectives:<ul style="list-style-type: none"><li>▪ Improve the in-market experience for visitors, support increased length of stay and upsell of retail, restaurant and tour opportunity</li><li>▪ 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</li></ul></li><li>● Action Steps:<ul style="list-style-type: none"><li>▪ Work with Visitor Centres to identify partnership opportunities in training and familiarization for staff</li><li>▪ Work with front-line accommodation and tour operator staff to provide training and familiarization opportunities</li></ul></li><li>● Potential Partnerships: Community groups, Cowichan Valley Regional District, Destination BC, VI Visitor Centres</li><li>● Resources/Funding: MRDT</li><li>● Timeframe: ongoing</li><li>● Budget: \$50,000</li></ul>
Performance Measures: <ul style="list-style-type: none"><li>● Visitor counts</li><li>● Stakeholder satisfaction and referrals</li></ul>

### Section 3: MRDT Budget for Year One

Revenues	Budget \$
Carry-forward from previous calendar year	475,253
MRDT	336,000
MRDT from online accommodation platforms	70,000
MRDT Subtotal	881,253
CVRD	120,000
Stakeholder contributions (i.e. membership dues)	5,000
Co-op funds received (e.g. DBC Coop; DMO-led projects)	130,000
Grants – Federal	0
Grants – Provincial	0
Grants/Fee for Service - Municipal	0
Interest	1,400
Total Revenues	1,137,653
Expenses	Budget \$
<b>Marketing</b>	
Marketing staff – wage and benefits	160,000
Media advertising and production	177,000
Website - hosting, development, maintenance	60,000
Digital, social media, email	180,000
Consumer shows and events	0
Collateral production and distribution	90,000
Travel trade and media relations	5,000
Asset development	70,000
Marketing research	38,000
Sustainability programming	
Other – consortia marketing, contingency for unplanned opportunities	20,000
<b>Subtotal</b>	762,000
<b>Destination &amp; Product Experience Management</b>	
Destination & Product Experience Management Staff – wage and benefits	0
Industry development and training	5,000
Product experience enhancement and training	100,000
Research and evaluation	38,000
COVID response	10,000
<b>Subtotal</b>	153,000
<b>Visitor Services</b>	
Visitor services activities	50,000
Other (please describe)	0
<b>Subtotal</b>	50,000
<b>Meetings and Conventions</b>	
Meetings, conferences, conventions, sales, events etc.	0
<b>Subtotal</b>	0
<b>Administration</b>	
Management and staff unrelated to program implementation – Contract Services	0
Finance staff – Contract Services	20,000

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Human Resources staff – wages and benefits	
Board of Directors costs (meeting, travel, planning, insurance, governance)	30,000
Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	0
Office lease/rent	0
General office expenses	32,653
<b>Subtotal</b>	82,653
<b>Other</b>	
All other wages and benefits not included above	
Allocation to internal reserve fund as per board	50,000
Allocation to future website reserve fund as per board	40,000
<b>Subtotal</b>	90,000
<b>Total Expenses:</b>	1,137,653
Balance or Carry Forward	0

Projected Spend by Market

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC	910,122	80%
Alberta	170,648	15%
Other Canada		
Washington State	56,882.65	5%
Other International		
<b>Total</b>	1,137,653	100%

## 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 provide specific reports to the Province annually. As such, all designated recipients (or the designated recipient's service provider), are required to complete and submit the following One-year Tactical Plan **no later than November 30<sup>th</sup> each year for years two through five.**

If the One Year Tactical plan has been completed before November 30<sup>th</sup>, please submit the plan before the deadline. A Five-year Strategic Business Plan is required in year 1 and the One-Year Tactical Plan would be a part of your MRDT application submission.

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, regulations and guidelines (see box below).

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:

- Key learning and conclusions from the previous year
- An overview of the strategic direction from the Five-Year Strategic Business Plan
- 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 MRDT 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

<b>Designated Recipient:</b>	<u><b>Tourism Cowichan Society</b></u>
<b>Designated Accommodation Area:</b>	<u><b>Cowichan Valley Regional District</b></u>
<b>Date Submitted:</b>	<u><b>November 30, 2021</b></u>
<b>MRDT Repeal Date:</b>	<u><b>July 1, 2022</b></u>
<b>Five Year Period:</b>	<u><b>July 1, 2017 – June 30, 2022</b></u>

A description and 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 Business Plan	
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><b>Mission Statement</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Key Learnings and Conclusions</b>	<ul style="list-style-type: none"> <li>• The MRDT is a key strategic initiative that is playing an important role in strengthening market awareness domestically, particularly during the shoulder and ‘off’ seasons and in response to the COVID-19 pandemic.</li> <li>• Key learnings include the following: <ul style="list-style-type: none"> <li>○ COVID-19 has completely disrupted the tourism economy and especially the practice of marketing given the almost complete disappearance of international visitors, and a major decline in all long-haul travel, including from Eastern Canada.</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. What has changed in the last year is a major reorientation of high-value, high-performance operators who have traditionally relied on the international trade. Many did not operate in 2020 and while some bookings were taken for 2021, there is no guarantee that travel restrictions and in a worse-case scenario lockdowns will not occur again. DMOs and economic development agencies will likely have to</li> </ul> </li> </ul>

	<p>reimagine their marketing programs and focus more on helping some segments of industry transition to regional markets.</p> <ul style="list-style-type: none"> <li>○ The domestic market is clearly the most important for Vancouver Island and indeed all of BC at this time. Canadian travellers accounted for roughly 3 in 4 visitors before the pandemic and more since March 2020. Marketing, product and destination development will have to account for this change for the short and perhaps medium-term. This may mean reorienting toward short duration and last-minute trip planning, bookings and experiences. Package deals have always played a major role in catering to long haul markets but given travel restrictions, ongoing uncertainty with health regulations and surging demand for some products such as park campgrounds they could be tailored to local and regional travel markets as well.</li> <li>○ COVID-19 has also created increased competition within BC as destinations need whatever visitation they get. Vancouver Island has seen the least natural disasters in the past number of years and is therefore well positioned to capture that movement away from those areas of the province experiencing fires and floods.</li> <li>○ Digital media is an important 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. Nevertheless, in pandemic times, an increasing effort will be needed in digital channels. 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>○ In order to save on travel and administration costs, it makes more sense to support local operators attend travel shows, and have them represent the Cowichan Valley, rather than have the DMO attending independently. Support is provided in the way of pull up marketing materials/maps, Travel Guides and videos.</li> </ul>
<b>Overall Goals and Objectives</b>	<p>Goal: Increased visitation and expenditures  Objective: Increased overnight stays, Increased occupancy, Increased RevPar, Increased awareness  Target: Increase 5%  Data Source: MRDT Accommodation Survey, Sentiment Analysis</p> <p>Goal: Diversified seasons  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,</p>

	<p>MRDT Accommodation Survey</p> <p>Goal: Competitive destination          Objective: Increased collaboration, Increased market/export ready product          Target: Increase 5%          Data Source: Packaged products, Inventory of 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)<sup>1</sup> 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 Tourism Vancouver Island and the Ministry of Tourism, Arts and Culture. 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 EQ targets and therefore represent part of the offer that DMOs are making to attract visitors.</li> <li>• 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 Tourism Vancouver Island such as Tourism Resiliency Program, travel media and trade and digital readiness that are built into this application.</li> <li>• Tourism Cowichan’s current (2021-22) Marketing Partnerships Program has identified increased visitation and expenditures, financial sustainability and DMO effectiveness as core objectives.<sup>2</sup> To complement the focus on regional markets, TC pursues Tier 1 brand alignment with Destination BC. Key strategies include:</li> </ul>

<sup>1</sup> Destination BC. 2019. Vancouver Island Destination Development Strategy April 2019.

<sup>2</sup> Tourism Cowichan. 2021. Destination BC Co-operative Marketing Partnerships Program Application 2021/22.

	<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, Craft Alcohol and Culinary experiences.</li> <li>• 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.</li> <li>• 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.</li> <li>• Use BCRTS Vancouver Island region detailed market segmentation personas for audience targeting.</li> <li>• 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 compliment the destination marketing focus of Tourism Cowichan Society.”<sup>3</sup> 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 business, municipalities and incoming production companies.</li> </ul> <p>Specific strategies to be undertaken include the following:</p> <ul style="list-style-type: none"> <li>• Continue to work with and support Destination BC and Vancouver Island brand and marketing programs.</li> <li>• Conduct strategic advertising and marketing campaigns that promotes Cowichan in core regional markets.</li> <li>• Actively pursue cooperative marketing, and travel trade and media opportunities with Tourism Vancouver Island (TVI).</li> <li>• Collaborate with neighbouring DMOs to include Cowichan in touring and sector-based marketing programs.</li> <li>• 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.</li> <li>• Undertake content gathering, creation and promotion, production and distribution of collateral, digital media and conventional advertising.</li> <li>• Raise social media activity and conversations to expand awareness and draw more off-peak visitation and outreach.</li> <li>• Attend industry conferences to understand the progression of tourism nationally and provincially, to identify new and emerging market</li> </ul>
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<sup>3</sup> Economic Development Cowichan. 2018. Strategic Plan 2018-2022.

	<p>opportunities and to learn about advances in the application of technology and innovations in tourism.</p> <ul style="list-style-type: none"> <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 TVI.</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 TVI 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> </ul> <p>Key Content Themes: wine and culinary, nature, outdoor adventure, arts, heritage and culture, indigenous culture</p>
<b>Target Markets</b>	<ul style="list-style-type: none"> <li>• Tourism Cowichan previously relied on provincial EQ targets (Cultural Explorers, Authentic Experiencers, Free Spirits) in combination with broad demographic markers to guide its marketing activities. More specific guidance is enclosed as Figure 1 and 2.</li> <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 is travellers visiting Victoria and other parts of the Vancouver Island region, as well as Vancouver Island residents. Marketing efforts therefore are focussed on the close-in markets with support provided to Tourism Vancouver Island and Destination BC in the key markets of long-haul Canadian and international markets. However, it is noted that Cowichan is drawing more day-trips from Vancouver Island residents versus overnight stays from beyond. An 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. 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 development, visitor services, etc.  
**Marketing, which may include:**
  - Media Advertising and Production (for example: print, radio, television, out-of-home, direct mail, email marketing, search engine marketing, paid social media, display ads, etc.)
  - Website - Hosting, Development, Maintenance
  - Social Media Management Platforms and Tools (i.e. Hootsuite)
  - Consumer Shows and Events
  - Travel Trade and Corporate focused 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 (these activities must be specified)**Destination and Product Experience Development, 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
  - Destination Development Projects listed within your Planning Area Strategy that are eligible activities
  - Other (these activities must be specified)**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 (these activities must be specified)**Meetings, Conventions, Events and Sport:**
  - Examples could include conferences, events, sports, 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, time frame, budget, and evaluation mechanism.

## Project Plan Template

A description and 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.**

Major Category: Marketing
<b>Activity Title:</b> Collateral
Tactics: <ul style="list-style-type: none"> <li>• Collect and curate editorial, imagery and video content</li> <li>• Update and produce a printed Cowichan Touring and Exploring Guide; use as dual purpose fulfillment, 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>
Implementation Plan: <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 although at much lower rates due to the continuous rise of digital forms of marketing communication. It supports the purchase cycle by driving traffic to the website as well as supporting offline access to information and the older demographic who still prefers print media.</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, Tourism 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 - \$40,000</li> <li>▪ Visitor Guide - \$30,000</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>▪ Maps - \$20,000</li> <li>▪ Total - \$90,000</li> </ul>
Performance Measures: <ul style="list-style-type: none"> <li>• Hard copy: demand based guides</li> <li>• Digital: views, unique views, CTR, downloads, conversions, phone calls direct from guide</li> <li>• Tracking of incentives, coupons, contests, specials and other calls to action</li> </ul>
Major Category: Marketing
Activity Title: Website
Tactics: <ul style="list-style-type: none"> <li>• Upgrade and enhance <a href="https://www.tourismcowichan.com/">https://www.tourismcowichan.com/</a> to improve the user experience and increase the likelihood of conversion (click through to a stakeholder website)</li> <li>• Align with partner and operator websites</li> <li>• Drive social media conversations and activity</li> <li>• Generate leads directly to tourism businesses</li> </ul>
Implementation Plan: <ul style="list-style-type: none"> <li>• Description: Maintain a website as the primary marketing tool with a content plan that addresses seasons and life-stage of target audiences, trip purpose and evolution of changing conditions for various conditions such as C-19, natural disasters, changing consumer behaviors etc.</li> <li>• Objectives: increase website activity, enquiries and bookings, and referrals to operators</li> <li>• 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.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Ongoing hosting, development, maintenance of specific promotions and activities</li> <li>▪ Increase the number of promotions, specials and activities</li> <li>▪ Integrate social media conversations and content</li> <li>▪ Undertake a user-experience audit every two years to keep current with changing consumer behaviour and technology. Ensure the content addresses the target audiences.</li> </ul> </li> <li>• Potential Partnerships: CVRD, other local government, operators</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$60,000</li> </ul>
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:** 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 agri-tourism, craft beverage, outdoors, events, 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
  - Establish a print partnership with a vertical publication that targets women 45-65 years in age, which is a prime market for Cowichan.
  - 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 (Tourism Victoria), partners with media buying strategies
- Resources/Funding: MRDT, co-op and stakeholder participants
- Timeframe: ongoing
- Budget:
  - Television - \$80,000
  - Print - \$77,000
  - Brand Creative - \$20,000

- Total - \$177,000

**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:** Advertising – 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 Twitter, 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
- Collect 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 with 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:**

<ul style="list-style-type: none"> <li>▪ 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</li> <li>▪ Include media buys, direct digital buys, search engine marketing, retargeting, email marketing, social media and website promotions.</li> <li>▪ Negotiate creative buys by leveraging the media buying strategy of partners</li> <li>▪ Continue to expand the email marketing program to drive leads to stakeholder websites through special offers and content</li> <li>▪ Continue to enhance paid social media campaigns to amplify new visual and written content</li> <li>• Potential Partnerships: TVI, DBC, operators, First Nations</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: <ul style="list-style-type: none"> <li>▪ Social Media Organic - \$18,000</li> <li>▪ Crowdriff Licence - \$8,000</li> <li>▪ Paid Social Media - \$56,000</li> <li>▪ Digital Display - \$76,000</li> <li>▪ Paid Search Engine Marketing - \$7,000</li> <li>▪ Email Marketing - \$15,000</li> <li>▪ Total - \$180,000</li> </ul> </li> </ul>
<p><b>Performance Measures:</b></p> <ul style="list-style-type: none"> <li>• Email: total delivered, unique open/click rate, unsubscribe rate</li> <li>• Social: total followers, engagement rate, reach, #exploreBC hashtag amplification, total consumer use of hashtag #exploreCowichan</li> <li>• Website: reach, click through rate, cost per click, cost per action, engagements, cost per engagement</li> </ul>

Major Category: Marketing
<b>Activity Title:</b> Travel Media and Travel Trade Relations
Tactics: <ul style="list-style-type: none"> <li>• Support Destination BC and Tourism Vancouver Island led travel trade and media initiatives</li> <li>• Proactively organize with Tourism Vancouver Island Familiarization opportunities for Media and Trade</li> <li>• Conduct Travel Trade and Travel Media Show representation</li> <li>• Provide Tourism Vancouver Island with regular, ongoing product updates</li> </ul>
Implementation Plan: <ul style="list-style-type: none"> <li>• Description: Support travel trade and travel media relations in partnership and in alignment with other Vancouver Island DMOs.</li> </ul>

<ul style="list-style-type: none"> <li>• Objectives: Increase awareness and understanding of Cowichan through trade channels, generate un-paid, earned media coverage and expand partnerships with digital partners.</li> <li>• Rationale: TCS can support DBC and Tourism Vancouver Island travel trade and media outreach, which helps builds 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.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Provide relevant and current content on products and experiences, including monthly updates to Tourism Vancouver Island and leading up to travel trade and media shows</li> <li>▪ Develop content for and promote themed itineraries targeted at the travel trade</li> <li>▪ Support travel trade and media fam tour opportunities featuring Cowichan partners</li> <li>▪ Host press visits and coordinating private sector in-kind support</li> <li>▪ Align with Tourism Victoria for trade and media show representation where and when appropriate</li> <li>▪ Support local attractions and operators to become export ready</li> <li>▪ Provide opportunities for stakeholders to access industry best practices, innovative marketing support and training and industry resources</li> </ul> </li> <li>• Potential Partnerships: TVI, Tourism Victoria, operators</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$5,000</li> </ul>
Performance Measures: <ul style="list-style-type: none"> <li>• Travel Trade and Travel Media Relations contacts</li> <li>• Referrals to partners</li> <li>• Unpaid media coverage</li> <li>• Hosted tours</li> </ul>

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Asset Development
<b>Tactics:</b> <ul style="list-style-type: none"> <li>• Contract writers to develop itineraries, articles and special digital guides</li> <li>• Compile to BC Brand specification, imagery, video, B-roll, drone footage for web/print</li> <li>• Tie back to target EQ audiences</li> <li>• Include diversity of models in images</li> <li>• Continue display campaigns to amplify new visual and written content pieces</li> </ul>
<b>Implementation Plan:</b> <ul style="list-style-type: none"> <li>• Description: to provide better tools for carrying out marketing and promotional activities and social media connections</li> </ul>

- 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: TVI, DBC, tourism operators, local photographers and writers
- Resources/Funding: MRDT
- Timeframe: ongoing
- Budget:
  - Written Content - \$10,000 (reorient to EQ and PRIZM targets)
  - Photography - \$30,000
  - Video and Drone - \$30,000
  - Total - \$70,000

**Performance Measures:**

- number of images/videos
- costs per unit

Major Category: Destination & Product Experience Management
<b>Activity Title:</b> Research
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Conduct environmental scan of research resources (many new sources have emerged due to recent technology advances and responses by organizations due to C-19)</li> <li>• Further define 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</li> <li>• Utilize visitor and market research insights from the BCRTS research program for the Vancouver Island region to compare and contrast regional key findings with local results utilizing geo-fencing technology in high-tourism traffic precincts as budget permits</li> <li>• Refine asset development, content and marketing messages based on key findings</li> <li>• Disseminate key findings to local stakeholders to evaluate their experience design, marketing and promotional strategies</li> <li>• Monitor over time for changes in consumer behavior and evolution of audiences changes as destinations continue to adapt to the COVID-19 global pandemic</li> <li>• Adapt target audiences as changing demographics, psychographics and geographics emerge from annual segmentation updates and visitor patterns to Vancouver Island and the Cowichan Valley</li> <li>• Integrate geo-targeting into digital marketing through strategic ad groups and dedicated landing pages using postal code indicators from research</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: provide research and intelligence that encourages evidence-based decision making by TCS and stakeholders</li> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ maintain accurate and ongoing key visitor and market profiles and associated metrics (volumes, spending, demographic and psychographic profiles)</li> <li>▪ align experience offerings to appeal to key audiences</li> <li>▪ improve targeted marketing across all channels</li> <li>▪ identify KPIs for program measurement and organizational effectiveness</li> </ul> </li> <li>• Rationale: Covid-19 has left an indelible impact on the tourism industry around the world and travel patterns are forever altered. Destinations require ongoing monitoring of visitor and market intelligence to adapt to changing consumer behavior, shifts in demographics and the economy. Since the summer of 2020, through the regional research program of the BCRTS and new geo-fencing technology from Environics Analytics, local communities now have access visitor research at reasonable costs. One-time snapshots of visitor data is not effective in the long-term and an integrated research and insights program requires resource allocation and strategic partnerships.</li> </ul>

<ul style="list-style-type: none"> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Review Destination Canada, DBC, BCRTS, Tourism Vancouver Island and sector research resources and information</li> <li>▪ Identify local research gaps</li> <li>▪ List potential geo-fence areas for visitor analysis (14-acre cap per geo-fence)</li> <li>▪ Purchase visitor analysis report</li> <li>▪ Identify target audience groups by highest potential from both visitor and market analysis</li> <li>▪ Apply key findings to marketing strategy</li> <li>▪ Create content</li> <li>▪ Develop and execute campaigns</li> <li>▪ Disseminate key findings to operators for their use for experience design and marketing (see next section for industry development resources)</li> <li>▪ Monitor over time and adjust strategy</li> </ul> </li> <li>• Potential Partnerships: TVI, DBC, operators, BCRTS research services</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$ 38,000 (Visitor Experience, MobileScapes, Perception and Value of Tourism)</li> </ul>
<p>Performance Measures:</p> <ul style="list-style-type: none"> <li>• Increased campaign results</li> <li>• Increased referrals to stakeholders</li> <li>• Stakeholder satisfaction</li> <li>• Destination differentiation</li> <li>• Consumer satisfaction</li> <li>• Positive word-of-mouth advocacy on social media</li> <li>• Increased Net promoter Score</li> <li>• Increased online reputation</li> </ul>
<p>Major Category: Destination &amp; Product Experience Management</p>
<p><b>Activity Title:</b> Industry Development &amp; Training</p>
<p>Tactics:</p> <ul style="list-style-type: none"> <li>• Support Professional Development of Stakeholders through workshops, and networking opportunities</li> <li>• Subsidize Stakeholder participation in learning opportunities like courses offered by Destination BC and Tourism Vancouver Island</li> </ul>
<p>Implementation Plan:</p> <ul style="list-style-type: none"> <li>• Description: provide professional development and networking opportunities to stakeholders</li> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ Increase the business acumen of business</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>▪ 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.</li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Coordinate stakeholder professional development opportunities with Destination BC and Tourism Vancouver Island</li> <li>▪ Offer workshops and networking opportunities according to a stakeholder engagement plan</li> </ul> </li> <li>• Potential Partnerships: TVI, DBC, operators, BCRTS research services</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$ 5,000</li> </ul>
Performance Measures: <ul style="list-style-type: none"> <li>• Attendance</li> <li>• Stakeholder satisfaction</li> </ul>

Major Category: Destination & Product Experience Management
<b>Activity Title:</b> Product experience and enhancement
Tactics: <ul style="list-style-type: none"> <li>• Create a Tourism Development Fund as a progression of the former EventWorks program, to support the development of incremental tourism and event product.</li> </ul>
Implementation Plan: <ul style="list-style-type: none"> <li>• Description: Enable community members and business owners to access a Tourism Development Fund, by application, to support the creation of incremental tourism product.</li> <li>• Objectives: <ul style="list-style-type: none"> <li>▪ Increase the amount of tourism product in the Cowichan Region</li> <li>▪ Rationale: An increase in tourism product improves the competitiveness of the Cowichan Region.</li> </ul> </li> <li>• Action Steps: <ul style="list-style-type: none"> <li>▪ Determine criteria, with the input of industry, for a Tourism Development Fund grant</li> <li>▪ Promote the opportunity to apply to stakeholders</li> <li>▪ Use a pre-determined matrix to evaluate and choose opportunities to support financially</li> <li>▪ Receive funding reports to maintain accountability</li> </ul> </li> <li>• Potential Partnerships: Community, Cowichan Valley Regional District</li> <li>• Resources/Funding: MRDT</li> <li>• Timeframe: ongoing</li> <li>• Budget: \$ 100,000</li> </ul>

**Performance Measures:**

- Attendance at Events, Incremental Product
- Stakeholder satisfaction

**Major Category:** Industry Development

**Activity Title:** COVID Response

**Tactics:**

- Support initiatives of TVI and DBC in Covid Recovery
- Stakeholder engagement
- Skill-development workshops.
- Monitor and evaluate third-party sources to fulfill those needs
- Summarize and disseminate resource information to stakeholders
- Identify gaps in resources
- Develop localized supports and resources
- Create and maintain online website for resource information
- Create and maintain email newsletter with links to resources

**Implementation Plan:**

- **Description:** Ongoing operator outreach and monitoring and dissemination of existing resources will support customized resource development to assist businesses to navigate their way through the challenges facing the industry. Liaise with resource providers and partner where possible to create and support programming.
- **Objectives:**
  - Mitigate tourism businesses losses
  - Increase awareness of resources and supports for businesses
  - Be a top of mind resource for local operators
- **Rationale:** Tourism operators are impacted differently as the industry collectively moves through the stages of COVID-19. These unprecedented times require varying types of support which can be delivered through all levels of government, the DMO eco-system, sector leadership and through networks. Leadership from tourism management organizations are needed to support local businesses, while understanding the collective needs of sectors and businesses. Lack of information and information overload can be challenging.
- **Action Steps:**
  - Utilize existing partner resources
    - TIABC collects and disseminates issues, programs, access to grants, etc.
    - The Tourism Resiliency program (1:1 support and mentorship) started by TVI should be promoted
    - Work with partners to reduce information overload and redundancy
  - Inventory existing resources and summarize/update for website content
  - Update operator contact list
  - Create and maintain newsletter
  - Create operator survey
  - Identify gaps in existing resources and supports

<ul style="list-style-type: none"> <li>▪ Communicate collective response back to sources</li> <li>▪ Create customized resources where possible to fill gaps</li> <li>● Potential Partnerships: TVI, BDC, MTCA, BCHA, operators, chambers of commerce, local government, sector organizations, networks, service providers</li> <li>● Resources/Funding: Local government contributions, MRDT</li> <li>● Timeframe: 2020 – ongoing</li> <li>● Budget: \$10,000</li> </ul>
Performance Measures: <ul style="list-style-type: none"> <li>● Operator engagement</li> <li>● Program uptake</li> <li>● Clicks on resource centre website</li> <li>● Operator satisfaction</li> <li>● Improved experience offerings</li> <li>● Increase in digital readiness standards</li> </ul>

Major Category: Visitor Services
<b>Activity Title:</b> Visitor Services Operating Expenses
Tactics: <ul style="list-style-type: none"> <li>● Support Visitor Servicing in static and mobile visitor servicing sites</li> <li>● Work with community partners to increase engagement with visitors while in market</li> <li>● Provide training and familiarization to Visitor Staff and Front Line Staff in accommodation properties</li> </ul>
Implementation Plan: <ul style="list-style-type: none"> <li>● Description: provide support to static visitor centres for overall staffing costs, implement mobile visitor servicing through the community, through the summer months</li> <li>● Objectives: <ul style="list-style-type: none"> <li>▪ Improve the in-market experience for visitors, support increased length of stay and upsell of retail, restaurant and tour opportunity</li> <li>▪ 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</li> </ul> </li> <li>● Action Steps: <ul style="list-style-type: none"> <li>▪ Work with Visitor Centres to identify partnership opportunities in training and familiarization for staff</li> <li>▪ Work with front-line accommodation and tour operator staff to provide training and familiarization opportunities</li> </ul> </li> <li>● Potential Partnerships: Community groups, Cowichan Valley Regional District, Destination BC</li> <li>● Resources/Funding: MRDT</li> <li>● Timeframe: ongoing</li> <li>● Budget: \$ 50,000</li> </ul>

Performance Measures:

- Visitor counts
- Stakeholder satisfaction and referrals

**Performance Measures**

Each tactic above has noted performance measures, which may be summarized in output-outcome measures as follows.

**Output Measures**

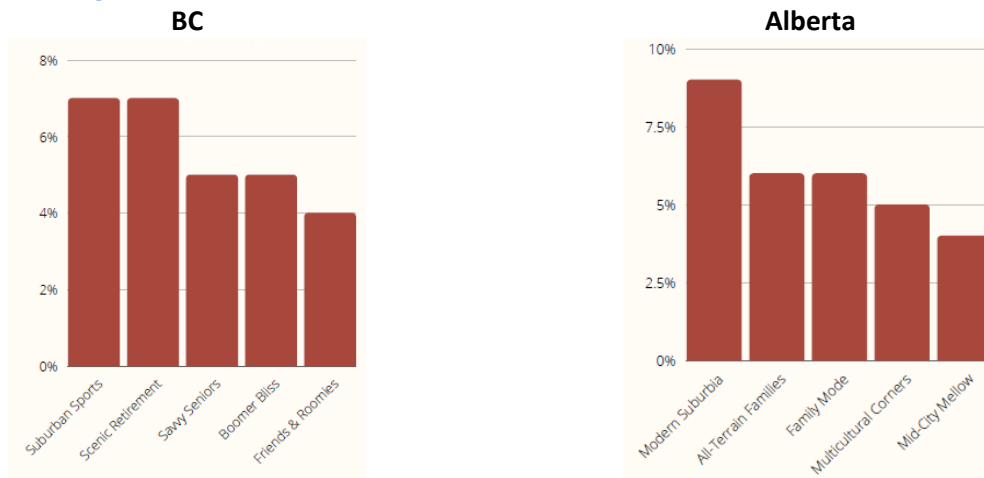
- BC-Brand Aligned marketing assets (image, video)
- Social Media Organic Community growth
- Consumer email subscriptions
- Website views, time on site
- Advertisements in right-match media outlets
- Unpaid media coverage

**Outcome Measures**

- Increased overnight stays
- Increased average length of stay
- Increased average spend in market
- Stakeholder leads
- Increased consumer awareness
- Stakeholder awareness and trust in Tourism Cowichan

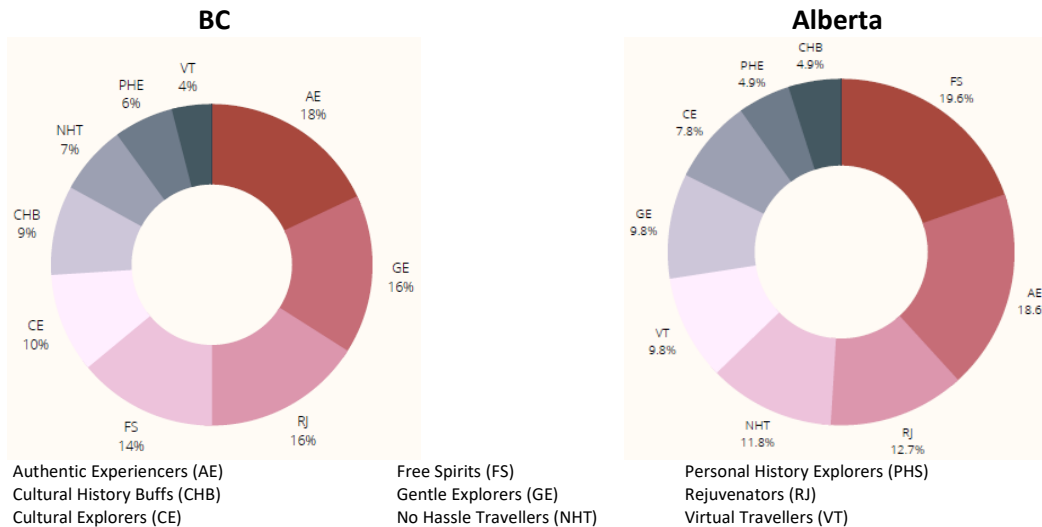
**Appendix (Target Market)**

**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 8. 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: Budget for One-Year Tactical Plan**

<b>Revenues (MRDT and Non-MRDT)</b>	<b>Budget \$</b>
Ending Carry Forward from Previous Year (All Net Assets Restricted and Unrestricted)	475253
General MRDT (net of admin fees)	336000
MRDT from online accommodation platforms (OAP)	70000
Local government contribution	120000
Stakeholder contributions (i.e. membership dues)	5000
Estimated Co-op funding (e.g. CTO; DMO-led projects)	130000
Grants - Federal	0
Grants - Provincial	0
Grants/Fee for Service - Municipal	0
Retail Sales	0
Interest	1400
Other (please describe):	0
<b>Total Revenues</b>	<b>\$1,137,653</b>
<b>Expenses (MRDT and Non-MRDT)</b>	<b>Budget \$</b>
<b>Marketing</b>	
Marketing staff – wage and benefits	160000
Media advertising and production	177000
Website - hosting, development, maintenance	60000
Digital, Social Media, Email	180000
Consumer shows, events	0
Collateral production and distribution	90000
Travel Trade and Media Relations	5000
Consumer focused asset development (written content, video, photography)	70000
Other (please describe) (Consortia marketing ie. Ride Island)	20000
<b>Subtotal</b>	<b>\$762,000</b>
<b>Destination &amp; Product Experience Management</b>	
Destination and product experience management staff – wage and benefits	0
Industry development and training	5000
Product experience enhancement and training	100000
Research and evaluation	38000
Other (please describe)	10000
<b>Subtotal</b>	<b>\$153,000</b>
<b>Visitor Services</b>	
Visitor Services Wages and Benefits	0
Visitor Services Operating Expenses	50000
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	
Finance staff – wages and benefits	20000
Human Resources staff – wages and benefits	0
Board of Directors costs	30000
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)	0
Office lease/rent	0
General office expenses	32653
<b>Subtotal</b>	<b>\$82,653</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) Website reserve fund, internal reserve fund	90000
<b>Subtotal</b>	<b>\$90,000</b>
<b>Total Expenses</b>	<b>\$1,137,653</b>
<b>Estimated Carry Forward - all Net Assets Restricted and Unrestricted</b>	
	<b>\$0</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	\$910,122	80%
Alberta	\$170,648	15%
Ontario		
Other Canada (please specify)		
Washington	\$56,882.65	5%
California		
Other USA (please specify)		
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International ( <i>Please specify</i> )		
<b>Total</b>	<b>\$1,137,653</b>	<b>100%</b>