

Appendix 2.3 One-Year Tactical Plan

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

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

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

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

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

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

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

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

For questions, please contact Destination British Columbia at MRDT@destinationbc.ca.

Quick Reference Guide (from the MRDT Program Requirements):

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

The MRDT program principles are:

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

One-Year Tactical Plan Template

Designated Recipient: TOURISM BIG WHITE SOCIETY
Designated Accommodation Area: BIG WHITE SKI RESORT CONTROLLED RECREATION BOUNDARY
Date Prepared: _____
MRDT Repeal Date: NOVEMBER 1, 2018
Five Year Period: 2013 TO 2018

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

Section 1: Overview and Update to Five-year Strategic Context	
Heading	Description
Strategic Direction	<i>The purpose of our society is to increase day and overnight visits to the mountain. We do this by providing a comprehensive marketing and advertising strategic plan to on mountain partners who market internationally, domestically and regionally to our core ski and mountain bike audience.</i>
Key Learnings and Conclusions	<i>It has become obvious to us that using our current up to date digital assets has resulted in return visits or recommended visits to our resort. Winter activity continues to grow with a growth of inbound air but price has become a definite disadvantage. Key learning remains focused on markets that produce return on investment immediately with growth markets coming from those cities that we develop air access from.</i>
Overall Goals, and Objectives	<ul style="list-style-type: none"> - <i>Increase overnight stays at Big White.</i> - <i>Generate new demand for domestic and near-in markets – particularly the Lower Mainland, Alberta, Washington and Ontario</i> - <i>Provide a new marketing channel for a wide range of community businesses at Big White and enhancing the visitor experience.</i> - <i>Develop new Summer product creating a two season resort experience.</i>
Strategies	<p><i>Our key winter activity/strategy will continue to fill five to seven day packages that include resort activity and accommodation and delay the availability of 3 or less over night stays as long as possible. Advertising continues to be successful when focused on our core demographic of families with children under 16.</i></p> <p><i>For Summer we have had a initial success with festivals and on mountain activities that will now include downhill/lift access mountain biking for the first time in our history. It is obvious to us through the announcement of our construction that there is a pent up demand in the Central Okanagan and Lower Mainland for this product. At this time we will rely on owner direct, VRBO and AirBnB to provide accommodation options.</i></p>
Target Markets	<p><i>Winter target markets will continue to be British Columbia, Wasington State, Ontairo, Manitoba, UK and Australia. The majority of our budget from the Tourism Society will be spent in partnership with the lift company to ensure maximum exposure for all resort accomodation partners and activity providers.</i></p> <p><i>In Summer, our target market shrink to domestic BC, Spokane , Calgary and Edmonton. We will concentrate the majority of our efforts on visiting friend and relatives that vacation in the central Okanagan.</i></p>

Section 2: One-Year Tactical Plan with Performance Measures

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

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach.

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

Marketing:

- **Social Media/ Digital Advertising** - Target ad placements and content creation for winter specials and summer mountain biking campaign including summer festivals.
- **Ski Trade & Consumer Shows** – cost share with the lift company attendance at the various shows to expand our brand (booth registration, furnishings, electricity, brochures for the Hawaii, UK, Ontario, Alberta, Washington, Vancouver and other Eastern USA cities).
- **Print Collateral Production and Distribution** – various vertical magazine ads in major markets promoting all season resort activity or speciality events.
- **Billboards / Outdoor Advertising:** advertise in high traffic areas which provide direct air access into Kelowna (Ontario, Manitoba, Vancouver)
- **Travel Media Relations** – Support Media Fam Tour visits to the mountain with accommodation and food/beverage.
- **Website Landing Pages** - Hosting, Development, Maintenance of specific promotions and activities.
- **PR Relations / Software** - co investing with the lift company (Big White Ski Resort Ltd.) in the annual purchase and implementation of PR Software

Visitor Services:

- On Mountain Shuttle which provides guest visiting the resort who's accommodation is outside of the village access to transportation to encourage visits to mountain business after lift hours.
 - Christmas Light up Festival, wine festival, New Years Festival, BC Family Day, USA Presidents week and other winter festivals/events.
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.
 - **WINTER:**
 - a. Media Advertising; Radio, print, video
 - b. Social media
 - c. Digital Media
 - d. Consumer Tradeshows
 - e. Winter collateral; production and distribution, prizes giveaways
 - f. Public Relations / Travel Trade Media Visits (FAMS)
 - g. Christmas Light up Festival and Events
 - **SUMMER:**
 - a. Summer Social Media Campaign for Mountain Biking and Summer Festivals
 - b. Digital Advertising and content creation
 - c. Billboards/ Outdoor Advertising
 - d. Print Advertising in Vertical Lifestyle publications
 - e. Radio – Geo Target Central Okanagan to visiting Family and Friends.
 - f. Summer Festival and events to bring visitors to Bike and Hike Big White.

3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, timeframe, budget, and evaluation mechanism.
 - PR Software; Meltwater and Sale Forces Media allows Tourism Big White Society to access and identify journalists and influencers who have written about skiing and mountain biking in the past year. We can selected these journalists by hand, and then delivered our press release to them. Gives exposure to journalists and publications like Now Magazine, Canadian Cycling Magazine, Toronto, CBC, Daily Hive, The Canadian Press, Yukon News, The Georgia Straight, Vail Daily, The Huffington Post, Outside Magazine, Rocky Mountain Outlook, Pit Stop for Kids, Trekaroo, PinkBike, etc
 - Build festival content
 - Update creative for radio, print, digital and social media campaigns
 - Negotiation creative buys using the strength of the lift company media buying strategy.

4. Please outline the **performance measures, expected outputs and outcomes**. Note, designated recipients receiving a tax rate of 3% are subject to additional reporting requirements. Please refer to Appendix 2.2 for more information about annual reporting of performance measures.

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

Project Plan

Major Category:

- Advertising
- Guest Services
- Festivals and Events
- Fam Tours
- Consumer Tradeshows

Tactics:

- Advertising - Social Media / Digital Advertising Print, Radio
- Guest Services: Support of the Mountain Shuttle.
- Festivals/events to both summer and winter to entice on mountain visit.
- Hosted Media Fam Tours
- Ski Trade and Consumer Shows

Implementation Plan:

- **Advertising:**
 - o Digital Marketing - will include programmatic media buys, direct digital buys, search engine marketing, retargeting , email marketing, social media and website promotions.
 - o Programmatic Media - This advertising channel helps Big White reach the desired audience in a cost effective manner, raising awareness about Big White's products and offers. This media can be targeted based on demographics, based on contextual content surrounding the ads, and based on geographic location. This media is managed in-house by Big White Ski Resort and is measured based on cost per thousand impressions, cost per website visitor and, when possible, cost per acquisition or lead. The objective with programmatic targets the upper and mid-funnel customer.
 - o Radio Advertising – continue with radio content in Vancouver and the Central Okanagan stay and ski free promotions for winter. Hike and Bike Big White for summer along with both winter and summer festivals.
 - o Print Ads - print ads in newspaper and magazines targeted at specific market mix for both summer and winter.
- **Guest Services:**
 - o Continue support with the winter On Mountain Shuttle. Imperative to allow the guests staying outside of the Village Centre transportation to on mountain events and festivals free of charge.
 - o Continue with the successful winter events (Big Reds, Big Whites, Kelowna Cup, Cruise the Blues)
 - o New summer events – adding 3 new summer events (BC Cup – downhill mountain biking race; Mud, Sweat and Tears Adventure Race (800+ participants);Canadian National Enduro Series (200 + participants).
- **Ski Trade and Consumer Shows** - Continue to attend expanding brand awareness in our target and emerging markets including but not limited to; Toronto, Montreal, Ottawa, Vancouver, Abbotsford, Calgary, Edmonton, Yukon, Portland, Seattle, Spokane, Hawaii, Australia.
- **Media Fam Tours** – accommodation, meal/entertainment support for hosted media fam tours .By showcasing unique selling feature of the resort to media fam tours allows an outlet to a variety of different audiences.

Performance Measures:

- Digital Marketing – visits to website, ad impressions, ad clicks, social media engagement, website conversions.
- Guest Services Events and Festivals:
 - Increase in participation for on mountain events.
 - Number of overnight stays for both summer and winter.
 - Lift tickets sold
 - Central Reservations phone calls.
 - Big Reds – continues to be a perennial sell out (700 + tickets)
 - Big Whites
 - Kelowna Cup – continues to grow in numbers with more locals in attendance (250+)-
 - Summer Events – Increased summer visits - With the success of the L'Alpe de Grand Blanc (150 participants) will be adding 3 new summer events (*BC Cup – downhill mountain biking race; Mud, Sweat and Tears Adventure Race (800+ participants); Canadian National Enduro Series (200 + participants)*).
- Fam Tours – Support of the numerous media Fams; print, radio, social media, travel wholesalers/agent fam tours allows us to expand our exposure and brand awareness to reach our target and emerging markets that are important to us. Each of these Fams come with their own audience and statistical information and reach.
- Central Reservations Accommodation– we are able to track by market the various increases in over night stays.

Section 3: MRDT Budget for One-Year Tactical Plan JANUARY TO DECEMBER 2017

Designated recipients must complete the budget table as provided below.

Revenues		Budget \$
Carry-forward from previous calendar year		0
MRDT		220,000
Local government contribution		
Stakeholder contributions		1,500
SUMMER: Co-op Marketing Partnership – Destination BC – Application in progress		53,500
Other local stakeholder contributions		
Grants – Federal		
Grants – Provincial		
	Total Revenues	275,000
Expenses		Budget \$
Marketing		
SUMMER:		
- Media Advertising: Radio Geo Targeting		20,000
- Social Media		20,000
- Digital Advertising		25,000
- Billboard Advertising		30,000
- Print Advertising – Lifestyle Publications		12,000
- Contribution for First Aid and Safety Patrol for Summer		11,000
WINTER:		
- Winter - Media advertising and production, digital		28,000
- Consumer Tradeshow		15,000
- Collateral production, and distribution		10,000
- Prizing / Giveaway Collateral		10,000
- Radio		20,000
- Travel media relations (FAM Tour Entertainment and Accommodation)		20,000
- Bill Boards – Rogers Arena Stairs		10,000
Destination & Product Experience Management		
Public Relations – Labour		10,000
Public Relations Software		20,000
Visitor Services		
Visitor Services – Mountain Shuttle		20,000
Administration		
Finance staff – Crown McKay – year end financial accountants		2,000
Tourism Industry of BC Membership Fee		815
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	Total Expenses:	272,815
Balance or Carry Forward		2,185