

Destination BC Co-operative Marketing Partnerships Program Application 2019/2020

Please fill in the form as it is provided below; do not alter or change the form. Please do not include graphs, visuals or links in your responses; you may add these as an Appendix for further background. All relevant information related to your responses should be included in the application below. Information included in an Appendix will not be evaluated nor scored.

Please submit the application in **one** Microsoft Word document, not as a PDF. Applications must be sent by email to coop@destinationbc.ca as a single attachment.

Applications are due by 4:30 pm PST on November 30. Incomplete or late proposals will not be considered. All funding received for successful applications must be spent by the end of the contracted term.

Contact Information:

Applicants:	Shuswap Tourism Columbia Shuswap Regional District Representing: Chase, CSRD Electoral Areas C, D, E, and F, , Salmon Arm, and Sicamous Approximately 28 communities throughout the Shuswap		
Representatives:	Robyn Cyr, Manager, Shuswap Tourism – Columbia Shuswap Regional District		
Legal name and address of the Lead Organization:	Columbia Shuswap Regional District 555 Harbourfront Drive, Box 978, Salmon Arm, BC V1E 4P1		
Registered Society Number (if applicable)	3342		
Authorized Authority:	Robyn Cyr, Manager, Shuswap Tourism – Columbia Shuswap Regional District		
Mailing Address:	Same as above		
Telephone:	250-833-5928	Email:	rcyr@csrd.bc.ca
Contact Person (for Ongoing Communication): (if different from above)	Same as above		
Telephone:		Email:	

Application Proposal:

Lead Organization	Columbia Shuswap Regional District
Name of Initiative	Shuswap Tourism Regional Marketing Campaigns – 2019/2020
Project Description	<p>The Shuswap Tourism Regional Marketing Campaigns are designed to increase the marketing value of new and existing marketing products and to implement the experiences as identified in the 2017 Shuswap Tourism Marketing Strategy. The vision in the strategy is to focus on marketing campaigns that will grow Tourism in the Shuswap region into a four season destination. The project will include:</p> <ul style="list-style-type: none">• A focus on increasing the Shuswap brand awareness and alignment in new and existing markets for the Spring, Fall, and Winter• Strengthening our brand from within – maintaining and developing in region communication and marketing materials in digital and print formats for the Spring, Fall, and Winter• Defining the experience – sharing our story and delivering on the experience – not only in the summer but in the spring, fall and winter• Integrating Indigenous Tourism product development and promotion into our work• Planning for the future – continue to develop the region to host events that will showcase the region in all seasons.• Measuring success – a continued focus on metrics <p>The intended actions are designed to leverage and build on the projects that have been identified in the 2017 Shuswap Tourism marketing plan and to create further opportunities for product development and promotion. In 2018/2019 the marketing campaigns focused on the collection of assets to start the marketing campaign called “Charming Winter Town” and showcased the many different cultural and softer winter experiences in the Shuswap. This 2019/2020 campaign will focus on the back country adventures that you can access on a snowmobile, skis, and snowshoes.</p> <p>The Shuswap has a solid brand that aligns with the Destination BC brand. Our tag line is: Beautiful, Casual, Down-to-Earth and our brand pillars are Lake (a distinct visual landscape that dominates our region and provides activities for recreation in all seasons), Country (incredible wilderness surroundings that provide a backdrop for mountain biking, cycling, golf, camping, fishing, Nordic skiing, snowmobiling, snowshoeing and more), and Culture (the fabric of our communities create a culture that visitors want to experience – a strong culture of visual arts, music events, outdoor recreation events, etc.). Our current communication materials are</p>

	<p>comprised of a comprehensive website, experience brochures, various social media platforms, and digital and online marketing campaigns.</p> <p>This project will increase visitation and in turn provide increased revenue to the Tourism industry in the Shuswap in the less traveled shoulder and winter seasons. It is our responsibility as a destination marketing organization to ensure that we have clearly defined marketing campaigns and experiences that showcase the Shuswap region and provide the best return on investment for our Tourism industry.</p>
Situation Analysis	<p>Over the past ten years, Shuswap Tourism has developed a strong regional brand that promotes the region and the communities in the Shuswap region. Communities in the Shuswap region include: Salmon Arm, Sicamous, and Chase, Sorrento, Blind Bay, Falkland, Scotch Creek, Celista, Seymour Arm, Malakwa, Swansea Point, and other smaller unincorporated communities in this region.</p> <p>The Shuswap is also located in the Thompson Okanagan Tourism region and sees increased visitation to the region as a result of additional interest from the surrounding communities in the Okanagan and Thompson regions. The Shuswap's lead experiences are accessible to a wide market and are comparatively value orientated.</p> <p>Shuswap Tourism has worked towards developing year round experiences that include fall festivals (Salute to the Sockeye – held every October) and world class winter experiences (Snowmobiling, Nordic skiing, snowshoeing, back country skiing). However, the summer season still dominates, both in visitation and in the mind of the consumer, where a visit to the Shuswap means summer house boating and relaxation around and on the lake.</p> <p>It is the Shuswap regions ambition to become a four season destination within the next five years. The foundation, motivation, and collaboration are in place. Now we need to focus and deliver on the elements that will truly make the Shuswap a four season destination. In 2018/2019 we have focused on the “Charming Winter Town” marketing campaign. This campaign spoke about the Shuswap as an alternative to the busy ski towns. The Shuswap is a place to recharge, reconnect, and reboot after the busy holiday season.</p> <p>Immediate competitors and peers include the Okanagan and Kootenay Rockies areas. Their strengths are a higher calibre of developed experiences and greater recognition. However, the Shuswap still continues to offer more approachable, accessible and casual (or self-guided) experiences, with a lower cost of entry and a new fresh perspective. Where surrounding destinations are urbanizing and the pace of life increases, the Shuswap still offers a place to unwind and slow down.</p>

	<p>A solid foundation of marketing materials is in place but the region still needs to continue to increase awareness, alignment, and action in new and existing target regions. This will be implemented using new marketing opportunities with digital and online marketing campaigns to expand consumer knowledge and to make the Shuswap a desirable destination in all four seasons.</p> <p>Statistics to showcase growth are mainly received through Google Analytics, Visitor Centers, and direct contact with the tourism industry.</p> <p>The only Shuswap region communities, at this time, that are collecting the MRDT is Salmon Arm. The MRDT came into effect on July 1, 2017 and data is now available for us to use. We do know that the occupancy rates in 2018 have increased due to the increased availability of funding for 2019 that we can now access through the MRDT project. Final statistics will be available after the 2018 reporting period.</p> <p>We also have been working on a data survey to engage the rural community Tourism operators which we will be launching in late 2018 and early 2019. We will be able to provide comparative data after the 2019 reporting period.</p> <p>The 2017 Shuswap Tourism Marketing Strategy has defined that success for Shuswap Tourism will need to be measured in hard numbers. The following key performance indicators (KPIs) will determine success.</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Overall growth in tourism • Increased average accommodation occupancy rates in shoulder seasons – through MRDT data (Salmon Arm) • Increased average room rates • Increased number of year-round tourism businesses • Increased opening hours for restaurants and pubs • Increased year round tourism jobs for the community • Resident positive attitude towards tourism • Visitor satisfaction • **Note: No benchmarks currently exist for these KPIs and is being established will be available in early 2019.
Objective(s)	<p>Strategic Objectives</p> <ol style="list-style-type: none"> 1. Designing, developing, and delivering the four season Shuswap experience 2. Sustain, stimulate, and surge towards a four season destination 3. Maintain DMO effectiveness through leap, lead and leveraging stakeholders, capabilities and marketing methods

Strategies	<p>Strategies for Objective 1:</p> <ol style="list-style-type: none"> <p>1. Design a year-round capacity and demand plan Action: Establish benchmarks, targets and an ongoing measurement framework</p> <p>2. Develop experiences to fill gaps – Grow and mature experiences and supporting services Actions:</p> <ul style="list-style-type: none"> - Identify gaps in specific, high-priority experiences - Collaborate with industry and other stakeholders to foster development in order to fill gaps in products and services <p>Winterize summer experiences Actions:</p> <ul style="list-style-type: none"> - Identify the right experiences to extend from summer to other seasons – ie. Cabin on the lake with a fire – you can do this in summer or winter - Support the development of these experiences and lead the promotional efforts – work with tourism operators to develop these experiences. <p>3. Delivery the Shuswap Story Align experiences with Place DNA Action: Develop an industry alignment tool and /or program to strengthen the Shuswap experience with its brand story</p> <p>Deliver Remarkable Experiences Action: Develop or leverage an industry development program to increase the number of remarkable experiences that people share using social media – development of a strategic social media content plan and calendar</p> <p>Flavour the Shuswap experience with Authentic First Nations Culture Action: Collaborate with our First Nations communities to incorporate authentic aboriginal experiences throughout the Shuswap – working with Quaaout Lodge to promote their winter activities – snowshoeing, partnership with Grizzly Lodge for snowmobiling, Taste events, and many more.</p>
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	<p>Measuring the Destination Experience Action: Establish an ongoing program to measure the destination's NPS – engaging our operators to measure success</p> <p>Strategies for Objective 2:</p> <ol style="list-style-type: none"> 1. Sustain the core summer business. Action: Develop a framework to measure and forecast year-round business – surveys will be sent to business for them to engage in the discussion. 2. Stimulate the development of a four-season reputation through harnessing advocacy Actions: <ul style="list-style-type: none"> - Enable and encourage storytellers to share their Shuswap stories- strategic content plan with social media to engage businesses and visitors - Curate the stories shared in order to: Amplify the best stories Mitigate the negative stories Learn from the experiences people share <p>Niche Marketing Segmentation Actions: <ul style="list-style-type: none"> - Identify and prioritize passion groups - Gain key insights into these passion groups - Create and execute plans to build a reputation within them </p> 3. Shift Promotional Activities to Modern Digital-First Tactics Actions: <ul style="list-style-type: none"> - Review and adjust all marketing tactics to follow contemporary best practices. This will include website, email marketing, social media, print collateral and traditional advertising tactics - Reducing or eliminating tactics that are no longer effective or do not support the strategy – we have reduced our print marketing by 30% over the last three years. - Creating, raising or adjusting tactics that deliver maximum value for money – strategic digital marketing campaigns. - Create purpose-driven, inspirational and/or useful content to provide value to specific audiences. - Integrate our marketing with local industry partners, regional and provincial DMOs and others for maximum alignment.
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	<p>Strategies for Objective 3</p> <p>1. Leap forward with Strategic Marketing Methods Action:</p> <ul style="list-style-type: none"> - Invest in the right capabilities and agency partners to modernize Shuswap Tourism's marketing activities – strategic consulting bi-weekly with Destination Think to keep our team up to date and current with tourism industry trends. - Enable industry stakeholders to successfully uncover and implement digital marketing opportunities – to engage the industry in digital marketing campaigns. <p>2. Leverage the collaborative environment between government, private sector, and First Nations Action:</p> <ul style="list-style-type: none"> - Seek continued alignment, consultation, collaboration and delegation from third parties to deliver on the mission. - Seek increased budget and diversify revenue streams for Shuswap Tourism to implement this strategy to the fullest – leverage partner contributions to enable additional funding for strategic marketing campaigns. <p>3. Lead the industry to maturity as a destination Action:</p> <ul style="list-style-type: none"> - Lead the industry by bringing knowledge, tools, and the experience to the industry in order to deliver and promote the Shuswap experience – bi-annual networking evenings with workshops are held to keep the industry informed and to provide updated knowledge on industry trends.
Markets/Segments	<p>Our primary opportunity for continued market development lies in the Pacific North West US, BC (including the Lower Mainland and metro Vancouver, and central and northern BC), and short haul markets (including Kelowna, Kamloops, Vernon). Our optimum PNW market is estimated to be 750,000 (out of 15 Million), that potentially align with our brand and experience.</p> <p>The Calgary-Edmonton corridor in Alberta continues to also be a strong target market. The reason for this is that they already know about the Shuswap but we continue to target this market as they continue to represent a large market for visitation to the Shuswap region and are continually seeking to engage in new and existing experiences in this region.</p>

	<p>Our EQ Audience is: Authentic Experiencers, Free Spirits, and Cultural Explorers.</p> <p>Our demographic target market is primarily focused on an age group from 35-50 but the demographic statistics shown on our website, Facebook, Instagram, and Twitter in the past year states that our largest group is 25-35. Our outdoor adventures activities are attracting a larger younger audience and although we will continue to focus on that 35-50 age group we will start to look at some experiences that will focus on a younger audience as well.</p> <p>Focus areas for our marketing:</p> <ol style="list-style-type: none"> 1. The Pacific Northwest US and the Lower Mainland and Metro Vancouver market will focus leisure traveller looking to escape the city and looking for relaxation and rejuvenation and creating an experience so that they will want to return. Our optimal stay time would be three-five days. One day on each end of the trip to travel and three days to truly enjoy the region. Aboriginal Tourism Cultural experiences will also focus on this demographic. 2. Central and Northern BC, Edmonton and Calgary (Spring and Fall) - The ice melts earlier here – hiking and biking, cycle touring, golf, fishing – starts earlier than our northern communities. 3. Edmonton, Calgary, Lower Mainland, Short haul markets – Winter – Sledding, Nordic skiing, snowshoeing. These activities will be the focus of new marketing material that will encourage visitation in the winter season. 4. Short haul markets (all seasons) – come to visit for dinner and theatre, experience live music, the Winter Hall Coffee House crawl, the North Shuswap Winter Festival, or the Roots and Blues Festival in August, go for a ski at the Larch Hills Nordic Ski area, shop in our unique downtown, visit galleries, and other activities seasonally.
Provincial Destination Brand Alignment	<p>The Shuswap has a solid brand that aligns with the Destination BC brand. Our tag line is: Beautiful, Casual, Down-to-Earth and our brand pillars are Lake (a distinct visual landscape that dominates our region and provides activities for recreation), Country (incredible wilderness surroundings that provide a backdrop for hiking, mountain biking, cycling, golf, camping, fishing, Nordic skiing, snow shoeing, back country skiing and more), and Culture (the fabric of our communities create a culture that visitors want to experience). Our brand creates a vision of natural landscape that urban visitors want to experience. Our current and future marketing campaigns encourage our visitors to step out of their ordinary</p>

	<p>day and explore with our communities the culture and the beauty of this region.</p> <p>We will be launching our new website in 2019 and this website will be integrating the Destination BC brand. We will be working with Destination BC and their team to assist us to integrate Tier 1, highly aligned brand tier, into our brand as we develop our new website and new marketing material moving forward.</p> <p>We will also be using - User Generated Content Partner Network through CrowdRiff. We are in the process of implementing CrowdRiff for the Shuswap Region and we are currently uploading all of our current photography, etc. into CrowdRiff to use in our digital and social media marketing campaigns.</p>
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Tactics	Tactic #1																																	
	“Taste of the Shuswap”																																	
	<p>“Taste of the Shuswap” will be promotion of the Agritourism businesses in the Shuswap region. This tactic will consist of a page on our new website, “Taste of the Shuswap” map, and integrated into our social media content development plan to showcase product throughout the season. It will also highlight our wineries, breweries, farmers markets, farm tours, and the “Taste” series at various restaurants throughout the Shuswap region.</p>																																	
	<p>Purpose: To showcase the diversity of our local agriculture products and provide marketing for our local agritourism businesses.</p>																																	
	<p>Budget: \$30,000.00</p> <p>DBC - \$10,000.00 Shuswap Tourism - \$10,000.00 Salmon Arm MRDT - \$10,000.00</p>																																	
	<p>Call to Action: The call to action will be a designated website page with a directed URL – TasteShuswap.com - #Taste Shuswap - @TasteShuswap and the creation of Taste experience videos.</p>																																	
	<p>Timing: Start date: May 1, 2019 End Date: March 31, 2020</p>																																	
	<p>Markets: All markets with specific attention to close in markets – Kamloops, Kelowna, and Vernon in the Fall and Spring.</p>																																	
	<p>Metrics: Website and social media engagement.</p>																																	
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✓	Social Media	Included in the content calendar for social media
	Print/Online Collateral	
	Brochures	
□	Rack Cards	
□	Flat Sheets	
□	Guides	
✓	Maps	New "Taste of the Shuswap" Maps
✓	Brand Alignment	Integrated with DBC Brand
□	Consumer Focused Asset Development	
✓	Written Content	Website content development
✓	Photography	New photography of experiences
✓	Video	New Videos of experience
✓	Landing page	Landing page on Shuswap Tourism website
o	Market Research	
o	Consumer Shows	
✓	Travel Media Relations	Invited to experience the "Taste of the Shuswap"
✓	Other	Influencers invited to experience the "Taste of the Shuswap"

Tactic 2

Shuswap Tourism Brand Refresh

Purpose: To integrate the Destination BC Brand into our new website and marketing collateral.

Budget: \$20,000.00
 DBC - \$10,000.00
 Salmon Arm MRDT - \$10,000.00

Call to Action:
 The new Shuswap Tourism website will integrate the Destination BC brand as it is being developed. All other print marketing collateral and digital media marketing will incorporate this new brand.

Timing: Start date: April 1, 2019 End Date: March 31, 2020

Markets: All markets

Metrics: Website, digital marketing campaigns, print marketing collateral – all updated with the new brand refresh.

	Tactic	Shuswap Tourism Brand Refresh
	Print Online/Collateral	
✓	Brochures	Updated with new refreshed Shuswap Tourism brand
✓	Rack Cards	Updated with new refreshed Shuswap Tourism brand
✓	Flat Sheets	Updated with new refreshed Shuswap Tourism brand
✓	Guides	Updated with new refreshed Shuswap Tourism brand
✓	Maps	Updated with new refreshed Shuswap Tourism brand
	Consumer Focused Asset Development	
✓	Written Content	Wording integrating DBC Brand
✓	Photography	Photography integrating DBC Brand
✓	Video	Videos integrating DBC Brand
✓	Landing page	Landing pages integrating DBC Brand

Tactic 2

Shuswap Winter asset development and marketing campaign

Purpose: This winter asset development and marketing campaign will be to develop winter experiences. This project will focus on back country experiences sledding to cabins and spending time with friends, the back country lodge experience, the sled/ski experience, sled/snowshoe adventures, rustic cabin retreats.

Budget: \$85,000.00

DBC - \$42,500.00
Shuswap Tourism - \$42,500.00

Call to Action:

To create awareness of the Shuswap region and showcase experiences in the winter. To increase booked visits to our tourism businesses in the winter season. Use of the hashtags #exploreshuswap and #explorebc

Timing: Start date: April 1, 2019 End Date: March 31, 2020

Markets: All markets

Metrics: New KPI's, as identified in the Shuswap Tourism marketing strategy, will be implemented as overall measures of success for this initiative.

KPIs:

- Overall growth in tourism
- Increased average accommodation occupancy rates in shoulder seasons – through MRDT data (Salmon Arm
- Increased average room rates
- Increased number of year-round tourism businesses

- Increased opening hours for restaurants and pubs
- Increased year round tourism jobs for the community
- Resident positive attitude towards tourism
- Visitor satisfaction

****Note:** Benchmarks for these KPIs are being established and will be available for use in early 2019.

	Tactic	Description
	Paid Advertising	
✓	Digital Advertising	Marketing campaigns focused on “Winter” experiences - \$ 30,000.00
✓	Paid Social Media	Facebook/Instagram Marketing Campaigns - \$25,000.00
✓	Display (Image and video)	Photography focused on experiences
✓	Social Media	Facebook and Instagram marketing
✓	Print/Online Collateral	Online content to market experiences
	Print Online/Collateral	
✓	Brochures	Limited brochures to market experiences
✓	Rack Cards	Limited brochures to market experiences
✓	Flat Sheets	Limited brochures to market experiences
✓	Guides	Limited brochures to market experiences
✓	Maps	Limited brochures to market experiences
	Brand Alignment	Integrated with the DBC Brand
	Consumer Focused Asset Development	
✓	Written Content	Wording integrating DBC Brand - \$20,000.00
✓	Photography	Photography showcasing experiences
✓	Video	Short videos showcasing experiences
✓	Travel Media Relations	Travel Media invited to showcase experience - \$5,000.00
✓	Other	Influencers - \$5,000.00

Partnership Model

Shuswap Tourism is a community destination marketing organization that promotes visitation for recreational/leisure purposes for the communities of Salmon Arm, Chase, Sicamous, and CSRD Electoral areas C, D, E, F. We are a stakeholder organization and do not charge a fee to be a member of Shuswap Tourism. Our Tourism Advisory Committee has representation from all communities in the Shuswap region and is a mixture of community organizations, tourism operators, and elected officials. Our marketing activities are defined in the Shuswap Tourism Marketing Strategy and Shuswap Tourism implements these initiatives in collaboration with tourism businesses and community organizations. We do charge a fee for marketing campaigns to operators that are part of a consortium, i.e. Wineries, Marinas and lake side Businesses, Activities, Accommodations, etc. that we market to provide our visitors with an overall experience. These campaigns include specific industry sectors and combine various digital, social media, and print marketing campaigns.

<p>Budget Summary and Funding Request</p>	<table border="1"> <thead> <tr> <th>Marketing Tactic</th> <th>Applicant \$</th> <th>DBC \$</th> <th>Total Budget</th> </tr> </thead> <tbody> <tr> <td>Tactic 1</td> <td>20,000</td> <td>10,000</td> <td>30,000</td> </tr> <tr> <td>Tactic 2</td> <td>10,000</td> <td>10,000</td> <td>20,000</td> </tr> <tr> <td>Tactic 3</td> <td>42,500</td> <td>42,500</td> <td>85,000</td> </tr> <tr> <td>Subtotal</td> <td>72,500</td> <td>62,500</td> <td>135,000</td> </tr> <tr> <td>Marketing Coordination*</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>72,500</td> <td>62,500</td> <td>135,000</td> </tr> </tbody> </table>	Marketing Tactic	Applicant \$	DBC \$	Total Budget	Tactic 1	20,000	10,000	30,000	Tactic 2	10,000	10,000	20,000	Tactic 3	42,500	42,500	85,000	Subtotal	72,500	62,500	135,000	Marketing Coordination*				Total	72,500	62,500	135,000
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<p>Funding Sources</p>	<p>List the organizations that have committed funds to this project and specify the financial contribution from each organization. To achieve the program objective of greater leveraging opportunities for public and private funds, when reviewing applications, a greater emphasis will be given to applications that include financial contributions from individual tourism businesses.</p> <p>Where another provincial or federal government agency has been approached, please provide the name of the agency, the program and the amount of financial assistance received or requested. If the financial assistance has not yet been confirmed, please indicate the funding as “pending”.</p> <table border="1"> <tbody> <tr> <td>Shuswap Tourism - confirmed</td> <td>\$ 52,500</td> </tr> <tr> <td>Salmon Arm MRDT – confirmed</td> <td>\$ 20,000</td> </tr> <tr> <td>Destination BC - pending</td> <td>\$ 62,500</td> </tr> <tr> <td>Community Organizations – in kind and cash – pending – based on 2018 financial contributions</td> <td>\$ 20,000</td> </tr> <tr> <td>Private Sector business - in kind product contributions – confirmed – Houseboat trips - \$10,000, Accommodation and Meals (Media Trips, Influencers, FAM Tours) - \$5,000.00 – Activities – canoe trips, kayak rentals, snowshoe rentals, bike rentals, etc. **** based on 2018 tours - pending</td> <td>\$ 20,000</td> </tr> <tr> <td>Total Project Costs</td> <td>\$175,000</td> </tr> </tbody> </table> <p>Funding request to Destination BC: \$ 62,500.00</p> <p>Business Engagement:</p> <p>The businesses that will be included are:</p> <p>Dreamcycle Motorcycle Museum and Sprockets Café, DeMilles Farm Market, the Shuswap Wineries, Three Valley Gap, Crazy Creek Suspension Bridge and Hot Pools, Moose Mulligans, all Shuswap Marinas, Waterway Houseboats, Twin Anchor Houseboats, Blue Water Houseboats, Pink Cherry, Blondies Café, Shuswap Golf Courses, Eagle Valley Snowmobile Club, Grizzly Lodge, Quaaout Lodge and Spa, Salmon Arm Snowblazers, Eagle Valley Snowmobile Club, Crowfoot Snowmobile Club, The Scotch Creek Hub, and many more.</p>	Shuswap Tourism - confirmed	\$ 52,500	Salmon Arm MRDT – confirmed	\$ 20,000	Destination BC - pending	\$ 62,500	Community Organizations – in kind and cash – pending – based on 2018 financial contributions	\$ 20,000	Private Sector business - in kind product contributions – confirmed – Houseboat trips - \$10,000, Accommodation and Meals (Media Trips, Influencers, FAM Tours) - \$5,000.00 – Activities – canoe trips, kayak rentals, snowshoe rentals, bike rentals, etc. **** based on 2018 tours - pending	\$ 20,000	Total Project Costs	\$175,000																
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Total Project Costs	\$175,000																												

	These businesses all contribute staff time and product and also are involved in paid advertising campaigns on an individual basis, depending on the campaign.
Evaluation	<p>Metrics: New KPI's, as identified in the Shuswap Tourism marketing strategy, will be implemented as overall measures of success for this initiative.</p> <p>KPIs:</p> <ul style="list-style-type: none"> • Overall growth in tourism • Increased average accommodation occupancy rates in shoulder seasons – through MRDT data (Salmon Arm • Increased average room rates • Increased number of year-round tourism businesses • Increased opening hours for restaurants and pubs • Increased year round tourism jobs for the community • Resident positive attitude towards tourism • Visitor satisfaction <p>**Note: Benchmarks for these KPIs are being established and will be available for use in early 2019.</p>