

**Destination BC Co-operative Marketing Partnerships Program
Application 2018/2019**

Contact Information:

Applicants:	Shuswap Tourism Columbia Shuswap Regional District Representing: Chase, CSRD Electoral Areas C, D, E, and F, Enderby, Salmon Arm, and Sicamous Approximately 23 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:	Charles Hamilton, CAO		
Mailing Address:	Same as above.		
Telephone:	250-833-5905	Email:	chamilton@csrd.bc.ca
Contact Person (for Ongoing Communication): (if different from above)	Robyn Cyr		
Telephone:	250-833-5928	Email:	rcyr@csrd.bc.ca

Application Proposal:

Lead Organization	Columbia Shuswap Regional District
Name of Initiative	Shuswap Tourism Regional Marketing Campaigns – 2018/2019
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 projects identified in the new 2017 Shuswap Tourism Marketing Strategy. The vision in this new strategy is to focus on marketing campaigns that will grow tourism in the Shuswap 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

	<ul style="list-style-type: none"> • Defining the experience – sharing our story and delivering on the experience – not only in the summer but in the 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.</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 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 for 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 messages 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 nine 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, Enderby, 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 increasing visitation to the region as a result of additional interest from the southern communities in the Okanagan. Our region sees an increase in visitation due to developed experiences and consistent messaging and marketing. 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 (ie. Salute to the Sockeye – October) and world class winter experiences (ie. Snowmobiling, Nordic skiing, snowshoeing). However, the summer season still dominates, both in visitation and the</p>

	<p>mind of the consumer, where a visit to the Shuswap means summer house boating and relaxation.</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.</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 face 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. 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 we do not have these statistics at this time. We will be able to provide comparative data after the 2018 reporting period.</p> <p>The new 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 - 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: No benchmarks currently exist for these KPIs and they will need to be established. This will be addressed in the implementation of the 2017 Marketing Strategy.</p>
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Objective(s)	<p>Objectives:</p> <ol style="list-style-type: none"> 1. Designing, developing and delivering the four-season Shuswap experience. 2. Sustain, stimulate and surge toward a four-season destination.
Strategies	<p>Strategies for objective 1:</p> <ol style="list-style-type: none"> 1. Design a year-round capacity and demand plan Action: Establish benchmarks, targets and an ongoing measurement framework 2. Develop experiences to fill gaps Grow and mature experiences and supporting services Actions: <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 Winterize summer experiences Actions: <ul style="list-style-type: none"> - Identify the right experiences to extend from summer to other seasons - Support the development of these experiences and lead the promotional efforts 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 Deliver Remarkable Experiences Action: Develop or leverage an industry development program to increase the number of remarkable experiences that people share using social media Flavour the Shuswap experience with Authentic First Nations Culture Action: Collaborate with our First Nations communities to incorporate authentic aboriginal experiences throughout the Shuswap

	<p>Measuring the Destination Experience Action: Establish an ongoing program to measure the destination's NPS</p> <p>Strategies for Objective 2:</p> <p>1. Sustain the core summer business. Action: Develop a framework to measure and forecast year-round business</p> <p>2. Stimulate the development of a four-season reputation through advocacy Harnessing advocacy Actions: <ul style="list-style-type: none"> - Enable and encourage storytellers to share their Shuswap stories - Curate the stories shared in order to: Amplify the best stories Mitigate the negative stories Learn from the experiences people share </p> <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> <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 - Creating, raising or adjusting tactics that deliver maximum value for money - 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. </p>

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 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 “In the Bay”, the Winter Hall Culture Crawl, Winter Coffee Houses, 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.
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	<p>5. The key experiences (Spring and Fall) will be Touring and Exploring (focusing on mostly self-guided experiences), Outdoor Adventure (hiking and biking (mountain and trail), water based activities (kayaking, SUP, canoeing), Aboriginal Cultural Tourism, Wine Touring, and Golfing. Although we have long been known as a fishing destination it has mainly been self-guided and hidden.</p>
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 day and explore with our communities the culture and the beauty of this region.</p> <p>We are currently using Tier 3 for our brand alignment with Destination BC. We would like upgrade our marketing campaigns to still align with the Shuswap Tourism brand but move to a Tier 1 brand alignment with DBC. This would include incorporating colours, photography style, and content approach to our new marketing.</p>

<p>Tactic 1</p> <p>Description of Project:</p> <p>Shuswap “Off Season” asset development and marketing campaigns</p> <p>Description:</p> <p>The 2017 Shuswap Tourism Marketing Strategy is about asset and market development in the spring, fall, and winter.</p> <p>With a strong foundation in place, it is now the time to start looking toward the future by Putting forward an ambitious vision that will grow and sustain a vibrant tourism economy Throughout the region. This tactic will be to integrate this marketing development through into our media visits, into our storytelling, with influencers, by word of mouth, and promoting specific events.</p> <p>We will maintain our marketing for the strong summer months but invest most of our new marketing for the “Off Season”. We will also update our website to ensure that there is a strong presence of four seasons and ensure that our visitor know what they can experience in the Shuswap in any season. The Shuswap is beautiful, casual, and down to earth.</p>
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This doesn't mean that we are lazy. The slower pace in the Shuswap is why people live here and why people visit. We want this experience to also be captured in the spring, fall, and winter. In the Shuswap, people can stay active through a variety of winter experiences, some of which are world-class.

There will be a major focus on cultural events in the off season. We already have a strong cultural community in the Shuswap but we will be marketing new events such as the "Winter Concerts Hall Crawl", new Indigenous events, theatre camps, and new outdoor activity events showcasing our Nordic ski trails, sledding, and snowshoeing.

Budget: \$160,000.00 – Shuswap Tourism - \$80,000 – DBC - \$80,000

- Website landing pages: \$30,000
- Content marketing: \$30,000
- Social Media content and promotion: \$50,000
- Digital/programmatic advertising: \$50,000
- Influencers hosting and content production: \$20,000

Call to Action: To create awareness of the Shuswap region and showcase experiences in the spring, fall, and winter. To increase booked visits to our tourism businesses in the shoulder and winter seasons. Use of the hashtags #exploreshuswap and #explorebc.

Timing: April 1, 2018 – March 31, 2019

Applicable Markets: Short Haul Markets – Okanagan, Kamloops, Vernon – Long Haul – Lower Mainland, Northern BC, Alberta

Metrics to be tracked: New KPI's, as identified in the new Shuswap Tourism Marketing Strategy, will be created and implemented in 2018/2019 as overall measures of success for this initiative mentioned earlier in this document.

Specific tactical measures are:

- Website landing pages: visits, time on site, referrals to industry
- Content marketing: content views, reach and engagement, clicks to operators
- Social Media content and promotion: reach and engagement, hashtag usage, CPC, CTR, CTE
- Digital/programmatic advertising: CPC, CTR
- Influencers hosting and content production: # of influencers hosted, content created, reach and engagement with content

	Tactic	Shuswap "Off Season" asset development and marketing campaigns
	Paid Advertising	
✓	Digital Advertising	Marketing campaigns focused on "Off Season" experiences - \$50,000.00
✓	Paid Social Media	Facebook Marketing Campaigns - \$50,000.00

✓	Display (image and video)	Photography focused on “Off Season” Campaigns
✓	Social Media	Facebook, Instagram, marketing
✓	Print/Online Collateral	Online content to market “Off Season” experiences
✓	Brochures	Brochures to market “Off Season” experiences
✓	Rack Cards	Rack Cards to market “Off Season” experiences
✓	Brand Alignment	
✓	Consumer Focused Asset Development – specifically for “Off Season” experiences	
✓	Written Content	New content for off season experiences - \$30,000.00
✓	Photography	New photography for off season experiences
✓	Video	Short videos re: off season experiences
✓	Consortium Microsite or Landing page	Development on Shuswap Tourism website for a landing page to showcase and book shoulder and winter season experiences - \$30,000.00
✓	Travel Media Relations	Travel Trade Media invited to experience off season experiences
✓	Other	Influencers hosting and content production - \$20,000.00

Tactic 2

Description of Project:

Update of all Experience brochures to align with the 2017 Shuswap Tourism Marketing Strategy

Purpose of the tactic: The purpose of this tactic is to update online and in print, our experience brochures to showcase more experiences in the shoulder and winter seasons and to align with the 2017 Shuswap Tourism Marketing Strategy. The Shuswap Trail Guide was updated in 2017 to showcase shoulder and winter season experiences. The other brochures that will be updated are:

- The Cycle Guide
- Taste of the Shuswap – Agritourism Guide
- Nordic Skiing and Showshoe Guide
- Sled Sicamous and Salmon Arm Snowblazers Sledding Guides

Budget: \$ 30,000.00 – Shuswap Tourism - \$15,000 – DBC - \$15,000.00

Call to Action: Shoulder and winter season experiences showcased in experience guides to align with the 2017 Shuswap Tourism Marketing Strategy.

Timing: April 1, 2018 – March 31, 2019

Applicable Markets: Short Haul Markets – Okanagan, Kamloops, Vernon – Long Haul – Lower Mainland, Northern BC, Alberta

Metrics to be tracked: Website statistics will be tracked to assess visitation inquiries to the Shuswap specifically for the shoulder and winter seasons. New KPI's, as identified in the new Shuswap Tourism Marketing Strategy, will be created and implemented in 2018/2019 to ensure accurate numbers and indicators from these events.

	Tactic	Update of all Experience brochures to align with the 2017 Shuswap Tourism Marketing Strategy
✓	Social Media	New campaigns to showcase – Cost - \$0
✓	Print/Online Collateral	New printing of materials – Cost - \$24,000
✓	Brochures	
✓	Rack Cards	
✓	Flat Sheets	
✓	Guides	
✓	Maps	
✓	Brand Alignment	New design elements – Cost \$2000.00
✓	Consumer Focused Asset Development	
✓	Written Content	New content for all guides - \$4000.00

Tactic 3

Description of Project:

Consumer Shows

Description: Shuswap Tourism and Tourism businesses partnering to attend on site at consumer shows in Seattle, Calgary, Edmonton, and Vancouver. Shuswap Tourism will showcase itineraries/experiences focused on spring, fall, and winter as part of our new “Off Season” marketing campaign as identified in the new 2017 Shuswap Tourism Marketing Strategy.

Timing: April 1, 2018 – March 31, 2019

Budget: \$10,000.00 – DBC/Shuswap Tourism Contribution

Partner Contribution: Tourism business staff time, travel costs to attend shows, product for visitation incentives/prizes - \$10,000.00 – depending on length of show and product showcased.

Call to Action: To create awareness of the Shuswap region and showcase experiences in the spring, fall, and winter. To increase booked visits to our tourism businesses in the “Off Season”.

Tracking Mechanisms to measure results: Shuswap Tourism will track visitation to the consumer show booth as well as the number of surveys completed during the show. Shuswap Tourism has an experience prize package at each of these shows but the consumer has to fill

out a survey before they get a ballot to enter to win the package. This information is then entered into a database and gives us information about future marketing initiatives. We will also track visitation to our website for one month after the show as well as tourism business will report on activity from their websites and the number of visits booked. New KPI's, as identified in the new Shuswap Tourism Marketing Strategy, will be created and implemented in 2018/2019 to ensure accurate numbers and indicators for our use.

	Tactic	Description
Consumer Shows		
✓	Digital Advertising	Advertising to market prior to the show - \$1000.00
✓	Display (image and video)	Images and video to showcase the experiences in the Shuswap during the show – No cost – already completed
✓	Social Media	Facebook campaigns to market to consumers prior to the show - \$200.00
✓	Brochures	To be presented at the show
✓	Rack Cards	To be presented at the show
✓	Photography	Showcased during the show
✓	Video	Showcased during the show
✓	Consumer Shows	3 shows attended in 2018 – Cost of shows \$6000.00 – Travel, Accommodation, Meals - \$2800.00

Membership Model:

Shuswap Tourism is a community destination marketing organization that promotes visitation for recreational/leisure purposes for the communities of Salmon Arm, Chase, Enderby, 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 new 2017 Shuswap Tourism 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, ie. 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.

Budget

Marketing Tactic	Applicant \$	DBC \$	Total Budget
Tactic 1	80,000	80,000	160,000
Tactic 2	15,000	15,000	30,000
Tactic 3	5,000	5,000	10,000
Subtotal	100,000	100,000	200,000
Marketing Coordination*	15,000	15,000	30,000
Total	115,000	115,000	230,000

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.

Shuswap Tourism	\$ 115,000.00
Stakeholder contribution to marketing campaigns – cooperative campaigns - various businesses - Cash	\$ 10,000.00
Community Organizations – Event planning contribution – Cash and in kind	\$ 20,000.00
Private Sector business* - in kind and product contributions	\$ 35,000.00
Total	\$180,000.00

Funding request to Destination BC: \$ 115,000.00

Business Engagement:

Tactic 1: The business that will be engaged are the businesses that have been identified in our existing itineraries. They businesses included are:

Turtle Valley Bison Ranch, Dreamscycle Motorcycle Museum and Sprocketts Café, DeMilles Farm Market, the Shuswap Wineries, Urban Market, 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, Cliff's Bistro, Shuswap Golf Courses, and many more.

These businesses all contribute staff time and product and also are involved in paid advertising campaigns on an individual basis, depending on the campaign.

Tactic 2: The businesses that will be engaged are the businesses that are showcased in the various experience guides. The businesses included are:

Johns Ski Shack, Cliffs Bistro, 12 Orchards and Farm Gardens, Shuswap Wineries and Breweries, Skookum Cycle and Ski, Apiaries, Dairies, Windmill Meats, Sedos Meats, Turtle Valley Bison Ranch, Farmcrest Foods – Chicken, and many more.

Tactic 3: The businesses that will be part of this tactic have yet to be confirmed. We will attend three consumer shows:

1. The Calgary Boat and Sportsman show – Feb 8 – 11, 2018. Possible partners are: Waterway Houseboats, Shuswap Marina, Anglemont Marina, and Little River Boat World.
2. Vancouver Outdoor Adventure Show – March 3-4, 2018. Possible partners are: The Shuswap Trail Alliance, The Roots and Blues Festival, Quaaout Lodge, Noble Adventures.
3. Edmonton Snowmobile Show – October 2018. Possible partners are: Sled Sicamous, The Salmon Arm Snowblazers, Best Western Sicamous, and Quaaout Lodge.

Operators are required to be product ready and can commit the time to attend the consumer show and provide any follow up that is required.

*Where possible, please provide the names of each business providing private sector contributions.

Success will be measured in hard numbers. The following key performance indicators (KPIs) will determine success.

KPIs:

- Overall growth in tourism
- Increased average accommodation occupancy rates in shoulder seasons
- 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 they will need to be established.

Action: Establish benchmarks, targets and an ongoing measurement framework. This action was identified in the 2017 Shuswap Tourism Marketing Strategy.