

## Appendix 2.3 One-Year Tactical Plan - 2019

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

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

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

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

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

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

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

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

For questions, please contact Destination British Columbia at [MRDT@destinationbc.ca](mailto:MRDT@destinationbc.ca).

### *Quick Reference Guide*

#### *(from the MRDT Program Requirements):*

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

#### *The MRDT program principles are:*

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

## One-Year Tactical Plan

**Designated Recipient:** RDEK / Village of Radium Hot Springs / Tourism Radium  
**Community Name:** Village of Radium Hot Springs  
**Date Prepared:** November 2018  
**Five Year Period:** 08/01/2017-07/31/2022

Section 1: Overview and Update to Five-year Strategic Context		August 1, 2017 – July 31, 2022
Heading	Description	
<b>Strategic Direction</b>	<ul style="list-style-type: none"> <li>• <i>Our Vision - To inspire visitors to stay, explore, and experience the peace and tranquillity of the Village of Radium Hot Springs, a unique destination located in the Kootenay Rockies.</i></li> <li>• <i>Our Mission - Tourism is a key economic driver in the Village of Radium Hot Springs. We will market Radium as the destination of choice. We will inspire more travellers to vacation in Radium Hot Springs by using innovative marketing initiatives, thereby increasing the economic benefits that flow through the community from tourism.</i></li> </ul> <p><i>Tourism Radium’s areas of focus in achieving the above are as follows:</i></p> <ul style="list-style-type: none"> <li>• <b>Collaborative Marketing</b></li> <li>• <b>Digital Marketing</b></li> <li>• <b>Content Marketing</b></li> <li>• <b>Visitor Service</b></li> <li>• <b>Destination Management</b></li> </ul>	
<b>Key Learnings and Conclusions</b>	<p><i>MRDT funding has grown incrementally over the past 5 years from \$110,542 to \$165,625 with a year to date increase of 8%. We still have two months remaining in 2018.</i></p> <p><i>Visitation to the Visitor Information Centre did decrease slightly in 2018 due to unforeseen circumstances that had the staff working outside the building under a tent for almost the entire month of August. The team started the month of August 11% above the 2017 numbers for visitation to the centre. Annual visitation in 2017 was 73,507 visitors/32,750 parties. Currently to date, visitation in 2018 is at 68,939 visitors/30,591 parties with two months remaining in the year.</i></p> <p><i>Anecdotally, we know that tourism visitation grew within the community and surrounding area however there is we lack data of key performance indicators from the short-term accommodation sector. Many of our stakeholders have reported that the down-turn in the Alberta economy (our primary feeder market), Banff/Lake Louise operating at capacity, the exposure from the complimentary Canada 150 National Park Pass in 2017, and a strong US dollar were key contributors to the 2018 growth in tourism in Radium Hot Springs. Our growth may have been higher had we not had the challenges of the interior BC wildfires which deterred many travellers, due to concerns for safety in Radium because of poor news headlines or heavy smoke in the area. The fire season in the province was a challenging event for all tourism operators.</i></p> <p><i>After exhaustive research, meetings and discussions, the consensus of the stakeholders was to remain with the current MRDT framework and to discontinue pursuing the One DMO option. Because of this, Tourism Radium has removed the strategies, goals and objectives of this specific item from the business plan.</i></p>	

<p><b>Overall Goals and Objectives</b></p>	<p><b>Tourism Radium’s Goals</b></p> <ul style="list-style-type: none"> <li>• Long term sustainability of funding and tactics to drive the tourism industry in Radium Hot Springs</li> <li>• Effective marketing ensuring the Village of Radium Hot Springs is a highly regarded destination of choice for travellers</li> <li>• Continue working with the other stakeholders through the Travel Columbia Valley Co-op to strengthen awareness of the Columbia Valley and our amenities and align community brands to support each other and align with Destination BC (DBC)</li> <li>• Pursue other collaborative marketing partnerships within the Region to strengthen awareness of the Region and some of the targeted activities within the communities such as the SledKootenay Co-Operative and KootenayNordic Co-Operative.</li> </ul> <p><b>Tourism Radium’s Objectives</b></p> <ul style="list-style-type: none"> <li>• Continue to participate in Columbia Valley wide collaborative initiative with valley stakeholders and DBC</li> <li>• Increase visitation to Radium and the entire valley</li> <li>• Effectively engage with stakeholders to maximize opportunities</li> <li>• Maintain fiscal responsibility</li> <li>• Continue to shift content to storytelling marketing</li> <li>• Continue to grow and engage our social following</li> <li>• Support the Radium Hot Springs Visitor Centre a by providing visitor services via social media, print advertising, and streamlined administration</li> <li>• Collaborate with stakeholders to organize and market innovative initiatives that drive visitation and revenues in Radium Hot Springs</li> <li>• Increase resource allocation towards content and storytelling marketing initiatives</li> <li>• Increase collection of leisure-based activities</li> </ul>
<p><b>Strategies</b></p>	<p>Tourism Radium’s areas of focus in achieving the above are as follows:</p> <ul style="list-style-type: none"> <li>• <b>Collaborative Marketing</b> <ul style="list-style-type: none"> <li>○ Partnering with community stakeholders, chamber members, community partners, regional and provincial stakeholders and organizations on marketing initiatives that allow for effective leveraging of marketing dollars and objectives.</li> <li>○ Initiatives could include media relations, advertising and promotions, consumer shows, publications, digital campaigns and more.</li> </ul> </li> <li>• <b>Digital Marketing</b> <ul style="list-style-type: none"> <li>○ Online advertising and promotional marketing initiatives specific to Radium’s unique travel experiences</li> <li>○ Targeting regional, provincial and national markets while growing and expanding our international markets</li> <li>○ Building potential longer haul markets (10-12 hour travel time)</li> <li>○ Marketing via social media to enhance Radium’s unique travel experiences</li> <li>○ Search Engine Optimization (SEO) &amp; Search Engine Media (SEM) initiatives</li> </ul> </li> <li>• <b>Content Marketing</b> <ul style="list-style-type: none"> <li>○ Develop, enhance and grow distribution of quality content to inspire, motivate, and inform consumers to act. Content development areas: imagery, videos, website, Itineraries, E-newsletters, publications, pamphlets, etc.</li> <li>○ Increase resource allocation towards content and storytelling marketing initiatives.</li> </ul> </li> </ul>

<p><b>Strategies continued</b></p>	<ul style="list-style-type: none"> <li>● <b>Visitor Service</b> <ul style="list-style-type: none"> <li>○ Work closely with DBC and participate in activities such as the Social Media Visitor Service program</li> <li>○ Continue to provide in-kind support to Visitor Services throughout the year to help streamline administrative costs</li> <li>○ Work closely together on tourism related initiatives such as Radium Magazine, community maps, and destination handouts</li> <li>○ Assist Visitor Centre Staff with brochure ordering and ensuring Tourism Radium supporting material is stocked in Visitor Centres</li> <li>○ Continue to support the Radium Hot Springs Visitor Centre with online Visitor Servicing via our social channels.</li> </ul> </li> <li>● <b>Destination Management</b> <ul style="list-style-type: none"> <li>○ Work with local tourism industry to inform and educate</li> <li>○ Work with area stakeholders to take advantage of cooperative opportunities and run paralleled campaigns</li> <li>○ Industry data collection</li> <li>○ Valley Visitor Services</li> <li>○ Organizational development (education)</li> <li>○ Destination defining events</li> </ul> </li> </ul>
<p><b>Target Markets</b></p>	<p><i>Tourism Radium’s marketing initiatives will target markets that are expected to provide the best return on investment, with a mission to market Radium as the destination of choice and increase tourism revenues. Our primary focus will be to attract visitors to Radium who have never visited before, and to bring back those who have been here in the past but have not visited recently.</i></p> <p><b>Target Traveller Profiles</b></p> <ul style="list-style-type: none"> <li>● Gentle Explorers</li> <li>● Free Spirit Traveller</li> <li>● Authentic Experience Traveller</li> <li>● No Hassle Traveller</li> <li>● Adventure Traveller</li> </ul> <p><b>Geographic Markets</b></p> <ul style="list-style-type: none"> <li>● Alberta, British Columbia, Saskatchewan</li> <li>● USA: Washington, Idaho, Montana</li> </ul> <p><b>Demographic Markets</b></p> <ul style="list-style-type: none"> <li>● Families with young children / parents under the age of 45</li> <li>● Young couples (D.I.N.K.S)</li> <li>● Empty nesters (still working, no kids at home)</li> <li>● Early retired or semi-retired</li> <li>● LGBTQ market</li> </ul>

<b>Target Markets continued</b>	<b>Primary Activities</b> <ul style="list-style-type: none"><li>• <i>Golfing</i></li><li>• <i>Hiking / Climbing (Rock &amp; Ice) / Mountaineering</i></li><li>• <i>Rafting / Kayaking / Canoeing</i></li><li>• <i>Fishing (Reel &amp; Fly) / Hunting</i></li><li>• <i>Mountain Biking</i></li><li>• <i>Snowmobiling</i></li><li>• <i>Touring / Scenery / Sightseeing / Photography</i></li><li>• <i>Experiencing Nature and Outdoors</i></li><li>• <i>Skiing / Downhill/ Backcountry / Touring / Nordic</i></li><li>• <i>Events &amp; Festivals</i></li><li>• <i>Camping</i></li><li>• <i>Spa</i></li><li>• <i>History / Culture / Culinary</i></li><li>• <i>Weddings and Reunions</i></li></ul>
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Radium's facility has a unique arrangement where the same space is shared by many users:

- Radium Hot Springs Chamber of Commerce represents all businesses and administers Tourism Radium
- Tourism Radium, which is responsible for MRDT administration and execution of the marketing program
- Radium Hot Springs Visitor Information Centre, which manages Valley Visitor services for the entire Columbia Valley
- Parks Canada Visitor Centre - open May long weekend through to Thanksgiving

Parks Canada owns and maintains the building. Tourism Radium provides visitor services, on average, nine hours a day, 362 days a year. During the busy summer season, Parks Canada aides the Visitor Information Centre by hiring additional staff.

The above businesses are operated from within one building and share resources. This arrangement provides for efficiencies, as duplication of many costs such as computers, phones, and office supplies are eliminated. Staffing requirements are also optimized. The Visitor Information Centre may experience a lull between busy periods. During these lulls, members of the staff can maximize their working time by assisting Tourism Radium staff. Tourism Radium's staff members reciprocate by answering phones for the Visitor Information Centre when staff are busy assisting visitors.

Primary funding for Tourism Radium is the MRDT, but other sources of funding come through jointly funded marketing initiatives, projects, DBC Co-Op Marketing Programs, and surpluses or carry-over funds from previous projects or years.

The annual strategic plan for Tourism Radium is prepared by the Marketing Administrator and is based on input from Tourism Radium's Marketing Committee, the Chamber Board of Directors, Stakeholders and Radium Hot Springs Chamber of Commerce Members. The Board of Directors approves the final plan for the coming year. The plan is then presented to all stakeholders and Radium Hot Springs Chamber of Commerce (RHCC) Members at the January meeting. Tourism Radium's fiscal year runs from January to December.

### **Major Categories of Activities**

- Collaborative Marketing
- Promotional Marketing and Distribution
- Content Development and Website Management
- Visitor Service
- Destination Management

### **Summary Planned Activities & Tactics**

Tourism Radium's marketing activities will be undertaken in all four seasons, with a focus on driving tourist traffic to the Village during the off season, primarily October through April. Tourism Radium specific marketing initiatives will follow Tourism Radium's branding and will be managed by Tourism Radium. Any sub regional marketing under the DBC Co-op marketing program or sector groups will follow DBC brand or sector group guidelines. Some initiatives in this area may be managed by Tourism Radium.

## **Collaborative Marketing:**

- **Marketing Campaigns**

- Working with local members, stakeholders, regional and provincial Direct Marketing Organizations (DMO) and provincial sector marketing groups supported by DBC to plan and execute marketing initiatives.
- Initiatives could include collaborating on digital, broadcast, and print campaigns, consumer shows, event promotions, contesting initiatives, asset development, maps, sub-regional campaigns, and special promotions.

- **Media, Travel & Corporate Initiatives**

- Working with local stakeholders, members, partners, regional and provincial DMOs to host familiarization tours in Radium Hot Springs.
- Engage in marketing initiatives that create media coverage in focused target market areas and generate leads for our stakeholders and Chamber members.

## **Promotional Material and Distribution:**

- **Digital/Print Marketing**

- Initiatives would include individual and collaborative campaigns with stakeholders and chamber members.
- Selecting publications that offer competitive print and web packaging, keeping in mind theme and demographic Tourism Radium is targeting.
- Digital advertising and promotions via 3<sup>rd</sup> party websites (AdWords, Facebook, partners, media outlets, supplier sites and more). Promoting awareness of Radium's experiences, promoting website, assets, and tools for trip planning. Target ads to specific audiences: couples, families, golfers, anglers, hunters, skiers, snowmobilers, etc. Online ads including remarketing initiatives and targeting with keywords that do not include Radium, and being cognizant of not competing with any initiatives the Columbia Valley Co-op is running. Ads will be a mixed display of various sizes, boosted posts and social media ads that promote the brand, 'Radium, Find your Peace' and experiences in a simple and attractive way.
- Implementing Search Engine Marketing (SEM) recommendations. Ads will be a mix of search and display. Ads will include remarketing initiatives and targeting with key words that do not include Radium. Ads will land on quality and relevant landing pages.
- Focus will be to create SEM initiatives on Google that will achieve high ranking based on quality and relevance, not just budget.

- **Multimedia Marketing**

- Work with television and radio media to promote the area as affordable and take action when collaborative opportunities arise.

- **Social Media**

- Promote Radium-specific experiences and programs while engaging with target audiences/fans using Tourism Radium’s social media channels such as Facebook, Instagram, Twitter, YouTube, and Google My Business.
- Continue to work with the Social Media Visitor Service Program DBC created. There has been an increase in the use of social media as a trip planning tool as well as a place to share experiences while visiting Radium Hot Springs, Columbia Valley and Kootenay Rockies region. DBC’s Social Media Visitor Services Program was created to provide an innovative way to connect with travellers online and provide the same level of exceptional service that people are experiencing in Visitor Centres. Now that the program has wrapped up, we intend to continue on our own.
- Work with stakeholders to set up and claim Google My Business listings as a Google Trusted Verifier.

- **Printed & Promotional Material**

- Development of the Radium Magazine (print & digital) for regional and provincial racking, consumer shows and special initiatives. Work began in 2018 for the January 2019 release of the publication.
- Creation of a community pamphlet to replace the rack card and Radium magazine. This would be used for regional and provincial racking, consumer shows and special initiatives. Work would begin in 2019 for launch of new product in 2020.
- Stickers & swag for shows / media FAMS / community events / special promotions.
- Monthly consumer e-newsletters promoting experiences, events, travel specials, videos, trip planning tools, itineraries and more.
- Special landing pages and URL’s for digital campaigns with links to digital publications and maps.

- **Distribution**

- Distribution through GoBrochures.com, DBC community racking program, and throughout southern Alberta through Impact Brochures. We will be working closely with our partners at Canadian Rockies Hot Springs to display our rack cards and magazine at the Radium Hot Springs, Miette Hot Springs and Banff Upper Hot Springs. We are also working with our Parks Canada partners to have racking in the Banff, Lake Louise, and Field Visitor Centres to help draw visitors from the nearby congested national parks to Kootenay National Park and Radium Hot Springs.
- DBC community racking program no longer in place.
- Continue to build relationships with Travel Alberta Visitor Centres to have our product racked in their centres.
- Digital distribution through KootenayBrochures.com, Experience Mountain Parks, RadiumHotSprings.com, stakeholder / Chamber Member website, and more.

## **Content Development & Website Management:**

- **Website and Search Engine Optimization (SEO)**

- Enhancing navigation, content and functionality of RadiumHotSprings.com, driven by consumer demand, research and SEO recommendations. The website is our primary marketing tool and source of information for our consumers. We will continue to enhance the quality of informative details consumers want to see while representing stakeholders and Chamber Members.
- Implementing SEO objectives and recommendations to maintain RadiumHotSprings.com's ranking on search engines, enhancing quality content on the website, effectively linking and crosslinking stakeholders, members, and community partners throughout the site. Effective use of keywords to enhance Meta descriptions, and having partner sites link back to our site.
- Undertaking Google AdWords campaigns which could include:
  - Seasonal Programing, Winter Adventures, Spring Hot Spots, Summer Patios, Fall Festivities, etc.
  - Stay and Play Program including Golf / Adventure
  - Itineraries / Things to Do
  - Events and more

- **Video & Imagery**

- Enhancing imagery collection with more storytelling videos and photography while staying within the DBC guidelines. Working with videographers and photographers who understand the guidelines and supporting/partnering on Kootenay Rockies Tourism (KRT)/DBC assisted development projects. Projects that tell stories what Radium Hot Springs has to offer, such as outdoor recreational adventures, nature, scenery, culture, food, and more.
- Marketing the assets via social media, website, digital advertising, E-newsletters, partners, media and more.

## **Visitor Service:**

- **Program involvement**

- Work with DBC and participate in programs such as Social Media Visitor Service program

- **Support Visitor Services**

- Gain efficiencies by sharing administrative expenses
- Assist Visitor Centre staff with management of promotional materials
- All assistance continues to be in-kind services

## **Destination Management:**

- **Industry Research & Metrics**

- Advocate for programs like the Value of Tourism or Remarkable Experiences Programs, a 2018 program we participated in. Both provide ideal engagement and educational opportunities for Stakeholders / Chamber Members and partnering Columbia Valley businesses.
- Continue to partner with stakeholders and members to conduct visitor surveys in Radium Hot Springs and begin to gather information and build a strong Net Promoter Score.
- Tourism Radium will begin a data collection program with community stakeholders. The goal is to collect postal codes, so we can best place media buys, target advertising and collaborate for Resort Municipality Initiative reporting.

- **Stakeholder Engagement & Industry Education**

- Provide member / stakeholder updates at Radium Hot Springs Chamber of Commerce meetings.
- Provide regular E-newsletters and engage in phone conversations keeping membership and stakeholders updated with upcoming opportunities and initiatives.
- Continue to encourage the local press to be engaged in the Radium community and advocate for press releases on pertinent news, events and updates.
- Attend industry trade shows, conferences and workshops.

- **Destination Defining Events**

- Continue to work closely with community partners and the Village of Radium Hot Springs and offer marketing support where needed.
- Marketing activities to support Radium Events in 2019 will include: Tourism Radium Publication, local newsprint which offers online access, updating RadiumHotSprings.com with current event details and event schedules, features in Google AdWords and e-newsletter campaigns relevant to community events, scheduled social media postings on Twitter, Facebook, Instagram, and Google My Business, event-focused partnerships with KRT, listing events on local websites such as Columbia Valley Chamber of Commerce, E-know, submitting updates to KRT and DBC, and cross posting and Co-Hosting with stakeholders via social media.

- **Organizational Development (Education)**

- In a fast-paced environment and evolving digital era it is important to keep staff current on the latest market and marketing trends. In 2019, we will enroll our Marketing Co-ordinator in tourism-related, continuing education programs, DBC and KRT supported programs and conferences.

- **Performance Measures, Expected Outputs and Outcomes**

- Marketing results (partners, impressions, referrals, clicks, engagement, media coverage, assets, etc.)
- Evidence of increased collection, reporting and use of tourism metrics and research
- 15% increase in leisure-based MRDT / 10% growth in short term accommodation rentals
- 10% growth in visitation per year based on a sample of operators and related data
- Increase in website sessions, social media engagements, and metrics
- Increase in e-newsletter database numbers
- Media visits and coverage
- Evidence of increased stakeholder engagement and collaboration
- Visitor Survey results

**Many leverageable projects and opportunities have not been announced by KRT or yet approved by DBC and many print opportunities arrive on a seasonal or last-minute basis**

**Major Category:** *Collaborative Marketing*

**Activity Title #1:**

**Travel Columbia Valley Co-op – TravelColumbiaValley.com** \*Based on application approval from DBC

*Co-operative plan with DBC, Invermere Panorama DMO, Fairmont Hot Springs Resort, Tourism Radium Hot Springs, Private Sector Business – Copper Point Resort, Fairmont Creek Properties*

*Lead Organization: Columbia Valley Tourism Society*

*Tourism Radium Contribution: \$25,000.00*

*Estimated 2019 Total Budget: \$180,000.000 (includes 15% administration)*

**Tactics (main bullet) and Implementation Plan (sub-bullet):**

*This activity outlines the priority initiatives to support the identified goals. These tactics and implementation plans for Year 4 of the Travel Columbia Valley Co-op, which extends from April 2019 to March 2020, are not meant to be an exhaustive list. These plans are highlights of the strategic priorities identified in Years 1 and 2. We will continue to build on the developed framework of the Year 2 Marketing Plan to strategically execute the tactics, engaging Columbia Valley stakeholders to increase consumer awareness of the 'Time to unwind' brand.*

- **Visitor Engagement**

- *SEO/SEM - Organic and paid strategy, shoulder season/midweek focus tethered into microsite to drive engagement and brand awareness during off-peak times.*
- *Social - Research and write content and distribute through owned/earned and paid channels.*
- *Paid Media Campaigns - Introduce and strengthen brand messaging to short-haul markets through radio, digital media and/or out of home channels.*

- **Image Bank & Content Development**

- *Continue to work with stakeholders to collect images and content and fill in any gaps that can be identified.*
- *Additional paid photography and content contract where gaps exist.*

- **SEO Optimization, Audit of Functionality**

- *Regular audit of microsite to assess needs that are being/not being met, striving to support vendors equally driving traffic to their existing systems, develop/grow a Columbia Valley owned database.*

## Performance Measures:

### Output Measures:

- Visitor engagement
- Print, digital and social promotions
- Website click throughs & social post engagement - also measured by partners
- Consumer show booth visitors

### Outcome Measures:

- Created an awareness of partnering communities and their offerings
- Increased awareness of the Columbia Valley within the Kootenay Rockies region
- Increased visitor volume
- Increased visitor nights in communities
- Increased visitor spending
- Increased revenue in leisure activities

**Major Category:** Collaborative Marketing

## Activity Title #2:

**MyKootenays.ca** \*Based on application approval from DBC

Co-operative campaign with DBC, Tourism Fernie, Tourism Cranbrook/City of Cranbrook, Tourism Kimberley, Invermere Panorama DMO, Tourism Radium, Fairmont Hot Springs Resort.

Lead Organization: Tourism Fernie

Tourism Radium Contribution: \$1,500.00

Estimated 2019 Total Budget: \$28,800.00 (includes 15% administration)

## Tactics (main bullet) and Implementation Plan (sub-bullet):

Packaging and promotion of the communities, the area, and their unique, market-ready snowmobile experiences. Highlight tourism experiences within the cultural, heritage, arts, wellness, soft adventure and culinary tourism areas. Targeting the Zoomer (specifically the healthy, active, online savvy 45-70 year olds) audience in drive markets of primarily Alberta and northern Montana/Idaho, and secondary drive markets of Saskatchewan, BC, and Spokane WA. Focus primarily on spring, summer and fall travel. Tourism Radium has been involved since the beginning of this project which is now in its fourth year, running from April 2019 to March 2020.

- **Video Production - \$14,000**
  - Hire a local professional videographer to travel to each of the communities/resorts to film content that meets DBC quality/brand standards.
  - Videographer will spend a full day at each location
  - Partners would assist in the following areas:
    - One night of complimentary lodging for videographer and some meal support
    - Partner support to ensure itinerary is organized and is aligned with MyKootenays area of focus (culture, sightseeing, food, arts, heritage, shopping, attractions, etc. – no hard adventure)
    - Ensure models if needed are organized to feature experiences effectively when filming. Primary target audience is 45+
    - Organize the attractions/businesses and experiences to be filmed that day.
    - Onsite logistical support for videographer
  - Filming timing: Mid-Late spring
  - Videographer would produce 1 short edit per location and 3 edits covering the full MyKootenays Tour

- **Digital Marketing \$7,000**

- Digital ad campaign promoting awareness of the route via the videos, display ads and website
- Updates to the website
- Support from KRT and DBC to push out the content

**Performance Measures:**

Output Measures:

- Microsite design
- Hashtag implementation
- Digital and printed guides
- Online advertising and promotions

Outcome Measures:

- Created an awareness of partnering communities and their offerings
- Increased visitor volume
- Increased visitor nights in communities
- Increased visitor spending

**Major Category:** Collaborative Marketing

**Activity Title #3:**

**BC Fire Relief Program** \*Based on application approval from DBC – this is a one-year opportunity

Co-operative campaign with DBC, KRT, Tourism Radium & Invermere Panorama DMO

Lead Organization: KRT

Tourism Radium Contribution: \$3,500.00

Invermere Panorama Contribution \$3,500.00

Estimated 2019 Total Budget: \$14,000.00

**Tactics (main bullet) and Implementation Plan (sub-bullet):**

Promotion of Invermere Panorama & Tourism Radium via Global Calgary targeting specific late winter and early spring activities via 30 second commercial spots and or special reporting times such as traffic / weather “brought to you by”

- **Global Calgary - \$14,000.00**

- Logistics of tactic still under construction.
- Commercials to consist of still photography currently in our image banks
- Landing page creation if necessary, depending on tactics

**Performance Measures:**

Output Measures:

- Landing page
- Hashtag usage
- Number of purchased airtime spots

Outcome Measures:

- Created an awareness of partnering communities and their offerings during the shoulder season (late winter/early spring)
- Increased visitor volume
- Increased visitor nights in communities
- Increased visitor spending
- Increased website visits
- Increased social following

**Major Category:** Collaborative Marketing

**Activity Title #4:**

**SledKootenay.com** \*Based on application approval from DBC

Co-operative campaign with DBC, BC Snowmobile Federation, Tourism Fernie, Tourism Cranbrook/City of Cranbrook, Tourism Kimberley, See Revelstoke, Tourism Golden, Invermere Panorama DMO & Tourism Radium

Lead Organization: BC Snowmobile Federation

Tourism Radium Contribution: \$1,500.00

Estimated 2019 Total Budget: \$24,000.00 (includes 15% administration)

**Tactics (main bullet) and Implementation Plan (sub-bullet):**

Packaging and promotion of the communities, the riding areas, and their unique market-ready snowmobile experiences within the Kootenay Rockies Region. Target the audience in drive markets of primarily Alberta and northern Montana/Idaho, and secondary drive markets of Saskatchewan, BC and Spokane WA. Focus primarily on sled season (Late Fall through Late Spring). SledKootenay.com has operated this program for 2 years. Tourism Radium will participate for the first time in April 2019 - March 2020.

- **Content Production and Acquisition - \$11,000**
  - Develop videos, photography, and written content for use on websites, social media and digital advertising to communicate the emotional urgency to visit BC and to increase traveler advocacy.
  - Maintenance of separate microsite
    - to promote snowmobiling in the Kootenay region to destination visitors,
    - to provide a seamless experience to potential visitors,
    - to collect tangible leads for tourism businesses in the region, and
    - to create a sense of emotional urgency to visit the Kootenay Rockies.
- **Traditional Print Advertising - \$7,000**
  - Purchase advertising in traditional print mediums.
  - Build relationships, recognition in the snowmobile community and build brand recognition.
- **Digital Marketing - \$5,500**
  - Paid Search/SEM advertising through Google and other online search engines will build relationships, recognition in snowmobile community, and build brand recognition.
  - Paid advertising spots on Facebook/Instagram and Google Ads, will build brand recognition, and communicate emotional urgency to visit BC and the Kootenay Rockies.

**Performance Measures:**

Output Measures:

- Microsite design
- Hashtag implementation
- Digital and printed guides
- Online advertising and promotions

Outcome Measures:

- Created an awareness of partnering communities and their sledding offerings
- Increased visitor volume
- Increased visitor nights in communities
- Increased visitor spending
- Increased Social following
- Increased # Usage
- Increased visits to SledRadium Landing Page

**Major Category:** *Collaborative Marketing*

**Activity Title #5:**

**Kootenayxc.com** \*Based on application approval from DBC

*Co-operative campaign with DBC, CWSAA Sector Group, Tourism Fernie, Tourism Golden, Tourism Kimberley, Invermere Panorama DMO, Nelson & Kaslo, Rossland & Castlegar, Revelstoke, Tourism Radium*

*Lead Organization: CWSAA Sector Group*

*Tourism Radium Contribution: Total contribution = \$2,500.00 (\$1,000 to finish off the current season (was part of 2018 budget), \$1,500 for 2019 application process begins in May) Cost shared with Nipika Mountain Resort*

*Estimated 2019 Total Budget: \$16,000.00 (includes 15% administration)*

**Tactics (main bullet) and Implementation Plan (sub-bullet):**

*Packaging and promotion of the communities, the area, and their unique market-ready cross-country ski experiences. Target specifically the healthy, active, 30-70 year olds including active family audience in drive markets of primarily Alberta and northern Montana/Idaho, and secondary drive markets of Saskatchewan, BC and Spokane WA. This is year 3 of this project and Tourism Radium's first year participating. Tourism Radium will be highlighting staying in Radium and experiencing the cross-country trails at Nipika Mountain Resort.*

- **2019 January – May – \$1,000** *Microsite updates to include Tourism Radium including video updates to include Nipika trails. Unleveraged as we did not commit to participate until November 2018*

**Leverageable projects** – *Individual tactics under each category to be confirmed in May upon completion of Co-op application.*

- **Print Marketing - \$2,500**
- **Creative & Content Creation - \$1,000**
- **Digital Marketing \$11,000**
  - *Digital ad campaign promoting awareness of the route via the videos, display ads and website*
  - *Updates to the website*
  - *Support from KRT and DBC to push out the content*

**Performance Measures:**

Output Measures:

- *Microsite design*
- *Hashtag implementation*
- *Digital and printed guides*
- *Online advertising and promotions*

Outcome Measures:

- *Created an awareness of partnering communities and their sledding offerings*
- *Increased visitor volume*
- *Increased visitor nights in communities*
- *Increased visitor spending*

**Major Category:** *Collaborative Marketing (Within Community)*

**Activity Title #6:**

*Golf Radium – GolfRadium.com*

*Radium Specific Program – Stay in Radium Play in Radium*

*Collaborative Program – Administered by Tourism Radium*

*Supporting Partners – Radium Golf Group & Participating Radium Accommodators*

*Lead Organization: Tourism Radium*

*Estimated 2019 Total Budget: To Be Confirmed – Stakeholder engagement necessary to run program*

**Tactics (main bullet) and Implementation Plan (sub-bullet):**

- **2019 Tactics still to be confirmed, subject to but not limited to:**
- **Website & Social Advertising**
  - *Rotating partner banner ads on RadiumHotSprings.com, directed to URL of partner’s choosing – Banner Analytics provided to all partners.*
  - *Continued enhancement & monitoring of dedicated program landing page and listings for all partners.*
  - *Regular promotional social postings throughout all Tourism Radium Channels. Partners are asked to share posts. Tourism Radium will monitor and share partner posts.*
  - *Program specific Google Ads & Facebook ads*
- **E-know.ca**
  - *Banner and box web ads on rotation throughout the site directed to GolfRadium.com*
  - *Banner and box ads in e-newsletters*
  - *Potential for program editorial*
- **Print Advertising**
  - *Source out appropriate print advertising. In previous years we partnered with KRT to promote the program in the Discover Summer insert in the Calgary Herald and Edmonton Sun, Spokesman Review & Alberta Golfer. Due to sector restrictions we are unable to do this in 2018. We will continue to reach out to the golf sector and make every effort to find leverageable programs through them.*
- **Digital Advertising**
  - *Paid media campaign with the WeatherNetwork.com, ads run on weather triggers in targeted locations.*

**Performance Measures:**

Output Measures:

- *Visitor engagement*
- *Print, digital and social promotions*
- *Website click throughs & social post engagement - also measured by partners*
- *Consumer show booth visitors*

Outcome Measures:

- *Created an awareness of the program and partners participating in program*
- *Increased awareness of the Columbia Valley within the Kootenay Rockies Region*
- *Increased visitor volume*
- *Increased visitor nights in communities*

- Number of passes sold
- Number of participating partners
- Increased visitor spending
- Increased in program revenue
- Increased number of rounds booked

**Major Category:** *Promotional Marketing and Distribution*

- Only confirmed 2019 tactics listed as we are still waiting for leverageable opportunities to be announced by KRT.

**Activity Title #1 - 7:**

*Digital Advertising*

*Print Advertising*

*Print & Digital Packages*

*Multimedia*

*Social Media*

*Printed and Promotional Materials*

*Distribution*

**Tactics (main bullet) and Implementation Plan (sub-bullet):**

**Digital Advertising:**

- *Riders / SnoRiders West*
  - *Annual Banners purchased in November 2018, will renew November 2019*
- *GoCampingBC.Com*
  - *Listed on the Kootenay Exploring section of site, including 15 second Time lapse video*

**Print Advertising:**

- *Kootenay Rockies Touring Guide*
  - *Partnered with Canadian Rockies Hot Springs*
- *2019-2021 BC Fresh Water Fishing Regulations*
  - *Available online by regional section direct from env.gov.bc.ca*
  - *To be paid in 2019*
- *2018-2020 BC Hunting Regulations*
  - *Available online by regional section direct from env.gov.bc.ca*
  - *Paid in 2018*

**Print & Digital Packages:**

- *BC Outdoor Magazine*
  - *1/3 page in BC Outdoor Fishing Special on shelf April 2019*
  - *1/3 page in BC Outdoor Hunting Special on shelf September 2019*
  - *BCOutdoorMagazine.com and CanadaOutdoorMagazine.com – online listing in the Kootenay Rockies region*

- Continue to source out high value digital/ print packages
- Leverage with partners where possible

**Multimedia:**

- Source out opportunities to run parallel campaigns with Travel Columbia Valley
- Potential for parallel radio spots in 2019

**Social:**

- No scheduled projects at this time
- Focus will be on partner programs, community awareness, and events

**Printed and Promotional Material:**

- 2019 Tourism Radium publication
- Community rack card redesign
- Community Pamphlet replacing Tourism Radium Publication – 2020 budget work to begin in 2019
- Possible promotional bags / Radium ram hats / pens / stickers

**Distribution**

- Continue racking with Impact Brochures – rack cards only
- Digital distribution of Radium Magazine & Radium rack cards on KootenayBrochures.com
- Digital distribution of Radium Magazine with Experience Mountain Parks
- GoBrochures.com – Visitor Centre Distribution – recommend both rack card and magazine be listed, currently listing rack cards only
- Foster relationships with Travel Alberta Visitor Centres, for support in racking either Radium rack cards or magazine. We have had moderate success with this in 2018.
- Tourism Radium Marketing Administrator delivers to interior communities while traveling to save on shipping costs.

**Performance Measures:**

Output Measures:

- Visitor engagement
- Print, digital and social promotions
- Website click throughs & social post engagement - also measured by partners
- Consumer show booth visitors
- Number of passes sold
- Number of participating partners

Outcome Measures:

- Created awareness of program and partners participating in program
- Increased awareness of the Columbia Valley within the Kootenay Rockies Region
- Increased visitor volume
- Increased visitor nights in communities
- Increased visitor spending
- Increased revenue in leisure activities
- Increased number of rounds booked

**Major Category:** *Content Development and Website Management*

**Activity Title:**

*Website & SEO Management*

**Tactics (main bullet) and Implementation Plan (sub-bullet):**

**RadiumHotSprings.com**

- *Enhancing navigation, content and functionality of RadiumHotSprings.com, driven by consumer demand, research and SEO recommendations. The website is our primary marketing tool and source of information for our consumers. Focus will be on continued enhancements of informative details consumers want to see, as well as representation of stakeholders and Chamber Members.*
- *Implementing SEO objectives and recommendations to maintain RadiumHotSprings.com's ranking on search engines, enhancing quality content on the website, effectively linking and crosslinking stakeholders, members, and community partners throughout the site. Effective use of keywords to enhance Meta descriptions, and having partner sites link back to our site.*

**Recommended Updates – Highlighted are the highest priorities**

**Category Page Redevelopment**

- *Redesign of the category page templates. This process would involve a mock up and sign off before proceeding into programming. The goal is to increase usability for mobile and to enhance organization of content, such as videos and introduction text. This would impact pages such as: <https://www.radiumhotsprings.com/listings/accommodations/>. Inspiration includes: <https://tourismtofino.com/food-drink/cafes-bakeries-breweries/>.*

**Google Event Schema For Event Posts – Enhancement of the Google Community Searches**

- *Build in the following fields (many of these are already set up in the Event posting) and then build them out in the back-end code for the schema 'array' for Google's bots to crawl for consideration of the information as a list-able event in its search results. The following fields will be accounted for in the 'array' (including the fields in bold which will be new to the current event posting system, and which will be filled out after the features are added, to ensure Google is provided with as much indexable event data as possible):*
  - *Location and Address (venue name, street, city, postal, province, country)*
  - *Event Name and Location Name (detailed venue name)*
  - *Start and End Date*
  - *Description*
  - *Image*
  - *Offers (tickets)*
  - *Offers availability (sold out, in stock etc.)*
  - *Offers Price and Currency*
  - *Offers valid from*
  - *Offers URL (booking URL)*
  - *Performer (group / organizer) (ex: name of the organization, such as the Rotary Club, that is hosting the event - where applicable)*
  - *Performer name (ex: the name of the artist who is headlining the event - where applicable)*

### **Event Feed for Homepage**

- *This would include an assessment of how many events and in what order on the homepage the feature is pulled in to connect website users to the most recently occurring events in Radium Hot Springs. This would be integrated from the current Events feature so that further edits aren't required once the event is published.*

### **Notifications Banner**

- *This would allow the creation, posting and turning off of a notification banner that would run the full width of the website along the top of the page. The banner can include a link to another page on or off the site, and the user can select the background and text colour for the banner. This banner ad is used for KooenayRockies.com, VisitWestside.com, and CenturyRailings.com for promoting events, contests or providing alert information for the region.*

### **Video Controls For Homepage and Navigation Revamp**

- *This would account for marketing budget to analyze a year's worth of Google Analytics data to determine the most frequently accessed pages from the homepage, and pathways to other pages that are getting missed from the homepage, to build a mock-up of a navigation restructuring.*
- *The programming of the approved navigation rebuild would include video clip controls for the header image area, so that a short .mp4 file video could play in place of an image on the homepage. This has been implemented this for ZipZone.ca, VisitWestside.com, ThreePointCapital.ca and Outlaweagle.com.*

### **Performance Measures:**

#### Output Measures:

- *Website maintenance*

#### Outcome Measures:

- *Increased ease of use for consumer*
- *E-newsletter sign ups*
- *Created awareness of community, businesses, regional offerings*
- *Increased web visits*
- *Increased sessions*
- *Increased social following*

<b>Major Category:</b> <i>Visitor Service</i>		
<b>Activity Title #1</b> <i>Visitor Information Centre (VIC)</i>		
<b>Tactics (main bullet) and Implementation Plan (sub-bullet):</b> <ul style="list-style-type: none"> <li>• <b>Staffing Support</b> <ul style="list-style-type: none"> <li>○ <i>This in-kind support is reciprocal support. When the VIC or the Chamber of Commerce or the Tourism Radium staff are either short or very busy, any one staff member of any of the entities will assist.</i></li> <li>○ <i>The services provided by all entities are answering phones, answering front counter inquiries, responding to requests, and performing overall general services required of staff.</i></li> <li>○ <i>The supporting roles are an in-kind staffing support, all businesses work together to help each other reach the level of service expected by the visitors, members, and local residents.</i></li> <li>○ <i>With this business model we can keep our building doors open 362 days a year on the small budgets.</i></li> </ul> </li> </ul>		
<b>Performance Measures:</b> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; vertical-align: top;"> <u>Output Measures:</u> <ul style="list-style-type: none"> <li>• <i>Visitor engagement</i></li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <u>Outcome Measures:</u> <ul style="list-style-type: none"> <li>• <i>Created awareness of community, businesses, regional offerings</i></li> <li>• <i>Increased awareness of the Columbia Valley within the Kootenay Rockies Region</i></li> <li>• <i>Increased visitor volume</i></li> <li>• <i>Increased visitor nights in communities</i></li> <li>• <i>Increased spending</i></li> <li>• <i>Increased program revenue</i></li> </ul> </td> </tr> </table>	<u>Output Measures:</u> <ul style="list-style-type: none"> <li>• <i>Visitor engagement</i></li> </ul>	<u>Outcome Measures:</u> <ul style="list-style-type: none"> <li>• <i>Created awareness of community, businesses, regional offerings</i></li> <li>• <i>Increased awareness of the Columbia Valley within the Kootenay Rockies Region</i></li> <li>• <i>Increased visitor volume</i></li> <li>• <i>Increased visitor nights in communities</i></li> <li>• <i>Increased spending</i></li> <li>• <i>Increased program revenue</i></li> </ul>
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<b>Major Category:</b> <i>Destination Management</i>
<b>Activity Title #1</b> <i>Consumer Shows</i>
<b>Tactics (main bullet) and Implementation Plan (sub-bullet):</b> <p><i>Unconfirmed 2019 Consumer Shows, working with businesses to determine which shows they would like Tourism Radium to attend</i></p> <ul style="list-style-type: none"> <li>• <i>Calgary Outdoor Adventure Show</i></li> <li>• <i>Calgary Golf Show</i></li> <li>• <i>Alberta Snowmobile and Power Sports Show</i></li> <li>• <i>Alberta Woman’s Show</i></li> </ul>

**Performance Measures:**Output Measures:

- *Visitor engagement*
- *Printed material hand outs*

Outcome Measures:

- *E-newsletter sign ups*
- *Created awareness of community, businesses, regional offerings*
- *Increased awareness of the Columbia Valley within the Kootenay Rockies Region*
- *Increased booth visitors / conversation quality*
- *Increased visitor volume*
- *Increased visitor nights in communities*
- *Increased visitor spending*
- *Increased program revenue*

**Major Category:** *Destination Management***Activity Title #2***Destination Defining Events*

*Drawing visitors to Radium Hot Springs with key events and providing them with an enjoyable, family friendly environment is integral in creating experiences and memories. It is these ‘feel-good’ experiences that draw visitors back to Radium. We are fortunate enough to have both “Visitor Participation” events and community “Feel Good Events”.*

**Tactics:**

- *Music & Market on Main*
- *Headbanger Festival – RadiumHotSprings.com/Headbanger*
- *Columbia Valley Classics Autumn Show & Shine*
- *Radium Days*
- *Rockin’ on Main*
- *Various other community and Columbia Valley Events and Festivals*

**Implementation Plan:**

- *Sourcing entertainment*
- *Sourcing design in-house or contracted*
- *Media buys – print & web*
- *Scheduled social media postings*
- *Banner advertisements on home page of RadiumHotSprings.com*
- *Event listing on RadiumHotSprings.com*
- *Supplying event listings to KRT, DBC, complimentary event listings print / web throughout Columbia Valley*
- *Event registration via Constant Contact*

## **Performance Measures:**

### Output Measures:

- *Visitor engagement*
- *Digital ads & listings*
- *Print ads & listings*

### Outcome Measures:

- *E-newsletter sign ups*
- *Created awareness of community, businesses, regional offerings*
- *Increased awareness of the Columbia Valley within the Kootenay Rockies Region*
- *Increased website visits*
- *Increased event listings*
- *Increased visitor volume at events*
- *Increased visitor nights in communities*
- *Increased visitor spending*
- *Increased revenue within community*

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

Revenues		2019 Budget \$
Carry-forward from previous calendar year		
MRDT		\$165,000.000
Local government contribution		
Stakeholder contributions		\$7,000.00
Co-op funds received (e.g. CTO; DMO-led projects)		
Other local stakeholder contributions		
Grants – Federal		
Grants – Provincial		
Grants/Fee for Service – Municipal & CBT		\$2,500.00
Retail Sales		
Interest		
Other – Event Revenue		
	<b>Total Revenues</b>	<b>\$174,500.00</b>

  

Expenses		2019 Budget \$
<b>Marketing</b>		
Marketing staff – wage and benefits		\$45,300.00
Media advertising and production		\$45,806.00
Website - hosting, development, maintenance		\$6,000.00
Social media		\$5,000.00
Consumer shows and events		\$3,500.00
Collateral production and distribution		\$18,769.00
Travel media relations		\$1,000.00
Travel trade		
Other (please describe) Event Expenses		
	<b>Subtotal</b>	<b>\$125,375.00</b>
<b>Destination &amp; Product Experience Management</b>		
Destination & Product Experience Management Staff – wage and benefits		
Industry development and training		
Product experience enhancement and training		
Research and evaluation		
Other (please describe)		
	<b>Subtotal</b>	
<b>Visitor Services</b>		
Visitor services activities		
Other (please describe)		
	<b>Subtotal</b>	
<b>Meetings and Conventions</b>		
Meetings, conferences, conventions, sales, events etc.		\$2,500.00
	<b>Subtotal</b>	<b>\$2,500.00</b>
<b>Administration</b>		
Management and staff unrelated to program implementation – wages and benefits (including Co-op Administration)		\$26,425.00
Finance staff – wages and benefits		\$12,000.00
Human Resources staff – wages and benefits		
Board of Directors costs		
Information tech. costs – workstn-related costs (i.e. cmpters, phn, support, networks)		\$8,200.00
Office lease/rent		
General office expenses		
	<b>Subtotal</b>	<b>\$46,625.00</b>

Expenses		2019 Budget \$
<b>Other</b>		
All other wages and benefits not included above		
Other activities not included above (please describe)		
<i>Subtotal</i>		
<b>Total Expenses:</b>		<b>\$174,500.00</b>
<b>Balance or Carry Forward</b>		

### Projected Spend by Market (*broad estimate*)

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC	\$13,050	15%
Alberta	\$60,900	70%
Ontario		
Other Canada ( <i>please specify</i> )		
<i>Saskatchewan</i>	\$8,700	10%
Washington State	\$2,350	2.7%
California		
Other USA ( <i>please specify</i> )		
<i>Montana</i>	\$1,000	1.15%
<i>Idaho</i>	\$1,000	1.15%
Mexico		
China		
UK		
Germany		
Australia		
Japan		
Other International ( <i>Please specify</i> )		
<b>Total</b>	<b>\$87,000</b>	<b>100%</b>