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# DISTRICT OF PORT HARDY

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Municipal and Regional District Tax Application 2017-2021

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**Acronym Listing**

- Port Hardy Tourism Advisory Committee (PHTAC)
- Vancouver Island North Tourism (VINT)
- Municipal Regional District Tax (MRDT)
- Additional Hotel Room Tax (AHRT)
- Destination British Columbia (DBC)
- Tourism Vancouver Island (TVI)
- District of Port Hardy (DPH)
- Port Hardy Visitor Centre (PHVC)

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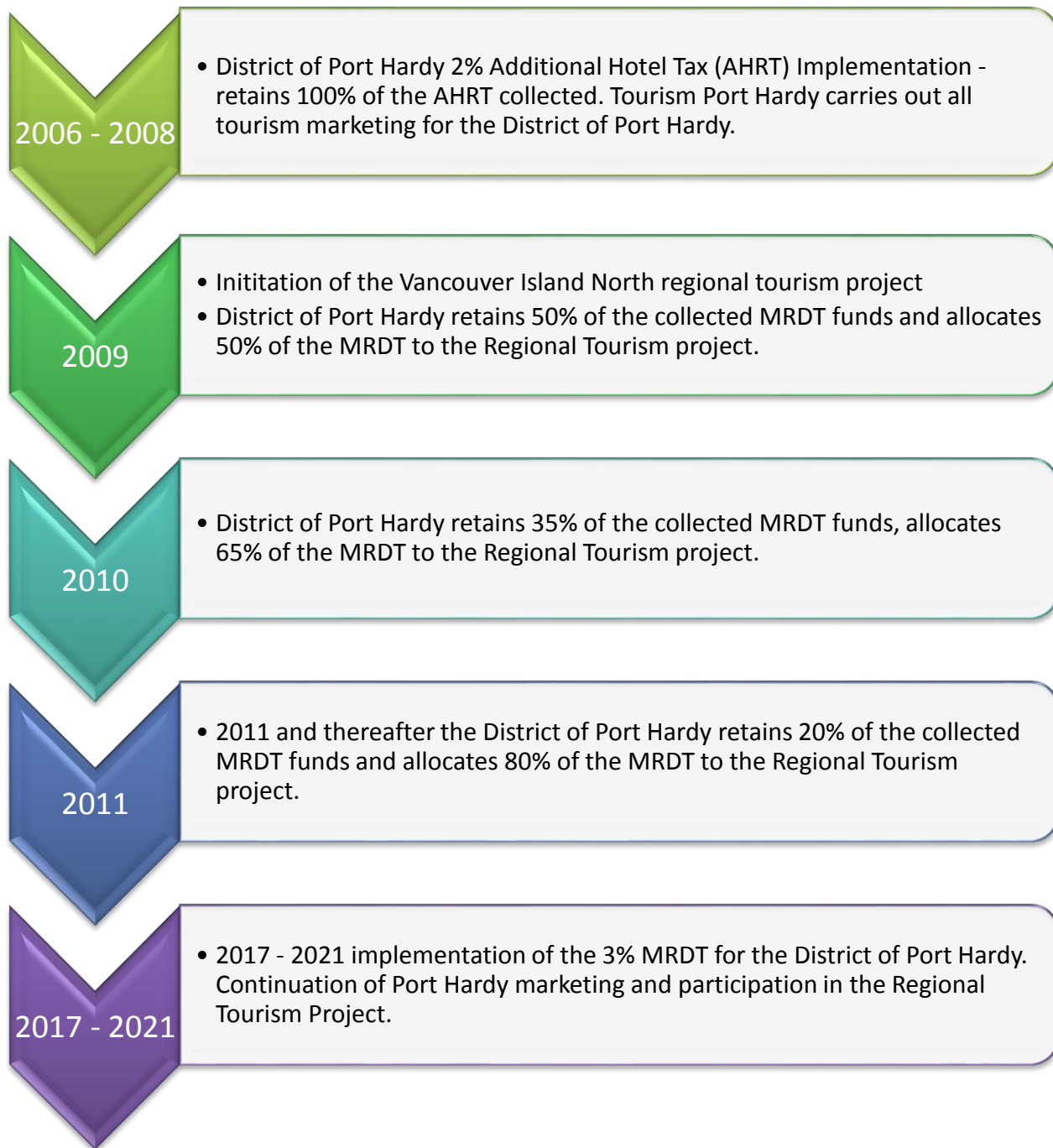
## Introduction and Context

In 2006 the District of Port Hardy introduced the Additional Hotel Room Tax (AHRT) to local stakeholders and accommodation providers. In July of that year the collection of the AHRT was implemented; a contract was created for Port Hardy Tourism local tourism entity, an organization governed at the time by a board consisting of local stakeholders and invested parties; this not-for-profit society was designated as the organization responsible for tourism marketing on behalf of Port Hardy. The marketing budgets core funding was derived through the annual revenue collected through the Hotel Tax. Shortly thereafter, a wide group of tourism stakeholders and business operators across Northern Vancouver Island came together to begin the process of developing a regional tourism plan through Tourism BC's *Community Tourism Foundations*® program. Resulting in the *Regional Tourism Plan for North Vancouver Island*, which was released in June of 2008.

From 2006 to 2009, the District of Port Hardy retained 100% of the Hotel Room Tax revenue, allocating it to Port Hardy Tourism to invest the funding into various marketing and promotional initiatives on behalf of the community. In 2009, Vancouver Island North Tourism assumed the role of promoting regional tourism, upon which, the municipality began to distribute a 50% of the collected MRDT funds to the regional project, retaining the remaining balance. In 2010, the MRDT revenue was redistributed where 35% of the collected funds were retained by the District of Port Hardy and 65% was allocated to the regional program. From 2011 and thereafter a total of 20% of the MRDT revenues were held by the District with the remaining 80% allocated to the regional tourism program. Port Hardy Tourism continued to carry out the deliverables required of the MRDT revenues, focusing on strategically investing in marketing initiatives that promote Port Hardy.

Unique to the District of Port Hardy's MRDT program is the District's renewal date, as it is separated by 2.5 years from the rest of Vancouver Island North region. Upon announcement for the MRDT to increase to 3% the District of Port Hardy identified an opportunity to continue their level of engagement and funding to the Regional tourism program which has proven successful while being able to increase retention for the District's marketing and promotional initiatives. Tourism in Port Hardy has since undergone restructuring in governance with the formation of the Port Hardy Tourism Advisory Committee (PHTAC), to oversee tourism marketing in Port Hardy. The mandate of the committee is to monitor, evaluate and advise the Port Hardy Council on policy and strategic initiatives related to marketing tourism in Port Hardy. The committee consists of representation from the District of Port Hardy staff and council, Vancouver Island North Regional Tourism (VINT), Port Hardy Visitor Centre, Port Hardy Chamber of Commerce and local tourism stakeholders. As part of the committee's terms of reference, the Port Hardy Visitor Centre has been deemed the service provider to implement the marketing plan in accordance to the deliverables outlined in this agreement under the advisement and direction of the advisory committee. The core funding for marketing Port Hardy is acquired through the MRDT with the District of Port Hardy continuing to financially support the operations of the Port Hardy Visitor Centre and maintaining their contributions towards Vancouver Island North. The success, structure and implementation of tourism marketing for Port Hardy is dependent on the continuation of the MRDT program.

## TIMELINE OF MRDT FOR DISTRICT OF PORT HARDY 2006 - 2021

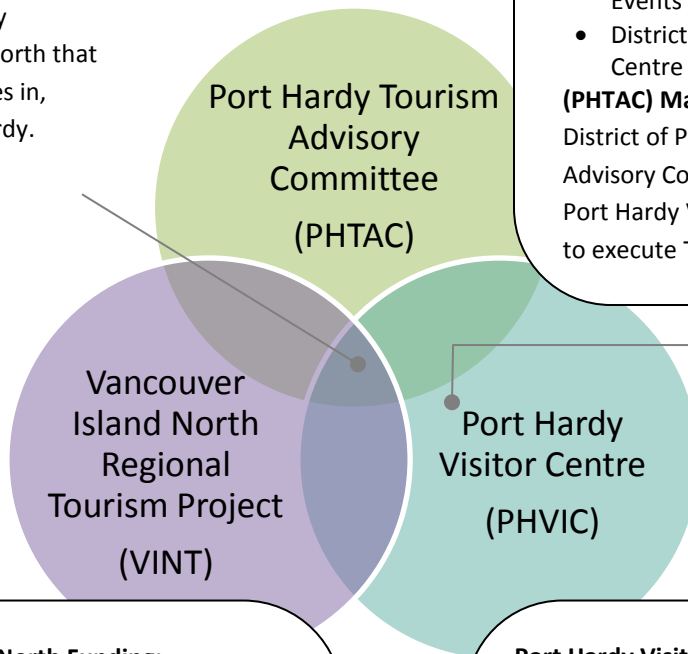


# Tourism Marketing & Services in Port Hardy

Port Hardy Tourism Advisory Committee (PHTAC), the Port Hardy Visitor Centre and the Vancouver Island North regional tourism project are all independently funded and independently operated organizations. With a common interest of promoting tourism to Port Hardy, these organizations work together on projects where appropriate.

**Vancouver Island North regional tourism cooperative marketing tactics:**

Cost-shared marketing projects initiated by Vancouver Island North that (PHTAC) participates in, promoting Port Hardy.



**District of Port Hardy Tourism Funding:**

- 3% MRDT Collected 1.2% retained MRDT revenue from accommodation properties within the District of Port Hardy collection area
- .2% is allocated to Provincial Tourism Events Program
- District of Port Hardy Funds Tourism Centre in Port Hardy \$53,000.00

**(PHTAC) Management:**

District of Port Hardy via Tourism Port Hardy Advisory Committee (PHTAC) directs the Port Hardy Visitor Centre (Service Provider) to execute Tourism initiatives.

**(PHTAC) Advisory**

**Committee Directs the Service provider – The Port Hardy Visitor Centre**  
In promoting Port Hardy as a destination.

**Vancouver Island North Funding:**

- 1.6% MRDT revenue contributions from the District of Port Hardy, go towards the Regional Tourism Project which includes the Town of Port McNeill, the Village of Alert Bay, and the Regional District of Mount Waddington Rural Areas A, B, C, D & the Village of Port Alice
- Destination BC Cooperative Marketing Program
- Regional District of Mount Waddington
- Stakeholder investment into cooperative marketing programs

**Vancouver Island North Management:**

Project of the RDMW  
Direction from the Vancouver Island North Tourism Advisory Committee  
Managed by contracted service provider

**Port Hardy Visitor Centre Funding:**

- Visitor Centre operational funding, from the District of Port Hardy via the sponsor organization, the Port Hardy Chamber of Commerce
- Destination BC Visitor Centre Network funding
- Designated Service Provider for the District of Port Hardy MRDT funds – Directive from the PHTAC

**Port Hardy Visitor Centre Management:**

Port Hardy Chamber of Commerce oversees Visitor Centre operations as the sponsor organization.

## Renewal Process

The District of Port Hardy is requesting a renewal of the MRDT with an increase to 3%. This renewal is necessary to ensure that the funds collected continue to support the District's tourism marketing and attraction plans as well as support the regional tourism marketing and development of Vancouver Island North.

To facilitate the continuation of the MRDT program and an increase to 3% a new bylaw has been enacted along with a renewed resolution that clearly demonstrates the responsibilities of the District to utilize the funds in a manner that keeps with the principles of marketing and promotion as laid out by Destination BC as well as clearly demonstrates support for the regional model and the regional funding formula as presented in the management, governance and administration and the one year tactical budget.

## Vision and Mission

The vision for the Port Hardy Tourism Advisory Committee that:

"Port Hardy becomes a premier destination to the world, offering unparalleled wilderness and adventure experiences."

The mission for Port Hardy Tourism Advisory Committee is to:

"To facilitate responsible and sustainable growth to the tourism industry within the District of Port Hardy."

The goals of Port Hardy Tourism Advisory Committee Strategic Plan are to:

- To increase economic growth in the District of Port Hardy through tourism
- To increase awareness of Port Hardy's natural assets
- To maintain current levels of support to the regional Vancouver Island North Tourism project
- To maintain sustainable delivery structure for MRDT revenues and program implementation

Continuation of the MRDT program and increasing the MRDT to 3% is identified as a key objective in the Strategic Plan: Increase stakeholder engagement and support for MRDT and marketing initiatives. Securing sustainable funding is essential for the ongoing development of tourism in Port Hardy and for the continuation and support for the regional tourism project, Vancouver Island North.

## Situation Analysis

*The World Tourism Organization* reports that, "Destinations worldwide received 348 million international tourists (overnight visitors) between January and April 2016, some 18 million more than the same period last year (+5.3%). This follows an increase of 4.6% in 2015, and could make 2016 the seventh consecutive year of above-average growth, with international arrivals increasing by 4% or more every year following the crisis in 2009."

*National Tourism Indicators (NTI)*, “Tourism spending in Canada rose 1.1% in the first quarter, after growing 0.3% in the fourth quarter. This was the 12th consecutive quarterly gain in tourism spending and the largest increase since the second quarter of 2014. Spending by international visitors in Canada grew 4.3% in the first quarter, following a 0.4% gain in the fourth quarter. This was the largest increase since the first quarter of 2010.

An increase in overnight travel from abroad and same-day car travel from the United States, possibly fueled by a declining Canadian dollar, contributed to the growth in tourism spending.” Statistic Canada reported that in May 2016, Canada Greeted over 1,478,000 overnight visitors from Destination Canada’s 11 international markets. This is up 5.6% relative to 2015 and represents the highest level of overnight arrivals since 2002.

In June of 2016 Destination BC’s first quarter report reflected what is being seen on a Global and National level. Destination BC reported that the first part of 2016, “International overnight visitors and total U.S. visitors each topped the one-million mark. Overnight international visitors totaled 1,172,637, an 18.2 per cent increase over the same period in 2015. U.S. visitors were a combination of 789,622 who stayed overnight and 530,001 who returned the same day.

In the month of April (2016) alone, 328,006 visitors travelled to B.C., a 21 per cent increase over April 2015 and the highest number of visitors to the province for any April in the past 10 years. Growth in visitors from China, South Korea and Mexico is attributed partly to increased air access or additional flights to Vancouver from those countries.”

*Vancouver Island North Tourism (VINT)* project reports signs of growth in the tourism industry in the Vancouver Island North region from the start of the project in 2010 up to 2013, with a decrease in 2014 and then an increase again in 2015. Performance indicators of the growth of tourism include:

- The Municipal and Regional District Tax (MRDT) collection saw increases from 2010 to 2013, but decreased in 2014 slightly below the 2012 level. However, 2013 was an anomaly as there were two large industrial projects in the region that inflated the room revenues but were one-time increases opposed to a trend. Regionally, the MRDT is collected at 49 properties representing 897 units in all MRDT eligible municipal and rural properties.
  - Increase of 5% from 2010-2011
  - Increase of 3% from 2011-2012
  - Increase of 8% from 2012-2013
  - Decrease of -9% from 2013-2014
  - Increase of 3% from 2014-2015
- Since the implementation of the regional tourism program in 2009, the combined Visitor Centre statistics for all of the communities within the Vancouver Island North geographic project area indicate that overall visits to the North Island experienced an initial increase. However, since 2012 traffic to the Visitor Centre’s in the communities of Port Hardy, Port McNeill and Alert Bay have experienced steady declines.

The reported decline in MRDT revenues for the region in 2014, coincides with the loss of the BC Ferries Discovery Coast, Route 40 (Port Hardy to Bella Coola direct sailing, car capacity of 115 & passenger/crew capacity of 389 – replaced with the Discovery Coast Connector, car capacity of 16 & passenger/crew capacity of 95), and service reductions on Inside Passage, Route 10 (Port Hardy to Prince Rupert). Growth

in the Vancouver Island North region has been curtailed due to the reduction in access to these BC Ferries routes, which negatively impacted the 2014 season. Tourism businesses and stakeholders in the region have been working to mitigate the loss and reduction of service, while passengers and the travel trade have been adjusting to the new service levels. A modest rise in MRDT revenues was realized within the Vancouver Island North region from 2014-2015 and a further increase is forecast for 2015-2016 with revenues at the time of this application reflecting this (January to May 2016).

Port Hardy Visitor Centre visitation statistics indicate that since 2009 the number of visitors recorded at the Centre annually, have fluctuated. From 2009 to 2012 Visitor Centre statistics remained relatively stable. During that period, overall visitation to the Centre ranged from an estimated 15,126 travelers in 2009 to 14,856 by 2011 and 15,142 in 2012. In 2013, the Visitor Centre reported declines in annual visitation to the Centre by 8.2%, decreasing an additional 15.31% in 2014. Though a substantial increase was reported for 2015, peaking at an estimated 15,938 travelers.

With BC Ferries Bear Cove terminal, the southern terminus of the Inside Passage and Discovery Coast connector routes, being located within the District of Port Hardy, the impacts of the loss of the direct Discovery Coast route and the service reductions on Inside Passage route were felt more acutely in this community. While in general the MRDT revenues within the District of Port Hardy follow a similar year over year increase/decrease pattern as the rest of the Vancouver Island North region, there was a greater decline in this community corresponding with the loss and reduction of service in 2014 to the BC Ferries routes served by Port Hardy's terminal.

- Increase of 5.7% from 2010-2011
- Increase of 1.4% from 2011-2012
- Increase of 7.7% from 2012-2013
- Decrease of -11.6% from 2013-2014
- Increase of 0.7% from 2014-2015

In 2016, we know that the low Canadian dollar has attracted U.S visitors and has increased Canadian residents to travel nationally; the trends and attractions to tourism both Provincially and locally remain strong. The Port Hardy Visitor Profile identified visitor origins, 7% US, 16% International, 13% Other than BC, 31% Vancouver Island, 33% Other in BC, supporting that Canadians are supporting the 'staycation' trend. Travel and Tourism Association of Canada says, "Adventure tourism is what tourism should be today and definitely what tourism will be tomorrow." Also viewed as a key contributor to this significant tourism growth pattern is the increase in the percentage of European and South American travelers classified as adventure travelers, an increase in the average spending by adventure travelers globally (\$593 per trip in 2009 to \$947 in 2012), recovery from the global financial crisis, and the emergence of new source markets is creating a national boom in tourism.

A review of local tourism and marketing strategies along with current economic markers and stats from local, regional and Provincial stats indicate that Port Hardy is poised for growth and investment. Through consultation with the Regional District of Mount Waddington, Vancouver Island North Tourism and local stakeholders, overarching considerations and challenges have been taken into account when developing a local tourism strategy.

The following outlines the strengths, weaknesses, opportunities and threats Port Hardy faces:



## Strengths

- Secluded wilderness beach access
- Scenery, pristine nature and undeveloped areas
- Wildlife viewing experiences and predictability of wildlife viewing
- Diversity and proximity to wildlife, orcas, grizzlies, birds etc.
- Strong Sport Fishing sector for both salt and fresh water fisheries
- World class diving, e.g., Gods Pocket, Browning Wall, Bear Cove etc.
- Tempered and clean environment (air, water, lands)
- Family friendly destination with family amenities (family fishing docks, beaches, hiking & parks)
- Diversity and availability of RV and camping sites, including wilderness camping
- Authentic personal experiences at no cost
- Established visitor services centre for locals and visitors
- First Nations culture and strong aboriginal presence and developing products
- Diversity of boating and marine based opportunities (marine highway)
- Variety of hiking options/levels and Provincial Parks
- Local festivals and events
- Local attractions ie. Salmon Stewardship Centre, Historical Centres, and amenities
- Strengthened tourism marketing and development through Regional Partnerships
- Growing confidence with stakeholders and community in the tourism sector and the capability of the local marketing initiatives and the regional tourism project
- Existing businesses expanding or enhancing their products/facilities
- North Island businesses being awarded Canadian Tourism Commission (CTC) Signature Experiences status
- MRDT tax funding and support from local accommodation providers

## Weaknesses

- Lack of vibrant and appealing downtown core
- Variable level of customer service and hospitality
- Consistent quality of tourism products and services on the North Island
- Lack of signage in some areas
- Limited variety of restaurants and food services
- Limited accommodation options that are able to accommodate group tours or the mid-value tourist market
- Lack of destination resorts
- Lack of spa service capacity
- Accommodations capacity alternates between near capacity and high levels of vacancies day to day due the BC Ferries' Inside Passage Day Cruise schedule (which leaves every other day in the high season)

- Lack of transportation linkages to destinations including from points of entry to local and regional destinations, limited schedules and routes, e.g., direct public transport from Port Hardy to neighboring communities; from the Port Hardy Airport to town
- Seasonality is a major limiting factor in employee attraction and retention
- Limited collaboration and packaging between tourism operators
- Shortage in activity based operators in Port Hardy ie. Kayak, diving etc.
- Growing competition with other tourists destinations
- **Increasing provincial and worldwide competition** – With many other communities and destinations working hard to attract travelers, we need to be able to compete and provide increasing strategic focus on our community and services in the most cost-effective and impactful way with the tools that are available to us through Destination BC, Tourism Vancouver Island and Vancouver Island North Tourism Association.
- **Labour supply and management** – With a limited population base, attraction and retention of workers both seasonal and skilled creates high turnover and labour shortages at key times in the year. Proactive strategies derived from the Mount Waddington Regional District attraction and retention plans could be implemented to mitigate these concerns in the future.

## Opportunities

- The Vancouver Island Spine Trail – a 700-km proposed wilderness trail that will run from tip-to- tip along the spine of Vancouver Island connecting to Cape Scott Provincial Park
- Increasing consumer demand for nature-based experiences, including wild, remote experiences that can be guided or experienced on a personal level
- Cultural learning and immersion opportunities, e.g. Kwa'lilas cedar weaving, drum making and historical tours of First Nations ancestral lands
- Increased public awareness of the sustainability and educational component of seeing animals in the wild, e.g. Quatse Stewardship Centre, Stubbs Whale Watching, Great Bear Lodge, God Pocket Diving etc.
- Leverage Destination BC marketing programs on a local level
- Leverage participation in the Regional District Vancouver Island North Tourism organization and cooperative marketing initiatives
- Leverage increasing consumer use of social media channels and consumer generated content
- Leverage Canadian Tourism Commission (CTC) Explorer Quotient (EQ) program through VINT
- Leverage Mount Waddington's Regional District Strategic Sectors Study and subsequent action items for tourism
- Participate in Destination BC's Ahoy BC program to make use of and leverage the BC Ocean Boating Tourism plan and initiatives on a local level
- Expansion of shoulder season activities and packaging

## Threats

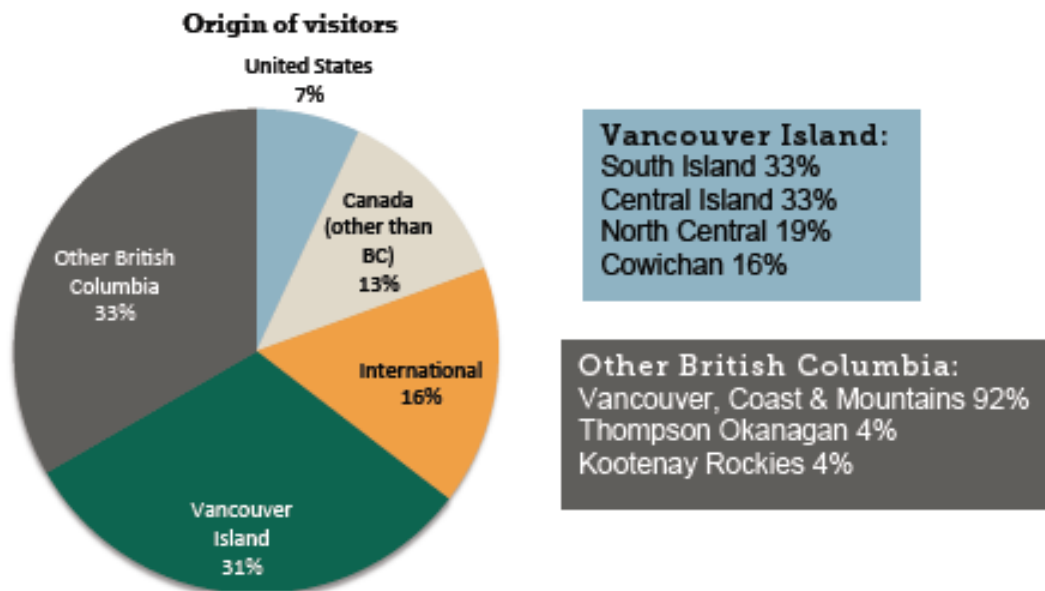
- Loss of access fish, wildlife and sensitive areas that affect the growth of tourism opportunities
- Potential adoption of the Marine Planning Partnership
- BC Ferries continued loss of service and/or increase in fares
- Road access to west coast and other 'North Island' destinations becoming deactivated
- Transportation cuts, e.g., Tofino Bus Lines, reduced flights, reduced summer schedule for Ferries
- Loss of natural resources, impacts local economy and attraction of investors
- International factors, global economy, stable Canadian dollar, security etc.
- Loss of the MRDT program on a local level with renewal process
- Low dollar diminishes ability to market on international levels
- Global warming
- Natural resource extraction affecting health and esthetic of Port Hardy and surrounding area
- Increased transportation costs in travel

There are numerous challenges facing remote communities looking to expand their tourism revenues. These challenges are inherent in any rural community in British Columbia and are not necessarily specific to Port Hardy. Given the caliber of the draws to the District of Port Hardy and the industries that are a mainstay for our community, it is believed that there is opportunity to overcome these challenges with effective marketing strategies that will result in a rewarding tourism experience and maximize tourist returns through a more progressive local marketing plan. The advisory committee has been able to integrate the following key learnings into the 5-year Strategic Plan for the years 2017 to 2022.

### **Key learnings thus far;**

- Demographic location provides natural assets that are an attraction for visitors and tourists to the community
- Accommodation capacity supports growth in the tourism sector; Port Hardy is the largest accommodation provider in the Mount Waddington Regional District area
- There are established activities including a world class Sport Fishing industry, renowned cold water diving, remote resorts providing all-inclusive nature based experiences
- First Nations communities have diversified and are investing in local tourism and developing unique and culturally rich experiences
- BC Parks has been reinvesting into infrastructure to facilitate visitors to Cape Scott and other nearby Provincial Parks
- Port Hardy's visitor profile indicates that visitors are outdoor enthusiasts seeking to participate in the following top activities; beaches, whale watching, hiking and self-guided sightseeing

- In the Port Hardy Visitor Profile (Summer 2015) Visitors were asked to indicate where they live. The pie chart below demonstrates that the majority of survey participants were from British Columbia (64%). The boxes show a breakdown of visitor origin for Vancouver Island and the rest of BC. Visitors from the rest of Canada were mostly from Alberta and Ontario, while American visitors were mostly from Washington. Other international visitors were mostly European (United Kingdom, Germany, Austria, the Netherlands), and Australia.



- Numerous small businesses and hospitality organizations contribute to local tourism industry; including cafes, restaurants, tour providers, Interpretive Centre's and museums
- There are niche markets that need to be filled to round out the Port Hardy experience, including, kayak rentals, dive rentals/charters, local guided wildlife viewing, interpretive guided nature walks

Port Hardy Tourism Advisory Committee looks to support Accommodations, Hospitality/Food, Retail and Tour Operator businesses in their ventures and provide a measured return on the community investment through the implementation of the MRDT program. This 5 Year Strategic Plan outlines developmental action with defined outcomes, providing Port Hardy Tourism Advisory Committee with the tools to measure the success of the organizations initiatives and the community's success in the tourism and visitation sector.

## Overall Goals, Objectives and Targets

Through the planning process, the Port Hardy Tourism Advisory Committee has remained focused on measureable achievements and how they fit into the budget provided through the MRDT program and participation of accommodation providers. Prioritized planned actions have been set in a way that provides clarity, generates discussion and achieves buy-in from stakeholders.

Port Hardy Tourism Advisory Committee planning process:

- i) Define local economic trends; past, present and future
- ii) Define tourism related opportunities and problems facing the community or sector
- iii) Establish specific and realistic business objectives
- iv) Define strategies and tactics required to accomplish the objectives
- v) Establish control and review procedures to monitor effectiveness of programs and performance against the defined objectives
- vi) Adjust yearly tactical plans as required based on metrics and success of marketing and engagement efforts (See Overall Goals, Objectives, Strategies and Tactics)

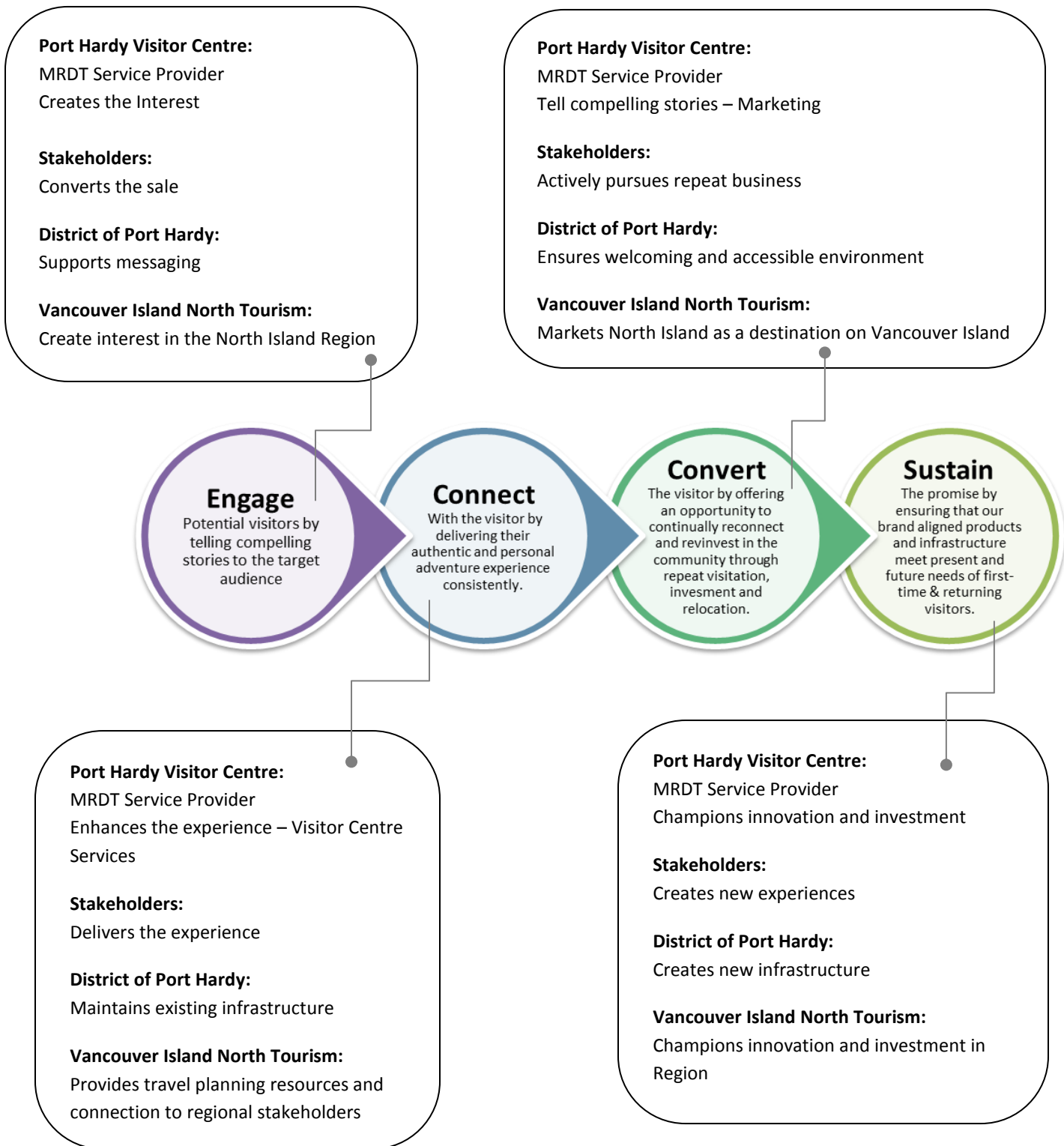
It is the focus of Port Hardy Tourism Advisory Committee to facilitate responsible and sustainable growth to the tourism industry, enhancing the District of Port Hardy's economic growth through increased visitation, visitor expenditures; through the organization and delivery of a comprehensive tourism product that complements existing infrastructure and market ready businesses.

PHTAC, has built its mission around the targeted demographic identified through the regional tourism program and Port Hardy Visitor Centre statistics in compilation with Destination BC. This 5-year tourism plan serves as the embodiment of the overall vision and economic goals, and provides a roadmap for the years ahead. It has been designed with the intent to be flexible enough to take new, unexpected opportunities into consideration during the period of implementation, which will be reflected, in the yearly tactical plan.

The implementation of the MRDT program has supported tourism initiatives within Port Hardy creating a hosting environment for tourism and hospitality businesses, which play an integral part in the economic development and quality of life in Port Hardy. The PHTAC sees an opportunity to increase awareness of Port Hardy as a destination tourism location, opening up new opportunities for significant tourism growth and economic development in Port Hardy with the renewal of the MRDT and the increase to 3%.

The Port Hardy Tourism Advisory Committee is guiding the direction of tourism marketing locally, enhancing organizational effectiveness, and establishing fiscal accountability to maximize return on investment and determining priorities. The organization will utilize partnerships within the tourism sector from private and public stakeholders along with the regional partnership to generate increased tourist volumes and revenues to the benefit of the local economy in Port Hardy.

# ROLES AND RESPONSIBILITIES OF THE ENTITIES SUPPORTING THE MRDT



Future tourism growth is dependent on a continual cycle – all potential visitors, new residents or relocated businesses must somehow hear about and connect with Port Hardy. The Port Hardy Advisory Committee and local stakeholders all have essential roles within the process. The above flow chart identifies role clarity, for the District, the Advisory Committee and the Business Community.

Port Hardy Tourism initiatives attract the visitor, ultimately stakeholders and service providers are who define and determine what the tourist experience is. Port Hardy has a federally run airport and scheduled 1-hour flights to Vancouver, granting us unmatched access on rural Vancouver Island to an international audience. From the moment visitors arrive in Port Hardy, whether it is from the airport, bus station, by car, or ferry the visitor experience begins. Branding Port Hardy as a friendly, service-oriented town leveraging the best of our resources is paramount. The Port Hardy Chamber has obtained the WorldHost® License to improve customer service workshops in the community to facilitate positive front-line customer service experiences.

The Goals of Tourism Port Hardy’s Strategic Plan Are to:

<p><b><u>Goal #1:</u></b> <b>To increase economic growth in the District of Port Hardy through tourism.</b></p>
<p><b><u>Goal #2:</u></b> <b>To increase awareness about Port Hardy’s natural assets.</b></p>
<p><b>GOAL #3:</b> <b>To continue to support the Regional Tourism Project – Vancouver Island North</b></p>
<p><b><u>GOAL #4:</u></b> <b>To maintain the sustainable delivery structure for the MRDT revenues.</b></p>

# Goals, Objectives, Strategies & Tactics

*Note: All increases indicated will be measured against the previous year's results.*

GOAL #1 : Increase economic growth in the District of Port Hardy through tourism					
Objective 1: To increase visitation to the community and visitor expenditures within the community					
Performance Measures & Targets	2017	2018	2019	2020	2021
Port Hardy Visitor Centre Stats	Establish baseline	Increase by 2%	Increase by 2%	Increase by 1%	Maintain
Visitor Experience Survey	Measure expenditures	Increase by 2%	Increase by 3%	Maintain	Maintain
Visitor Centre Bookings Revenues	Establish baseline	Increase by 2%	Increase by 2%	Increase by 1%	Maintain
Strategy	Tactics				
<b>A. Effectively market and target consumer markets identified in the EQ Traveler Types via. VINT</b>	i. Identify the most opportune/highest yield traveler for outdoor tourism by utilizing EQ profiles via VINT.				
	ii. Determine geographic locations and appropriate distribution channels for outdoor adventure via VINT.				
	iii. Market Port Hardy domestically, national and internationally as a tourist destination.				
<b>B. Leverage events in order to achieve a competitive advantage on the North Island</b>	i. In the Port Hardy Visitor Profile; Visitors that were asked if they were visiting for an event, 15% mentioned Filomi Days Port Hardy's summer festival. Leverage this event to promote the community, businesses and local tour operators.				
	ii. Create strong partnerships with existing events ie. Van Isle 360 and Salt Ships. Provide comprehensive packages to event Coordinators marketing what Port Hardy has to offer in amenities, accommodation's, and attractions.				
	iii. Promote packages that are provided locally through First Nations Tourism entities.				
	iv. Promote Port Hardy Visitor Centre as the booking agent for activities, attractions and events to the area.				
<b>C. Implement a marketing plan that promotes attractions of Port Hardy</b>	i. Collaborate with Tourism Vancouver Island (TVI) and VINT to market the diversity of experiences in Port Hardy through co-op advertising.				
	ii. Market in key publications that focus on amenities Port Hardy possesses. Ie. marina, hiking, parks.				
	iii. Create strong web content that highlights local excursions and tour operators at <a href="http://www.visitporthardy.com">www.visitporthardy.com</a>				
	iv. Market Port Hardy as the gateway to the North Coast trail and expansive hiking opportunities.				
	v. Encourage residents to be ambassadors for their community through social media outlets, instagram, facebook etc.				



<b>D. Promote training and development related to customer service and marketing interactions</b>	i. Work with the local Chamber of Commerce to provide local WorldHost® training.				
	ii. Promote and support tourism engagement sessions with Tourism Vancouver Island and VINT.				
<b>Objective 2: To increase visitor's length of stay in Port Hardy.</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Length of stay and daily expenditures	2.8 nights \$455 per group, per day	2% increase to length of stay and daily expenditure	2% increase to length of stay and daily expenditure	1% increase to length of stay and daily expenditure	1% increase to length of stay and daily expenditure
Measured through Visitor Experience Survey  Visitor Centre stats - Days in Community	Establish baseline	Increase by 2%	Increase by 2%	Increase by 1%	Maintain
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Execute a measurement process to determine length of stay and daily expenditures</b>	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey.				
	ii. Ensure the Visitor Centre stats deliver all necessary measurements.				
	iii. Coordinate logistics for data collection and delivery of survey results.				
<b>B. Encourage longer stays in planning stage of consumer</b>	i. Work with media relations within DBC to facilitate 'On the Road Series' opportunities - to focus on what tourism products are available in Port Hardy.				
	ii. Communicate through multi-media outlets the variety of experiences that the consumer can partake in.				
	iii. Create call to actions on web that encourage contact with the Port Hardy Visitor Centre to assist with planning.				
<b>C. Organize industry fam tours of Port Hardy to encourage promotion of Port Hardy tourism products</b>	i. Coordinate logistics for data collection and delivery of survey results.				
	ii. Sponsor season launch with V.I.N.T to speak about what tourism products are available in Port Hardy.				
<b>D. Communicate with other regional Visitor Centre's to promote Port Hardy's attractions</b>	i. Create information package to deliver to Visitor Centre's regionally speaking to tourism products in Port Hardy.				
	ii. Provide Visitor Centre's regionally with local maps and materials to carry in their Centre's.				
	iii. Develop and distribute sample itineraries to accommodation providers and regional Visitor Centre's.				

<b>Objective 3: To maintain accommodation sector support for the MRDT within the District of Port Hardy</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Accommodation Sector Survey	Establish baseline	TBD	TBD	TBD	Full engagement
Accommodation sector in support of the MRDT	2016 Baseline 79% of properties and 81% of rooms supported	N/A	N/A	N/A	100% support for renewal
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Conduct an accommodation sector outreach program</b>	i. Bi-annual engagement sessions with owners and management to present progress and achievements of that year.				
	ii. Develop an accommodation sector survey to determine sector support for the MRDT.				
	iii. Continue to build relations with the accommodation's sector so that they are engaged.				
<b>B. Develop an effective stakeholder communication strategy</b>	i. Continue to build relationships with Vancouver Island North stakeholders.				
	ii. Increase awareness of the stakeholder marketing opportunities section on the Vancouver Island North website.				
	iii. Follow-up (program satisfaction survey, share results)				
<b>GOAL #2 : Increase awareness about Port Hardy's natural assets</b>					
<b>Objective 1: To increase awareness and desirability of Port Hardy as a focal destination on Vancouver Island North</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Awareness and desirability rating	Establish baseline with Visitor Profile	2% increase to awareness & desirability Increase by 1%	1% increase to awareness & desirability	Maintain awareness & desirability levels	Maintain awareness & desirability levels
Measured through DBC Net Promoter Score	Establish baseline				
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Effectively segment consumer markets and target the appropriate EQ Traveler Types</b>	i. Identify the most opportune/highest yield traveler by utilizing the EQ program.				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs.				
	iii. Focus on identified target markets BC, AB, WA				
<b>B. Execute coordinated multi-media projects</b>	i. Refer to One Year tactical plan (Pages 40-58)				

that focus on tourism experiences in Port Hardy					
<b>C. Leverage marketing budget with local stakeholders</b>	i. Develop and execute co-operative programs that appeal to stakeholders.				
	ii. Research new DBC and Tourism Vancouver Island co-op marketing initiatives that appeal to stakeholders.				
	iii. Conduct stakeholder satisfaction survey on completed co-op advertising annually.				
	iv. Encourage stakeholders and locals to advocate through word of mouth and social media highlighting Port Hardy.				
<b>D. Facilitate media relations for Port Hardy</b>	i. Provide support and point of contact for potential media projects and initiatives.				
	ii. Support stakeholders who have promotional media hotspots. ie. Sports fishing programs etc. with materials and resources that align with Destination BC and Port Hardy branded marketing.				
<b>E. Maintain relationships with Vancouver Island North, DBC, Tourism Vancouver Island and Aboriginal BC</b>	i. Maintain support for the Vancouver Island North with MRDT allocation.				
	ii. Participate in DBC and TVI survey programs through Port Hardy Visitor Centre.				
	iii. Consult and ensure Port Hardy remains on message and brand with DBC, TVI and VINT.				
	iv. Participate in co-operative advertising initiatives.				
<b>Objective 2: To increase the number of visitors to Port Hardy looking to experience nature-based and wildlife viewing activities.</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Visitor Centre (VIC) Booking Revenues	Create baseline- of VIC facilitated bookings for nature-based & wildlife viewing activities	Increase 1% of nature-based & wildlife viewing bookings	2% increase to nature-based & wildlife viewing bookings	Maintain bookings	Maintain bookings
Port Hardy Visitor Activity Stats	Create baseline- identify number of visitors looking to engage in nature-based and wildlife viewing activities	Increase 2% in nature-based & wildlife viewing activity stats	2% increase to nature-based & wildlife viewing activity stats	Maintain stats	Maintain stats
Visitor Experience Survey	Create baseline - determine how many visitors participate in nature-based and wildlife viewing activities within Port Hardy	Increase 2% in participation of nature-based & wildlife viewing activities	Increase 2% in participation of nature based activities	1% increase in participation of nature based activities	Maintain stats
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Effectively segment consumer</b>	i. Identify the most opportune/highest yield traveler for nature-based and wildlife viewing experiences by utilizing the EQ program.				

markets and target the appropriate EQ Traveler Types for nature-based and wildlife viewing experiences	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs.
B. Execute coordinated multi-media projects that focus on nature-based and wildlife viewing experiences available within Port Hardy	i. Refer to Marketing Plan (Page 35-37)
C. Execute a measurement process to determine participation in nature-based and wildlife viewing experiences	i. Work with V.I.N and the Sociable Scientists in the development of future Visitor Experience Survey to acquire experience specifications for Port Hardy visitors.
	ii. Ensure the Visitor Profile delivers all necessary measurements.
	iii. Provide support to V.I.N. and assist where necessary in the coordination of logistics for data collection and delivery of survey results Coordinate logistics for data collection and delivery of survey results.

**Objective 3: To increase the number of visitors to Port Hardy participating in cultural tourism experiences**

Performance Measures & Targets	2017	2018	2019	2020	2021
Port Hardy Visitor Centre Activity Stats	Create baseline- Determine the number of visitors looking to engage in cultural-based tourism	2% increase to cultural tourism based experience stats	2% increase to participation in First Nations facilities, Cultural Centre and/or events	1% increase to participation in First Nations facilities, Cultural Centre and/or events	1% increase to participation in First Nations facilities, Cultural Centre and/or events
Visitor Experience Survey	Establish baseline of number of visitors to Port Hardy participating in First Nations facilities, cultural tours/programs and/or dance	2% increase to participation in First Nations cultural tour/programs and/or dance	2% increase to participation in First Nations cultural tour/programs and/or dance	2% increase to participation in First Nations cultural tour/programs and/or dance	2% increase to participation in First Nations cultural tour/programs and/or dance

Strategy	Tactics				
<b>A. Effectively segment consumer markets and target the appropriate EQ Traveler Types for cultural tourism experiences</b>	i. Identify the most opportune/highest yield traveler for cultural tourism experiences by utilizing the EQ program.				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs.				
<b>B. Execute coordinated multi-media projects that focus on cultural tourism experiences available within Port Hardy</b>	i. Refer to Marketing Plan (Page 37)				
<b>C. Execute a measurement process to determine number of Port Hardy visitors participating in cultural tourism experiences</b>	i. Work with VINT and the Sociable Scientists in the development of future Visitor Experience Survey to acquire experience specifications for Port Hardy visitors.				
	ii. Ensure the Visitor Profile delivers all necessary measurements.				
	iii. Coordinate logistics for data collection and delivery of survey results.				
	iv. Determine method of aggregating cultural tourism experience participation numbers.				
<b>Objective 4: To increase length of stay and daily expenditures of visitors to Port Hardy looking to engage in nature-based and wildlife viewing tourism experiences</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Length of stay and trip expenditures in Port Hardy measured through Visitor Experience Survey	Establish baseline of average length of stay in Port Hardy and nature-based & wildlife viewing expenditures	2% increase to length of stay and expenditure	2% increase to length of stay and expenditure	1% increase to length of stay and expenditure	1% increase to length of stay and expenditure
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Execute a measurement process to determine length of stay and trip expenditures for those participating in nature-based and wildlife viewing experiences in Port Hardy</b>	i. Work with VINT and the Sociable Scientists in the development of future Visitor Experience Survey to acquire experience specifications for Port Hardy visitors.				
	ii. Ensure the Visitor Profile delivers all necessary measurements.				
	iii. Provide support to VINT and assist where necessary in the coordination of logistics for data collection and delivery of survey results.				
<b>B. Educate local &amp; regional tourism representatives about nature-based and wildlife viewing experiences available in Port Hardy</b>	i. Work with local experience providers to facilitate staff and representatives from tourism businesses to participate in available Port Hardy tours.				
	ii. Prepare packages on Port Hardy tourism products to provide to tourism operators and Vancouver Island North Visitor Centre's at beginning of season.				

<b>D. Encourage longer stays in the consumer planning stage</b>	i. Promote the nature-based and wildlife viewing experiences specific to Port Hardy to consumers online and through social media platforms.				
	iii. Develop and promote sample <i>Explore Port Hardy</i> itinerary with nature-based and wildlife viewing component.				
<b>Objective 5: To increase length of stay and daily expenditures of visitors to Port Hardy looking to engage in cultural-based tourism experiences</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Length of stay and trip expenditures in Port Hardy measured through Visitor Experience Survey	Establish baseline of average length of stay in Port Hardy and cultural tourism related expenditures	2% increase to length of stay and expenditure	2% increase to length of stay and expenditure	1% increase to length of stay and expenditure	1% increase to length of stay and expenditure

<b>Strategy</b>	<b>Tactics</b>
<b>A. Execute a measurement process to determine length of stay and trip expenditures for those participating in cultural-based experience in Port Hardy</b>	i. Work with VINT and the Sociable Scientists in the development of future Visitor Experience Survey to acquire experience specifications for Port Hardy visitors.
	ii. Ensure the Visitor Profile delivers all necessary measurements.
	iii. Provide support to VINT and assist where necessary in the coordination of logistics for data collection and delivery of survey results.
<b>B. Educate local &amp; regional tourism representatives about the cultural tours/programs, and dances available in Port Hardy</b>	i. Work with local experience providers to facilitate staff and representatives from tourism businesses to participate in available Port Hardy cultural experiences.
	ii. Prepare packages on Port Hardy cultural based experiences and products to provide to tourism operators and Vancouver Island North Visitor Centre's at beginning of season.
<b>D. Encourage longer stays in the consumer planning stage</b>	i. Promote the various cultural experiences available within Port Hardy through multi-media marketing.
	iii. Develop and promote sample <i>Explore Port Hardy</i> itinerary with cultural-based experience component.
	iv. Monitor the BC Ferries promotional programs and explore new opportunities for packaging that include a ferry travel component.

**Objective 6: To increase the number of visitors to Port Hardy looking to participate in recreational fishing**

Performance Measures & Targets	2017	2018	2019	2020	2021
Visitor Experiences Survey	Establish baseline number of visitors to Port Hardy participating in recreational fishing activities	Increase participation by 2%	Increase participation by 2%	Increase participation by 1%	Maintain participation
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Build relations with local fishing sector operators</b>	i. Attend bi-annual sport fishing advisory board meeting to provide update to sector about programs, upcoming initiatives, and achievements.				
	ii. Network with local fishing sector operators throughout the season to provide updates and promote charter and guide availabilities.				
<b>B. Participate in fishing sector specific marketing initiatives to promote Salt and Fresh water fishing in Port Hardy</b>	i. Work with local fishing sector stakeholders to identify key marketing opportunities.				
	ii. Provide opportunity for fishing sector participation in co-operative marketing initiatives and projects.				
	iii. Work with local fishing sector to encourage build and co-operatively promote accommodation/activity packages.				
<b>C. Increase awareness of Port Hardy as a fishing destination</b>	i. Participate in new DBC Fishing BC sector as a community partner through marketing.				
	ii. Seek out additional promotional opportunities to promote Port Hardy and surrounding area as a fishing destination.				
	iii. Encourage local fishing sector operators to co-operatively represent Port Hardy as a fishing destination during consumer trade shows.				

**GOAL #3: To continue to support the Regional Tourism Project – Vancouver Island North Tourism.**

**Objective 1: To increase the awareness and desirability of the Vancouver Island North region as a travel destination from the Vancouver Island and BC market**

Performance Measures & Targets	2017	2018	2019	2020	2021
Awareness and desirability rating measured through omnibus survey	85% of respondents aware of VIN as a place for a leisure trip 96% of respondents rate VIN as a desirable place for a leisure trip	Maintain awareness & desirability levels	Maintain awareness & desirability levels	Maintain awareness & desirability levels	Maintain awareness & desirability levels

Strategy	Tactics				
<b>A. Effectively segment consumer markets and target the appropriate EQ Traveler Types</b>	i. Identify the most opportune/highest yield traveler by utilizing the EQ program.				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs.				
<b>B. Execute coordinated multi-media projects that focus on tourism experiences in the VIN region</b>	i. Refer to VINT Marketing Plan (Attached Appendix)				
<b>C. Maintain leveraging of 20% for the VINT marketing budget</b>	i. Develop and execute cooperative programs that are appealing to stakeholders.				
	ii. Research non-leveraged programs that are appealing to stakeholders.				
	iii. Ensure budgeted investment from all sources is fully utilized.				
	iv. Conduct stakeholder program satisfaction surveys on completion of each partnered project.				
<b>D. Collaboratively with Tourism Vancouver Island, Destination BC and Aboriginal Tourism BC, execute a coordinated media relations program</b>	i. Host key media – Participate in all media FAMs; create and deliver Welcome packages.				
	ii. Encourage stakeholder participation in travel media programs.				
<b>E. Maintain relationships with sector associations</b> E.	i. Identify sector organizations with the most potential for future partnership with VINT.				
	ii. Research opportunities to participate in sector marketing programs with appropriate associations.				
	iii. Provide content to appropriate sector associations for use in their marketing messaging.				
<b>F. Execute a performance measurement program</b>	i. Liaise through TVI to obtain Omnibus results.				
<b>Objective 2: To increase the number of visitors to the Vancouver Island North region participating in nature-based and wildlife viewing experiences</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>



Participation in nature-based and wildlife viewing experiences Measured through Visitor Experience Survey	Percentage of respondents that participated in top nature-based and wildlife viewing experiences Whale Watching 43% Hiking 53% Kayaking 22%	2% increase to in participation	2% increase to participation	2% increase to participation	2% increase to participation
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Effectively segment consumer markets and target the appropriate EQ Traveler Types for nature-based and wildlife viewing experiences</b>	i. Identify the most opportune/highest yield traveler for nature-based and wildlife viewing experiences by utilizing the EQ program.				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs.				
<b>B. Execute coordinated multi-media projects that focus on nature-based and wildlife viewing experiences within the VIN region</b>	i. Refer to VINT Marketing Plan (Attached Appendix)				
<b>C. Execute a measurement process to determine participation in nature-based and wildlife viewing experiences</b>	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey.				
	ii. Ensure the Visitor Profile delivers all necessary measurements.				
	iii. Coordinate logistics for data collection and delivery of survey results.				
	iv. Determine method of aggregating nature-based & wildlife viewing participation numbers.				
<b>Objective 3: To increase the number of visitors to the Vancouver Island North region participating in cultural tourism experiences</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Participation in cultural tourism experiences Measured through Visitor Experience Survey	Percentage of respondents that participated in cultural tourism experiences First Nations facilities, or events 40%, First Nations cultural tour and/or dance 20%	2% increase to participation	2% increase to participation	2 % increase to participation	2% increase to participation

Strategy	Tactics				
<b>A. Effectively segment consumer markets and target the appropriate EQ Traveler Types for cultural tourism experiences</b>	i. Identify the most opportune/highest yield traveler for cultural tourism experiences by utilizing the EQ program.				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs.				
<b>B. Execute coordinated multi-media projects that focus on cultural tourism experiences within the VIN region</b>	i. Refer to Marketing Plan (Attached Appendix)				
<b>C. Execute a measurement process to determine participation in cultural tourism experiences</b>	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey.				
	ii. Ensure the Visitor Profile delivers all necessary measurements.				
	iii. Coordinate logistics for data collection and delivery of survey results.				
	iv. Determine method of aggregating cultural tourism experience participation numbers.				
<b>Objective 4: To increase the length of stay and daily expenditures of visitors to Vancouver Island North</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Length of stay and daily expenditures Measured through Visitor Experience Survey	5.7 nights \$590 per group, per day	Maintain Length of Stay, Increase daily expenditures by 2%	Maintain Length of Stay, Increase daily expenditures by 2%	Maintain Length of Stay, Increase daily expenditures by 1%	Maintain Length of Stay, Increase daily expenditures by 1%
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Execute a measurement process to determine length of stay and daily expenditures</b>	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey.				
	ii. Ensure the Visitor Profile delivers all necessary measurements.				
	iii. Coordinate logistics for data collection and delivery of survey results.				
<b>B. Encourage regional Visitor Centre's to promote VIN tourism products and other communities within the VIN region</b>	i. Coordinate 2 opportunities for Vancouver Island North Visitor Centre managers to meet and share tourism product information from their communities.				
	ii. Provide presentations on regional tourism products to Vancouver Island North Visitor Centre staff at 2 locations at the beginning of the summer season.				
<b>C. Encourage Visitor Centre's in other Vancouver Island communities to promote VIN tourism product</b>	i. Seek opportunities to connect with Visitor Centre managers from other Vancouver Island communities through Tourism Vancouver Island's Industry & Community Services department initiatives.				
	ii. Provide presentations on Vancouver Island North's regional tourism products to 2 Visitor Centre's outside of the Vancouver Island North region.				
	i. Communicate the diversity of experiences available in the Vancouver Island North region through regional publications, web and social media.				

<b>D. Encourage longer stays in the consumer planning stage</b>	ii. Communicate comparative value of goods and services, travel, etc.
	iii. Develop and distribute sample itineraries.
	iv. Monitor the BC Ferries promotional programs and explore new opportunities for packaging that include a ferry travel component

**Objective 5: To increase the recognition of the value of tourism to Vancouver Island North municipal councils, regional boards and First Nations Chiefs and Councils**

<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Level of importance Measured through Mayor, RD Board Chair & FN Chiefs interviews and Council & RD Board surveys	Mayor & RD Board Chair 8.25 importance rating out of 10 Maintain Council & Board 9.4 importance rating out of 10, FN Chief & Council Baseline	Mayor and Chair 8.5, Maintain Council & Board, FN & Chief TBD	Maintain level of importance (first full year of new council term)	Same as 2019	Mayor and Chair 8.6, Maintain Council & Board, FN & Chief TBD

<b>Strategy</b>	<b>Tactics</b>
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<b>A. Conduct municipal government outreach programs</b>	i. Support Tourism Vancouver Island in the delivery of the Value of Tourism campaign.
	ii. Conduct 5 interviews with Mayors and Regional District of Mount Waddington Board Chair.
	iii. Conduct 4 presentations to provide program updates on Vancouver Island North Tourism.
	iv. Provide information on Vancouver Island North Tourism’s participation in Tourism Vancouver Island’s Value of Tourism campaign.
	v. Provide product communication piece to RDMW, municipalities and First Nations that shares information on products and services available in the region, new tourism business launches, and potential areas for development.

<b>B. Execute a performance measurement program</b>	i. Liaise through TVI to conduct Mayor & Board Chair interviews that are consistent with their format.
	ii. Deliver an online survey to all municipal council members and RDMW board members with quantitative questions.

**Objective 6: To increase private sector participation in cooperative programs**

<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Stakeholder participation Measured through stakeholder participation summary	82 stakeholder participants	2% increase to participation	1% increase to participation	1% increase to participation	1% increase to participation

<b>Strategy</b>	<b>Tactics</b>
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<b>A. Build programs that will be appealing to stakeholders</b>	i. Refer to the VINT Marketing Plan
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<b>B. Develop an effective stakeholder communication strategy</b>	i. Continue to build relationships with Vancouver Island North stakeholders
	ii. Increase awareness of the stakeholder marketing opportunities section of the website
	iii. Follow-up (program satisfaction survey, share results)

**GOAL #4: To maintain sustainable delivery structure for the MRDT Revenues.**

**Objective 1: Increase stakeholder engagement and support for MRDT and marketing initiatives.**

<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Measure through stakeholder satisfaction survey</b> <b>Stakeholder co-operative engagement marketing</b> <b>Stakeholder newsletter distribution</b>	70% 60% Quarterly Newsletter	75% 65% Quarterly Newsletter	80% 75% Quarterly Newsletter	85% 80% Quarterly Newsletter	90% 85% Quarterly Newsletter

**Strategy**      **Tactics**

<b>A. Increase marketing collaboration with stakeholders</b>	i. Develop and execute cooperative programs that are appealing to stakeholders.
	ii. Research new DBC and Tourism Vancouver Island co-op marketing initiatives that appeal to stakeholders.
	iii. Conduct stakeholder satisfaction survey on completed co-op advertising annually.

<b>B. Increase engagement with stakeholders to bolster support for local tourism marketing</b>	i. Create a quarterly newsletter highlighting marketing and media initiatives for Port Hardy.
	ii. Support VINT seasonal engagement sessions to support local stakeholders.
	iii. Maintain Port Hardy website, providing current information in regards to Tourism in Port Hardy.

<b>C. Engage stakeholders for an annual development marketing plan with Port Hardy Tourism Advisory Committee</b>	i. Meet with the Port Hardy Tourism Advisory Committee quarterly.
	ii. Hold 2 annual engagement sessions with the Committee and Accommodation providers to solicit input on marketing development.
	iii. Utilize responses to the stakeholder satisfaction survey for co-op advertising to provide direction to marketing initiatives.

<b>Objective 2: To increase revenues for the MRDT program within the District of Port Hardy</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>MRDT Collection with in the District of Port Hardy</b>	<b>\$90,000.00 at 3% MRDT Collection</b>	<b>1% increase to MRDT Revenues</b>	<b>1% increase to MRDT Revenues</b>	<b>1% increase to MRDT Revenues</b>	<b>Maintain levels of revenue</b>
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Provide support for local sectoral and community tourism marketing</b>	i. Market Port Hardy domestically, nationally and internationally as a tourist destination.				
	ii. Provide co-op advertising opportunities for tourism businesses within the District of Port Hardy.				
	iii. Participate in TVI and VINT co-op advertising opportunities to raise awareness about Port Hardy as a destination.				
<b>B. Provide industry and community leadership in tourism marketing</b>	i. Provide a strong organizational structure and alignment of resources that stakeholders can rely on and utilize.				
	ii. Provide stakeholders with promotional material and branding info to ensure cohesive messaging for community.				
	iii. Keep stakeholders engaged with Port Hardy tourism with updates in local newsletters and social media.				
<b>C. Promote training and development related to tourism marketing and skill development</b>	i. Work with DBC, VINT, and Port Hardy Chamber to support tourism related workshops with a focus on marketing through seasonal workshops and engagement sessions.				
	ii. Seek opportunities with the local Chamber to provide professional development workshops.				
<b>Objective 3: Maintain partnership and alignment with District of Port Hardy and Service Provider Port Hardy Visitor Centre</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Stakeholder satisfaction rating	70%	75%	80%	85%	95%
Committee satisfaction Survey	80%	85%	90%	95%	100%
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Maintain a professional team of service providers</b>	i. Maintain a contract with Port Hardy Visitor Centre to administer the day to day functions of the marketing initiatives and 5-year plan in co-operation with the Port Hardy Tourism Advisory Committee.				
	ii. Sponsor organization for Visitor Centre to provide strategy development, human resource management and financial management oversight in co-operation with the Port Hardy Advisory Committee and District of Port Hardy.				
	iii. Work with Vancouver Island North, Tourism Vancouver Island and Destination BC to continue creative development, building on the				

	positive history of tourism marketing, brand alignment and use of Explorer Quotient to support the Service Provider in delivering the 5-year marketing plan and the 1- year tactical plan.				
<b>B. Build the level of confidence and trust in Port Hardy District, Port Hardy Tourism Advisory Committee and Service Provider</b>	i. Coordinate annual review of marketing and how yearly tactical plans were executed.				
	ii. Advocate and demonstrate the value in tourism locally, provide information on what the MRDT does for tourism growth and development for the District of Port Hardy, through newsletters and annual review with stakeholders.				
	iii. Liaise with local media to promote the value of tourism and the services (Visitor Centre) that are provided locally to support tourism year round.				
<b>Objective 4: Maintain support for the Vancouver Island North and it's Regional Tourism Program through the District of Port Hardy MRDT Funding.</b>					
<b>Performance Measures &amp; Targets</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Level of importance Measured through Mayor & RD Board Chair interviews and Council & RD Board surveys	Mayor & RD Board Chair 8.0 importance rating out of 10 Council & Board 8.3 importance rating out of 10	2% increase to level of importance	Maintain level of importance (first full year of new council term)	2% increase to level of importance	2% increase to level of importance
<b>Strategy</b>	<b>Tactics</b>				
<b>A. Implement municipal government outreach to the Regional program</b>	i. Support Vancouver Island North Regional Tourism in reaching stakeholders and residents in the delivery of the Value of Tourism campaign.				
	ii. Conduct an annual review and feedback session with Vancouver Island North Regional Tourism reviewing annual achievements and implementation of the strategic plan.				
	iii. Support the Regional renewal for the MRDT when the Regional Districts renew their MRDT applications.				
	iv. Engage and have proactive representation on the VINTA board.				
<b>B. Execute a performance measurement program</b>	i. Liaise through TVI to conduct Mayor & Board Chair interviews that are consistent with their format.				
	ii. Deliver an online survey to all municipal council members with quantitative questions.				

## Branding

The vision for the Port Hardy Tourism Advisory Committee is that:

“Port Hardy becomes a premier destination to the world, offering unparalleled wilderness and adventure experiences.”

For adventure and outdoor enthusiasts who enjoy, unobstructed views and true wilderness experiences, Port Hardy is the destination that will provide reclusive, quiet, memorable, unscripted adventure. Unlike any other location on Vancouver Island Port Hardy provides a combination of extraordinary convenience and value without crowding or traffic.

The Port Hardy brand is a comprehensive vision that embodies Port Hardy's unique history, location and attractions into a unified destination experience. Travelers are seeking authenticity; Port Hardy's branding reflects the diversity of the community, embracing our history and showcasing our differences. PHTAC looks to make an emotional connection with the visitor, drawing them into all aspects of our shared experience here. PHTAC looks to have travelers return home with vivid memories of Port Hardy and stories to share.

“Port Hardy – Live the Adventure” tag line said about Port Hardy. The tag line represents the area's core assets; landscape, culture, history, the adventurous spirit, these are the enduring core characteristics of community. "Port Hardy - Live the Adventure" is an experiential invitation, evoking positive emotion from the viewer/visitor as they prepare to participate in a unique and personally driven experience. It is key that our brand sells our natural assets.

### ***Port Hardy Tourism's Branding Mission:***

**To encourage natural immersion**

**To inspire conservation and appreciation**

**To provide experiences that nurture travelers.**

Community branding is not just a logo, a tagline and or picture. What Port Hardy offers, what it stands for, and what it strives to be. The promise behind the brand must be delivered at all times, it's qualities must be the basis for planning and the continual question that has to be answered, “does this plan align with what the qualities of our community?” The positional pillars are the heart of our messaging and the future of our planning and promotion.







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Port Hardy Visitor Centre Fort Hardy, BC - Where rugged wilderness, expansive coast lines & rich First Nations heritage collide. #VisitPortHardy #LiveTheAdventure [www.visitporthardy.com](http://www.visitporthardy.com)

204 posts   327 followers   193 following







Twitter : PH Visitor Centre  
Instagram: Visit Port Hardy  
Facebook: Port Hardy Visitor Centre  
#VisitPortHardy  
#LiveTheAdventure  
#BeyondBorders  
#DiscoverYourExperience



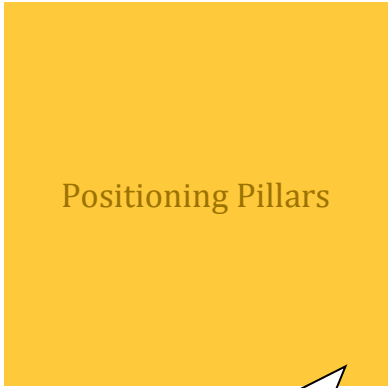
Canada's Global Destination  
#Explore BC –  
**Port Hardy** : Vancouver  
Islands Destination for Wild,  
unscripted outdoor  
experiences



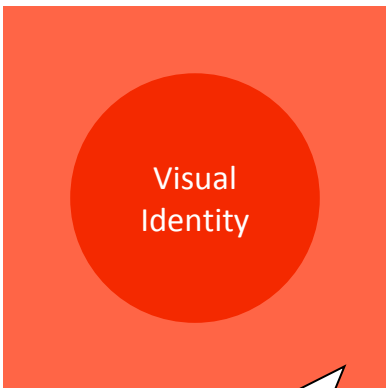
A genuine and personal  
experience that immerses  
you in nature and the  
outdoors.




Authentic. Remote.  
Personal. Self-guided.  
Balanced. Clean.  
Unobstructed.



Healthy Living. Vibrant First  
Nations Culture. Accessible  
wilderness. Unique  
surroundings. World-Class  
Sports Fishing, Cold Water  
Diving and Hiking.



Go Beyond the expected.  
Adventure travelers – and  
tourists alike.



The logo for Port Hardy features a black silhouette of a bear standing on a log, with a yellow sun rising behind a green tree. The text "Port Hardy" is written in a yellow, cursive font, and "LIVE THE ADVENTURE" is written in a smaller, blue, sans-serif font below it.



#Live the Adventure  
#Beyond Borders  
#Discover your experience  
#VisitPortHardy

The Port Hardy brand is accessible for stakeholders to use in their marketing campaigns to further the cohesive messaging of the community and area. Tying the “Live the Adventure” and Visit Port Hardy messaging together in a way that is user friendly and accessible, to the vested stakeholder, but also to residents who want to promote their community and showcase pride in what is offered locally. Part of our marketing and promotional plans is to participate in cooperative advertising with larger marketable entities such as DBC, Hello BC, Ahoy BC, TVI, and VINT, who have strong brand recognition. Working in partnership and support of the regional tourism marketing furthers our message as Vancouver Island North area is marketed as an outdoor, cultural hub that implores the traveler to discover, keeping on point with what we want our brand to embody.

## Target Markets

The Port Hardy Tourism Advisory Committee is basing target markets per the Port Hardy Visitor Profile (Summer 2015) created by The Sociable Scientists. At this time the committee has created a marketing plan on the identified target markets for Port Hardy.

Per the Port Hardy Visitor Profile findings, marketing efforts will focus on the following demographics;

GEOGRAPHIC	LOCATION	PERCENTAGE
<b>PRIMARY MARKETS</b>	Vancouver Island & BC – Marketing to stay-cations and outdoor enthusiasts	70%
<b>SECONDARY MARKETS</b>	Alberta	20%
	Other: SK, WA, OR, CA & Europe	10%
DEMOGRAPHIC	AGES	PERCENTAGE
<b>PRIMARY MARKETS</b>	Couples / Small Groups 40+ years of age \$50,000+ annual household income	70%
<b>SECONDARY MARKETS</b>	Alberta	20%
	Other: SK, WA, OR, CA & Europe	10%

PSYCHOGRAPHIC (Based on EQ Explorer Types)	
<b>PRIMARY MARKETS</b>	<b>Cultural Explorer:</b> Constant travel Unstructured travel Nature Cultural immersion Shared experiences
<b>SECONDARY MARKETS</b>	<b>Authentic Explorer:</b> Historical travel Authentic, living culture Entertainment & performing arts  <b>No Hassle Traveler:</b> Escape Group travel Security Shared experiences Nature travel

## ACTIVITIES & ATTRACTIONS

Visitors were asked to indicate which tourism attractions they visited during their stay in Mount Waddington Region. The most popular attractions for Port Hardy were beaches (81%), parks and trails (80%), and local shops/boutiques (62%). Attractions with 5% of responses or have been left out of this graph, these include theatre, concert, and/or live performance, playgrounds and/or water parks, skateboard/bike skills park, and spa. \*Multiple attractions could be selected therefore combined percent does not equal 100%.

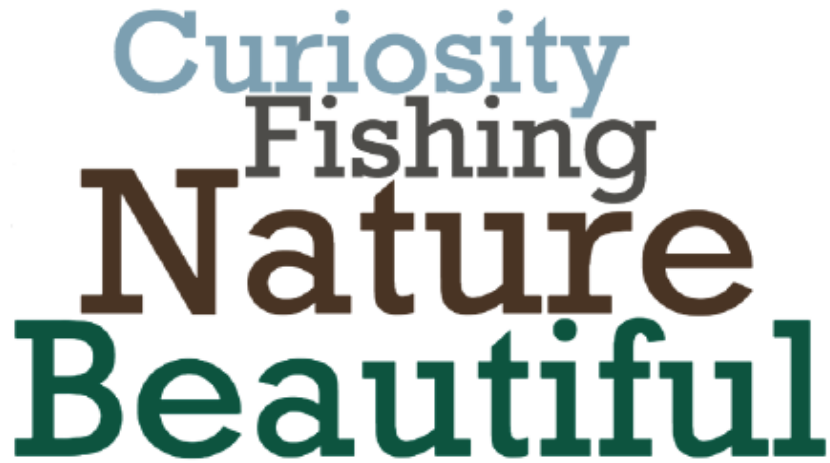
Visitors were asked to indicate which tourism attractions they visited during their stay in the Mount Waddington Region. The most popular attractions for the North Island were parks and trails (88%), beaches (87%), local shops/boutiques (69%), and First Nations facilities, cultural and/or events (68%). Some “other” responses included marinas, remote harbors, and events (e.g. logger competition and kayak race). Attractions with 5% of responses or have been left out of this graph, these include theatre, concert and/or live performance, playgrounds and/or water parks, skateboard/bike skills park, and spa. \*Multiple attractions could be selected therefore combined percent does not equal 100%

Based on the 2015 Vancouver Island North Visitor Profile, Port Hardy is confident that staying on message with nature based and natural ingredients will be the success of our community. Location and natural assets cannot be replicated. The Port Hardy Tourism Advisory Committee looks to engage all sectors of the community to enhance community brand recognition and visitor services, ultimately growing tourism visitations, expenditures and investment within the District of Port Hardy.

## TRIP MOTIVATION

The below clouds represents the words visitors used to describe the inspiration for their trip to Vancouver Island North(VIN). The larger words are the ones visitors used more often in their response.

Vancouver Island North conducted a Visitor Profile Study (2015) Port Hardy's Profile findings;



Vancouver Island North conducted a Visitor Profile Study (2015) North Islands Profile findings;



## Management Governance and Administration

Receipt of MRDT funds is managed, governed and administered by the District of Port Hardy. Funds collected are managed, governed and administered (allocated) along the following projects;

1. Regional District of Mount Waddington (Street Address: 2044 McNeill Road, Port McNeill, BC V0N 2R0 Mailing Address: Box 729, Port McNeill, BC V0N 2R0) will be allocated 16/30ths (or 53.33%) for the North Vancouver Island Regional Tourism Plan.
2. District of Port Hardy retains 12/30ths (40%) of the MRDT collected.
3. The remaining 2/30ths (6.67%) is retained by the Province for Destination BC for the Provincial Tourism Events Program.

The first portion is allocated to the Regional District of Mount Waddington, per a memorandum of understanding signed in 2009, to provide funding for Vancouver Island North Tourism, specifically the "North Vancouver Island Regional Tourism Plan". The Regional District also collects a similar share from the Regional District Electoral Area's and the Jurisdictions of Port Alice, Alert Bay and Port McNeill. The funds are then utilized by Vancouver Island North Tourism, which is a joint project to market Vancouver Island North on a regional basis. Expenditures are budgeted by an advisory committee of the Regional District of Mount Waddington and approved by a board of directors, with the District of Port Hardy having representation on the advisory committee and on the board. Annual reporting is provided to the District of Port Hardy by Vancouver Island North Tourism. The contributions towards the Regional project will remain the same as it was under a 2% tax levy.

The second portion of funds retained by The District of Port Hardy (used to market Port Hardy specifically) had historically been 20% of the 2% MRDT tax. With an increase to 3% MRDT tax, the value of the second portion will increase for the District of Port Hardy. The District of Port Hardy has established a Tourism Advisory Committee with representation comprised of two Council Members, the Chief Administrative Officer, the Director of Finance, a representative each from Vancouver Island North Tourism, the Local Chamber of Commerce, Tourism Port Hardy, the Port Hardy Visitor Centre and a local stakeholder drawn from responses received to advertising. The committee's terms of reference are attached, in general terms they will review strategic and tactical plans and make recommendations to the District of Port Hardy council regarding the application and reporting process. Budget for the expenditure of funds will be proposed primarily by the Port Hardy Visitor Center who has day to day oversight provided by the Port Hardy Chamber of Commerce (7250 Market St, Port Hardy, BC V0N 2P0) which is provided funds on a fee for service basis by the District of Port Hardy as part of a lease agreement which provides operating space for both Chamber and the Port Hardy Visitor Center purposes. Expenditures as detailed in the budget for the one-year tactical plan will be vetted by the Tourism Advisory Committee and approved by the District of Port Hardy Council.

The third portion of the MRDT tax collected is for the Provincial Tourism Sponsorship program and represents the remaining 2/30ths (6.67%) with funds being allocated to Tourism Events programs.

Reporting provided by Vancouver Island North Tourism is consolidated with reporting from the Port Hardy Visitor Center and will be vetted by the Tourism Advisory committee on behalf of the Council of the District of Port Hardy. The District of Port Hardy remains responsible for monitoring and reporting on the whole of funds received from MRDT.

## Sources of Funding

Streams of tourism marketing efforts need to be considered when describing the sources of funding.

At the regional level the core project funding is provided through the contribution of 80% of MRDT funds remitted to the Regional District of Mount Waddington following collection of the tax in Electoral Areas A, B, C, D and the Village of Port Alice, together with the regional contributions from the District of Port Hardy, the Town of Port McNeill and the Village of Alert Bay. In addition to the MRDT funds, the Vancouver Island North Regional tourism project also receives investment from the Regional District of Mount Waddington's Economic Development Commission, from stakeholder buy-in to cooperative marketing programs and from Destination British Columbia's Cooperative Marketing Partnership Program.

At the local level MRDT funds provide funding towards marketing projects promoting Port Hardy in addition to the management fee for service agreement provided by the District of Port Hardy in the approximate amount of \$53,000 per year, for the Port Hardy Visitor Center sponsored by the Port Hardy Chamber of Commerce. In both cases MRDT funds are in addition to other local funds used for marketing, programs and projects. No funds are used to replace existing tourism funding in the community.

# 2017 One-Year Tactical Plan

with Performance Measures

**Major Category:** *Marketing*

**Activity Title:** *Print/Online Advertising*

**Tactics:**

1. Prepare advertisements to participate in the following consumer print publications;
  - a) Tourism Vancouver Island Touring & Exploring Map
  - b) Tourism Vancouver Island Touring & Exploring Guide
  - c) Vancouver Island North Explorer Guide
  - d) Vancouver Island North Recreation Map
  - e) North Island Gazette Off the Beaten Path
  - f) Wild Coast Publication
2. Review project outputs to ensure print advertisements is reaching target markets
3. Inform stakeholders of marketing progress through quarterly newsletters
4. Monitor, assess and evaluate stakeholder satisfaction through engagement sessions and stakeholder survey

**Implementation Plan:**

*Description*

Marketing efforts will focus on print publications that are known consumer resources, utilized by visitors while planning and enjoying their trip. Identified publications were selected for distribution locally, regionally, provincially, and internationally. These publications reach the target markets addressed in strategic plan.

*Quantifiable Objectives*

1. To increase the total number of print advertisements participated in;
2. To improve the quality of the advertisements produced (*DBC branding alignment*)

*Rationale*

The need to enhance participation in print publication projects is supported by results found in the 2015 Visitor Experience Survey conducted by Vancouver Island North Tourism. The visitor profile indicated that of 146 visitors to have stayed in Port Hardy at least one night during their 2015 vacation, 42% of those used a regional tourism guide or pamphlet to plan their trip. An



enhanced presence in prominent print publications that reaches the target travel markets identified for Port Hardy allow for a continued opportunity to raise awareness as to the natural offerings and experiences available in the Port Hardy.

#### *Actionable Steps*

1. Research and identify key projects and advertising opportunities that align with the target market identified for Port Hardy
2. Provide co-operative marketing opportunities to stakeholders and tourism entities for applicable projects
3. Collection of advertisement content
4. Design advertisement
5. Review and submit materials for publication
6. Maintain stakeholder engagement through development and delivery of quarterly newsletters
7. Review with stakeholders to collect feedback through stakeholder surveys and bi-annual engagement sessions

#### *Potential Partnerships*

Of the key projects outlined above, opportunities for stakeholder engagement and collaboration with regional tourism projects and other tourism entities have been identified. The following publication projects were carefully considered and are recognized for the potential for project collaboration and partnership with local stakeholders:

##### **1. *Tourism Vancouver Island Touring & Exploring Guide***

A regional publication, the TVI Touring & Exploring guide provides opportunities for Port Hardy to collaborate with local stakeholders and allowing other small businesses an opportunity to directly promote their business, services, and products to potential visitors. Potential partnerships and buy-ins could include but are not limited to, local tourism operators and activity providers, accommodation providers, restaurants and cafes, and additional businesses within the tourism industry.

##### **2. *Vancouver Island North Explorer Guide***

Vancouver Island North Explorer Guide is the guide for the North Island region. This guide provides an opportunity to specifically market Port Hardy as a premier destination. Cooperation with local stakeholders will allow the community to highlight signature experiences, attractions, and opportunities specific to Port Hardy and the surrounding area. Various tourism entities including aboriginal based cultural experiences, local accommodation providers, restaurants etc.

### *Resources*

To develop strong and effective advertisements the following tools and resources are key to the completion of the print publication projects:

1. Advertisement design program (Creative Cloud)
2. Image photo bank and existing content (*Select images branded to align with DBC and other leading tourism entities*).
3. Destination BC advertisement review process, branding and training opportunities

### *Sources of Funding*

The primary source of funding for print publications will be provided through annual MRDT revenues. Project collaboration with local stakeholders buy-ins and other tourism entities will also contribute to project funding.

### *Responsibilities*

As the MRDT service provider the PHVC will oversee all print publications; project management will include carrying out the project deliverables and requirements under advisement of the Port Hardy Tourism Advisory Committee. The PHVC will coordinate stakeholder buy-ins, acquire project content, design advertisements, submit advertisement materials, and gather stakeholder feedback. The District of Port Hardy will assume financial responsibility for each project.

### *Timeframe*

The print publication marketing campaign will be implemented within the operational year of 2017. Advert development, design, partnership coordination, and stakeholder feedback will be ongoing. Projects will be prioritized, completed and submitted for deadlines determined by the publishing companies and release dates of the publication.

## ***Print/Online Advertising Budget***

<b>Print Publications</b>	<b>MRDT CONTRIBUTION</b>	<b>STAKEHOLDER CONTRIBUTIONS</b>	<b>PROJECT TOTALS</b>
TVI Touring Exploring Mapbook	\$650.00	\$0.00	\$650.00
VINT/TVI Touring Exploring Guidebook	\$1,000.00	\$800.00	\$1,800.00
VINT Regional Map	\$450.00	\$0.00	\$450.00
VINT Explorer Guide	\$1,000.00	\$2,300.00	\$3,300.00
NIG Off the Beaten Path	\$200.00	\$200.00	\$400.00
Wild Coast Publication	\$250.00	\$0.00	\$250.00
Print Project Management ( <i>Design, content development, execution</i> )	\$3,000.00	\$0.00	\$3,000.00
<b>Total</b>	<b>\$6,550.00</b>	<b>\$3,300.00</b>	<b>\$9,850.00</b>

### *Evaluation Mechanism*

A visitor experience survey conducted in collaboration with Vancouver Island North Tourism will assess visitor reliance on print publications while planning and during their trip. Engagement sessions will be held with local stakeholders to measure project success and stakeholder satisfaction. Local visitor statistics, MRDT revenues, and a visitor experience survey will help provide assessments of the success of the overall marketing campaign.

### **Performance: Output, & Outcome Measures:**

#### *Output Measures*

##### ***Tourism Vancouver Island Touring & Exploring Map***

- Distribution aboard BC Ferries major routes
- Individual request fulfillment
- To high-traffic locations throughout British Columbia and Alberta
- Published online
- 50,000 copies printed

##### ***Tourism Vancouver Island Touring & Exploring Guide***

- Distribution to Visitor Centres across British Columbia, as well as 150 key locations across Vancouver Island, and the Lower Mainland
- Direct fulfillment through visitor inquiries

- Located at additional high-traffic locations throughout British Columbia and Alberta
- Published online
- Over 100,000 copies printed

#### ***Vancouver Island North Explorer Guide***

- Delivered to visitor across Vancouver Island and on the lower mainland, BCAA locations, tourism operators and associations and RV rental outlets
- Onboard BC Ferries major routes, Vancouver Airport – International, Domestic and South terminals
- Direct request fulfillment from [www.vancouverislandnorth.ca](http://www.vancouverislandnorth.ca) and VIN Facebook page
- Guide available online through virtual publication
- 68,500 copies printed

#### ***Vancouver Island North Recreation Map***

- Distribution on BC Ferries major routes, Visitor on Vancouver Island and North Island tourism businesses
- Mail out through individual requests and inquiries
- 30,000 copies printed

#### ***North Island Gazette Off the Beaten Path***

- Distribution across communities within Northern Vancouver Island including primary points of entry such as local visitor centres, airports, and ferry terminals, accommodation and activity providers, as well as additional sites of high visitor volume including local gas stations.
- 6,000 copies printed

#### ***Wild Coast Publication and North Coast Trail Maps***

- Magazines distributed on BC Ferries, across Vancouver Island and throughout the lower mainland of British Columbia, Washington State, Portland Oregon and Alberta
- Individual subscription fulfillments
- 18,000 magazines printed
- magazine published online with additional exposure through social media outlets
- 5,000 maps printed
- Maps primarily distributed through Mountain Equipment Co-op, select retailers on Vancouver Island and lower mainland, and in the US

DBC print project branding review process, working with DBC marketing team to receive insight and advice as to direction, tone, imagery use and messaging of key print projects

### ***Outcome Measures***

- Increased participation in print project participation
- Increased annual visitor yield
- Increased participation in local tourism-based experiences
- Increased activity bookings through the local VC
- Increased stakeholder participation
- Increased stakeholder awareness of projects through quarterly newsletter and engagement sessions

### **Activity Title: Online Marketing**

#### **Tactics:**

1. Visitor website management, content development and maintenance, [www.visitporthardy.com](http://www.visitporthardy.com)
2. Monitor third party websites to ensure accurate online representation of tourism-based experiences
3. Monitor and maintain social media platforms
4. Further develop digital resources for marketing campaigns (*photo bank*)

#### **Implementation Plan:**

##### *Description*

Continued and increasing reliance on online content to plan vacations and trips abroad necessitates the expansion and diversification of online marketing initiatives. This will be accomplished through the use of online resources including the visitor website, social media platforms, advertisement on TVI, as well as content provisions for travel review and promotional sites.

##### *Quantifiable Objectives*

1. To increase the number of online advertisements
2. To increase the social media presence and effectiveness
3. To increase the quality of online resources (*DBC branding alignment*)

### *Rationale*

The Visitor Profile for Port Hardy indicated that a resounding 56% used destination-specific websites to plan their trip. Results showed that visitors had also accessed additional online resources, including travel review sites, [www.HelloBC.com](http://www.HelloBC.com), travel booking websites and travel applications. These findings indicate future emphasis on [www.visitporthardy.com](http://www.visitporthardy.com) website will allow for brand, tone, and refined messaging used in the site to today by the leading entities within the industry including DBC, TVI, and VINT.

### *Actionable Steps*

1. Manage and maintain website through ongoing content development and refinement
2. Work cooperatively with tourism industry leaders (DBC) to ensure branding alignment of visitor website (*imagery, tone of voice, presentation and formatting*)
3. Actively seek out online advertisement opportunities that reach the target audience
4. Maintain an active presence on social media platforms throughout the year promoting community highlights, upcoming events, local points of interests and tourism-based experiences
5. Support local visitor centre in participation of DBC social media training program
6. Run 12 sponsored advertisement campaigns Facebook and Instagram (*One per month*)
7. Promote resident engagement and support for social media platforms
8. Search third party travel sites about Port Hardy and provide recommendations and suggestions when necessary to ensure accurate representation of Port Hardy online
9. Coordinate partnership opportunities for the TVI [findyourelement.ca](http://findyourelement.ca) website - community-specific profile, acquire ad content, design and submit
10. Maintain stakeholder engagement through development and delivery of quarterly newsletter
11. Review stakeholder satisfaction through surveys and bi-annual engagement sessions

### *Potential Partnerships*

Online marketing initiatives will be assessed to determine the potential for partnering with local tourism operators associated with a specific advertisement. Opportunities also exist for local stakeholder advertisement on the visitor website, as well as cooperative advertisements on the TVI tourism page.

## *Resources*

The following resources are key to the development and implementation of a strong and effective online marketing campaign:

- Photo bank and existing content (*Branded to align with DBC perspectives, lighting, angles*)
- Visitor website (*[www.visitporthardy.com](http://www.visitporthardy.com)*)
- Social Media Accounts (*Facebook, Twitter, Instagram*)
- Port Hardy Promotional Videos

## *Sources of Funding*

Funding for online advertisement and online resources will be derived through the MRDT revenues annually collected from within the District of Port Hardy. Additional funding may become available through buy-ins and partnerships with local stakeholders and businesses.

## *Responsibilities*

The Port Hardy Visitor Centre is the identified contracted service provider for the online marketing campaign. Staff and team members of the visitor centre will carry out the deliverables and requirements to implement the online campaign including providing project management, oversight, and general maintenance to the visitor website; maintaining an active and responsive profile on the social media outlets.

## *Timeframe*

Online marketing will be carried out throughout the course of 2017. Preparation of online materials will begin in January 2017 and implemented over the subsequent months.

## Online Marketing Budget

Website & Online Resources	MRDT CONTRIBUTION	STAKEHOLDER CONTRIBUTIONS	PROJECT TOTALS
Annual domain name registration - Go Daddy	\$150.00	\$0.00	\$150.00
Annual hosting - EasyWEB Soho	\$200.00	\$0.00	\$200.00
Google Adwords	\$1,000.00	\$0.00	\$1,000.00
TVI findyourelement.ca	\$550.00	\$0.00	\$550.00
Ahoy BC	\$200.00	\$0.00	\$200.00
Website Management (Content development and maintenance)	\$3,850.00	\$0.00	\$3000.00
Social Media Management (Delivery and content of social media platforms)	\$3,000.00	\$0.00	\$3000.00
<i>Total</i>	\$8,950.00	\$0.00	\$8,950.00

### Evaluation Mechanism

Success of online marketing initiatives will be determined through detailed analytic packages provided directly from each project. Additional feedback will be collected from stakeholders to determine the overall satisfaction with online marketing initiatives through newsletters, stakeholder surveys and engagement sessions. Local visitor statistics, MRDT revenues, and a visitor experience survey will help will provide assessments of the success of the overall marketing campaign.

### **Performance, Output & Outcome Measures:**

#### **Visitor website ([www.visitporthardy.com](http://www.visitporthardy.com))**

- *Output measures:* updated, branded website through DBC consultation that accurately reflects the Port Hardy experiences and the available tourism-based opportunities in Port Hardy, increased advertisement of the site through increased stakeholder awareness and support and promotion of the website as a valuable resource
- *Outcome measures:* increased visitation to the website, clicks on visit us page, and inquiries received through direct email platform, increased visitation, operator bookings through VC



### ***Monitor third party websites***

- *Output measures:* the total of third party websites visited and monitored for content quality and information accuracy
- *Outcome measures:* the number of reflective third party websites distributing accurate information promoting tourism-based opportunities available in Port Hardy

### ***Monitor and maintain social media platforms***

- *Output measures:* increased level of engagement with target audience online, increased activity and presence on *all* social media platforms, total number of sponsored posts on social media platforms, participation in DBC social media training program
- *Outcome measures:* total number of likes, shares, referrals and direct visits of social media, comparative to initial counts at beginning of online campaign
- Develop digital resources for marketing campaigns

#### *Output measures:*

- Photo bank
- Advertisements compiled for website and submission to third party opportunities

## **Activity Title: Promotional Products**

### **Tactics:**

- 1) Distribute brochures to points of entry and information centres locally, regionally and provincially and through individual requests using the TVI distribution program
- 2) To increase exposure of brochure through new racking opportunities
- 3) Branded imagery and photo bank for use in marketing initiatives
- 4) To purchase advertisement design software for use in the development of various marketing projects

### **Implementation Plan:**

#### *Description*

Brochures will be key in advertising Port Hardy locally, regionally, provincially and internationally. Brochures will be distributed to local stakeholders for use during travel trade shows. Brochures will also be regionally distributed with information packages to tourism representatives. Additional resources will be developed for use in marketing initiatives including a photo bank of branded imagery featuring Port Hardy attributes, experiences, and tourism-based opportunities.

### *Quantifiable Objectives*

1. To distribute the brochures to points of entry and visitor centres, as well as providing brochures as requested by individuals abroad.
2. To develop of an image bank aligning with Port Hardy branding and Destination BC imagery

### *Rationale*

Community-specific materials provide an ability to concisely promote and highlight the attributes and attractions of Port Hardy without distractions from other advertisements or content. Condensed, high-quality content will provide viewers with distinct opportunities offered in Port Hardy. Creative Cloud Design application is a key tool used in advertisement design and development. The purchase of the application will prove to be an invaluable asset to the development of marketing Port Hardy products and advertisements. A professional photo bank will provide an opportunity to capture Port Hardy's landscape, wilderness experiences, wildlife, and the many other iconic attractions of the community. The photo bank would similarly serve as a valuable asset for use in various other marketing efforts including print advertising, online initiatives, and future community-specific publications. The development of a strong photographic portfolio supports brand recognition of Port Hardy.

### *Actionable Steps*

1. Distribute remaining Port Hardy brochures to appropriate locations, businesses and stakeholders
2. Purchase Creative Cloud application for advertisement design
3. Identify key features, attractions, experiences, and wildlife in Port Hardy and the surrounding area for image bank
4. Hire professional photographer to develop high-quality, high-resolution image bank
5. Maintain stakeholder engagement through development and delivery of quarterly newsletter
6. Review stakeholder satisfaction through surveys and bi-annual engagement sessions

### *Potential Partnerships*

Potential partnerships include sharing distribution costs with stakeholders with distribution to key operators that attend high profile travel trade shows.

### *Resources*

1. Existing photography bank and existing content
2. Creative Cloud design app
3. Destination BC branding and training opportunities

### *Sources of Funding*

The funding for brochure development and distribution will be derived through the MRDT revenues annually collected from within the District of Port Hardy. Additional funding may become available through buy-ins and partnerships with local stakeholders and businesses.

### *Responsibilities*

The PHVC will be responsible for brochure distribution. The PHVC will acquire the Creative Cloud application for advert design. The PHVC will hire and direct the photographer and coordinate an overview session with Destination BC's marketing team to identify the elements that will achieve a strong, representative, branded photography bank of Port Hardy. The District of Port Hardy will assume responsibility for funding.

### *Timeframe*

Port Hardy brochures will be distributed to stakeholders, visitor centres and individuals throughout 2017. Key attractions and content for image bank will be identified in the spring of 2017, upon which a professional photographer will be hired to develop the photo bank throughout the summer. A planning session with the photographer will be conducted to identify Port Hardy branded imagery, aligned to the DBC brand.

### ***Promotional Products Budget***

<b>Promotional Products</b>	<b>MRDT CONTRIBUTIONS</b>	<b>STAKEHOLDER CONTRIBUTIONS</b>	<b>PROJECT TOTALS</b>
Creative Cloud, All Apps Plan	\$1,200.00	\$0.00	\$1,200.00
Photography Bank	\$2,500.00	\$0.00	\$2,500.00
<i>Shipping &amp; Racking</i>			
TVI Distribution Program	\$1,500.00	\$0.00	\$1,500.00
Direct to DBCVC and VCs	\$500.00	\$0.00	\$500.00
Racking Vancouver International Airport (International/Domestic)	\$1,200.00	\$0.00	\$1,200.00
Victoria International Airport Racking	\$500.00	\$0.00	\$500.00
Comox Valley	\$250.00	\$0.00	\$250.00
<i>Total</i>	<b>\$7,650.00</b>	<b>\$0.00</b>	<b>\$7,650.00</b>

### *Evaluation Mechanism*

An overview process with DBC to identify techniques ensure that effective imagery is developed. Local visitor statistics, MRDT revenues, and a visitor experience survey will help will provide assessments of the success of the overall marketing campaign.

### **Performance Output & Outcome Measures**

#### *Output measures:*

- Full distribution of Port Hardy brochures to high-traffic points of entry in BC, Vancouver Island and DBC centres locally, regionally and provincially, distribution through fulfillment requests
- Increased racking at points of entry, local businesses and tourism stakeholders operating in Port Hardy and within the Regional District of Mount Waddington
- Development of effective, enticing imagery for use in marketing initiatives through a DBC branded and approved photo bank
- Purchase of required design software for marketing initiatives

#### *Outcome measures:*

- Increased utilization of the brochure to advertise tourism in Port Hardy
- Increased awareness of the community through the brochure

### **Activity Title:**

### **BC Fishing Tourism Sector Community Partnership Buy-in Program**

#### **Tactics:**

1. Participate in the BC Fishing Tourism Sector Community Partnership Buy-in Program
2. Coordinate support from local sport fishing sector

#### **Implementation Plan:**

#### *Description*

The BC Fishing Tourism Sector Community Partnership Buy-in Program offers packaged opportunity to participate in multi-level marketing, advertisement, promotion, research and education. The program will use an identified set of tactics including market research, adopt and

adapt DBC brand for recreational fishing, microsite develop, content development, social media and engagement, digital and direct marketing, consumer shows, community and business co-op, and integrated marketing campaigns (*fishing media, TV, online, prints, magazines, digital media ads, content, targeting, and advocacy*) that will be directed at generating an increased awareness of Port Hardy as a focal destination for recreational fishing opportunities, both fresh and saltwater opportunities.

### *Quantifiable Objectives*

1. To increase number of anglers using Port Hardy as a sport fishing destination
2. To increase participation in guided recreational fishing tours
3. Increase engagement with sport fishing sector operators
4. Increase participation with co-operative buy-in opportunities

### *Rationale*

Port Hardy presently has over 30 recreational sport fishing guides that operate at full capacity throughout the summer months (May to September). Participation in the BC Fishing Tourism Sector Community Partnership Buy-in Program offers a unique opportunity to establish baseline community profile, for collaboration between local stakeholders, government, and Port Hardy Tourism to achieve multi-level marketing directed at travel motivated by fishing in BC.

### *Actionable Steps*

1. Register to participate in the *tier 2* partnership opportunity
2. Research scope of advertisement opportunities and determine interest of the access to buy-in program
3. Engage and coordinate with local stakeholders through consultation process of opportunity to identify partnership potential and cost-sharing
4. Provide promotional material and content for the programs social media channels, e-newsletter
5. Assist with building of community profile
6. Facilitate, direct, and participate in the content creation for photography, video, and written content
7. Maintain stakeholder engagement through development and delivery of quarterly newsletter
8. Review stakeholder satisfaction through surveys and bi-annual engagement sessions

### *Potential Partnerships*

Potential partners include the District of Port Hardy and local stakeholders with an invested interest in the sport fishing sector including charter operators, supply and tackle shops, marine repair service providers, accommodation providers, and restaurants.

### *Resources*

1. Photography bank and existing content on Port Hardy
2. Port Hardy promotional tourism videos

### *Sources of Funding*

The funding for BC Fishing Tourism Sector Community Partnership Buy-in Program will be derived through the MRDT revenues. Additional funding will be provided through buy-ins and project partnerships with local government, stakeholders, and businesses.

### *Responsibilities*

The Port Hardy Visitors Information Centre will assume a collaborative role in providing information, content, and assistance in the various requirements of the community buy-in program. The Port Hardy Visitor Information Centre will also assist with coordination of stakeholder buy-ins, engagement sessions with the sport fishing sector representatives and collecting marketing feedback from stakeholders. The District of Port Hardy will oversee funding.

### *Timeframe*

Participation will begin January 2017. Requirements for materials, support, facilitation and collaboration will be conducted as required for the project and as requested/identified by the organization.

### ***BC Fishing Tourism Sector Community Partnership Buy-in Program Budget***

<b>BC Fishing Tourism Sector Community Partnership Buy-in Program</b>	<b>MRDT CONTRIBUTION</b>	<b>LOCAL GOVERNMENT CONTRIBUTIONS</b>	<b>PROJECT TOTALS</b>
<i>Tier 2 Partnership Opportunities with BC Fishing Tourism Sector</i>	\$2,500.00	\$2,500.00	\$5,000.00
<b>Total</b>	<b>\$2,500.00</b>	<b>\$2,500.00</b>	<b>\$5,000.00</b>

### *Evaluation Mechanism*

Review to be conducted with local stakeholders to determine stakeholder satisfaction through stakeholder survey and engagement sessions to overview final marketing campaign. Local visitor statistics, MRDT revenues, and a visitor experience survey will help will provide assessments of the success of the overall marketing campaign.

### **Performance, Output & Outcome Measures:**

#### *Output measures:*

- New marketing projects participated in through the various marketing outlets identified in the *tier 2* partnership
- Community profile (*fishing consumer market research*)
- New promotional materials advertising recreational activities
- Booking sales-conversion through local VC to participate in sport fishing

#### *Outcome measures:*

- Number of guided charters direct result of advertisement
- Visitor activities indicated directly related to fishing

### **Activity Title: Surveys, Research and Education**

#### **Tactics:**

1. Conduct visitor experience survey
2. Conduct resident survey
3. Conduct stakeholder satisfaction survey
4. Coordinate stakeholder engagement, quarterly newsletters and bi-annual consultation sessions
5. Regional visitor centre and tourism operator packages

#### **Implementation Plan:**

##### *Description*

Findings from evaluation techniques such as visitor and resident surveys, stakeholder satisfaction surveys along with consultation and engagement sessions provide performance measures of the

tactical plan. The outcomes and feedback from the visitor resident, and stakeholder surveys will provide context to identifying target markets, evaluate project effectiveness, and will provide direction for focus of future marketing initiatives. Outreach and education packages will provide additional information and resources to tourism operators.

### *Quantifiable Objectives*

1. To provide and evaluate local perception and understanding of the value of tourism and the role of the tourism industry within Port Hardy through a resident survey
2. To maintain stakeholder engagement through quarterly newsletters
3. To obtain and evaluate stakeholder feedback through satisfaction surveys and two annual consultation sessions
4. To develop and provide information packages about Port Hardy visitor experience opportunities to visitor centres and tourism operators

### *Rationale*

Evaluation techniques including visitor experience surveys, stakeholder satisfaction surveys, and consultation sessions provide critical feedback and performance measures of the effectiveness of marketing initiatives. Findings from a resident survey would allow the PHTAC to gain a more comprehensive understanding of local perception of the value of tourism to the community, identify core resident values and the role of the tourism sector within the community today. A visitor experience survey would provide detailed information about visitors, and would allow PHTAC to build a comprehensive visitor profile of those travelling to Port Hardy. Stakeholder satisfaction surveys and consultation sessions will be critical to gathering valuable feedback from local tourism business operators. Together, through surveys and engagement sessions, stakeholders will have an opportunity to provide recommendations and suggestions to the PHTAC about the direction of the overall marketing campaign. Combined with additional outcome measures including annual visitor yields, visitor length of stays, visitor derived revenues, these measures can accurately capture the overall success of Port Hardy's multi-faceted marketing campaign. Educational information packages about Port Hardy would be an invaluable resource for tourism operators and neighboring visitor centres to reference throughout the season. The packages would contain important information relevant to visitors including things to do, how to get to the community, as well as an overview of the available amenities and services in the community.

### *Actionable Steps*

1. Coordinate with VINT to partner on visitor experience and resident surveys to derive Port Hardy information



2. Provide direction and recommendations for Port Hardy specific survey content for coordinated efforts
3. Organize and distribute informational packages for regional and select South Island and Northern BC visitor centres and South Island (Campbell River, Courtenay, Comox, Prince Rupert) and local tourism operators
4. Participate in stakeholder consultation and engagement sessions

#### *Potential Partnerships*

Vancouver Island North Tourism conducts annual visitor experience and resident surveys; there is opportunity to partner with VINT for these projects. Survey can be modified to extract relevant information specific to Port Hardy. Collaboration would reduce overlap and maximize reach.

#### *Resources*

1. Survey consultation agency (*Sociable Scientists*)
2. Port Hardy community information, images and content

#### *Sources of Funding*

The funding for surveys, research and education will be derived through the MRDT revenues. Partnership funding for the surveys will be provided by the regional tourism project, VINT.

#### *Responsibilities*

The Port Hardy Visitor Centre will assume a collaborative role in providing information, content, and support the development, delivery and distribution of surveys. The PHVC will coordinate, develop, and distribute educational information packages to appropriate locations and stakeholders. Vancouver Island North Tourism will be responsible for conducting the visitor experience and resident surveys. The PHVC will deliver quarterly newsletters to stakeholders and will support and participate in the bi-annual engagement sessions. The PHTAC will provide oversight into the Port Hardy survey content. The District of Port Hardy will assume responsibility for coordinating two annual stakeholder engagement sessions during the early spring and late fall and will oversee funding responsibilities for surveys, engagement sessions, and educational packages.

#### *Timeframe*

Facilitation of the spring stakeholder consultation session will begin at the start of 2017 by the Port Hardy Tourism Advisory Committee. Information packages will be prepared and completed in the spring of 2017, in time for the 2017 VINT season launch, of which the visitor centre staff will participate. The Port Hardy Visitor Centre will work to coordinate partnership with VINT in

the survey content, delivery, and result collection prior to the season start. The Port Hardy Visitor Information Centre will begin coordination and circulation of stakeholder surveys in September 2017. The Port Hardy Tourism Advisory Committee will begin facilitation of the coordination of the fall stakeholder engagement session in October of 2017.

### ***Surveys, Research and Education Budget***

<b>Stakeholder Consultation, Surveys and Analytics</b>	<b>MRDT CONTRIBUTION</b>	<b>PARTNER CONTRIBUTIONS</b>	<b>PROJECT TOTALS</b>
Tourism operator package coordination & delivery to VCs & stakeholders	\$500.00	\$0.00	\$500.00
Resident survey & analytics	\$500.00	\$0.00	\$500.00
Visitor experience survey & analytics	\$1,000.00	\$0.00	\$1,000.00
Stakeholder survey & analytics	\$1,000.00	\$0.00	\$1,000.00
Stakeholder quarterly newsletters and engagement sessions	\$500.00	\$0.00	\$500.00
<i>Total</i>	\$3,500.00	\$0.00	\$3,500.00

#### *Evaluation Mechanism*

Review to be conducted with local stakeholders to determine stakeholder satisfaction through stakeholder survey and engagement sessions to overview final marketing campaign. Local visitor statistics, MRDT revenues, and a visitor experience survey will help will provide additional assessments of the success of the overall marketing campaign.

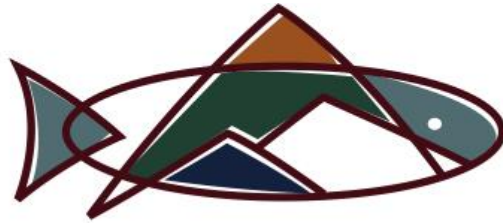
#### *Performance Measures*

##### *Output measures:*

- Conduction and analytics of resident, visitor, and stakeholder surveys
- Preparation and delivery of informative packages to visitor centres, tourism operators
- Preparation and delivery of quarterly newsletters to stakeholders
- Delivery of bi-annual stakeholder consultation sessions

##### *Outcome measures:*

- Increased stakeholder awareness of Port Hardy’s marketing campaign
- Increased stakeholder collaboration, engagement, satisfaction, and support for marketing initiatives and the MRDT program
- Increased resident awareness of Port Hardy’s marketing campaign
- Increased awareness of local tourism operators, regional and other visitor centre staff knowledge of Port Hardy visitor experiences
- Increase in visitor centre referrals



*Vancouver Island North*

# **Strategic Business Plan 2017 - 2021**

## **VISION**

**Vancouver Island North is recognized as  
a world-class tourism destination**

## **MISSION**

**To increase the benefits to the Vancouver  
Island North region through tourism**

# **Executive Summary**

In the fall of 2013, as part of the Vancouver Island North Tourism annual planning sessions, the Vancouver Island North Tourism Advisory Committee undertook a review of the regional tourism project's Vision and Objectives that had been determined for the project as part of the original Tourism Plan, released in June 2008.

The Advisory Committee took this opportunity to update the vision statement and the project objectives, add a mission statement and create a new format for the Vancouver Island North Tourism Strategic Business Plan that would detail goals, objectives with performance measurements, strategies and tactics. The new format is a 3-year rolling plan that will be reviewed annually during the planning sessions.

On March 31, 2015 a one-day Community Tourism Foundations workshop was facilitated by Destination British Columbia on Vancouver Island North. As part of this session the vision, mission, and goals from the Strategic Business Plan were reviewed by the participating stakeholder group and recommendations were made for priority action items to be considered. Adjustments and additions have been made to the Strategic Business Plan based on recommendations from the Vancouver Island North Tourism Plan that was released on June 30, 2015 based on the results of the Community Tourism Foundations workshop.

This document is a reflection of what the Vancouver Island North Tourism Advisory Committee intends to see the regional tourism project deliver, and how the activities delivered through the program will contribute to these outcomes.

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# Goals, Objectives, Strategies & Tactics

Note: All increases indicated will be measured against the previous year's results.

<b>Goal 1</b>					
<b>To increase tourism revenues to the Vancouver Island North Region</b>					
<b>Objective 1</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase the awareness and desirability of the Vancouver Island North region as a travel destination from the Vancouver Island and BC market</b>	2% increase to awareness & desirability	2% increase to awareness; Maintain desirability	2% increase to awareness; Maintain desirability	Maintain awareness & desirability level	Maintain awareness & desirability level
<b>Performance Measurement:</b> <i>Increased awareness and desirability</i> Respondents <b>awareness</b> of VIN as a place for a leisure trip: <b>2015 – 80% 2016 – 83% up 3%</b> Respondents <b>desirability</b> rating of VIN as a place for a leisure trip: <b>2015 – 91% 2016 – 94%, up 3%</b> <b>ACHIEVED GOAL: 2% INCREASE</b>	<i>Omnibus Survey</i>	<i>Omnibus Survey</i>	<i>Omnibus Survey</i>	<i>Omnibus Survey</i>	<i>Omnibus Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Effectively segment consumer markets and target the appropriate EQ Traveler Types	i. Identify the most opportune/highest yield traveler by utilizing the EQ program				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs				
B. Execute coordinated multi-media projects that focus on tourism experiences in the VIN region	i. Refer to 2017 Marketing Plan				
C. Maintain leveraging of 20% for the VINT marketing budget	i. Develop and execute cooperative programs that are appealing to stakeholders				
	ii. Research non-leveraged programs that are appealing to stakeholders				
	iii. Ensure budgeted investment from all sources is fully utilized				
	iv. Conduct stakeholder program satisfaction surveys on completion of each partnered project				
D. Collaboratively with Tourism Vancouver Island, Destination BC and Aboriginal Tourism BC, execute a coordinated media relations program	i. Host key media – Participate in all media FAMs; create and deliver Welcome packages				
	ii. Encourage stakeholder participation in travel media programs				
E. Maintain relationships with sector associations	i. Identify sector organizations with the most potential for future partnership with VINT				

	ii. Research opportunities to participate in sector marketing programs with appropriate associations				
	iii. Provide content to appropriate sector associations for use in their marketing messaging				
F. Execute a performance measurement program	i. Liaise through TVI to obtain Omnibus results				
<b>Objective 2</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase the number of visitors to the Vancouver Island North region participating in nature-based and wildlife viewing experiences</b>	+2% in participation	+2% in participation	+2% in participation	+2% in participation	+2% in participation
<b>Performance Measurement:</b> <i>Increased participation in nature-based and wildlife viewing experiences</i> 2016 Top Nature-Based & Wildlife Viewing Activities: <b>Whale watching – 42%</b> <b>Hiking – 52%</b> <b>Kayaking – 21%</b> <b>ACHIEVED GOAL: Year-two data</b>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Effectively segment consumer markets and target the appropriate EQ Traveler Types for nature-based and wildlife viewing experiences	i. Identify the most opportune/highest yield traveler for nature-based and wildlife viewing experiences by utilizing the EQ program				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs				
B. Execute coordinated multi-media projects that focus on nature-based and wildlife viewing experiences within the VIN region	i. Refer to the 2017 Marketing Plan				
C. Execute a measurement process to determine participation in nature-based and wildlife viewing experiences	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey				
	ii. Ensure the Visitor Profile delivers all necessary measurements				
	iii. Coordinate logistics for data collection and delivery of survey results				
	iv. Determine method of aggregating nature-based & wildlife viewing participation numbers				
<b>Objective 3</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>

<b>To increase the number of visitors to the Vancouver Island North region participating in cultural tourism experiences</b>	+2% in participation	+2% in participation	+2% in participation	+2% in participation	+2% in participation
<b>Performance Measurement:</b> <i>Increased participation in cultural tourism experiences</i> 2016 Top Cultural Tourism Activities: <b>First Nations facilities and events – 39%</b> <b>First Nations cultural tour/dance performance – 19%</b> <b>ACHIEVED GOAL: Year-two data</b>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Effectively segment consumer markets and target the appropriate EQ Traveler Types for cultural tourism experiences	i. Identify the most opportune/highest yield traveler for cultural tourism experiences by utilizing the EQ program				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs				
B. Execute coordinated multi-media projects that focus on cultural tourism experiences within the VIN region	i. Refer to the 2017 Marketing Plan				
D. Execute a measurement process to determine participation in cultural tourism experiences	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey				
	ii. Ensure the Visitor Profile delivers all necessary measurements				
	iii. Coordinate logistics for data collection and delivery of survey results				
	iv. Determine method of aggregating cultural tourism experience participation numbers				
<b>Objective 4</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase the length of stay and daily expenditures of visitors to Vancouver Island North</b>	Maintain length of stay; +2% to daily expenditure	Maintain length of stay; +2% to daily expenditure	Maintain length of stay; +2% to daily expenditure	Maintain length of stay; +1% to daily expenditure	Maintain length of stay; +1% to daily expenditure
<b>Performance Measurement:</b> <i>Increased length of stay and daily expenditure</i> 2016 Length of stay – 5.7 nights 2016 Daily expenditure – \$578 per group, per day <b>ACHIEVED GOAL: Year-two data</b>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Execute a measurement process to determine	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey				
	ii. Ensure the Visitor Profile delivers all necessary measurements				

length of stay and daily expenditures	iii. Coordinate logistics for data collection and delivery of survey results
B. Encourage regional Visitor Centres to promote VIN tourism products and other communities within the VIN region	i. Coordinate 2 opportunities for Vancouver Island North Visitor Centre managers to meet and share tourism product information from their communities
	ii. Provide presentations on regional tourism products to Vancouver Island North Visitor Centre staff at 2 locations at the beginning of the summer season
C. Encourage Visitor Centres in other Vancouver Island communities to promote VIN tourism product	i. Seek opportunities to connect with Visitor Centre managers from other Vancouver Island communities through Tourism Vancouver Island's Industry & Community Services department initiatives
	ii. Provide presentations on Vancouver Island North's regional tourism products to 2 Visitor Centres outside of the Vancouver Island North region
D. Encourage longer stays in the consumer planning stage	i. Communicate the diversity of experiences available in the Vancouver Island North region through regional publications, web and social media
	ii. Communicate comparative value of goods and services, travel, etc.
	iii. Develop and distribute sample itineraries
	iv. Monitor the BC Ferries promotional programs and explore new opportunities for packaging that include a ferry travel component

## Goal 2

To increase the awareness of the impact of tourism in the Vancouver Island North region

Objective 1	2017	2018	2019	2020	2021
<b>To increase the recognition of the value of tourism to residents of Vancouver Island North</b>	Maintain recognition level	Maintain recognition level	Maintain recognition level	Maintain recognition level	Maintain recognition level
<b>Performance Measurement:</b> <i>Increased recognition level</i> Respondents rated the <b>importance</b> of tourism to the economy of VIN: <b>2015 – 97%</b> indicated very (80%) or somewhat (17%) important <b>2016 – 97.5%</b> indicated very (81.9%) or somewhat (15.6%) important <b>Up 0.5%</b> <b>ACHIEVED GOAL: Year-two data</b>	<i>Resident Survey</i>	<i>Resident Survey</i>	<i>Resident Survey</i>	<i>Resident Survey</i>	<i>Resident Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Execute a measurement process to determine residents' perception of the importance of tourism to the local economy	i. Ensure resident survey delivers necessary measurements				
	ii. Ensure survey format is identical to the resident stream of question in the Visitor Experience Survey to allow data to be combined for maximum responses				
	iii. Coordinate logistics for development, delivery, promotion and data collection accessing community partnerships and local social media groups				



B. Conduct resident outreach programs	i. Support Tourism Vancouver Island in the delivery of the Value of Tourism campaign				
C. Conduct community outreach programs	i. Conduct 2 presentations to community and service groups (Chambers of Commerce, Rotary Clubs, schools, etc.) that provide program updates on VINT				
	ii. Provide information on Vancouver Island North Tourism's participation in Tourism Vancouver Island's Value of Tourism campaign				
<b>Objective 2</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase the recognition of the value of tourism to Vancouver Island North municipal Councils, regional Boards and First Nations Chiefs and Councils</b>	Mayor & Chair importance rating increase to 8.25; Maintain Council & Board importance rating; FN Chief & Council baseline	Mayor & Chair importance rating increase to 8.5; Maintain Council & Board importance rating; FN Chief & Council TBD	Maintain Mayor & Chair importance rating; Maintain Council & Board importance rating; FN Chief & Council TBD	Maintain Mayor & Chair importance rating; Maintain Council & Board importance rating; FN Chief & Council TBD	Mayor & Chair importance rating increase to 8.6; Maintain Council & Board importance rating; FN Chief & Council TBD
<b>Performance Measurement:</b> <i>Increased recognition level</i> Importance of the tourism industry to communities, rating out of 10 <b>Mayor &amp; Chair 2015 - 7.9</b> <b>Mayor &amp; Chair 2016 - 8, up 0.1</b> <b>ACHIEVED GOAL: 8 RATING</b> <b>Council &amp; Board 2015 - 8.1</b> <b>Council &amp; Board 2016 - 9.4, up 1.3</b> <b>ACHIEVED GOAL: 8.25 RATING</b>	<i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i>	<i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i>	<i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i>	<i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i>	<i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Conduct municipal government outreach programs	i. Support Tourism Vancouver Island in the delivery of the Value of Tourism campaign				
	ii. Conduct 12 interviews with Mayors, Regional District of Mount Waddington Board Chair and First Nations Chiefs of communities signed on to the Regional Protocol Agreement				
	iii. Conduct 4 presentations to provide program updates on Vancouver Island North Tourism				
	iv. Provide information on Vancouver Island North Tourism's participation in Tourism Vancouver Island's Value of Tourism campaign				
	v. Provide product communication piece to RDMW, municipalities and First Nations that shares information on products and services available in the region, new tourism business launches, and potential areas for development				
B. Execute a performance measurement program	i. Liaise through TVI to conduct Mayor, Board Chair & First Nations Chief interviews consistent with their format				
	ii. Deliver an online survey to all council members and RDMW board members with quantitative questions				

<b>Objective 3</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase the recognition of the value of Vancouver Island North Tourism to North Island residents</b>	2% increase to the importance rating	2% increase to the importance rating	2% increase to the importance rating	2% increase to the importance rating	2% increase to the importance rating
<b>Performance Measurement:</b> <i>Increased recognition level</i> Respondents rated the <b>importance</b> of the VINT project to the development & promotion of tourism: <b>2015 – 78%</b> indicated very (60%) or somewhat (18%) important <b>2016 – 73.3%</b> indicated very (57.8%) or somewhat (15.5%) important <b>Down 4.7%</b> <b>ACHIEVED GOAL: Year-two data</b>	<i>Resident Survey</i>	<i>Resident Survey</i>	<i>Resident Survey</i>	<i>Resident Survey</i>	<i>Resident Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Execute a measurement process to determine how import residents feel the VIN regional tourism project is to the development and promotion of tourism in the region	i. Ensure the resident survey delivers all necessary measurements				
	ii. Ensure survey format is identical to the resident stream of question in the Visitor Experience Survey to allow data to be combined for maximum responses				
	iii. Coordinate logistics for development, delivery, promotion and data collection accessing community partnerships and local social media groups				
B. Conduct resident outreach programs	i. Support Tourism Vancouver Island in the delivery of the Value of Tourism campaign				
C. Conduct community outreach programs	i. Conduct 2 presentations to community and service groups (Chambers of Commerce, Rotary Clubs, schools, etc.) that provide program updates on VIN Tourism				
	ii. Provide information on Vancouver Island North Tourism's participation in Tourism Vancouver Island's Value of Tourism campaign				
<b>Objective 4</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase the recognition of the value of Vancouver Island North Tourism to municipal Councils, regional Boards and First Nations Chiefs and Councils on the North Island</b>	Increase Mayor & Chair importance to 7.7; Increase Council & Board importance to 9.4; FN Chief & Council baseline	Increase Mayor & Chair importance to 7.9; Increase Council & Board importance to 9.5; FN Chief & Council TBD	Maintain Mayor & Chair importance rating; Maintain Council & Board importance rating; FN Chief & Council TBC	Increase Mayor & Chair importance to 8.1; Maintain Council & Board importance rating; FN Chief & Council TBD	Increase Mayor & Chair importance to 8.3; Maintain Council & Board importance rating; FN Chief & Council TBD

<p><b>Performance Measurement:</b>  <i>Increased recognition level</i>  Importance of the work VINT does for your community, rating out of 10  <b>Mayor &amp; Chair 2015 - 8.8</b>  <b>Mayor &amp; Chair 2016 - 7.5, down 1.3</b>  <b>NOT ACHIEVED: 8.9 RATING</b>  <b>Council &amp; Board 2015 - 7.9</b>  <b>Council &amp; Board 2016 - 9.3, up 1.4</b>  <b>ACHIEVED GOAL: 8 RATING</b></p>	<p><i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i></p>	<p><i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i></p>	<p><i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i></p>	<p><i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i></p>	<p><i>Mayor, RDMW Board Chair &amp; FN Chief Interviews; Council &amp; Board Surveys</i></p>
<b>Strategy</b>	<b>Tactics</b>				
<p>A. Conduct municipal government outreach programs</p>	<p>i. Support Tourism Vancouver Island in the delivery of the Value of Tourism campaign</p> <p>ii. Conduct 12 interviews with Mayors, Regional District of Mount Waddington Board Chair and First Nations Chiefs of communities signed on to the Regional Protocol Agreement</p> <p>iii. Conduct 4 presentations to provide program updates on Vancouver Island North Tourism</p> <p>iv. Provide information on Vancouver Island North Tourism's participation in Tourism Vancouver Island's Value of Tourism campaign</p> <p>v. Provide product communication piece to RDMW, municipalities and First Nations that shares information on products and services available in the region, new tourism business launches, and potential areas for development</p>				
<p>B. Execute a performance measurement program</p>	<p>i. Liaise through TVI to conduct Mayor, Board Chair &amp; First Nations Chief interviews consistent with their format</p> <p>ii. Deliver an online survey to all council members and RDMW board members with quantitative questions</p>				
<p><b>Objective 5</b>  <b>To increase the recognition of the value of Vancouver Island North Tourism to tourism stakeholders</b></p>	<p><b>2017</b>  2% increase to importance &amp; satisfaction level</p>	<p><b>2018</b>  2% increase to importance level;  1% increase to satisfaction level</p>	<p><b>2019</b>  Maintain importance level;  1% increase to satisfaction level</p>	<p><b>2020</b>  Maintain importance level;  1% increase to satisfaction level</p>	<p><b>2021</b>  Maintain importance level;  1% increase to satisfaction level</p>
<p><b>Performance Measurement:</b>  <i>Increased level of recognition</i>  Baseline 2015  <b>Importance of the work VINT does for the region – 9.4</b>  <b>Overall satisfaction with the work VINT does for the region – 8.0</b>  <b>ACHIEVED GOAL: BASELINE</b></p>	<p><i>Stakeholder Survey</i></p>	<p><i>Stakeholder Survey</i></p>	<p><i>Stakeholder Survey</i></p>	<p><i>Stakeholder Survey</i></p>	<p><i>Stakeholder Survey</i></p>
<b>Strategy</b>	<b>Tactics</b>				
<p>A. Execute a measurement program</p>	<p>i. Conduct an annual stakeholder satisfaction survey in a format that allows for year-over-year measurement</p>				
<p>B. Conduct stakeholder outreach programs</p>	<p>i. Support Tourism Vancouver Island in the delivery of the Value of Tourism campaign</p> <p>ii. Enhance stakeholder area of the website to contain increased and relevant content</p>				

	iii. Promote the use of the stakeholder area of the website through quarterly stakeholder newsletter				
	iv. Ensure all stakeholders have access to the brand platforms of Vancouver Island North Tourism & Destination BC and have access to the tools and guidelines to leverage these brands in their marketing				
	v. Continue to build relationships with Vancouver Island North stakeholders				
	vi. Increase stakeholder database				
<b>Objective 6</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase the advocacy support from stakeholders (residents, tourism businesses) on tourism issues at the municipal and regional district level</b>					
<b>Performance Measurement:</b>					
<b>Strategy</b>	<b>Tactics</b>				
No strategies or tactics will be activated in the present year.					
<b>Goal 3</b>					
<b>To improve tourism product quality to a level that meets consumer demand</b>					
<b>Objective 1</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase the level of hospitality within the Vancouver Island North region</b>	Maintain satisfaction level; +2% NPS	Maintain satisfaction level; +2% NPS	Maintain satisfaction level; +2% NPS	Maintain satisfaction level; +2% NPS	Maintain satisfaction level; +2% NPS
<b>Performance Measurement:</b> <i>Increased level of visitor satisfaction</i> 2016 Overall satisfaction – 4.85/5 <b>ACHIEVED GOAL: Year-two data</b> 2016 Net Promoter Score – 54.4 <b>ACHIEVED GOAL: Year-two data</b>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Provide educational opportunities to traditional and non-traditional tourism stakeholders on appropriate levels of visitor product quality/service	i. Deliver 1 workshop (customer service, etc.)				
	ii. Upon completion of the Remarkable Experiences pilot project, evaluate further opportunities to extend the program				
	iii. Work with Destination BC and Aboriginal Tourism BC to host professional development workshops when opportunities are available				
B. Execute a measurement process to determine visitor satisfaction level	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey				
	ii. Ensure the Visitor Profile delivers all necessary measurements				
	iii. Coordinate logistics for data collection & delivery of results				
<b>Objective 2</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>

<b>To increase the amount of best practice education opportunities for Vancouver Island North businesses</b>	35 participants at Season Launch	36 participants at Season Launch	37 participants at Season Launch	38 participants at Season Launch	39 participants at Season Launch
<b>Performance Measurement:</b> <i>Number of participants in educational workshops</i> Season Launch 2015 attendance – 32 2016 attendance – 34 <b>ACHIEVED GOAL: 32 Participants</b> Remarkable Experiences Pilot 2015 participant commitment – 8 <b>ACHIEVED GOAL: 8 Participants</b>	<i>Number of participants</i>	<i>Number of participants</i>	<i>Number of participants</i>	<i>Number of participants</i>	<i>Number of participants</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Provide educational opportunities to tourism stakeholders	i. Deliver 2 workshops (tourism season launch, online reputation management, etc.)				
	ii. Distribute quarterly stakeholder newsletter with information on best practices				
	iii. Upon completion of the Remarkable Experiences pilot project, evaluate further opportunities to extend the program to involve more businesses				
	iv. Promote distance education, online learning resources, webinars, etc. through stakeholder newsletters				
	v. Work with Destination BC and Aboriginal Tourism BC to host professional development workshops when opportunities are available				
B. Conduct stakeholder outreach programs	i. Enhance stakeholder area of the website to contain increased content relating to best practices				
	ii. Promote the use of the best practices information in the stakeholder area of the website through quarterly stakeholder newsletter				
	iii. Increase stakeholder database				
<b>Goal 4</b> <b>To increase the awareness of Vancouver Island North's natural and cultural assets</b>					
<b>Objective 1</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase awareness and desirability of the Vancouver Island North region as a destination for nature-based and wildlife viewing experiences</b>	+2% in awareness; +2% in desirability	+2% in awareness; +2% in desirability	+2% in awareness; +1% in desirability	+1% in awareness; Maintain desirability	+1% in awareness; Maintain desirability

<p><b>Performance Measurement:</b>  <i>Increased awareness and desirability of VIN as a destination for nature-based and wildlife viewing experiences</i>  Respondents <b>awareness</b> of VIN as a destination for:  <b>Nature-based</b> experiences:  <b>2015 – 78% 2016 – 82%, up 4%</b>  <b>ACHIEVED GOAL: 2% INCREASE</b>  <b>Wildlife viewing</b> experiences:  <b>2015 – 71% 2016 – 75%, up 4%</b>  <b>ACHIEVED GOAL: 2% INCREASE</b>  Respondents <b>desirability</b> rating of VIN as a place for  <b>Nature-based</b> experiences:  <b>2015 – 86% 2016 – 88%, up 2%</b>  <b>ACHIEVED GOAL: 2% INCREASE</b>  <b>Wildlife viewing</b> experiences:  <b>2015 – 82% 2016 – 86%, up 4%</b>  <b>ACHIEVED GOAL: 2% INCREASE</b></p>	Omnibus Survey	Omnibus Survey	Omnibus Survey	Omnibus Survey	Omnibus Survey
<b>Strategy</b>	<b>Tactics</b>				
A. Effectively segment consumer markets and target appropriate EQ Traveler Types for nature-based and wildlife viewing experiences	i. Identify the most opportune/highest yield traveler for nature-based and wildlife viewing experiences by utilizing the EQ program				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs				
B. Execute coordinated multi-media marketing projects	i. Refer to the 2017 Marketing Plan				
C. Collaboratively with Tourism Vancouver Island and Destination British Columbia, support travel media visits focused on nature-based and wildlife viewing experiences	i. Assist Tourism Vancouver Island and Destination BC with coordination and support of nature-based and wild life viewing travel media visits				
	ii. Encourage and support nature-based and wild life viewing stakeholder participation in travel media visits				
D. Collaboratively with Tourism Vancouver Island and Destination British Columbia, support travel trade visits focused on nature-based and wildlife viewing experiences	i. Assist Tourism Vancouver Island and Destination BC with coordination and support of nature-based and wild life viewing travel trade visits				
	ii. Encourage and support nature-based and wild life viewing stakeholder participation in travel trade visits				
	iii. Work with Tourism Vancouver Island and Destination BC to support the growth of European markets				
E. Execute a performance measurement program	i. Liaise through TVI to obtain Omnibus results				
F. Tie VINT’s messaging to the Iconic Experiences identified in Destination BC’s corporate strategy	i. Focus on appropriate categories of Rainforests and Ocean Coast for nature-based and wildlife viewing experience marketing				
<b>Objective 2</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>

<b>To increase awareness and desirability of the Vancouver Island North region as a destination for cultural tourism experiences</b>	2% increase in awareness & desirability ratings	1% increase in awareness & desirability ratings	1% increase in awareness & desirability ratings	1% increase in awareness & desirability ratings	1% increase in awareness & desirability ratings
<b>Performance Measurement:</b> <i>Increased awareness and desirability of VIN as a destination for cultural tourism experiences</i> Respondents <b>awareness</b> of VIN as a destination for cultural tourism experiences: <b>2015 - 75% 2016 - 76%, up 1%</b> <b>NOT ACHIEVED: 2% INCREASE</b> Respondents <b>desirability</b> rating of VIN as a destination for cultural tourism experiences: <b>2015 – 79% 2016 – 85%, up 6%</b> <b>ACHIEVED GOAL: 2% INCREASE</b>	<i>Omnibus Survey</i>	<i>Omnibus Survey</i>	<i>Omnibus Survey</i>	<i>Omnibus Survey</i>	<i>Omnibus Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Effectively segment consumer markets and target appropriate EQ Traveler Types for cultural tourism experiences	i. Identify the most opportune/highest yield traveler for cultural tourism experiences by utilizing the EQ program				
	ii. Incorporate EQ creative intelligence into all marketing campaigns/programs				
B. Execute coordinated multi-media marketing projects	i. Refer to the 2017 Marketing Plan				
C. Collaboratively with Tourism Vancouver Island and Destination British Columbia, support travel media visits focused on cultural tourism experiences	i. Assist Tourism Vancouver Island and Destination BC with coordination and support of cultural tourism travel media visits				
	ii. Encourage and support cultural tourism stakeholder participation in travel media visits				
D. Collaboratively with Tourism Vancouver Island and Destination British Columbia, support travel trade visits focused on cultural tourism experiences	i. Assist Tourism Vancouver Island and Destination BC with coordination and support of cultural tourism travel trade visits				
	ii. Encourage and support cultural tourism stakeholder participation in travel trade visits				
	iii. Work with Tourism Vancouver Island and Destination BC to support the growth of the European market				
E. Execute a performance measurement program	i. Liaise through TVI to obtain Omnibus results				
G. Tie VINT’s messaging to the Iconic Experiences identified in Destination BC’s corporate strategy	i. Focus on appropriate categories of Rainforests and Ocean Coast for nature-based and wildlife viewing experience marketing				
<b>Objective 3</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>



<b>To increase the length of stay and daily expenditures of visitors travelling to Vancouver Island North for the purpose of nature-based and wildlife viewing experiences</b>	TBD once baseline is established	TBD once baseline is established	TBD once baseline is established	TBD once baseline is established	TBD once baseline is established
<b>Performance Measurement:</b> <i>Increased length of stay and daily expenditure for visitors traveling for the purpose of nature-based and wildlife viewing experiences</i> Baseline will be determined through a custom VES report: <b>Length of stay – TBD</b> <b>Daily expenditure – TBD per group, per day</b>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Encourage regional Visitor Centres to promote sector specific tourism experiences within the VIN region	i. Coordinate 2 opportunities for Vancouver Island North Visitor Centre managers to meet and share nature-based and wildlife viewing tourism product information from their communities				
	ii. Provide presentations on regional nature-based and wildlife viewing tourism products to Visitor Centre staff at 2 VIN locations at the beginning of the summer season				
B. Encourage Visitor Centres in other Vancouver Island communities to promote sector specific tourism experiences within the VIN region	i. Seek opportunities to meet with Vancouver Island Visitor Centre managers through Tourism Vancouver Island's Community & Industry Service department initiatives				
	ii. Provide presentations on VIN's regional nature-based and wildlife viewing tourism products to 2 Visitor Centres outside of the Vancouver Island North region				
C. Encourage longer stays in the consumer planning stage	i. Communicate the diversity of nature-based and wildlife viewing experiences available in the VIN region through regional publications, web and social media				
	ii. Communicate comparative value of goods and services, travel, etc.				
	iii. Develop and distribute sample itineraries				
D. Execute a measurement process to determine length of stay and daily expenditures for nature-based and wildlife viewing visitors	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey				
	ii. Ensure the Visitor Profile delivers all necessary measurements				
	iii. Coordinate logistics for data collection and delivery of survey results				
<b>Objective 4</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>



<b>To increase the length of stay and daily expenditures of visitors travelling to Vancouver Island North for the purpose of cultural tourism experiences</b>	TBD once baseline is established	TBD once baseline is established	TBD once baseline is established	TBD once baseline is established	TBD once baseline is established
<b>Performance Measurement:</b> <i>Increased length of stay and daily expenditure for visitors traveling for the purpose of cultural tourism experiences</i> Baseline will be determined through a custom VES report: <b>Length of stay – TBD</b> <b>Daily expenditure – TBD per group, per day</b>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>	<i>Visitor Experience Survey</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Encourage regional Visitor Centres to promote sector specific tourism experiences within the VIN region	i. Coordinate 2 opportunities for Vancouver Island North Visitor Centre managers to meet and share cultural tourism product information from their communities				
	ii. Provide a presentation on regional cultural tourism products to Visitor Centre staff at 2 VIN locations at the beginning of the summer season				
B. Encourage Visitor Centres in other Vancouver Island communities to promote sector specific tourism experiences within the VIN region	i. Seek opportunities to meet with Vancouver Island Visitor Centre managers through Tourism Vancouver Island's Industry & Community Services department initiatives				
	ii. Provide presentations on Vancouver Island North's regional cultural tourism products to 2 Visitor Centres outside of the Vancouver Island North region				
C. Encourage longer stays in the consumer planning stage	i. Communicate the diversity of cultural tourism experiences available in the Vancouver Island North region through regional publications, web and social media				
	ii. Communicate comparative value of goods and services, travel, etc.				
	iii. Develop and distribute sample itineraries				
D. Execute a measurement process to determine length of stay and daily expenditures for cultural tourism visitors	i. Work with the Sociable Scientists on continuation of the Visitor Experience Survey				
	ii. Ensure the Visitor Profile delivers all necessary measurements				
	iii. Coordinate logistics for data collection and delivery of survey results				
<b>Goal 5</b> <b>To be a financially sustainable and unified organization</b>					
<b>Objective 1</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>

<b>To maintain accommodation sector support for the MRDT bylaw</b>	Approval of Port Hardy renewal application; Maintain joint regional	Maintain all	Approval of joint regional renewal application; Maintain Port Hardy	Maintain all	Approval for Port Hardy renewal application; Maintain regional
<b>Performance Measurement:</b> <i>Successful renewal of the MRDT bylaw</i>	<i>Port Hardy renewal application; Next joint regional application 2019</i>	<i>Next joint regional application 2019, Next Port Hardy application 2021</i>	<i>Joint application renewal; Next Port Hardy application 2021</i>	<i>Next Port Hardy renewal 2021; Next joint regional application 2024</i>	<i>Port Hardy MRDT renewal; Next joint regional application 2024</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Conduct accommodation sector outreach programs	i. Distribute communication piece for all accommodation operators annually with project updates and highlights				
	ii. Continue building accommodation operator relationships				
B. Investigate alignment of MRDT renewals for the region	i. Consult with the RDMW regarding process				
	ii. Contact Port Hardy to determine their interest in aligning their MRDT renewal schedule with the rest of the region				
	iii. Contact Destination British Columbia and/or the Ministry of Finance to determine if alignment is a possibility and what the process would be				
<b>Objective 2</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To increase private sector participation in cooperative programs</b>	+2% in stakeholder participation	+2% in stakeholder participation	+1% in stakeholder participation	+1% in stakeholder participation	+1% in stakeholder participation
<b>Performance Measurement:</b> <i>Number of stakeholders annually</i> 2015 stakeholder participation <b>80 stakeholders</b>	<i>Stakeholder participation summary</i>	<i>Stakeholder participation summary</i>	<i>Stakeholder participation summary</i>	<i>Stakeholder participation summary</i>	<i>Stakeholder participation summary</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Build programs that will be appealing to stakeholders	i. Refer to the 2017 Marketing Plan				
B. Develop an effective stakeholder communication strategy	i. Continue to build relationships with Vancouver Island North stakeholders				
	ii. Increase awareness of the stakeholder marketing opportunities section of the website				
	iii. Follow-up (program satisfaction survey, share results)				
<b>Objective 3</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>To maximize the investment from Destination BC to VINT through the new provincial cooperative marketing program approved in principle from 2016 - 2018</b>	\$93,906	\$87,741	TBD Based on new multi-year application	TBD Based on new multi-year application	TBD Based on new multi-year application

<b>Performance Measurement:</b> Amount of investment Approved for \$115,235 in 2016 <b>ACHIEVED GOAL: &gt; \$25,000</b>	<i>Co-op marketing application approval</i>	<i>Co-op marketing application approval</i>	<i>Co-op marketing application approval</i>	<i>Co-op marketing application approval</i>	<i>Co-op marketing application approval</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Complete application process	i. Build programs that maximize stakeholder investment to increase the amount of cooperative funds accessible				
	ii. Ensure all application criteria is met				
<b>Objective 4</b> <b>To increase the number of sources of investment to the regional tourism program</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	Maintain	Maintain	Maintain	Maintain	Maintain
<b>Performance Measurement:</b> Number of investment sources <b>ACHIEVED GOAL: Maintain</b>	<i>Annual budget contributors</i>	<i>Annual budget contributors</i>	<i>Annual budget contributors</i>	<i>Annual budget contributors</i>	<i>Annual budget contributors</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Explore new funding opportunities	i. Inquire with other community DMOs as to additional funding sources they may have access to				
	iii. Conduct research for additional funding programs				
<b>Objective 5</b> <b>To maximize administration and/or coordination fee opportunities</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	15% coordination fee on DBC's Open Pool projects	15% coordination fee on DBC's Open Pool projects	15% coordination fee on DBC's Open Pool projects	15% coordination fee on DBC's Open Pool projects	15% coordination fee on DBC's Open Pool projects
<b>Performance Measurement:</b> Project administration and/or coordination fees received	<i>Financial report</i>	<i>Financial report</i>	<i>Financial report</i>	<i>Financial report</i>	<i>Financial report</i>
<b>Strategy</b>	<b>Tactics</b>				
A. Implement the approved 2017 marketing plan	i. Refer to tactics in the 2017 Marketing Plan				
	ii. Continue to build relationships with Vancouver Island North stakeholders to encourage program participation				
B. Complete the application process for DBC's Open Pool cooperative program	i. Build programs that maximize VINT's ability to access the project coordination fee				
	ii. Ensure all application criteria is met				
<b>Objective 6</b> <b>To increase engagement with businesses outside of the traditional tourism industry</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
	6 interactions (annual total)	6 interactions (annual total)	6 interactions (annual total)	6 interactions (annual total)	6 interactions (annual total)
<b>Performance Measurement:</b> Number of Vancouver Island North initiated interactions	<i>Delivered interactions</i>	<i>Delivered interactions</i>	<i>Delivered interactions</i>	<i>Delivered interactions</i>	<i>Delivered interactions</i>
<b>Strategy</b>	<b>Tactics</b>				

<p>A. Conduct business outreach programs to businesses outside of the traditional tourism industry</p>	<p>i. Conduct 2 presentations to community and service groups (Chambers of Commerce, Rotary Clubs, etc.) program updates on Vancouver Island North Tourism</p>
	<p>ii. Provide information on Vancouver Island North Tourism's participation in Tourism Vancouver Island's Value of Tourism campaign</p>
	<p>iii. Develop key messaging to address the perceptions of low-pay and that tourism only happens in July and August</p>
<p>B. Provide informational opportunities to businesses outside of the traditional tourism industry</p>	<p>i. Deliver 1 workshop (customer service, etc.)</p>
	<p>ii. Distribute a newsletter that contains information on tourism opportunities and resources (what's new, key contacts, available collateral, contribution to tourism industry, etc.)</p>
<p>C. Explore opportunities to support/implement tourism programming in the public educational system</p>	<p>i. Connect with tourism program instructor at North Island Secondary School to discuss possibilities</p>

# Project Plan One-Year Tactical

## Vancouver Island North Tourism Project 2017

<b>Major Category:</b>	<b>Marketing</b>
<b>Activity Title:</b>	<b>Regional Vancouver Island North Tourism Project</b>
<b>Tactics:</b>	<ul style="list-style-type: none"> <li>• Execution of an annual marketing plan focused on tourism experiences in the Vancouver Island North region, including the following: <ul style="list-style-type: none"> <li>○ Campaign brand messaging <i>Refinement of messaging and design elements to reflect the evolution of the campaign, messaging initially developed in 2016</i></li> <li>○ Asset development <i>Build image databank and supporting assets to align with Vancouver Island North’s campaign messaging and the BC Brand</i></li> <li>○ Media Advertising and Production <ul style="list-style-type: none"> <li>▪ Vancouver Island and BC outdoor adventure print publications (TVI Touring &amp; Exploring, Coast Mountain Culture, Comox Valley Collective, Wild Coast) <i>Print ads in targeted publications for visitors interested in visiting Vancouver Island and for consumer markets that match the experiences offered here</i></li> <li>▪ TripAdvisor <i>Targeted banner ads to build awareness of the Vancouver Island North region as a destination</i></li> <li>▪ BC Magazine e-newsletter <i>Digital advertising direct to opt-in mailing list</i></li> <li>▪ Television <i>TV and digital advertising campaign to Vancouver Island and lower mainland BC markets</i></li> </ul> </li> <li>○ Website <ul style="list-style-type: none"> <li>▪ Campaign microsite <i>Refinement and updating of microsite designed to inspire travel to the Vancouver Island North region to keep content fresh and engaging as the campaign evolves</i></li> <li>▪ Website content marketing &amp; updating <i>Content updates and revisions to Vancouver Island North websites for accuracy, relevance and alignment with the campaign messaging</i></li> <li>▪ Trails strategy <i>Expanded promotion and functionality development of an interactive web and mobile-based tool that allows users to access specific trail detail</i></li> </ul> </li> <li>○ Social Media <ul style="list-style-type: none"> <li>▪ Social media content creation &amp; curation <i>Creation and curation of content for social media that is supportive of the campaign brand messaging in the promotion of the destination, experiences and stakeholders and provides value to viewers</i></li> </ul> </li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li> <ul style="list-style-type: none"> <li>▪ Facebook <i>Targeted Facebook advertising that delivers campaign messaging to drive traffic to campaign platforms – microsite and social channels</i></li> </ul> </li> <li>○ Collateral Production and Distribution           <ul style="list-style-type: none"> <li>▪ Explorer Guide <i>Continue refinement of content and layout to ensure this primary print piece for the region has a user-focus and is representative of the campaign messaging</i></li> <li>▪ Recreation Map <i>Redesign of printed map, highlighting parks, trails and recreation sites, refinements to be based on campaign messaging and inclusion of details acquired through the trails strategy project</i></li> <li>▪ Rack cards <i>Print and distribution of branded piece using campaign messaging to drive visitors to campaign platforms – microsite and social</i></li> </ul> </li> <li>○ Whale Heritage Site <i>Use media advertising, web, social and travel media channels to build on the recognition of the Vancouver Island North region as an internationally designated Whale Heritage Site</i></li> <li>○ Travel Media Relations <i>Host key travel trade media representatives and assist Tourism Vancouver Island, Destination BC, and Aboriginal Tourism BC in itinerary development and coordination</i></li> <li>○ Travel Trade <i>Host key travel trade representatives and assist Tourism Vancouver Island, Destination BC, and Aboriginal Tourism BC in itinerary development and coordination</i></li> <li>○ Research &amp; Evaluation <i>Execution of a visitor experience survey to measure trip characteristics, the trip planning process, and visitor satisfaction; Execution of an omnibus survey to measure awareness &amp; desirability of the region; Execution of a resident survey to measure the value of tourism</i></li> </ul> </li> </ul>
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<p><b>Implementation Plan:</b></p>	<p><u>Description</u></p> <p>The Vancouver Island North Regional Tourism Project coordinates the promotion of the North Island region, inclusive of the District of Port Hardy, as a destination. Through the execution of the tactics, the Project aims to increase the awareness, the desirability, and the number of visitors to the Vancouver Island North region, as well as aiming to increase the length of stay and the daily expenditure by visitors within the region.</p> <p><u>Objectives &amp; Evaluation</u></p> <p>To increase the awareness and desirability of the Vancouver Island North region as a travel destination from the Vancouver Island and BC markets</p> <p>Omnibus Survey will be used to measure:</p>
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- Awareness of Vancouver Island North as a place for a leisure trip
- Desirability of Vancouver Island North as a place for a leisure trip

To increase the number of visitors to the Vancouver Island North region participating in nature-based, wildlife viewing and cultural tourism experiences

Visitor Experience Survey will be used to measure:

- Percentage of survey respondents that participate in nature-based
- Percentage of survey respondents that participate in wildlife viewing experiences
- Percentage of survey respondents that participate cultural tourism experiences

To increase the length of stay and daily expenditures of visitors to the Vancouver Island North region

Visitor Experience Survey will be used to measure:

- Length of stay
- Daily expenditure

The Net Promoter Score will also be measured by the Visitor Experience Survey, providing an indication of the level of word-of-mouth marketing potential the region is achieving.

Rationale

As a key partner of the Vancouver Island North Regional Tourism Project, the District of Port Hardy recognizes that the work completed by this project is complimentary to Port Hardy’s tourism goals. It was determined that partnering with neighbouring communities and developing regional promotions made sense for a portion of the budget given the geographic distribution of tourism products and how visitors travel and search for tourism information about the region. Success of the regional Vancouver Island North Tourism project will increase the benefits to Port Hardy through tourism.

Action Steps

The Vancouver Island North tourism advisory committee (VINTAC) is responsible for strategic direction and annual planning for the Vancouver Island North Regional Tourism Project. The VINTAC membership is comprised of tourism stakeholders, strategic appointed positions, and municipal and First Nations appointed positions from around the region. The members are on two-year, staggered terms, and District of Port Hardy representatives currently fill 3 seats on this committee. Annual planning sessions take place in October of each year to develop the plans for the coming year. Plans are recommended by the VINTAC and are approved by the Regional District of Mount Waddington Board of Directors, where the District of Port Hardy holds 2 positions. Once the plan is approved, it is posted to the stakeholder area of the Vancouver Island North regional tourism website ([www.vancouverislandnorth.ca/stakeholders](http://www.vancouverislandnorth.ca/stakeholders)). The regional Vancouver Island North Tourism Coordinator is responsible for implementation of the Vancouver Island North annual marketing plan. Regular meetings are held by the VINTAC throughout the year to review and update the progress of the project.

Resources & Responsibilities

The Vancouver Island North Regional Tourism project is a project of the Regional District of Mount Waddington, who contracts the management of the project to Tourism Vancouver Island. There is a full-time Tourism Coordinator, based out of Port Hardy, who is responsible for execution of the strategic business plan and marketing plan for the Project.

Partnerships

The Vancouver Island North Regional Tourism Project has many partners, the foundation being the municipalities and electoral areas within the Regional District of Mount Waddington: Port Hardy, Port McNeill, Alert Bay, Port Alice, Electoral Areas A, B, C & D. Stakeholder partnerships, through their direct investment to cooperative marketing projects, have also been essential to the progress of the Regional Project. With Tourism Vancouver Island managing the project, there is a strong connection to the Provincial Regional Destination Marketing Organization. In addition, the Regional Project works with Destination British Columbia, Aboriginal Tourism British Columbia, and has partnered on select programs with other Island community tourism groups, Comox Valley Economic Development & Tourism, and Campbell River Tourism. The Regional Project has been supported through Coast Sustainability Trust and Island Coastal Economic Trust (ICET) during the project start-up and again through ICET on a more recent project.

Sources of Funding

The Vancouver Island North Regional Tourism Project receives its core funding through MRDT revenues contributed from 4 different Designated Recipients within the Regional District of Mount Waddington: the District of Port Hardy, the Town of Port McNeill, the Village of Alert Bay, and a joint recipient area that includes Electoral Areas A, B, C, D & the Village of Port Alice. These Designated Recipients allocate 80% of the first 2% of their MRDT revenue collection to the Vancouver Island North Regional Tourism Project. Additionally the Regional Project receives funding through the Destination BC Co-operative Marketing Partnership Program, through the Regional District of Mount Waddington Economic Development Commission, and through stakeholder investment directly into cooperative marketing programs.

Timeframe & Budget

<b>Project</b>	<b>Timeframe</b>	<b>Budget</b>
Asset Development	Sept – Oct	\$2,520
Campaign brand messaging	Apr – May	\$1,260
Media Advertising and Production Vancouver Island and BC outdoor adventure print publications; TripAdvisor; BC Magazine e-	Apr – May / Sept – Dec Jan – May Jan – May	\$26,977.59



	newsletter; Television	Apr – Jun	
	Website Campaign microsite; Website content marketing & updating; Trails Strategy	Apr – May Jan – Dec Apr – Dec	\$13,279.41
	Social Media Content Creation & Curation; Facebook	Jan – Dec Jan - Dec	\$8,696.47
	Collateral Production and Distribution Explorer Guide; Recreation Map; Rack Card	Jun – Dec Apr – May Jan – Dec	\$45,802.23
	Travel Media Relations	Jan – Dec	\$4,082.65
	Travel Trade	Jan – Dec	\$315.00
	Research & Evaluation	Feb – Oct	\$4,004.82

<b>Performance Measures:</b>	<b>Project</b>	<b>Measure</b>
	Asset Development	<u>Output:</u> Brand aligned photos for image bank <ul style="list-style-type: none"> <li>• Minimum 30 images</li> </ul> Brand aligned editorial for use in media advertising, website, social and collateral production <ul style="list-style-type: none"> <li>• Community and experience editorial</li> </ul> <u>Outcome:</u> Fresh, current and engaging assets will be used to support all regional tourism marketing tactics to increase awareness, desirability, length of stay and visitor expenditure.
	Campaign brand messaging	<u>Output:</u>

		<p>Campaign concept document including overview, implementation, creative samples and thought starters.</p> <p><u>Outcome:</u></p> <p>The campaign concept will be used to position Vancouver Island North as a unique and immersive destination; It will be used to support all regional tourism marketing tactics to increase awareness, desirability, length of stay and visitor expenditure.</p>
	<p>Media Advertising and Production</p> <p>Vancouver Island and BC outdoor adventure print publications; TripAdvisor; BC Magazine e-newsletter; Television</p>	<p><u>Output:</u></p> <p>Print ads in 6 publications:</p> <ul style="list-style-type: none"> <li>• Tourism VI Touring &amp; Exploring Guide</li> <li>• Wildlife specialty publications</li> <li>• Wild Coast Magazine</li> <li>• Comox Valley Collective Magazine</li> <li>• Coast Mountain Culture Magazine</li> </ul> <p>Digital ads on 2 third-party sites:</p> <ul style="list-style-type: none"> <li>• TripAdvisor</li> <li>• BC Magazine</li> </ul> <p>Television and digital campaign on BC network</p> <p>All ads will media advertising opportunities will be offered as stakeholder cooperative programs</p> <p>All ads will direct to web and Google Analytics will measure traffic and referrals</p> <p>Digital ads will be tracked to measure the number of interactions with the ads</p> <p><u>Outcome:</u></p> <p>Ads will be targeted to build awareness and desirability of the region and provide resources to convert ad viewers to visitors, increasing the visitor volume to the region.</p>
	<p>Website</p> <p>Campaign microsite; Website content marketing &amp; updating; Trails Strategy</p>	<p><u>Output:</u></p> <p>Microsite refinement and updating to maintain strong imagery, editorial and video</p> <p>Web based content updates and revisions to align content with the campaign brand messaging and to provide accurate stakeholder listings and visitor information</p>

		<p>Expansion of an interactive, web-based tool focused on hiking and outdoor recreation opportunities and supporting tourism businesses</p> <p>Google Analytics will be used to track site visits, engagement, downloads and newsletter subscriptions</p> <p><u>Outcome:</u></p> <p>By providing a suite of inspirational and engaging web tools we will increase the awareness and desirability of Vancouver Island North by connecting visitors emotionally to the region. We will work to increase the number of visitors to the region by providing informative, accurate and easy to navigate websites that lead visitors through the path to purchase. The continued investment into functional web based tools that focus on increasing participation in hiking and outdoor recreation will lead to longer stays and increased visitor spending in the region.</p>
	<p>Social Media Content Creation &amp; Curation; Facebook</p>	<p><u>Output:</u></p> <p>Maintenance and development of Vancouver Island North social media channels through a content calendar that delivers timely and engaging content</p> <ul style="list-style-type: none"> <li>• Facebook</li> <li>• Twitter</li> <li>• Instagram</li> <li>• Pinterest</li> </ul> <p>Facebook advertising campaign to direct visitors through to stakeholder websites and the regional tourism website</p> <p>Social analytics will be used to measure engagement on the different platforms</p> <p>Facebook analytics will be used to measure the number of interactions with the ads</p> <p>Google analytics will be used to measure traffic and referrals from social platforms and Facebook ads</p> <p><u>Outcome:</u></p> <p>Social channels will be used to increase the awareness and desirability of Vancouver Island North as a destination and to increase visitation by directing visits to regional websites and connecting to stakeholder businesses for booking.</p>

	<p>Collateral Production and Distribution  Explorer Guide;  Recreation Map;  Rack Card</p>	<p><u>Output:</u></p> <p>Production and distribution of annual Vancouver Island North Explorer Guide with regional content on communities, experiences and tourism businesses</p> <p>Production and distribution of Vancouver Island North Recreation Map with content on hiking, outdoor recreation and tourism businesses</p> <p>Production and distribution of a Vancouver Island North rack card with strong imagery, regional identity, location and sources for additional information</p> <p><u>Outcome:</u></p> <p>Collateral produced and distributed by Vancouver Island North Tourism will increase the awareness and desirability of the region by inspiring visitors with content and connecting visitors to the region. The publications will increase visitation by providing comprehensive information and resources to move potential visitors to book. The guide and the map will be designed with functional elements to increase visitor spending and length of stay in the region.</p>
	<p>Travel Media Relations</p>	<p><u>Output:</u></p> <p>Support Tourism Vancouver Island, Aboriginal Tourism BC and Destination BC with coordination of travel media trips to the region</p> <p>Facilitate relationships between stakeholders and tourism industry organizations for purpose of travel media exposure</p> <p>Host media trips in the region</p> <p><u>Outcome:</u></p> <p>Build awareness and desirability of the Vancouver Island North region through travel media articles.</p>
	<p>Travel Trade</p>	<p><u>Output:</u></p> <p>Support Tourism Vancouver Island, Aboriginal Tourism BC and Destination BC with coordination of travel trade trips to the region</p> <p>Facilitate relationships between stakeholders and tourism industry organizations for the purpose of travel trade exposure</p> <p>Host travel trade trips in the region</p>

		<p><u>Outcome:</u></p> <p>Increase visitation to the region by connecting tour operators to tourism businesses in the region and increasing the amount of Vancouver Island North product sold through travel trade channels.</p>
	<p>Research &amp; Evaluation</p>	<p><u>Output:</u></p> <p>Annual Visitor Experience Survey</p> <p>Annual resident survey</p> <p>Annual Omnibus survey to measure awareness and desirability of the region in the region’s geographic target market</p> <p>All data will be posted in PDF form on the Vancouver Island North stakeholder page and will be fully accessible as a resource for tourism businesses and communities</p> <p><u>Outcome:</u></p> <p>Current data, specific to the Vancouver Island North region, will provide guidance to the business planning and the marketing planning processes and allow for informed decisions to be made in order to most effectively achieve the goals of the project.</p>

# MRDT BUDGET FOR YEAR ONE

Revenues	Budget \$ VINT - PH	Budget \$ Port Hardy VIC	Budget \$ Port Hardy
Carry forward from previous calendar year	\$ 22,617.49	\$ 3,600.00	\$ 26,217.49
MRDT	\$ 58,037.60	\$ 29,150.00	\$ 87,187.60
Local government contribution	\$ 4,592.70	\$ 2,500.00	\$ 7,092.70
Stakeholder contributions	\$ 46,200.00	\$ 3,300.00	\$ 49,500.00
Co-op funds received (e.g. CTO; DMO-led projects)	\$ 39,438.00	\$ 25,000.00	\$ 64,438.00
Other local stakeholder contributions			
Grants - Federal			
Grants - Provincial			
Grants/Fee for Service - Municipal		\$ 53,000.00	\$ 53,000.00
Retail Sales			
Interest			
Other:			
<b>Total Revenues</b>	<b>\$ 170,885.79</b>	<b>\$ 116,550.00</b>	<b>\$ 287,435.79</b>
Expenses	Budget VINT - PH		
<b>Marketing</b>			
Marketing staff – wage and benefits	\$ 25,206.72	\$ 3,000.00	\$ 28,206.72
Media advertising and production	\$ 26,977.59	\$ 12,600.00	\$ 39,577.59
Website - hosting, development, maintenance	\$ 13,279.41	\$ 5,200.00	\$ 18,479.41
Social media	\$ 8,696.47	\$ 3,000.00	\$ 11,696.47
Consumer shows and events			
Collateral production and distribution	\$ 45,802.23	\$ 3,950.00	\$ 49,752.23
Travel media relations	\$ 4,082.65	\$ -	\$ 4,082.65
Travel trade	\$ 315.00	\$ -	\$ 315.00
Other: Asset Development, Campaign Branding	\$ 3,780.00	\$ 3,700.00	\$ 7,480.00
<b>Subtotal</b>	<b>\$ 128,140.07</b>	<b>\$ 31,450.00</b>	<b>\$ 159,590.07</b>
<b>Destination &amp; Product Experience Management</b>			
Destination and product experience management staff – wage and benefits	\$ 3,559.50	\$ -	\$ 3,559.50
Industry development and training	\$ 405.30	\$ -	\$ 405.30
Product experience enhancement and training			
Research and evaluation	\$ 4,004.82	\$ 3,500.00	\$ 7,504.82
Other:			\$ -
<b>Subtotal</b>	<b>\$ 7,969.62</b>	<b>\$ 3,500.00</b>	<b>\$ 11,469.62</b>
<b>Visitor Services</b>			
Visitor Services activities		\$ 53,000.00	\$ 53,000.00
Other: DBC VIC Funding		\$ 25,000.00	\$ 25,000.00
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 78,000.00</b>	<b>\$ 78,000.00</b>
<b>Meetings and Conventions</b>			
Meetings, conventions, conferences, sales, events etc.	\$ 2,520.00	\$ -	\$ 2,520.00
<b>Subtotal</b>	<b>\$ 2,520.00</b>	<b>\$ -</b>	<b>\$ 2,520.00</b>
<b>Administration</b>			
Management and staff unrelated to program implementation - wages and benefits	\$ 8,662.92	\$ 3,000.00	\$ 11,662.92
Finance staff – wages and benefits		\$ -	\$ -
Human Resources staff – wages and benefits		\$ -	\$ -
Board of Directors costs		\$ -	\$ -
Information technology costs – workstation related costs (i.e. computers, telephone, support, networks)	\$ 588.00	\$ -	\$ 588.00
Office lease/rent	\$ 2,520.00	\$ -	\$ 2,520.00
General office expenses	\$ 420.00	\$ 250.00	\$ 670.00
<b>Subtotal</b>	<b>\$ 12,190.92</b>	<b>\$ 3,250.00</b>	<b>\$ 15,440.92</b>
<b>Other</b>			
All other wages and benefits not included above			
Other activities not included above:			
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total Expenses</b>	<b>\$ 150,820.61</b>	<b>\$ 116,200.00</b>	<b>\$ 267,020.61</b>
<b>Balance or Carry Forward</b>	<b>\$ 20,065.18</b>	<b>\$ 350.00</b>	<b>\$ 20,415.18</b>

\*Grey areas show funding from sources that go back into Visitor Services