

Appendix 2.3 One-Year Tactical Plan

Under the *Provincial Sales Tax Act*, all designated recipients, including designated recipients not subject to the renewal application requirement, must provide specific reports to the Province annually. As such, all designated recipients (or the designated recipient's service provider), are required to complete and submit the following One-year Tactical Plan **no later than November 30th each year for years two through five.**

If the One Year Tactical plan has been completed before November 30th, please submit the plan before the deadline. A Five-year Strategic Business Plan is required in year 1 and the One-Year Tactical Plan would be a part of your MRDT application submission.

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

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

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

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

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

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

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

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

Quick Reference Guide (from the MRDT Program Requirements):

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

The MRDT program principles are:

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

One-Year Tactical Plan Template

Designated Recipient: Cariboo Chilcotin Coast Tourism Marketing Association
Designated Accommodation Area: Squamish-Lillooet Regional District (Electoral Area A and Electoral Area B), the Cariboo Regional District, Regional District of Kitimat-Stikine (Electoral Area C, Part 2), Thompson-Nicola Regional District (Electoral Area E), Central Coast Regional District, Regional District of Fraser-Fort George (Electoral Area E), the District of 100 Mile House, the City of Williams Lake, the District of Lillooet, the Village of Clinton, the City of Quesnel, and the District of Wells
Date Submitted: November 30, 2024
MRDT Repeal Date: May 2028
Five Year Period: 2023-2028

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

Section 1: Overview and Update to Five-year Strategic Business Plan	
Heading	Description
Strategic Direction	<p>Vision “We invite and welcome the right visitors, who embrace, celebrate and respect our vibrant destination, our heritage, people and cultures; and We advance innovative, sustainable visitor economy solutions, that increase business intelligence and performance so that our residents, local businesses and region thrive.”</p> <p>Strategic Areas of Focus</p> <p>Pillars CCCTMA has identified four pillars that can significantly provide tourism growth for the Cariboo Chilcotin Coast region: Destination Marketing, Remarkable Experiences, Tourism Management, and Destination & Industry Development.</p> <p>CCCTMA projects and programs will continue to be strategically developed and delivered to enable the region to realize development and growth opportunities. The strategic direction for 2025 will continue to have the objectives of:</p> <p>Primary The engagement component of this plan as well as annual stakeholders have provided the following areas for primary focus:</p> <ul style="list-style-type: none"> • Increasing the efficiency of marketing campaigns by ensuring methods to collect an accurate return on investment as well as sharing this with the relevant sectors involved. • Reinforcing the regions’ identity which positions it as an outdoor recreational destination above that of a historical one. This allows for justification for spending to be reflective of visitor demand and the highest opportunities for success. • Responsible Tourism – This is a two-pronged request which involves focusing on marketing to tourists who are already aligned with the region’s ideals of ensuring that the natural areas visited are not altered or damaged in any way. This also involves the inclusion of educational components in marketing and communications activity to ensure tourists are aware of the respect that the

	<p>natural environment requires and how to ensure that they are well equipped in supplies and expectations for the region.</p> <p>Secondary</p> <p>The secondary components were also derived from recent stakeholder engagement. The reason for these items being listed as secondary is in no means designed to consider them of inferior importance. In some cases, it may be due to the timeline for these items, specifically if working with third parties and partners who are on a longer timeline.</p> <ul style="list-style-type: none"> • Exploring opportunities to increase revenue and visitation to the region by maximizing reach with the current funding. Methods include applications to co-op funding programs, corporate partnerships and consortium collaboration. • Work with the region’s Indigenous tourism operators. This is listed as a secondary focus as it is important to ensure that products and experiences are market-ready and considered authentic when promoted by the CCCTMA. • Sustainability and accessibility of the region’s tourism experiences will also be a focus of this strategy as it connects with the sentiment of the CCCTA brand as well as the desires of the residents to ensure that their communities continue to be enjoyable within the capacity of their limits. • Highlight the various activities that are available around the accommodation properties to increase overnight stays. <p>With the implementation of the 2023-2028 MRDT Strategic Plan, CCCTMA will continue to ensure identifying and monitoring opportunities on a regular basis as well as provide ongoing engagement with stakeholders to establish successful execution and evolution of the business and strategic plans while positioning the region and its stakeholders with a differential advantage over other competitive regions. This will include performance and reporting requirements as an eligible entity and designated recipient of the 3% MRDT.</p>
<p>Key Learnings and Conclusions</p>	<p>Key learnings and conclusions for the Cariboo Chilcotin Coast Tourism Marketing Association (CCCMA) are predominantly market and marketing oriented and focused on delivering value to our stakeholders.</p> <p>Labour Shortage – Staffing is still a significant issue in the region. As our tourism sector heads towards a more balanced functional capacity associated with staffing availability, CCCTMA will continue to support a tourism-focused marketing project for our high-capacity accommodators and tourism-adjacent businesses through domestic and international markets. This will allow us to lead the progressive recovery of tourism traffic and bookings to support our communities and key experiences across the CCC region.</p> <p>Emergency Management – 2024 was a challenging year regarding natural disasters, especially wildfires impacting the CCC region. Our close monitoring of the wildfires across our and surrounding areas, combined with a fast response approach managing the communications with our stakeholders, supporting with messaging templates, visitor relationship, and acting as the interlocutor between local Government and our local industry, CCCTMA was able to mitigate closures and deliver a marketing effort to redirect visitation to safe areas of the region, able to deliver positive brand and tourism experiences to visitors. Nevertheless, further coordination will be developed to ensure seamless communication with local and Provincial authorities to improve the proper messaging to the public, minimizing the impact in our industry.</p> <p>Marketing Deliverables – CCCTMA identified the need to provide a more robust mix of key indicators to our stakeholders. Following our continuous industry development, the</p>

	<p>marketing impact should advance from brand awareness to a better documented brand journey (path to purchase), demonstrating visitor consideration and conversion of marketing campaigns. This step is crucial to consistently demonstrate ROI (return-on-investment) of CCCTMA marketing campaigns and lead audience refinement, advancing to more effective and efficient marketing projects. Thus, a significant investment in digital adoption and literacy is essential to the success of measuring and reporting marketing performance.</p> <p>Market-ready Experiences – CCCTMA aims to work in close partnership with local tourism operators to identify the demand and support the development of tourism products to promote brand experiences according to regional offerings and tailored to each season. As a result, we expect to increase content creation and promotion of campaigns that will communicate the diverse experiences across CCC, featuring sustainable tourism, wildlife viewing, nature exploration, indigenous culture, and outdoor activities, showcasing the unique appeal to the Cariboo Chilcotin Coast and aligning target markets with seasonal marketing programs.</p> <p>Sport Tourism & M.I.C.E. – Sport Tourism and Meetings, Incentives, Conferences & Exhibitions represents a potential area for development in the region. Even though staffing and volunteering decreasing levels represent a significant hindrance, CCCTMA has undertaken progressive discussions with municipalities, venues, accommodators, and local organizations to understand economic impact and submit bids for future events. While most of these partners are willing to undertake bidding, our team will look to progress these conversations further and create a clear understanding of expectations, roles and responsibilities to progress this initiative.</p>
Overall Goals and Objectives	<p>Marketing & Branding Impact – develop supporting content to convey consistent brand and sub-brands messaging with regional stakeholders and primary & secondary markets. Improve year over year (YoY) conversion across majority of metrics/KPIs: regain source markets, expansion of new markets, accommodations, marketing campaign conversion – stakeholder referrals, market engagement via social media, stakeholder involvement in campaigns, etc.</p> <p>Consumer Market Resonance & Conversion – CCCTMA with regional stakeholders will continue to build on customized campaign learnings to improve genuine reach, impressions, and lead generation (online referrals) with our primary and secondary markets. Progress marketing investment impact across channels and platforms to ensure regional content is relevant and reaches the intended audiences to have a stronger influence on their trip planning in the short & medium term.</p> <p>Digital Adoption & Literacy – continue improving the support across digital tools, customer service, market research, and meaningful business insights to increase the effectiveness of regional tourism products, marketing campaigns, and visitor services.</p>
Strategies	<p>Key Content Themes – CCCTMA will create and distribute seasonal campaigns, tailored to each region and sub-brand offerings, promoting the multitude of diverse experiences ranging from wildlife viewing, the region’s natural beauty, landmarks, and iconic places, first nation and indigenous heritage, cultural interactions, family-friendly activities, and outdoor experiences like fishing, mountain biking, skiing, etc.</p> <p>Core Marketing Functions:</p>

1. Promote targeted campaigns to yield greater ROI

The CCC region has greatly benefited from the use of MRDT funds in creating a compelling brand with consistent marketing. Further refinement of these strategies is crucial to sustain the growth achieved and to continue to deliver on the wishes and experiences of businesses. Continued success of owned initiatives also creates greater rationale for increased funding requests to support this growth.

Actions:

- Reinforce key domestic markets based on past visitation data as well as future visitor trends.
- Proactively market to German-speaking Europe through dedicated initiatives and respective Destination BC and Destination Canada leveraging.
- Continue successful corporate partnership campaigns, specifically those with brands which align with the region's brand initiatives.
- Continue to keep digital assets up-to-date and available for easy sharing with partners, while maintaining all rights for their usage.

2. Refining regional identity

Reinforcing the identity of the region which is supportive of the brand vision and priorities the destination's primary product as its natural, outdoor recreational spaces. Historical experiences in the region will still hold a valuable place in product placement and marketing, but secondary.

Actions:

- Primary placement of outdoor imagery and experiential focus in promotional materials.
- Ensuring that visitor trending data that supports outdoor recreation as the primary desire to visit is shared with stakeholders regularly.
- Ensuring to keep our stakeholders in alignment and informed of the regional identity. This can include educating new businesses as well as following up each year in the annual MRDT surveys to ensure all stakeholders feel comfortably up to date.

3. Implement and disseminate research & performance monitoring/measurement

Research and performance marketing is a means to ensure that the region is accurately promoting its product in concert with development. In turn, this is meant to allow fact-oriented business decisions and for CCCTMA to guide their regional stakeholder businesses through business insights to improve decisions at the individual tourism business level.

Actions:

- Maintaining regular audits of the region's tourism products and engaging with them to monitor capacity trends.
- Monitor Destination BC and Destination Canada forecasts and trends identifying which segment are growing/decreasing in demand.
- Conduct regular communication and engagement with stakeholders to ensure that they are aware of visitor trends.
- Work with neighboring regions, sector associations and community groups to identify opportunities for joint marketing strategies.
- Adjust the annual strategic plans to reflect any adjustments in spending to remain fluid and flexible.
- Work with segments whose demand is decreasing and provide support/guidance on how their products can be packaged or pivoted to ensure their stability.

4. Utilization of marketing initiative/program data to determine ROI.

Application of methods to recognize the value of the dollar spend on marketing campaigns. Sharing results with stakeholders to ensure they are engaged and can see demonstrated value, effectiveness and efficiencies of regional initiatives.

	<p>Actions:</p> <ul style="list-style-type: none"> • Utilization of booking engine, channel analytics, to drive revenues (value) at the local business & regional levels. • Activate this information to advance knowledge of CCCTMA’s markets, improve suitability of products/experiences, buying experience, fit with market purchasing propensities progressively with individual regional tourism stakeholders. • Increase communication via the Marketing Committee with relevant stakeholders on targeted campaigns. • Work with stakeholders to promote feedback to make up for the current lack of sub-regional data. • Progressively seek to report on results in easy-to-understand reporting for regional stakeholders and government partners at all levels which incorporate the economic impact of CCCTMA’s marketing investments. <p>5. Working with ITBC to promote and support Indigenous Tourism Provide support to the local Indigenous tourism business owners and operators to increase development and preparation of their products and experiences.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Work with ITBC for promotion and support assistance. • Share applicable brand, Biosphere and digital guidelines to ensure that new products are in alignment with CCCTMA. • Identify opportunities for match funding from 3rd parties for any cooperative endeavors and campaigns. • Confirmation of story-sharing and land usage permissions with local Indigenous authorities, as required. <p>6. Key Strategic Partnerships To provide marketing opportunities and leveraged funding for businesses and aligned sector associations. CCCTMA will allocate funds that can be available to subsidize industry buy-in, creating more affordable and greater reaching marketing efforts. Contributing to aligned sector associations enables a greater leveraging of funds to the highly targeted activity sector and encourage regional sector memberships.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Create packaged advertising adjacency options for stakeholders on larger scale regional media buys. • Identify and contribute funds to align co-op projects lead by activity sector associations. • Provide leadership and collaborate with community-lead tourism marketing initiatives to ensure alignment. <p>7. Digital Adoption & Literacy Work with tourism business owners and operators to increase their ability to best maximize the benefits of modern digital technology. Assisting stakeholders in understanding technology and how to manage entities such as TripAdvisor. There are also benefits to the region as well as its stakeholders through the alignment of tracking, conversion, and analytical data so that well informed decisions can be made as well as easily interpreted.</p> <p>Actions</p> <ul style="list-style-type: none"> • Stakeholder training to increase familiarity with programs such as Google Analytics, • Updating stakeholders with emerging social media marketing trends, platforms, and usage of #ccclives for user generated content detection, • Ensure businesses are fully optimized on online listing platforms. Provide training
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	<p>on the benefits of property and channel management systems.</p> <ul style="list-style-type: none"> • Providing support to businesses by helping to build and understand social media and marketing strategies tailored to their business and region <p>8. Responsible/Sustainable Tourism</p> <p>Keeping the natural resources of the region’s assets intact has been identified as an important goal by the stakeholders and CCCTMA. Further, educating tourists pretravel on aspects of responsible travel while in-region has been cited as a high-need point of communication between both communities and businesses. It is very important to balance the goals of increased visitation with the risks of over usage of sensitive natural areas. This also includes adhering to sustain the region’s Biosphere designation.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Targeted marketing towards tourists aligned with responsible tourism behaviours. • Ensuring marketing messages include verbiage which educates the visitor on expectations of the region as well as how to be prepared to adhere to them. • Leverage the branding asset of the Biosphere designation. <p>9. Support for Sport Tourism Market</p> <p>Continue to provide an environment for Sport Tourism and Meeting/Incentive initiatives to be achievable if an ideal opportunity is presented. The aim is to progressively support sport tourism initiatives which are led by municipalities and sport organizations. Communities that are recognized as fit include Williams Lake, Quesnel, 100 Mile House and Lillooet.</p> <p>Actions:</p> <ul style="list-style-type: none"> • Update database of relevant venues. • Encourage Sub Regions to update CCCTMA on the completion of any new venues or renovations to existing facilities. • Encourage stakeholders to share any interests or bids on events that CCCTMA may be able to provide letters or support. • Commit a webpage for stakeholders to be able to access updated application forms for Provincial and Regional event support applications. • Communicate with local sport groups (via municipal partners) that these resources are available. 														
<p>Target Markets</p>	<p>The following key markets are identified as having the greatest potential to build upon the Cariboo Chilcotin Coast brand and sub-brands strengths, tourism products, and offered experiences.</p> <p>These are also priority markets for the multiple organizations, sub-regions and communities within our region that implement their own tourism development and marketing initiatives. With the increase in the region’s marketing resources, enhanced corridors, and renewed confidence in product development, these markets should achieve the greatest visitor volume while remaining as investment and growth opportunities for individual stakeholders.</p> <p>Geographic Markets:</p> <table border="1" data-bbox="685 1640 1339 1881"> <tr> <td>British Columbia</td> <td>55%</td> </tr> <tr> <td>Alberta</td> <td>8%</td> </tr> <tr> <td>Other Canada</td> <td>8%</td> </tr> <tr> <td>Western USA (WA, OR, CA)</td> <td>8%</td> </tr> <tr> <td>Other USA (CO, TX, NY)</td> <td>8%</td> </tr> <tr> <td>German speaking Europe</td> <td>5%</td> </tr> <tr> <td>Other International Markets</td> <td>8%</td> </tr> </table>	British Columbia	55%	Alberta	8%	Other Canada	8%	Western USA (WA, OR, CA)	8%	Other USA (CO, TX, NY)	8%	German speaking Europe	5%	Other International Markets	8%
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	<p>Demographic & Activity-Based Target Groups</p> <p>Cariboo Chilcotin Coast tourism stakeholders have long received business from consumers from Canada, along the US West Coast for passion-based travel such as fishing, hunting, guest-ranching or are cultural explorers.</p> <p>Explorer Quotient (EQ Type):</p> <p>Destination Canada’s Explorer Quotient research framework has been adopted by Destination BC and the CCCTMA and will provide the region with a foundation for establishing target EQ types based on the region’s attributes, iconic experiences, and passions-based product offerings. By including EQ research, the following EQ types will be included as the CCC’s targets for the target market and ensure heightened marketing and promotional opportunities.</p> <p>The target profiles for the Cariboo Chilcotin Coast fall under the Learner umbrella (Authentic Experiencers, Cultural Explorers, as well as Cultural History Buffs for three sub-regions), and Enthusiastic Indulgents (Free Spirits) for the Land of Hidden Waters.</p> <p>Authentic Experiencer (All Sub-regions - 40%)</p> <ul style="list-style-type: none"> • Understated travelers • Looking for authentic, tangible engagement with their destinations • High on historical travel • Spontaneous • Enjoy sampling cultures • Not out to impress others • Believe the best way to experience a culture is to interact as deeply as possible. <p>Cultural Explorer (All Sub-regions - 40%)</p> <ul style="list-style-type: none"> • Constant travelers • Love to get immersed in local culture, people and settings, • Spontaneous • Concerned for the environment • Unstructured, independent travel • May also include cultural history buffs, who travel to further research their hobbies and interests, and enjoy learning about diverse cultures and the history of places they visit. <p>Cultural History Buff (Gold Rush Trail, Chilcotin & Great Bear Rainforest Sub-regions – 20%)</p> <ul style="list-style-type: none"> • Travel to further research their hobbies/interests • Culture & history are their main interests • Spontaneous • Enjoy learning about diverse cultures • Interested in the history of places they visit <p>Free Spirit (Land of Hidden Waters Sub-Region - 20%)</p> <ul style="list-style-type: none"> • Highly social • Open-minded • Experimental and adventurous • Love high-end hedonistic experiences • Looking for escape and fun • Enjoy social activities, events, festivals, and crowds. <p>Product Sector Highlights – main experiences sought:</p>
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	<ol style="list-style-type: none"> 1. Touring 50% 2. Fishing and Hunting 10% 3. Outdoor Adventure 10% 4. Wildlife Viewing 10% 5. Guest Ranching 10% 6. Winter 10% <p>Growth Targets</p> <p>CCCTMA focus for the upcoming year ensures both regional and seasonal dispersion within the region. Promoting road tripping routes versus encouraging single-destination travel to experience our most iconic product offerings supports numerous accommodators and adjacent businesses.</p> <p>These routes include the Great Bear Rainforest Circle Route (Ferry from Port Hardy to Bella Coola, Highway 20 to Williams Lake, Hwy 97 to New West & back to Vancouver Island), Gold Rush Trail (New West to Barkerville with additional routes into the Bridge River Valley and back-road route through Likely/Quesnelle Forks), Chilcotin (Length of Highway 20 from Bella Coola to Williams Lake) and the Fishing Highway 24 Circle Route (Kamloops to Cache Creek, Hwy 97 to 93 Mile turn off, Hwy 24 to Little Fort & back down to Kamloops).</p> <p>The desired length of stay for BC travelers for the above routes is about 3-4 days, versus encouraging longer stays for international travelers is 1+ weeks.</p> <p>Due to the size of the region and travel distance from the Lower Mainland BC market, weekend getaways and day visits are encouraged for in-market consumers. Activity-based content such as fishing, hunting, outdoor activity, wildlife viewing, guest ranching and winter activity also encourage the people that live here to get out and explore their own backyards.</p>
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Section 2: One-Year Tactical Plan with Performance Measures

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

Project plans should include the following information for each activity. The recipient can organize the plan in a manner that best reflects their individual approach. Please note that Destination BC may share relevant tactical information with applicable Destination BC program areas to facilitate increased collaboration and alignment.

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

Marketing, which may include:

 - Media Advertising and Production (for example: print, radio, television, out-of-home, direct mail, email marketing, search engine marketing, paid social media, display ads, etc.)
 - Website - Hosting, Development, Maintenance
 - Social Media Management Platforms and Tools (i.e. Hootsuite)
 - Consumer Shows and Events
 - Travel Trade and Corporate focused Shows and Events
 - Collateral production and distribution
 - Travel Media Relations (for example: story idea creation, media and influencer FAM hosting/support, attendance at media marketplaces, etc.)
 - Travel Trade (for example: trade FAM hosting/support, etc.)
 - Consumer-focused asset development (for example: curation or production of written content, photography, videography, etc.)
 - Other (these activities must be specified)

Destination and Product Experience Development, which may include:

 - Industry Development and Training - Enhancing Education and Knowledge (for example: market readiness, digital readiness, industry conferences, packaging and other tourism-related Industry Workshops)
 - Product Experience Enhancement and Training (for example: Itinerary Development, Content Development and Key Experience Creation)
 - Research, Evaluation, and Analytics
 - Destination Development Projects listed within your Planning Area Strategy that are eligible activities
 - Other (these activities must be specified)

Visitor Services, which may include:

 - Visitor Services Activities (for example: staff wage and benefits, visitor services via social media, digital tools, including mobile apps, kiosks, beacons, etc., roving/mobile visitor services, ambassador programs, FAMs)
 - Other (these activities must be specified)

Meetings, Conventions, Events and Sport:

 - Examples could include conferences, events, sports, etc.

Affordable Housing, which may include:

 - Details on affordable housing projects (project description and rationale, authorizing documents, budget, and applicable funding partners).
 - Please complete and attach Appendix 1.8.

Other:

 - Other activities not covered by the above categories, such as capital expenditures if **pre-approved by government** (prior to application), etc.
2. Please list and describe **the tactics** your community will use to achieve the strategies outlined in Section 1 of your Five-Year Strategic Business Plan. There may be several tactics for each activity.
3. Please provide an **implementation plan** that includes a short description, quantifiable objectives, rationale, action steps, potential partnerships, resources, sources of funding, responsibilities, time frame, budget, and evaluation mechanism.

Project Plan Template

A description and instructions pertaining to each section is provided in grey text as a guide only. **The format of your Project Plan may be developed specific to your community needs and resources. If using this template, please delete the grey text and provide your response accordingly.**

Major Category: Marketing
Activity Title: Consumer Marketing
Tactics: Core Marketing Functions - Promote targeted multichannel, organic, and paid campaigns to yield greater ROI. Organic Brand Recognition - Refining regional brand and sub-brand identities. Market Research - Implement & disseminate research & performance monitoring & measurement. Conversion & Economic Impact - Utilization of marketing initiative/program data to determine conversion & economic impact of campaigns. Social Community Management <ul style="list-style-type: none">• Amplify the power User Generated Content, influencer marketing, and peer-to-peer recommendations to influence potential travellers to visit the CCC.• Encourage and engage the online community through #ccclives and #explorebc to encourage individual ambassadorship for BC tourism.• Create community growth through social listening and response on social platforms to encourage visitation to our region. Community Partnership Development <ul style="list-style-type: none">• Encourage participation in scheduled workshop/seminars that focus on destination development.• Cross Promotional Activities• Include activities/experiences that cross-promote opportunities in Cariboo Chilcotin Coast initiatives and partners wherever feasible. Paid Campaigns <ul style="list-style-type: none">• Highly targeted, impactful advertising continues increasing the reputation of the Cariboo Chilcotin Coast. Includes standalone ads and promotions in both traditional and digital mediums.• Collateral Development• Production and distribution of the CCC regional travel guide and Map Pad.• Ensure advertisement longevity for our stakeholders that purchase ad space by producing a high-quality publication that represents all communities and key activities. Websites – maintenance and optimization <ul style="list-style-type: none">• Maintain high-performance levels for CCC websites, microsites, and campaign land pages, delivering full responsive mobile and desktop user experiences, to ensure a strong presence for all key activities and communities.• Generation of high-quality referrals leads to businesses listed on CCC websites, microsites, and campaign land

pages.

- Connect backend framework from websites to CRM and other marketing automation and reporting tools.

Community Support & Leveraged Funding Opportunities

- Assist communities and interest groups in pursuing funding and financial support for specialized consumer-facing projects that will provide economic benefit to respective product sectors and communities.
- Fully utilize Destination BC's Open Pool program funds and find other funding & grant sources.
- Work with various regional and community level committees and stakeholders to incorporate feedback and ideas.
- Assist businesses in developing their marketing strategies for higher engagement rates, further visibility, and increased business.

Implementation Plan:

- Execute marketing initiatives across owned, earned and paid for digital, social media and traditional media,
- Continue to identify and focus on target markets through visitation reports and internal campaign data,
- Keep website & campaign URLs current with necessary improvements, updates to content, on relevant trend for channels & platforms per target market connectivity,
- Emphasize primary nature focused products / experiences,
- Expand research & performance monitoring associated with marketing & brand initiatives
- Build out business insights for regional industry & stakeholders,
- Continue to capture channel metrics and analytics, Ripe (online referrals) conversion information to optimize marketing initiatives
- Determine and holistically report on campaign & tourism sector value, conversion rates, investment & ROI of marketing funds and economic impact.

Short Description:

There is a strong brand awareness foundation, customer consideration and education, followed by a conversion-oriented marketing campaign, allied with creative content development. Through collaborative work with stakeholders, we aim to strengthen and deliver marketing tactics which result in the building sustainable growth of our regional businesses. Continue to elevate the region's primary natural product while striving to seek complementary market-oriented historical experiences across suitable marketing initiatives. Further develop the market research & marketing performance aspects to better define our region's target markets, understand the ROI & impact of our marketing investments and through business insights – collaboratively guide our regional stakeholder businesses. Leverage and expand our business insights platform. This will recognize the value of the region's marketing & development investments that connect marketing campaigns which demonstrate value, effectiveness, and regional efficiencies across our region's brand. In addition, this value will resonate across all our target markets and regional content, which in turn supports our initiatives & stakeholder's marketing that provides value to stakeholders (business revenues), and regional (economic impact) levels.

Quantifiable Objectives:

- Interest and participation from stakeholders in partnerships, marketing funding, and buy-in opportunities
- Website Traffic & Activity – tracked via Google Analytics
- Social media followers and engagement levels
- Written and visual content generation and select amplification results
- Increase overnight visitations to Cariboo Chilcotin Coast
- Increase number of visitor inquiries
- Increase number of online referrals and lead generation

Rationale:

Building on our regional organizational learnings and progressive measurable successes across our region & sub-region, we have undertaken to continue to work with and build a better framework. This will ensure that the CCCTMA is focused on

growth, stakeholder value and impact-oriented marketing campaigns & initiatives for the tourism economy in the Cariboo Chilcotin Coast.

Action Steps:

- Apply key plan & campaign learnings,
- Execute media strategy & buys,
- Continue to assist stakeholders with digital tools,
- Continue to apply feedback from regional industry & consumers to improve marketing initiatives,
- Seek to reinforce CCC brand and identity
- Undertake research initiatives, combine with performance monitoring & measurement to report on and provide business insights to regional stakeholders
- Develop and continuously update campaign conversion & report on value and economic impact

Potential Partnerships:

Individual tourism businesses, CCC sub-regional brands, Destination BC, ITBC / ITAC, RDMOs, activity sector associations.

Resources:

Staff work with delivery agencies, develop plans, manage progressive campaign metrics, make necessary adjustments throughout campaigns, initiatives, programs.

Staff & agencies to collaboratively develop internal materials and communicate business results & insights for regional stakeholders.

Sources of Funding:

MRDT + Destination BC Open Pool program, grant programs, project revenues & contributions

Timeframe: (when will the tactic begin and end or is it ongoing?)

Ongoing - April/25 to March/26 - Funds managed across each quarter throughout the fiscal year.

Budget: \$1,853,000

Performance Measures:

Outputs Measures:

- Improve focus on aligned target market & responsible visitors,
- Increase digital connectivity across regional stakeholder business channels, product & experiences,
- Continue to build out content which resonates closer with identified markets, broaden storytelling expertise,
- Ensure campaign learnings, align incentives to markets,
- Provide brand on-ramps & tools for regional tourism businesses for consistency, leveraging & amplification of messaging,
- Increase stakeholder participation in marketing initiatives & campaigns,
- Provide timely business insights to allow better individual business decisions and regional alignment with marketing, content & branding,
- Seek out aligned & on brand' opportunities across digital & traditional media
- Increase in overnight visitation, # of trips, length of stay,
- Increase in Occupancy, ADR, RevPAR,
- Sustainably increase # of qualified referrals & tracked revenue to stakeholders generated from marketing campaigns,

Outcome Measures:

- 5% increase in occupancy rate Year over Year (YoY) as per STR reporting,
- 5% increase in accommodation revenue Year over Year (YoY),
- 5% increase YoY in campaign related stakeholder referrals,
- 5% increase in YoY engagement with current followers & 5% increase in social media followers,
- 5% increase in campaign stakeholders YoY,

Project Plan Template

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Major Category: Visitor Services Strategies

Activity Title: Sustainable and Inclusive Travel Education

Tactics:

RESPONSIBLE TOURISM - Protecting region's natural environment by educating & attracting sustainable/responsible tourists.

- Involve partners & stakeholders in developing and utilizing responsible tourism messaging,
- Involve partners & stakeholders in developing and utilizing inclusive messaging.
- Create written and visual content to support promotional and educational campaigns,
- Continue to update messaging and incorporate into campaigns & initiatives,
- Activate across suitable social media channels,
- Showcase sustainable product & experiences across the region,
- Leverage the CCC's new rainbow certification status to grow tourism throughout the region,
- Demonstrate out-of-sight visitor contributions to environment & future,
- Link goals with CCC's outcomes – Biosphere, Indigenous, cultural, environment, accessibility, etc.

Implementation Plan:

Short Description:

Preserving the natural resources of the region is a central goal for the CCCTMA, which includes educating visitors prior to travel on responsible practices during their stay. Inclusive messaging is vital in this effort, ensuring that all visitors—regardless of their background or experience—receive the information they need to make safe, informed, and environmentally conscious decisions. This approach not only promotes visitors' safety but also fosters greater understanding and respect for the region's sensitive natural areas. Additionally, inclusive messaging has a positive impact on the tourism sector by attracting a broader audience, enhancing their experience, and encouraging sustainable visitation. By balancing the goals of increased tourism with the need to protect natural resources, and celebrate diversity, we can drive growth in the sector while safeguarding the region for future generations.

Quantifiable Objectives:

- Growth of & higher engagement with regional tourism / non-tourism businesses,
- Progressive ability to promote sustainability – environment & economy,
- Progressive ability to promote inclusivity – human connection & accessibility,
- Advance responsible travel across personal safety, respect for wildlife, environment, support local cultures & community pillars,
- Meaningfully progress Destination BC's sustainability performance benchmarks,
- Develop visitor focused content derived from more rewarding visitor experiences.

Rationale:

The Province of British Columbia and specifically the Cariboo Chilcotin Coast region has heard feedback from communities, businesses, and tourism stakeholders that the natural environment must be considered as a present and future resident & tourism asset. It makes community, business, and destination development sense to incorporate this strategy in development, marketing and visitor services strategies for the CCC region. It supports the region's application to secure and in turn sustain the region's Biosphere designation.

Action Steps:

- Assess what suits the CCC region from foundational organizations, province, etc. and what will meaningfully resonate with local stakeholders & visitor markets,
- Work with local stakeholders to continuously improve messaging,
- Include in marketing & promotional initiatives,
- Leverage 3rd party brand & assets to strengthen CCCTMA messaging (eg. Biosphere),
- Create a feedback loop which validates stakeholder content with marketing messaging for alignment.
- Measure performance of sustainable/responsible travel dedicated campaigns

Potential Partnerships:

Regional tourism businesses, provincial government & representative organizations, RDMOs, ITBC & ITAC, Sustainability promotion organizations, etc.

Supported by regional Marketing Committee, CCCTA, Board of Directors, BCRTS.

Resources:

Staff & partnering agencies to consider and develop appropriate messages for, monitor & collaborate with regional & provincial partners and stakeholders

Sources of Funding:

MRDT + Destination BC Open Pool program, CCCTA budget pairing, relevant grant programs.

Timeframe: (when will the tactic begin and end or is it ongoing?)

April/25 to March/26

Budget: \$45,000

Performance Measures:

Outputs Measures:

- Number of content pieces & educational material created,
- Partner connections, messaging created & shared, platforms used, positive market resonance & sentiment,
- Reduce strain on local emergency services,
- Higher cultural & environmental awareness
- Richer travel experiences, smaller visitor footprints.

Outcome Measures:

- Increase in relevant tourism products by 5%,
- At least 12 local media coverage pieces,
- 16% growth in # of clicks, shares for responsible/sustainable travel content,
- Year-over-year (YoY) increase in # of stakeholders by 14% aiding in content, experiences,

Project Plan Template

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Major Category: Sport/Meeting & Conventions Strategies

Activity Title: Sport

Tactics:

SPORT TOURISM - Support for Sport Tourism Market

- Sport - support stakeholder ability to attract, capabilities to host in CCC region,
- Maintain venue, sport organization and database,
- Cultivate clear attraction & hosting framework & CCCTMA’s supportive role
- Co-develop attraction focused website for sport tourism

Implementation Plan:

Short Description:

Within this strategy, sports tourism has been identified as having potential for specific locations within the CCC region. For 2024 fiscal year, look to work across the communities identified of Williams Lake, Quesnel, 100 Mile House and Lillooet to collaboratively create the foundation, framework, processes, clear roles & responsibilities for sport tourism. Building off of this facilitative process for sport tourism, proceed to explore the realistic potential for meetings, incentive & events for the CCC region.

Quantifiable Objectives:

- Support implementation of the Sport Tourism Framework
- Continue updates to sport tourism website.

Rationale:

CCCTMA continues to explore new avenues for regional stakeholders to pursue additional revenue sources. Short term, sport tourism has been identified to explore collaboratively framing and evaluating specific sports events to bid & host. To sustainably grow the tourism sector’s revenue and economic impact, the initial investment is required to progress this market segment in order to undertake the development of the capacity & ability to bid and host.

Action Steps:

- Facilitate and support sport user groups bidding on future sporting events
- Maintain up to date venue sport accommodation information

Potential Partnerships:

Municipalities, Districts, Regional Districts, local venues, sports user groups, volunteers, accommodations, activities, food & beverage sector, local Chambers of Commerce.

Resources:

Staff to facilitate, collaborate, grow local & regional networks.

Sources of Funding:

MRDT

Timeframe: (when will the tactic begin and end or is it ongoing?)

April/25 to March/26

Budget: \$35,000

Performance Measures:

Outputs Measures:

- Clear processes & roles for sport tourism event evaluation, bidding & hosting.
- Content & materials which support bids with Municipalities, Districts, Regional Districts, & CCCTMA.

Outcome Measures:

- Target to support 3~5 sports tourism event &/or meeting bids.
- Support 1~2 future sports tourism events.
- Enable the growth, in partnership with Municipalities, Districts, Regional Districts, & CCCTMA, of sport tourism event visitor volume, accommodations revenues year over year by 10-15%.

Section 3: Budget for One-Year Tactical Plan

Revenues (MRDT and Non-MRDT)	Budget \$
Estimated Carry Forward from Previous Year (All Net Assets Restricted and Unrestricted)	95,000
General MRDT (net of admin fees)	1,295,000
MRDT from online accommodation platforms (OAP)	50,000
Estimated Co-op funding (e.g. CTO; DMO-led projects)	450,000

Grants - Provincial	40,000
Retail Sales	125,000
Interest	100,000
Other (please describe): marketing partnerships	210,000
Total Revenues (Excluding Carry Forward)	2,270,000
Expenses (MRDT and Non-MRDT)	Budget \$
Marketing	
Marketing staff – wage and benefits	200,000
Media advertising and production	747,000
Website - hosting, development, maintenance	187,000
Social media	90,000
Consumer shows, events	25,000
Collateral production and distribution	117,000
Travel media relations	72,000
Travel trade	
Consumer focused asset development (written content, video, photography)	265,000
Other (please describe) - CCCTMA Marketing CoOp Funding Market Research Agency Marketing Coordination Reactive Marketing	150,000
Subtotal	1,853,000
Visitor Services	
Visitor Services Wages and Benefits	
Visitor Services Operating Expenses	
Other (please describe) Visitor Education - Responsible/Sustainable/Inclusive travel	45,000
Subtotal	45,000
Meetings, Conventions, Events & Sport	
Staff – wages and benefits	30,000

Meetings, conventions, conferences, events, sport, etc.	35,000
Subtotal	65,000
Administration	
Management and staff unrelated to program implementation - wages and benefits	175,000
Finance staff – wages and benefits	30,000
Board of Directors costs	15,000
Office lease/rent	90,000
General office expenses	32,000
Subtotal	342,000
Other	
All other wages and benefits not included above (please describe)	0
Other activities not included above (please describe) Annual renewal costs Stakeholder communication & industry engagement	65,000
Subtotal	65,000
Total Expenses	2,370,000
Total Revenue Less Total Expenses (Surplus or Deficit)	- 100,000
Estimated Carry Forward (Previous Year Carry Forward plus Surplus or Deficit)	- 5,000

Section 3: Projected Spend by Market (*broad estimate*) for LEISURE activities only

(Add more rows as needed)

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC	\$1,019,150	55%
Alberta	\$148,240	8%
Ontario	\$74,120	4%
Other Canada (please specify)	\$74,120	4%
USA (WA, OR, CA)	\$148,240	8%
USA (NY, CO, TX)	\$148,240	8%
Mexico	\$0	0%
China	\$0	0%
UK	\$111,180	6%
Germany	\$92,650	5%
Australia	\$0	0%
Japan	\$0	0%
Other International (<i>Austria, Switzerland</i>)	\$37,060	2%
Total	\$1,853,000	100%