

Kootenay Rockies Tourism – Regional Marketing – FY2018-2019

Section Heading	Description
Executive Summary	<p>The intent of the Kootenay Rockies Tourism Touring & Exploring Marketing Plan is to inspire visitors (Captive) by showcasing iconic and authentic experiences that encourage the visitor to consider the region in their upcoming travel plans. We will focus on providing bookable packages, passion-based activities (and itinerary suggestions) that lead the visitor to the stakeholder business to close the sale (Generate). Our social media efforts will continue to include providing content for both Destination BC's editorial calendar and Kootenay Rockies social channels with regular posting, paid boosting of the posts, great blog travel content and sharing user-generated photos to encourage increased fan engagement (Advocate).</p> <p>3 Key Regional Objectives:</p> <ol style="list-style-type: none">1. Captivate - create a sense of urgency to visit British Columbia and specifically the Kootenay Rockies Region.<ul style="list-style-type: none">○ Targeting a 5% increase in visits to Kootenay Rockies social & online properties.○ Measured with Google Analytics.2. Generate - increase the number of leads generated from social and online marketing initiatives to our stakeholder websites.<ul style="list-style-type: none">○ Targeting a 5% increase of visits to KR online properties, tracking new and returning visitors and their behaviors (time on site, clicks to stakeholders).○ Targeting a 5% increase in clicks to stakeholder sites from Kootenay Rockies social and online properties.○ Measured with Google Analytics.3. Advocate - improve traveller advocacy and fan engagement.<ul style="list-style-type: none">○ Targeting a 5% increase in the fan engagement (comments, likes, shares) and uses of #KootRocks on Kootenay Rockies social media channels○ Measured by tracking tools on Facebook, Google Analytics, & Instagram <p>The total budget allocated for Touring & Exploring Marketing initiatives is \$471,000 gross or 36.9% of the total funding. This includes the funding from stakeholder leveraged projects and the funding received from Destination BC. It does not include human resource costs.</p> <p>Our marketing plan includes a 50/50 leveraging of \$84,750 stakeholder funds matched by \$84,750 DBC funds for a total of \$169,500 gross funds allocated to cost-shared tactics. The cost-shared projects will incur an administration fee of 15% on the stakeholder portion of the funding and are estimated to be \$12,713 if we have full stakeholder</p>

buy-in. These administration funds will be re-invested into marketing tactics.

We have budgeted \$301,500 for non-leveraged tactics that will be used to benefit the entire region's profile and have proven to be difficult to cost-share with partners. The larger budget is assigned to non-leveraged tactics as a 'pay to play' model does not fully represent all of the businesses in the region and therefore gives a less robust picture of the product choices for the visitor.

Aligned to the geographic statistics in the Kootenay Rockies Regional Tourism Profile – May 2017¹, which identifies our top five markets of origin, our budget will allocate 80% or \$376,800 to attracting Canadians (BC, AB) and 20% or \$94,200 to visitors from the PNW US (WA, ID, MT).

British Columbia – population estimate 4.8 million

- 30% of effort – consumer & media
- tactics include digital, social, regional guides & maps, passion-based campaigns (Ale Trail, BC Farmers Markets, Powder Highway, What's Your Rush, Crown of the Continent)

Alberta – population estimate 4.3 million

- 50% of effort – consumer & media
- tactics include digital, social, regional guides & maps, passion-based campaigns (Ale Trail, BC Farmers Markets, Powder Highway, What's Your Rush, Crown of the Continent), consumer shows

PNW US – population estimate - WA 7.3 million, ID 1.7 million, MT 1 million

- 20% of effort – consumer & media
- tactics include digital, social, passion-based campaigns (Ale Trail, BC Farmers Markets, Powder Highway, What's Your Rush, Crown of the Continent), Google search ads using the Google Ad Grants funding

We will continue to prioritize our efforts within our core & discretionary roles and be strong Ambassadors for DBC programs and marketing.

Working with the Destination BC team, we will embrace the shared technology platforms and systems available to reach consumers. One area we will focus on is passion based marketing using the 'cookie pool' data to be received from DBC. We have allocated a budget of \$20K to participate in this shared information. With the data, we will deliver relevant information to consumers who fit our target markets based on their online behaviour.

¹ Kootenay Rockies Regional Tourism Profile May 2017

We have not yet chosen the digital agency to manage this program. Once we receive the confirmation from Destination BC and Noise Digital regarding the account access and information transfer details & requirements we will reach out to qualified agencies to discuss management of the data.

Once the tagging codes are made available to us by Destination BC, we will add the tags to our consumer sites for 'referral' and 'conversion' data collection. We will educate our stakeholders on the opportunity through our Tourism Industry Conference, Regional newsletters and speaking opportunities in the communities.

Destination BC is supporting our access to the shared content platform, CrowdRiff, which has opened many new opportunities to manage and showcase the photography from our engaged social media followers. Followers are encouraged to use #KootRocks and #exploreBC which allows us to find the content and re-share it to our social audience. We fully support Destination BC's efforts to create a Content Commonwealth with national, regional and local assets. We will work as ambassadors for the new Super Dam tool. We will educate our stakeholders on the opportunities through our Tourism Industry Conference, Regional newsletters and speaking opportunities in the communities.

Our social media and online content strategy is 'always on' in the marketing of our region. We provide images, story ideas, and new product information to the DBC content team for the Global Editorial calendar. We maintain our own regional editorial calendar for blog travel stories, social media posts, influencers/ambassadors visiting and planned photography shoots. The CDMOs have access to this editorial calendar and are invited to provide their photos, blogs, videos to be scheduled into the calendar. We also have campaigns specific to activity experiences including the 'What's Your Rush' campaign in the summer season and the Powder Highway campaign in the winter season.

Working with the team at Destination BC we will support the efforts to onboard DMOs into the Google DMO Partnership program for Google My Business. As the RDMO we will apply to the program as a Google Provider and/or Google Verifier. We will work with our stakeholders to claim and update their Google Business listing. We have allocated a budget to promote this program and to cost share Google 360-degree content acquisition for the stakeholder listings.

We look forward to working with DBC on upcoming opportunities around data driven attribution as well as the collection of visitor data through Arrivalist, which will provide us with real time information on

the travel patterns of consumers in our region, which then leads to more informed marketing tactics.

Recognizing that consumers today are quickly becoming visual decision makers we will continue to build our photography and video assets with on-brand summer & winter photography shoots, and the creation of a series of passion-themed video segments. We will stretch the reach of this content with paid boosting of these assets both online and with social media along with traditional marketing projects.

We will fully support DBC's new HelloBC.com. We will provide rich narrative content and relevant product & planning information that can be woven into immersive stories and visuals. We look forward to the opportunity to integrate our regional content into the new site.

Corridors and Popular areas that resonate with travellers to our region include the Powder Highway, Hot Springs Loop, and other touring circle route itineraries. We will educate our stakeholders on the new content sourcing model at our Tourism Industry Conference and in Regional newsletters and at speaking opportunities in the communities.

At the February 2018 content planning session, we determined that our top content priorities are Hot Springs, Wildlife, and Culinary. By location, we will focus on providing content for the Highway 3 corridor, the Columbia Valley and the West Kootenay's sub-regions. The Highway 1 corridor and the National Parks are at capacity during the peak summer months and will be promoted only in 'inspiration' level tactics. We will focus on shoulder season travel opportunities, understanding that July and August are near or at capacity in most locations. Our winter season promotional focus is the abundance of winter experiences along the Powder Highway. Our goal will be to provide leads to bookable/available stakeholder product.

We will continue to support the BC Ale Trail project which has proven to be a highly successful collaborative project and we will also support a new sector project with the BC Farmer's Markets Association.

For our stakeholder businesses, the cost shared initiatives this fiscal will include the 2019 Touring & Exploring Guide, community produced videos, regional sections in Where Canadian Rockies and regional booth space at the Calgary Outdoor Adventure show.

The Kootenay Rockies team works closely with the DBC Content, Brand, Travel Trade and Media Relations teams as listed below:

- Content Team
 - Provide story ideas quarterly

	<ul style="list-style-type: none"> ○ Share DBC blogs of region on KR owned properties ○ Monitoring DBC editorial calendar, providing KRT updates ○ Special projects or fact checking & information inquiries ○ Itinerary coordination for DBC led trips ○ Following and engaging with Influencers while in region and post ○ Monitoring DBC influencer calendar, providing KRT updates ○ Accessing DBC resources to qualify influencer candidates ○ CrowdRiff account management & support ○ Provide review and submission of regional photos to DBC ○ Engagement & responding to tagged comments or inquiries ○ Share content and videos on KR owned properties ○ Encourage use of #exploreBC ○ Provide updates on new product, services, attractions, activities ○ Fact checking & information inquiries ○ Provide story ideas on request ● Brand Team <ul style="list-style-type: none"> ○ Approval of all marketing/advertising creative designs ○ Print guidelines, brand content, imagery & format ○ Photography contracts – shot list, final selections ● Media Relations & Travel Trade Teams <ul style="list-style-type: none"> ○ We work with Team BC on key media & trade events, marketplaces, trade shows and training opportunities ○ KRT cross references media, trade, influencer, ambassador and blogger content to ensure maximum exposure and no duplication of effort or people selected
Situation Analysis	<p>“The Kootenay Rockies region generated over 2 million overnight person-visits in 2014. The region represents 11% of the provincial overnight visitation and 7% or \$654 million in related spending. Domestic overnight travellers accounted for 81% of visitation and 74% of related spending. International travelers accounted for 19% of visitation and 26% of spending.</p> <p>Alberta residents make up the largest share of overnight visitation (47%) and spending (46%) in the Kootenay Rockies region, the only region where British Columbia residents are not the top market. More than three-quarters of all visitation and two-thirds of spending can be attributed to Alberta and British Columbia residents.</p> <p>On average travelers in the Kootenay Rockies stayed 3.2 nights and spent \$98 per night during their trip.”²</p> <p>Our goal is to attract more visitors from the large populations in our target markets who are within a 3-6 drive radius and to increase their average stay and spend. Considering that our region received 2 million</p>

² Kootenay Rockies Regional Tourism Profile May 2017

visitors in 2014, there is opportunity to attract additional visitors from close-in markets of British Columbia (est. 4.8 million), Alberta (est. 4.3 million), and Washington, Idaho & Montana (est. 10 million).

Air service into the region has expanded over the past 5 years and includes flights from Vancouver, Calgary, Kelowna directly with Air Canada, Pacific Coastal and the new West Jet Link service set to launch in June 2018.

The new West Jet Link service from the Calgary airport will operate 3 times daily on a larger aircraft (34 seat Saab 340B) than we currently have out of that gateway. This will open up opportunities for visitors from Ontario to seamlessly connect into the Kootenay Rockies region from the West Jet services out of Toronto, Hamilton, London and Ottawa.

Canadian Rockies International Airport (Cranbrook)

- Air Canada, Pacific Coastal, West Jet Link (June 2018)
- to/from Vancouver, Calgary, Kelowna

West Kootenay Regional Airport (Castlegar)

- Air Canada
- to/from Vancouver, Calgary

Trail Regional Airport

- Pacific Coastal
- to/from Vancouver

Revelstoke Airport

- Pacific Coastal – chartered service – winter only
- to/from Vancouver

The lack of twinned highway routes within the region has been identified as an issue, there is a lack of bus or group transportation and there is a perception that BC interior highways are impassable during the winter.

There is a shortfall of transportation options to our communities from the regional airports. The CEO of the Canadian Rockies International Airport indicated that they experience issues with not having an adequate inventory of rental vehicles. Also, rental companies typically only offer winter snow tires as an upgrade not as a standard feature which is a safety issue in our region.

Regional In-Market research indicates:

“Visitors to the Kootenay Rockies tend to have few activities planned but make most decisions about what to participate in while on the trip,

which places high importance on Visitor Centres and other information sourced during the visit”.³

Insignia Research:

Insignia Research was hired in 2017 to conduct survey’s in relation to the ‘What’s Your Rush?’ marketing campaign measuring awareness of the region prior to the campaign (Pre-Wave), and then measuring awareness of the region and the campaign advertising (Post-Wave).

The *Pre-Wave research*⁴ has indicated that for unaided awareness, Kootenay Rockies currently stands 7th among BC regional destinations, on par with the Thompson Okanagan region. As many as 67% of travellers in the target market have visited the region in the past and we can assume have reasonable familiarity with what the region has to offer.

The *Post-Wave research*⁵ has indicated that the year 2017 has been the worst on record for forest fires in British Columbia. And the Kootenay Rockies region has been one of the more severely hit in the province. Recent travel to the Kootenay Rockies from both BC and the US has held up well in spite of the fire situation. Only Alberta saw a softening of travel to the region. Related to this, visitors from Alberta showed less of a tendency to venture beyond the region. Intended travel is also down among Alberta residents, but stable among BC & US residents. On the path-to-purchase, 30% of target travelers are seriously considering a trip to the Kootenay Rockies.

The final research module - *Conversion Wave* will be undertaken to survey whether the marketing campaign has influenced the consumer decision to visit the region in early 2018 and data will be shared once it is tabulated.

Regional Tourism Profile⁶:

The activities that motivate our target markets are the ones which we will feature in marketing efforts. For Canadian travelers, the Top 5 motivators are camping, hiking, beach, National/Provincial parks, fishing and downhill skiing/snowboarding. Top motivators for the US & International travellers were National/Provincial parks, historic sites,

³ Kootenay Rockies Region In-Market Research 2012

⁴ Insignia Research – Pre-campaign wave April 2017

⁵ Insignia Research – Post-campaign wave November 2017

⁶ Kootenay Rockies Regional Tourism Profile May 2017

	<p>wildlife viewing or bird watching, museum/art gallery, and hiking or backpacking.</p> <p>Key Learnings/Implications: We can influence traveller behavior and encourage visitors to stay longer by having tools available for trip planning and activity choices while they are in region.</p> <p>There is a reasonable awareness of our region in our target markets. In addition to promoting our iconic landscapes & experiences, our secondary content focus will be to promote bookable packages and activities.</p>
<p>Objectives</p>	<p>The overall objective of our Touring & Exploring marketing plan is to inspire the visitor to consider travel to the Kootenay Rockies region, and to encourage them to stay longer to explore and discover multiple parts of the region by featuring great product packages and experiences from our stakeholders. We will market passion-based activities, and touring itineraries that position our region as a unique, must-visit destination of BC.</p> <p>3 Key Regional Objectives:</p> <p>1. Captivate - create a sense of urgency to visit British Columbia and the Kootenay Rockies Region.</p> <ul style="list-style-type: none"> ○ Sharing our iconic, breath-taking photos & videos of the region, promoting and sharing the amazing user-generated content, and with great blog travel content that leads to Kootenay Rockies owned assets for further inspiration, themed & passion-based content and useful travel planning information. <p>2. Generate - increase the number of leads generated from social, digital marketing initiatives and the regional online properties to our stakeholder businesses websites for the sale.</p> <ul style="list-style-type: none"> ○ Promoting the stakeholder packages and lead consumers to stakeholder websites to make a booking. <p>3. Advocate - improve traveller advocacy and fan engagement.</p> <ul style="list-style-type: none"> ○ Our region is well positioned to capitalize on our visitor’s enthusiasm about the time they spend with us. From the In-Market Research⁷, it is reported that 59% of travellers surveyed have a positive overall impression of the Kootenay Rockies region. We are 2nd out of the 6 regions in BC for positive impressions. (Vancouver Island is number 1).

⁷ Kootenay Rockies Region In-Market Research 2012

	<ul style="list-style-type: none"> ○ 'Always on' social media activities include frequent posts with iconic imagery and video, great blog travel content, paid boosting of the social posts and engaging with the social media follower's comments, likes and shares.
<p>Strategies</p>	<p>To provide inspirational and iconic images, videos and content that will lead the consumer to bookable packages, and activity offers from our stakeholders. We will promote regional itineraries, and provide passion-based activity maps and listings.</p> <ol style="list-style-type: none"> 1. Captivate - create a sense of urgency to visit British Columbia and specifically the Kootenay Rockies Region. <ul style="list-style-type: none"> ○ 30% of effort 2. Generate - increase the number of leads generated from social and online marketing initiatives to our stakeholder websites. <ul style="list-style-type: none"> ○ 55% of effort 3. Advocate - improve traveller advocacy and fan engagement. <ul style="list-style-type: none"> ○ 15% of effort ○ Note: The 15% of effort listed above is calculated based on the actual funding allocated to 'Advocate', however factoring in the human resources dedicated to this objective would increase the percentage to 50% of our efforts. <p>Our content marketing will be themed with the type of activities and passions that appeal to our target audiences. As reported in the Regional Tourism Profile⁸, the activities that motivate our target markets are also the activities widely available in our region.</p> <p>Canadians: camping, hiking, beach, National & Provincial parks, wildlife viewing, bird watching, boating, canoeing, kayaking.</p> <p>US & International: National & Provincial parks, historic sites, museum/art gallery, camping, ski/snowboard.</p> <p>The Regional In-Market Research⁹ compared 'Motivating' versus 'Participating' activities. The research indicated that travellers participated in activities that didn't originally motivate them to choose our region.</p> <p>Sightseeing, nature, wildlife viewing: 27% were motivated by versus 53% who participated in</p>

⁸ Kootenay Rockies Regional Tourism Profile May 2017

⁹ Kootenay Rockies Region In-Market Research 2012

	<p>National or Provincial parks: 20% were motivated by versus 44% who participated in</p> <p>Hiking: 13% were motivated by versus 44% who participated in</p> <p>Shopping: 2% were motivated by versus 41% who participated in</p> <p>Historical sites: 6% were motivated by versus 25% who participated in</p> <p>Our marketing plan includes continued promotion and enhancement of the mobile first consumer site KootenayRockies.com. The site features over 1,200 tourism stakeholder content pages, 300+ festival & events listings, interactive mapping, and package offers. Tourism product listings include accommodation, dining, shopping, attractions, communities, recreation, Circle Routes and Hot Springs. The site includes web links, social media links, video & audio clips, 360 photo tours, webcams, blogs, road reports, ferry schedules, and more.</p> <p>The website is further supported by the companion print pieces – the Touring & Exploring Guide and new for 2018, the Kootenay Rockies Summer/Winter regional map. Our regional publications are racked in the regional & provincial Visitor Centres, on display at regional stakeholder businesses, airports, taken to trade & consumer shows, in racking locations in Alberta (41) and British Columbia (19) and available through fulfillment requests to consumers.</p> <p>Understanding the travellers booking habits based on the Regional In-Market research¹⁰ shows us that online searches are the main source of planning before travelling, and that Apps, mobile websites and Visitor Centres are a strong source of planning during the travel period.</p> <p>Our content strategy includes promotion of the region on social media with paid and boosted posts, in digital advertising paid & grant ad accounts. Provincial, regional, sector and campaign website visits are supported by the ‘always on’ social and online marketing activities to lead the consumer to these sites.</p> <p>We can influence additional expenditures and activity engagement by ensuring information is available while the traveller is in region that will inspire them to stay longer and participate in more activities and experiences while in the region.</p>
<p>Position and Messaging</p>	<p>The Kootenay Rockies iconic experiences include the Canadian Rockies, small cities in wilderness, skiing, general touring and wildlife. Our</p>

¹⁰ Kootenay Rockies Region In-Market Research 2012

	<p>region offers an escape from the large urban centres. We have wide-open, unspoiled pristine landscapes. The mountains offer the traveller a chance to be in nature, with multiple outdoor activity choices. Located in beautiful mountain settings, the natural hot springs products offer a soothing, relaxation experience.</p> <p>The region covers 58,000 sq.km in the province. The jagged peaks of the Canadian Rockies rise in parallel with those of the Purcell, Selkirk and Monashee ranges. In between are valleys, rivers and lakes that have enabled human existence for thousands of years. In the midst of this monumental landscape, geography, geology and history have conspired to create utterly charming, friendly and welcoming small towns. This is the birthplace of adventure tourism.</p> <p>Visitors come to the Kootenay Rockies for a rich palette of recreational activities that include world-class hiking, skiing, golfing, biking, climbing, river rafting, paragliding, canoeing, and wildlife viewing. The region is home to four of the seven national parks in BC and over 75 provincial parks. Most hot springs in Canada occur in BC and the Kootenay Rockies region is blessed with many that range from wonderful resorts to wilderness backcountry pools.</p> <p>Our Brand: We are ‘British Columbia’s Mountain Playground’ and home to the ‘Powder Highway’.</p> <p>Iconic Experiences: Canadian Rockies, National Parks, small cities in wilderness, skiing, general touring, wildlife</p> <p>Product Focus: Touring, Hot Springs, the mountain experiences, soft adventure, championship golf resorts, Heritage and Culture, Ski the Powder Highway, the BC Ale Trail, and BC Farmers Markets.</p> <p>Messaging: Promotion of Circle Routes & itineraries for general touring, stakeholder packages to create a sense of urgency, and valuable trip-planning and in-region tools and information through our mobile websites, Touring & Exploring guide, and regional & passion-based activity maps.</p>
<p>Target Audience (Geographic Markets and Audience Segments)</p>	<p>Our main target market is the drive market within 3-6 hours. The tactics in our marketing plan will be targeted to travellers in British Columbia including a focus on the larger cities - Vancouver & Kelowna, and to southern Alberta with a focus on Calgary & Lethbridge, and the PNW US including Spokane & Kalispell.</p>

As indicated in the Regional Tourism Profile¹¹, domestic overnight visits account for 81% of the visitation and international travellers account for 19%. Therefore, the total gross budget allocates 80% or \$376,800 on attracting Canadians (BC, AB) and 20% or \$94,200 on attracting travellers from the PNW US (WA, MT).

Tier 1: British Columbia, Alberta and PNW US (Montana, Washington)

- Paid media – digital & traditional, social media, media relations
- Estimated market – British Columbia 4.8 million, Alberta – 4.3 million, Montana - 1 million, Idaho 1.7 million, Washington - 7.3 million
- 100% of Touring & Exploring marketing budget

Tier 2: Ontario, Australia, USA, Europe, Asia

- Travel trade, media relations at industry shows
- Social media - Ontario & USA only

Our target audience as defined by EQ segments also identifies informs our demographic targets and includes:

Authentic Experiencers, with over 50% who are 55+ and with an equal count of men & women in both US and Canada, mature or middle age with no kids, having a desire to learn, be independent and seek living history and culture.

Cultural Explorers, skew younger from 35-54, noted as middle age no kids, with a larger number who are women and they seek out personal challenge, are risk takers and are attracted to historical and cultural events.

Free Spirit, the younger, ambitious visitor with most in the 18-34 age range, and are either families or young with no kids seeking iconic experiences, inclined to group travel and sharing their experiences on Social Media.

The top factors for consumers when choosing a destination as indicated in the **In-Market Research Report**¹² were:

- Good value for money (83%)
- Place to relax & unwind (82%)
- Good getaway from everyday (79%)

The Kootenay Rockies region is well positioned to meet the top factors for decision making. We offer good value for money, we are a less

¹¹ Kootenay Rockies Regional Tourism Profile May 2017

¹² Kootenay Rockies Region In-Market Research 2012

	<p>expensive destination than the lower Mainland, the Okanagan and the Canadian Rockies (AB). Our region is a place to truly relax and unwind in the expansive landscape that includes mountains, valleys, lakes and rivers.</p> <p>We offer unique getaway experiences with hot springs, hiking, biking, canoeing, kayaking, rafting, golfing, and skiing. Our mountain and valley communities are small and attractive with their own ‘sense of place’ and offer a range of accommodation options as well as unique shops and eclectic dining options in the middle of an incredible authentic outdoor experiences.</p>
<p>Provincial Alignment</p>	<p>Our regional messaging aligns with the Super, Natural BC brand in all of our creative outputs. We are Tier 1 in brand alignment and all aspects including imagery, fonts, colours and tone of voice are considered. Working together with the DBC brand team, through feedback & direction, we have been successful in receiving approvals on all creative design work.</p> <p>We will continue to work diligently with the DBC brand team to build our visual asset inventory with a summer 2018 and winter 2018/2019 photography shoot planned. We will create social media length videos promoting our iconic experiences.</p> <p>We work closely with the DBC Content team and support the creation of a network of content creators and brand ambassadors. We consult with the team when we are choosing influencers or ambassadors who would be hired to provide content. We provide content for DBC’s editorial calendar, we develop and confirm itineraries for content creators and ambassadors, we provide story ideas and new product information.</p> <p>We participate and advocate for the shared technology programs that Destination BC offers. Including participating in the national program to build a content commonwealth with CrowdRiff. We will work with DBC to encourage community and stakeholder partners to join the CrowdRiff network.</p> <p>Kootenay Rockies Tourism will install ‘referral’ and ‘conversion’ tags once received on the 3 regional websites – KootenayRockies.com, PowderHighway.com and KootenayBrochures.com. The data that we have access to will allow us to make informed decisions and become smarter, more cost-effective marketers.</p> <p>We will encourage stakeholders to add tags to their online properties. In our region, we have 15 communities - 10 who have CDMO organizations, 8 Alpine Ski Resorts, 25+ Championship Golf Courses,</p>

	<p>over 60 operators related to winter activities, and an even greater number of summer season soft adventure operators that have the potential of participating in the tagging program. We have 700+ registered marketing partners. We will communicate this opportunity to stakeholders through our newsletters, email communication, at community speaking opportunities, and our annual Tourism Conference. Once we obtain a current list of sign ups from DBC we will reach out to encourage others to tag their respective websites.</p> <p>In 2017-2018, we partnered with DBC and TOTA on campaigns to support Wildfire Recovery for our affected communities. The tactics included social posting on DBC channels, paid boosts of posts, and digital advertising. We would like to continue this collaboration in 2018 using some of the Year 2 Ministry funding and will present tactics after discussion with the DBC team.</p>
<p>Performance Measures (Metrics)</p>	<p>Metrics are pending revised directive from Destination BC on common performance framework for maximum alignment.</p> <p>3 Key Regional Objectives:</p> <p>1. Captivate - create a sense of urgency to visit British Columbia and the Kootenay Rockies Region.</p> <ul style="list-style-type: none"> ○ Targeting a 5% increase in visits to Kootenay Rockies social and online properties. Measured with Google Analytics. <p>2. Generate - increase the number of leads generated from marketing initiatives and the regional social and online properties to our stakeholder websites.</p> <ul style="list-style-type: none"> ○ Targeting a 5% increase in clicks to stakeholder sites from Kootenay Rockies online properties. Measured with Google Analytics. ○ Visits and visitor spending as reported by BC Stats: <ul style="list-style-type: none"> ○ An increase from 2.07M person-visits (2014 actuals) to 2.34M person-visits in 2018 to the region (3% growth rate compounded YoY) ○ An increase in overall visitor spending from \$654M (2014 actuals) to \$725M in 2018 (3% growth rate compounded YoY) ○ Visitor spending on accommodation tracked in MRDT revenue <ul style="list-style-type: none"> ○ An increase in regional room revenues \$118M (2016 actual) to \$125M in 2018 (3% growth rate compounded YoY) <p>3. Advocate - improve traveller advocacy and fan engagement.</p> <ul style="list-style-type: none"> ○ Targeting a 5% increase in the fan engagement (comments, likes, shares) and uses of #KootRocks on Kootenay Rockies social media channels <ul style="list-style-type: none"> ○ Facebook (current) – Kootenay Rockies 18.5K, Powder Highway 9.4K ○ Instagram (current) – Kootenay Rockies 9.7K, Powder Highway 2.7K

	<ul style="list-style-type: none"> ○ Measured by tracking tools & reports on Facebook, Google Analytics, Twitter & Instagram <p><i>NOTE: Target measurement predictions were calculated from a baseline number from the last year reported (2014) from the report 'Kootenay Rockies Regional Tourism Profile May 2017'.</i></p>
Marketing Budget	<p>The total budget allocated to Regional Discretionary - Touring & Exploring Marketing is \$471,000 gross. This represents 36.9% of the funding received both from Destination BC and the funding received on stakeholder cost-share projects and does not include staff costs.</p> <p>Our marketing plan includes an estimated collection of \$84,750 stakeholder funds leveraged with \$84,750 DBC funds at a 50/50 ratio for a total of \$169,500 gross funds allocated to cost-shared tactics. The cost-shared projects will incur an administration fee of 15% on the stakeholder portion of the funding and are estimated to be \$12,713. These administration funds are re-invested into marketing tactics.</p> <p>We have budgeted \$301,500 for non-leveraged tactics that will benefit the entire region and are difficult to cost-share with partners. The larger budget is assigned to non-leveraged tactics as we believe that a 'pay to play' model does not fully represent all of the stakeholders in the region and therefore gives a less robust picture of the product choices for the visitor.</p> <p>Touring & Exploring total wages and benefits are \$170,000 for 2 FTEs.</p>
Outline of Tactical Elements of the Marketing Plan	<p>TACTIC 1 – CONTENT ACQUISITION - \$105,500 GROSS</p> <ul style="list-style-type: none"> ▪ DBC Strategies Achieved: Captivate, Advocate, Generate ▪ Description: Working with DBC and the CDMOs to acquire content assets in the region for use as online assets, in social media, in digital advertising, and in traditional media. Contracting DBC approved photographers, ambassadors, and bloggers to capture on-brand imagery and written content. Hiring Google Certified Photographers and trainers. ▪ Cost Shared Projects include: <ul style="list-style-type: none"> ○ Google My Business – Claim My Business & Content Acquisition – with DBC lead - Budget \$20K ○ Working with CDMOs to acquire on-brand videos for social media and online promotion. Budget \$20K ▪ Non-Cost Share Projects include: <ul style="list-style-type: none"> ○ Brand Ambassadors & bloggers. Budget \$20K ○ Summer 2018, winter 2018/19 photo shoot. Budget \$30K ○ Production of 6 regional videos 15/30 sec. Budget \$15.5K ▪ Target Geo-Market: British Columbia, Alberta, PNW US

- **Audience:** Authentic Experiencers (over 55, no kids), Cultural Explorers (35-54, no kids), Free Spirits (18-34, young with/without kids), general touring & soft adventure - couples, families, small groups, & FIT.
- **Rationale:** To support digital and social media promotion with on-brand content. To assist businesses in maximizing opportunities with Google.
- **Call to Action:** Kootenay Rockies owned assets, stakeholder businesses, #exploreBC, #KootRocks

TACTIC 2 – DIGITAL & SOCIAL CAMPAIGNS - \$116,000 GROSS

- **DBC Strategies Achieved:** Captivate, Advocate, Generate
- **Description:** Working with Destination BC in a content marketing strategy that has a strong focus on immersive and compelling content to create emotional urgency to visit the Kootenay Rockies in BC. With new technologies including the use of ‘cookie pools’, ensuring that the right content is targeted to the right consumer with the goal of moving them along the path to purchase. Social media and online promotion of the Kootenay Rockies region, passion-based activities and stakeholder businesses. Paid & promoted posts, weekly blogs, photos & videos on Facebook and Instagram and re-marketing content to consumer groups identified by their online behaviours.
- **‘Always on’ digital and social promotion:**
 - #KootRocks
 - #exploreBC
 - Paid, boosted, re-marketing ads. Budget \$40K
- **Passion themed marketing campaigns:**
 - What’s Your Rush? Paid social & digital. Budget \$35K
 - The Powder Highway. Paid social, digital, ambassadors, bloggers. Budget \$41K
 - Themed campaigns will also be promoted with Google Ad Grant account and will reach out to a longer haul audience so as not to dilute paid activities. Grant value is \$10K per month or \$120K per fiscal year.
- **Target Geo-Market:** British Columbia, Alberta, PNW US, plus targeted National Canada and USA with Grant ads.
- **Audience:** Authentic Experiencers (over 55, no kids), Cultural Explorers (35-54, no kids), Free Spirits (18-34, with/without kids), general touring – couples, families, small groups, & FIT, ski and soft adventure travellers.
- **Rationale:** “Online technologies are making it easier to find audiences and serve up relevant content based on interests and place in the purchase cycle.” *Destination BC Global Marketing Plan*
- **Call to Action:** Kootenay Rockies owned assets, stakeholder

businesses, #exploreBC, #KootRocks

TACTIC 3 – REGIONAL TRAVEL PUBLICATIONS - \$118,000 GROSS

- **DBC Strategies Achieved:** Captivate, Advocate, Generate
- **Description:**
 - Annual Touring & Exploring Guide. Budget \$35K:
A 40-page comprehensive guide for the entire destination, including planning tools and tourism product contact information. Showcasing all season activities, listings for stakeholders including accommodation, dining, culture, attractions, adventure, hot springs, National & Provincial parks, and festivals & events. Cost Shared 50/50.
 - Regional Maps. Budget \$30K
A companion piece to the Touring & Exploring Guide, the 2-sided map will feature summer experiences on one side and winter experiences on the other side. Functions as a destination awareness piece, encourages extended stays and is a key piece for trip planning and in region travel tool. Non-Cost Shared.
 - Brochure Distribution for all print. Budget \$53K.
- **Target Geo-Market:** British Columbia, Alberta, PNW US
- **Audience:** Authentic Experiencers (over 55, no kids), Cultural Explorers (35-54, no kids), Free Spirits (18-34, young with/without kids), general touring & soft adventure – couples, families, small groups, & FIT.
- **Rationale:** The Touring & Exploring Guide is a comprehensive guide of the communities and products in region with a focus on cultural, festival & event, soft adventure, nature-based activities within them. National and Provincial Parks along with Hot Springs are showcased. Accommodation, camping and dining services listings. The Regional Map is a companion piece to the T & E Guide and a key tool to be used while in the region in any season.
- **Call to Action:** Stakeholder businesses, #exploreBC, #KootRocks

TACTIC 4 – COST SHARED TRADITIONAL MARKETING - \$41,500 GROSS

- **DBC Strategies Achieved:** Captivate, Advocate, Generate
- **Description:**
 - Print publication. Budget \$25K:
Regional section with stakeholder ads to showcase the Kootenay Rockies region and distributed in the key target markets of Calgary, Banff, Lake Louise and Jasper
 - ***Where Canadian Rockies Magazine - Summer 2019***

- Consumer show. Budget \$16.5K:
Stakeholder attendance at a consumer show in our target market. A regional section of contiguous booth space highlighting the destination. Regional collateral will be supplied to the stakeholders at the shows to support regional collaboration.

- **Calgary Outdoor Adventure Show 2019**

- **Target Geo-Market:** Alberta
- **Audience:** Authentic Experiencers (over 55, no kids), Cultural Explorers (35-54, no kids), Free Spirits (18-34, young with/without kids), general touring – couples, families, small groups, & FIT.
- **Rationale:** Destination focused regional sections to our target audience with general touring and packaging ideas for trip planning. Consumer shows for in-person interaction with consumers for the regional stakeholders attending.
- **Call to Action:** Stakeholder businesses, #exploreBC, #KootRocks

TACTIC 5 – REGIONAL INITIATIVES - \$50,000 GROSS

- **DBC Strategies Achieved:** Captivate, Advocate, Generate
- **Description:**
 - Owned Assets – websites. Budget 10K:
Registration, maintenance
 - Out of Home Advertising. Budget \$25K:
Regional messaging on in-terminal backlit or digital billboards in Cranbrook, Kelowna and at the Calgary International Airport.
 - Crown of the Continent. Budget \$10K:
Partnership with tourism organizations in Alberta and Montana and with the support of the National Geographic Society, Kootenay Rockies has a position on the advisory committee and contributes a share towards the production of the Map Guide and website.
 - BC Road Map and Parks Guide. Budget \$5K:
Back cover full page regional ad.
- **Target Geo-Market:** British Columbia, Alberta, PNW US
- **Audience:** Authentic Experiencers (over 55, no kids), Cultural Explorers (35-54, no kids), Free Spirits (18-34, with/without kids), general touring – couples, families, small groups, & FIT, ski and soft adventure travellers.
- **Rationale:** Maps and guide books with travel itineraries are a key travel tool for consumers while in region, by providing activity choices, attraction listings and travel distances for the consumer. The Crown of the Continent Map Guide is a well-used print piece and the website includes trip planning tools to create custom itineraries. Airport billboards in key target

airports (Cranbrook, Kelowna, Calgary) to build awareness of the region and to provide inspiration. West Jet Link's new service to Cranbrook (June 2018) opens up the possibilities to inspire travellers from the growing number of destinations served from their hub in Calgary.

- **Call to Action:** Kootenay Rockies owned assets, #exploreBC, #KootRocks

TACTIC 6 – COLLABORATION WITH SECTOR GROUPS - BC ALE TRAIL, BC FARMERS MARKETS - \$40,000 GROSS

- **DBC Strategies Achieved:** Captivate, Advocate, Generate
- **Description:** The *BC Ale Trail* consortium group is in its 3rd year of promotion and showcases British Columbia as a global destination for craft beer enthusiasts. The *BC Farmer's Markets* consortium group will launch a provincial & regional campaign showcasing the many Farmer's Markets across the province and are highly relevant to today's travellers who are seeking locally produced food and products.
 - Tactics for the *BC Ale Trail* program (\$30,000) include continued development of the microsite with new content added, hiring bloggers and ambassadors to travel in the region and promote the craft breweries, attendance at and promotion of Beer Festivals, production of region specific tri-fold print piece showcasing the KR East and KR West Ale Trails.
 - Tactics for the *BC Farmer's Markets* (\$10,000) include the promotion of 22 in region markets with tactics including print advertising, search and social ads, capturing great photos & videos and producing brochures & rack cards.
- **Target Geo-Market:** British Columbia, Alberta, PNW US
- **Audience:** Authentic Experiencers (over 55, no kids), Cultural Explorers (35-54, no kids), Free Spirits (18-34, with/without kids), general touring – couples, families, small groups, & FIT, ski and soft adventure travellers. Consumers who will be inspired to travel to experience the craft breweries and the Farmer's Markets with online and printed information highlighting circle route itinerary suggestions and supporting services and products information for trip planning.
- **Rationale:** Promoting our region to a unique market of consumers who enjoy sampling craft beer, visiting Farmer's Markets and touring through the region. Promotion of craft beer and related events, and the Farmer's Markets locations and schedules.
- **Call to Action:** BCAlTrail.ca, BCFarmersMarket.org, Stakeholder businesses, #exploreBC, #KootRocks

	Travel Trade and Media Relations core activities (budget \$41,000) include attendance as Team BC at 4 key shows – Rendezvous Canada, Canada’s West Marketplace, Canada Media Marketplace and Go Media along with Explore BC presentations and regional media events. A budget of \$40,000 is allocated to support FAM and press trips in our region.
Marketing Calendar	Located on the final page of this document.
Suppliers	<i>Brenda McEwan</i> - Creative Design – \$13K <i>Agency TBA</i> – Digital Ads, Re-targeting Ads - Management costs - TBD <i>Navigator Multimedia</i> - KR online properties - \$10K
Obstacles	Will be reviewed in monthly calls with Destination BC.
