

Strategic Business Plan

2021 to 2022

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

MISSION

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

Revised: November, 2020

A. Executive Summary

The Vancouver Island North Tourism 2021 - 2022 Strategic Business Plan contains the Vision, Mission and Goals for the regional tourism project, which have been developed by the Vancouver Island North Tourism Advisory Committee (VINTAC). The objectives, strategies and tactics have been developed by the contracted service provider, Tourism Vancouver Island, with guidance from the advisory committee. The format is a rolling plan that is reviewed and revised annually based on feedback from the annual VINTAC planning sessions. Recommendations from stakeholder input sessions, surveys and workshops continue to influence the direction of the strategic business plan.

The primary focus for the regional tourism project is marketing the Vancouver Island North region as a destination, towards increasing the economic impact of tourism for the region. At this time, industry services and destination development activities are focused on low to no-cost support to business owners, while destination marketing has been identified as the priority with the limits to project resources.

Delivery of the Vancouver Island North Tourism marketing plan is an essential component of the strategic business plan. Tactics delivered in the marketing plan contribute to building awareness and desirability of the region as a travel destination. Providing comprehensive travel planning resources through the tactics of the marketing plan is intended to extend a visitor's stay and to increase their daily expenditure.

Categories have been identified for tourism experiences in the region and marketing tactics will be built to target visitors interested in nature-based and wildlife viewing experiences, and visitors interested in cultural tourism experiences. The structure of the Vancouver Island North Tourism project is based on collaboration. Strengthening stakeholder relationships at all levels continues to be a focus for the project. Work will continue to increase the awareness of the value of the tourism industry and the work of the regional tourism project to tourism industry stakeholders, Vancouver Island North residents, Municipal Mayors and Councils, Regional Boards, and First Nations Chiefs and Councils.

Vancouver Island North Tourism will maintain close connections with tourism industry organizations within the province of British Columbia. Working collaboratively with Tourism Vancouver Island's consumer marketing, industry services, trade and media contacts leverages the marketing budget and expands the reach of Vancouver Island North's messaging. Partnering with Destination British Columbia through their Cooperative Marketing Partnership Program has grown the marketing budget and increased the alignment of Vancouver Island North's marketing program with provincial messaging.

This document sets the direction and the expectation of what will be delivered by the Vancouver Island North regional tourism project. The strategic business plan sets targets annually that will be used to evaluate performance based on the results of the measurements determined under each objective.

An operating budget has been included in this plan that outlines how the project will be funded.



Vancouver Island North Tourism Strategic Business Plan: 2020-2021

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B. Goals, Objectives, Strategies & Tactics

Goal 1: To increase tourism revenues to the Vancouver Island North Region.

Objective	Strategy	Tactics	Measure
To increase the desirability of the Vancouver Island North region as a travel destination from the BC market.	Implement effective research techniques that will define target consumer segments by EQ Type and Geographic Demographics.	EQ Types for Key Targets (VI and BC Residents) Email Marketing program that defines segments based on website and email activity of the consumer. Growth of a regional consumer segment	Completion Number of total subscribers. Click through rate (average) per email where more clicks provide greater data. (Against industry benchmarks) Open Rate - which defines relevancy of the message to each segment. (Against industry benchmarks)
	Execute multi-media marketing campaigns that promote Vancouver Island North experiences in an emotionally resonant way.	Print Advertising Social Advertising Digital Display Advertising Email Marketing Search Engine Marketing	Impressions. Engagements. (Against industry benchmarks) Stakeholder Click - Throughs (Conversions) (Against previous years' data) Website Pageviews. (Against previous years' data) Website Time on Site. (Against previous years' data)
	Execute a	TBD	Number of responses

performance measurement program to ensure satisfaction of consumer, and stakeholders.	Annual Stakeholder Survey Annual Resident Survey	Net Promoter Score result against previous years. Number of responses. Overall satisfaction measures (Measured against previous year) Number of responses Overall satisfaction measures (Measured against previous year)
Target Global Markets through the Destination British Columbia and Tourism Vancouver Island Global Marketing Partnership that delivers travel trade and media information to travel agents, international tour operators and journalists	Participate, when the time is right, in media and trade opportunities as driven by Regional and Provincial efforts. Invest in story ideas and trade product development. Submit quarterly "What's New" information pieces to Tourism Vancouver Island staff, in particular prior to Travel Trade and Media Conferences and Trade Shows attended by Tourism Vancouver Island	Impressions through tactics. Increase in North Island products included in tariffs. Number of journalists hosted. Value of any resulting earned media. Increase in North Island products included in tariffs. Number of product included in Tourism Vancouver Island Trade and Media Flatsheets.
Develop partnership marketing programs with sector associations.	Participate in FishingBC Consortium in 2021. Continue to seek other sector associations that might be a good fit for future projects.	Number of assets generated. Number of impressions/webviews for brand awareness. Monitor investment as a cost per impression.

	All marketing output to define the unique character of Vancouver Island North, with a focus on wildlife viewing and Indigenous cultural experiences	Continue to cultivate the brand look and feel of Vancouver Island North through consistent font, colour, photo-style, genuine storytelling style and "Get Lost Find Yourself" messaging.	On-brand assets (number) Completion
To increase consumers' length of stay and total expenditure in region toward a more sustainable model of tourism development. (Higher yield over volume).	Develop visual and written content that tells the unique story of each community in the North Island. Defining a sense of place for each community makes the message - stay longer to visit multiple communities - more likely to resonate.	Video: Using existing b-roll, develop 3 videos, each profiling multiple communities, that contain the stories of stakeholders living and working in the region and why they choose to do so. Written Content: Online and printable Itineraries and road trip directions and stop ideas that will encourage consumers to visit multiple communities (plant the idea, but also provide the convenience of detailed information). Printed Guide and Printed Trail Maps: Provide these printed materials at all Vancouver Island Visitor Centres, including in market, and on BC Ferries Major, and Port Hardy Routes. The Printed Guide will act as a tool for effectively navigating the communities of	Completion. Video views per quartiles. (measured against industry standard). (To industry benchmarks) Number distributed/downloade d. Resulting Stakeholder Conversions (Click throughs on digital copies to stakeholder websites). Number distributed.

		Vancouver Island North, and content will aim to inspire a longer stay.	
To increase the awareness of the impact of tourism in the Vancouver Island North	Engage residents in tourism product knowledge and tourism planning.	Continue to implement an annual resident survey to measure sentiment.	Number of participants.
Region, and manage the impact through sustainable		Develop new metrics for measuring sustainable destination growth.	Average sentiment rating.
messaging.		Continue to implement sustainable messaging on consumer channels to encourage responsible wildlife viewing, sustainable travel practices, and leave no trace visitation.	Implementation of new measurements and establishment of benchmarks. Number of messages shared. Engagement rate.
		Work with Tourism Vancouver Island to implement stakeholder tools for increasing sustainable business practices within the tourism sector.	Completion. Number of stakeholders reached.

Goal 2: To increase the awareness of the impact of tourism in the Vancouver Island North Region.

Objective	Strategy	Tactics	Measure
To increase the recognition of the value of tourism in residents of Vancouver Island North.	Engage residents in tourism product knowledge and tourism planning.	Host a resident's open house to share information and invite feedback on tourism planning.	Number of attendees.
TWO CIT.		Continue to	Average sentiment

		implement an annual resident survey to measure sentiment.	rating.
		Develop new metrics for measuring sustainable destination growth.	Implementation of new measurements and establishment of benchmarks.
		Continue to implement sustainable messaging on consumer channels to encourage responsible wildlife viewing, sustainable travel practices, and leave no trace visitation.	Number of messages shared. Engagement rate.
		Work with Tourism Vancouver Island to implement stakeholder tools for increasing sustainable business practices within the tourism sector	Completion. Number of stakeholders reached.
To increase the recognition of the value of tourism to Vancouver Island North municipal Councils, regional Boards and First Nations Chief and Council	Conduct municipal government outreach programs	Execute a performance measurement program that may include interviews with Mayors, Regional District of Mount Waddington Board Chair and First Nations Chiefs, online survey and Value of Tourism information sessions	Delivery and number of participants.

To increase the recognition of the value of Vancouver Island North Tourism amongst tourism stakeholders	Conduct Stakeholder outreach programs	Stakeholder engagement sessions - workshops for learning and feedback sessions. Virtual or in person as appropriate.	Number of attendees. Number of attendees.
	Increase Stakeholder content shared with consumers through Marketing Channels	Increase stakeholder listings on VancouverIslandNort h.ca	Increase the number of stakeholder listings. Stakeholder conversions - click through to stakeholder websites (increase year over year).
	Continue to implement measures of satisfaction and awareness amongst stakeholders	Use email marketing to share stakeholder offers and products with consumers. Share stakeholder content on Vancouver Island North Tourism social channels.	Number of click throughs to stakeholder content. (increase year over year) Open rate. Click Through to stakeholder content. Impressions and engagement rates, as measured against industry average.
		Execute an annual stakeholder survey and compare satisfaction ratings and awareness measures year/year.	Satisfaction ratings. Awareness measure.

Goal 3: To improve tourism product quality to a level that meets consumer demand, including developing means of delivering product to all (accessible tourism).

Objective	Strategy	Tactics	Measure
To increase the level of hospitality within the Vancouver Island North region.	Measure overall visitor satisfaction and identify opportunities through surveys to improve customer service at stakeholder businesses.	TBD	Net Promoter Score Provided comments and feedback.
	Provide customer service workshop.	Customer Service workshop delivery.	Number of attendees.
	Investigate other learning opportunities for stakeholders that can be delivered through Vancouver Island North Tourism.	To be determined.	To be determined.
To increase the level of digital readiness amongst stakeholders to ease and encourage consumer vacation planning	To be determined.	To be determined.	To be determined.

Goal 4: To increase the awareness of Vancouver Island North's natural and cultural assets, including indigenous-led sharing of living culture and first-people history.

Objective	Strategy	Tactics	Measure
To increase the brand awareness of Vancouver Island North as a destination offering superior wildlife and nature-based experiences as well	Effectively segment consumer markets and target appropriate EQ Traveler Types for nature-based and wildlife viewing experiences	Use EQ Type profiling to identify best consumer segments for wildlife and nature-based offerings.	Completion.
as cultural	Collaboratively with	Host journalists,	
experiences.	Tourism Vancouver Island and Destination British Columbia, support	when approached by Tourism Vancouver Island	Number of journalists hosted.
	travel media visits focused on nature-based and	Submit quarterly "What's New" information pieces to	Value of any resulting earned media.
	wildlife viewing experiences.	Tourism Vancouver Island staff, in particular prior to Travel Trade and	Number of product included in Tourism Vancouver Island
	Collaboratively with Tourism Vancouver Island and Destination British Columbia, support travel trade visits	Media Conferences and Trade Shows attended by Tourism Vancouver Island	Trade and Media Flatsheets.
	focused on nature-based and	Host travel trade and tour operators, when	Increase in North
	wildlife viewing experiences	approached by Tourism Vancouver Island. (if	Island products included in tariffs.
		appropriate).	Number of journalists hosted.
		Submit quarterly "What's New" information pieces to	Value of any resulting earned media.
		Tourism Vancouver Island staff, in particular prior to Travel Trade and Media Conferences	Increase in North Island products included in tariffs.
		and Trade Shows attended by Tourism	Number of product included in Tourism

		Vancouver Island	Vancouver Island Trade and Media Flatsheets.
To increase the length of stay and daily expenditures of visitors travelling to Vancouver Island North for the purpose of nature-based and wildlife viewing experiences as well as cultural experiences.	Develop visual and written content that tells the unique story of each community in the North Island. Defining a sense of place for each community makes the message - stay longer to visit multiple communities - more likely to	Video: Develop videos, each profiling multiple communities, that contain the stories of stakeholders living and working in the region and why they choose to do so. Written Content: Online and printable	Completion. Video views per quartiles. (measured against industry standard). (To industry benchmarks)
	resonate.	Itineraries and road trip directions and stop ideas that will encourage	Number distributed/downloa ded.
		consumers to visit multiple communities (plant the idea, but also provide the convenience of detailed information).	Resulting Stakeholder Conversions (Click throughs on digital copies to stakeholder websites).
		Printed Guide and Printed Trail Maps: Provide these printed materials at all Vancouver Island Visitor Centres, including in market, and on BC Ferries Major, and Port Hardy Routes. The Printed Guide will act as a tool for effectively navigating the communities of Vancouver Island North, and content will aim to inspire a longer stay.	Number distributed.

To support the development of Indigenous tourism products in Vancouver Island North	Support the work of Tourism Vancouver Island's Indigeous Tourism Specialist in connecting with and assisting First Nations communities.	As determined through TVI.	To be identified.
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Goal 5: To be a financially sustainable and unified organization.

Objective	Strategy	Tactics	Measure
To maintain accommodation sector support for the MRDT bylaw	Conduct accommodation sector outreach programs Support communities in easing the administrative burden of the MRDT program.	Distribute communication piece for all accommodation operators annually with project updates and highlights Continue building accommodation operator relationships Complete drafts of Tactical Plan and Reports per community.	Delivered/Open Rate. Number of outreach meetings with the accommodation sector. Completion.
To seek administrative efficiencies to manage overhead costs.	Maximize input from Tourism Vancouver Island staff to access the latest information and best practices in marketing, digital strategy, market research and destination development/manag ement.	Apply for Destination BC Project Coordination Fee. Project Coordinator in market with support from TVI.	Completion.

To maximize investment from Destination BC's Co-Operative Program	Align with DBC Branding, the Provincial Framework and DBC Plan.	On-time application for maximum amount.	Completion.
To ensure unification of communities around key strategic choices.	Maintain ongoing communication with all parties.	VINTAC Meetings. Regional District of Mount Waddington monthly	Completion. Attendance. Completion.
		presentations. Stakeholder newsletters quarterly.	Open Rate. Click through rate.