



TOURISM GOLDEN STRATEGIC PLAN 2017 – 2021

BUILD | CREATE | COMMUNICATE | COLLABORATE

Submitted by Joanne Sweeting, Executive Director

August 2016



≡ TOURISM ≡

Golden

GOLDEN RULES

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Purpose of the Plan

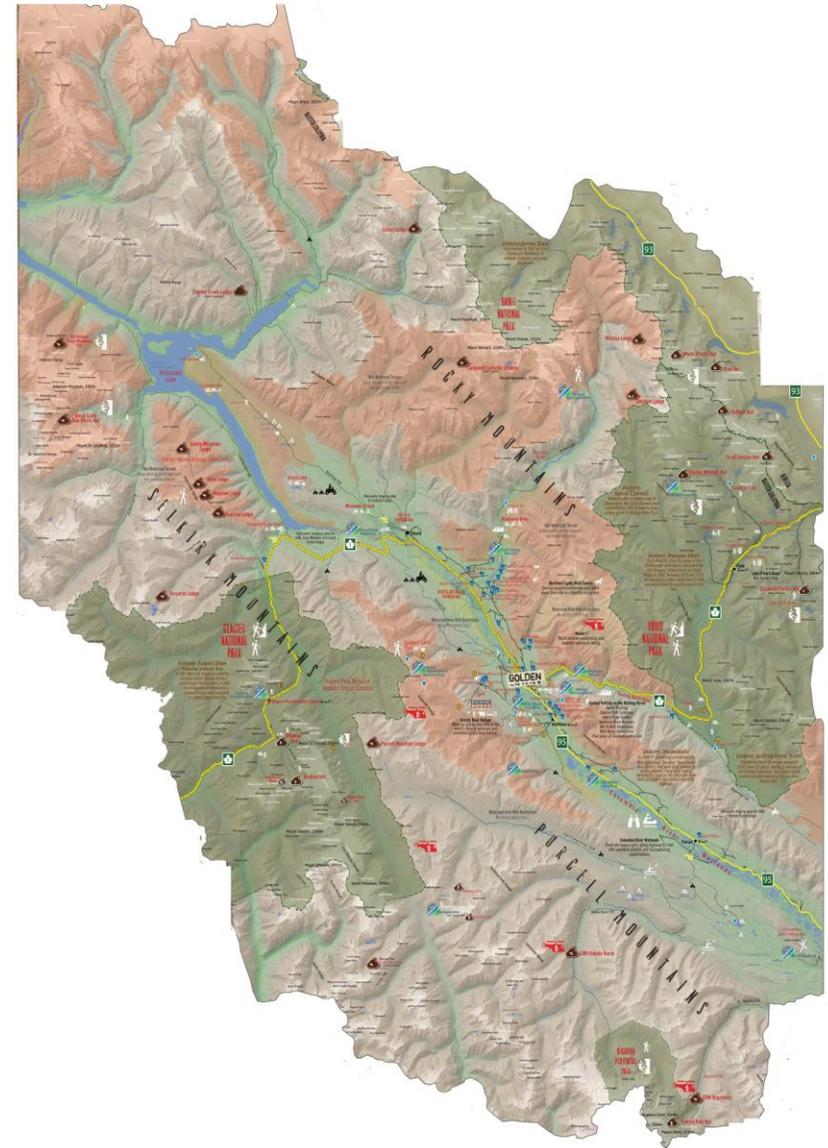
The purpose of the Tourism Golden Strategic Plan 2017 – 2021 is to guide Tourism Golden’s marketing programs and policy decisions over the next five years. It will serve as a roadmap for the annual marketing plans that determine specific tactical activity and budget designed to advance and achieve the organisation’s marketing objectives of boosting destination brand awareness and increasing tourism revenues by using the identified strategies and principles laid out in this document.

Background

In 2007, with support from local tourism and community stakeholders, Tourism Golden received its first five year mandate as the destination marketing organisation funded by a 2% MRDT (Municipal and Regional District Tax) on the purchase of accommodation in the designated area. In 2012, 93% of eligible accommodators plus accommodations located at Kicking Horse Mountain Resort supported the renewal of the DMO mandate with a newly expanded boundary including KHMR.

Under new management in 2012, Tourism Golden has achieved the stated goal of the current business plan by increasing MRDT revenues over 70% since 2012. The additional revenues, supported by increased leveraged funding, have enabled the organisation to implement strong tactical and results-driven marketing programs through key strategies which include:

- Launching a revitalised brand with visual elements and messaging to support tactical advertising, marketing and P.R. activity.
- Informing strategic and tactical decisions through research and evaluation.
- Targeting of specific geographic markets and EQ visitor types.
- Capacity building through strengthening stakeholder relationships and communication and developing in-house expertise.



DMO Business Objectives

"In a manner that is admired by all in the Canadian tourism industry, we will increase the economic impact of tourism in Golden and the surrounding area by growing revenues for businesses that serve tourists by 30% by 2021¹"



¹ As measured by MRDT revenues

Tourism Vision

"We will inspire target visitors to explore and experience Golden"

Tourism Mission

"We will market Golden as a destination of choice. By delivering innovative marketing initiatives we will increase economic benefits for all of our stakeholders and for the community.

We will provide tools and guidance to assist our stakeholders in delivering remarkable visitor experiences.

We will provide information and education to inform and guide destination development."

Values/Guiding Principles

These are the principles by which Tourism Golden will operate:

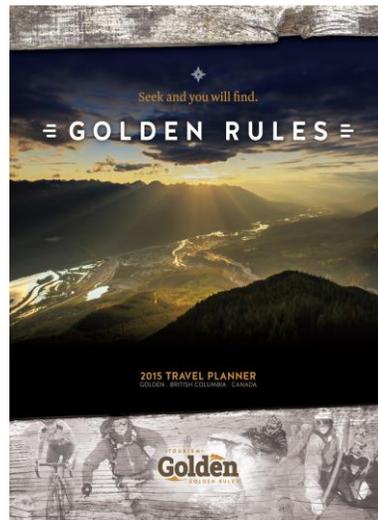
- Balance resident values with visitor demand.
- Maintain a positive, respectful relationship with residents of Golden and Area A.
- Recognize the community as a blend of diverse unique resources working together to become a healthy, vibrant community in which to live and work.
- Advocate a social, environmental and economic balance within the tourism industry and the community at large.
- Work collectively with the community to develop services to meet the needs of our visitors.
- Foster open and honest communication with all community stakeholders through a comprehensive communication plan.
- Be inclusive and transparent to the stakeholders and the community.
- Partner with existing organizations and stakeholders that contribute to tourism marketing and destination development.
- Leverage resources and maximize partnership potential.
- Be fiscally responsible and accountable to stakeholders.
- Advocate on behalf of the local tourism industry.

Executive Summary

In reviewing the past 10 years using Tourism Golden research and results, and regional and provincial industry insights, it was determined that we have little requirement for substantial change to our fundamental objectives, principles, strategies and target markets. The 2017 – 2021 Strategic Plan builds on the solid foundation created in the past 10 years by providing a framework which guides the organisation’s efforts in a way that maximises the use of MRDT and partner funding, enhances the value of the organisation to our industry partners and community, and continues to elevate traveller awareness of Golden as an authentic mountain experience destination through building and growing our strong brand, and creating and communicating aspirational and engaging content.

Build on a strong brand

In 2007 Tourism Golden focussed on creating a strong differentiated brand that inspires visitors to spend time in Golden, creating awareness that, in choosing Golden as their destination, visitors will experience a truly authentic mountain destination. The 2014 brand refresh undertook to update, expand and elevate the visual elements of the brand. The “Golden Rules” messaging, brand book and tool kit armed us with the ability to create a comprehensive and cohesive look and feel across all touchpoints. This strong visual identity will continue to convey the benefits of our unique brand position to our target audiences as we move forward. We will continue to seek new ways to ensure the brand remains accessible, recognisable and inspirational.



Create, curate and communicate

The fast moving world of digital and social media coupled with the rising use of mobile technology has created a continuing and ever-increasing demand for content creation and curation, and multiple channels through which to communicate. In recognition of this, one of the key focus areas will be to invest in developing on-brand inspirational videos, imagery and other content assets, and to earn continuous output of our destination experience story through developing relationships with traditional travel media and social influencers layered with multi-channel targeted paid advertising.

Educate and collaborate

Our strength as a unique mountain destination lies not only in the natural assets that surround us, but also in the people, private business businesses and community organisations within our community. By acting as a conduit for information and education for our stakeholders, connecting them to educational opportunities, tools and guidance provided by provincial and other tourism bodies, Tourism Golden aims to support product and destination development and enhance visitor experience.

In addition we will continue to develop opportunities for collaboration with our local tourism stakeholders and community organisations in Golden, and with regional and provincial tourism partners.

Inform and evaluate

Regular, consistent and professional visitor and economic research will provide the basis from which we implement all of our activity. Insight into visitor demographics, travel motivations and trends, including potential disrupters, and the economic benefits of tourism to our community will inform all tactical activity detailed in the annual marketing plans in the coming years. We will share our body of information with tourism and community stakeholders to support tourism product and destination development.

Process for Strategic Planning

July - Aug 2015

Visitor study

Feb - Mar 2016

Visitor study

May 2016

Stakeholder Survey

May 2016

Annual report & KPI evaluation

June 2016

Strategic planning meeting: TG board with support from DBC & KRT

July - Aug 2016

Draft strategic plan

Aug 2016

Board review & approval of draft plan

Sept 2016

TG stakeholder open house
& engagement

Oct 2016

Final plan approval &
distribution

Research and Evaluation

Research and evaluation allows us to measure how the organisation is performing in achieving the stated objectives, giving insight into visitor demographics as measured against our target markets, visitor travel motivations and planning habits, and the impact of our marketing on raising awareness and changing perceptions of Golden.

In recognition of the importance that research and evaluation plays in underpinning all marketing activity and ensuring the return on investment of dollars spent, Tourism Golden began conducting annual visitor studies in 2013. Initially the studies were created, implemented and evaluated in-house; a huge undertaking for our small team, but in 2015/16 we recognised the value of having a professional 3rd party implement this for us, deriving better collections, and more reliable data and focussed insights.

In 2016 we conducted the first stakeholder survey in order to ensure that our efforts and results as an organisation are properly communicated, understood and supported by our tourism stakeholders. Both of these pieces of research, supported by provincial and regional information, provided great breadth and depth of data from which to derive the next 5 year strategic plan.

The data² indicated some key results, benchmarks and insights:

- ❑ Visitation reflects our geographic target markets
- ❑ Average length of stay is increasing
- ❑ Trip characteristics reflect our target activity sectors and support our brand positioning.
- ❑ Visitors from USA and international target markets spend more but are likely to be on their first visit to Golden as part of a longer touring visit, and are less likely to return.

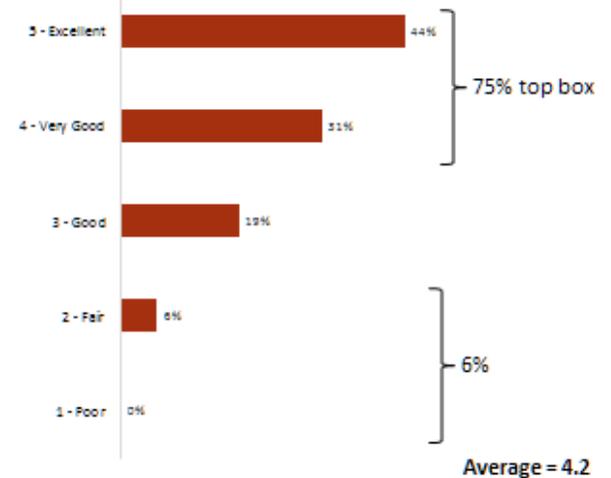
² Source of data used in this section unless otherwise stated: TG Visitor Study Summer 2015

- ❑ A third of visitors stated that their experience in Golden exceeded their expectations, citing positive experiences at individual businesses as the main reason.
- ❑ Word of mouth is gaining importance as both an awareness source and as a source of trip planning information
- ❑ First Net Promoter Score establishes a base line of 49
- ❑ 75% of Tourism Golden stakeholders rate the organisation's overall performance as very good or excellent.

See Appendix A – Visitor Study for research results.

Tourism Golden Evaluation

Overall Performance



Taking everything into account, how would you rate the overall performance of Tourism Golden? Scale: 1 = Poor, 5 = Excellent, n = 80. 1 'Don't know' response was removed from analysis.

3

³ Source: TG Stakeholder Survey 2016

Strategic Context: Trends to watch & partner opportunities

Trend	TG Response	Partner Opportunities
Digital disruption – new marketing channels; Visitors as marketers; Power of social media & online platforms (google, Instagram, Facebook etc.)	 Identify ways to engage social media users, encouraging user feedback and content generation. Develop and enhance website content and navigation to deliver customised user experience.	DBC 'Remarkable Experiences' program Content integration on various platforms such as #explorebc, #kootrocks, blogs Tradeable Bits License
US & International exchange rate delivering value and driving visitation	 Prioritise budget allocations and selectively geo target to maximise US and international markets whilst exchange rates remain positive for travel into Canada.	Prizm – postal code analysis (must collect postal codes of visitors to Golden and/or use tool to understand which postal code areas are a good fit for Golden experiences)
Alberta economy slowdown driving 'staycation' visitors	 Target regional drive markets with 'staycation' messaging. Establish community consortia to promote broader reasons to visit close to home.	DBC 'Open pool' collaboration
Search for that which is local and authentic	 Continue to focus marketing efforts and messaging on Golden's authentic mountain destination attributes.	DBC 'Remarkable Experiences' program
Fast paced and changing digital platforms and technology creates opportunities	 Through industry information and visitor research identify platforms, channels and devices that are used and appeal to our target audience. Partner with DBC and KRT on new opportunities.	DBC to provide recommendations on tools and investments that deliver returns (Tourism Golden will both benefit from this knowledge and be a conduit to its own stakeholders for these recommendations)
Millennials have time and money for travel	 Develop marketing activity & programs that ensure channels and content appeal to millennials.	DBC 'Remarkable Experiences' program Prizm

SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Wealth of world class outdoor activities • Scenic beauty & nature – mountains, rivers • Abundant multi-season outdoor opportunities and experiences including KHMR • Abundance of maintained trails for biking, snowmobiling & xc skiing • Proximity to air access at Calgary International airport & primary transportation routes • Proximity to 6 national parks • A ‘real’ town; Friendly, welcoming community with authentic history and heritage • Excellent food & restaurants • Unique experiences – wolves, grizzly bears, buffalo, sky diving, paragliding 	<ul style="list-style-type: none"> • Lack of historic showcases • No reliable transportation services between airports, town and resort • Aesthetics of town at the highway do not reflect the destination • Lack of awareness of Golden as a multi-night destination in target markets • Some ‘legacy’ perceptions of Golden as ugly, highway ‘strip’ and with activities for the hard core only • Limited current base of social influencers with large social following to ‘hitch’ onto
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Rocky Mountains are an aspirational destination for many international travellers • Parks Canada celebrating 150 years; new opportunities for collaboration • Challenging Alberta economy is supporting more ‘staycations’ and closer-in travel • Favorable exchange rates in target markets enhances Golden’s value proposition • Growth in mountain biking tourism sector and opportunities for biking in nearby national parks • Passionate community of bird watchers that travel internationally to see varied species • More destination weddings being planned • Sporting events seeking new locations in welcoming destinations • Growth in third party produced mountain cultural events • Growing interest in health and wellness (yoga, healing, etc.) • Diminishing awareness of Canmore brand following closure of DMO 	<ul style="list-style-type: none"> • Labour shortages affecting quality and consistency of visitor experience • TransCanada Highway road closures & roadworks • Alberta economic decline and uncertainty • Potential for reduction in stakeholder support of DMO renewal (as seen in Canmore)

Unique Selling Proposition for Golden

Understanding what sets Golden apart from other mountain destinations is important in ensuring the Tourism Golden brand and tactical marketing activity is telling our unique story to the target visitor, encouraging them to incorporate Golden into their travel experience. Our USP sits at the heart of our brand and brand positioning.

Understanding the destination USPs will also assist our tourism and community stakeholders in developing product and experiences that align with the brand.

We've identified three unique selling propositions that set Golden apart as a real mountain town that is an ideal multi-night base for exploration and outdoor adventure experiences.

A real mountain town

Golden celebrates a heritage of exploration, trade and the birthplace of mountain adventure tourism. In 1807 David Thompson first crossed the mountains to arrive at the future site of Golden. The construction of the Canadian Pacific Railway, the development of the forestry industry and mountain adventure tourism as the home of the Swiss Guides, means that our mountain town is truly an authentic community of families have lived here for generations; real people with real stories ready to welcome visitors every day of the year.

Multiple world class adventure activities

Golden offers multiple outdoor adventure activities and experiences to which we can attach the words 'world class'; whitewater rafting on the Kicking Horse River, paragliding and hang gliding from Mount 7, mountaineering in the surrounding Rocky Mountain and Columbia Mountain ranges, heli-skiing and cat skiing, backcountry lodges and backcountry terrain accessed from Rogers Pass, quality and quantity of snow, cross country and downhill mountain biking.

Surrounded by nature and national parks

Centrally located close to multiple national parks Golden is truly at the 'heart of the parks'. Nature, historical sites and outdoor experiences in Yoho, Glacier, Mt. Revelstoke, Kootenay, Banff and Jasper are all between 40 minutes and 2 hours' drive from Golden. Sitting on the Columbia Wetlands and with unique interpretive and educational wildlife attractions such as the Walk with the Wolves and Grizzly Bear Refuge, Golden has much to offer lovers of wildlife.



Brand Positioning

The core of our marketing since inception of the DMO has focused on building a strong differentiated brand that inspires visitors to spend time here. Our brand positioning captures what we want our brand (Golden and the surrounding area) to stand for in the long term in the hearts and minds of our target markets and in terms of benefits and values. It does not capture the reality of what we are today. It is a position to aim towards, one that in achieving will deliver growth. Brand positioning ensures all our messaging to our different audiences and target markets is consistent and relevant, and builds a strong brand over time.

Core Insight for Positioning

“The yearning for the real, taking roads less travelled and experiencing hidden gems off the beaten track”

Today people are increasingly attracted to the reassurance of the authentic; taking roads less travelled. They know that experiences are best when you go off the beaten track and discover real places, real towns and real people.

Brand Positioning

Golden is an area steeped in history and tradition, set in a spectacular natural setting and surrounded by national parks; a real place, exuding the spirit of discovery and exploration.

Brand Essence

Authentic. Adventure

Brand Personality

Uncontrived Practical Witty Down to earth

Tourism Golden Target Markets

Aside from identifying geographic locations, we have aligned with Destination Canada and Destination B.C. in using a sophisticated tool, that is backed by extensive research, known as the ‘Explorer Quotient’ to identify the our target audience by their social and travel values. In selecting our EQ target market segments we align with the provincial and national destination marketing bodies.⁴

- The **FREE SPIRIT** – *is the traveller’s traveller...they seem to love everything about travel and as in life, they embrace the experiences it offers with arms wide open.*
- The **CULTURAL EXPLORER** – *is an avid traveller who values learning and discovery while travelling. They don’t want to feel like a “tourist,” preferring just to blend in and have the most authentic experience possible rather than being confined to group tours and schedules*
- The **AUTHENTIC EXPERIENCER** – *is a more learned, understated traveller. Travel is not their only interest in life, but they certainly appreciate it when they go. They prefer to do their own thing while at a destination, having control over what they see & when they see it.*

⁴ See Appendix B – Understanding the Market Segments for more information. Source Destination BC

Key Target Markets

Visitor and stakeholder research confirms that we are successfully marketing to our identified target audiences, but that there is still growth that can be achieved in those markets. Hence there is little change to the target markets, with the exception of formally identifying FIT Chinese as an emerging market.

Alberta (Growth)

- Primarily Calgary, Red Deer, Bow Valley and Edmonton
- Motivated by a wide range of interests including:
 - Couples getaways
 - Mountain biking
 - Resort Skiing
 - Backcountry Skiing & Backcountry Lodges
 - Snowmobiling
 - Nordic skiing
 - Whitewater Rafting
 - Hiking
 - Camping
 - Fishing
 - Paragliding
 - Motorized (ATV /dirt bike)
 - Destination wedding
 - Photography
 - Family vacation & learning experiences

- Sightseeing (overseas family visiting)

BC Residents (Growth)

- Lower Mainland/Other BC/Okanagan
- Families meeting in a central location
- Touring around BC
 - Family touring
 - Golf touring
 - Mountain bike touring

Other Canada (Growth)

- Ontario
 - summer - Rockies touring
 - winter – skiing & snowmobiling
- Saskatchewan
 - winter; skiing, snowmobiling
- Quebec
 - winter – skiing



US Residents (Growth)

Often travelling by car:

- California
 - interested in wide range of outdoor activities in summer – winter skiing
- Washington & Oregon
 - outdoor adventure
 - winter skiing
- Texas – oil patch affinity to Calgary
 - softer adventure/visiting National Parks

International Markets (Growth/Emerging)

- Summer touring
 - Europe – UK/Germany/Netherlands & Switzerland (Growth)
 - China – FIT touring – stay in Golden to visit Banff/Lake Louise (Emerging)
 - Australia (Growth)
- Winter
 - Australia (Growth)
 - Europe (Growth)

Strategic Objectives

- ❑ Increase target market awareness of Golden as a great destination to visit
- ❑ Establish perceptions of Golden consistent with our brand positioning – brand positioning is known and embraced by target markets and local residents
- ❑ Encourage target visitors to make Golden a positive choice of destination in their vacation
- ❑ Encourage day visitors/passing traffic to stay longer and return later as an overnight visitor
- ❑ Increase length of stay
- ❑ Increase number of overnight visitors
- ❑ Encourage repeat visitation
- ❑ Increase shoulder season visitation and revenues
- ❑ Establish a baseline and show annual improvements in Net Promoter Score
- ❑ Increase funding for Tourism Golden
- ❑ Maintain position as lead organization in tourism and continuously learn and improve
- ❑ Build strong stakeholder and local support for Tourism Golden and for the overall importance of the tourism industry



Strategic Imperatives

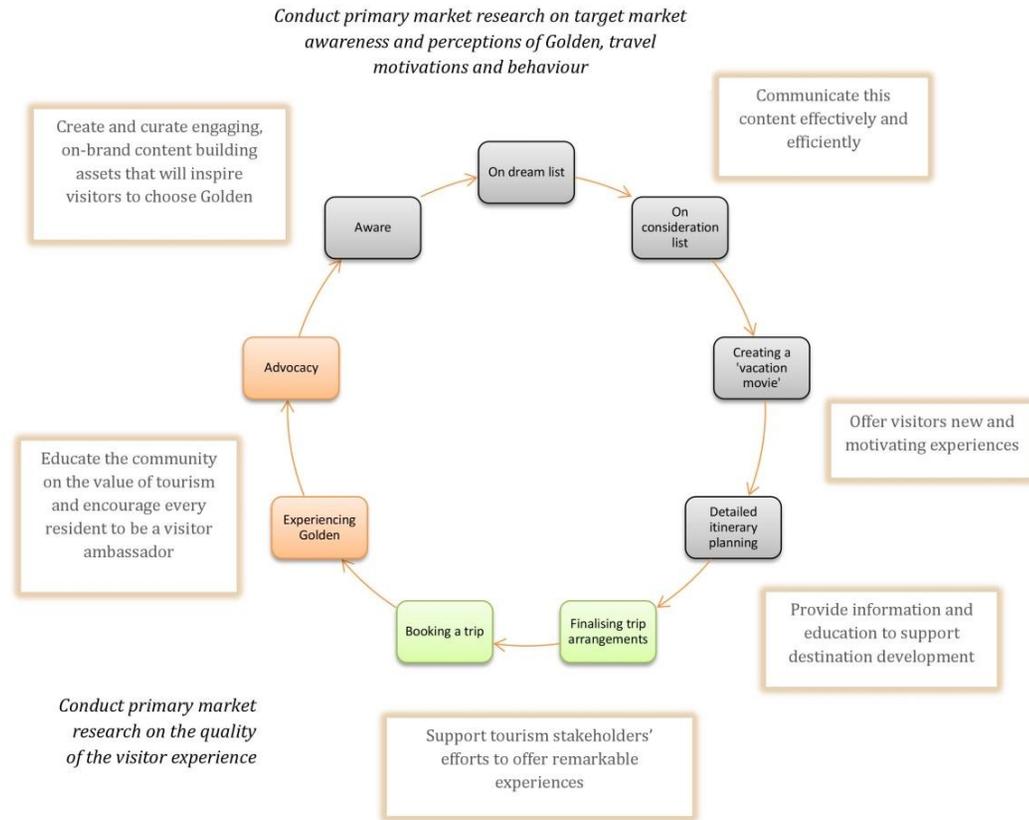
In the next five years, Tourism Golden must:

- ❑ Establish and build the perception of Golden in all target markets as a multi-night destination and the best authentic mountain town base for year round exploration and adventure (Note: adventure is visitor defined and embraces the entire range of activities available in Golden)
- ❑ Claim all surrounding/neighbouring assets as Golden's (e.g. National Parks, Rogers Pass)
- ❑ Reclaim all of Golden's assets as Golden's (e.g. whitewater rafting, snowmobiling)
- ❑ Encourage everyone in Golden to be an ambassador for the area
- ❑ Make target visitors appreciate Golden for its mix of heritage, off the beaten track discovery, authenticity and multiple activity opportunities.
- ❑ Ensure people learn about Golden during research stage of vacation planning.
- ❑ Raise awareness of all the things to do in Golden for overnight visitors and passing travelers breaking their journey
- ❑ Give overnight visitors reasons to extend their stay
- ❑ Improve our understanding of visitors to Golden.
- ❑ Leverage financial resources to fulfill the objectives of the plan
- ❑ Maintain and strengthen relationships with other community and stakeholder organisations.
- ❑ Support and champion development of new and improvement of existing tourism product
- ❑ Ensure stakeholders feel positive about their relationship with TG
- ❑ Encourage more stakeholders to participate in TG activity

Strategies

Understanding the consumer path to purchase allows us to target our strategies and tactical marketing activity at key stages of the consumer inspiration, decision making and trip booking cycle. Destination Canada recently refined their Path to Purchase model to recognise the importance of consumer advocacy, peer and other influencers in the awareness and consideration stages of a consumer's destination selection and we have actively acknowledged this in our strategy development.

"The advanced framework recognizes the importance that advocacy plays in driving the consideration and evaluation stages, and that hearing stories from peers and other influencers are critical when deciding where to travel."⁵



⁵ Destination Canada 2013-2017 Corporate Plan Summary

To build awareness in target markets, establish 'on-brand' perceptions and motivate selection of Golden as a positive destination choice, Tourism Golden will...

Create and curate engaging, on-brand content building assets that will inspire visitors to choose Golden

(Aware/Dream stage of the Path to Purchase)

- Conduct media relations outreach to secure unpaid editorial coverage in print, social media and e-publications that influence target markets
- Contract paid content generation including blogs, photography, videography and media- ready editorials and travel trade information.
- Enhance the Tourism Golden website on a regular basis to include new content and other identified improvements
- Continue to print the current 'family' of Golden collateral with content updates to reflect refined market positioning
- Improve content written about Golden in printed and online travel guides (e.g. Lonely Planet, Frommers)
- Leverage partnership opportunities with DBC and KRT who are also creating content

Communicate this content effectively and efficiently

(Movie Creation/Itinerary Planning stage of the Path to Purchase)

- Engage in wide-range of social media platforms generating our own following, but more importantly following and contributing to the conversations of important social influencers
- Manage Golden's presence on third party platforms such as Google My Business, Trip Advisor destination information, Instagram, Facebook, Expedia etc.
- Leverage partnerships with DBC (www.hellobc.com) and with KRT (Kootenay App, Travel Guide, regional media relations efforts)
- Distribute 'family' of Golden collateral
- Purchase select print advertising in publications that both influence target markets and have a long 'life'
- Invest in digital advertising targeting those curious about Golden and/or those displaying interest in one or more experiences available in Golden
- Optimize placement of the Tourism Golden website in search engines
- Work in partnership with KRT and DBC to ensure that Golden is represented at travel trade events, collateral is available, images are provided etc.

- Attend activity focused and targeted consumer shows e.g. Edmonton Snowmobile show, Calgary Bike show and Calgary Wedding Show ⁶

Offer visitors new and motivating experiences (shoulder season focus)

- Selectively produce events that will motivate visitation from target markets e.g. Canada 150 celebration
- Invite and support third party event producers encouraging them to choose Golden as their host community

Conduct primary market research on target market awareness and perceptions of Golden, travel motivations and behaviour

⁶ – note – ski shows are handled by RCR; more general 'adventure shows' appear less worthy of investment)

To enhance the visitor experience, encourage longer lengths of stay, repeat visitation and to continually improve Golden's Net Promoter Score, Tourism Golden will...

Support tourism stakeholders' efforts to offer remarkable experiences

(Finalize trip arrangements/Purchase stage on Path to Purchase)

- Request that Destination BC/KRT select Golden as a pilot community for second round of Remarkable Experience pilots
- Act as a conduit of knowledge and recommendations from Destination BC regarding engagement tools that are delivering results
- Assist tourism stakeholders to grow their knowledge of effective engagement practices in social media (Facebook, Instagram etc.) and to manage their presence on third party platforms (Trip Advisor, Google My Business etc.) so every tourism operator in Golden is actively contributing to on-brand messaging)
- Organize training opportunities for stakeholders to increase quality and consistency of service levels in every Golden visitor experience

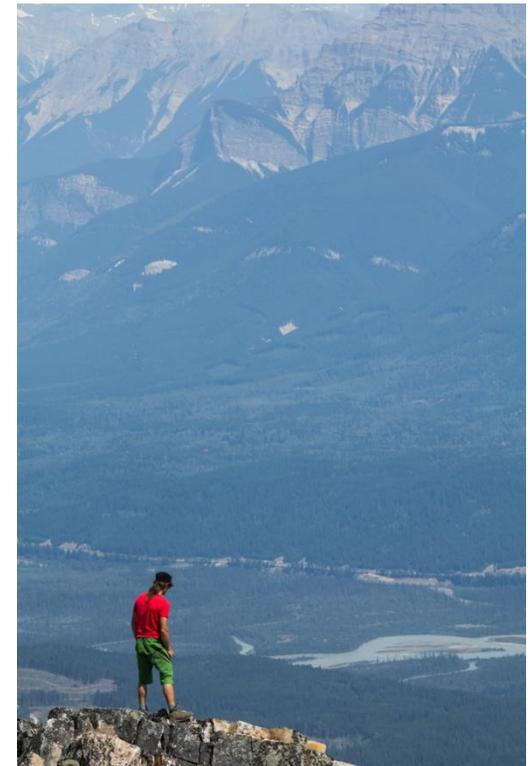
Provide information and education to support destination development

- Participate in various discussion tables (e.g. RMI Advisory Committee) where decisions are made that will impact the quality of the destination experience from a visitor's perspective

Educate the community on the value of tourism and encourage every resident to be a visitor ambassador

- Estimate the value of the tourism economy in Golden using Destination BC's statistically valid model and communicate this baseline
- Communicate regularly in a variety of local forums to share successes, upcoming programs, estimated impacts etc.

Conduct primary market research on the quality of visitor experience



To increase funding for the organization and to maintain its position as lead organization in tourism while building strong stakeholder and local support for both the organization and the tourism industry, Tourism Golden will...



Demonstrate to stakeholders that it is effectively growing tourism in Golden

- Communicate regularly in a variety of local forums measurable results of Tourism Golden's efforts
- Offer opportunities for stakeholders to provide input and ideas to the Tourism Golden planning process
- Conduct quarterly regular stakeholder meetings and other opportunities for stakeholder communication

Objectively assess stakeholder perceptions and satisfaction levels

- Monitor stakeholder satisfaction via stakeholder surveys

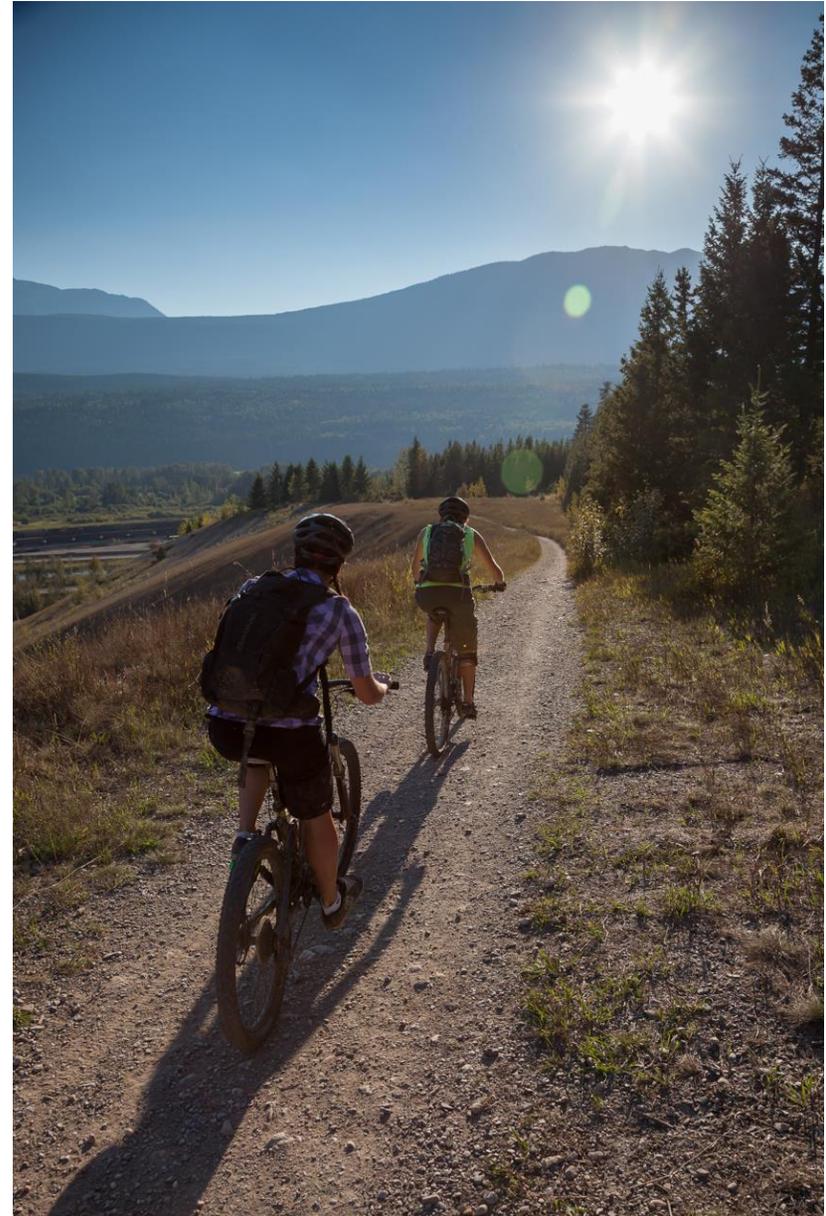
Measures of Success & Key Performance Indicators

The following measures of overall destination success will be monitored by Tourism Golden to assess progress:

- Value of Tourism in Golden (Destination BC tool)
- Net Promoter Score (Visitor Intercept Surveys)
- Perceptions & Awareness Levels (In-Market Primary Research)
- Average length of stay (Visitor Intercept Survey)
- Shoulder season occupancy levels (Accommodation sector reported or MRDT revenues)
- Stakeholder Satisfaction Levels (Stakeholder Survey)
- Stakeholder participation levels in cooperative marketing programs

The success of specific strategies will also be measured and monitored. These measures will include:

- Social media engagement and reach
- Website unique visitors, page visits, search engine placement
- Advertising equivalency of unpaid media coverage
- Consumer show attendance (fulfillment of special show offers)
- Newsletter database (size and number of opens)



Resource Allocation

Each year Tourism Golden prepares a detailed marketing plan for review and approval by the Board of Directors of Tourism Golden. The following trends in resource allocation are anticipated over the next five years:

By Element of the Mission Statement:

- ❑ Destination Marketing will receive a minimum of 90% of funding resources (and all opportunities to leverage with various partners will continue to be pursued).
- ❑ Remarkable Experiences support to Stakeholders including education related to effective engagement in social media, presence on third party platforms will receive up to 9% of funding resources
- ❑ Destination Development participation in various discussions will receive up to 1% of funding resources.

By Season:

A growing investment of resources will be made in winter season and shoulders with investments in summer being maintained.⁷

⁷ (Note: for this to be mathematically possible, an increase pool of resources arising from continued growth in the MRDT is needed).

By Strategy Area:

Investment of resources will broadly be directed as follows:

- ❑ Create and curate on-brand content – 100% increase in level of investment needed (doubling of current levels)
- ❑ Social media engagement – increasing investment
- ❑ Website enhancements/search engine optimization – increase investment
- ❑ Digital advertising – increasing investment
- ❑ Print advertising – maintain or decrease investment
- ❑ Print collateral – maintain investment
- ❑ Consumer shows – maintain or decrease investment
- ❑ Event production – in-house production of events will decrease (after 150 years celebration) in favour of securing more third party produced events that showcase Golden as the host community.



Management, Governance & Administration

Since 2012 Tourism Golden, supported by the Town of Golden and CSRD, has held the status of Eligible Entity in the MRDT program. This has provided a stable platform from which to efficiently manage funds, and plan and implement all marketing programs and activity, as well as facilitating effective communication with the Ministry of Finance.

The organisation is a registered non-profit organisation employing two full time employees and one part time employee who plan and implement all activity of the 5 year strategic and annual marketing plans. The executive director reports to a volunteer governance board which is comprised of directors representing our primary tourism and community stakeholders; 7 accommodator directors, 3 activity operator directors and the Chamber of Commerce. Permanent sub-committees for finance, HR and stakeholder communication exist and other committees and working groups are created as the need arises.

Communication and engagement

TG staff members communicate and engage the board and community and tourism stakeholders on a continuous basis as follows:

Board:

- Monthly financial & operational reports
- Monthly board meetings
- Annual Report
- Annual marketing planning meeting
- Approval of annual marketing plan and budget
- 5 year strategic planning meeting & plan approval

Tourism & Community Stakeholders:

- Regular e-blasts co-op marketing and educational opportunities
- Monthly stakeholder newsletter including KPI updates

- Presentation of financial and operational reports at AGM
- Presentation of Annual Report to Town of Golden and CSRD board
- Presentation of key annual marketing strategies at stakeholder gathering
- Open house to engage and communicate 5 year strategic plan

Sources of Funding

Since 2012 MRDT revenues have increased by over 70%. In the 2014/15 fiscal year gross MRDT revenues, generated by a 2% tax levied on eligible accommodations, reached \$489,885 (prior to Min. Fin. deduction per accommodator) and at time of writing, revenues are exceeding the targeted 3% increase in the 2015/16 fiscal.

The organisation operates on a 'pay to play' model, allowing our stakeholders to collaborate affordably and flexibly with the organisation, and in accordance with their own business objectives. We find that this creates continuous engagement and communication with our stakeholders.

We leverage MRDT funds with stakeholder co-op marketing programs, key partner collaborations (which generate both revenue and in-kind support) and grant funding. We target these leveraged funds to represent 15 – 20% of annual revenue.

The board of directors, representing tourism stakeholders, directed that we will not apply to increase the MRDT rate to 3% at the 2017 renewal.

Acknowledgements

Tourism Golden would like to recognise the following for dedicating their time, resources and expertise to assist in the development of this plan:

Tourism Golden Board of Directors:

Lynn Moffat – President
Les Margetak – Vice President
Bob Munroe – Treasurer
Rav Soomal – Secretary
John Lush
Mike Dhami
Atma Sandher
Ruth Hamilton
Matt Mosteller
Matthew Matheson
Dayna Pickup

Regional and Provincial Tourism Bodies:

Richard Porges – V.P. Corporate Development – Destination BC
Wendy Van Puymbroeck – Kootenay Rockies Tourism
Emilie Cayer-Huard – Kootenay Rockies Tourism

Additional thanks to Suzanne Denbak of Cadence Strategies for facilitating the planning meeting and compiling output.

Acronyms

CSRD Columbia Shuswap Regional District
DBC Destination BC
KHMR Kicking Horse Mountain Resort
KRT Kootenay Rockies Tourism
MRDT Municipal & Regional District Tax
TG Tourism Golden
USP unique selling proposition



Appendix A – Visitor Study

Visitor Characteristics

Fig. 1. Market Origin of Summer Visitors - Percentage of Visitors

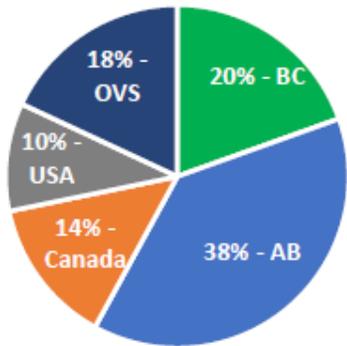


Fig. 5. Origin of European Visitors - Percentage of European Visitors



Awareness & Perception

Fig. 20. Awareness of Golden - Percentage of Visitors

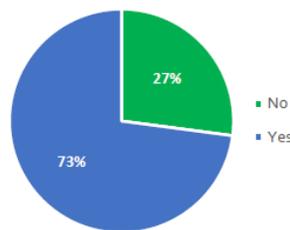
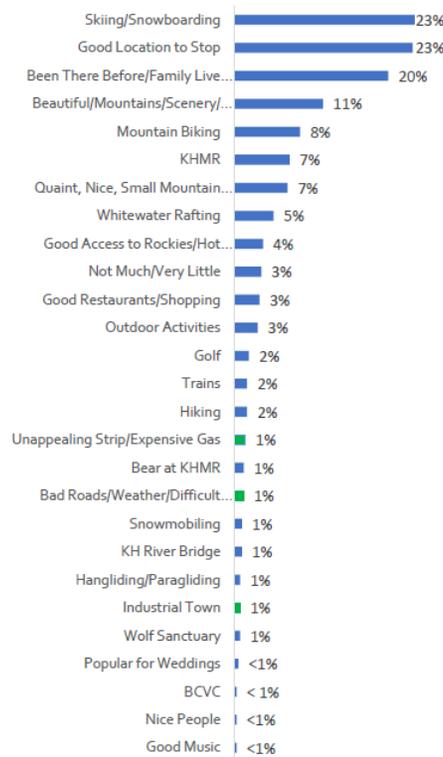
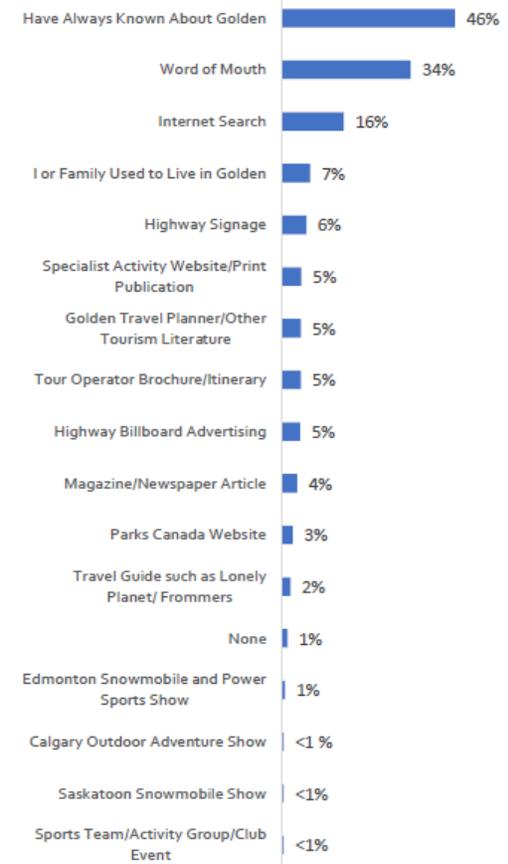


Fig. 21. Unprompted - What Visitors Knew About Golden - Percentage of Responses



Trip Planning

Fig. 22. Prompted Awareness Sources - Percentage of Visitors



Trip Characteristics

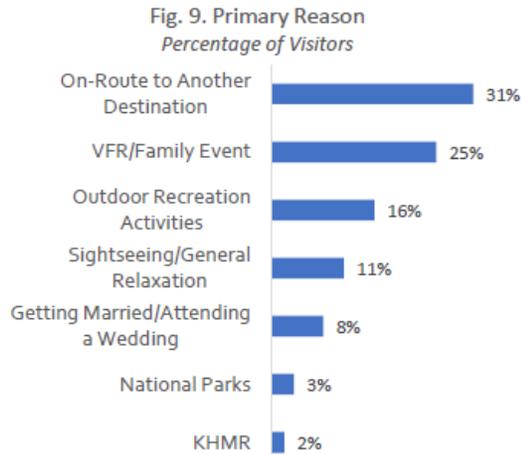
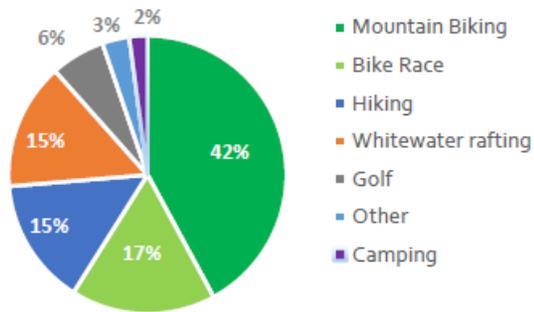


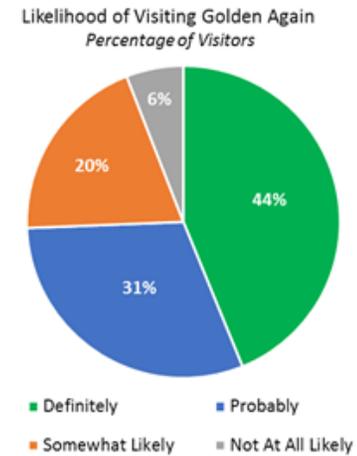
Fig. 11. Outdoor Recreation Activities Reasons for Visiting Golden - Percentage of Visitors



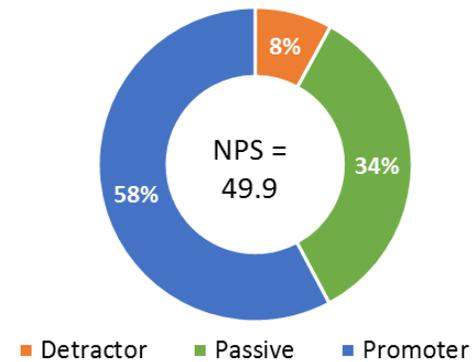
Length of stay 2.4 days (S2015)

↑ 16 %

Evaluation of Golden Experience



Golden's Overall Net Promoter Score
Percentage of Visitors^{FU,1}



⁸ Source: TG Visitor Study Winter 2016

Appendix B – Understanding the Market Segments⁹

The following **global** profiles of the three target segments are reproduced from Destination Canada’s *EQ Profiles* (2013).

- The **FREE SPIRIT** – *is the traveller’s traveller...they seem to love everything about travel and as in life, they embrace the experiences it offers with arms wide open.*
- The **CULTURAL EXPLORER** – *is an avid traveller who values learning and discovery while travelling. They don’t want to feel like a “tourist,” preferring just to blend in and have the most authentic experience possible rather than being confined to group tours and schedules.*
- The **AUTHENTIC EXPERIENCER** – *is a more learned, understated traveller. Travel is not their only interest in life, but they certainly appreciate it when they go. They prefer to do their own thing while at a destination, having control over what they see & when they see it.*

	FREE SPIRITS	CULTURAL EXPLORERS	AUTHENTIC EXPERIENCERS
Social Values – <u>top</u> defining values	<p>Joy of Consumption: Find shopping highly gratifying. A brand name on a product or service is an indicator of quality, style and status.</p> <p>Social Mobility: Possessing the skills and education to make it happen, FSs are highly motivated to advance in life and work.</p> <p>Attraction for Crowds: FSs are one of the most social of all EQ types. Adept at networking, they enjoy large group atmospheres (as well as one-on-one conversations). Interacting with others gives them the chance to learn about themselves.</p> <p>Penchant for Risk: They are confident risk-takers, secure in their ability to reach their goals no matter what obstacles they may face.</p> <p>Happiness: Free Spirits consider themselves happy and full of vitality for life.</p>	<p>Importance of Spontaneity: They enjoy an element of surprise and welcome unexpected circumstances that enrich their lives.</p> <p>Cultural Sampling: They believe that other cultures have a lot to teach them.</p> <p>Adaptability to Complexity: They are not threatened by the changes and complexities of society. In fact, they embrace complexity as a learning experience and a source of opportunity.</p> <p>Pursuit of Novelty: Trying out new things is thrilling!</p> <p>Personal Control: They feel in control of their lives and not afraid to take on moderate risk if it means they can learn something new.</p> <p>Personal Escape: They long for that which is beyond the practical and they want to be transported from their everyday life.</p>	<p>Personal Control: They focus on maintaining a sense of autonomy and self-direction in their lives. Many are retired, with time to do the things they want to do.</p> <p>Importance of Spontaneity: They enjoy surprises and the unexpected – they will welcome those that help them learn more about themselves and the world.</p> <p>Culture Sampling: They show a tendency to incorporate foreign cultures into their lives, like going to an Inuit art gallery or dining at a Thai restaurant.</p> <p>Everyday Ethics: They feel it’s important to be responsible, upstanding citizens.</p> <p>Skepticism towards Advertising: Their tendency to question authority extends to commercials trying to sell something. They believe that individuals are responsible for</p>

⁹ Source Destination BC

	FREE SPIRITS	CULTURAL EXPLORERS	AUTHENTIC EXPERIENCERS
	Need for Status Recognition: They want to show their success off to the world.	Personal Challenge: They set difficult personal goals for themselves at work and at play and will finish what they start.	their own decisions. Ecological Concern: They are concerned about the health of the planet and what that means to future generations.
Social Values – <u>bottom</u> defining values	Buying on Impulse: They love to shop but they are not impulsive - they'll shop around to get exactly what they're looking for. Skepticism Towards Advertising: Free Spirits have confidence in advertising and will entrust professionals to help them with major purchases or planning. Aversion to Complexity: Free Spirits have a zest for life and are not intimidated by changes or complexities in society. Being spontaneous is thrilling and fun for them.	Confidence in Big Business: Their tendency to reject authority leads them to question those in leadership positions, including big businesses which they do not believe have better quality simply because they are larger/better known. Conformity to Norms: They like to be unique, different from others and love to share their ideas and creativity. Ostentatious Consumption: They are not highly materialistic and are offended by ostentatious consumption.	Joy of Consumption: Although they are relatively affluent and confident financially, they are not avid consumers. Living Virtually: They want to connect with the real world authentically and are not content to do so by way of TV, computers or the internet. Importance of Brand: They care little about brands – but they're not afraid to pay for quality if it matches their values.
Travel Values – <u>will seek</u>	Constant Comparison Travel: Love to travel – and brag about the superiority of the places they have visited Luxury: Often aspire to stay in the most luxurious accommodations and venues. Hedonistic Rejuvenation: Vacation is a time to be carefree and indulge – they will enjoy spa, nightlife and great cuisine and other opportunities for a little pampering. Checklist Samplers: Want to see all the main attractions, but not in depth – they will employ detailed itineraries, ensuring that they don't miss anything! Shared Experiences: Attracted to groups where they can socialize and share the experience with others – using social media for sharing during and after the trip.	Constant Travel: Always excited about the next trip. Living History/Culture: Love to learn about and absorb themselves in the ancient history, as well as the modern cultures of the places they visit. The Beauty of Nature: Will choose destinations that provide opportunities to experience natural beauty. Fun, Shared Experiences: Travel is a journey, not the destination, and is best experienced with like-minded companions who like to have fun while learning. Going with the Flow: Prefer a free and spontaneous approach to seeing the sights.	Living History/Culture: Love to learn about and absorb themselves in the ancient history, as well as the modern cultures, of the places they visit. To Understand Cultural Differences: While they are not high on the trend Comparison Travel, they love to observe the difference between destinations.
Travel Values	Comfort-Seeking: Free Spirits have a higher penchant for risk, so they are not afraid to try	Luxury/Comfort-seeking: This EQ type seeks an authentic experience and doesn't need to be	Hedonistic Rejuvenation/Comfort-seeking: This EQ type does not shy away from living like

	FREE SPIRITS	CULTURAL EXPLORERS	AUTHENTIC EXPERIENCERS
- will avoid	something new or have an adventure Reluctant travel: Not content to experience the world through the Internet or TV.	pampered in commercial hotels and have experiences just like home. Group/Checklist Travel: Prefer not to be constrained to “tourist” schedules or destinations, and will chart their own courses.	the locals do. They like to be in control while they vacation, and don’t need to be pampered and have everything taken care of for them. Escape: These travelers do not feel overwhelmed by life. Travel is not about escape for them, but about personal development and learning instead.
Top 10 most appealing activities	<ol style="list-style-type: none"> 1. Marine life viewing – 76% 2. Seeing beautiful coastlines, beaches – 71% 3. Dining at restaurants offering local ingredients – 71% 4. Visiting national, provincial/state parks to view wildlife etc. – 70% 5. Wildlife viewing – land-based animals & bird watching – 69% 6. Visiting aquariums and zoos – 67% 7. Visiting national, provincial/state parks to visit interpretive centres etc. – 66% 8. Visiting well-known natural wonders – 66% 9. Staying at a waterfront resort – 65% 10. Mountain and glacier viewing – 65% 	<ol style="list-style-type: none"> 1. Marine life viewing – 81% 2. Wildlife viewing – land-based animals & bird watching – 78% 3. Dining at restaurants offering local ingredients – 78% 4. Visiting national, provincial/state parks to view wildlife etc. – 77% 5. Visiting well-known natural wonders – 76% 6. Visiting small towns and villages – 76% 7. Visiting national, provincial/state parks to visit interpretive centres etc. – 75% 8. Visiting well-known historic sites and buildings – 73% 9. Interacting with locals – 73% 10. Visiting world heritage sites – 72% 	<ol style="list-style-type: none"> 1. Marine life viewing – 80% 2. Wildlife viewing – land-based animals & bird watching – 78% 3. Dining at restaurants offering local ingredients – 74% 4. Seeing beautiful coastlines, beaches – 74% 5. Visiting well-known historic sites and buildings – 73% 6. Visiting national, provincial/state parks to view wildlife etc. – 72% 7. Visiting small towns and villages – 72% 8. Visiting well-known natural wonders – 72% 9. Visiting national, provincial/state parks to visit interpretive centres etc. – 71% 10. Viewing Northern and Southern lights – 67%
Experience Appeal	Free Spirits are more likely than other travellers to be interested in: <ol style="list-style-type: none"> 1. Shopping, Dining and Other Food-related Activities 2. Entertainment, Performing Arts and Amusement Parks 3. Accommodation-related Activities 4. Water-based Outdoor Activities 	Cultural Explorers are more likely than other travellers to be interested in: <ol style="list-style-type: none"> 1. Nature Observation Activities 2. Exhibits, Architecture, Historic Sites/Buildings, Museums 3. Sightseeing Activities 4. Accommodation-related Activities 5. Water-based Outdoor Activities 	Authentic Experiencers are more likely than other travellers to be interested in: <ol style="list-style-type: none"> 1. Exhibits, Architecture, Historic Sites/Buildings, Museums Authentic Experiencers are also interested in: <ol style="list-style-type: none"> 1. Nature Observation Activities 2. Sightseeing Activities 3. Shopping, Dining and Other Food-related

	FREE SPIRITS	CULTURAL EXPLORERS	AUTHENTIC EXPERIENCERS
	5. Festivals, Events & Spectator Sports 6. Outdoor/Nature Sports & Activities 7. Winter Outdoor Activities Free Spirits are also interested in: 1. Nature Observation Activities 2. Exhibits, Architecture, Historic Sites/Buildings, Museums 3. Sightseeing Activities 4. Cruises & Touring 5. Hands-on Learning Activities	6. Hands-on Learning Activities 7. Festivals, Events & Spectator Sports 8. Outdoor/Nature Sports & Activities 9. Winter Outdoor Activities Cultural Explorers are also interested in: 1. Shopping, Dining and Other Food-related Activities 2. Entertainment, Performing Arts and Amusement Parks 3. Cruises & Touring	Activities 4. Entertainment, Performing Arts and Amusement Parks 5. Accommodation-related Activities 6. Cruises & Touring 7. Water-based Outdoor Activities 8. Hands-on Learning Activities 9. Festivals, Events & Spectator Sports 10. Outdoor/Nature Sports & Activities 11. Winter Outdoor Activities

For further details on country-specific profiles – see: Destination Canada, 2013, *EQ Profiles*. This document summarizes the 2012 series profiles for the three segments in Canada and Canada’s core international markets – Australia, France, Germany, UK and USA. 2009 profile material is available for Mexico, China, Japan and South Korea.

Appendix C - PRIZM5 ¹⁰

In addition to using the EQ segmentation tool, Destination BC has the capacity to further analyze market segments through PRIZM5 – a software program that captures Canadian demographics, lifestyles, consumer behavior, and settlement patterns in Canada. The use of this tool is based on a licensing agreement with Environics Analytics, and has the potential to provide a granular view of geographic markets and the distribution of lifestyle or activity-based segments. PRIZM5 consists of 68 segments – including 14 Boomer segments and almost as many dominated by Millennials – each one with its own unique profile¹¹. PRIZM5 incorporates the latest, authoritative data from a range of demographic, marketing and media sources – including Statistics Canada intercensal estimates, and provides an in-depth analysis at the postal code level. The postal code is fundamental to the use of PRIZM5 and the program adds significant value to the EQ segmentation tool. All 68 PRIZM clusters are linked to the nine EQ types, and with the combined use of EQ and PRIZM it is possible to link EQ segments to the “ground” or to actual neighbourhoods by postal code. The combination of the two approaches allows stakeholders and DMOs to:

- Quantify and locate specific EQ types within any geographic market, thereby helping to determine where promotional funds should be invested.
- Identify which specific EQ segments are enquiring about or visiting an area or an attraction such as an event, based on an analysis of existing databases that includes postal codes.
- Create custom target groups based on select criteria such as activities (e.g. culinary tourism) or demographics (e.g. recent immigrants), and develop a better understanding of these segments in terms of media usage, consumer behaviour, socio-demographics, social and travel values and geographic location.
- Tailor the traditional and digital marketing message and optimize the media mix based on target audience media preferences.
- Customise the visitor offer and experience through an enhanced understanding of social values.
- Quantify prospects in target markets.
- Quantify measurable results and evaluate success based on changes in target audience visitation.

¹⁰ Source Destination BC

¹¹ <http://www.environicsanalytics.ca/data/segmentation/prizm5>