

One-Year Tactical Plan Template

Designated Recipient: Silver Star Resort Association operating as Destination Silver Star
Designated Accommodation Area: Silver Star Resort Lands
Date Submitted: November 30, 2022
MRDT Repeal Date: Oct 1, 2027
Five Year Period: October 2022 to October 2027

Section 1: Overview and Update to Five-year Strategic Business Plan	
Heading	
Strategic Direction	<p>Mission: Inspire confidence in Silver Star through responsible and effective destination management and marketing, enhancing the stakeholder value and visitor experience.</p> <p>Vision: Be a leader sharing Silver Star’s accessible adventure, warm hearted culture, and natural joy among our community and with guests.</p> <p>Core Purpose: The core purpose of a Silver Star Resort Association is to elevate the strength of Silver Star’s reputation as a year-round, family destination that delivers choice, quality and safety centered upon an integrated and supportive community. Accountable to its members, the SSRA focus is on these key activities:</p> <ul style="list-style-type: none"> ● Marketing and sales ● Research ● Communications ● Events, festivals & animation ● Advocating on behalf of the resort community <p>SilverStar Mountain Resort would continue with its significant marketing and sales programs and event planning and execution. The Resort Association would work closely with SilverStar Mountain Resort to maximize value.</p>
Key Learnings and Conclusions	<p>As this is the first year of our new DMO, we are still in the creation phase of the organisation. In future years we will have key learnings, stronger performance indicators and conclusions.</p>
Overall Goals and Objectives	<p>1) Development of website/imagery/assets/content (2) Further development of destination brand (3) Drive overnight visitation during off peak times and lengthen core seasons</p>

<p>Strategies</p>	<ul style="list-style-type: none"> ● Executing diverse destination focused marketing initiatives based on best practices, innovation, trends, data and ROI ● Partner with members and local, regional and provincial stakeholders and organizations on marketing initiatives that allow for effective leveraging of marketing dollars and objectives. ● Develop, enhance and distribute quality content via partnerships with members, to inspire, motivate and drive consumers to act. Content areas include imagery, videos, travel guide, experiences and hosts, blogs, e-Newsletters, itineraries and more. ● Investment in social media marketing initiatives primarily via Instagram, YouTube and Facebook.
<p>Target Markets</p>	<p>Target markets include Free Spirits, Authentic Experiencers, and Cultural Explorers as defined by Destination BC's Explorers Quotient. These segments are generally open-minded with enthusiasm for life extending to their outlook on travel. The mountain resort targets the traveller profiles to active families, fitness adventurer, and local adventurer.</p> <p>The geographic core markets of focus:</p> <ul style="list-style-type: none"> - BC - Ontario - Australia <p>Secondary markets:</p> <ul style="list-style-type: none"> - Pacific Northwest US - UK - Alberta <p>The activity-based markets of focus:</p> <ul style="list-style-type: none"> - Downhill skiing - Nordic skiing - Downhill mountain biking - Hiking - Culinary, arts & culture - Group markets <p>The average desired length of stay is 4+ nights. Based on current information, we believe that most guests stay for at least 3 nights.</p>

Major Category: Marketing

Activity Title: Advertising- print and online and associated content creation

Tactics:

Create an annual marketing plan with clearly defined objectives focusing on digital and content marketing inspiring new visitors and engaging loyal followers.

- Increase advertising (both traditional and digital) in core and developmental markets for fall of 2022 and into 2023 including British Columbia, Ontario, Australia, Pacific Northwest and UK/Europe through joint marketing programs leveraged and offered through DBC and various BC tourism sector organizations. Advertising will focus on Silver Star's strengths from outdoor adventure year-round, to culinary and cultural activities, Indigenous tourism experiences, and as basecamp for Northern Okanagan adventures.
- Continue with the brand development working with partners like Tourism Vernon, TOTA, and stakeholders for broader adaptation and implementation of the brand.
- Travel Trade development in collaboration with regional communities

Implementation Plan

Short Description: Creation of an integrated well targeted promotional strategy to drive awareness and interest in target markets. Marketing tactics include traditional, digital, and earned media, development of a strong asset library, regional and DBC cooperative campaigns.

Quantifiable Objectives:

- Increase in MRDT revenue of 5% annually
- Stakeholder satisfaction survey of at least 80%
- 1-2 brand campaigns with new brand (print, digital, website content, social media)
- 1-2 regional campaigns to promote local, authentic and interesting stories as well as the people behind the events, attractions, arts, culture and culinary (radio, digital, social media, contesting) to spur resident pride of place.
- Partner with mountain operator, Tourism Vernon and others to support the development and growth of festivals and events that drive new revenue, overnights and extended stays into our area with the introduction of at least one new signature festival/event.

Rationale: Creation of an integrated marketing mix which will reach a larger and more diverse audience. By using both digital and traditional print media, we will be able to drive incremental traffic to the resort area.

Action Steps:

- Creation of an integrated plan in association with partners-Q4 2021 into 2022
- Develop an annual media plan 2022
- Explore and maximize leveraged funds available - Ongoing
- Execute integrated plan- 2023
- Apply to Destination BC for upcoming co-op advertising opportunities
- Partner with partners/sector organization campaigns (Outdoor adventure, Nordic, mountain biking, culinary, ski)

- Develop an annual media plan, select media vehicles (both traditional and digital) that will reach each of the target markets most cost effectively, in the right editorial environment.
- Encourage participation by local tourism operators.
- Quality creative and advertising for including rolled media planning/buying
- Leverage festivals and events to increase overnight stays, length of stay and average spend
- Stakeholder, consumer and Local newsletter program
- Travel trade consortia with regional tourism partners
- Support to not-for-profits through marketing granting program and in-kind support for events and festivals that offer the opportunity to enhance the visitors experience
- Significant investment in content creation, asset development, stories, blogs, e news and digital asset management tool, Crowdriff

Potential Partnerships: TOTA, SilverStar Mountain Resort, Silver Star Resort Association members, Destination BC, Destination Canada

Resources: TOTA, Destination BC

Sources of Funding: Membership Assessments, MRDT funds leveraged with Destination BC Open Pool Funding (pending)

Responsibilities: Silver Star Resort Association

Timeframe: Ongoing

Budget: \$275,000

Performance Measures

Output Measures:

- Collateral (track inventory/demand)
- Digital campaigns (engagement rates, click throughs to website)
- Number of social media posts
- Number of media placements
- Webpage visits
- Visitor Volume & Accommodation revenue increase by 5%
- Increase in stakeholder satisfaction
- Increase in tourism revenues by 2%
- Visitor nights and visitor spending
- Average length of stay
- One new signature festival/event

Major Category

Marketing

Activity Title

Website

Tactics

- Rebrand and refresh the website

IMPLEMENTATION PLAN

Short Description

- Newly branded website will require elements for example itineraries/experiences, media stories, digital visitor services with updated content both written and visual showcasing unique experiences in resort. Sections should be built out with photos, stories, blogs, videos and SEO to track visitation, campaigns and provide analytic reports.
- Other categories such as sport tourism, groups, media, visitor services and member info will also align with the brand.
- The information will be presented in a consumer-friendly way, with intuitive tabs, concise text, hero images and short videos. Inspires travelers to learn more about the destination increasing bookings.

Quantifiable Objectives

- Creation of new content that shows diversity in race, age, ability and lifestyle through a cross-section of activities and product in destination.
- 5% increase in unique website traffic
- Create database for consumer e news from web engagement

Rationale

- Keeping content current on our website is important as more travelers are planning and booking their trips digitally.
- SEO and tagging will help ensure that those seeking information on visiting the area are directed to the most appropriate pages.

Action Steps

- Build on website to determine areas for improvement such as accessibility, diversity and gaps in content.

<ul style="list-style-type: none"> ● Create content for the site based on analysis. ● Enlist services of web developer, creative agency to re-develop the site. ● Hire a student part-time to also assist with business listings and content refreshing for the website
<p>Potential Partnerships</p> <ul style="list-style-type: none"> ● Destination BC, Destination Canada, TOTA, Tourism Vernon
<p>Resources</p> <ul style="list-style-type: none"> ● Staff time
<p>Sources of Funding</p> <ul style="list-style-type: none"> ● MRDT
<p>Responsibilities</p> <ul style="list-style-type: none"> ● Silver Star Resort Association
<p>Timeframe</p> <ul style="list-style-type: none"> ● Ongoing
<p>Budget</p> <ul style="list-style-type: none"> ● \$10,000 (\$5,000 capital expenses and \$5,000 maintenance)
<p>Performance Measures</p> <p><u>Output Measures</u></p> <ul style="list-style-type: none"> ● Content updates on all site pages <p><u>Outcome Measures</u></p> <ul style="list-style-type: none"> ● Increase in tourism revenues by 2% ● Increase in stakeholder satisfaction

<p>Major Category</p> <p>Marketing</p>

Activity Title

Media Relations, Editorial Coverage/Influencer & Ambassador Program

Tactics

- Foster relationships with travel media, local media and ambassadors.
- Create stories through influencers & ambassadors as well as story ideas for media that include brand attributes of being a welcoming mountain resort with diverse adventures, event host, groups, sports and mix of culinary, culture, wellness, connection and access to the outdoors.
- Develop local ambassador program for key destination strengths that focus on specific segments such as alpine ski, Nordic, bike, culinary, culture, adventure and family.
- Host, support, and train 2-3 local ambassadors through this program with other partners
- Become active with the Travel Media Association of Canada and its membership
- Attend Travel Media Association (TMAC) and Canada Media Marketplace (CMM) conferences to showcase Silver Star and build connections with some of the most influential Canadian travel media
- Target and host relevant media and influencers
- Develop and distribute “must-see, must-do” itineraries and quarterly story starters fresh sheet
- Actively seek to collaborate on opportunities to co-host media with regional tourism partners

IMPLEMENTATION PLAN

Short Description

- Conduct in-market media visits with writers, reps and freelancers in lifestyle, travel, sports and other relevant areas based on health orders and budget.
- Travel media hosting and fams
- Create and pitch story ideas that are consistent with our brand and focus on priority product categories, such as outdoor adventure, time-limited experiences, Indigenous offerings, culinary, festivals and events.
- Cultivate new local ambassadors who can tell our story through training sessions in partnership with Tourism Vernon and other industry partners focusing on our unique experiences. Use these stories as ideas for other media pitches and influencers.
- Develop and manage media pages on website.
- Develop and maintain media tools.
- Aggressively pursue earned, owned and paid media

Quantifiable Objectives

- 4-5 story ideas created through ambassadors/influencers
- 2-3 ambassadors trained
- 2-3 editorial-style stories (print or video) published about Silver Star (print or online)
- 3-4 news releases sent out to media partners

<ul style="list-style-type: none"> ● 1-2 media fams ● Number media marketplace events and conferences attended ● Number of meetings with media reps or influencers
<p><i>Rationale</i></p> <ul style="list-style-type: none"> ● Editorial coverage is cost effective and has high credibility among readers. ● Post-COVID-19 regional audiences are key for advocacy and support, telling authentic stories that resonate with travelers.
<p><i>Action Steps</i></p> <ul style="list-style-type: none"> ● Work with the TOTA, Destination BC, and Canada travel media teams to establish a list of targeted publications, share story ideas and on hosting opportunities. ● Blogs, news releases, familiarization tours, and other methods to achieve editorial coverage. ● Create a list of story ideas, pitch and distribute them to appropriate media through appropriate channels. ● Enhance existing media relationships with partners and develop new media relationships. ● Curate and develop more stories on experiences and unique venues, attractions, culinary and events through local with training and support. ● Enhance media content on website.
<p><i>Potential Partnerships</i></p> <ul style="list-style-type: none"> ● DBC, TOTA, Okanagan Indian Band, Tourism Vernon, Kelowna Airport, Community Futures, Chamber of Commerce ● Tourism businesses and community groups
<p><i>Resources</i></p> <ul style="list-style-type: none"> ● Staff time & potential media/PR/communications contractor
<p><i>Sources of Funding</i></p> <ul style="list-style-type: none"> ● MRDT ● Possible applicable grants
<p><i>Responsibilities</i></p> <ul style="list-style-type: none"> ● Silver Star Resort Association
<p><i>Timeframe</i></p> <ul style="list-style-type: none"> ● Ongoing

Budget

- \$53,000

Performance Measures

Output Measures

- 4-5 story ideas created through local ambassadors
- 2-3 ambassadors trained
- 3 editorial-style stories (print or video) published about Silver Star (print or online)
- 4 news releases sent out to media partners

Outcome Measures

- Increase in tourism revenues by 2%
- Increase in stakeholder satisfaction

Major Category

Conference & Group Sales

Activity Title

Proactive sales prospecting, client hosting, sites, sales missions and client engagement

Tactics

- Foster relationships with meeting planners, social and sport groups to host business and sport events.
- Develop local ambassador program for key destination strengths that focus on specific segments such as alpine ski, Nordic, bike, culinary, culture, adventure and family.
- Host, support, and train 2-3 local ambassadors through this program with other partners
- Become active with the Meeting Professionals International and its regional membership
- Attend at least 2 business events to grow brand awareness and asses opportunity for group in Silver Star and build connections with some of the most influential Canadian meeting professionals
- Target and host relevant clients and prospects
- Develop and distribute “must-see, must-do” itineraries and quarterly story starters fresh sheet
- Actively seek to collaborate on opportunities to co-host corporate and association client leads

IMPLEMENTATION PLAN

Short Description

Attract group business primarily through targeted direct sales efforts, with additional support through marketing initiatives

Quantifiable Objectives

- Sales contractor hours
- Sales missions, tradeshow and events
- Group website page development

Rationale

- Group business expands shoulder season and is a good base layer for all other destination business and related marketing activities

Action Steps

- Conduct the following sales activities to generate and convert group leads:

All Market Segments

- Prospect new customers for group business
- Coordinate and lead in-market sales missions such as the Vancouver Roadshow in partnership with Vernon, client event sand calls
- Coordinate and host client events in key markets such as Vancouver and Seattle
- Target high opportunity sectors such as Technology, Medical and Pharmaceutical to help drive yield
- Grow business from 3rd party meeting planners and Professional Conference Organizers by inviting them to hosted events
- Host in-resort familiarization trips
- Continue to engage Ambassador community members to assist in bringing groups in resort
- Work across departments (Travel Media, Marketing, Research) on meetings media exposure, advertising campaigns and meetings hotel
- Research and data analysis

Potential Partnerships

- DBC, TOTA, Okanagan Indian Band, Tourism Vernon, Kelowna Airport, Community Futures, Chamber of Commerce
- Tourism businesses and community groups

Resources

- Staff time & potential sales contractor

Sources of Funding

- MRDT
- Possible applicable grants

Responsibilities

- Silver Star Resort Association

Timeframe

- Ongoing

Budget

- \$140,000

Performance Measures

Output Measures

- At least 10 new leads
- 2-3 secured group bookings
- Site visits by at least 3 clients
- Participation in at least 2 dedicated group sales business event

Outcome Measures

- Increase in tourism revenues by 2%
- Increase in stakeholder satisfaction