

Sunshine Coast Tourism Partnership

Business Plan

2003-2007

Strategic Marketing Plan

2003-2004

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Executive Summary SCTP Business Plan 2003-2007

Introduction

The Sunshine Coast Tourism Partnership (SCTP) has recognized the need to manage the tourism sector as a community rather than as individuals or separate organizations. Through cooperation and collaboration, the tourism industry has united to develop this business and strategic marketing plan to support the tourism industry sector as part of an economic diversification strategy for the lower Sunshine Coast. A key strategy is “external” or off-coast marketing to promote the region, the “Sunshine Coast,” under a unified brand. Individual efforts would have greater impact when coordinated together, thus extending market reach.

Historically the Sunshine Coast has enjoyed the economic benefits of a resource-based economy. The continuing downturn in forestry and fishing requires a strategic plan to diversify the economy. The goal is to create employment that will contribute to the long-term sustainability of the region, balancing social, environmental and economic needs. The Sunshine Coast has depended heavily on volunteerism and requires additional resources (both human and financial) to make significant strides in fulfilling its goals. In partnership with industry the SCTP seeks to establish a community destination marketing organization (DMO) that will lead, direct, manage and grow opportunities in tourism.

Description of the Region

This plan is for the area known as the “lower” Sunshine Coast. It refers to the area between Port Mellon and Earl’s Cove, while the “upper” coast refers to the area between Saltery Bay and Lund. These two areas together make up the region, “The Sunshine Coast,” British Columbia, Canada.

Destination Marketing Organization

There is a strong support system for the tourism industry in Canada, at the national, provincial and regional level. The need for a community destination marketing organization becomes apparent when one understands the fragmentation of the tourism industry and the geographical focus of effort of the numerous organizations working in this area. Communities that organize at the community level are able to “plug into” regional, provincial and national systems while filling gaps that are unique to their own needs.

The purpose of a destination marketing organization is to “promote” a region or area as a visitor destination. Building on the strengths of existing organizations and industry, the DMO leads and directs the marketing effort on behalf of the region. In addition to destination marketing, the DMO for the lower Sunshine Coast would also participate in product and industry development in cooperation with the proposed economic development office (EDO) as well as integrate visitor services in cooperation with the Visitor Information Centres and their sponsoring agencies.

Vision

To sustain the local tourism industry through development that balances social, environmental and economic needs. This vision would be realized with consideration for the values of the residents and character of the communities that make up the lower Sunshine Coast.

Mandate

Managing by objectives, the Sunshine Coast Tourism Partnership will lead, direct and manage tourism development on behalf of the region by building on the existing strengths of local business and organizations, by being inclusive in nature, and developing strategic alliances. The SCTP will support local business and industry to improve product to meet changing market demands. By two-way communication, stakeholders will provide input into the process to achieve the objectives.

Mandated goals:

- position the Sunshine Coast as a year-round visitor destination through destination marketing and regional branding
- supply information to potential tourists, which will encourage initial and repeat visitation, longer stays and extended travel throughout the coast
- encourage operators to enhance the quality of their products through product and industry development
- undertake both primary and secondary research to better understand the Sunshine Coast tourism industry and the local visitor
- pursue activities that generate incremental revenue through program activities and partnerships, leveraging resources wherever possible
- communicate directly with local industry and stakeholders
- work cooperatively with other organizations and stakeholders that contribute to tourism development and visitor services

Business Objectives

- Establish a destination marketing organization (DMO) for the lower Sunshine Coast
- Increase overall occupancy by 20% by the end of the year 2005 creating an additional \$12 million in visitor spending, generating 195 total direct and indirect jobs, and direct and indirect income of \$5.4 million.
- Secure a minimum net annual core funding budget of \$157,000
- Leverage the core budget to a minimum of 1:1 through partnerships with tourism businesses and organizations, tourism programs (regional, provincial and national) and government programs (municipal, regional, provincial, federal)
- Generate revenue through partnered programs with local tourism businesses creating cash flow by 2003
- Secure start-up funding to commence operations by late September 2002
- Secure bridge funding through to year three to propel the organization to self-sustainability by year four
- Consider registering the Sunshine Coast Tourism Partnership as a non-profit organization by late September 2002
- Develop a strategic funding plan with the proposed economic development initiative of the Sunshine Coast Community Economic Development Partnership (SCCEDP)
- Secure human resources with core funding supporting two permanent full-time positions of Tourism Development Manager and Tourism Development Coordinator

- Track progress of the business and marketing plan through primary research to local industry and visitors

Business Strategy

- Research based, market driven, industry led
- Sustainable by the tourism industry
- Build on the existing strengths of local businesses and organizations
- Increase utilization of existing capacity
- Support product development to fill gaps, which will enhance the tourism experience
- Participate in regional, provincial and national tourism organization programs
- Create partnerships that are of mutual benefit, leveraging both human and financial resources
- Form a board of directors that is representative of all tourism stakeholders in the region, which includes business and tourism organizations, sector representation and First Nations

Philosophy & Guiding Principles

The Sunshine Coast Tourism Partnership approach to developing the tourism industry is inclusive of stakeholders and community driven. The Steering Committee signed a Protocol Agreement at the start of this process two years ago. In consideration of the philosophy of the Steering Committee and the nature of the project, Community Economic Development (CED), principles were used in the development of this plan in addition to sustainable tourism development principles.

Core Program Areas

Promoting product is only part of what makes destination marketing successful. Ensuring that an adequate supply of market-ready product is available is an important component of the marketing process. Each of the following five program areas is vital for the DMO to be effective:

Research / Resource Library

Both the DMO and tourism businesses require information about the tourism industry, markets and promotional opportunities. A resource library of both hard copy and electronic information is required for business and DMO use and dissemination to tourism businesses. On-going research is vital to the success of the DMO, as markets and situations are constantly changing. As part of the business and marketing strategy, gathering information through the regional, provincial and national DMOs, government ministries and other sources will assist the community DMO to evaluate programs and services for potential participation. As well, these sources provide industry information. In addition to collecting secondary research, primary research fills the information gap by providing specific information relevant to the current situation.

Communications / Database Management

A relational database is required to manage information for various purposes. Tourism is an information industry, and as such the DMO requires the ability to manage and disseminate the information it collects. Maintaining the product inventory of local businesses and tourism infrastructure will be essential in assisting with marketing, partnerships, product development, communications and packaging. The contact list of operators supports the communication

system that distributes information as well as allowing the DMO to conduct primary research of the local industry. Media and industry contacts would also form part of the database as well as enquiries from DMO activities and partner lists for E-marketing and direct mail.

Communication System with Local Industry

Through the product inventory and contact list, communications are now possible to stakeholders. Communications will consist of:

- Broadcast email & fax through temporary system at CFDC-SC
- Monthly meetings 4th Wednesday of every month (open to all stakeholders)
- Intranet system (initial launch Sept/2002 sponsored by CFDC-SC for reports, minutes, etc.)
- Monthly minutes and e-newsletter to all 400+ tourism businesses
- Print version of materials available through the Chambers of Commerce
- Monthly advertising in the local community newspaper of meeting notices and special events e.g. workshops
- Press releases to the local community newspaper
- Semi-annual industry input sessions by sector
- Local industry survey (every three years)

Product & Industry Development

Product development is a key strategy to the long-term success of tourism development for the lower Sunshine Coast. In cooperation with the proposed EDO, the DMO will support initiatives that fill gaps with current product available as well as development of new product for the shoulder and winter seasons. The DMO will introduce programs that will address improvements to existing products through upgrades in quality to industry standards, compliance with industry regulations, development of trade distribution channels with commissionable sales, mobilizing of sectors for networking and packaging of product in preparation for marketing.

- Tourism BC industry visioning session scheduled for Wednesday, September 25, 2002, 3-5 p.m.
- Fall Workshop Series: Business and Industry Development
 - *Tourism BC Accommodation Approval Program* (Wed. Nov 6, time to be confirmed)
 - *Product Packaging* (Date and time to be confirmed)
 - *Travel Media Relations* (Date and time to be confirmed)
 - *Environmental workshop* (Date and time to be confirmed)

Destination Marketing

Branding

In partnership with Tourism Powell River (TPR) the branding of the Sunshine Coast will be a top priority. TPR has committed funds to invest in a branding strategy that will distinguish the Sunshine Coast as the region from Port Mellon to Mary's Point and all points in between, including the neighbouring islands. This brand will be applied to all communications when the Sunshine Coast is being identified and will combine elements that make up the tourism "experience" with the destination in the visuals.

Integrated Promotional Strategy

Once markets are identified and market-ready product matched with them, communication channels identified and information systems in place, promotional materials are required as an integral component of the marketing campaign. The integrated promotional strategy considers the needs of the visitor, the Visitor Info Centres and the DMO.

Specifically the integrated promotional strategy includes the following:

- branding strategy
- integrated print strategy for local businesses (visitor guide, recreation and highway map, community maps); support for fulfilling potential visitor and visitor enquiries; web portal; photo and image bank; direct marketing (mail & email); advertising (internet and print); travel, mall, consumer and trade shows; media relations; promotions and participation in regional tourism association marketing opportunities and partnerships with neighbouring DMOs
- regional web portal strategy for sectors and organizations www.sunshinecoastcanada.com
- regional print strategy with Powell River and economic development (kit folder, rack card holder, rack card, stationery)
- participation and support for trade missions with the proposed Economic Development Office (EDO)

A review of the current print and web sites of the partners and independent publishers of visitor materials on the lower coast has concluded that an integrated approach to branding and communications is required. To fulfill the marketing objective of increasing visitor stays an integrated print strategy serving the visitor throughout the purchase cycle will be more effective. This strategy would require cooperation from the local visitor information centres.

Tracking and Evaluation

The SCTP will undertake research to evaluate the progress of programs and services from both an industry and visitor standpoint, and adjust plans to reflect changing market conditions and local industry needs. Tracking of all enquiries makes up part of the fee-for-service agreement with the Visitor Info Centre; each promotion would be tracked creating a database to conduct the conversion study in 2006.

Industry Research

- Local industry survey (every three years, complete for 2002, scheduled for 2005)
- Biannual industry input sessions (fall & spring)

Visitor Research

- Exit survey (first one scheduled for summer 2003)
- Conversion survey (follow-up from visitor enquiries scheduled for 2006)

Sunshine Coast Tourism Industry – Current Situation

- There are 404 tourism businesses, offering 524 business services on the lower Sunshine Coast.

- Tourism accounts for 8% of the total labour force, 16% of the basic labour force and 6% of the total community income, making tourism the third largest contributor of the private sector after forestry and fishing.
- The estimated conservative total value of visitor expenditures on the lower Sunshine Coast was approximately \$58.6 million in 2001.
- The lower Sunshine Coast captured approximately 0.6 % share of the total BC tourism expenditures of \$9.5 billion (using available data from 2000) when compared to local 2001 survey results.
- 93% of Sunshine Coast tourism enterprises are owner-operated small businesses that employ 1–4 people.
- Average annual occupancy by season is winter 22%, spring 35%, summer 76%, fall 39%
- The summer season is the only time occupancy exceeds the provincial hotel/motel occupancy average of 74% at 76%.
- Lower Sunshine Coast hotel/motel room revenues grew 26% slower than the provincial average and 6% slower than the upper Sunshine Coast from 1996-2000
- Average annual room rate is \$100.70; \$12 below Vancouver Island and \$16 below the provincial average
- Accommodation expenditures are approximately \$12.3 million annually.
- Tourism employment is approximately 807 person years.
- The income attributable to this employment is estimated to be \$20.4 million annually.
- Estimated direct and indirect jobs totalled 960 in 2001, while employment income totalled \$26 million.
- Local tourism is in a phase of rapid growth 29% of tourism businesses have been established in the last two years.
- 77% of operators indicated growth in the last three years prior to Sept. 11.
- 64% of tourism businesses are expecting growth over 5% for 2002.

Potential Economic Impacts as a result of DMO Activity

Despite the current situation, annual hotel/motel occupancy is 43%, well below the provincial average of 61%. With current capacity underutilized, the lower Sunshine Coast is well positioned to increase market share due in part to its strategic location to Vancouver and Seattle, its natural environment and available product. Markets that are a good match for leisure travel include short get-aways, recreation, adventure, eco-tourism, cultural interests, health and wellness, lifestyle, natural history, festivals and events, First Nations, learning experiences, romance, relaxation and touring. Visiting friends and relatives will remain a primary market.

In establishing the DMO, the community would expect substantial return on investment through an increased number of visitors, higher visitor spending, longer stays or any combination of the above. This would be accomplished through targeted marketing, improvements to product, better awareness and exposure for the Sunshine Coast among key visitor markets and improved infrastructure.

- The estimated economic impact of a 20% increase in overall occupancy (after 2 full years of DMO operations) would lead to an increase in additional overall visitor spending of \$12

million annually. This would generate an additional 164 direct jobs with an annual payroll of \$4 million.

- There would be 195 total direct and indirect jobs, while direct and indirect income would total \$5.4 million.
- The costs of operating the DMO would be approximately \$157,000 annually, a relatively modest price to pay for 195 new jobs and \$5.4 million annually in payroll.

Fulfillment Services

To effectively serve the visitor throughout the consumer purchase cycle (awareness, interest, purchase, and loyalty), it is recommended Tourism BC-trained travel counsellors respond to potential visitors and visitor enquiries generated from activities of the DMO. The visitor service program is currently delivered through the Visitor Info Centres. A fee-for-service agreement would be established with the Sechelt Chamber of Commerce, the sponsoring agency of the Visitor Info Centre in Sechelt, to respond to the toll-free phone number and email requests from DMO activities.

Sustainable Core Funding Strategy

The core operating budget of net \$157,000 for the DMO ensures the organization has an adequate budget to operate. The core budget is used to coordinate cooperative marketing opportunities that will generate additional revenues on a per project basis. Profits from projects would be re-invested into new projects, without putting core funds at risk.

It is recommended the Sunshine Coast adopt an industry-driven strategy that will ensure long-term sustainability through a combination hotel tax and business tax fee structure. Options for the collection and transfer of tourism funds include the provincial hotel/motel tax system and an industry-imposed business tax system. Bridge funding from various government sources would be required for start-up of the organization. The funding strategy would be undertaken in cooperation with the SCCEDP.

Leveraging

Leveraging core funding is a key strategy to sustainability. For every dollar invested in the DMO it would be leveraged at a minimum ratio of 1:1. With core funding DMOs have the ability to leverage funds to access programs at the provincial and federal level of government (e.g. project bridging programs). All funds would be combined with local industry to participate with the DMO in regional, provincial and national tourism programs that would otherwise be out of reach. In the absence of core funding, activities are limited to marketing co-ops with a select group of tourism businesses pooling limited resources. With core funding the DMO will generate revenue through the partnered print strategy earning in excess of \$70,000 per year.

Funding Sources Years 1-5

Annual operating costs are estimated at \$157,000 per year; human resources \$90,200, operations/product & industry development \$26,800 and destination marketing \$40,000.

- The SCTP survey indicated local tourism businesses are currently spending \$761,448 on marketing off coast and contributing in-kind \$400,834 for a total value of \$1,162,282
- The DMO intends to capture \$143,500 in year one and \$68,000 annually of the external marketing expenditures by local industry to support the integrated print strategy.
- To support the organization bridge funding would be required. Financial support for core funding and start up costs would be requested from a combination of local, regional, provincial and federal sources to leverage the \$143,500 from local industry, for a total year one budget of \$496,650.

Please note: The revenue budget does not include in-kind or other partnerships to be developed with the tourism industry upon start-up of the organization.

Industry	August, 2002 Final Budget	Sept 2002 - 2003	Sept 2003 - 2004	Sept 2004 - 2005	Sept 2005 - 2006	Sept 2006 - 2007
		Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE/CONTRIBUTIONS						
1	SCTP General Revenue	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00
2	SCTP Visitor Guide Advertising Sales (A)	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00
3	SCTP Regional Map Advertising Sales (B)	\$ 51,500.00	\$ -	\$ -	\$ -	\$ -
4	SCTP Regional Map Wholesale Sales (C)	\$ -	\$ 70,000.00	\$ 85,000.00	\$ 85,000.00	\$ 85,000.00
5	SCTP Community Map Series Advertising Sales (D)	\$ 24,000.00	\$ -	\$ -	\$ -	\$ -
6	SCTP Add: GST @ 7% on all sales (cash flow) (E)	\$ 10,314.50	\$ 9,929.50	\$ 10,979.50	\$ 10,979.50	\$ 10,979.50
7	HRDC - Human Resources	\$ 119,200.00	\$ 97,200.00	\$ 97,200.00	\$ 9,000.00	\$ 9,000.00
8	Local & Regional Governments - Grant - to be confirmed	\$ 40,000.00	\$ 68,800.00	\$ 68,800.00	\$ -	\$ -
9	Core Funding: Accommodation & Business Tax System	\$ -	\$ -	\$ -	\$ 167,000.00	\$ 167,000.00
10	CFDC-SC	\$ 10,560.00	\$ -	\$ -	\$ -	\$ -
11	Other Sources: Government Programs & Partners	\$ 169,220.00	\$ -	\$ -	\$ -	\$ -
	<i>Total Revenue/Contributions</i>	\$ 496,644.50	\$ 317,779.50	\$ 333,829.50	\$ 343,829.50	\$ 343,829.50

Proposed Sources	YR 1	YR 2	YR 3	YR 4
<i>SCTP</i>	1%	24%	28%	27%
<i>Local Tourism Industry</i>	30%	22%	21%	70%
<i>CFDC</i>	2%	0%	0%	0%
<i>Local/Regional Government</i>	8%	22%	21%	0%
<i>HRDC</i>	24%	32%	30%	3%
<i>Other government sources to be determined</i>	35%	0%	0%	0%
<i>Total %</i>	100%	100%	100%	100%
<i>Total Budget before partnering with industry</i>	\$486,330	*\$307,850	*\$322,850	\$322,850
Total budget less GST on sales				
* Averaged for the graph		\$315,350		

Year 1:

- The tourism industry would support the DMO financially in the amount of \$143,500 (representing 30% of the total budget)
- Sales from the recreation map will generate an estimated \$70,000 after year one.
- Several start-up costs have been identified including office and marketing equipment, promotional tools and initial product development and marketing activities for total \$169,220

for year one only (representing 35% of the total budget.) Government programs will be researched to match eligible expenses with funding programs.

- Human Resource Development Canada will be approached to support three positions in year one plus a summer student for a total of \$119,200 (representing 24% of the total budget.)
- The local and regional governments would be approached to support the core-marketing budget of \$40,000 representing 8% of the total budget.
- SCTP revenue and CFDC-SC contributions make up the balance of \$14,410 or 3% of the total budget.
- Regional initiatives in the start up budget would include financial partnerships with Tourism Powell River and local governments for a regional print and web strategy in addition to the \$40,000 core marketing budget.

Year 2 & 3:

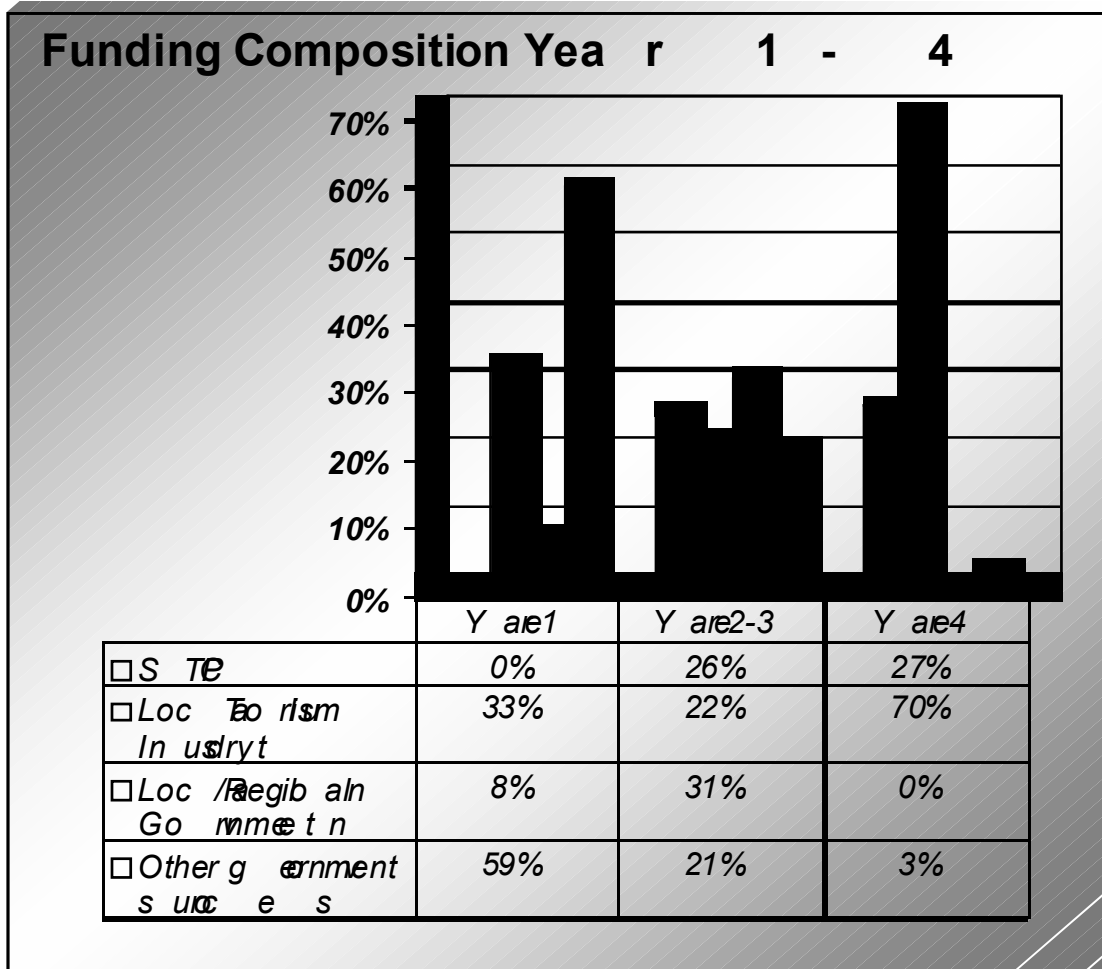
- The tourism industry would support the DMO financially in the amount of \$68,000 (representing 22% of the budget) by purchasing advertising space for the visitor guide.
- Sales of the recreation map will generate \$70,000 in year two and \$85,000 in year three with other SCTP revenue representing 24 and 28% of the budget.
- HRDC would be approached for renewal of two positions for years 2 and 3
- The core net operating budget of \$157,000 in years 2 and 3 would be supported by grants from local and regional governments of \$68,800 (representing 22% of the budget) plus HRDC sponsorship of the human resource budget \$88,200.
- An additional \$9,000 in the human resource budget is for the HRDC summer student program for a total contribution of \$97,200 (representing 32% of the budget.)

Year 4 and beyond:

By year-four the DMO would be self-sustaining with core funding secure.

- By year-four the local tourism industry would be supporting 100% of the core operating budget or 70% of the overall total budget.
- The tourism industry would support the DMO financially through the proposed hotel tax and business tax system for the gross amount of \$167,000 (less estimated collection fees of \$10,000) for net core funding of \$157,000.
- The tourism industry would continue to support the DMO financially by investing \$68,000 per year for the purchase of advertising space in the annual visitor guide.
- HRDC would be approached annually for \$9,000 (representing 3% of the total budget) for research projects for the summer student program.
- Revenue from map sales and other SCTP revenue is estimated at \$85,000 (or 26% of the total budget) per year off-setting other project costs while providing seed money for new projects.
- Additional project funding sources would be researched and approached on a per project basis to leverage the core budget
- Miscellaneous revenue for the SCTP is estimated at \$3,850 per year or (or 1% of the budget).

The following graph shows the composition by source for years 1-4, note years 2 & 3 have been averaged.



Total local tourism industry contribution (SCTP and local businesses) to the core budget equals, 33% for Year 1; 48% for Year 2-3 and 97% for Year 4.

Organizational Strategy

It is recommended the organizational structure would be a non-profit society with a volunteer working board of directors holding seats from all eight tourism sectors. Additional seats would be made up from the “member” organizations (all the business and tourism-related organizations) who each would appoint a director as their board representative. All tourism businesses would be included in programs and services as it is industry-driven and funded.

Relationship with proposed Economic Development Office (EDO)

As a working committee of the SCCEDP, the DMO function is focused on product and industry development (improving the quality of current product), supporting local industry to create alliances and destination marketing. New business development is supported through CFDC-SC programs. The EDO has a broader mandate that supports the tourism industry re: infrastructure, issues with regulations, funding strategy, land use, attracting new businesses, etc. The DMO would work in partnership with the proposed EDO to support product development.

Relationship considerations:

- Independent organizations working in partnership
- An integrated approach to funding that supports the needs of tourism (including visitor services) and other economic sectors
- Reciprocal board representation with voting privileges
- Cooperative programs for product development
- Coast-wide champion for issues re: infrastructure and local government regulations, etc.
- Leveraging of marketing dollars
- Sharing of resources

Human Resource Strategy

It is recommended two full-time permanent positions would make up the core positions for the DMO; a Tourism Development Manager and a Tourism Development Coordinator. During year one of operations additional support in the form of one full-time administrative assistant/operations coordinator would be required.

Office Requirements

The DMO office could be located with the proposed EDO, CFDC-SC or in the new community building in Sechelt. The proposed strategy for the information system (IT) would be an on-line system accessible from the world wide web. During the start-up stage and for the first 6-10 months, use of the Community Futures office and computer systems could be available until bridge funding is secured

Executive Summary Strategic Marketing Plan

Marketing Goals & Objectives Year 1-2 Priorities

The marketing goals & objectives support the business objective of increasing overall business by 20% (by the end of the year 2005) resulting in an additional \$12 million in overall visitor spending, generating 164 direct jobs and annual payroll of \$4 million, others include:

- Extend marketing reach by leveraging core funding to a minimum of 1:1
- Provide a “seamless” service for the visitor
- Build a regional brand image of the Sunshine Coast with Tourism Powell River
- Increase awareness of the lower Sunshine Coast in key markets
- Increase length of stay by visitors
- Increase spending amounts by visitors in the region
- Increase overnight stays during shoulder and winter seasons

Marketing Strategy

Key strategies to fulfill objectives include penetration into close in markets with product cluster marketing, improvements to existing product, support for development that fills gaps for the off season and partnerships with traditional and non-traditional partners.

Market Conditions

Although visitation in BC was on a slight decline prior to September 11th, the events from the terrorist acts changed the tourism industry and the mind set of travellers. Marketing efforts will need to respond to a “new reality.” Although overseas travel is still in recovery, the drive market is on the rise. The Canadian Tourism Commission is continuing to target US markets to travel to Canada instead of overseas. Close in drive markets are key targets for the Sunshine Coast primarily from the Lower Mainland and the US Pacific Northwest. The attributes of the Sunshine Coast are in demand therefore off-season increases in occupancy will depend primarily on an awareness campaign to promote existing product, together with improvements to existing product and development of new product to fill seasonal gaps e.g. festivals and events. Product clustering (by theme or activity) will be a key strategy to targeting market segments.

Key Market Trends

- the emergence of experience-based travel (learning experiences aimed at personal enrichment)
- aging population with more time for leisure
- larger amount of disposable income allocated to travel
- increasingly accessible travel information via the internet
- internet use continues to increase for information gathering, trip planning and booking
- acceptance of e-marketing through permission-based systems
- travel decisions shifting from destination to the “experience”
- shorter and more frequent trips
- increased interest in nature based tourism
- mode of travel shifting to driving vs. flying
- travel occurring “closer to home”

Market Profile

Although the Sunshine Coast has the advantage of being in close proximity to the Lower Mainland resident market, US travellers spend an average of \$284 per stay vs. BC residents at \$140 per stay.¹ Therefore the marketing strategy will need to balance yield vs. volume. Interprovincial travellers (travellers between provinces) spend almost four times more on a daily basis than intra-provincial travellers² (travellers within their home province, e.g. the BC resident).

Target Markets:

- Leisure travellers, independent and small groups
- Meeting and incentive travellers, small groups
- Get-away markets for 3 to 4 day stays
- Primarily drive markets; secondary markets: marine based
- Primarily adult couples 35-64; secondary; groups of adults
- Fall, winter, spring seasons
- Domestic travellers: BC resident; Lower Mainland, BC South, Vancouver Island, Calgary, Edmonton; secondary markets: Ontario
- USA travellers: non-resident; Pacific Northwest, Seattle; secondary markets: California

Product/Market Match for Marketing Fall/Winter/Spring

The marketing emphasis of the DMO would be marketing of spring, fall and winter tourism activities and events. The Sunshine Coast has an abundant and diverse supply of off-season product to promote. In addition, there are multiple opportunities for product packaging and development. The following product clusters were identified through analysis of the product inventory.

- Heritage/Arts & Culture
- Romance/Relaxation
- Health/Wellness
- Outdoor Recreation
- Natural History
- Festivals & Events
- First Nations
- Learning Experiences
- Multi-Day Land/Marine Touring - Circle Tour Route

Positioning

The lower Sunshine Coast will be positioned as an appealing short-stay destination offering small town hospitality and year-round activities for a variety of interests ranging from outdoor activities (marine, land & air) to cultural & learning experiences, romance, relaxation and adventure. Like a string of pearls, quaint seaside communities form the linear route between the towering forest clad mountains and the Pacific Ocean, creating an ideal mini holiday for BC residents, a complementary side trip for a Vancouver-bound visitor or in combination with the circle tour route.

¹ Refer to the marketing plan appendix for the summary of the Vancouver Coast & Mountains Visitor Profile, TBC 1998

² Canadian Tourism Commission Strategic Plan 2003-2005

Integrated Promotional Strategy

Once markets are identified, and market ready product is matched with markets, communication channels identified, and information systems in place, promotional materials are required to support the marketing campaign. The integrated promotional strategy considers the needs of the visitor, the Visitor Info Centres and the DMO.

Specifically the integrated promotional strategy includes the following:

- branding strategy
- integrated print strategy for local businesses (visitor guide, recreation and highway map, community maps); support for fulfilling potential visitor and visitor enquiries; web portal; photo and image bank; direct marketing (mail & email); advertising (internet and print); travel, mall, consumer and trade shows; media relations; promotions and participation in regional tourism association marketing opportunities and partnerships with neighbouring DMOs
- regional web portal strategy for sectors and organizations www.sunshinecoastcanada.com
- regional print strategy with Powell River and economic development (kit folder, rack card holder, rack card, stationery)
- participation and support for trade missions with the proposed Economic Development Office (EDO)

Marketing Plan 2003/2004 Core Marketing Budget Leveraged with Partnerships

The marketing plan will outline a base plan that will be further developed by the Tourism Development Manager in cooperation with local businesses, sector partners and other DMOs. The core annual marketing budget plus start-up projects are presented to create this base. Leveraging is a key strategy to extend market reach therefore the following will guide the organization through the start-up stage and provide information to be presented during the industry-input sessions scheduled for the fall. Leveraging ratios are estimated in the budgets that support the following promotional mix.

Preparing for Promotion

Before promotions can commence, promotional tools and a system to respond to visitor enquiries is required. Specifically fulfillment services, regional branding, collateral (print materials), equipment and a regional web portal are recommended.

Partnership with Tourism Powell River - Upper and Lower Sunshine Coast

The marketing strategy has identified opportunities to partner with Tourism Powell River (TPR). Currently TPR has allocated funds for the regional branding strategy, design and activation of the regional web portal and placement of two regional banner ads in the 2003 Vancouver Coast and Mountains publications: *Travel Guide* and *Outdoor Experiences Guide*.

Partnerships would be developed by September 2002 as per the outline that follows:

- Regional branding: The Sunshine Coast, British Columbia, Canada
- Regional web portal www.sunshinecoastcanada.com

- Banner advertising (initially in the *Vancouver Coast & Mountains Travel Guide* and new for 2003 the *Outdoor Experiences Guide*; others to be determined)
- Reciprocal visitor guide ad campaign and web page links (with participating Circle Tour DMOs)
- Consumer, mall and travel, shows and regional banner design for booth
- Media relations (fam tours, stories, VCM regional partners program)
- Promotions (prize give-aways)
- Reciprocal cross-promotion of the upper or lower coast in local publications e.g. visitor guide and recreation/highway map
- Regional partnered print strategy: Kit folder, 4x9” rack brochure series, rack brochure folder
- Distribution of proposed rack brochure series campaign

Promotional Tools

Photography and Editorial Bank – Lower Sunshine Coast

Having resources that are available is essential to respond to demands. Acquisition of professional photography, high-resolution scans (for print production use) and stock written press releases and pre-written stories (destination and product clusters) is required.

Marketing Equipment - Lower Sunshine Coast

In order to showcase product and promotional materials a trade show booth and tabletop display is recommended. The equipment would not require upgrading for at least five years. Signage and photos would require updating, as new product becomes available for promotion.

For smaller scale use such as presentations, mall shows, familiarization tours, special events and smaller locations, a portable table top display system is recommended. A portable unit with folding case houses display materials designed similar to the trade show booth.

Video

Video can be used for the proposed kiosk, TV monitor or laptop computer at travel shows, clips for Power Point presentations, fam tours and presentations. Existing video can be used with usage rights to be negotiated.

Regional Branding – Upper and Lower Sunshine Coast

In partnership with Tourism Powell River, the SCTP would coordinate the development of the regional branding strategy, identifying the Sunshine Coast, British Columbia, Canada, as one region. A positioning statement would be developed that captures the essence of “the Sunshine Coast” in one line. Supporting visuals would portray elements that make up the visitor experience and destination attributes.

Regional Web Portal - Upper and Lower Coast www.sunshinecoastcanada.com

The existing community website www.TheSunshineCoast.Com was endorsed by the SCTP steering committee, therefore a regional web portal strategy is recommended that will serve the “Sunshine Coast” for both tourism, economic development and new residents. The regional

“welcome” portal leads to *TheSunshineCoast.com* (Big Pacific). The portal can be developed to include other sections.

Proposed content:

- Welcome splash page for the Sunshine Coast (including Powell River) with second-level links to a regional overview, upper or lower coast, media, circle tours, economic development and real estate pages
- Additional links to pages for tours, events calendar, splash page for each organization of the SCTP (with links to their home page) and product clusters

Regional Print Strategy with Powell River, Economic Development & Local Governments (Kit Folder, Rack Card, Rack Card Folder)

Potential partnership with Powell River and local tourism, economic development organizations, local and regional governments and the real estate industry. Multipurpose use for: media kits, fam tour participants, VIPs, business prospects, visitor delegates, industry alliances, new businesses, new residents, meeting delegates, etc.

Materials:

- Kit folder 9x12” full colour (30,000) generic call to action www.sunshinecoastcanada.com
- Stationery generic full colour: call to action www.sunshinecoastcanada.com
- Rack card folder full colour (100,000) generic call to action www.sunshinecoastcanada.com
- Rack card full colour (200,000) 6 variations, customized – multi-purpose, primarily used by tourism

Integrated Print Strategy – Lower Coast Partnered Print Strategy with Local Tourism Businesses (Visitor Guide, Recreation & Highway Map, Community Map Series)

To fulfill the marketing objective of increasing visitor stays, an integrated print strategy serving the visitor throughout the purchase cycle will be more effective. This strategy would require cooperation from the local visitor information centres and retailers.

The print strategy generates revenue through the sale of the Recreation and Highway Map creating cash flow by the middle of 2003. Revenue generated from the map sales covers the costs for the map and the community map series in subsequent years, while still providing a profit for seed money for other projects.

Visitor Guide: Lower Sunshine Coast

The main fulfillment piece for the lower Sunshine Coast, the visitor guide would also serve as a vacation planner. It is recommended the visitor guide be an 8x9” magazine style format, with partial print run soft-folded to 4x9” for racking. This format is a convenient size for travellers to keep on hand as well as fitting into a standard business envelope (#10) when folded. Estimated at 32 pages, 16 pages would be made up of advertising. The guide would have editorial pages in the first half, and advertising pages in the back half, with sections by sectors and product cluster. An introduction section would present the region as a destination

Recreation and Highway Map – Lower Sunshine Coast

The recreation and highway map provides visitors with a full pull out-format (24x36” folded to 4 x 9”) while showcasing recreation spots and other points of interest with icons, and topographic style of the design. The concept is based on the Powell River Visitor Map, however the design would reflect the lower coast visitor guide and branding for the Sunshine Coast. Initially supported by 100% advertising in year one, listing only advertised businesses, the map would be sold. The revenue generated would cover the costs to produce the map in subsequent years.

Community Street Map Series

Based on visitor demand, a simple street map of each area (Gibsons and Area, Sechelt and Area and Pender Harbour) would be produced in 11x17” pads. The concept is based on the Prince Rupert example, however, the design would reflect the branding for the Sunshine Coast. Initially supported by 100% advertising in year one, listing only advertised businesses, future map costs would be covered by revenue generated from the Recreation & Highway Map project.

Integrated Promotional Mix (Overview)

The core annual marketing budget would be leveraged to extend opportunities for both businesses and organizations. The core marketing allocation of resources would be adjusted based on partnerships formed, therefore the following tactics will be presented as a guide.

Advertising

Cooperative advertising would be coordinated through the DMO by purchasing bulk space at lower rates and reselling it to businesses. Typically these ad pages showcase the destination branding at the top or bottom of the page with the regional web site and toll-free number promoting the visitor guide.

Direct Marketing

Permission-based email (from visitor enquiries, tracked over time, then targeted). Recipients appreciate mail when it’s information they want to receive. A database of enquiries from the DMOs promotions would be targeted for permission-based direct email messages based on the visitor or potential visitor’s interests.

Familiarization Tours

Regional and provincial DMOs organize fam tours for trade and media as well as respond to requests. The DMO will support fam tour requests by encouraging businesses to participate, make presentations, supply information, and coordinate transportation or tours. It will initiate fam tours with targeted media based on the product clusters, and provide media kits with information and photography.

Internet Marketing

With continued increases in internet use for information gathering and bookings, internet marketing will consist of links and banner ads where appropriate by product cluster and destination. For the start-up of the new web portal, an investment in search engines is recommended.

Media Relations

Editorial coverage is worth thousands of dollars in equivalent advertising space, therefore media relations is a key strategy. Media relations includes responding to media requests for information, hosting fam tours and generating the interest of media to have stories published. A media web page and media kit are important tools to support the media relations campaign.

Personal Selling

Small groups and incentive travel will require some personal contact from the Tourism Development Manager to develop leads. In addition, when travelling between travel shows, key contacts would be visited where appropriate.

Promotions

Targeting Lower Mainland media, trip prizes to the Sunshine Coast would be organized with the businesses for give-aways for promotions. These prizes (donated in kind) would be used to acquire media coverage where possible to gain publicity for the Sunshine Coast. Partnerships could also be developed with Tourism Powell River.

- Promotions (contests, radio/give-aways etc.)
- Sector specific – co-op marketing partnerships to be developed

Travel, Consumer, Mall and Trade Shows

Travel shows can be booked directly, or through the regional tourism association at a discount for bulk buying of space. In addition to those discounts, operators and other DMOs can share booth space to reduce costs, or pool resources to create a bigger booth. Partnering with other DMOs can also extend the number of shows the DMO can attend by having each DMO attend different shows and cross promote each other. Bulk buying of show booth space can also reduce costs if there are enough participants.

The DMO could attend trade shows on behalf of businesses that have export-ready product; the regional tourism association currently represents export-ready product at several trade shows.

Mall shows have been tested by the community DMO group of Vancouver Island within their region, short-haul US and the Okanagan with success. The Coast Cultural Alliance tested mall shows in the Lower Mainland with Tourism Powell River, which showed potential. A mall show with Vancouver Island is scheduled for fall 2002 in the Lower Mainland, in which the SCTP could participate.

Other marketing tactics

Sponsored Vehicle (Ad van)

As noted in the business plan, a more effective use of the mileage budget (to compensate staff for their personal vehicle use for business purposes) would be a sponsored “advertising mini-van.” The tourism development manager would be on the road throughout the lower Sunshine Coast, Powell River, the Lower Mainland, Vancouver Island and other areas throughout the sales territory.

Corporate sponsors would be identified on the vehicle with local dealerships having first right of refusal. Other corporate sponsors could include non-traditional partners such as London Drugs, Canadian Tire or real estate companies.

Other marketing tactics after two-year plan

By 2005, net revenue from the regional map will provide \$19,000 per year based on sales of 90,000 maps. This revenue is intended as seed money for other projects. The following is suggested for future planning.

Kiosk

Freestanding kiosks could be placed in strategic high traffic areas in the Lower Mainland. With looped videos on TV monitors and rack brochures on display the resident market and tourists in transit could be targeted through malls or other high traffic locations. This concept is based on the Cypress Mountain kiosk in the Lonsdale Quay. Cost is approximately \$3,000 per kiosk.

Merchandising

Profits from the regional map sales would generate “seed” money for merchandising items that would display the regional branding, call to action for the regional web site and toll free phone number. High quality and functional items could include travel mugs, coffee mugs, T-shirts etc. Sold wholesale to VICs and retailers both the DMO and the retailers would share in the profits.

Conclusion

The Sunshine Coast Tourism Partnership is well positioned to embark on an economic development diversification strategy that includes tourism development. In partnership with stakeholders, investments and benefits in this venture would be shared. Communities throughout BC are participating in destination marketing and product development initiatives while leveraging their core budgets to be more effective. If the Sunshine Coast wants to compete for market share, it must engage in destination marketing in order to be visible in the marketplace and secure a place in the minds of consumers that it is a desired travel destination. With the business and marketing plan the SCTP now has the framework in place to move forward toward a sustainable future.

Tourism planning is done a minimum of one year in advance; therefore, for any effect for 2003 tourism initiatives must start immediately. The implementation strategy includes Community Futures Development Corporation of the Sunshine Coast (CFDC-SC), facilitating the research of funding sources and preparation of the funding applications to secure start-up and bridge funding in cooperation with the SCCEDP initiative.

BUDGETS

Revenue / Expense 5-year Budget Summary

Sunshine Coast Tourism Partnership 5-Year Business Plan Revenue & Expense Summary

August, 2002 Final Budget	Sept 2002 - 2003	Sept 2003 - 2004	Sept 2004 - 2005	Sept 2005 - 2006	Sept 2006 - 2007
	Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE/CONTRIBUTIONS					
1 SCTP General Revenue	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00
2 SCTP Visitor Guide Advertising Sales (A)	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00
3 SCTP Regional Map Advertising Sales (B)	\$ 51,500.00	\$ -	\$ -	\$ -	\$ -
4 SCTP Regional Map Wholesale Sales (C)	\$ -	\$ 70,000.00	\$ 85,000.00	\$ 85,000.00	\$ 85,000.00
5 SCTP Community Map Series Advertising Sales (D)	\$ 24,000.00	\$ -	\$ -	\$ -	\$ -
6 SCTP Add: GST @ 7% on all sales (cash flow) (E)	\$ 10,314.50	\$ 9,929.50	\$ 10,979.50	\$ 10,979.50	\$ 10,979.50
7 HRDC - Human Resources	\$ 119,200.00	\$ 97,200.00	\$ 97,200.00	\$ 9,000.00	\$ 9,000.00
8 Local & Regional Governments - Grant - to be confirmed	\$ 40,000.00	\$ 68,800.00	\$ 68,800.00	\$ -	\$ -
9 Core Funding: Accommodation & Business Tax System	\$ -	\$ -	\$ -	\$ 167,000.00	\$ 167,000.00
10 CFDC-SC	\$ 10,560.00	\$ -	\$ -	\$ -	\$ -
11 Other Sources: Government Programs & Partners	\$ 169,220.00	\$ -	\$ -	\$ -	\$ -
<i>Total Revenue/Contributions</i>	\$ 496,644.50	\$ 317,779.50	\$ 333,829.50	\$ 343,829.50	\$ 343,829.50
EXPENSES					
12 Integrated Print Strategy (A-E)	\$ 153,814.50	\$ 143,929.50	\$ 144,979.50	\$ 144,979.50	\$ 144,979.50
13 Human Resources	\$ 119,200.00	\$ 97,200.00	\$ 97,200.00	\$ 99,200.00	\$ 99,200.00
14 Estimated Collection Fees (Core funding accommodation/tax system)	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00
15 CFDC-SC Office support and facilitation	\$ 10,560.00	\$ -	\$ -	\$ -	\$ -
16 Office Equipment & Set-up Costs	\$ 36,000.00	\$ -	\$ -	\$ -	\$ -
17 Core Marketing Budget	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
18 Core Operations Budget (Product & Industry Dev)	\$ 19,805.00	\$ 26,800.00	\$ 26,800.00	\$ 26,800.00	\$ 26,800.00
19 Matching Funds: Tourism Powell River	\$ 7,765.00	\$ -	\$ -	\$ -	\$ -
20 Marketing Equipment & Promotional Set-up	\$ 16,280.00	\$ -	\$ -	\$ -	\$ -
21 Primary Research (Visitors and local industry)	\$ 3,000.00	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00
22 Regional Print Strategy & Distribution	\$ 89,370.00	\$ -	\$ -	\$ -	\$ -
<i>Total Expenses</i>	\$ 495,794.50	\$ 307,929.50	\$ 308,979.50	\$ 323,979.50	\$ 323,979.50
23 PROFIT/CONTINGENCY & RE-INVESTMENT BASE	\$ 850.00	\$ 9,850.00	\$ 24,850.00	\$ 19,850.00	\$ 19,850.00
24 Merchandising Program			X		
25 REQUIRES SPONSORSHIP TO BE SECURED	\$ 338,980.00	\$ 166,000.00	\$ 166,000.00	\$ 9,000.00	\$ 9,000.00

Sustainable by Year 4

Notes to budget:

Assumptions: Sponsorship will be secured and the SCTP will adopt the strategy.
 The SCTP will apply for a GST account, therefore GST will be retrievable on ALL expenses PST where applicable and GST included in all budgets
 Partnered marketing value not included in core budget (leveraging)
 Marketing Cooperative Revenue not included in budget, projects will be developed with stakeholders from core budget
 Gross profit on regional map sales for 2004 projects \$ 23,000 for 2005 and beyond \$ 38,000
 Based on net operating core funding budget of \$157,000 Year 4 & 5 (Operations \$26,800 + Human Resources SCTP payable \$ 90,200 + Core marketing budget to partner \$ 40,000)

Potential increases in revenue and expenses not included as the plan will be revised annually.

Revenue / Expense 5-year Budget by Project

Sunshine Coast Tourism Partnership 5 Year Business Plan SPONSORSHIP

#	Match	FINAL BUDGET AUGUST 2002				
		Sept 2002 - 2003	Sept 2003 - 2004	Sept 2004 - 2005	Sept 2005 - 2006	Sept 2006 - 2007
		Year 1	Year 2	Year 3	Year 4	Year 5
REVENUE						
SCTP GENERATED REVENUE						
1	General (AGM, Brochure Dist., Membership, Web Commission Sales)	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00	\$ 3,850.00
2	Visitor Guide Advertising Sales	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00
3	Regional Map Advertising Sales	\$ 51,500.00	\$ -	\$ -	\$ -	\$ -
4	Regional Map Wholesale Sales	\$ -	\$ 70,000.00	\$ 85,000.00	\$ 85,000.00	\$ 85,000.00
5	Community Map Series Advertising Sales	\$ 24,000.00	\$ -	\$ -	\$ -	\$ -
Sub-total SCTP Generated Revenue		\$ 147,350.00	\$ 141,850.00	\$ 156,850.00	\$ 156,850.00	\$ 156,850.00
6	Add: GST @ 7% on all sales	\$ 10,314.50	\$ 9,929.50	\$ 10,979.50	\$ 10,979.50	\$ 10,979.50
Sub-total Cash Flow In		<u>\$ 157,664.50</u>	<u>\$ 151,779.50</u>	<u>\$ 167,829.50</u>	<u>\$ 167,829.50</u>	<u>\$ 167,829.50</u>
PROPOSED SPONSORSHIP						
7	HRDC - Human Resources	\$ 119,200.00	\$ 97,200.00	\$ 97,200.00	\$ 9,000.00	\$ 9,000.00
8	Grant in Aid - Local & Regional Governments (COR MKTG)	\$ 40,000.00	\$ 68,800.00	\$ 68,800.00	\$ -	\$ -
9	Core Funding: Accommodation /Business Tax System	\$ -	\$ -	\$ -	\$ 167,000.00	\$ 167,000.00
Sub-total Proposed Sponsorship		<u>\$ 159,200.00</u>	<u>\$ 166,000.00</u>	<u>\$ 166,000.00</u>	<u>\$ 176,000.00</u>	<u>\$ 176,000.00</u>
10	CFDC-SC	\$ 10,560.00	N/A	N/A	N/A	N/A
SPONSORSHIP TO BE DETERMINED FOR START UP						
18	Operations expenses Year 1 - Start up	\$ 19,805.00	N/A	N/A	N/A	N/A
19	Matching Funds Tourism Powell River Branding	\$ 5,350.00	N/A	N/A	N/A	N/A
19	Matching Funds Tourism Powell River VCM Banner ad	\$ 2,415.00	N/A	N/A	N/A	N/A
19	Outdoor Experiences Guide and Travel Guide	\$ -	N/A	N/A	N/A	N/A
20	Sponsor required Image/Editorial Bank (R)	\$ 6,080.00	N/A	N/A	N/A	N/A
20	Web Portal - Development (R)	\$ 4,000.00	N/A	N/A	N/A	N/A
20	Start Up Costs Marketing Equipment (booth display etc.)	\$ 6,200.00	N/A	N/A	N/A	N/A
17	Core Marketing Program (Local Gov't \$40,000) TBC item # 8	\$ -	N/A	N/A	N/A	N/A
22	Production Costs Regional Print Materials (R) Part A of A & B	\$ 46,125.00	N/A	N/A	N/A	N/A
22	Distribution Costs Regional Print Materials (R) Part B of A & B	\$ 43,245.00	N/A	N/A	N/A	N/A
16	Equipment / Software / Furniture / Supplies	\$ 36,000.00	N/A	N/A	N/A	N/A
Sub-total start-up sponsorship		<u>\$ 179,780.00</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Total Cash Flow In		<u>\$ 496,644.50</u>	<u>\$ 317,779.50</u>	<u>\$ 333,829.50</u>	<u>\$ 343,829.50</u>	<u>\$ 343,829.50</u>

Sunshine Coast Tourism Partnership 5 Year Business Plan SPONSORSHIP

#	Match	EXPENSES				
		Sept 2002 - 2003	Sept 2003 - 2004	Sept 2004 - 2005	Sept 2005 - 2006	Sept 2006 - 2007
		Year 1	Year 2	Year 3	Year 4	Year 5
MARKETING PARTNERED PRINT STRATEGY						
12	Visitor Guide Expenses (break-even)	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00	\$ 68,000.00
	Regional Map Costs	\$ 51,500.00	\$ 47,000.00	\$ 47,000.00	\$ 47,000.00	\$ 47,000.00
	Community Map Costs	\$ 24,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00	\$ 19,000.00
	Remittance of GST @ 7% on sales	\$ 10,314.50	\$ 9,929.50	\$ 10,979.50	\$ 10,979.50	\$ 10,979.50
13	Human Resources	\$ 119,200.00	\$ 97,200.00	\$ 97,200.00	\$ 99,200.00	\$ 99,200.00
14	Estimated Collection Fees (Core funding accommodation/tax system)	\$ -	\$ -	\$ -	\$ 10,000.00	\$ 10,000.00
15	CFDC-SC Office support and facilitation	\$ 10,560.00	\$ -	\$ -	\$ -	\$ -
17	Core Marketing Budget	\$ -	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00
18	Core Operations Budget	\$ -	\$ 26,800.00	\$ 26,800.00	\$ 26,800.00	\$ 26,800.00
21	Primary Research	\$ 3,000.00	\$ -	\$ -	\$ 3,000.00	\$ 3,000.00
SPONSORSHIP REQUIRED 1 X						
18	Operations expenses Year 1 - Start up	\$ 19,805.00	\$ -	\$ -	\$ -	\$ -
16	Equipment / Software / Furniture / Supplies	\$ 36,000.00	\$ -	\$ -	\$ -	\$ -
19	Matching Funds Tourism Powell River Branding	\$ 5,350.00	\$ -	\$ -	\$ -	\$ -
19	Matching Funds Tourism Powell River VCM Banner ad	\$ 2,415.00	\$ -	\$ -	\$ -	\$ -
19	Outdoor Experiences Guide and Travel Guide	\$ -	N/A	N/A	N/A	N/A
20	Sponsor required Image/Editorial Bank (R)	\$ 6,080.00	N/A	N/A	N/A	N/A
20	Web Portal - Development (R)	\$ 4,000.00	N/A	N/A	N/A	N/A
20	Start Up Costs Marketing Equipment (booth display etc.)	\$ 6,200.00	N/A	N/A	N/A	N/A
17	Core Marketing Program (Local Gov't \$40,000) TBC item # 8	\$ -	N/A	N/A	N/A	N/A
22	Production Costs Regional Print Materials (R) Part A of A & B	\$ 46,125.00	N/A	N/A	N/A	N/A
22	Distribution Costs Regional Print Materials (R) Part B of A & B	\$ 43,245.00	N/A	N/A	N/A	N/A
Total Cash Flow Out		<u>\$ 455,794.50</u>	<u>\$ 307,929.50</u>	<u>\$ 308,979.50</u>	<u>\$ 323,979.50</u>	<u>\$ 323,979.50</u>
CONTINGENCY & RE-INVESTMENT BASE		<u>\$ 40,850.00</u>	<u>\$ 9,850.00</u>	<u>\$ 24,850.00</u>	<u>\$ 19,850.00</u>	<u>\$ 19,850.00</u>
REQUIRES SPONSORSHIP TO BE SECURED		<u>\$ 338,980.00</u>	<u>\$ 166,000.00</u>	<u>\$ 166,000.00</u>	<u>\$ 9,000.00</u>	<u>\$ 9,000.00</u>

Annual Core Operating Budget – Net \$157,000

Sunshine Coast Tourism Partnership ANNUAL CORE BUDGET NET \$157,000

PROJECT MANAGERS AND SUPPORT STAFF	Sept 2002 – 2003	Sept 2003 – 2004	Sept 2004 – 2005	Sept 2005 – 2006	Sept 2006 – 2007
HUMAN RESOURCE FIVE YEAR PLAN \$	Year 1	Year 2	Year 3	Year 4	Year 5
1 Tourism Development Manager	\$ 47,000.00	\$ 47,000.00	\$ 47,000.00	\$ 48,000.00	\$ 48,000.00
2 Benefits	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00
3 Tourism Development Coordinator	\$ 34,000.00	\$ 34,000.00	\$ 34,000.00	\$ 35,000.00	\$ 35,000.00
4 Benefits	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00
5 Administrative Assistant	\$ 22,000.00	\$ -	\$ -	\$ -	\$ -
6 Summer Student Partners Program	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00
9 Total Human Resource Costs	\$ 119,200.00	\$ 97,200.00	\$ 97,200.00	\$ 99,200.00	\$ 99,200.00

Vacation: 3 weeks per year Mgr.

OPERATIONS/PRODUCT & INDUSTRY DEV / YEAR 2-5	Sept 2002 – 2003	Sept 2003 – 2004	Sept 2004 – 2005	Sept 2005 – 2006	Sept 2006 – 2007
ANNUAL OVERHEAD & ADMINISTRATION	Year 1*	Year 2	Year 3	Year 4	Year 5
1 Office Rental & Utilities (Estimate @\$500 per month)	\$ -	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
2 Communications: phone, fax, cable, local ads	\$ -	\$ 5,400.00	\$ 5,400.00	\$ 5,400.00	\$ 5,400.00
3 Insurance: Directors liability, show liability & equipment etc.	\$ -	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
4 Bookkeeping, Accounting, Financial review, Legal Fees	\$ -	\$ 2,800.00	\$ 2,800.00	\$ 2,800.00	\$ 2,800.00
5 Stationary, Office Supplies, Courier Service, Postage, Annual Post Box, Name tags, logo shirts/vests, Business License Fee	\$ -	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00	\$ 3,600.00
6 Mileage (40c per km)/or ad van (insurance, fuel maintenance)	\$ -	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
7 Travel expense, meeting attendance & hosting monthly meetings & special events), conference	\$ -	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
Total	\$ -	\$ 26,800.00	\$ 26,800.00	\$ 26,800.00	\$ 26,800.00

Sunshine Coast Tourism Partnership ANNUAL CORE BUDGET NET \$157,000

LOWER COAST	Sept 2002 – 2003	Sept 2003 – 2004	Sept 2004 – 2005	Sept 2005 – 2006	Sept 2006 – 2007
ANNUAL CORE MARKETING BUDGET SUMMARY	Year 1	Year 2	Year 3	Year 4	Year 5
Call to action www.sunshinecoastcanada.com & free number for visitor guide					
Annual budget from general funds to be partner supplemented with project income e.g. visitor or regional map sales revenue					
1 Advertising (base budget to be partnered)	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00
2 *Ad design cost for reciprocal ad in Visitor Guides	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00
3 Direct Marketing	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
4 Fulfillment (Enquiries from marketing)	\$ 6,400.00	\$ 6,400.00	\$ 6,400.00	\$ 6,400.00	\$ 6,400.00
5 Media Relations	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
6 Photo/Editorial bank	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
7 Promotions	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00
8 Travel/Consumer/Sports/Mall/Trade Shows	\$ 6,350.00	\$ 6,350.00	\$ 6,350.00	\$ 6,350.00	\$ 6,350.00
9 Vancouver Coast & Mountains Regional Tourism Association - Base Marketing Partnership Fee	\$ 1,035.00	\$ 1,035.00	\$ 1,035.00	\$ 1,035.00	\$ 1,035.00
10 Web Portal	\$ 2,015.00	\$ 2,015.00	\$ 2,015.00	\$ 2,015.00	\$ 2,015.00
Total	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00	\$ 40,000.00

Sub-total each section:	\$ 164,000.00	\$ 164,000.00	\$ 166,000.00	\$ 166,000.00
Less: HRDC Summer Student Program (annual)	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00	\$ 9,000.00
Sub-total:	\$ 155,000.00	\$ 155,000.00	\$ 157,000.00	\$ 157,000.00
Contingency:	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -
TOTAL ANNUAL CORE OPERATING BUDGET:	\$ 157,000.00	\$ 157,000.00	\$ 157,000.00	\$ 157,000.00

Timeline/Implementation Outline

CFDC-SC PROJECT MANAGEMENT												
Description	JUN 2002	JUL	AUG	SEP	OCT	NOV	DEC	JAN\ 2003	FEB	MAR	APR	MAY
Bus & Mktg Plan complete in PDF and Hard Copy			15 FINAL									
Research Govt. Funding Programs			←→									
Industry Feedback			←→									
Public Input					X							
Plans to Tourism Powell River			15									
Agreement in principle with Powell River				X								
Register the SCTP as non-profit society?				←→								
New HRDC Program 3 staff application			←→									
New HRDC Program 3 Staff Start Program				X Full Year								To Sept 2003
HRDC Summer Staff start (1) (exit survey)												June 2003
Funding Applications Proposals (WED, IC, Prov.BC, HRDC – SCRDP etc.)			←→									
SCCEDP Strategy Complete				X								
Local Government Funding proposal joint with SCCEDP					←→							
SCRDP Budget Schedule (Community Services Committee)						←→						
Local Election						X						

CFDC-SC OPERATIONS												
DESCRIPTION	JUN 2002	JUL	AUG	SEPT	OCT	NOV	DEC	JAN\ 2003	FEB	MAR	APR	MAY
HRDC Staff Program 1 Finished				X								
SCTP Monthly Meetings (4 th Wed every month)	26	24	28	25	23	27	29?	22	26	26	23	28
Intranet launched				X								
Workshop Series & Visioning Session TBC				←————→								
CFDC-SC continue office in-kind services with HRDC Program #2				————→								To Summer 2003?
HRDC Summer Student Program application									←————→			
SUNSHINE COAST TOURISM PARTNERSHIP www.sunshinecoastcanada.com												
Secure Partners \$ for regional branding, web + kits				←————→								
Web Portal ready						15						
TOURISM SEASON – PROMOTION (GENERAL CYCLE)												
Fam tours (internal)										←————→		
Travel Shows								←————→		←————→		→
Advertising deadlines (annual industry publications)			←————→									
Visitor Guide			←————→									
Sub-regional Maps								←————→				→
Web site dev. series	←————→				←————→			←————→			←————→	

MARKETING – Immediate Priorities – Start-Up												
2002	Aug	Sep	Oct	Nov	Dec							
Secure toll free #	↔											
VCM Guides (ads) Partnership with Powell River	17 31	15 31										
TBC Workshop Series			↔									
Industry Input Sessions		↔	↔									
Establish Photo & Editorial bank			↔									
Complete Marketing Plan – Tactics with Partners				↔								
Branding Strategy with Tourism Powell River			↔									
Visitor Guide Sales & Production (late)			↔									
Regional Web Portal Development			↔									
Book travel shows			↔									
Purchase & Design Booth & Equipment			↔									
Web Portal Launch & Marketing				15		↔						
Regional Print Strategy (Production)				↔								
Ad van sponsorship					↔							
2003	Jan	Feb	Mar	Apr	Ma	Jun	July	Aug	Sep	Oct	No	Dec
Visitor Guide Distribution	X	X	↔									↔
Internet Marketing	↔		↔									
Travel Shows		↔		↔								
Promotions	↔								↔	↔	↔	
Media Campaign	↔							↔	↔	↔		
Direct Mail Campaign	↔											
Advertising	↔	↔	↔						↔	↔	↔	
Rec & Hwy Map		↔		↔		X						
Community Series Map		↔		↔		X						
Regional Print Strategy (Distribution)		↔										