

## Appendix 1.2 Five-Year Strategic Business Plan

Designated Recipient:	Tourism Big White Society
Community Name:	Big White Resort Controlled Recreation Boundary
Date Prepared:	September 22, 2017
MRDT Term Expiry Date:	November 1, 2018
Five Year Period:	2018-2022

### Section 1: Five-Year Strategic Overview

## Vision and Mission

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### Vision Statement

Big White Ski Resort Ltd. is Canada's Favourite Family Winter Resort. As we maintain this vision we are adding summer to the mix. The vision is consistent with our 54 year old winter product.

### Mission statement

The community will go above and beyond to ensure our visitors have a memorable alpine experience in a positive, safe and friendly environment.

## Strategic Context

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### Macro Trends

Global tourism is one of the largest and fastest-growing economic sectors in the world. Over the past two decades international tourist arrivals have grown 125% and 4% or more every year since 2010.

Spending by tourists follow a similar pattern with a 3.6% growth rate in 2015 for an estimated \$1.2 trillion<sup>1</sup>. In the long term, growth is expected to continue over the next two decades. According to the UNWTO's Tourism Towards 2030, the number of international tourist arrivals worldwide will increase by an average of 3.3% a year over the period 2010 to 2030.<sup>2</sup> Increasing competition, global security threats, economic conditions, natural disasters, disease outbreaks and border security concerns will continue to concern citizens worldwide and could impact project growth rates.

Similar to the global economy, tourism is Canada's top service export and is the top employer of young Canadians. Over the past decade, there has been steady growth in the economic performance of the Canadian tourism industry. In 2015, tourism accounted for:<sup>34</sup>

- Almost 17.8 million international overnight visitors,
- 637,000 jobs and 190,000 business establishments in Canada, and
- \$16.8 billion in international tourism expenditures.

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<sup>1</sup> UNWTO World Tourism Barometer. 2016. United Nations World Tourism Organization.

<sup>2</sup> Source: <http://media.unwto.org/press-release/2016-01-18/international-tourist-arrivals-4-reach-record-12-billion-2015>.

<sup>3</sup> Ambitious Together. 2015 Annual Report. 2016. Destination Canada.

<sup>4</sup> Tourism Snapshot 2015 Year-in-Review. December 2016. Volume 11. Issue 12. 2016. Destination Canada.

In 2015, almost 12.5 million or 70% of international visitors were from the United States. Other key international markets<sup>5</sup> include the United Kingdom (4% share), France (3% share), Germany (3% share) and Australia (2% share). Markets of emerging/transitional interest are Japan (2% share), South Korea (1% share), Mexico (1% share), Brazil (1% share), China (3% share), and India (1% share). China saw exceptional growth (29%) in 2014 but slower growth in 2015 (9%). In total, Canada's top 11 key markets account for 70% of international overnight visitors.

In the face of these recent increases in international visitor arrivals, Canada has not kept pace with its competitors. Canada's market share of global international tourism arrivals has declined from 2.9% in 2000 to 1.5% in 2014. 2015 marked a reversal in this trend where, Canada grew faster than the global growth rate.

### British Columbia Trends

BC's tourism performance in 2016 was exceptional. There was an increase of 12% in total overnight, international visitor arrivals, which was composed of a 11% annual growth in visitation from the United States, in addition to growth from Asia/Pacific of 15% and 14% from Europe. Overall, BC provincial hotel occupancy rates were up 2.2 points, average daily room rates were up 7%, food service and drinking place receipts increased by up 10% and passenger volume to YVR grew by 10% - all showing the strength of the tourism industry in 2016.

**Table 1 2016 British Columbia Tourism Performance**

	2016 Performance	Percent Change Over 2015
<b>International Visitor Arrivals</b>		
<b>Total Overnight</b>	5,143,414	12.2%
<b>USA Overnight</b>	3,362,245	10.8%
<b>Asia/Pacific</b>	1,114,691	14.5%
<b>Europe</b>	509,053	13.5%
<b>Travel Parties to BC Visitor Centres</b>	1,256,732	-1.2%
<b>Room Revenue (\$000)</b>	\$1,833,456	12.6%
<b>Provincial Hotel Occupancy Rate (Average)</b>	69.6%	2.2 points
<b>Provincial Average Daily Room Rate</b>	\$163	6.6%
<b>Food Services and Drinking Places Receipts</b>	\$8,724,000	10.2%
<b>Total Passenger Volume to YVR</b>	20,381,863	9.4%

Source: Destination British Columbia. Provincial Tourism Indicators: 2016 Year-to-Date, January 2017.

In 2016, there were 21.2 million overnight visitors in BC, with those visitors spending about \$11.6 billion. Over half of the visitors (54%) were BC residents. Visitors from other parts of Canada accounted for 21% of all visits, another 16% were from the United States while international visitors accounted for the remaining 9% of visitor volume. However, international visitors accounted for 24% of visitor expenditures, while Canadian and BC residents accounted for two-thirds (58%) of expenditures. The remaining 18% of expenditures were made by US visitors.

<sup>5</sup> As designated by Destination Canada.

In 2016, Canadian residents took 15.9 million person-trips within their country where they spent at least one night in BC. These domestic trips generated just over \$6.7 billion in expenditures. Travel by Canadian residents increased 12% between 2014 and 2016, while expenditures rose 23%.

Visitation from Ontario and Alberta has increased by 67% and 17%, respectively since 2014. Alberta and Ontario resident expenditures have both increased ((113% and 24%, respectively) over the same period. BC resident expenditures have grown by 12%.

In 2016, over 5.3 million international travellers visited Canada and spent at least one night in BC. These travellers spent \$4.9 billion during their trips. Overall international visitation increased 22% between 2014 and 2016, while overall expenditures increased 30%.

The United States is BC's largest international market, accounting for 65% of international visitor volume and 43% of expenditures. Visitation from the US increased 204% between 2014 and 2016 while expenditures increased 29% during the same period. BC's two key US markets – Washington and California – both experienced the same increases in visitation and expenditure. Mexican visitation grew 46% and expenditures grew 70% between 2014 and 2016.

BC's two key European markets – the United Kingdom and Germany – accounted for 42% and 17% of European visitor volume and 45% and 20% of European expenditures. Both markets have experienced strong growth since 2014; UK visitation increased 22% and German visitation increased 11%. Expenditures also increased by 25% and 30%, respectively.

BC has five key markets in the Asia/Pacific region, they include Australia, China, India, Japan and South Korea. South Korean (38%), Japanese (29%), Chinese (29%) and Australian (27%) visitation increased substantially between 2014 and 2016. Visitation from India increased a more modest 6% over the same period. Overall expenditures grew 28% for the Asia/Pacific region in total, similar to growth from Europe (29%) and just behind growth from North America (32%).

### Thompson Okanagan Trends

As seen in Table 2, in 2012, the majority of overnight travellers to the Thompson Okanagan were BC residents (70%), followed by Canadians from the rest of Canada (17%), US travellers (6%) and other international travellers at 7%. In terms of spending, the proportions are somewhat different with BC residents spending less on average than other Canadians, US and international travellers. American travellers had the highest daily expenditure, but their trip length was considerably shorter than other Canadians and international travellers. Together, BC and Alberta residents account for 83% of all visitors to the Thompson Okanagan and 72% of total spending.

**Table 2 Thompson Okanagan Visitor Volumes and Spending, 2012**

	Total			% Change (2011-2012)			Share of Total		
	Over/N visitors (000s)	Spending (\$000s)	Nights (000s)	Over/N visitors	Spending	Nights	Over/N visitors	Spending	Nights
<b>All travellers</b>	3,827	\$1,140,998	13,598	0%	-8%	1%	100%	100%	100%
<b>BC Residents</b>	2,695	\$598,802	7,816	7%	-12%	10%	70%	52%	57%
<b>Other</b>	639	\$325,384	3,304	-19%	-4%	-19%	17%	29%	24%

<b>Canadian Residents</b>									
<b>US residents</b>	218	\$72,906	752	-7%	-9%	1%	6%	6%	6%
<b>Other residents</b>	276	\$143,907	1,726	-2%	2%	7%	7%	13%	13%

Source: Destination BC. 2015. Thompson Okanagan Regional Tourism Profile.

Close to half of all visitors to the Thompson Okanagan stay with friends and family (Table 3). Interestingly, BC residents and other Canadians are less likely to stay with friends and relatives than either US or international visitors. For paid accommodation, US and international visitors prefer fixed-roof facilities, whereas BC and other Canadian visitors are much more likely to stay in campgrounds and RV parks.

**Table 3 Thompson Okanagan Region Visitors Accommodation Preferences, 2012**

Primary Accommodation	BC Residents	Other Canadians	US Residents	Other International
Friends and Family	47%	49%	51%	62%
Hotel	11%	18%	21%	26%
Motel	4%	6%	12%	2%
Other Commercial Fixed Roof	10%	8%	7%	1%
Camping/ RV Parks	16%	13%	7%	9%

Source: Destination BC. 2015. Thompson Okanagan Regional Tourism Profile.

Note: The sum will not equal 100% as not all non-paid accommodation is included in the table.

As seen in Table 4 room revenues, as measured by the Municipal and Regional District Tax (MRDT), increased 33% in the Thompson Okanagan and 43% in the BC Rockies. It is noted, however, that both Sun Peaks and Big White data is suppressed due to confidentiality and growth rates may actually be higher. The rising tax flows are due to a combination of factors, including increased inventories, increased occupancies and higher room rates.

**Table 4 Regional MRDT Room Revenues**

Area	2012	2013	2014	2015	2016	% Change 2012-16
The Islands	206,491	225,338	238,234	291,295	337,803	64%
Vancouver, Coast and Mountains	963,594	995,717	1,086,464	1,263,451	1,429,556	48%
Thompson/Okanagan	185,371	199,566	217,160	238,105	263,471	42%
BC Rockies	81,710	89,001	97,246	109,437	118,181	45%
Cariboo Chilcotin Coast	*	*	*	*	*	*
Northern	52,631	53,053	55,247	55,369	52,904	1%

Source: BC Stats. 2017. *Room Revenues*.

Note: \* Data suppressed

### Ski Sector Trends<sup>6</sup>

British Columbia's downhill ski / snowboard tourism sector is world-renowned, thanks in large part to the success of its destination mountain resorts (DMRs), which are large (>40 trails) ski areas that

<sup>6</sup> Destination British Columbia. 2014. Downhill Skiing/Snowboarding Tourism Sector Profile.

are market-ready (e.g. offer in-resort accommodation). DMRs, which account for approximately 75% of British Columbia skier visits, are concentrated in the Kootenay Rockies, Thompson Okanagan, Vancouver, Coast and Mountains and Vancouver Island.

BC accounts for 35% of all Canadian skier visits but approximately 1% of the global market of 400 million. Economic output of \$1.3 billion generates value added (GDP) of \$972 million and employment for 18,823 full-time equivalent workers. Top markets include Australia/New Zealand, USA, Alberta, Germany, Japan and Mexico. However, it is important to note that British Columbia's skier visits are largely British Columbian residents, over 50%. Approximately 14% of the British Columbian population are active skiers. This is the highest provincial participation rate compared to other provinces within Canada, which has 2.2 million active skiers (6% of population).

**Table 5 Downhill Skiing/Snowboarding at a Glance**

British Columbia skier visits (millions, 2016/17)	\$5.9	Total economic output (billions, 2012/13)	\$1.3
BC's share of Canadian skier visits (2016/17)	35%	GDP (millions, 2012/13)	\$972
British Columbia ski areas (2016/17)	85	Wages (millions, 2012/13)	\$573
BC's share of Canadian ski areas (2016/17)	30%	Employment (2012/13)	18,823
Top markets: British Columbia, Alberta, Australia/New Zealand, United States, Germany, Japan, Mexico			

Source: Canada Ski Council. 2015. Facts + Stats Ski And Snowboard Industry 2014-15.

Destination BC. 2014. The Value of Ski Areas to the British Columbia Economy Phase Two: All Alpine Ski Areas.

Canada West Ski Areas Association. 2017. Western Canadian Ski Industry Profile.

In 2015/16, North and South America combined have 21% of the world's ski areas and capture 21% of skier visits. US ski areas have averaged approximately 53 million skier visits annually between 2011/12 and 2015/16, second only to France by market share.

Canadian ski areas recorded 16.4 million skier visits in 2015/16, approximately 4% of the global total. Skier visits over the past 10 years show that the 2007/08 season was a high point for all provinces, and Canada overall. Visitation was relatively stable between 2008/09 and 2013/14 but then dropped markedly over the two subsequent years. Winter 2015/16 was the worst season over at least 20 years for Ontario and Quebec, resulting in a depressed national total. Market studies show the purchasing behaviour of most skiers has been adversely influenced by the economy while weather and poor snow conditions in some areas is still a prevailing cause of decline.<sup>7</sup>

In contrast, however British Columbia has recorded strong growth in back-to-back years and preliminary visitation estimates place 2016/17 on a par with 2007/08, certainly the best performing year in the last decade.

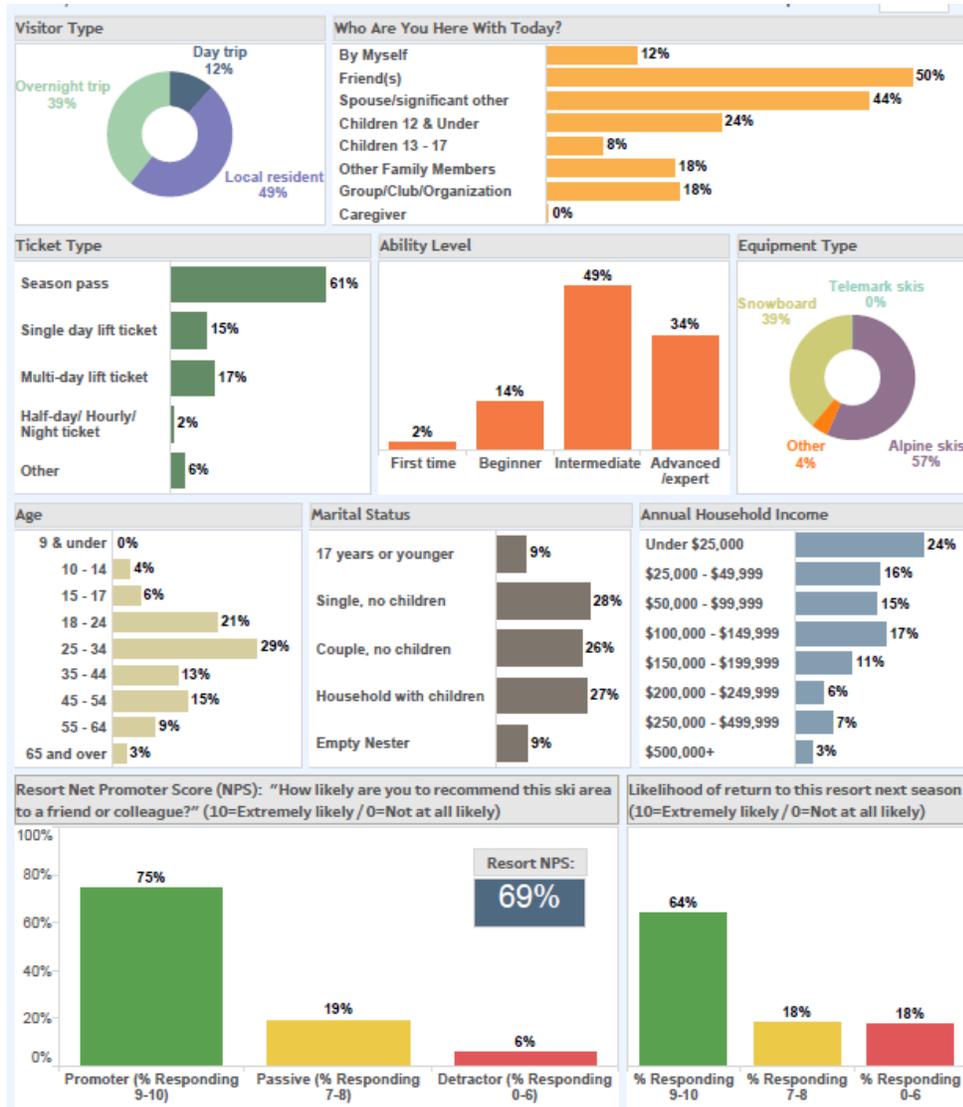
According to MountainVertical.com, a ski resort statistics website, British Columbia has four of the top eight ski resorts in North America. While British Columbia's share of the North American market appears relatively small, the province, with a population of 4.6 million, records approximately the same number of skier visits as California, which has a population of 38 million.

<sup>7</sup> Vanat, Laurent. 2017. *2017 International Report on Snow & Mountain Tourism*.

## Big White Visitor Trends

As seen in Figure 1, approximately half of Big White visitors are local residents, with 12% undertaking a day trip and the other 39% on overnight stays. The demographic profile is typical of the industry with 60% younger than age 34 and with relatively modest household incomes. Fully two-thirds of skiers are without children, although it is noted that at 27% families with children are an important market segment. The net promoter score (NPS) for Big White is strong, with 75% of all visitors promoters and a net score of 69%. It is not unusual for the visitor profile to change from one year to the next for a variety of demographic, economic and environmental reasons.

**Figure 1 Big White Visitor Profile, 2016-2017**



Big White is also pursuing the biking and hiking market to supplement summer activity and make greater use of mountain capacity outside of the downhill ski season. Paid scans for visitors hiking or biking at Big White Ski Resort up to August 13, 2017 are up substantially from 2016. To date, more than 4,000 individuals have gone through the gates for the purpose of hiking or biking since opening day compared to approximately 1,400 for the same period last year.

## Challenges and Opportunities

The global economic crisis in 2008 and relative strength of the Canadian dollar are the primary reasons for the decline in international skier visitors leading up to the 2012-2013 season. US and other international visits peaked in 2001-2002 when not coincidentally the value of the Canadian dollar was at historic lows. In BC, international skier visits have rebounded the last two years in correlation with a declining domestic dollar. One of the major challenges for the ski sector, and for the tourism industry in general, is increasing and firming up baseline visitation when macro trends are positive (as they are today with the low Canadian dollar as an example).

Key barriers to growth include the aging population in developed countries (which negatively affects participation), limited air service options from key markets, high air travel costs when compared to other similar jurisdictions, the rising operational costs (e.g. wages, electricity, workers' compensation), the decline in School Ski Programs and access to foreign worker programs.

International visa regulations have also created labour market challenges for the industry, through the hiring of seasonal, temporary workers which are an important input to maintaining resort operations.

## Key Learnings

The above trends highlight the importance of the domestic market but also the increasing need to attract the higher-growth international skier segments. As noted previously, projections for all international tourism flows until 2030 is expected to be robust.

For Tourism Big White, the application for the 3% MRDT is a key strategic initiative as the new funding will play an important role in strengthening market awareness domestically in Quebec and internationally in nearby Washington as well as Mexico. Each of these markets are critical to the ongoing viability of the resort and the range of businesses located on the mountain.

Other key learnings include the following:

- The macro trends for tourism in Canada and BC are aligned for a series of high performing years. World safety concerns and the low value of the dollar are generating higher visitation and spending levels domestically and internationally. Now is the time to undertake marketing and experience development before the inevitable increase in the value of the dollar increases the competitive standing of other destinations.
- For all of BC's DMRs, future growth will be linked to market and product diversification. From a marketing and competitive perspective there is simply not enough demand and future demand growth within the province itself to propel mountain and ski tourism. BC is home to numerous world-class ski resorts that rely, in part, on a provincial skier market that has modest growth prospects at best. As a DMR, Big White must continue to explore and tap into new markets, especially internationally where participation rates and demographics are favourable, to take advantage of the expected growth in skier visits.
- Cities with air access from Kelowna continue to have good growth potential, but the rising costs of inbound air services are a growing disadvantage.
- Diversification Big White's product offerings into the summer season, and into the fringes of the winter season, is essential for increasing cash flows and returns on capital. At the moment, there is considerable in-place recreation and hospitality infrastructure that could

be more fully utilized year-round. In addition, traditional holiday periods are sold out so opportunities to increase volumes will be to partner with off-mountain accommodation providers in Kelowna and build group programs from long haul markets. Activities that have successfully promoted shoulder seasons, such as festivals and events, need to be further developed.

- Markets appear to be switching from last minute to more forward requests and bookings. Package deals and promotions continue to be key to attracting long haul markets.
- Digital media is an important element of marketing channel diversification as it drives return visits and recommended visits to our resort, but traditional media is still proving to make the phone rings at a higher rate.

## Overall Goals, Objectives and Targets

Goal	Objective	Target	Comments
Increased revenues	<p>Increased overnight skier visits.</p> <p>Increased bed base</p>	<p>2% by 2022</p> <p>2% by 2022</p>	It is always a challenge as all beds at Big White are owned by individual consumers and opt in each year to place their units in commercial rental pools that collect the MRD tax.
Diversify winter seasonality	Increased pre-Christmas and post-March visits	8% by 2022	These periods currently hold the largest opportunity for growth in winter given the availability of in resort accommodation. Focus is on adding additional themed events or attractions to entice consumers to stay on mountain.
Diversified markets	<p>Increased long-haul and international visits</p> <p>Increased summer visits through mountain biking and festival development</p>	<p>10% by 2022</p> <p>10,000 visits by 2022</p>	<p>Over 60% of visitors are not returning guests and it is evident we must be consistent with our core strategic offerings by targeting key successful markets. Over the next 5 years we will continue to market B.C., Washington (I5 corridor), Alberta, Ontario, and Australia. New markets will include California, Quebec Mexico and maintain United Kingdom. The above is very dependent on the price of air and size of aircraft. Our drive market continues to be our most successful business.</p> <p>Over the next 5 years our objective is to establish our premier mountain bike destination in the centre of British Columbia. We will achieve this by working with the lift company to develop market ready mountain bike trails, hiking trails and festival that support the main activity of mountain biking. Our key market target for summer remains Southern BC, Vancouver Lower Mainland, Washington State (I5 corridor), Calgary and Edmonton. Our successful festival lineup is also targeted for expansion with a focus on close-in participant markets.</p>
Increased investment	New convention and meeting facilities	Facility developed by 2022	With the additional construction of on mountain beds we will hopefully convince a developer to construct convention and meeting facilities so we can host on mountain meeting, weddings, family reunions and other gatherings in large indoor facilities.

## Strategies

- We will undertake a strategic modern advertising and marketing campaigns that will show off our area in our target markets, these will include multimedia companies, video campaign, social media campaign, content gathering, content creation and promotion, and infrastructure.
- We will continue on our successes of driving friends and family of returning guests and those of visitors that have been to the resort. We will attract new visitors through strategic advertising and marketing plans in our target markets. The easiest way to describe this is to continue to offer air, accommodation, transfers, and lift ticket packages discounted to the consumer and available through the travel trade.
- We will continue to attend industry conferences to understand the progression of tourism in our region and what new markets are available to us.
- We will continue to attend consumer shows both for ski and bike and offer packages through our tour operator network.
- We will continue to work with airlines and emphasis business in adventure tourism which requires customers to travel with their toys including skis, snowboards, and mountain bike equipment.
- We will continue to program and build on our successful festival production and will include but not be limited to live music, wine festivals, beer festivals, craft festivals, adventure tourism races, and events.
- We will continue to work with national and provincial organizations to encourage tourism to our region by offering adventure tourism activities, culinary events and market-ready promotions.

## Brand Positioning

Big White is Canada ‘s Favourite Family Resort and we will provide outdoor adventure activities including but not limited to ski, snowboarding, cross country ski, snowshoeing, fat bike, summer downhill mountain biking, summer cross country mountain biking, summer lift access used for hiking, festivals and culinary events.

## Target Markets

Season	Demographic	Geography
Winter	Families who parents are 35-54 with children under 16, attending private schools, generation x, empty nesters, new Canadians	<ul style="list-style-type: none"> <li>• Central Okanagan</li> <li>• Lower mainland</li> <li>• Washington state</li> <li>• Toronto</li> <li>• Australia</li> </ul>
Summer	Males 16-30 who own a downhill bike	<ul style="list-style-type: none"> <li>• Central Okanagan</li> <li>• Lower Mainland</li> <li>• Northern Washington State</li> </ul>
	Small meetings and conventions	<ul style="list-style-type: none"> <li>• British Columbia</li> <li>• Alberta</li> <li>• Washington State</li> </ul>

## Management, Governance and Administration

The Tourism Big White Society is a duly constituted corporation in the province of British Columbia, established in 2012, run by a volunteer Board that are chosen by community members and elected by the membership. It maintains compliance with the Societies Act and Societies Regulation through the filing of Annual Reports and maintenance of all legal records and financial statements.

The administrative operation is donated by Big White Ski Resort Ltd., the lift company, free of charge.

The Board of Directors are presented with a yearly plan for winter and summer, meet on a regular basis (meet more than six times a year,) discuss tactics and opportunities and sit on committees that operate in-resort promotions, events, festivals and PR activities to the benefit of the entire resort.

Promotions and in-resort success are monitored by the lift company through skier visits, water and sewer usages, parking lot count, occupancies, and in-resort surveys.

The Society is currently the sole designated recipient of 2% MRDT funds, which would remain unchanged with transition to 3% MRDT funds.

## Sources of Funding

We receive partnership funding from Destination BC, Canada West Ski Areas Association, Destination Canada and in-resort private businesses.

### Section 2: One-Year Tactical Plan with Performance Measures

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Advertising
<b>Tactics:</b> <ul style="list-style-type: none"> <li>• Media advertising (radio, print, video)           <ul style="list-style-type: none"> <li>▪ Winter focus on skiing</li> <li>▪ Summer radio to geo-target Central Okanagan to visiting family and friends</li> <li>▪ Summer print advertising in vertical lifestyle publications</li> <li>▪ Summer billboards/outdoor advertising</li> <li>▪ Summer/winter promotions locally that tap into drive markets</li> </ul> </li> <li>• Digital Media           <ul style="list-style-type: none"> <li>▪ Winter focus on skiing</li> <li>▪ Summer focus on content creation and advertising</li> </ul> </li> <li>• Social media           <ul style="list-style-type: none"> <li>▪ Winter focus on skiing</li> <li>▪ Summer mountain bike and festivals</li> </ul> </li> <li>• Collateral           <ul style="list-style-type: none"> <li>▪ Winter focus on production and distribution, prizes, giveaways</li> <li>▪ Summer focus on production and distribution, prizes, giveaways</li> </ul> </li> </ul>
<b>Implementation Plan:</b> <ul style="list-style-type: none"> <li>• <b>Description:</b> mix of traditional and digital advertising</li> <li>• <b>Objectives:</b> increase winter and summer visits and on-mountain occupancies</li> <li>• <b>Rationale:</b> digital is increasingly important in building awareness but traditional media is still required for generating purchase decisions</li> <li>• <b>Action Steps:</b></li> </ul>

- **Media Advertising**

- Radio Advertising – continue with radio content in Vancouver and the Central Okanagan stay and ski free promotions for winter. Hike and Bike Big White for summer along with both winter and summer festivals.
- Print Ads - print ads in newspaper and magazines targeted at specific market mix for both summer and winter.
- Billboards / Outdoor Advertising: advertise in high traffic areas which provide direct air access into Kelowna (Ontario, Manitoba, Vancouver)
- Update creative content for all the above

- **Digital Media**

- Negotiate creative buys by leveraging the media buying strategy of Big White Ski Resort Ltd.
- Will include programmatic media buys, direct digital buys, search engine marketing, retargeting, email marketing, social media and website promotions.
- Programmatic media is an advertising channel that helps Big White reach the desired audience in a cost effective manner, raising awareness about Big White’s products and offers. This media can be targeted based on demographics, based on contextual content surrounding the ads, and based on geographic location. This media is managed in-house by Big White Ski Resort and is measured based on cost per thousand impressions, cost per website visitor and, when possible, cost per acquisition or lead. The objective with programmatic targets the upper and mid-funnel customer.
- Website Landing Pages: hosting, development, maintenance of specific promotions and activities.

- **Social Media/Digital Advertising**

- Target ad placements and content creation for winter specials and summer mountain biking campaign including summer festivals.

- **Print Collateral Production and Distribution**

- Various vertical magazine ads in major markets promoting all season resort activity or speciality events.

- **Partnerships:** During the course of any given year we work with Big White Chamber of Commerce, Kelowna Chamber of Commerce, Tourism Kelowna, Canadian Ski Council, Canada West Ski Areas Association, airlines, Destination Canada, Okanagan Bucket List (Predator Ridge, Sparking Hills, Mission Hills and hand new The Hotel Eldorado), Boundary Country and many fortune 500 corporations. These partnerships and Co-op advertising opportunities allows us not only to stretch our dollars but secure more funding to increase marketing and advertising opportunities.
- **Resources/Funding:** Big White Ski Resort Ltd. Funds the administration of the Tourism Big White Society. Source of funds is the MRDT.
- **Responsibilities:** Tourism Big White Society is responsible for all marketing and visitor service programs.

**Performance Measures:**

- Skier visits
- Overnight stays
- Event attendance
- Central Reservations enquiries
- Website metrics (visits, ad impressions, ad clicks, social media engagement, conversions)

<b>Major Category:</b> Marketing
<b>Activity Title:</b> Trade and Public Relations
<b>Tactics:</b> <ul style="list-style-type: none"> <li>• Consumer Tradeshows</li> <li>• Public Relations / Travel Trade Media Visits (FAMS)</li> </ul>
<b>Implementation Plan:</b> <ul style="list-style-type: none"> <li>• <b>Description:</b> Trade shows, fam tours, travel media and public relations</li> <li>• <b>Objectives:</b> increase awareness and understanding of Big White through trade channels, generate un-paid, earned media coverage and expand partnerships with digital partners</li> <li>• <b>Rationale:</b> Tradeshows and travel trade/media extends our reach and builds awareness across the entire travel planning and booking process. Travel media relations continues to be a key focus across all markets, providing a cost-effective and credible way to increase awareness by generating unpaid media coverage through key media outlets.</li> <li>• <b>Action Steps:</b> <ul style="list-style-type: none"> <li>▪ <b>Ski Trade, Consumer and Group Shows</b> <ul style="list-style-type: none"> <li>– Continue to attend expanding brand awareness in our target and emerging markets including but not limited to Toronto, Montreal, Ottawa, Vancouver, Abbotsford, Calgary, Edmonton, Yukon, Portland, Seattle, Spokane, Hawaii, Australia.</li> <li>– Cost share with Big White Ski Resort Ltd. attendance at several various shows to expand our brand (includes booth registration, furnishings, electricity, brochures for the Hawaii, UK, Ontario, Alberta, Quebec, Washington, Vancouver, California and other Eastern USA cities).</li> <li>– Attendance at specific Ski Group shows in the United States and Canada.</li> </ul> </li> <li>▪ <b>Travel Media Relations</b> <ul style="list-style-type: none"> <li>– Support Media Fam Tour visits to the mountain with accommodation and food/beverage in order to showcase unique selling feature of the resort.</li> </ul> </li> <li>▪ <b>PR Relations / Software</b> <ul style="list-style-type: none"> <li>– Co-investing with the Big White Ski Resort Ltd. in the annual purchase and implementation of public relations software. The Meltwater and Salesforce media allow Tourism Big White Society to access and identify journalists and influencers who have written about skiing and mountain biking in the past year. We are then able to manually select journalists for delivery of press releases and other communications. The software provides better exposure and access to journalists and publications like Now Magazine, Canadian Cycling Magazine, Toronto, CBC, Daily Hive, The Canadian Press, Yukon News, The Georgia Straight, Vail Daily, The Huffington Post, Outside Magazine, Rocky Mountain Outlook, Pit Stop for Kids, Trekaroo and PinkBike.</li> </ul> </li> </ul> </li> <li>• <b>Partnerships:</b> Partner with Big White Ski Resort on a variety of Ski Trade, Consumer and Group Shows both in Canada and the USA. Fam tour partnership with Thompson Okanagan Tourism Association, Destination Canada and Destination BC in hosting on mountain Media Fam Tours.</li> <li>• <b>Resources/Funding:</b> Big White Ski Resort Ltd. Funds the administration of the Tourism Big White Society. Source of funds is the MRDT.</li> <li>• <b>Responsibilities:</b> Tourism Big White Society is responsible for all marketing and visitor service programs.</li> </ul>

**Performance Measures:**

- Unpaid media coverage
- Hosted tours

**Major Category:** Visitor Services

**Activity Title:** Infrastructure and Events

**Tactics:**

- Shuttle services
- Festival capacity

**Implementation Plan:**

- **Description:** Mountain shuttle services for guests not staying in the Village Centre of the resort and expanded/new festival development
- **Objectives:** Increase event attendance and spending on non-ski activities
- **Rationale:** Free transportation services for visitors who are not centrally located on-mountain is expected to boost use of local businesses and facilities after the lifts have closed. Event development is essential to building visitation outside the core skier markets.
- **Action Steps:**
  - **Mountain shuttle**
    - Continue support with the winter On Mountain Shuttle. It is imperative that guests staying outside of the Village Centre have access to transportation to on-mountain events and festivals free of charge.
  - **Event development**
    - Continue with the successful winter events ( Big Reds, Big Whites, Kelowna Cup, Cruise the Blues).
    - Develop three new summer events, BC Cup downhill mountain biking race, Mud, Sweat and Tears Adventure Race (800+ participants) and Canadian National Enduro Series (200+ participants).
- **Partnerships** Partner with Big White Ski Resort Ltd for the on Mountain Shuttle that is extremely important for the on mountain guest experience. In addition, support and partner various event and festivals for both Summer and Winter.
- **Resources/Funding:** Big White Ski Resort Ltd. Funds the administration of the Tourism Big White Society. Source of funds is the MRDT.
- **Responsibilities:** Tourism Big White Society is responsible for all marketing and visitor service programs.

**Performance Measures:**

- Events hosted
- Event attendance
- Shuttle ridership

**Section 3: MRDT Budget for Year One**

Revenues		Budget \$
Carry-forward from previous calendar year		0
MRDT		330,000
Local government contribution		
Stakeholder contributions		1,500
Co-op funds received (e.g. CTO; DMO-led projects)		53,500
Other local stakeholder contributions		
Grants – Federal		
Grants – Provincial		
<b>Total Revenues</b>		<b>385,000</b>
Expenses		Budget \$
<b>Marketing</b>		
<b>SUMMER:</b>		
- Media Advertising: Radio Geo Targeting		20,000
- Social Media		20,000
- Digital Advertising		25,000
- Billboard Advertising		20,000
- Print Advertising – Lifestyle Publications		20,000
<b>WINTER:</b>		
- Media advertising and production, digital		40,000
- Consumer Tradeshow		30,000
- Collateral production, and distribution		10,000
- Prizing / Giveaway Collateral		10,000
- Radio		40,000
- Travel media relations (FAM Tour Entertainment and Accommodation)		35,000
- Bill Boards – Outdoor Advertising		30,000
<b>Destination &amp; Product Experience Management</b>		
Public Relations – Labour		10,000
Public Relations Software		20,000
<b>Visitor Services</b>		
Visitor Services – On Mountain Shuttle		20,000
<b>Administration</b>		
Crown McKay – year end financial accountants		2,000
Director Liability Insurance		1,000
Tourism Industry of BC Membership Fee		1,000
<b>Other</b>		
Tourism Events Program contribution		15,000
<b>Total Expenses:</b>		<b>369,000</b>
<b>Balance or Carry Forward</b>		<b>16,000</b>