



COMMUNITY
TOURISM
FOUNDATIONS®

**Quadra Island
Tourism Plan**

Tourism BC Representatives:

Bobbi-Jean Goldy
Tourism Vancouver Island
Bobbi-Jean@tourismvi.com

Caterina Papadakos
Tourism BC
Caterina.Papadakos@tourismbc.com

Richard Hudson
Manecon Business Strategies Inc. (provided by Tourism BC)
Richard.Hudson@shaw.ca

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Quadra Island Tourism Plan

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Introduction

This document describes a strategic plan for the enhancement of the tourism economy of Quadra Island. The planning process was conducted through a Tourism British Columbia Community Tourism Foundations project supported by the Discovery Islands Chamber of Commerce.

Community Tourism Foundations

Community Tourism Foundations, a program of Tourism British Columbia, provides facilitation to assist communities to define and pursue their goals for a stronger tourism economy. A group of Quadra Island tourism stakeholders and community leaders, including a smaller working group, participated in the planning process.

Tourism Planning Priorities

The Quadra Island Community Tourism Foundations® program prioritized the importance of enhancing the tourism economy while maintaining the values that define Quadra Island residents and business people. Priorities were focused more on expanding tourism receipts by optimizing visitor spending and expanding seasonality. It was not the intent of this work to dramatically increase the volume of visitors to Quadra Island during the summer season or to attract new “big business” tourism ventures to be established on Quadra Island.

Planning Consensus

A planning meeting integrated the opinions about tourism of a wide range of Quadra Island residents. Approximately 30 businesspeople, community leaders, representatives of special interest groups, and tourism industry operators participated in a one-day planning discussion to bring focus to the role of the tourism industry on Quadra Island. An anonymous survey of the participants was conducted at the conclusion of the meeting to gauge the value of the planning discussion. The following table summarizes the survey results.

Question	Rating Scale is 1-4, where 1 means "Yes" and 4 means "no". (n=19)				Average Score (scale is 1-4)
	Percent responding 1 (++)	Percent responding 2 (+)	Percent responding 3 (-)	Percent responding 4 (--)	
Did you have the opportunity to contribute fully to the discussion at your table?	95	0	0	5	1.16
Do you believe conclusions drawn at your table fairly present a balance of the input provided by the participants?	79	16	5	0	1.26
Did today's discussions and conclusions contribute vision or direction that will benefit the residents, businesses, and values of Quadra Island?	68	26	0	0	1.28
Did the format of today's planning session provide the focus required to address the topics discussed?	84	5	5	0	1.17
Do you believe a stronger tourism economy, if it is managed in accordance with the direction developed in this discussion, will benefit the Quadra Island lifestyle and values?	63	32	0	0	1.47
Do you consider your participation today was a valuable use of your time?	68	26	5	0	1.37

The survey shows that participants in the planning meeting were positive about the value and inclusive nature of the session. Three of the respondents raised additional comments:

- Cautious about benefits of tourism discussion for general population
- The importance of Quathiaski Cove as the Gateway to the Island and future development of the Canada Packers site
- Work with non-tourist sector as tourism grows, to provide a welcoming backdrop to the travellers environment

These comments were addressed in the planning process.

Through this extended planning process the working group of tourism stakeholders identified and undertook several tourism initiatives focused on achieving progress with the tourism goals identified by the broader planning group. These initiatives included:

- Proceeding with a Tourism Campbell River and Region ad program opportunity
- Securing a new URL to reflect the positioning of Quadra Island: www.escapeconnectdiscover.com. (NB: the URL www.escapetoreconnect.ca, an alternative also considered by the working group, is also available as of mid January 2009)
- Engaged Jim Abrams, the Strathcona Regional District representative, to support and continue to encourage his ongoing commitment to tourism
- Discussion with Philip Stone, who owns an existing website and tourism promotional brochure to explore opportunities to integrate his products in the tourism strategy rather than compete with them
- Pursue opportunities to expose Quadra Island through the Tourism BC website HelloBC.com
- Contribute travel tips through the Tourism BC blog on HelloBC.com

- Development of an action plan to engage a contractor to promote Quadra Island in Central Vancouver Island communities
- Pursuing media relations opportunities with Tourism Vancouver Island
- Pursue opportunities that may be available through the Coast Sustainability Trust and other funding vehicles
- Support and encourage enhancement of the Quadra Island Tourist Office (Visitor Centre) operated by the Seniors Association; development of visitor statistics and strategies
- Consideration of an initiative to introduce a passenger shuttle service in conjunction with a local operator and the accommodation sector providers to limit the number of non-residents bringing cars to Quadra Island
- Continuation of discussions with the evolving Tourism Campbell River and Region
- Discussion with the Discovery Islands Chamber of Commerce regarding tourism leadership opportunities
- Discussion about staging a bicycle race or clinic to honour Quadra Island's Sam Whittingham "the fastest man in the world on a bike"

Further, during this program, some significant changes in the resorts and accommodation sector, in food and beverage, in support services to visitors, and in visitor servicing took place that will benefit the continuing growth of the tourism economy.

The Quadra Island Values

The values that define Quadra Island residents and business people were explored in the planning session to ensure they were respected in ongoing planning and to set standards for tourism business operations and visitor management. This section of this report addresses those values. The planning group participants revealed the following as representing the values of Quadra Island residents:

1. Retain the natural environment
 - a. Environmental integrity and preservation of natural beauty
 - b. Protect natural resources
 - c. Low-impact, high-quality development
 - d. Manage infrastructure for garbage, water, etc.
2. Safety and security
 - a. Low incidence of crime
 - b. Peacefulness, quiet living and privacy
 - c. Family friendly
3. Pride in community
 - a. Freedom and encouragement to explore
 - b. Diverse people, community, and cultures
 - c. Preservation of family and community
 - d. Rural character and atmosphere
 - e. Quirky, quaint and cozy
 - f. Healthy Island lifestyle
4. Livelihood based on individual enterprise vs. corporation

- a. Promoting sustainable employment
- b. Promoting a strong local economy
- c. Encourage the growth of small, quality businesses
- d. No “big box” concepts
- e. Controlled development

The planning participants noted the opportunity to raise awareness among tourists about Quadra Island’s high values and motivate these visitors to respect and adhere to them. This was agreed to be an important mission in tourism.

The direction proposed for the evolution of the tourism economy is consistent with maintaining and celebrating these important values.

Community Priorities

Key community priorities will influence tourism-related developments. These include:

- It is important to monitor and communicate environmental impacts and community integrity to maintain credibility with the local community.
- The planning participants agree that they would like visitors to learn about and understand the local values and adhere to them while they are here – and when they return home. They say it’s not all about money - hold onto values.

Destination Quadra Island

Quadra Island is a “jewel of a destination” due to the blend of its compelling tourism attributes and its many breathtaking ocean and scenic experiences. Many people know of Quadra Island. While it is not widely known as a tourism destination, it benefits significantly from a narrow, activity-focused marketplace and significant repeat business volumes.

Activities that attract visitors include outdoor recreation (e.g., kayaking, boating, hiking, diving, fishing), wildlife watching, and “retreat” experiences focused on wellness and the arts. For many it is also a family vacation destination.

Compelling Attributes

The planning group explored the superlative attributes of Quadra Island that make this destination stand out in a competitive marketplace. These factors were identified as “WOW!” factors. The discussion included only Quadra Island residents, who were asked to identify items that visitors use to describe their experiences.

These factors indicate areas of opportunity for identifying promotional messages about Quadra Island. The “WOW!” Factors identified below are sorted into key destination groupings:

- The destination
 - So close and a world away!
 - Would love to live here.
- Water Based “Wow!” factors
 - Lakes
 - Fishing and tours
 - Kayaking
 - Diving
 - Boating
- Land Based “Wow!” factors
 - Trails, biking, and hiking
 - Rebecca Spit
- Scenic and rugged beauty (combination of the following makes this unique)
 - Mountains
 - Ocean
 - Islands
- Feelings, texture and character
 - Vibrant natural health community
 - Artistic community
 - Friendly atmosphere
 - Relaxing
 - Sense of belonging
 - A “Special feeling”
- Passion

- Blend of nature, spiritual balance
- Peace and serenity-peaceful and serene
- Natural beauty with comforts.

The destination is defined by the unique blend of these attributes. Alone, many of these attributes also define other destinations. These characteristics lead to a framework for unique branding of Quadra Island as a destination.

Assets and Motivation to Visit

Quadra Island has a comprehensive selection of activities for visitors. Quadra Island tourism operators note that they receive visitors from around the world although their primary source of visitors is Vancouver Island and the Lower Mainland. Visitors are attracted by the opportunity to experience “Rest, Relaxation, and Rejuvenation”.

A wide range of activities is available on Quadra Island. These provide rural and outdoor activity experiences. The following table identifies the breadth of experiences associated with the primary tourism activities.

- Boating
 - Kayaking and canoeing
 - Sailing
 - Marine Tours
 - Diving
 - Lakes
 - Fishing
- Wildlife viewing
 - Marine
 - Birds
 - Terrestrial
- Hiking, biking, and walking
 - Trails
- Culture
 - First Nations experiences
 - Arts
 - History and heritage
- Healing practitioners
- Protected areas
 - Rebecca Spit
 - Marine Parks
 - Other parks
- Campgrounds and RV parks
- Environmental benefits
 - Nature appreciation
 - Natural Beauty

- Close access to the Discovery Islands
- A sense of community
 - Warm, welcoming, and safe
 - Small community feeling
 - The people
 - Peace & quiet
- A wide range of services for visitors.

Apparent Gaps and Opportunities

The planning group identified several opportunities to fill gaps in the tourism infrastructure of Quadra Island, adding depth to the destination’s assets. While further research is required to qualify these prospective opportunities, they are summarized below among limitations constraining visitor spending.

Limitations Constraining Visitor Spending

The growth of the tourism economy is constrained by several factors:

- Gaps in tourist services
 - Food services
 - Seasonal closures
 - Less accommodation and dining in the off-season
 - Range of activities appropriate for
 - Winter
 - Inclement weather
 - Families
 - Evening activities
 - Lack of services and activities off-season
 - Lack of transportation
 - Limited camping availability
- Limited awareness of Quadra Island as a tourism destination.

Several “Island-wide” issues also affect tourism. These factors affect local residents and businesspeople as well as the tourism economy. These factors include:

- The environmental carrying capacity of the Island
- BC Ferries:
 - Capacity, fares, frequency
 - Ferry costs and overloads each during the summer season
 - Lineups and costs
- Winter weather challenges.

Barriers and Constraints to the Growth of the Tourism Economy

Several factors constrain the growth of the tourism economy. These include challenges that affect residents and businesses of Quadra Island, factors limiting the growth of the tourism economy, and challenges that limit leadership of progress for the tourism industry.

Challenges for residents

- Money is a challenge: the resource industries are less productive and full time work is harder to come by. Due to these challenges some young people leave Quadra Island to work elsewhere and that limits the availability of locally resident human resources for the tourism industry.
- The limited availability of affordable housing causes some residents to resist types of economic growth that result in increased housing costs or limitations in the supply of affordable housing. This is aggravated by the limited human resource supply as housing must be made available to accommodate new residents who are employees in the tourism industry.

Constraining the growth of the tourism economy

- Weather – it is not always “sunny and balmy” on Quadra Island.
 - Therefore, activities need to provide for the entertainment of visitors in inclement weather.
- Due to limited budgets, resulting from the small size of the tourism economy, competition with other, better-funded destinations is sometimes overwhelming.
 - Thus the need to be very focused in marketing activities.
- It is challenging to attract human resources for year-round work due to the summer-focused nature of the tourism industry. Revenue is not available year-round to pay employees. Further, employees are not available off season and low season as they go elsewhere to study or work at those times.
 - Business strategies must be developed to optimize the opportunity to secure full time, year round employees
- Affordable housing remains a challenge (see above). It is financially challenging for employers to provide housing for their employees.
 - Ongoing liaison with other Quadra Island employers and innovative solutions must continue to be prioritized.
- Conflicting business (particularly resource business) and residential land use interests will limit access of visitors to some areas and prevent the development of new tourism operations on land when it comes available.
 - Ongoing involvement by tourism industry leaders in community planning and ongoing dialogue with other business leaders may assist in this regard.
- The diverse needs and expectations of various action groups, businesses, and residents dilutes tourism messages
 - Strong dialogue with other interests is essential.
- Finite resources limit the commitment of time to deliver tourism leadership and pursue opportunities. “Volunteer burnout” contributes to this
 - A narrowly focused plan is required to optimize this important responsibility.
- Not everyone wants tourism. Some residents prefer solitude and are not concerned about economic factors
 - Active and ongoing community engagement may help to encourage the support of these important stakeholders. Further, tourism planning must accommodate their fears and concerns.

- Investment in the growth of the tourism economy requires capital investment for asset purchases and sustainable investment for marketing and communications. As many businesses on Quadra Island are presently seasonal these financial resources are scarce
 - A financial plan identifying the source and application of funds for primary tourism marketing operations will be a part of this plan. However, sources of capital investment will remain a challenge that is in the realm of individual private and public sector investors.
- Insufficient Communication/Networking among tourism industry participants
 - Although this is changing with recent chamber initiatives, it will be important to prioritize getting together in order to build a cohesive industry and powerful tourism team.
- Tourism industry leadership has been challenged by personal priorities and the persistence of seasonal businesses as tourism industry players.
 - Tourism leadership strategies are included in this document.
- Sustainable level of water
 - Natural resource limitations must be accommodated in tourism planning.
- Some fear the risk of over development by the tourism industry; a successful industry may spawn increasing development as more operators view Quadra Island as a suitable location for business investment.
 - The values of Quadra Island provide the context for development. Other planning systems, e.g., the Official Community Plan, also guide planning decisions. However, it is difficult for the tourism group to limit the decisions of new investors except through discussion and negotiation.

Priorities to be addressed

Barriers limiting the growth of the tourism economy may also exist in the following areas:

- Community Awareness and Support
 - A program of community engagement, including residential, business, and political populations, should be staged to communicate the importance and benefits of tourism for Quadra Island
- Funding
 - Sources of sustainable funding should be pursued to support ongoing tourism coordination and marketing activities
- Communication and Networking
 - Current initiatives focused on networking among the tourism stakeholders should be enhanced to optimize mutual awareness and joint initiatives focused on the growth of the tourism industry
- Joint marketing initiatives: internal
 - Initiatives should be established to optimize opportunities for cross-promotion and referral and to bring a clear focus to Quadra Island tourism initiatives
- Joint marketing initiatives: external
 - Targeted marketing initiatives including marketing investment opportunities for multiple stakeholders should be developed within the tourism plan

- Tourism Campbell River and Region
 - TCRR is a significant partner for Quadra Island’s tourism stakeholders. A clear focus on partnership should be developed, including purchases of marketing investments in TCRR publications and other initiatives.
- Campbell River Chamber of Commerce/Visitor Centre
 - Negotiation should take place with the CRCC to establish a Quadra Island presence in the Visitor Centre
- Tourism Vancouver Island
 - Several opportunities exist for Quadra Island to receive promotion through an alliance with Tourism Vancouver Island. Some are best approached directly and some through the recommended alliance with TCRR.
- Branding
 - A brand should be established as a promotional umbrella for Quadra Island. The brand would encompass all eligible tourism product. Brand promotion is a significantly valuable component of awareness marketing and would be associated with a single call to action. Discussion among the planning group in the Community Tourism Foundations project has provided focus for the brand development.

Strategic Direction

The planning group provided strategic direction for the evolution of the tourism economy of Quadra Island. The following factors are considered to be important to respect the values of Quadra Island residents and business people and to pursue the benefits of a stronger tourism economy.

The planning discussion focused on Quadra Island as a destination that will remain low profile, high quality, and small but sophisticated. This is consistent with the Official Community Plan. The OCP is focused on enhancing the visual aspects of the community in addition to conventional topics.

Housing is a challenge. Increasing population will be accommodated by adding housing on two properties by the ferry terminal at Quathiaski Cove.

Important textures of Quadra Island as a tourism destination were revealed at the planning discussion. These include a variety of expressions that may be valuable in positioning Quadra Island in its marketplace. A summary of them is presented below:

- “Escape to reconnect” is a major tourism positioning theme.
 - Quadra is a place to reconnect with yourself
 - Nature, cleansing, healthy, and the environment are among the highest priorities for local residents
- Preservation is #1 (this refers to the environment, magnitudes of size, and the feeling of Quadra)
- Quadra Island is a complex, warm but intangible feeling:
 - Peaceful, relaxing, tranquil
 - In sync with nature
 - Education is a priority and educated people live here
 - Quadra Island is a place for people – it is warmly welcoming and a great place to live. The welcome is friendly
 - Residents invite visitors to join them to celebrate and support cultural diversity
- Eco-friendly is reality on Quadra Island - not just a “buzz word”. Quadra Islanders live eco-friendliness - *“We live eco-friendly – not just talk about it”*
- The ultimate in relaxation
 - A wide range of recreation activities is readily available
- Quadra Island offers a year-round experience
 - There are outstanding viewsapes including mountains, ocean, and land
 - There is funky shopping (although this is perceived to be diminishing)
 - The Nuyumabales Cultural Centre is a fascinating museum and tourism attraction with an outstanding collection of First Nation artifacts and has re-opened in 2007
- Quadra Island is becoming an educational destination, with a variety of workshops available in many disciplines
- Quadra Island is connected:

- Good local transportation (bus to ferry, no line ups, good roads, secure parking at Campbell River)
- Accessibility – access by is a 10 minute ferry ride “But a world apart”
- Quadra Island is not managed by an Islands Trust.
- Diverse demographics have resulted from successful pursuit of opportunities in the tourism economy. New residents have moved to Quadra Island to pursue these business ventures.

Vision for Quadra Island as a Tourism Destination

The vision for Quadra Island as a tourism destination was considered to prioritize the values noted previously. The following two-part vision statement resulted from the planning discussions:

Quadra Island is the place to escape, reconnect, and discover.

Quadra Island is rich in First Nations history and culture, breathtaking mountain vistas, island and ocean experiences, and diverse outdoor recreation. Explore wellness, arts, and learning opportunities.

Burning Issues

Although several major issues exist, notably including housing, values, and human resources, the planning participants were significantly concerned with the risk of environmental impact from visitors’ Seadoos, Motorcycles, and ATV’s. These tourism markets are perceived not to be consistent with the values of Quadra Island residents.

Tourism Goals

Two goals related to tourism resulted from the planning work. These goals provide directional guidance related to tourism and the goals are expected to underpin ongoing planning. The goals are concurrent areas of focus. Objectives are identified to define deliverables related to each goal.

Goal 1. Preserve community values, the environment, and our natural resources

- ***Objective 1: Continue dialogue between stakeholders and resource operators concerning tourism***
 - Encourage recognition and acceptance of the value and benefits of tourism by local residents and resource industry business operators
 - Maintain and report environmental accountability
 - Establish a committee to track and report environmental impacts
 - Establish methods for ongoing monitoring/tracking of environmental impacts, to maintain community integrity related to tourism, and to support environmental protection strategies
 - Continue learning about the environment and best/emerging practices
 - Become a “poster community” for environmental sensitivity.

- ***Objective 2: Encourage and educate tourists to appreciate and respect local values***
 - Actively communicate about local values and environmental protection with visitors
 - Build a welcome package that includes environmental information.

Goal 2. Enhance the local economy through the evolution and management of Quadra Island as an all season destination for selected travelers

- ***Objective 1: Establish and empower tourism leadership to direct and manage the growth of the tourism economy***
 - Actively engage the local population and business community with respect to the value and benefits of a strong tourism economy
 - Build a collaborative tourism network with strong local communication within the tourism industry to facilitate strength in the industry
 - Establish partnerships and alliances for the responsible growth of tourism
 - Identify sustainable funding options for the Lead Tourism Organization
 - Encourage human resources development among operators
 - Facilitate the continued enhancement of Quadra Island as a tourism destination (See Objective 2)
 - Develop, execute, and monitor the performance of a marketing plan (See Objective 3).
- ***Objective 2: Establish and execute a strategy for manageable tourism growth***
 - Promote the consideration of tourism priorities in the development of by-laws, building permits, restrictions, regulations
 - Encourage the development of an affordable housing strategy for tourism operators and employees
 - Motivate or encourage organizers and operators to create shoulder and off-season events and activities for non-residents
 - Address destination characteristics noted for enhancement (e.g., signage, local transportation, access, etc.).
- ***Objective 3: Promote Quadra Island as an all season tourism destination in targeted markets***
 - Develop and promote a brand and identity for Quadra Island
 - Develop and execute an all season strategic marketing plan (included in this document), focused on the following:
 - Increase the yield from tourism during the summer season
 - Increase volumes of tourism during the shoulder and winter seasons
 - Prioritize themes surrounding education/seminars/workshops, arts and culture, recreation, and eco-related experiences

- Build marketing alliances with other destination marketing organizations and related organizations
 - E.G.: Campbell River and Region Tourism, Tourism Vancouver Island, First Nations, Artisans, North Island College, trails committee, wood lot operators, etc.
- Establish and manage a focused media relations program to interest and encourage travel, activity, and lifestyle writers to cover Quadra Island.
- Encourage co-investment among tourism operators in joint promotional activities.
 - Monitor the tourism product/market mix to enhance the return on marketing investments by targeted marketing

Although goal two, objective three identifies the importance of promoting Quadra Island as an all season tourism destination the priority is clearly to improve revenue from tourism during the summer season while increasing the volume and revenue from tourism during shoulder and winter seasons.

Appendix 1 to this document summarizes the planning group's view of the strengths, weaknesses, opportunities, and threats of Quadra Island as a tourism destination relative to this strategic positioning and direction.

Destination Direction

This section of the report provides options for the continuing evolution of Quadra Island as a desirable tourism destination. Planning participants noted it is important to identify what Quadra Island is first, and then determine how to promote it.

It should be noted that the large volume of repeat visitors indicates the viability of Quadra Island as a destination for its targeted tourism market. This suggests the opportunity for destination enhancements that will expand the experience for visitors.

However, significant financial constraints may influence the growth of the tourism-related infrastructure and business development. The planning participants note that the Island's economy and the present magnitude of its tourism economy are such that tourism investors – and some other Quadra Islanders - are not making enough money. They perceive that the island is too expensive, but would like it to be accessible to all.

For example, there appear to be good opportunities for new tourism business development associated with parcels of real estate that are for sale. However, due to purchases by in-migrant “baby boomers” and other real estate trends, prices for Quadra Island property are so high there is insufficient revenue from tourism operations to achieve a satisfactory return on the investment.

The values of Quadra Island residents are focused on maintaining a tranquil and sustainable environment. The destination must evolve in a fashion that is consistent with these values.

Themes

Within the context of “Escape to Reconnect”, overall themes for the destination are focused on three main categories:

- Recreation
 - Outdoor activities
 - Marine activities
- Education
 - Visit to learn
 - Wellness programming
- Culture
 - Arts
 - History
 - First Nations heritage

These themes are already strong performers for Quadra Island as a destination. They provide excellent potential for additional complementary tourism “product” to be developed – and they provide a focus for marketing.

Destination Gaps and Opportunities

The planning process revealed several opportunities for enhancement of the destination to meet the expectations of visitors. These areas include activities and services as well as some basic infrastructure needs.

Activities

Many visitors to Quadra Island are motivated to visit by specific activities that they know are available on Quadra Island. They are not seeking major attractions and the planning participants do not want to change that. Visitors are seeking primarily personal experiences in a serene environment.

However, visitors expect to be able to do other things during their trip – and they spend money while they are doing them. Providing additional opportunities for visitor spending will enhance the cash flow and acquisition of wealth on Quadra Island. Completing the experience for visitors generally enhances their destination experience and motivates them to refer the destination to their friends and relatives – thus contributing to targeted marketing.

The following areas of opportunity to expand the activities available to visitors resulted from exploration of the perceived gaps in the Quadra Island tourism experience:

- Evening activities
 - Many of the activities of visitors end in the late afternoon or very early evening and leave visitors with time on their hands in the evening. Some visitors are happy to relax and do little. However, it is the experience of the planning participants that visitors seek out opportunities for evening entertainment.
 - Evening entertainment opportunities could range from movies to evening wildlife searches, sunset cruises, interpretive discussions, “dining in the rough”, etc.
 - New evening activity opportunities could be developed during the peak season and expand as the seasonality of Quadra Island’s tourism expands.
- Food and Beverage outlets
 - There is a limited range of dining experiences available for visitors. Many visitors consider their dining experiences to be a significantly important component of their visit – it is also usually the second highest category of visitor spending after accommodation. Therefore, increased availability of food service would likely contribute additional economic benefit for the tourism economy. Further, increased “outing” and employment opportunities for residents may result from new food and beverage outlets.
 - The planning process indicates the importance of increasing the food experiences throughout the full spectrum of visitors to Quadra Island, including affordable, family accessible dining, “unique character” dining, etc.
 - Adding an “affordable” family restaurant was considered to be a high priority for Quadra Island.

- Additional activities and experiences
 - While Quadra Island offers a good selection of high quality tourism activities and experiences, additional complementary and accessible activities are needed to enhance visitor experiences and stimulate increased spending. These include:
 - Activity or interest options for inclement weather
 - Guided/interpretive tours
 - Activities for children and less active visitors
 - Activities focused on shoulder and winter seasons
 - Horse riding and horse trails
 - New events and festivals.

Tourism leadership should pursue opportunities to attract operators to explore the viability of business ventures in these areas to enhance the visitor experience and to increase cash flow in the tourism economy. It is likely some existing operators may be encouraged to expand their own product to include these features.

Destination Infrastructure

Certain infrastructure limitations may also constrain the development of a strong tourism economy. These are primarily factors that influence or restrict access for visitors.

- Activity-related infrastructure
 - Many visitors are attracted by “human powered” activities such as walking, hiking, kayaking, and cycling, infrastructure needs to be available to facilitate their activities and enhance their experiences.
 - Opportunities appear to exist to expand pedestrian- and cycling- friendly community infrastructure (e.g., trails, etc.) and beach access.
 - While there is generally good signage on Quadra Island, interpretive signage could be enhanced to help visitors understand Quadra Island.
 - This would also provide the opportunity to reinforce the Island values.
 - Camping is important to Quadra Island’s tourism economy. However, choices for visitors are limited.
 - It was suggested that forestry land can be used as camping. Discussion with Wood Lot operators suggested continued options exist on land they manage. Further, this strategy may contribute to expanding awareness of the importance of the Woodlots. However, there remain concerns among the woodlot operators about liability associated with use of the land by tourists. It is a benefit that woodlot operators participated in the Community Tourism Foundations planning team.
- Fundamental community safety and security infrastructure
 - The planning participants note infrastructure development requirements that are vitally important to support visitors and the tourism industry, including:
 - Fire protection
 - Sewer, water, electricity
 - Public washrooms.

- Transportation
 - Transportation infrastructure is, naturally, vitally important to visitors. Priority should be placed on resolving local transportation challenges.
 - Gasoline Sales
 - Many visitors bring their own vehicles, both for transportation and recreation. However, visitors may be inconvenienced by limited access to gasoline sales.
 - Ferry congestion and capacity
 - Congestion and capacity limitations on the vital BC Ferry service between Quadra Island and Campbell River may result in inconvenience for visitors and local residents. While negotiations for expanded ferry service remain a long-term ongoing Island priority, the planning participants identified several ways to provide temporary resolutions.
 - Most significant among these is the practice of activity operators and accommodation providers recommending to their clients that they leave their vehicle in Campbell River and travel on the ferry as “walk on” passengers. Then the guests are “shuttled” by their host operators but have limited local taxi or other transportation options beyond that service.
 - Local transportation
 - Given the challenges of local transportation, it may be appropriate to motivate an operator to initiate a Quadra Island “fun bus” to add an option to the local transportation infrastructure. This might be a brightly coloured “user friendly” art bus service with good availability. This would serve to limit further the number of visiting vehicles on Quadra Island.
 - Road access
 - It was suggested that priority be given to extending the road all the way to Discovery Lodge – although it was acknowledge that this would be a huge cost. Planning participants suggested that the use of a gravel road makes it more “authentic” while a little less expensive.
 - Beautification
 - Several opportunities exist for beautification of areas of Quadra Island. Developing a beautification strategy might bring focus to this need.
 - There is limited meeting space available on Quadra Island. Several educationally focused events and corporate retreats would likely benefit from additional meeting space.
 - If additional meeting space was available, the opportunity may exist to increasingly attract small corporate retreats and meetings and other events. These tend to be high yield events in the tourism industry.

Human Resources

The human resources challenges facing Quadra Island and its tourism industry are complex and difficult to resolve. The tourism industry cannot resolve these issues alone and should continue to work with other Quadra Island players to pursue a stronger human resources environment.

Issues include a limited labour pool, compounded by low wages, a shortage of year-round employment opportunities, and housing challenges associated with capacity, demand, and market pricing.

While the tourism industry is counselled not to focus its effort in lobbying except for the good of tourism, active participation in Island initiatives focused on these issues will be a valuable contribution. Further, a focus on skill development will be valuable to retain employees.

Ongoing consultation with educational institutions (e.g., Vancouver Island University) and industry lobby groups (e.g., the Council of Tourism Associations of BC) will provide Quadra Island representatives with an opportunity to pursue these challenges in a broader forum.

The topic of “volunteer burnout” was raised as a concern during the planning process. This is also a challenge facing a wide variety of organizations on and off Quadra Island. Maintaining focused involvement of volunteers with clear deliverables is an appropriate method of addressing this issue.

Destination Marketing

Tourism operators and community leaders suggest Quadra Island is at maximum capacity for summer tourism, but they would like to pursue more shoulder and winter season tourism. Individual operators market their own products although there is limited joint promotion of Quadra Island.

A private sector tourism travel guide publication and website (discoveryislander.ca and quadraisland.ca) are operated by a Quadra Island entrepreneur and provide good communication with travellers interested in Quadra Island. These are funded by advertising. It should be noted that the Internet is shown consistently in research to be the primary source of travel information for travellers.

Tourism Campbell River and Region actively markets Campbell River in its target markets. A new website operated by that organization includes a Quadra Island page. However, there is little promotion of Quadra Island activities on their website.

Awareness and Motivation

Quadra Island is not a well known tourism destination. However, anecdotal comment from tourism marketers suggests that many people know of Quadra Island but may have little awareness of its value as a tourism destination. The significant repeat business secured by Quadra Island reported by operators illustrates the destination's value for travellers who have "found" Quadra Island. Further, travellers from long haul origins are able to find Quadra Island when they research destination opportunities in this area that are consistent with their interests. Overall, with limited awareness, it is not surprising that only a small number of travellers are aware of the destination's benefits to the extent that they are motivated to visit.

In 2007 tourism British Columbia conducted a study to assess the perception of British Columbia and Alberta residents concerning communities participating in the Community Tourism Foundations program. A copy of the study report has been provided to the Quadra Island Community Tourism Foundations planning team.

The study reports that 4.7% of the 1000 respondents in the Greater Vancouver Regional District and lower Vancouver Island had taken at least one overnight leisure trip to Quadra Island in the past two years. In most cases these respondents had taken only one trip, although approximately 15% of the respondents who had taken overnight trips to Quadra Island had taken multiple trips. The primary travel purpose among those who had visited Quadra Island for an overnight leisure trip was to relax or to visit friends and/or relatives.

Although sample sizes included in detailed research about Quadra Island were small, the research suggests better awareness and a higher propensity to visit among lower Vancouver Island residents than among those from the Greater Vancouver Regional District.

The following notes are summaries of conclusions reached by the consultants undertaken the research (Malatest Program Evaluation and Market Research).

- Among respondents sampled, over one-tenth (12.5%) either have taken an overnight leisure trip to Quadra Island or are somewhat familiar with Quadra Island.
- Overall, Quadra Island is seen as a beautiful small-town destination that is safe and clean, excellent for relaxing and unwinding, with plenty of opportunities for outdoor recreation activities such as camping, hiking, boating and fishing.
- Compared with similar destinations, Quadra Island is described by visitors as providing better activities for relaxing, and better opportunities to participate in Aboriginal cultural activities, and visiting heritage and historical sites. Improving local amenities are likely to attract more visitors.
- More than four in ten respondents (including visitors and non-visitors who are familiar with Quadra Island) are likely to visit Quadra Island for a getaway or short vacation in the next two years.

The research suggests that the respondents compare Quadra Island as a destination with the Gulf Islands, Tofino/Ucluelet/Port Alberni/Bamfield, and Campbell River/Courtenay/Comox, or with other Vancouver Island destinations. Reasons for not visiting Quadra Island more often are to do with time and other personal priorities.

From a demographic perspective travellers who selected Quadra Island as a destination, compared with those who did not, indicated the following characteristics:

- They were less inclined to have children 18 years or younger in the household,
- They displayed broader distribution of household income
- They were more inclined to be male
- They tended to be slightly older
- The reported completing higher levels of formal education.

Awareness Marketing

Awareness marketing is challenging in that it is expensive and difficult to fund. Tourism operators want to invest in marketing initiatives that directly drive business for them. It is most appropriate for Quadra Island to develop a clear brand and identity that can be communicated on an ongoing basis through all marketing and communication activities.

Motivating visitors to select Quadra Island as their destination for a leisure trip should be focused on targeted marketing activities with a clear call to action and a specific deliverable for the purchaser. Examples might include packages or newspaper ads promoting specific activity opportunities. Broader awareness marketing would be accomplished through earned (editorial) media communication.

Geographic Target Marketing

Quadra Island receives visitors from many locations. However, many of these areas of visitor origin are not practical for Quadra Island’s tourism industry to actively pursue for growth due to the small size of Quadra Island’s tourism sector and the significant cost of targeting these markets with advertising. The existing geographic markets from which Quadra Island’s visitors originate are:

- Vancouver Island
- Alberta
- Lower Mainland
- Europe
- US.

Motivation to Visit

Geographic target marketing alone is not appropriate for Quadra Island due to the high cost and low return of the marketing investment without significant destination awareness. Quadra Island should pursue the agreed themes in narrowly selected market segments.

The themes determined to represent the historical and future market opportunity are:

- Recreation
 - Outdoor activities
 - Marine activities
- Education
 - Visit to learn
 - Wellness programming
- Culture
 - Arts
 - History
 - First Nations heritage.

Potential travellers interested in these opportunities should be targeted directly in focused initiatives to optimize the return on the marketing investment available.

Further, it is evident that certain specific groupings of travellers are particularly interested in Quadra Island as a destination. These groupings might be considered “emerging markets” for Quadra Island and may be targeted specifically. They are:

- Adventurous travellers
- Women travellers
- Young adults traveling together
- Groups of, and individual seniors
- New residents of central and north Vancouver Island
- Campbell River and Comox Valley residents.

Quadra Island is a distinctly desirable destination for some unique attributes, including:

- World-class water-based activities
- Unique tidal currents
- Not crowded in shoulder season
- Competitively priced premier destination.

From an overall strategic perspective, Quadra Island should pursue these tourism markets in a simple hierarchy to optimize the benefits of its limited funds available for marketing investment. The hierarchy is:

- Direct promotion by Quadra Island tourism operators and Quadra Island tourism promoters
 - North Central Vancouver Island
 - Central Vancouver Island
- Promotion in partnership with Tourism Campbell River and Region (TCRR)
 - Victoria
 - Lower Mainland
- Promotion in partnership with TCRR and Tourism Vancouver Island/Tourism BC
 - Lower Mainland
 - Alberta
 - Pacific Northwest
 - Longer Haul markets
- Cross promotion
 - Many operators have established their own product as a “whole experience”. Quadra Island can expand its market penetration by encouraging these operators to participate in marketing partnership initiatives.
 - Joint ventures with other Vancouver Island partners may be effective where those partners are also targeting specific markets or themed opportunities.
- Incremental
 - Many visitors attracted to Campbell River or other North Central or Central Vancouver Island destinations may be attracted to visit Quadra Island
 - These visitors may be targeted prior to or during their destination trip through promotions in Visitor Centres, in regional tourism brochures, and on websites.
- Visiting Friends and Relatives
 - Quadra Island and North Central/Central Vancouver Island residents receive many visitors. These residents may be attracted to bring or send their guests to Quadra Island for a unique Island getaway or day trip during the visit.

Marketing Priorities

However, the primary marketing objective is to increase shoulder and winter season volumes and to increase cash flow from existing visitor volumes in the summer season. Therefore, priorities are focused as follows:

Increasing shoulder and winter season visitors

- Target close in markets (Central Vancouver Island; other Vancouver Island residents motivated to travel by:
 - Outdoor activities
 - Short booking horizons
 - Learning opportunities (e.g., arts, wellness, other activities)
 - Group experiences (e.g., groups of quilters, artists, kayakers, photographers, etc.)
- The strategy is to communicate directly in the target markets through local media relations, advertising, radio and newspaper initiatives (e.g., contests, ads), direct contact with clubs and other groups such as arts organizations, and newcomers groups, etc.
 - Individual travellers targeted in this way will be able to take advantage of weather-related opportunities and may be motivated to take short notice trips due to their relative proximity to the destination.
 - Groups unless weather dependent and often prefer to take advantage of shoulder season trips.

The primary target market for shoulder season growth is the population of central and north central Vancouver Island. The targeted markets are:

- Individuals interested in Quadra Island's outdoor activities,
- Groups or clubs that will stage visits for arts, activities, or wellness, and
- Individuals who might be attracted to arts or activity clinics that could be staged by Quadra Island businesses – perhaps in alliances with well known experts in their field (e.g., well known artists staging workshops or clinics).

These groups are targeted directly using the following methodologies

- Visits to clubs and special interest groups with a simple presentation and handout.
 - In these visits, Quadra Island tourism businesses, or contracted representatives, would present slide shows or talks focused on motivating these travellers to organize trips to Quadra Island for their own purpose, or, as individuals, to book into workshops and clinics.
 - Typical organizations to be targeted are such groups as:
 - Newcomers Clubs (they exist in most communities)
 - Activity-oriented groups (e.g., arts clubs and societies, kayak clubs, etc.)
 - The groups can be readily identified by contacting local organizations such as economic development groups, chambers of commerce, etc.
- Retailers focusing on these interests will also be able to provide contacts with suitable groups. The retailers may also be prepared to assist in promoting certain events.
- Bus tour operators in the communities will have contacts with groups that stage suitable events of this nature.
- Local media in the targeted communities can also contribute to exposing Quadra Island opportunities and most local newspapers and radio stations are receptive to stories. Most media organizations in this area have reporters who are focused on specific themes or interests and they are excellent resources and communication partners.

- Advertising programs using newspapers and radio stations may include the use of contests and special promotions.

The presentations at clubs and special interest groups may be made by individuals

A “Quadra Island Blitz” program may be staged in selected targeted communities twice per year, perhaps in March and September, to promote spring, fall, and winter activities. These events may take place in, say, Nanaimo, Parksville, Courtenay, and Campbell River. The blitz concept would bring Quadra Island to the community and would integrate media exposure (visits to newspapers, TV, and radio stations with appropriate media kits), presentations at key organizations, and visits to targeted retailers and bus tour operators. Several operators would participate in the blitz, jointly presenting all of the benefits and opportunities of Quadra Island with significant intensity in the targeted community. Follow up is then essential to achieve the required performance for the tourism economy.

Special events are effective in attracting local and regional visitors. The impetus to stage such events is local and would be led by those who would be primary beneficiaries. However, in the event that external experts (e.g., Sam Whittingham for a bike event, leading BC artists for arts clinics/workshops, leading kayak exponents for kayak clinics, wellness experts for wellness clinics) would also contribute by communicating the events with their own contacts.

Special events may also be staged to communicate Quadra Island’s environmental priorities. These events may attract leading speakers to reference Quadra Island in speeches and session on Quadra Island or elsewhere, and events may be staged on Quadra Island to explore environmental opportunities or address environmental issues.

Increasing spending by summer visitors

- Enhance visitor engagement and referral through visitor centres, tourism operators, and other businesses on Quadra Island and in Campbell River
- Expand tourism experiences as noted in the discussion in this document on destination enhancement
- Overall, the strategy is to enhance visitor engagement so visitors can become familiar with opportunities to spend money on tourism and related experiences.

The priority for summer visitors is to expand their spending during their visit to Quadra Island. Visitors need to be aware of the things to do on Quadra Island and to be motivated to do them. Enhanced visitor spending should be pursued all of the primary segments of the tourism economy (accommodation, food and beverage, retail, activities/attractions, and local transportation).

Several initiatives contribute to increasing visitor spending. Visitor centres, tourism operators, tourism promoters, the general business community, and the residents all have the opportunity to engage visitors and motivate them to experience more of Quadra Island.

The primary strategies are focused on visitor engagement, to motivate visitors while planning their trip, en route to Quadra Island, and during their visit to explore more or do more. The following action plan is expected to be low cost, but high yield for Quadra Island's tourism operators:

1. Support the recent enhancements in visitor engagement at the Tourist Information Office/Visitor Centre.
 - a. Continue to bring focus in the Visitor Centre on the opportunity to convert inquiries to bookings or visitor spending through workshops with the volunteers and other familiarization opportunities
 - i. Pursue more active engagement of visitors
 - b. Conduct regular familiarization tours with the volunteers to encourage them to see and experience Quadra Island tourism opportunities
 - c. Continue to provide appropriate racking and listings for Quadra Island tourism operators
2. Work with the supplier to continue to enhance tourism mapping (as presently provided on the website, at the Visitor Centre, and at various other locations)
3. Motivate the Campbell River Visitor Centre to segment a Quadra Island section
 - a. The planning group suggested exploring the development of a unique Quadra Island Visitor Centre near the Ferry Terminal in Campbell River:
 - i. Enhanced signage in those areas, motivating travellers to go to the Campbell River and Quadra Island visitor centres may be a less expensive and equally effective approach
4. Motivate all tourism operators to pursue active visitor engagement
 - a. Continue to use the Quadra Island tourism binder to communicate with visitors
 - b. Motivate staff and owners of tourism businesses to participate as much as possible in planning visitors' time while they are on Quadra Island
 - c. Through networking, facilitate the development of short Quadra Island activity itineraries among operators
 - d. Encourage Quadra Island tourism operators to use Quadra Island websites to raise awareness of Quadra Island among their customers
 - e. Arrange small receptions for guests, also inviting relevant other tourism operators, to provide a networking opportunity for visitors and the tourism industry
5. Through the interest of the Discovery Islands Chamber of Commerce, encourage other Quadra Island business operators (i.e., those outside the primary segments of the tourism industry) to become increasingly aware of tourism opportunities, businesses, and activities and to promote them to visitors as they engage them in their normal business dealings.
6. Through media communication and by making presentations at community meetings and at the meetings of various community organizations, raise awareness of the value and benefits of tourism among residents. Also continue to promote their action to attract friends and relatives to visit Quadra Island and encourage them to talk to visitors about things to do on Quadra Island.

Repeat Visitors and Referrals

The experience of Quadra island operators is that they benefit from repeat visitors and referrals by their customers. This is reinforced by the Tourism BC Perceptions research reported earlier in this document. A specific focus on pursuing this market opportunity may include direct mail, formation of an “Insiders” web page, specific acknowledgments, etc.

Tourism Marketing Strategies

Certain tried strategies for marketing are appropriate to the general marketing program for Quadra Island as a destination. These are associated with the importance of partnerships and alliances, media relations, advertising, and consumer shows.

Partnerships and Alliances

Tourism is most successful when partnerships and alliances are developed to pursue tourism goals. Partnerships and alliances are successful where all partners know:

- What each partner wishes to obtain from the alliance
- How each partner will contribute to the alliance
- How joint initiatives will be more effective than individual activities
- How the alliance will be focused (what it will do)
- How it will be managed and controlled to maintain focus
- How it will be financed
- How it contributes to the general goals of each partner.

For Quadra Island several opportunities exist for joint strategies of this kind. These include:

Traditional Tourism Partnerships

- Tourism Campbell River and Region
- Tourism Vancouver Island
- Tourism British Columbia
- First Nations
- Local tourism operators
- Local government
- The local business community
- Local media.

These partners are represented in the tourism plan that is the subject of this document. They should be engaged on an ongoing basis to maintain the focus on achieving and documenting the desired benefits.

Non-Traditional Partnerships

- Local realtors
- Local financial sector participants
- The forestry industry operators and owners
- Promoters of other missions concerning Quadra Island
- Sports and arts organizations on Vancouver Island.

A specific plan is required to optimize the benefits of these non-traditional alliances and mutually beneficial plans should be developed directly with the prospective partners.

Media Planning (“Earned media”)

Travel, lifestyle, and special interest writers for newspapers, magazines, radio, and television are a valuable resource in the tourism industry. There is significant credibility in their work and they communicate powerful messages to their audiences. The stories they publish communicate intrigue and information and have been found to be strong motivators of travel decisions. This is an area of media distinct from advertising.

However, there is also enormous competition for their attention. Many tourism organizations (including Tourism British Columbia and Tourism Vancouver Island) have teams of professionals focused on attracting the interest of these important communicators. Through a formal agreement, Tourism Campbell River and Region (along with other Vancouver Island destination marketing organizations) has worked with Tourism Vancouver Island in a media strategy. Quadra Island should pursue TCRR to ensure that Quadra Island is a significant part of their media strategy.

The following notes suggest an approach for Quadra Island to pursue these benefits.

Unpaid-Media Relations

In conjunction with Campbell River and Region Tourism, Tourism Vancouver Island and Tourism British Columbia, stimulate and optimize the interest of earned media to communicate about the premier outdoor activity, cultural, and heritage values and assets of Quadra Island.

- Develop media kits to present information and images about Quadra Island to the media
- Launch the brand, identity, and image
 - A launch initiative including direct engagement of selected media
 - Media event
 - Media releases
 - The launch promotes awareness and understanding of the brand, the partners, and the associated identity and image commitment
- Recognition building and image/identity maintenance
 - An ongoing program of media relations focused on targeted media representatives
- Establish focused information, hosting, and support program for media representatives.

The following approach will be used to position the media relations program:

- Establish a story line describing the cultural, activity, and environmental importance of Quadra Island
- Establish a regular program of media releases
- Seek out cultural and activity stories and mythology to create story starters and other story ideas
 - Identify the “official” and “insiders” messages about Quadra Island’s culture, activities, and history
 - Distribute “story starters” to targeted media (including Campbell River media) through TCRR and TVI
- Communicate the brand to media relations departments in Tourism BC and Tourism Vancouver Island

- Invite Tourism BC and TVI targeted media to tour the branded experiences through those organizations
- Maintain close liaison with TCRR and TVI to optimize media presence
- Track media exposure and report to partners.

The following priorities will guide the focus on media for Quadra Island. Key messages will be conveyed through this strategy, notably including “Escape to reconnect” messages.

	Local and Vancouver Island Media	Lower Mainland	Alberta	Other targeted markets
General media	General interest	General interest		
Tourism oriented media or tourism sections of general media	Local/regional awareness of the unique attributes of Quadra Island	Destination awareness of Quadra Island: unique attributes	Escape to reconnect topics and messages	Escape to reconnect topics and messages
Cultural and lifestyle media	Lifestyle stories Entertainment and activities	Lifestyle	Psychographic targets	Psychographic targets
Arts media	Unique and successful Quadra Island arts workshops	Unique and successful Quadra Island arts workshops	Unique and successful Quadra Island arts workshops	Unique and successful Quadra Island arts workshops
“Activity” vertical interest media	Topical and action stories	Topical and action stories	Topical and action stories	Topical and action stories
Other vertical media targets	History Museums First Nations	History Museums First Nations	History Museums First Nations	History Museums First Nations

Strong relationships should be developed with local and regional media (Central, North Central Vancouver Island) to optimize opportunities for targeted communication.

Advertising

Many opportunities exist for Quadra Island and its tourism operators to purchase advertisements to communicate opportunities, awareness, and motivation. These investment opportunities are already being used by selected Quadra Island tourism businesses. A jointly-sponsored advertising program based on the Quadra Island brand and with the opportunity for individual businesses to participate would be an effective promotional vehicle. The following chart shows appropriate initiatives for the selected targeted markets:

Advertising Opportunities

TCRR Initiatives

Campbell River and Region Visitors Guide
 Victoria area postal code drop with TCRR and the Times Colonist
 Outdoor adventure guide - racked on BC Ferries
 Visitor Guide in Campbell River Mirror (Spring)

Campbell River Indian Band

Shore Ex program for cruise ships (product to be developed for this)

Tourism Vancouver Island

Media relations program
 Times Colonist "Discover"
 Bed and Breakfast Guide
 Web-based marketing opportunities
 Outdoor Guide
 Vacation Guide

Direct - Quadra Island solo

Central Island and North Central Island newspapers
 Special theme publications (e.g., kayaking, arts, wellness, etc.)

Target Market

Broad distribution
 Victoria
 Travellers on BC Ferries
 Campbell River residents and visitors

 Cruise passenger visiting Campbell River

Selected earned media
 Victoria area populations
 Pacific Northwest US
 Broad distribution
 Perhaps with TCRR
 Perhaps with TCRR

Central, North Central Island populations
 Targeted activity participants

As the primary focus of the strategy is to pursue shoulder and winter season opportunities, packages would be developed and presented in these ads focused on those opportunities.

A “call to action” is required to optimize the benefits of advertising. It is recommended that that call to action is a website, which would have either a direct response from a central tourism organization or links to the operators advertising in the promotion.

Consumer Shows

Consumer shows in targeted markets allow Quadra Island to present itself to general populations in the geographic market in which the show is staged. Trade shows are used frequently in the tourism industry and provide good value for participants. Shows that Quadra Island may participate in might include:

Vancouver Island DMO Initiatives (Participate with TCRR):

- Alberta Home and Garden shows

- Targeted towards Edmonton, Calgary, and Alberta regional populations
- Vancouver Home and Garden Show
 - Attracting Metro Vancouver populations.

These shows would be through participation with TCRR. Other opportunities focused on Central Vancouver Island populations may exist from time to time and should be considered for participation.

Marketing Action Plan

Marketing activities should focus on appropriate combinations of the segmentation described above.

Program Plan – Marketing Actions

Priority Rank	Initiatives focused on Shoulder Seasons for 2009-10 and 2010-11	Responsible	Expected result	Method of tracking
Overall Mission: Pursue destination awareness and communicate image; Promote tourism opportunities to consumers (Coop initiatives)				
1	Increase focus on earned media relations (Tourism VI/Lana, story starters, kits, hosting)	Chamber of Commerce: Rod	Increased awareness	Media stories; Website tracking re online media kit
1	Build a strong website in concert with QuadraIsland.ca and new QI URL, adding images and content; link to HelloBC.com; continue to use blogging; add Tourism BC widget	Chamber of Commerce: Carol Ann	Selection of Quadra Island as the destination; bookings for industry participants; package sales	Website stats tracking
1	Create packages (NB: this is an industry benefit initiative. Sales are expected to increase, although package sales may not reflect that)	Chamber of Commerce: Rod	Content, direct sales	Package sales; sales at destination partners
2	Lure brochure and card	Chamber of Commerce: Rod	Traffic to site	Website stats
3	Create presentations	Chamber of Commerce: TerryL	Content for website	Website stats
4	Attract focus of other visitor centres through Quadra Island familiarization programming	Chamber of Commerce: Judy	Increased referrals to Quadra Island	Visitor Centre stats
4	Solicit interest for promoters	Chamber of Commerce: Rod	Program delivery; packages	
5	One-on-one visits with newcomers groups, community and social and activity organizations	Chamber of Commerce: Rod to attract. Operators to execute.	Awareness, bookings	package response
6	Community Newspapers- focus is on awareness and website promotion; some promotion of specific experiences and packages offered	Chamber of Commerce: Rod	Traffic to web -> bookings	stats
6	Community radio and tv - focus is on awareness and website promotion; some promotion of specific experiences and packages offered	Chamber of Commerce to facilitate	Traffic to web -> bookings, awareness	consumer info, response
6	Ads and stories in Community newsletters - focus is on awareness and website promotion; some promotion of specific experiences and packages offered	Chamber of Commerce to facilitate	Traffic to web -> bookings, awareness	Increased awareness, measured in increased website visits and increased visitation
Year 2 Additions	TCRR Visitors Guide - Image and coop ad program	Chamber of Commerce to facilitate QI group presentation with Tourism VI	Traffic to web -> bookings, awareness	Increased awareness, measured in increased website visits and increased visitation
	Tourism Vancouver Island Visitors Guide - Quadra Island segment; Drive traffic to the website; - Image and coop ad program	Chamber of Commerce to facilitate with Tourism VI	Traffic to web -> bookings, awareness	Increased awareness, measured in increased website visits and increased visitation

Financing Tourism

Priorities for financial resources are focused on marketing. Tourism Quadra Island is operated as a function of the Discovery Islands Chamber of Commerce. In the foreseeable future it will not employ full time administrative staff and will not have office accommodation or incur significant administrative expenses. However, several initiatives will be accomplished by contract with appropriate individuals.

Sustainable funding is vitally important to build a consistent and focused marketing program. The planning team determined that the most appropriate approach to establishing a sustainable source of funding it to establish an Additional Hotel Room Tax of 2%. It is the expectation of the planning team that revenue from the proposed AHRT would reach approximately \$40,000 per annum if applied to all properties on Quadra Island. The accommodation sector members of the planning team are currently pursuing this initiative.

Other funding sources are the Quadra Island tourism operators, the Strathcona Regional District, and the Discovery Islands Chamber of Commerce.

Program Budget

The budget described in the following pages reflects the marketing program for the fiscal years ending March 31 2010 and 2011. Initiatives are prioritized as noted in the program (above).

The budget reflects no revenue from the AHRT in the first year and less than 50% of the perceived potential for the second year, as cash would not likely flow from this source until a period during that year.

Funding from tourism operators would be invested in cooperative initiatives facilitated by Tourism Quadra Island. It is not the intent of the tourism plan to seek contributions from operators to fund administrative costs of Tourism Quadra Island.

The Discovery Islands Chamber of Commerce has agreed to provide limited financial support for this initiative. This investment is to support the promotion of benefits for Quadra Island and its broad business base.

Tourism Quadra Island is a vehicle of the Discovery Islands Chamber of Commerce that is focused specifically on the development and promotion of tourism and the tourism economy. Tourism Quadra Island is shown in the budget plan to directly invest a small amount of money in marketing initiatives. This investment is funded by administrative fees charged in connection with cooperative marketing initiatives facilitated by Tourism Quadra Island.

Using funds provided through the Union of BC Municipalities and other sources, the planning team believed the Strathcona Regional District will continue to support the economic growth of Quadra Island by contributing to initiatives related to the growth of the tourism economy.

Initiatives focused on Shoulder Seasons for Year 1	Year 1 Budget 2009-10	Proposed Source of funds				
		Operators	QI Tourism*	Strathcona Regional District/UB CM	Discovery Islands Chamber of Commerce	Community Tourism Opportunities
Pursue destination awareness and communicate image; Promote tourism opportunities to consumers (Coop initiatives)						
Develop an electronic media kit including available images, documentation of "Quadra Island Essential Knowledge", "Insiders Knowledge", general resource and contact information	\$ 2,000			\$ 1,000		\$ 1,000
Build a strong website in concert with QuadraIsland.ca and new QI URL, adding images and content; link to HelloBC.com; continue to use blogging; add Tourism BC widget (Phase 1)	\$ 5,000	\$ 500	\$ 500		\$ 2,000	\$ 2,000
Provide a project management contract to develop, publish, and promote packages and to undertake "one on one" visits to targeted communities and social and activity organizations within the primary Vancouver Island markets	\$ 7,000	\$ 3,500				\$ 3,500
Lure brochure and card	\$ 6,000		\$ 500	\$ 1,500	\$ 500	\$ 3,500
Create presentations	\$ 5,000			\$ 2,500		\$ 2,500
Attract focus of other visitor centres through Quadra Island familiarization programming (no budget)						
Total Marketing Investment	\$ 25,000	\$ 4,000	\$ 1,000	\$ 5,000	\$ 2,500	\$ 12,500

* A Discovery Islands Chamber of Commerce function

Initiatives focused on Shoulder Seasons for Year 2	Year 2 Budget - 2010-2011	Proposed Source of Funds					
		Operators	QI Tourism*	AHRT	SRD	DICC	Community Tourism Opportunities
Increase focus on earned media relations (Tourism VI/Lana, story starters, kits, hosting)	\$ 2,000		\$ 250	\$ 1,250		\$ 500	
Build a strong website presence in concert with QuadraIsland.ca and new QI URL, adding images and content; link to HelloBC.com; continue to use blogging; add Tourism BC widget (Phase 2)	\$ 6,500		\$ 250	\$ 750	\$ 2,000	\$ 500	\$ 3,000
Lure brochure and card	\$ 4,000				\$ 1,000	\$ 1,000	\$ 2,000
Create presentations to be used in all marketing approaches	\$ 500	\$ 500					
Attract focus of other visitor centres through Quadra Island familiarization programming	\$ 1,000			\$ 1,000			
Continue to solicit interest for operators to do Central/ NC VI promotions	\$ -						
Provide a project management contract to develop, publish, and promote packages and to undertake "one on one" visits to targeted communities and social and activity organizations within the primary Vancouver Island markets	\$ 7,000	\$ 1,500		\$ 3,500			\$ 2,000
Advertising and editorial in community newspapers and newsletters - focus is on awareness and website promotion; some promotion of specific experiences and packages offered	\$ 8,000			\$ 5,000			\$ 3,000
Community radio and tv - focus is on awareness and website promotion; some promotion of specific experiences and packages offered using contests, etc.	\$ 10,000			\$ 5,500	\$ 500		\$ 4,000
TCRR Visitors Guide - Image and coop ad program	\$ 2,000			\$ 1,000			\$ 1,000
Tourism Vancouver Island Visitors Guide - Create a Quadra Island segment; Drive traffic to the website; - Image and coop ad program	\$ 10,000	\$ 2,500		\$ 6,000	\$ 1,500		
Total program investment	\$ 51,000	\$ 4,500	\$ 500	\$ 24,000	\$ 5,000	\$ 2,000	\$ 15,000

* A DI Chamber of Commerce function

** The accommodation sector will pursue the establishment of an Additional Hotel Room Tax of 2%. Budgeted amount is less than 50% of the estimated annual collection of AHRT as cash may not flow until mid-year.

Tourism Leadership

There is no formal Destination Marketing Organization for Quadra Island. However, there is a strong focus on tourism within the Discovery Islands Chamber of Commerce. The Chamber of Commerce notes that most of its members are either tourism businesses or have a significant interest in tourism. Much of the focus of Chamber of Commerce meetings is on tourism issues. There are limitations in funding and human resources available to form or operate a discrete organization focused on tourism.

Consequently, the Discovery Islands Chamber of Commerce has agreed to maintain responsibility for the promotion of Quadra Island as a tourism destination and to pursue the continued growth of the tourism economy, until a new lead tourism organization for Quadra Island assumes that responsibility. The primary tourism group within the Chamber of Commerce is the working group developed during the Community Tourism Foundations project, identified as “Tourism Quadra Island”.

Members of this group have been active participants in the development of this tourism plan. To maintain consistency Carol Ann Terreberry, General Manager of Tsa Kwa Luten Lodge, has agreed to initially provide primary coordination for the group as she has been involved consistently since the project’s inception. There will be no budget to fund the organization. Funding for tourism promotion initiatives is described in the marketing budget shown in this Tourism Plan.

Mission for Lead Tourism Organization

The overall mission for the Tourism Quadra Island is to facilitate the growth of the tourism economy while protecting local values. The overall mandate for this group is to pursue selected priorities:

1. Plan and execute initiatives focused on building increased revenues in the Quadra Island tourism sector during the fall and spring shoulder seasons
2. Continue to promote awareness of Quadra Island as a desirable tourism destination among targeted audiences
3. Facilitate awareness of, and support for tourism among Quadra Island residents.

Additionally, to pursue best practices in destination marketing, it is appropriate for Tourism Quadra Island to facilitate staging initiatives that would build strength, skills, and networking among Quadra Island’s tourism industry operators.

Tourism British Columbia offers a series of workbooks and workshops through its “Tourism Business Essentials” program. The following topics would be valuable for Quadra Island’s tourism operators:

- Workshops:
 - Tourism Packaging and Product Distribution
 - Ads and Brochures that Sell
 - Travel Media Relations

- Sport Tourism
- Workbooks:
 - Internet Marketing
 - Environmentally Responsible Tourism

Tourism BC may be requested to stage Tourism Business Essentials workshops and resources through discussion with Tourism Vancouver Island.

Further, Tourism Quadra Island should continue to facilitate networking to disseminate tourism information and continue to build the tourism team. This may be achieved by regular web based or e-mail communication or by staging regular networking opportunities.

The purpose for this communication is to ensure all members of Quadra Island's tourism industry are aware of new opportunities and current trends and are motivated to work together in packaging and other marketing initiatives. Further, through communication of this nature, increased referrals will take place among tourism operators for their mutual benefit. It has been shown in many communities that tourism revenues increase as members of the local tourism industry become increasingly engaged.

Measures of Success

The planning group identified several measures of success for tourism on Quadra Island that guide the Tourism Quadra Island. This summary provides a good indication of the expectations of the community and the tourism industry for reporting on the status and progress of the tourism economy.

- a. Report tourism statistics
 - i. Measure annual increases in visitor spending and occupancy
 - ii. Measure increased occupancy outside the busy summer season.
 - iii. Trends in B.C. ferry statistics during periods targeted for growth
- b. Measure community values and contentment with tourism
 - i. Economic growth throughout the island as reported by Quadra Island businesses
 - ii. Communities support for tourism
 - iii. Measure the relative satisfaction of residents with tourism, noting specifically the adherence to Quadra Island values, perhaps using a rating scale system
- c. Monitor maintenance and improvement in environmental factors
 - i. No increase of litter
 - ii. Higher use of recycling
 - iii. Continue monitoring of the environment
- d. Measure the number of tourism stakeholders participating in Tourism Quadra Island initiatives
 - i. Participants and investment in cooperative advertising
 - ii. Ongoing communication within Quadra Island - record and report meetings

- iii. Survey of tourism employers regarding employee housing and other issues
- iv. Annual management and staff workshops.

This program provides guidance for priorities and for reporting performance.

Tourism Leadership Action Plan

1. Establish a schedule of networking opportunities. These events may be staged at member locations and may be hosted or “no host” occasions. This is of significant value in building the tourism team and will contribute to increased revenue for operators.
2. Facilitate an online or e-mail tourism news bulletin program to ensure members of the Quadra Island tourism industry are fully informed on new opportunities, and new business initiatives, and things for visitors to do during their stay.
3. Include the Quadra Island visitor center as a key point of contact for visitors and members of the tourism industry.
4. Directly pursue opportunities to expand awareness of Quadra Island as a destination among central and North Central Vancouver Island visitor centres.
5. Gather and disseminate relevant tourism statistics for the benefit of the tourism industry operators and the residents and businesses of Quadra Island.
6. Conduct an annual survey of tourism industry operators to address issues identified in the measures of success [see below] and report survey findings to the tourism industry, the business community, and the local media.
7. Conduct an annual forum on tourism as part of the engagement of the community. The event may be staged by the Discovery Islands Chamber of Commerce and would include community businesses, local government officials, and the population in general. It may be appropriate at that event to conduct a simple survey to determine the satisfaction of Quadra Island residents and business people that tourism continues to respect the values of Quadra Island residents.
8. Continue to pursue opportunities to attract additional financial resources to invest in tourism marketing.

Appendix 1: Strengths, Weaknesses, Opportunities, Threats

The following summary describes the assessment of strengths, weaknesses, opportunities, and threats perceived by the planning participants relative to specific areas of focus:

1. Preserve community values and natural environment / resources

a. Strengths

- Locally homegrown
- Highlife emphasis in marketing program
- Protect values that we have
- Multi talented people
- Trainers are available
- Volunteers are available

b. Weaknesses

- Integrate with non tourism community
- Staff
- No meeting place
- Reliable employees
- Lack of community vision

c. Opportunities

- Affordability for all social economic levels
- Education
- First Nations
- Artisans

d. Threats

- Avoid urbanization, an example salt spring syndrome
- Lack of control for development
- Human Resources
- Opposition
- Community Resentment
- Pulp mill
- Higher level of transportation / infrastructure

2. Enhance the local economy through the evolution and management of Quadra Island as an all season destination for selected travelers

- Create Quadra Island as an all season tourism destination
- Establish tourism leadership

a. Strengths

Chamber of commerce as a resource?
Quadra Island is in a chain of islands to explore
Close community
Existing infrastructure
Existing trades people
Proactive
Visitor information center

b. Weaknesses

Competition
Tunnel vision
Reliable employees
Seasonal closures
Human resources
No accommodation

c. Opportunities

Bartering or contra deals-alternative payments
Identify partnerships
Government grants
Maximize local opportunity and employment and wages
Attract family/Eco/senior tourism

d. Threats

Pulp mill
Discouraged transient and partiers visitors
Ferry
Weather
Crime
Developers
Volunteer burnout

3. Improve local infrastructure (housing, transportation, access, and safety) to benefit residents and visitors

a. Strengths

- Multi talented people
- Close community
- R & D support
- Existing trades
- Committed community leadership
- Volunteers
- Dedicated regional director

b. Weaknesses

- Values vs. infrastructure
- Lack of money

c. Opportunities

- Tourism taxes support Island infrastructure
- Improve local economy
- Tourism dollars
- Government grants
- TAVI
- Vancouver Island is well known bus system

d. Threats

- Local approval
- Nature degradation
- Industrial impacts
- Land use
- Fire
- Monopoly
- Corporate impact
- Human resources

General Issues

a. Strengths

- West jet to Comox
- Preserve viable attributes while sustainable
- Opportunity for education
- Skilled people
- Existing trades
- West Jet
- Rubber tire traffic
- Committed community

b. Weaknesses

- Better ferry access
- Evening activities for all
- Lack of Quadra Island Mission statement
- Ferry
- Developers
- Lack of money
- Seasonal closures
- Human relations
- Low wages
- No housing
- Transportation

c. Opportunities

- Community education
- Partner opportunities
- Preservation of family
- Improved transportation options-vehicle, bike, hike
- Education
- Build alliances with other communities and organizations

d. Threats

- Whether
- Franchise companies
- Non-Eco friendly, land development
- Corporate interest
- Environmental degradation
- Seasonal shutdowns
- Transportation
- Volunteer burnout