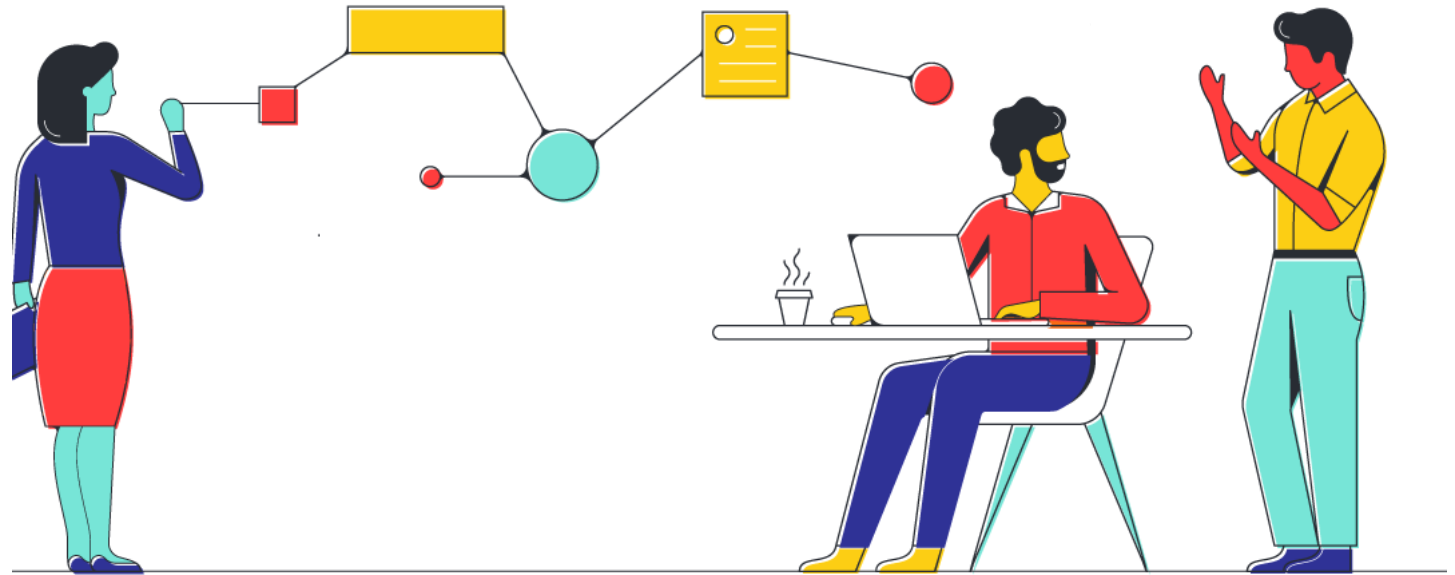


# BCDMOA

## Strategic Plan to 2026

September 19 2023

Final (Approved)



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# PLAN DEVELOPMENT



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# BACKGROUND

- The BCDMOA initiated the development of a new strategic plan to establish future direction, including a name change. GainingEdge and InterVISTAS were engaged to support the effort.
- The previous strategic plan is from 2013-2017. It provides useful background information for the new plan.
- The new plan has been considered in a three year-time frame (until 2026).

# PLANNING STEPS

## *Phase*

- Project start and call with BCDMOA Board
- Finalize membership survey
- Distribute to membership
- Close survey
- Discuss key findings with Board
- Strategic planning session in Richmond
- First draft of plan sent to Board
- First draft of plan discussed with Board
- Final draft strategic plan sent to Board
- Final plan approved by Board
- Presentation to membership

## *Date*

April 14  
May 5  
May 8  
June 1  
June 5  
June 9  
July 13  
August 2  
September 6  
September 19  
TBD

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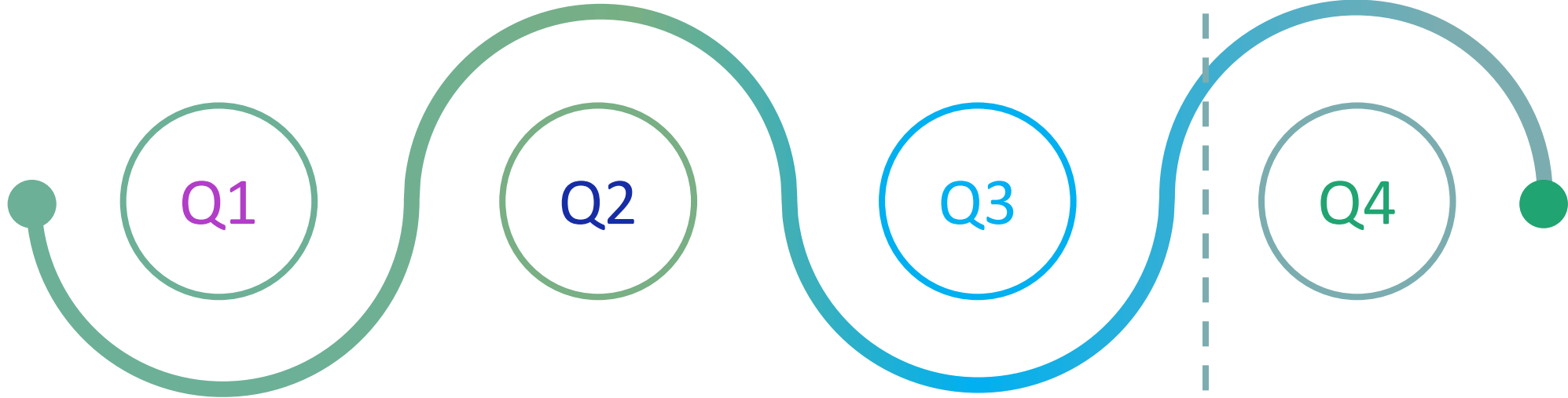
# WHY A STRATEGIC PLAN?

1. Provides clarity, direction, and focus for BCDMOA for the next three years
2. Supports organizational alignment
  - Board, members
  - Government, industry
3. Helps communicate BCDMOA's message
4. Provides a framework for measuring success



# STRATEGIC PLAN

# TACTICAL



## VISION

The highest ambitions of the plan:

- Vision
- Mission
- Values

## STRATEGIC GOALS

The ends toward which BCDMOA's effort and action are directed.

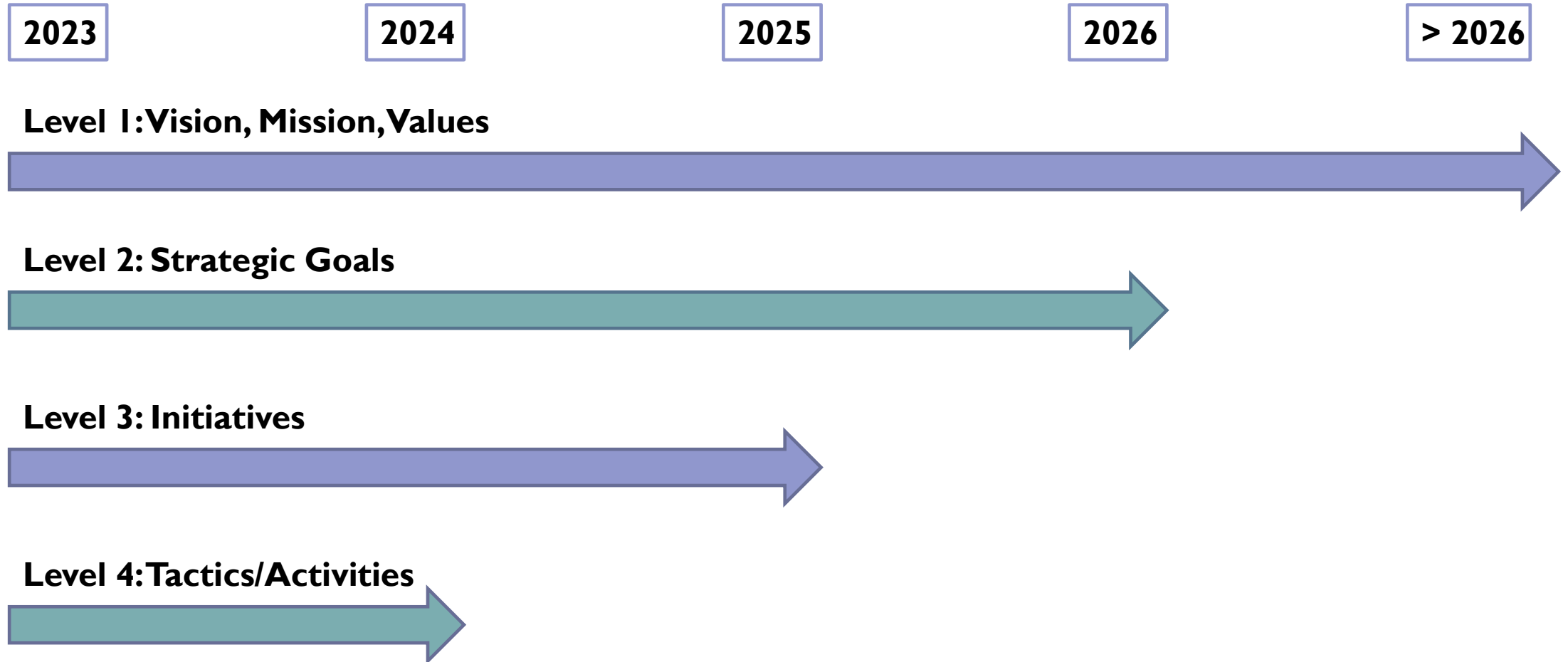
## INITIATIVES

Initiatives are a roadmap of methods or actions to be employed to achieve BCDMOA's desired result.

## TACTICS

Detailed actions to deliver on initiatives, they are the smaller moves, gestures and acts that achieve a strategy.

# PLAN TIMEFRAME







# **MEMBERSHIP SURVEY RESULTS**

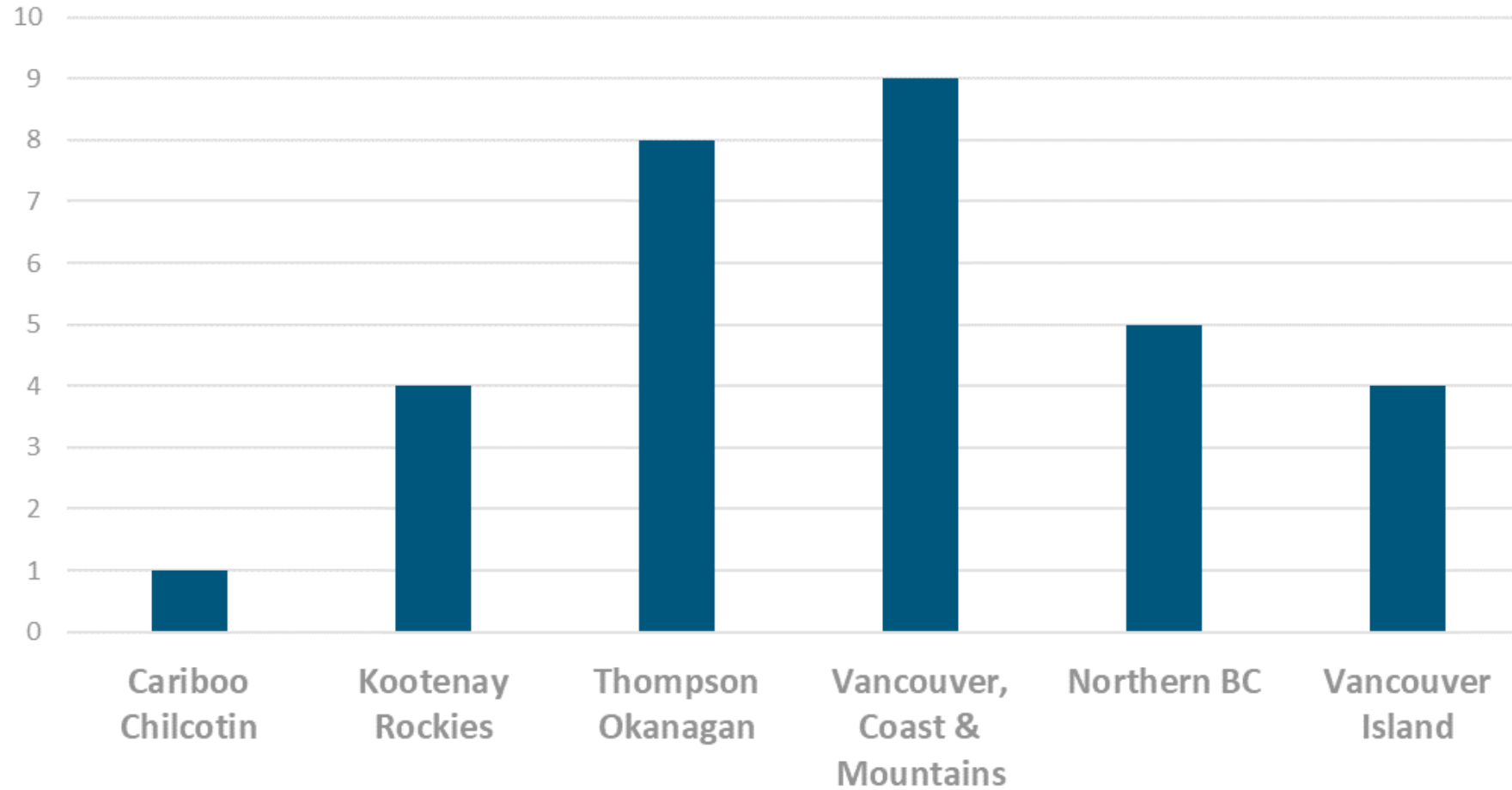


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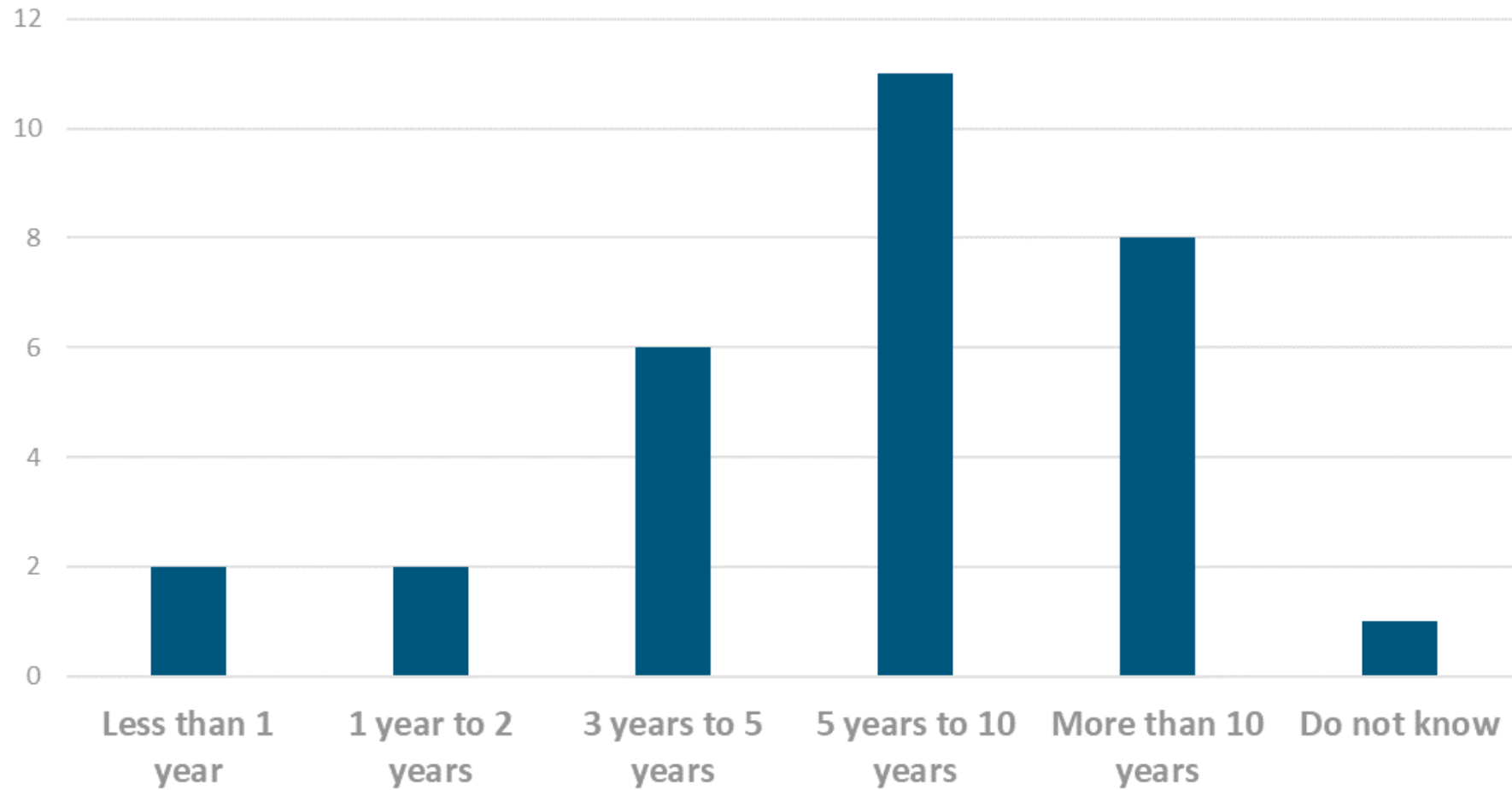
# SURVEY RESPONDENTS

1. Cariboo Chilcotin Coast Tourism
2. Destination Castlegar
3. Destination Osoyoos
4. Destination Silver Star
5. Oliver Tourism Association
6. Parksville Qualicum Beach Tourism
7. Shuswap Tourism
8. Sunshine Coast Tourism
9. Thompson Okanagan Tourism Association
10. Tourism Abbotsford
11. Tourism Big White
12. Tourism Burnaby
13. Tourism Chilliwack
14. Tourism Cowichan
15. Tourism Fernie Society
16. Tourism Golden
17. Tourism Harrison River Valley
18. Tourism Kamloops
19. Tourism Kelowna
20. Tourism Langley
21. Tourism Prince George
22. Tourism Prince Rupert
23. Tourism Revelstoke
24. Tourism Richmond
25. Tourism Smithers
26. Tourism Squamish
27. Tourism Sun Peaks
28. Tourism Tofino
29. Tourism Ucluelet
30. Tourism Whistler
31. Travel Penticton Society

# SURVEY DEMOGRAPHICS



# HOW LONG AS MEMBER OF BCDMOA



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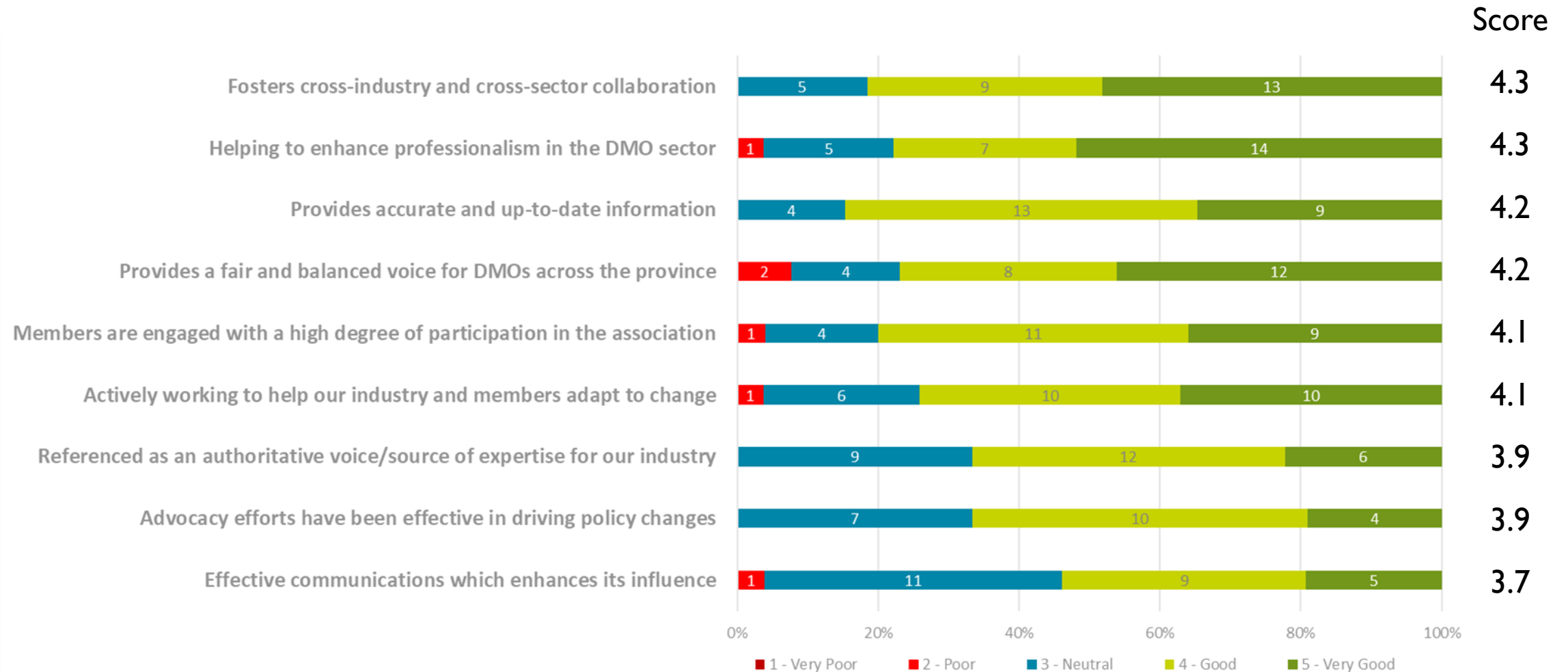
# PRIMARY REASON FOR BEING A MEMBER

- Connectivity and Networking
- Advocacy and Representation – Giving BC DMOs a collective voice
- Knowledge Sharing and Learning
- Supportive Likeminded Community

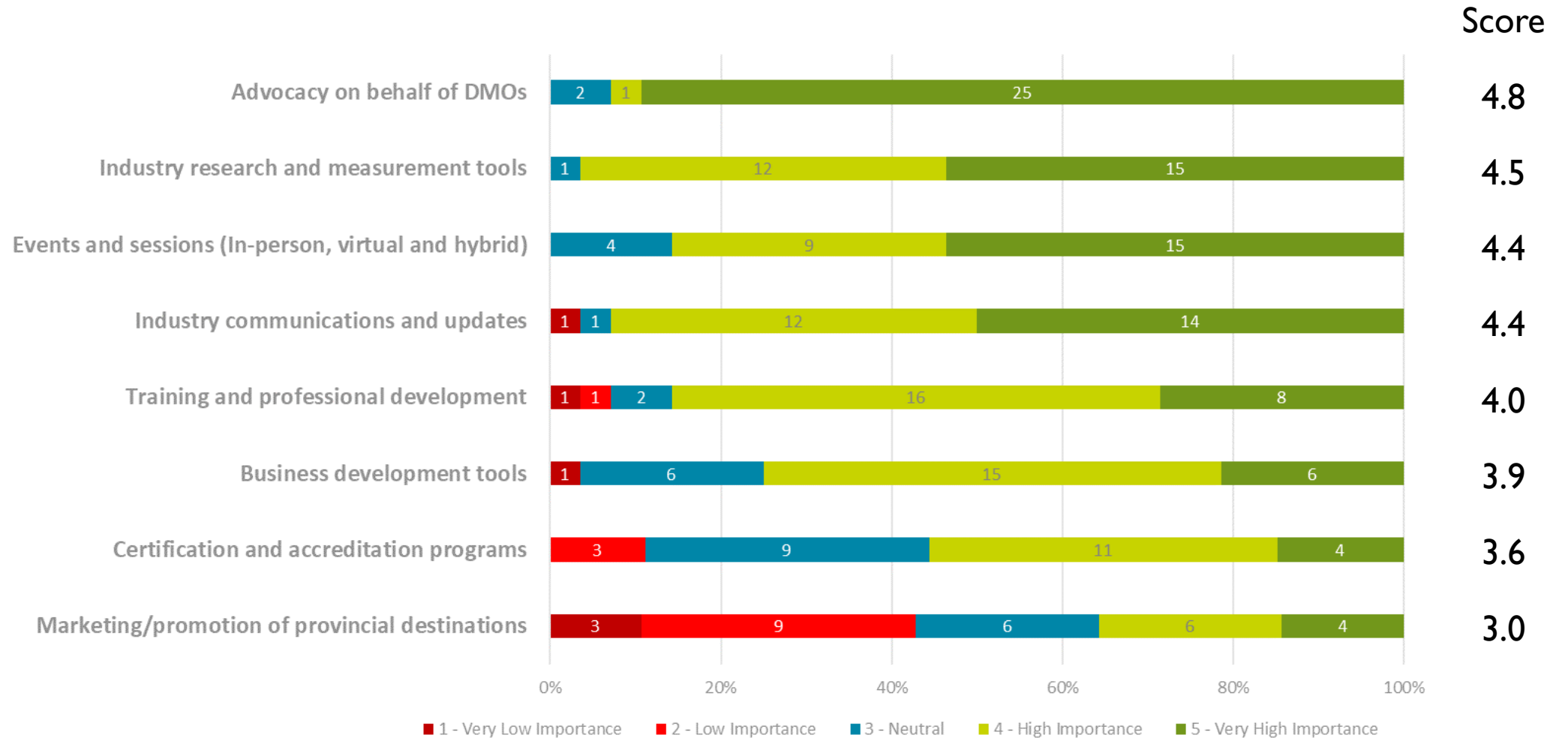
# MOST IMPORTANT ISSUES FOR BCDMOA

- Advocate the role of DMOs
- Ensure any changes to MRDT model has input and support from DMOs
- Support for DMOs in the shifting landscape
- Creating resources for BCDMOA research and position papers

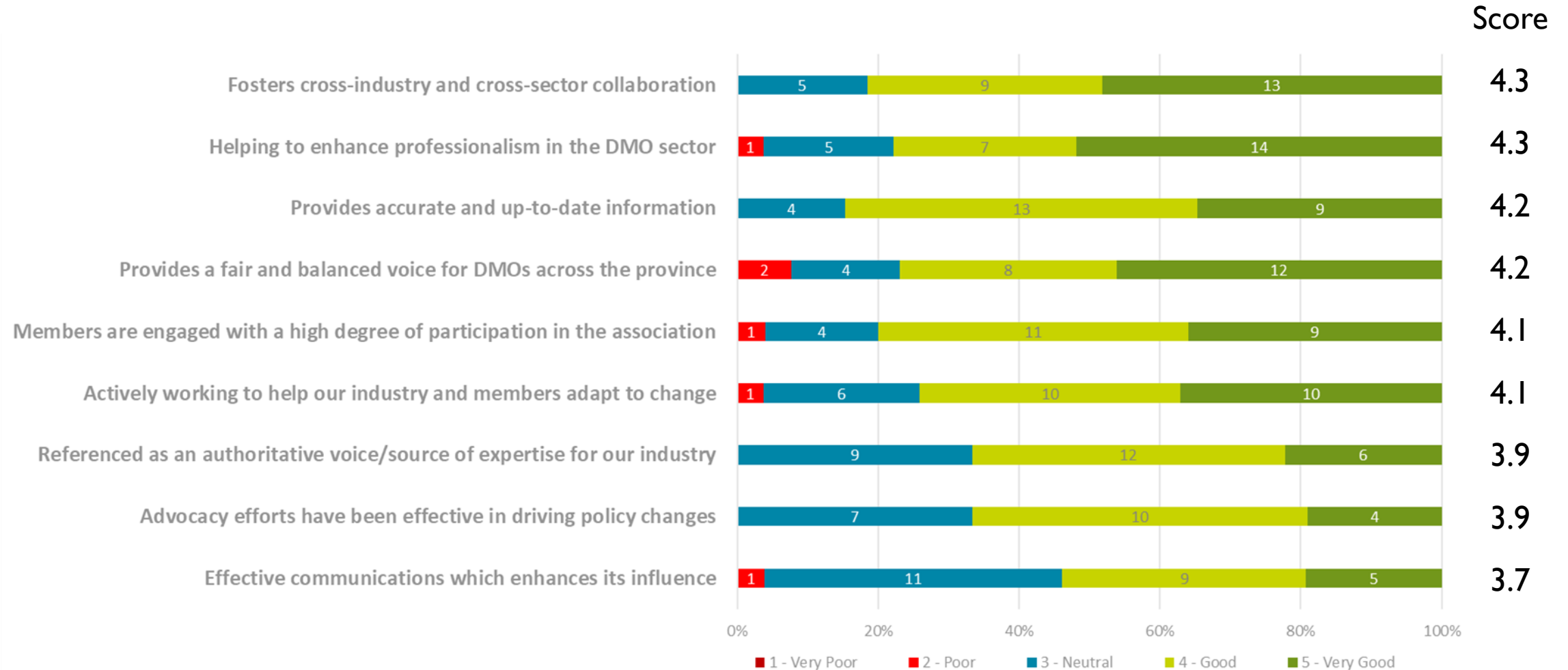
# RATING OF BCDMOA ON ATTRIBUTES



# IMPORTANCE OF PRODUCTS/SERVICES

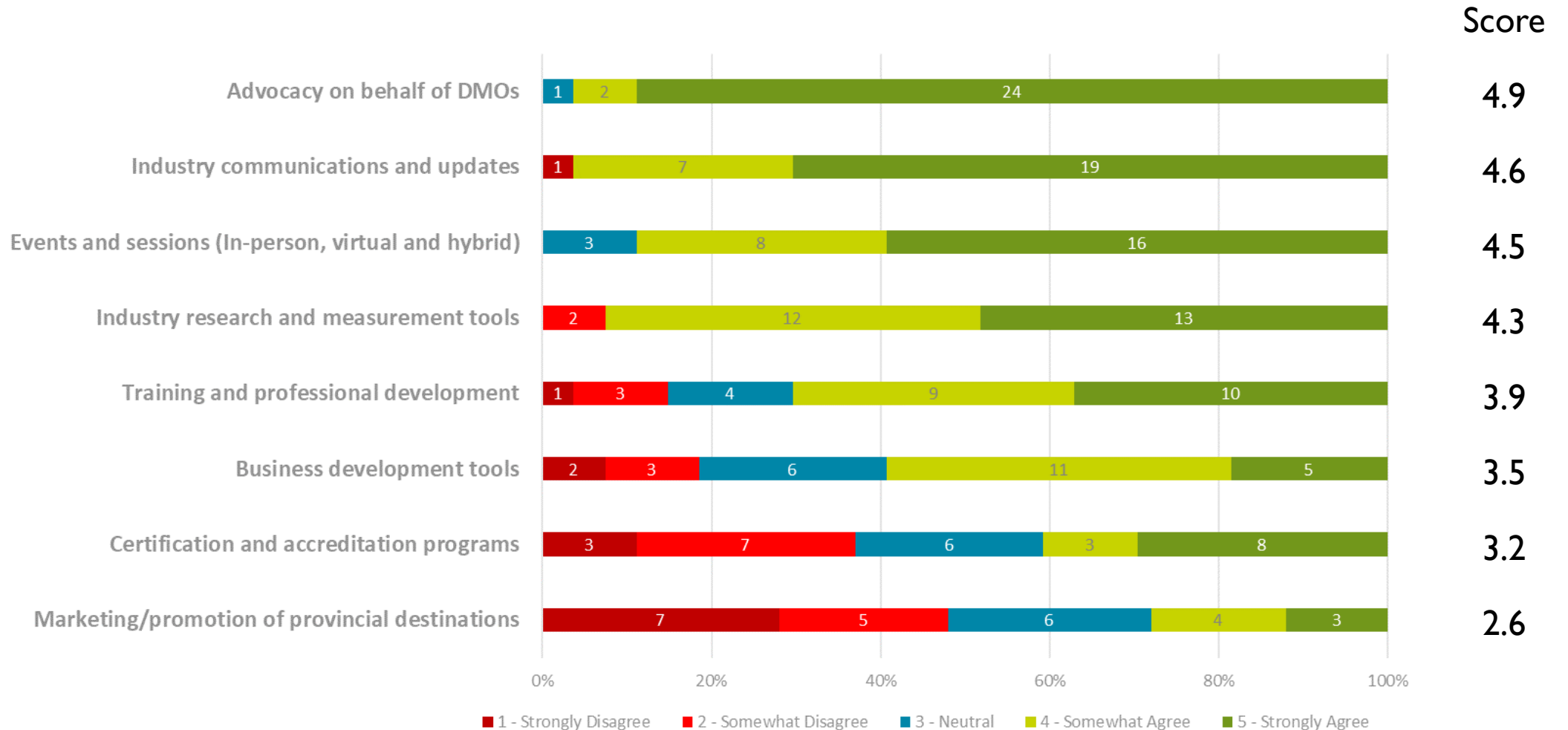


# RATING OF BCDMOA ON ATTRIBUTES





# WHAT SHOULD BCDMOA FOCUS ON?





# **VISION, MISSION, VALUES**



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# VISION AND MISSION

At the June 9<sup>th</sup> workshop, members reviewed and discussed the vision and mission statement options. The intent was to get feedback on the key words and phrases which resonated with the membership.

A visual representation of the words and phrases from the feedback on the new vision and mission has been included in the following pages. The importance of the text is reflected by its size.

The board of directors gave further input at their August 2<sup>nd</sup> session and finalized on September 19<sup>th</sup>.

A new vision and mission statement has been developed as a result.

# VISION – WORD CLOUD



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# VISION

*Vision should describe the aspirations of BCDMOA. It is intended to state the preferred future in outcome-oriented language.*

**We will harness the power of collaboration to effectively and successfully champion the collective voice of community destination organizations in BC.**

# MISSION – WORD CLOUD



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# MISSION

*Mission is the way in which BCDMOA pursues its vision. That is, how the BCDMOA goes about its business to add value to its primary beneficiaries (members).*

**Our mission is to advocate for BC's community destination organizations on areas of common interest and elevate our members through the sharing of knowledge, best practices, tools, and resources.**

# VALUES

BCDMOA's values were developed in the previous strategic plan. It is recommended the BCDMOA reviews these values in the next 3-4 months as to their relevancy for the new strategic plan.

Our core values or guiding principles are the foundation on which we deliver our mission and attain our vision.

- **Tourism Leadership:** taking a lead role in addressing key tourism issues impacting our stakeholders; provide a recognized voice, representing the interests of BC DMOs.
- **Professionalism:** we will work with the highest level of integrity, ensuring we are fair, honest and transparent in all of our dealings and communications.
- **Continuous Improvement:** we will work collaboratively and respectfully with our DMO member partners, sharing information and good practice to improve our efficiency and effectiveness.
- **Achievement & Accountability:** we will ensure we are results oriented, setting clear, achievable targets, and being accountable for our actions and results.





# **STRATEGIC GOALS AND INITIATIVES**



# STRATEGIC GOAL THEMES

*The ends toward which BCDMOA's effort and action are directed over the next three years*

To accomplish the new vision for the BCDMOA, four critical, overarching strategic goals have been identified to be pursued in the next three years and beyond.



1. Member Engagement,  
Connectivity, and  
Networking



2. Best Practices, Insights,  
and Learning



3. Advocacy,  
Representation, and  
Collective Voice



4. Development of the  
Association

---

# STRATEGIC GOAL STATEMENTS

*The ends toward which BCDMOA's effort and action are directed over the next three years*

1. Member Engagement, Connectivity, and Networking
  - Increase member engagement by providing more options for members to connect and network with each other
2. Best Practices, Insights, and Learning
  - Enhance member capabilities by sharing learning and development opportunities tailored to member's needs and interests
3. Advocacy, Representation, and Collective Voice
  - Advance advocacy efforts with stakeholders and policymakers on issues of importance to our membership
4. Development of the Association
  - Continue to develop an efficient and effective organization by delivering on the ambitions of the strategic plan

---

# INITIATIVES

*Initiatives are how to achieve the strategic goals. They are a roadmap of methods or actions to be employed to achieve the desired result.*

- The following pages reflect the input of the members and further feedback from the board of directors:
  - 15 initiatives have been as a priority, and have been further evaluated based on key criteria
  - An additional 9 initiatives discussed but given a lower priority

---

## #1: MEMBER ENGAGEMENT, CONNECTIVITY & NETWORKING

01

Create an intra-association communications channel (e.g., Slack)

02

Develop an onboarding process for new members

03

Develop and provide knowledge sharing sessions, such as member forums and power lunches

## #2: BEST PRACTICES, INSIGHTS, AND LEARNING

01

Create a  
BCDMOA  
toolbox of FAQs  
and Industry  
highlights

02

Collaborate with  
Destination BC and  
other industry leaders  
on important tools  
(e.g., negotiate data  
prices with suppliers)

03

Continue  
partnership with  
Go2HR (e.g.,  
industry tourism  
wage survey)

04

Continue partnerships  
with industry leaders  
(e.g., Destination BC,  
Destination Canada,  
Destinations Int'l) on  
DMO-related  
education topics

## #3: ADVOCACY, REPRESENTATION, AND COLLECTIVE VOICE

01

Develop and communicate a clear and concise position on the importance of the MRDT

02

Advocate for greater input into provincial tourism strategies

03

Collaborate with TIABC and other associations (e.g., MOU on roles and responsibilities)

04

Develop and communicate an advocacy guiding principles toolkit for BC destination organizations

05

Evaluate and determine the association's role in crisis management

## #4: DEVELOPMENT OF THE ASSOCIATION

01

Establish regular meetings with key industry associations

02

Develop a communications strategy for the association's target audience

03

Determine a clear strategy for resourcing the implementation of the strategic plan (e.g., revenue, people)



Nine initiatives were given a lower rating. For purposes of the strategic plan, they should be included for future consideration as the plan is rolled out over the next three years.

#### 1. Member Engagement, Connectivity, and Networking

- Create an annual membership engagement survey
- Enhance onboarding of new members through a buddy program
- Develop a membership trial program

#### 2. Best Practices, Insights, and Learning

- Develop a partnership model with other associations to enhance an education series
- Develop a best practices white paper on destination development/ management
- Create a contact list of SMEs on broad range of topics
- Partner with Destinations International on BC-specific organization and financial information
- Establish a monthly knowledge sharing webinar series

#### 3. Advocacy, Representation, and Collective Voice

- *No additional initiatives*

#### 4. Development of the Association

- Develop a business case on hiring an Executive Director

# PEOPLE RESOURCES

Given the challenges of implementing initiatives with a volunteer organization, it is recommended that utilizing paid people resources should be explored. A few options for consideration:

- Elevate the current administrator position to include manager-type responsibilities
- Contract a person for a specific number of days per year to carry out manager level responsibilities
- Contract services on a project-by-project basis as the need arises

Each of these options should be looked at against the desirable scope of work and costed based on the anticipated level of effort. This evaluation would compare the options against the deliverables of the strategic plan to help determine the way forward.

# REVIEW OF INITIATIVES

The 15 initiatives prioritized by the members have been reviewed by the consultants using four evaluation criteria:

## 1. Timeline to Realize Benefits

- Short: <1 year
- Medium: 1-2 years
- Long: 2+ years

## 2. Complexity of Process / Project to Realize Benefits

- Straightforward: Minimal risk
- Moderate: Some risk
- Complex: High risk

## 3. Resource Requirements

- Minimal
- Moderate
- High investment

## 4. Connects with BCDMOA's Vision and Mission (Very Strong/Somewhat/Minimal)

- Vision: We harness the power of collaboration to champion the collective voice of community destination organizations in BC
- Mission: To advocate for BC's community destination organizations and empower our members by enabling the sharing of knowledge, best practices, tools, and resources

## Goal #1: Member Engagement, Connectivity & Networking

	1. Create an intra-association communications channel (e.g., Slack)			2. Develop an onboarding process for new members			3. Develop and provide knowledge sharing sessions, such as member forums and power lunches		
Evaluation Criteria Metrics									
1. Timeline to Realize Benefits	Short	Medium	Long-term	Short	Medium	Long-term	Short	Medium	Long-term
2. Complexity of Process / Project to Realize Benefits	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex
3. Resource Requirements	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment
4. Connects with BCMOA's vision and mission	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal

## Goal #2: Best Practices, Insights, & Learning

	1. Create a BCDMOA toolbox of FAQs and Industry highlights			2. Leverage Destination BC to negotiate data prices with suppliers			3. Continue partnership with Go2HR on industry tourism wage survey			4. Continue partnership with Destination BC on DMO-related education topics			5. Evaluate and determine the association's role in crisis management		
Evaluation Criteria Metrics															
1. Timeline to Realize Benefits	Short	Medium	Long-term	Short	Medium	Long-term	Short	Medium	Long-term	Short	Medium	Long-term	Short	Medium	Long-term
2. Complexity of Process / Project to Realize Benefits	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex
3. Resource Requirements	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment
4. Connects with BCMOA's vision and mission	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal

### Goal #3: Advocacy, Representation, & Collective Voice

	1. Develop a clear and concise position on the importance of the MRDT			2. Advocate to DBC for greater input into strategies			3. Define the expectations and responsibilities with TIABC			4. Develop an advocacy guiding principles toolkit for DMOs		
<b>Evaluation Criteria Metrics</b>												
1. Timeline to Realize Benefits	Short	Medium	Long-term	Short	Medium	Long-term	Short	Medium	Long-term	Short	Medium	Long-term
2. Complexity of Process / Project to Realize Benefits	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex
3. Resource Requirements	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment
4. Connects with BCMOA's vision and mission	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal

### Goal #4: Development of the Association

	1. Establish regular meetings with key industry associations on mutually agreed DMO advocacy issues			2. Develop a reputation management strategy			3. Determine a clear strategy for how to grow revenues, including membership fees		
<b>Evaluation Criteria Metrics</b>									
1. Timeline to Realize Benefits	Short	Medium	Long-term	Short	Medium	Long-term	Short	Medium	Long-term
2. Complexity of Process / Project to Realize Benefits	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex	Straightforward	Moderate	Complex
3. Resource Requirements	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment	Minimal Investment	Moderate Investment	High Investment
4. Connects with BCMOA's vision and mission	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal	Very Strong	Somewhat	Minimal



**NAME OF ASSOCIATION**



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# CONTEXT

- With a refreshed vision, mission, and strategic goals, the BCDMOA intends to change its name. The members overwhelmingly support a name change.
- When considering a name, it is helpful to use evaluation criteria:
  - Ownable (reflects who we are and what we do – reflects our mandate)
  - Memorable (simple, distinctive – a natural evolution)
  - Likeable (fits the culture – leaves a positive impression)
  - Flexible (supports future growth – allows the organization to evolve)
  - Understandable (aligns with key stakeholders – e.g., BCHA, TIABC, Government)

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# OPTIONS FOR A NEW NAME

Various names were suggested by the membership and have been narrowed to a short-list by the board. Next steps could include gathering input from the members for their preferred option.

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1. Destination Organizations of BC (DOBC)

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2. Association of BC Destinations (ABCD)

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3. BC Destination Collective (BCDC)

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# NEXT STEPS



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## NEXT STEPS – UNTIL END OF 2023

With strategic plan now approved, the board of directors should ensure the completion of:

1. Discussion on core values of association (see page 24)
2. Assignment of timing and responsibilities for the initiatives in the plan needs to be determined (see pages 29-32)
3. Evaluation of options to consider for people resources (see page 34)
4. Decision on a change to the name of the association (see page 40)



# APPENDICES



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# INFORMATION SHARED

- At the June 9<sup>th</sup> session, the following information was shared to provide context for the planning discussion.
  - Association Readiness and Impact – for associations such as the BCDMOA to develop, they should take stock of their ‘readiness’ in terms of capabilities and ‘impact’ to deliver on their essential purpose as an organization.
  - Services of DMOs – the role of DMOs is evolving from marketing and selling to include a mandate on matters of broader importance in their communities, such as destination stewardship. The BCDMOA has a place to help the DMO industry evolve through its programs and services.

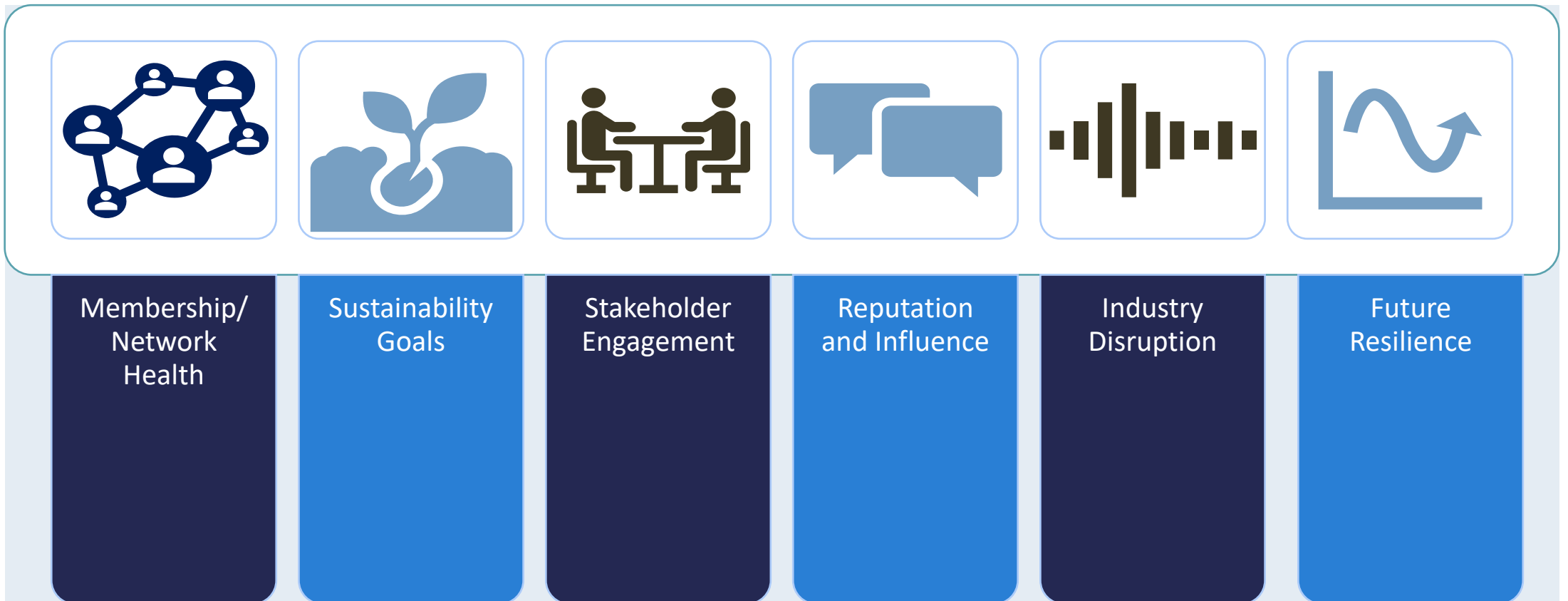
# ASSOCIATION READINESS

Associations need to look internally. Six crucial variables impact the current operation of an association as well as its ability to adapt to changing needs of their stakeholders.



# ASSOCIATION IMPACT

Associations also need to look externally. Six variables inform whether an association is effectively harnessing the power of their network to help reach the vision of the association. How relevant is the association to stakeholders? Is the association meeting their needs and expectations?



# SERVICES OF DMOs

