



*Tourism Kelowna is the destination marketing engine for Kelowna and the Central Okanagan region's tourism industry. Our program of work is built to stimulate inbound travel to increase the economic benefit for area tourism businesses, our city, and surrounding communities. Incorporated in 2008 as a not-for-profit society, Tourism Kelowna works in partnership with travel industry organizations, local business and economic development agencies, over 300 tourism and hospitality businesses, and area municipalities to leverage our budget and ensure optimal results.*

*This Strategic Plan was developed through consultation with the Board of Directors and staff and was informed with consumer, resident, and tourism stakeholder research, trend analysis, and municipal government long-term visions. Although this is a five-year plan, it will be reviewed annually and updated where required based on changing priorities, circumstances, and trends.*

## **OUR MISSION**

To generate overnight visitor demand to economically benefit Kelowna and its neighbouring communities

## **OUR VISION**

To lead Kelowna to become the most desirable destination in North America

## **OUR VALUES**

- Excellence
- Customer centric
- Collaborative
- Innovative
- Accountable
- Ethical
- Sustainable

## OUR GUIDING PRINCIPLES

Our guiding principles provide a foundation for our organizational culture and permeate all strategies.

- To foster a culture of passion and productivity to effectively deliver our mission
- Inspire employees to develop professionally in an innovative, creative, and respectful environment where integrity, knowledge, excellence, and collaboration are highly valued
- To be vigilant about sustainable funding and financial stability
- To operate in a transparent and accountable manner

## 2015-2019 STRATEGIC DIRECTION

This Strategic Plan focuses our effort in three interdependent key result areas. We recognize that the achievement of our goals in one area strengthens our capacity to achieve goals in all.

### KEY RESULT AREAS

### GOALS

### OBJECTIVES

<b>Undertake effective destination marketing, sales, and service</b>	<b>Increase overnight visitation</b>	<b>Grow leisure travel demand</b> <b>Attract meetings and conventions</b> <b>Increase sport and event travel</b>	<i>2.5 million visitors annually by 2019</i>
	<b>Increase in-market visitor engagement</b>	<b>Relocate Visitor Centre   2016 opening</b> <b>Provide visitor service training to stakeholders   50% trained by 2019</b>	
	<b>Secure funding to realize growth</b>	<b>Optimize existing revenues and identify new   25% growth by 2019</b>	
<b>Encourage the development of our destination</b>	<b>Advocate to eliminate barriers to tourism industry growth</b>	<b>Create and implement government relations program focused on local impediments</b>	
	<b>Facilitate visitor experience enhancements (product development)</b>	<b>Provide expertise to assist with attraction and/or enhancement of tourism experiences, services, events, and niche tourism products</b>	
	<b>Improve resident awareness levels of importance and impact of tourism</b>	<b>Implement specific communication initiatives focused on value of tourism</b>	
<b>Operate with excellence</b>	<b>Operate in a fiscally and operationally-responsible manner</b>	<b>Achieve clean audits</b> <b>Meet or exceed DMAP* standards</b> <b>Conduct annual review of strategic plan</b>	
	<b>Improve stakeholder knowledge of Tourism Kelowna services and impact</b>	<b>Develop and implement stakeholder relations strategy</b>	<i>90% stakeholder retention rate</i>
	<b>Increase industry engagement</b>	<b>Actively seek out stakeholder input</b>	

\*Destination Marketing Accreditation Program