



Tourism Kelowna is the destination marketing engine for Kelowna and the Central Okanagan region's tourism industry. We generate 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 340 tourism and hospitality businesses, and area municipalities for 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 is 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

Kelowna will become the most desirable destination in North America

OUR VALUES

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

2017–2021 STRATEGIC PLAN

OUR GUIDING PRINCIPLES

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

- 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

2017–2021 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
Undertake effective destination marketing, sales, and service	Increase overnight visitation	<ul style="list-style-type: none"> • Grow leisure travel demand • Attract meetings and conferences • Increase sport and event travel <i>3.0 million visitors annually by 2021</i>
	Increase in-market visitor engagement	• Relocate Visitor Centre <i>2018 opening</i>
		• Increase shareholder capacity to expand visitor knowledge and advocacy of destination <i>Net promoter score of 7</i>
Encourage the development of our destination	Advocate to eliminate barriers to tourism industry growth	• Create and implement government relations program focused on local impediments
	Facilitate visitor experience enhancements and conduct long-term destination planning	• Provide expertise to assist with attraction and/or enhancement of tourism experiences, services, events, and niche tourism products
		• Undertake a destination planning process to create a long-term sustainable development strategy that includes infrastructure, regulations, product gaps, customer service, and promotion <i>Completed June 2019</i>
Improve resident awareness levels of importance and impact of tourism	• Implement specific communication initiatives focused on value of tourism	
Operate with excellence	Operate in a fiscally and operationally-responsible manner	<ul style="list-style-type: none"> • Achieve clean audits • Maintain DMAP* accreditation • Conduct annual review of Strategic Plan
	Improve stakeholder knowledge of Tourism Kelowna services and impact	• Develop and implement stakeholder relations strategy <i>90% stakeholder retention rate</i>
	Increase industry engagement	• Actively seek out stakeholder input <i>80% survey response rate</i>

*Destination Marketing Accreditation Program