

# TRAVEL™ Penticton

## Penticton Destination Marketing Strategy 2017 to 2021

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### *Undiscovered Penticton*

A 5-year destination marketing strategy for Penticton & Municipal District  
developed by the Travel Penticton Society.



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## EXECUTIVE SUMMARY

Since the formulation of the previous Penticton Destination Marketing Strategy in 2010, Tourism Penticton and the Penticton Hospitality Association (PHA) have worked independently to promote our region and during that time tourism has experienced a steady growth. The estimated economic impact of tourism in Penticton rose from \$84.7 million in 2011 to \$107.3 million in 2015.<sup>1</sup>

This growth is also reflected in the table below.

|   | <b>2011</b>  | <b>2012</b>  | <b>2013</b>  | <b>2014</b>  | <b>2015</b>  |
|---|--------------|--------------|--------------|--------------|--------------|
| Accommodation Revenue*                  | \$21,179,158 | \$21,600,996 | \$22,592,217 | \$23,756,868 | \$27,400,000 |
| Accommodation Occupancy**               | 50.9%        | 46.1%        | 47.0%        | 48.5%        | 53.1%        |
| Accommodation Average Daily Room Rate** | \$124.00     | \$122.00     | \$121.69     | \$124.51     | \$127.00     |

\*based on AHRT/MRDT collected

\*\*based on Destination BC Tourism Indicators reports - <http://www.destinationbc.ca/Research/Industry-Performance/Tourism-Indicators.aspx>

As impressive as these statistics are, there was still an underlying concern that marketing efforts were being duplicated and mixed messages were being received by our target markets. Following consultation with the region's tourism stakeholders the decision was made to merge Tourism Penticton and the PHA to form the Travel Penticton Society, a single entity responsible for the promotion, support and protection of the tourism industry in Penticton & Wine Country.

This Destination Marketing Strategy is intended to provide a clear strategic direction for tourism in Penticton over the next five years. It builds upon marketing activities undertaken by Tourism Penticton and the Penticton Hospitality Association from 2011-2015 as well as taking into account the Thompson Okanagan Tourism Association ten-year tourism strategy plan (Embracing our Potential 2012-2022), Destination BC's provincial tourism strategy (Gaining the Edge 2015-2018) and Canada's Federal Tourism Strategy (Welcoming the World).

To further support the collaborative effort, stakeholders representing a broad section of tourism businesses, have been invited to participate in several sessions regarding the future of the tourism industry in our region. The first of these sessions was held on April 11<sup>th</sup> 2016 and discussed governance, branding and timelines for the new Travel Penticton Society. Stakeholders were asked to provide feedback, which has been used to help develop the new tourism branding and shape the strategies for tourism over the next five years.

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<sup>1</sup> Estimate based on accommodation being approximately 25% of overall visitor spend.

We would like thank all of the stakeholders for their time and contribution to this Destination Marketing Strategy. Working in unity will help to build a stronger and more sustainable tourism industry and showcase the remarkable unique experiences that continue to attract visitors to our region.

### **Collaboration with Destination BC**

Travel Penticton would also like to thank Destination BC for their support. We have been fortunate to be involved in the following provincial programmes and we look forward to continued collaboration with DBC on our future strategies.

- World Host Training
- Co-operative Marketing Partnerships Program
- Visitor Services Innovation Fund Program
- Social Media Visitor Services Program
- EQ Analysis (In partnership with TOTA and Environics Research Services)

# **SECTION 1: FIVE-YEAR STRATEGIC OVERVIEW**

## 1. MISSION, VISION & VALUES

Rolling vineyards, sparkling lakes, golden beaches, vast mountain ranges and one the best year-round climates in Canada are just some of the things that entices people to Penticton & Wine Country. A few other unique selling points include:

- Penticton being named a top 10 world travel destination in a Facebook survey conducted by Huffington Post in 2012.
- The city is located in the heart of the Okanagan Valley, which was named as the second best wine region to visit amongst the top 10 worldwide destinations by USA Today Readers Choice Awards 2014.
- We are home to 7 public beaches stretching over 5kms along 2 pristine freshwater lakes.
- Our region has over 150 regional trails to explore, by foot, cycle, horseback or ATV.
- The International Triathlon Union (ITU) announced Penticton as the host city of the 2017 Multisport World Championship Festival.

Despite these amazing accolades Penticton is still faced with a major issue; the seasonality of tourism, which sees the region experiencing dramatic peaks in the summer months. If we are able to position ourselves as a destination that inspires year-round visitors, the increased economic impact would be immense.

### Mission Statement

The mandate of the Travel Penticton Society is to become the point of contact for all tourism stakeholders and experience purchases in the Penticton Metropolitan Area.

Travel Penticton will move forward and:

- Promote, protect and enhance Penticton & Wine Country
- Position Penticton as one of North America's premier holiday and lifestyle destinations
- Build collaborative partnerships
- Create “remarkable visitor experiences”
- Increase our partner revenues

### Vision Statement

The Travel Penticton Society is the industry leader and the premier source of collaborative marketing team intelligence for all tourism and visitor experience resources and partnerships.

## Values Statement

The Travel Penticton Society will be effective, transparent and accountable for their delivery of relevant, innovative services.

Values to be included in our efforts are:

- Collaboration
- Mutual respect
- Fairness
- Delivery and “do as you say”
- Creative
- Trust
- Welcoming
- Inclusive
- Efficient
- Adaptable
- Responsive
- Supportive
- Relevant & current
- Professional

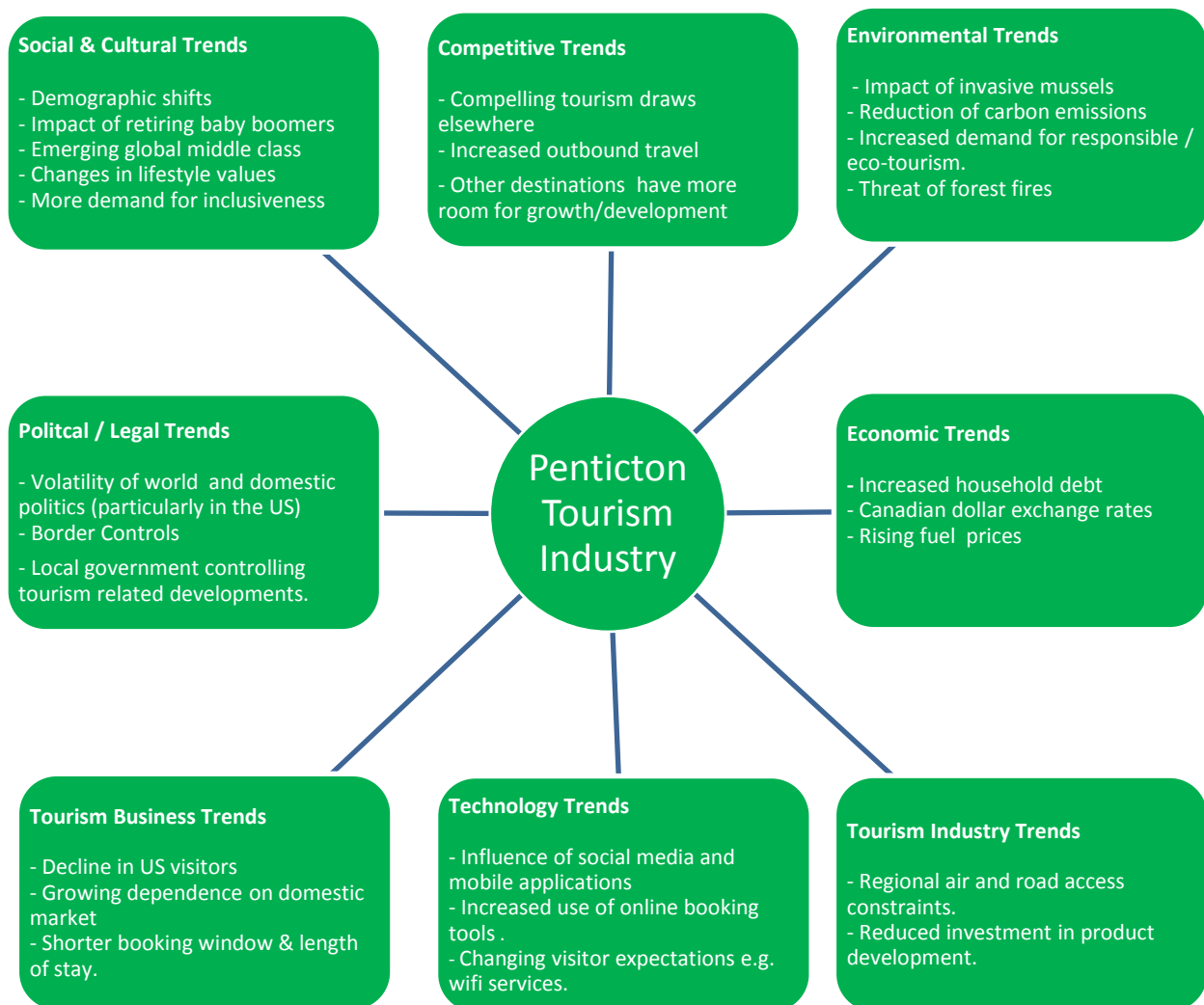


## 2. STRATEGIC CONTEXT

The following situation analysis presents a review of both qualitative and quantitative data concerning tourism in Penticton. This is a critical step in our planning process and will provide an objective foundation on which to build our strategies and tactics moving forward.

### 2 a) Current Economic and Tourism Conditions

The tourism industry in Penticton is influenced by a variety of factors and trends that may not be under our control. However, it is important to remain aware of what they are, as they indicate the opportunities and threats that they will set our directional course.



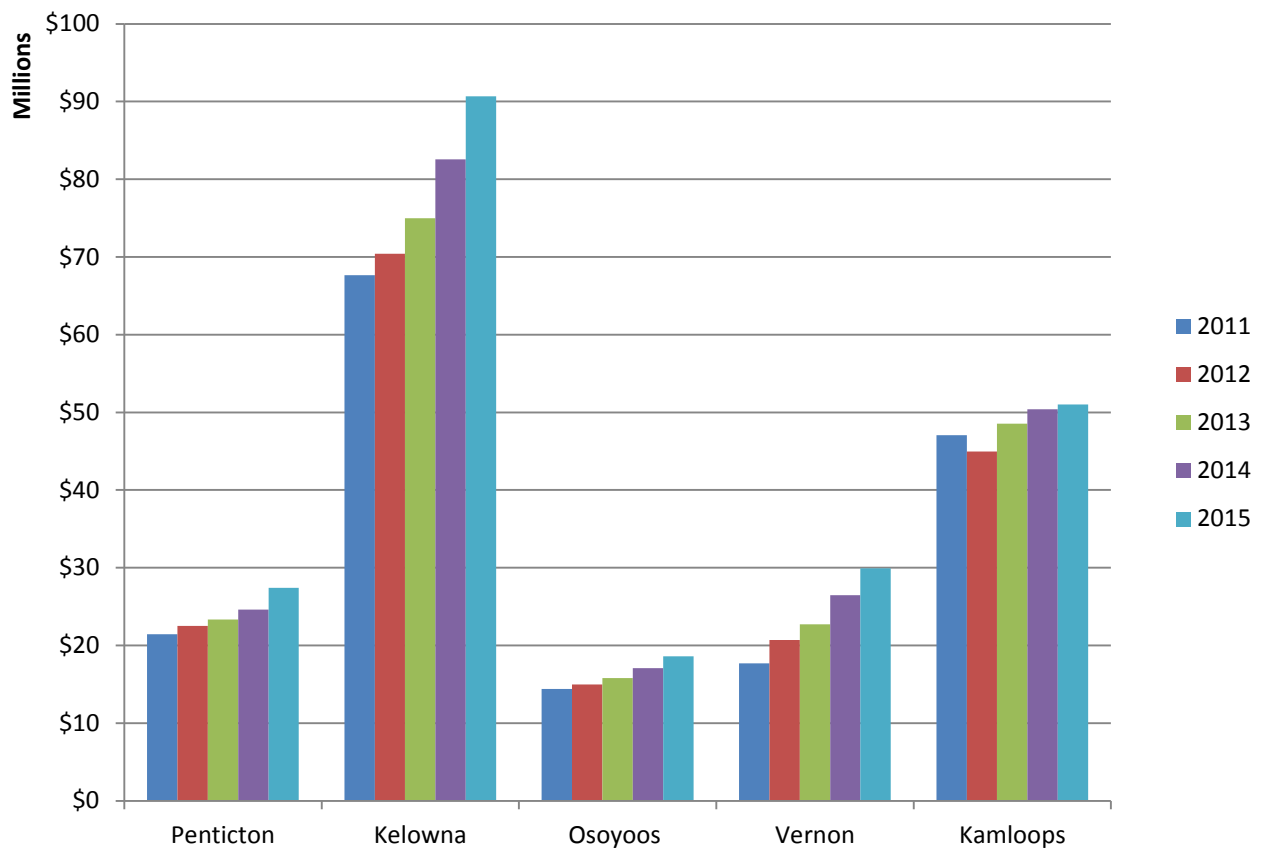


## Regional Growth of Tourism

The tourism sector is one of the largest industries in British Columbia with more than 19,250 businesses employing more than 132,200 people.<sup>2</sup> In the Thompson Okanagan region there were 15,400 people employed in the tourism industry in 2014 (a 19.4% increase on the previous year)<sup>3</sup>.

From 2011 to 2015 room revenue in Penticton, which is a solid indicator for tourism growth, rose from \$21.4 to \$27.4 million. This trend looks set to continue with the first four months of 2016 showing a 13% increase when compared with the same time last year. The chart below shows how Penticton's growth compares to other locations in the Thompson Okanagan Region.<sup>4</sup>

**% of Annual Room Revenue Thompson Okanagan Destinations**



While this growth presents a wealth of opportunities for Penticton tourism it also brings a series of challenges as we face increased competition for staff, resources and visitors.

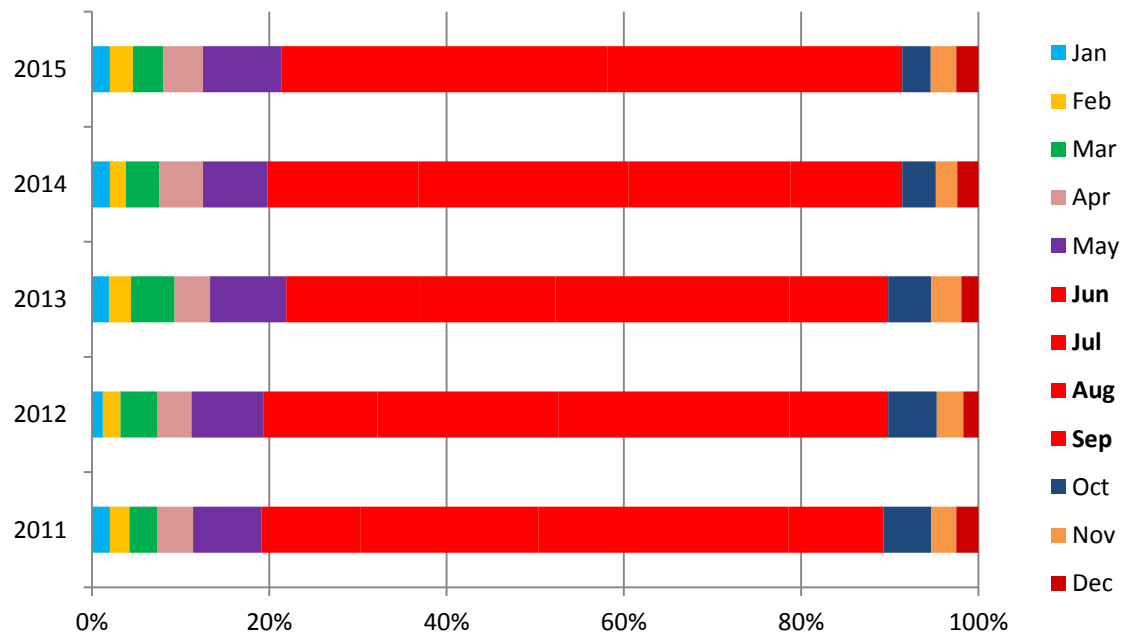
<sup>2</sup> Source: The Value of Tourism in BC: Trends from 2003-2013, Destination BC

<sup>3</sup> Source: BC Stats

<sup>4</sup> Source: BC Stats - [www.bcstats.gov.ca/StatisticsBySubject/BusinessIndustry/Tourism.aspx](http://www.bcstats.gov.ca/StatisticsBySubject/BusinessIndustry/Tourism.aspx)

We must also bear in mind that it is the summer months from June to September that account for the majority of the room revenue accrued, as the graph below shows.

#### % of Annual Room Revenue for Penticton by Month



Visitation during the shoulder seasons has remained fairly static and there is a real opportunity to boost tourism by attracting more visitors in these quieter times. We also need to monitor is the number of vacation rentals and lack of affordable staff housing, as these have direct impact on the growth of tourism in our region.

#### Understanding Visitors

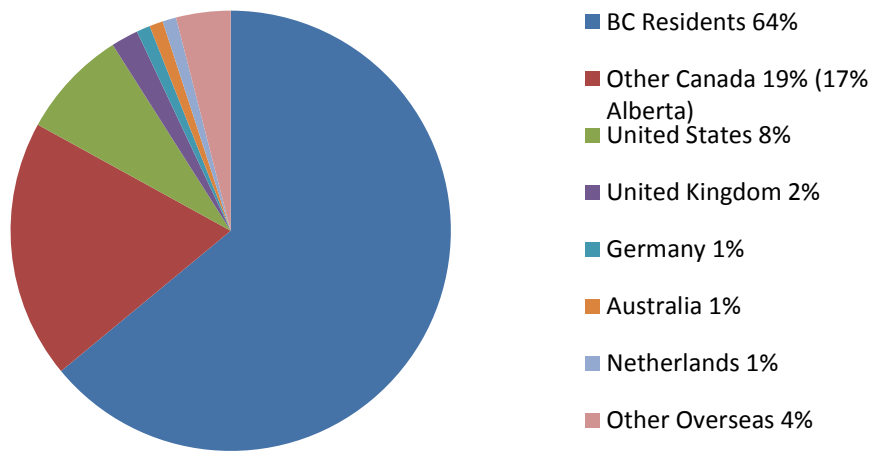
Penticton has a lot to offer visitors. The city is ideally situated in the heart of the Okanagan Valley with over 100 wineries less than an hour's drive away and our culinary and craft-brewing scene is bursting with a veritable bounty of fresh local produce. There are miles of sandy beaches alongside crystal clear, freshwater lakes available for everything from a leisurely paddle board to an exhilarating parasail. We have one of the most diverse eco-systems in North America and there are over 150 trails that offer an up-close look at our unique natural environment. And this is a mere snapshot.

Unfortunately all of the effort that has gone into developing and nurturing our remarkable destination will be in vain if we are unable to keep on attracting profitable visitors. It is therefore critical that we have a very clear understanding of who and where our visitors are, so we can target them with relevant messaging, at the right time, using the right medium.

## The Origin of Visitors

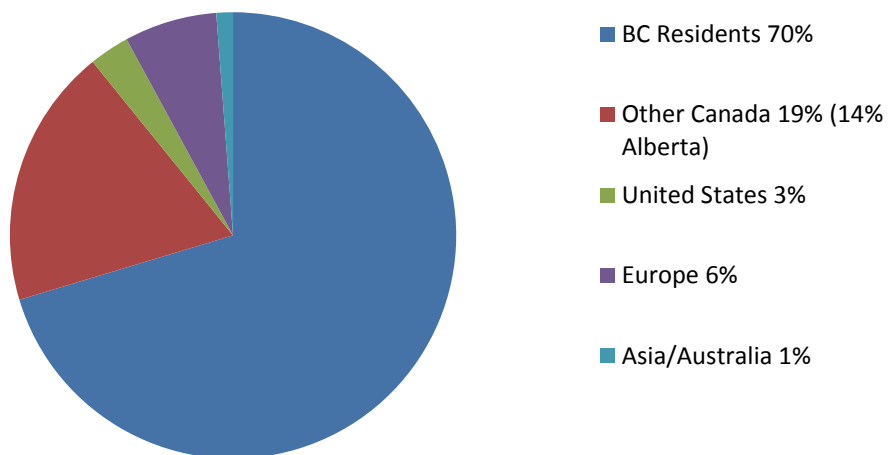
The chart below provides an overview of visitor origins as a whole. While these may not all be target markets for Penticton they do provide an insight into where there are opportunities to expand into these markets in the future.

**Visitors to Thompson Okanagan**



5

**Visitors to Penticton**



6

<sup>5</sup> Source: Embracing Our Potential – A ten-year strategy for the Thompson Okanagan Region 2012-2022 (estimates are based on data from the Value of Tourism (MJTI, 2012) and the Ministry's analysis of Travel Survey Residents of Canada (TSCR) and the 2010 International Travel Survey (ITS).

<sup>6</sup> Source: Penticton Visitor Centre Statistics 2013-2015

As with TOTA, Penticton's primary focus should be the BC and Alberta markets, as clearly this is where the vast majority of our visitors hail from. With regards to targeting other markets, we have to use a lot more discretion, as our budget is limited. We need to leverage regional and provincial partnerships in order to effectively reach potential visitors from the United States and beyond.

### Visitor Demographics

Previously the majority of marketing activity has been geared towards two main visitor segments.

- Beach/Lake Vacationers
- Wine & Food Tourist

The issue with this approach is that the target audience remains very broad, which makes it difficult to create effective marketing messages. There is a huge difference in the beach/lake vacationers in the 25 to 30 age bracket and those in the 55+ bracket. This strategy also does not take into account the fact that people travel for many different reasons and although beaches and lakes or wine and food tourism rank at the top of this list, visitors have other interests such as outdoor activities, or cultural experiences. Lastly focusing on beach/lake vacationers limits market growth to the peak seasons, rather than allowing for expansion of the shoulder seasons, which has been identified as key to the future success of tourism in Penticton.

After lengthy research and stakeholder consultation we have identified new key demographic groups that we will focus on for the foreseeable future:

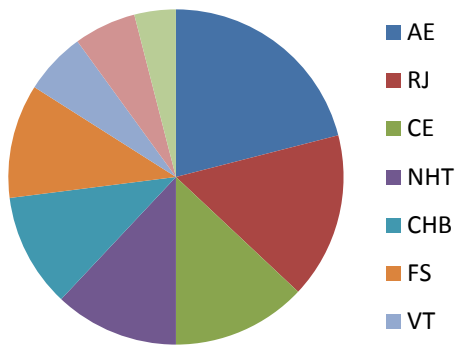
- Active Families
- Young Professionals

Our marketing activities and messages will be further strengthened using knowledge acquired from EQ Data research, as outlined below.

## Penticton Explorer Types

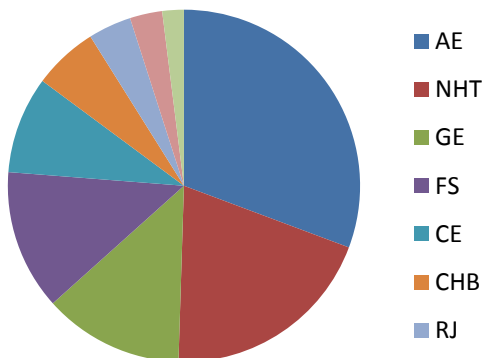
Interestingly the results of the EQ analysis showed that there is a difference in the Explorer Types visiting from within British Columbia and those visiting from Alberta.

**Explorer Types from BC**



| EQ Type                            | %         |
|------------------------------------|-----------|
| <b>Authentic Experiencers (AE)</b> | <b>21</b> |
| <b>Rejuvenators (RJ)</b>           | <b>16</b> |
| <b>Cultural Explorers (CE)</b>     | <b>13</b> |
| No-Hassle Travellers (NHT)         | 12        |
| Cultural History Buffs (CHB)       | 11        |
| Free Spirits (FS)                  | 11        |
| Virtual Travellers (VT)            | 6         |
| Personal History Explorers (PHE)   | 6         |
| Gentle Explorers (GE)              | 4         |

**Explorer Types from Alberta**



| EQ Type                            | %         |
|------------------------------------|-----------|
| <b>Authentic Experiencers (AE)</b> | <b>31</b> |
| <b>No-Hassle Travellers (NHT)</b>  | <b>20</b> |
| <b>Gentle Explorers (GE)</b>       | <b>13</b> |
| <b>Free Spirits (FS)</b>           | <b>13</b> |
| Cultural Explorers (CE)            | 9         |
| Cultural History Buffs (CHB)       | 6         |
| Rejuvenators (RJ)                  | 4         |
| Personal History Explorers (PHE)   | 3         |
| Virtual Travellers (VT)            | 2         |

It is simply not feasible to target each of the 9 explorer types, so we will therefore focus on the top 3 from British Columbia and the top 4 from Alberta.

When putting together campaigns to attract potential visitors in the shoulder seasons the EQ data that we have will enable us to create much more targeted and effective campaigns.

## Visitor Touch Points

It is important that our marketing activities are not only limited to attracting visitors to our region, but that we also focus on marketing to visitors while they are here. This will ensure that they have an amazing experience increasing their likelihood of returning and recommending us to others.

Extensive research has shown that a Net Promoter Score, acts as a leading indicator of growth. If our NPS is higher than those of our competitors, we will likely outperform the market and managing our organization to improve NPS will also improve our business performance. Whether we are aiming for faster growth or increased profits, NPS can be the foundation of a measurement framework that is tightly tied to the customer journey.

## Visitor Centre Services

In previous years, the bricks and mortar visitor centre was a great way to directly promote Penticton's offerings to visitors, but over the past 5 years we have seen a significant decline in the number of people through the door. This is not an uncommon trend though, as we can see from the comparison with BC below and had led us to rethink our in-market strategies.

Today's travellers are much more tech savvy and are relying on mobile devices and social media channels to source the information they need. This has led us to take a more proactive approach to targeting visitors in-market.

## Mobile Visitor Centre

In 2015 the decision was made to invest in a mobile visitor centre (see picture right), which can be moved to different key locations within the city that see high visitor traffic. This has enabled tourism staff to directly reach out to visitors, offering information and advice about our amazing offerings.

The mobile centre has also been used to give tourism a front and centre presence at major events that the city hosts, such as Vancouver Young Stars and the Penticton Peach Festival.



From its inception in July 2015 to the end of that year the mobile centre serviced 6,867 visitors.

## Promotional Marketing

The table below shows a very concise overview of the results of the major promotional campaigns run by Tourism Penticton over the last 5 years. It is difficult to pick out any discernible trends in the data, as the methods for measurement were not consistent. For example in some years impressions for print and television advertising were provided in others the impressions solely relate to online activity. The same can be said for the measurements pertaining to campaign value.

|                          | 2011                 | 2012                                    | 2013                                    | 2014                                  | 2015                                  |
|--------------------------|----------------------|---|---|---------------------------------------|---------------------------------------|
| <b>Promotional Spend</b> | \$98,734             | \$169,999                               | \$70,000                                | \$47,000                              | \$55,606                              |
| <b>Marketing Mediums</b> | TV, Print,<br>Online | Website, TV,<br>Social Media,<br>Online | TV, Transit,<br>Social Media,<br>Online | TV, Print,<br>Social Media,<br>Online | TV, Print,<br>Social Media,<br>Online |
| <b>Total Impressions</b> | 14,922,132           | 49,002,565                              | 25,124,887                              | 10,448,285                            | 4,107,906                             |
| <b>Entries</b>           | 16,349               | 32,382                                  | n/a                                     | 23,653                                | 34,277                                |
| <b>Value</b>             | \$346,342            | \$226,901                               | \$234,288                               | \$162,840                             | \$212,421                             |

It is also worth noting that in 2012 almost \$170,000 was invested in promotional campaigns and while the number of impressions rose substantially the campaign value significantly declined.

As we move forward and develop the marketing strategies and tactics for the next five years, it is important to review our previous marketing efforts and understand both the successes and short-comings and formulate our plan accordingly.

## Digital & Content Marketing

Travel Penticton will endeavour to increase exposure and activity in digital and content marketing through:

- Photography
- Video
- E-Newsletters
- User generated content
- Blogs
- Brand ambassadors & influencers

Google Analytics and other analytical tools built into the tourism website and social media pages will be used to measure activity and growth.

## 2 b) Challenges and Opportunities





## 2 c) Key Learnings

These issues were identified from the situation analysis and identify the key areas that this destination marketing strategy needs to address.

- There are many external issues that can impact the growth of tourism in Penticton that are often beyond our control. By staying up to date with tourism related developments on a local, regional, provincial and national level we will be better prepared to handle any problems that arise as well as identifying prime opportunities. It is also important to note that relevant information needs to be disseminated to our stakeholders (including strategic partners and staff) to ensure that everyone remains focused on our overall objectives.
- While tourism to Penticton continues to grow, the majority of the growth is confined to the peak season (June to September). If we are going to continue to grow over the next five years we need to start focusing on attracting visitors during quieter months, particularly March, April, May and October, when the weather remains favourable and there is still a wealth of activities to participate in.
- Shortages in the Penticton tourism labour force market over the next five years are a real concern. The lack of affordable housing, which is exacerbated through increased vacation rentals is becoming more of an issue.
- Based on findings from the situation analysis it is clear that British Columbia and Alberta should remain key target markets for Penticton tourism, as approximately 84% of our visitors originate from here. We can still reach out to other potential markets, but should only do so with the support of additional partner resources in order to secure the highest possible return on our investment. We can also optimize our marketing dollars by using data from the EQ profiling to hone in on specific cities within BC and Alberta where the majority of our visitors originate from.
- Penticton has previously targeted a relatively broad demographic and focused heavily on attracting beach/lake vacationers and wine & food tourists. While this has led to an overall growth in tourism, much of this growth is still concentrated in the prime season (June to September). To ensure the continued growth of tourism we need to increase visitation in the shoulder seasons. We have to start looking at developing new product offerings for the off-season months that still provide the same authentic experiences that potential visitors are looking for.

- Since the previous destination marketing strategy was formulated there have been significant advances in visitor analysis through EQ profiling. When developing marketing campaigns in the future we must reference the EQ research and accurately define our target audience. This will enable tourism to recoup a much better ROI on any promotional spend.
- One of the key threats that tourism faces is sustainability. The formulation of the Travel Penticton Society aims to combat this by providing a central point of communication for all tourism related issues. We also need to adopt the values of collaboration that are being encouraged by Destination BC and the Thompson Okanagan Tourism Association.
- Measurements and planning for promotional campaigns has been inconsistent. For the next 5 years we should create an annual marketing promotions plan using the same base measures for the results. This will help us to more easily identify trends in the market and aid in better planning in the future.
- Social Media Marketing is a much more critical component to the marketing strategy. Penticton needs to have a clearly defined social media strategy if it is going reach the next generation of visitors to our region.



### 3. OVERALL GOALS, OBJECTIVES AND TARGETS

Flowing from the vision for Penticton, the objectives encompass how progress of this marketing strategy will be tracked and measured. The tools available for tracking and measurement are limited, as we do not have control over Penticton products and do not currently make the sale. As such, the objectives must use available tracking tools that are reliable over the course of the PDMS, are consistent with best practices among destinations and are not too costly to administer.

We conducted a thorough review of our past performance and the findings were used as the basis for setting our goals, objectives and targets for the next 5 years. The following table shows that, from 2011, the first full year in which the previous destination marketing strategy communications initiatives were implemented, room occupancy rates and room revenue have shown a steady increase.

|             | Room Occupancy <sup>7</sup> |              | Room Revenue (\$000) <sup>8</sup> |                 |
|-------------|-----------------------------|--------------|-----------------------------------|-----------------|
|             | Penticton                   | BC           | Penticton                         | BC <sup>9</sup> |
| <b>2011</b> | 46.7%                       | 59.7%        | 21,412                            | 1,480,892       |
| <b>2012</b> | 46.1%                       | 57.7%        | 21,601                            | 1,500,179       |
| <b>2013</b> | 51.8%                       | 61.8%        | 22,592                            | 1,561,738       |
| <b>2014</b> | 48.5%                       | 61.7%        | 23,915                            | 1,695,474       |
| <b>2015</b> | 53.1%                       | 64.3%        | 26,823                            | 1,955,295       |
|             | <b>+13.7%</b>               | <b>+7.7%</b> | <b>+25.3%</b>                     | <b>+32.0%</b>   |



<sup>7</sup> Source: Destination BC website <http://www.destinationbc.ca/Research/Industry-Performance/Tourism-Indicators.aspx>

<sup>8</sup> Source: Destination BC website <http://www.destinationbc.ca/Research/Industry-Performance/Tourism-Indicators.aspx>

<sup>9</sup> Source: BC Stats - Note: To prevent residual disclosure and protect confidentiality, annual tabulations are based on unsuppressed data only and therefore may not match actual data.

## Objectives for 2017 to 2021

Objectives should be realistic, achievable, yet challenging. They should be quantifiable and measurable to the extent possible and should have a timeframe. Measurable objectives for destinations are always challenging, as it is difficult to count each and every visitor coming to destination. For this reason, indicators such as occupancy and room revenue are used.

Based on a review of past performance and feedback from the stakeholder working group the overall objectives for 2017 to 2021 are:

### Primary Objectives

- To grow room revenue by an average of 6.5% per year from 2017 to 2021
- To grow the room occupancy rate by an average of 4% per year from 2017 to 2021
- To grow the average daily room rate by an average of 1% per year from 2017 to 2021.

All of the above objectives will be subject to the consideration of any external beyond our control.

### Secondary Objectives

- Increase room occupancy rates for March, April, May & October.
- Grow visitors to the [www.visitpenticton.com](http://www.visitpenticton.com) website by 10% each year from 2017 to 2021.
- Grow engagement through digital and content marketing (Facebook, Twitter, Instagram, Snapchat etc.) by 3% each year from 2017 to 2021.

Each year, the objectives for subsequent years will be reviewed and adjusted if necessary based on current conditions. The strategies, tactics, and budget levels in this PDMS have been designed to achieve these objectives. If there are substantive changes in any of these, the objectives will be reviewed and adjusted accordingly.

### Rationale

- Room revenue, room occupancy and average daily room rates are measurements that are captured at a provincial and regional level, making comparisons with other BC DMOs much easier. The obvious link between these measures and visitor numbers and spend provide a clear indicator of growth within tourism.
- Growing room occupancy in the shoulder seasons is the only way to significantly increase tourism MRDT revenue as during the height of the season most accommodators are at or very close to full capacity.

- There has been a decline in the number of unique visitors to the tourism website between 2011 and 2015, but during this timeframe the website was updated and the domain name changed from [www.tourismpenticton.com](http://www.tourismpenticton.com) to [www.visitpenticton.com](http://www.visitpenticton.com). For this reason when we reskin the website with the new “Undiscovered Penticton” branding we will retain the [visitpenticton](http://visitpenticton.com) domain to ensure that we don’t lose any of the online traction that we have built up.
- Shifts in visitor behavior and advances in technology mean that digital and content marketing will play a vital role in the tourism marketing strategy over the next five years.

### How objectives will be tracked

**Room revenue** will be calculated according to the MRDT collected each month by the City of Penticton. Although room revenue is also tracked by Destination BC, using figures provided by BC stats the figures from the City should be available in a more timely fashion and are guaranteed to be accurate (updates are available monthly with a 2-month lag).

**Room occupancy and average daily room rates** will be taken from the tourism indicator reports published by Destination BC, which are based on the Trends in the Hotel Industry Marketing Report, published by CBRE Hotels (updates are available monthly with a 2-month lag).

**Visitors to the [www.visitpenticton.com](http://www.visitpenticton.com) website** will be tracked on a monthly basis using Google Analytics. We will also be able to monitor the profile of website visitors in terms of demographics and behaviour, which will help to hone our online marketing campaigns.

**Digital and content marketing growth** will be tracked using the internal analytics available within each platform. Monitoring followers will become a secondary measure and we will focus more on reach, impressions and direct interactions.

## 4. STRATEGIES

### 4a) Market Development & Promotional Strategies

#### ***Strategy 1: Develop the tourism digital infrastructure and presence***

| <b>Tactic</b>   | <b>Timeframe</b> | <b>Resources</b>   |
|---|------------------|--|
| Work with Navigator Multimedia to redesign and develop the new look tourism website.  | 2017             | Budget: \$18,000<br>Staff time, Board time                                     |
| Develop a full service digital and social media strategy, including content marketing (to be implemented with purpose, not off the side of the desk). | 2017             | Budget: \$20,201<br>Staff time, Board time,<br>Social Media Consultant.        |
| Work with QuestUpon to explore and invest in new technology to utilize the icons that form part of the new “Undiscovered Penticton” branding.         | 2017             | Budget: \$65,000<br>Staff time, Board time                                     |
| Update all of tourism’s photo and video assets.   | 2017-2018        | Budget: \$20,000 (per yr)<br>Staff time, photographer,<br>videographer, models |

Other Strategy 1 tactics to be considered in years 2, 3, 4 and 5 include:

- Enhance our travel package offerings.
- Transfer our collateral material to digital format.
- Create stories to use digital marketing projects.
- Train stakeholders and staff in digital storytelling.
- Find our storytellers including influencers, sectors storytellers and Penticton Indian Band storytellers.
- Ensure that all of our systems and tools, both hardware and software are up-to-date.
- Through our research and regular interactions with both staff and stakeholders ensure we understand all of their needs and are able to supply support and training appropriately.
- Ensure that the Visitors Guide is downloadable and interactive.

***Strategy 2: Ensure marketing communications are distinctive, competitive and true to the new brand.***

| <b>Tactic</b>   | <b>Timeframe</b> | <b>Resources</b>   |
|---|------------------|--|
| Redesign & rebrand the annual Experiences Guide to fit in with the new Travel Penticton vision and values (print & digital) | 2017             | Budget: \$51,000<br>Staff time, design services, mapping services, photography |
| Develop story content that can be used within the new brand messaging.  | 2017-2018        | Budget: \$1,500 (per yr)<br>Staff time, influencers, local story-tellers.      |
| Ensure that the new branding is incorporated into <b>all</b> internal & external marketing communications.                  | 2017             | Budget: \$0<br>Staff Time, Design Services.                                    |
| Create a Brand launch strategy using the mantra and positioning statement.  | 2017             | Budget: \$2,500<br>Staff time, design services, advertising services           |

Other Strategy 2 tactics to be considered in years 2, 3, 4 and 5 include:

- Train stakeholders, graphic designers and partners on the effective use of the Brand.
- Ensure the new brand is provided to all existing and new stakeholders.
- Seek out industry awards for the new brand.

***Strategy 3: Produce clear and concise annual marketing plans that align with the overall 5-year Destination Marketing Strategy.***

| <b>Tactic</b>   | <b>Timeframe</b> | <b>Resources</b>                      |
|---|------------------|---------------------------------------|
| Create an annual marketing plan with clearly defined quarterly objectives based on those in the 5 year Destination Marketing Strategy.        | 2017 - 2021      | Budget: \$0<br>Staff time, Board time |
| Define our key performance indicators to ensure that they are accurate and value added.   | 2017             | Budget: \$0<br>Staff time, Board time |
| Create a visitor communication plan, in collaboration with DBC (i.e. in the case of forest fire, major events such as ITU or severe weather). | 2017-2018        | Budget: \$0<br>Staff time, Board time |
| Define and execute a plan for acquiring new voting/member stakeholders.   | 2017             | Budget: \$0<br>Staff time, Board time |

Other Strategy 3 tactics to be considered in years 2, 3, 4 and 5 include:

- Develop collaborative marketing opportunities with all stakeholders to take advantage of additional resources and funding.
- Define marketing best practices including: airport, bus shelters and bus signage.
- Undertake guerrilla marketing in the lower mainland and Calgary markets.



- Build value-added relationships and partnerships (BCAA, PIB, WestJet, Air Canada, BC Wine Institute, CAMRA, Canadian Culinary Federation, Outdoor Adventure Associations).
- Create a meetings, conventions and event marketing campaign/brand (especially if City funding is provided).

***Strategy 4: Continue to build media and influencer relationships by being more proactive than reactive.***

| <b>Tactic</b>   | <b>Timeframe</b> | <b>Resources</b>   |
|---|------------------|--|
| Create a structured media plan that proactively targets the journalists and influencers that we want to attract in alignment with DC, DBC & TOTA and arrange media visits accordingly.                    | 2017-2018        | Budget: \$20,000 (per yr)<br>Staff time, tourism stakeholder support |
| Update media flat sheets to provide journalists and influencers with easy access to information (upload sheets and sample imagery onto USB drives, which can be modified for each journalist application) | 2017-2018        | Budget: \$1,000 (per yr)<br>Staff time, photography video            |

Other Strategy 4 tactics to be considered in years 2, 3, 4 and 5 include:

- Send all newsworthy tourism related stories, on a monthly basis, to TOTA to get additional regional coverage.
- Re-evaluate the influencer marketing strategy
- Research hosting blogger and influencer annual events
- Define the parameters of “who is an influencer” and how we follow up with their activities.
- Create a Penticton influencer/ambassador base.

***Strategy 5: Promote Penticton as a year-round tourist destination.***

| <b>Tactic</b>   | <b>Timeframe</b> | <b>Resources</b>  |
|---|------------------|---|
| Provide financial and resource support for local sports and tourism events and stakeholder marketing initiatives that enhance the visitor experience and contribute to the growth of tourism in our region. | 2017             | Budget: \$250,150<br>Staff time, board time, new funding application      |
| Continue to promote Penticton as an ideal cycling destination, particularly in the shoulder seasons (develop a new event/build on the existing “Chain of Events” project).                                  | 2017-2018        | Budget: \$28,800 (yr 1)<br>Staff time, cycling stakeholders, partner DMOs |



|   |           |   |
|---|-----------|---|
| Attend the Outdoor Adventure and Travel Tradeshows in Vancouver and Calgary to promote outdoor activities in Penticton & Wine Country with a particular focus on shoulder season travel | 2017      | Budget: \$11,000<br>Staff time, collateral, transportation, accommodation.                  |
| Produce a rebranded Snowbirds Guide and supporting marketing campaign to attract snowbirds to our region during the winter months.  | 2017      | Budget: \$12,500<br>Staff time, design services, photography, print & distribution services |
| Create a strategy to re-enter the wholesale/travel trade markets to (it was once a very profitable sector with up to 10 buses per night).   | 2017-2018 | Budget: \$2,500.00 (per yr)<br>Staff time, travel agency contacts                           |

Other Strategy 5 tactics to be considered in years 2, 3, 4 and 5 include:

- Support the growth of the Weddings market by promoting the benefits of holding a wedding out of season.
- Promote, develop and improve the cycling infrastructure and amenities in our region.
- Work with the Penticton Indian Band to develop strategies to support and grow aboriginal tourism, which is a big attractor for our key visitor target markets.

#### 4b) Destination and Product Development Strategies

##### ***Strategy 6: Maintain constant, relevant, open communication with stakeholders***

| <b>Tactic</b>  | <b>Timeframe</b> | <b>Resources</b>   |
|--|------------------|--|
| Build a comprehensive inventory of accommodation, activities and other tourism businesses including their seasonal availability.                       | 2017             | Budget: \$2,500<br>Staff time, database  |
| Investigate investing in CRM software that will allow us to better manage stakeholder, media, and trade information and improve our service provision. | 2017-2018        | Budget: \$5,000<br>Staff time, CRM software provider, training.                            |
| Consider an annual tourism industry tradeshow/event, which allows businesses to showcase their offerings to front-line tourism staff and the public.   | 2017-2021        | Budget: \$7,500 (per yr)<br>Staff time, venue, food/beverage service, marketing collateral |
| Produce a monthly newsletter regarding what's happening in tourism and make it digitally available to all stakeholders.                                | 2017-2021        | Budget: \$2,500 (per yr)<br>Staff time, electronic template                                |

Other Strategy 6 tactics to be considered in years 2, 3, 4 and 5 include:

- Arrange annual FAM Tours for stakeholders (one in the Spring and one in the Fall)

***Strategy 7: Build internal and external relationships to ensure that the Destination Marketing Strategy is delivered effectively.***

| <b>Tactic</b>   | <b>Timeframe</b> | <b>Resources</b>                                |
|---|------------------|---|
| Develop specific parameters to work collaboratively with both the City and all other local organizations including: PACA, SOEC, PTCC, PIB, DPA, Penticton Chamber, TOTA, DBC, other DMOs, winery associations, culinary associations, sport associations. | 2017-2021        | Budget: \$2,500<br>Executive Director time      |
| Ensure that the Executive Director and staff for the Travel Penticton Society has the tools and support to implement the tourism strategy.  | 2017-2021        | Budget: \$10,000<br>Travel Penticton Board time |

Other Strategy 7 tactics to be considered in years 2, 3, 4 and 5 include:

- Transition the Travel Penticton Board of Directors from an operational to an advisory board.
- Hold regularly scheduled meetings to ensure that internal systems and processes are functioning well.
- Conduct regular documented reviews to ensure that staff is working effectively and collaboratively.

***Strategy 8: Secure optimal financial support for the duration of the 5-year Destination Marketing Strategy.***

| <b>Tactic</b>  | <b>Timeframe</b> | <b>Resources</b>                           |
|--|------------------|--|
| Define and deliver mutually agreed-upon metrics with the City of Penticton to receive annual tourism funding                               | 2017-2021        | Budget: \$2,500<br>Executive Director time |
| Constantly monitor room revenue rates on a monthly basis, as this will increase funds from the MRDT.                                       | 2017-2021        | Budget: \$2,500<br>Staff time              |
| Research and leverage funding available through DBC & TOTA   | 2017-2021        | Budget: \$2,500<br>Staff time              |
| Develop partnerships with Penticton Indian Band, Summerland, Naramata, Oliver, Osoyoos and other regional DMOs to share costs & resources. | 2017-2021        | Budget: \$2,500<br>Executive Director time |

Other Strategy 8 tactics to be considered in years 2, 3, 4 and 5 include:

- Work collaboratively with DBC, TOTA and the City of Penticton to create a model for funding festivals and event to ensure long-term sustainability.
- Eliminate third-party purchases, such as TV and media buyers, by developing these skills in house.

#### 4c) Visitor Services Strategies

***Strategy 9: Ensure that the Visitor Centre retains a prominent physical place in the community.***

| <b>Tactic</b>   | <b>Timeframe</b> | <b>Resources</b>  |
|---|------------------|---|
| Ensure the visitor centre location is maintained and improved upon on in the next 2 years | 2017-2018        | Budget: \$15,000<br>Staff time, Board time                        |
| Work to place the visitor centre and other tourism staff offices in the same location.    | 2017             | Budget: \$6,380<br>Staff time, Board time, new IT infrastructure. |

Other Strategy 9 tactics to be considered in years 2, 3, 4 and 5 include:

- Research long-term options for a permanent location for the Visitor Centre.
- Develop consistent measures for monitoring visitor activity (where are they coming from, how many days are they staying etc.)

***Strategy 10: Provide visitors with the best possible experience when they come to Penticton.***

| <b>Tactic</b>   | <b>Timeframe</b> | <b>Resources</b>  |
|---|------------------|---|
| Work with accommodators and Check-in Canada to implement an engine for real-time accommodation booking.   | 2017-2018        | Budget: \$40,000 (per yr)<br>Staff time, software, training                   |
| Invest in new digital technology (software & hardware) that will allow visitors to access information about local experiences and print off coupons, maps and information sheets. | 2017-2018        | Budget: \$20,000<br>Staff time, Board time, touchscreens, software, training. |

Other Strategy 10 tactics to be considered in years 2, 3, 4 and 5 include:

- Encourage tourism businesses to participate more in online transactions/digital communication.
- Develop workshops and tools to help stakeholders to enhance visitor experiences.
- Ensure that all Visitor Centre staff is provided support and training to enable them to better understand the needs of each guest and deliver services accordingly.

#### 4d) Meetings & Conventions Strategies

##### ***Strategy 11: Provide support for meetings and conventions***

| <b>Tactic</b>  | <b>Timeframe</b> | <b>Resources</b>   |
|--|------------------|--|
| Fund transportation costs for site visits for prospective conference organizers (e.g. Air Canada flights, car hire)  | 2017-2021        | Budget: \$10,000 (per yr)<br>Staff time, transportation partners |
| Provide financial support to assist with transportation/shuttles during conferences and conventions being hosted at the Penticton Trade & Convention Centre. | 2017-2021        | Budget: \$10,000 (per yr)<br>Staff time, transportation partners |

Other Strategy 11 tactics to be considered in years 2, 3, 4 and 5 include:

- Work with the Penticton Trade & Convention Centre to put together a marketing plan and campaign to drive convention business.
- Oversee FAM tours for prospective planners.
- Develop collateral to enhance the experience of conference/convention delegates such as special offer coupons.

## 5. BRAND POSITIONING

### **Penticton's Positioning Statement**

#### **Undiscovered Penticton**

Penticton isn't just a destination. It's experience. It's discovering something new around every corner. It's exploring BC's backyard and finding out that it has a lot to offer. It's unwittingly walking into one of over 60 award winning wineries. It's stunning lakes, world-class trails, and living the foodie life, farm-to-table. It's beautiful bike rides, alluring beaches and a rich, charming culture. It's skiing both behind a boat and down a slope. It's some of the best winter activities this province has to offer. It's doing it all or doing nothing. It's something for everyone, it's here and it's waiting to be discovered.

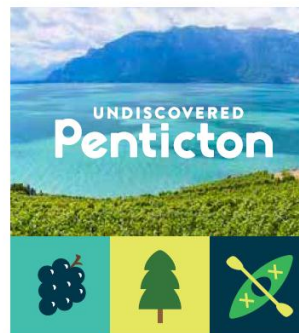
#### **Rationale**

Today's travelers are intrigued by places that not "everyone" is talking about. They want to discover or experience destinations that are off the beaten path, along the road less travelled. They delight in traveling through the back door, not the front door when they visit. That is, after all, where the best surprises await, where bragging rights are earned.

We feel that this new 'Undiscovered Penticton' branding is also much more aligned with TOTA's messaging for our region:

“Thompson Okanagan - a region of iconic and authentic quality experiences - destinations for passion fulfilment and adventure”

# UNDISCOVERED Penticton



UNDISCOVERED  
Penticton

About Penticton

See & Do

Stay

Eat

Events

Photos

Blog

MEETINGS & CONVENTIONS

MEDIA

STAKEHOLDERS

SPORTS TOURISM

Plan your visit 1-800-663-5052

UNDISCOVERED  
ADVENTURE

HOT PACKAGE DEALS

EXPERIENCE GUIDE

PLAN YOUR VISIT

WELCOME TO PENTICTON & WINE COUNTRY

We would like to extend our warmest welcome to Penticton, our beautifully authentic city nestled between Lake Okanagan and Skaha Lake in British Columbia. The name Penticton means 'a place to stay forever' and once you visit you will know why.

Tourists come from all over North America to float the iconic 'Channel' which drifts lazily along between our two beautiful lakes. Voted one of the Top 10 Travel Destinations for

FIND US

Penticton & Wine Country  
Visitor Centre  
553 Vase Drive  
Penticton, BC V2A 8S3  
250-276-2770 or

28

## 6. TARGET MARKETS

### Geographic Target Markets

The BC and Alberta markets are the largest for Penticton, with Metro Vancouver, Fraser Valley, Calgary, and Edmonton as the largest population centres. Visitor Centre statistics indicate that about 70% of its visitors are from BC, with 14% from Alberta. The [www.visitpenticton.com](http://www.visitpenticton.com) statistics indicate the two largest markets for visits to the website are also from BC and Alberta, with 71% and 13%, respectively.

The geographic target markets we will be focusing on for the next 5 five years are as follows:

- **Primary:** This category contains the largest markets for Penticton based on volume and revenue potential. With limited resources, it is expected that the majority of our efforts will be applied proactively to these markets.
  - Metro Vancouver
  - Fraser Valley
  - Calgary
  - Edmonton
- **Secondary:** These markets are ones that we will pursue only when the primary markets have received adequate resources. Through proactive media relations and strategic partnerships with other tourism organizations we will be able to minimize the amount of resources required to reach these markets.
  - Selected other areas of BC
  - Selected other areas of Alberta
  - Manitoba/Saskatchewan
  - Washington

Due to limited resources we will do best to focus on our primary markets. We can take advantage of opportunities in other geographic markets on a reactive basis with opportunistic funds through various partnership agreements.

## Demographic Target Markets

Market research and feedback from tourism stakeholders has identified two key groups that will be a primary focus for our marketing projects over the next few years. To assist with tourism growth in the shoulder seasons we also be targeting the secondary demographic of Canadian Snowbirds. Our first Snowbirds campaign was conducted in 2015 and showed some promising results, which we feel are worth pursuing.

### Primary:

- Active Families
  - 25-40 years old.
  - Looking for a holiday that offers a diverse range of activities.
  - Often on a budget, need a destination that offers good value.
- Young Professionals
  - 30-50 years old.
  - Couples that do not have children or their children have just left home.
  - They have money to spend and want to get away and do something fantastic on their weekends
  - They desire exclusive and unique experiences and love the thought of discovering a destination that is new and one of kind.

### Secondary:

- Canadian Snowbirds
  - 65+ years old.
  - Retired couples living in more rural areas of Canada.
  - They are looking for a retreat from very harsh winter conditions.
  - Looking for long-term stays, plenty of amenities and affordable pricing.

## 7. MANAGEMENT, GOVERNANCE AND ADMINISTRATION

The Corporation of the City of Penticton has appointed the Travel Penticton Society to provide strategy and direction for the MRDT funds towards tourism marketing.

### Travel Penticton Board Structure

The Travel Penticton Society is a not-for-profit organization with a board of directors comprised of 7 elected accommodators that collect the MRDT, 6 elected members representing other tourism related business and 3 appointed directors representing, the City of Penticton, the Penticton & Wine Country Chamber of Commerce and the Penticton Indian Band.

The Board is responsible for the stewardship of the Society and approves, on at least an annual basis, a strategic plan that takes into account the opportunities available to and risks affecting the Society.

The Appointed Directors are comprised of:

- One Councillor for the City of Penticton (non-voting member)
- One representative of the Chamber of Commerce (non-voting member)
- One representative of the Penticton Indian Band (voting member of the Board)

The Elected Directors must be from the following tourism industries, which must be represented among the Elected Directors in the following numbers:

- Accommodation: 7 Elected Directors
- Winery/Brewery/Distillery/Agritourism: 2 Elected Directors
- Restaurant/Retail: 1 Elected Director
- Attractions: 1 Elected Director
- Sport Tourism: 1 Elected Director
- MICE (Meetings Incentives Conferences Events): 1 Elected Director

Elected Directors serve a two year term.

### Bylaws

Bylaws were developed by the Travel Penticton Society Board of Directors in accordance with the Society's Act of British Columbia. The bylaws are published on the Travel Penticton website [www.visitpenticton.com](http://www.visitpenticton.com) and a copy is available by contacting Travel Penticton offices at 553 Veas Drive, Penticton V2A 8S3 – 1-800-663-5052.



## Society Membership

As a result of being industry led, the Travel Penticton Society is ultimately accountable to all Penticton tourism business owners and operators. As such the organization will operate in a manner that is consultative and collaborative, valuing the input of tourism partners to ensure the most profitable result.

Stakeholders will become voting members of Travel Penticton if:

- They are an accommodator contributing to the MRDT.
- They financially contribute to Travel Penticton's advertising/marketing programs (minimum \$199 investment)

Voting Stakeholders are able to:

- Vote in elections and at the AGM
- Run for the Travel Penticton Board of Directors

## Management and Business Units

It is the goal of Travel Penticton to be a preferred employer in the South Okanagan. The organization's commitment to producing results, engaging staff in an innovative and creative work environment and to outstanding customer service will attract top talent.

| Business Unit    | Customers  |
|------------------|--|
| Executive        | Tourism industry partners                            |
| Marketing        | Independent leisure travellers, tourism stakeholders |
| Media Relations  | Travel media (international, regional and local)     |
| Visitor Services | Out of town visitors, local residents                |

## Organizational Structure of Travel Penticton



To further support the growth and development of tourism in our region the Travel Penticton Society will commit to the following activities:

- Create and define a two-way communication policy for both internal and external communications.
- Research 'Roberts Rules of Order' and provide training to ensure consistency in the governance of the society.
- Ensure that there is adequate staff training and staff orientation.

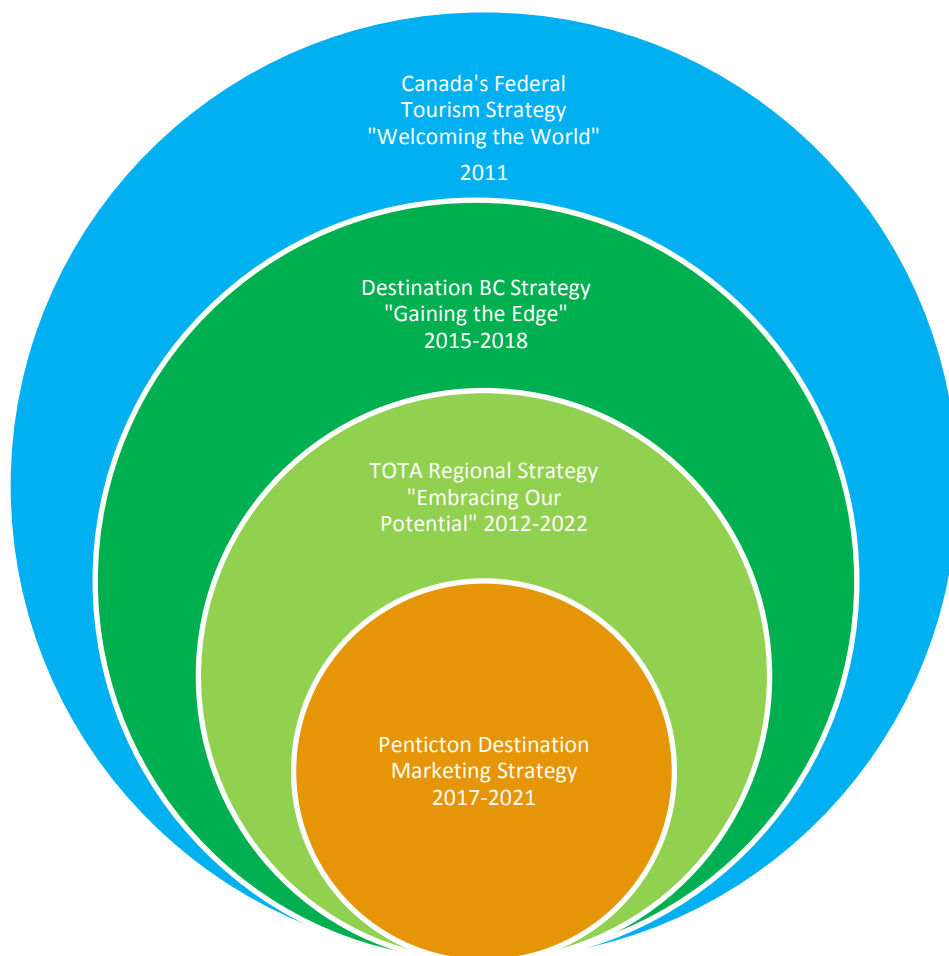
## 8. SOURCES OF FUNDING

### Relationship Leveraging

Critical to our success moving forward is ensuring that Travel Penticton is well-aligned with partners also responsible for growing the tourism industry across the country. Starting first with the federal government and the Canadian Tourism Commission and working our way to the municipal level, Travel Penticton aims to be in a position to be fully optimized with the ability to leverage as much as possible.

### Partner Alignment Approach

This figure depicts the alignment between our key tourism marketing partners. Each partner has their own strategy and plan which, when full optimized, Penticton can plug into and fully leverage dollars and marketing exposure.



### Anticipated Funding Sources

Below are the anticipated funding sources for Penticton tourism for 2017.

|   |                       |
|---|-----------------------|
| Municipal & Regional District Hotel Room Tax (MRDT) | \$550,000.00          |
| Municipal Funding                                   | \$354,000.00          |
| Vacation Rental Revenue                             | \$9,000.00            |
| Co-op Revenue (leveraged funds)                     | \$31,400.00           |
| Destination BC Visitor Centre Network Funding       | \$54,999.96           |
| Stakeholder Marketing Services                      | \$49,004.00           |
| Experiences Guide Advertising                       | \$65,000.00           |
| <b>TOTAL ANTICIPATED FUNDING</b>                    | <b>\$1,113,403.96</b> |

From 2018-2021 our annual Municipal Funding stream will drop to a minimum of \$300,000.00. We will work to offset this reduction through increasing stakeholder marketing services revenue and leveraging more co-op funds.

## **SECTION 2: ONE-YEAR TACTICAL PLAN**

Below is an overview of each of the tactics that Travel Penticton will undertake from 2017 to 2018

### Market Development

1. Work with Navigator Multimedia to redesign and develop the new tourism website.
2. Develop a full service digital and social media strategy, including content marketing (to be implemented with purpose, not off the side of the desk).
3. Work with QuestUpon to explore and invest in new technology to utilize the icons that form part of the new “Undiscovered Penticton” branding.
4. Update all of tourism’s photo and video assets.
5. Redesign & rebrand the annual Experiences Guide to fit with the new Travel Penticton vision and values (print & digital)
6. Develop story content that can be used within the new brand messaging.
7. Ensure that the new branding is incorporated into **all** internal & external marketing communications.
8. Create a brand launch strategy using the mantra and positioning statement.
9. Create an annual marketing plan with clearly defined quarterly objectives based on those in the 5 year Destination Marketing Strategy.
10. Define our key performance indicators to ensure that they are accurate and value added.
11. Create a visitor communication plan, in collaboration with DBC (i.e. in the case of forest fire, major events such as ITU or severe weather).
12. Define and execute a plan for acquiring new voting/member stakeholders.
13. Create a structured media plan that proactively targets the journalists and influencers that we want to attract in alignment with DC, DBC & TOTA and arrange media visits accordingly.
14. Update media flat sheets to provide journalists and influencers with easy access to information (upload sheets and sample imagery onto USB drives, which can be modified for each journalist application)
15. Provide financial and resource support for local sports and tourism events and stakeholder marketing initiatives that enhance the visitor experience and contribute to the growth of tourism in our region.
16. Continue to promote Penticton as an ideal cycling destination, particularly in the shoulder seasons (develop a new event/build on the existing “Chain of Events” project).
17. Attend the Outdoor Adventure & Travel Tradeshows in Vancouver and Calgary to promote outdoor activities in Penticton & Wine Country with a particular focus on shoulder season travel.
18. Produce a rebranded Snowbirds Guide and supporting marketing campaign to attract snowbirds to our region during the winter months.
19. Create a strategy to re-enter the wholesale/travel trade markets (it was once a very profitable sector with up to 10 buses per day).

## **Destination & Product Development**

20. Build a comprehensive inventory of accommodation, activities and other tourism businesses including their seasonal availability.
21. Investigate investing in CRM software that will allow us to better manage stakeholder, media and trade information and improve our service provision.
22. Consider an annual tourism industry tradeshow/event, which allows businesses to showcase their offerings to front-line tourism staff and the public.
23. Produce a monthly newsletter regarding what's happening in tourism and make it digitally available to all stakeholders.
24. Develop specific parameters to work collaboratively with both the City and all other local organizations including: PACA, SOEC, PTCC, PIB, DPA, Penticton Chamber, TOTA, DBC, other DMOs, winery associations, culinary associations, sports associations.
25. Ensure that the Executive Director of the Travel Penticton Society has the tools and support to implement the tourism strategy.
26. Define and deliver mutually agreed-upon metrics with the City of Penticton to receive annual tourism funding.
27. Constantly monitor room revenue rates on a monthly basis, as this will increase funds from the MRDT.
28. Research and leverage funding available through DBC and TOTA.
29. Develop partnerships with Penticton Indian Band, Summerland, Naramata, Oliver, Osoyoos and other regional DMOs to share costs and resources.

## **Visitor Services**

30. Ensure the Visitor Centre location is maintained and improved upon in the next 2 years.
31. Work to place the Visitor Centre and other tourism staff offices in the same location.
32. Work with accommodators and Check-in Canada to implement an engine for real-time accommodation booking.
33. Invest in new digital technology (software & hardware) that will allow visitors to access information about local experiences and print off coupons, maps and information sheets.

## **Meetings & Conventions**

34. Fund transportation costs for site visits for prospective conference organizers (e.g. Air Canada flights, car hire).
35. Provide financial support to assist with transportation/shuttles during conference and conventions being hosted at the Penticton Trade & Convention Centre.

Below is the implementation plan for each of the tactics that Travel Penticton will undertake in 2017 utilizing the sources of funding outlined on page 35 including MRDT.

## Project Plan

|                        |  |
|------------------------|--|
| Tactic                 | <b>Work with Navigator Multimedia to redesign and develop the new look tourism website.</b>  |
| Objectives             | Make the tourism website the go-to hub for visitors, media and stakeholders.   |
| Rationale              | Research shows that our key target demographic groups from BC are spending an average of 21+ hours online each week and in Alberta the average is 22.5 + hours each week. We can better promote our region and serve our stakeholders, by driving potential visitors and media to a single online location where they can find everything that they need to know about visiting our region in an easy to navigate and engaging format. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Audit the existing tourism website using Google Analytics to establish what pages/content is working and which isn't.</li> <li>• Review other popular tourism sites and research best practices.</li> <li>• Use this information to develop a layout and content for the new website.</li> <li>• Monitor results on a monthly basis and make adjustments accordingly.</li> </ul>              |
| Potential Partnerships | Navigator Multimedia (existing web developer)<br>Stakeholders and influencers (content providers)  |
| Resources              | Staff time, web development services, content, imagery, video.   |
| Sources of Funding     | MDRT/Local Government contributions  |
| Responsibilities       | Marketing Manager  |
| Timeframe              | January - March  |
| Budget                 | \$18,000.00  |
| Evaluation Mechanism   | Google analytics will be used to monitor the activities of visitors to the website.  |
| Performance Measures   | Number of overall website visits<br>Engagement (impressions and clicks on listings, events and packages)   |



|                        |  |
|------------------------|--|
| Tactic                 | <b>Develop a full service digital and social media strategy, including content marketing.</b>  |
| Objectives             | Have a digital strategy that can be implemented with purpose, rather than off the side of the desk, which has been the case in the past.   |
| Rationale              | Social media has exploded over the last five years. It is one of the first points of call for people looking for advice or recommendations on travel destinations. It is also a place where people share their vacation experience (good & bad) with others.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Gather information on current status of tourism social and digital media and research best practices from the around the region.</li> <li>• Present a report to the Executive and Board of Directors outlining recommendations for Travel Penticton's social and digital media strategy.</li> <li>• Assign responsibility for delivery the strategy and reporting on the results.</li> <li>• Conduct regular reviews to ensure objectives are being met.</li> </ul> |
| Potential Partnerships | Social media marketing consultant (e.g. All She Wrote Consulting)  |
| Resources              | Staff time, Board time, Facebook, Twitter, Instagram, digital information screens in Visitor Centre  |
| Sources of Funding     | MDRT/Local Government contributions  |
| Responsibilities       | Executive Director, Marketing Manager, Product Development & Digital Co-ordinator  |
| Timeframe              | January – March  |
| Budget                 | \$20,200.01  |
| Evaluation Mechanism   | Social media analytics – we will focus on monitoring impressions, likes and reposts rather than followers as these are much better indicators of audience engagement.  |
| Performance Measures   | Total number of impressions, likes, comments, shares and reposts on Facebook, Twitter and Instagram.   |

|                        |   |
|------------------------|---|
| Tactic                 | <b>Work with QuestUpon to explore and invest in new technology to utilize the icons that form part of the new “Undiscovered Penticton” branding.</b>  |
| Objectives             | Develop a digital application, which visitors can download on to their mobile devices and collect icons from various tourism landmarks and businesses throughout our region. The icons collected can then be exchange for various incentives (free coffee, winery discounts etc.)   |
| Rationale              | Penticton needs to strive for innovation if we are to differentiate ourselves from our competitors. Embracing new technology will help us to engage with a new generation of travellers.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Develop a budget and timeline for the application development.</li> <li>• Put together a marketing plan for the launch of the new app.</li> <li>• Work with partner DMOs to optimize our potential marketing impact and audience reach.</li> <li>• Create marketing collateral to support the release of the app and build up interest.</li> </ul> |
| Potential Partnerships | QuestUpon – Application developer<br>Destination BC & TOTA<br>Partner DMOs<br>Tourism Stakeholders  |
| Resources              | Staff time, photography, video, promotional collateral  |
| Sources of Funding     | Destination BC<br>Partner DMOs<br>Tourism Stakeholders<br>MRDT/Local Government contributions   |
| Responsibilities       | Marketing Manager   |
| Timeframe              | April – July  |
| Budget                 | \$65,000.00   |
| Evaluation Mechanism   | Analytics provided by QuestUpon   |
| Performance Measures   | Total number of downloads of Penticton Destination App.<br>Total number of icons collected at each location.<br>Total number of icons redeemed.   |

|                        |   |
|------------------------|---|
| Tactic                 | <b>Update all of tourism's photo and video assets.</b>  |
| Objectives             | Review all existing image assets and outline themes, topics that require new photographs/video.   |
| Rationale              | Images are the number one draw to selling our region to potential visitors. The rapid growth of our Instagram pages (a 100% increase over 2016) is a clear indicator that people are responding positively to imagery.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Send out an RFP to a range of local photographers/videographers.</li> <li>• Select one organization to work with that will be able to provide a consistent style of imagery that is in line with our new brand messaging.</li> <li>• Provide guidelines for photo shoots and accompany photographer on location to ensure that images/videos meet our expectations.</li> </ul> |
| Potential Partnerships | Photographer, videographer, tourism stakeholders (providing locations)  |
| Resources              | Staff time, photographer, models, locations   |
| Sources of Funding     | MRDT/Local Government contribution  |
| Responsibilities       | Marketing Manager   |
| Timeframe              | January – December  |
| Budget                 | \$20,000.00   |
| Evaluation Mechanism   | Monitor responses to new imagery through website views, social media and You Tube reactions.  |
| Performance Measures   | Number of views, likes, comments, shares on images/video.   |

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| Tactic                 | <b>Redesign &amp; rebrand the annual Experiences Guide to fit in with the new Travel Penticton vision and values (print &amp; digital)</b>   |
| Objectives             | Create a new look Experience Guide, which fits with the “Undiscovered Penticton” branding.   |
| Rationale              | The Experience Guide is the ‘go to’ publication for visitors to Penticton. Not only is it a great souvenir it is a practical resource for highlighting what the city has to offer visitors.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Sign-off on new brand and brand guidelines</li> <li>• Work with designers to create a new layout for the guide.</li> <li>• Gather content from local influencers/storytellers</li> <li>• Sell advertising space to local tourism stakeholders to offset costs.</li> <li>• Send completed Guide to print in January ready for distribution in February/March.</li> </ul> |
| Potential Partnerships | Stakeholders<br>Design Company<br>Photographers<br>Local influencers/storytellers  |
| Resources              | Staff time, photography, copy.   |
| Sources of Funding     | Stakeholder contributions (advertising)<br>MRDT/Local Government contributions   |
| Responsibilities       | Marketing Manager, Visitor & Stakeholders Relations Manager  |
| Timeframe              | October 2016 - January 2017 (NB: work on the 2018 Guide will commence in September 2017)   |
| Budget                 | \$51,000.00  |
| Evaluation Mechanism   | A total of 60,000 hardcopy guides will be produced and distributed to various DMO locations across, BC, Alberta and Washington which we will track. A digital version will also be published on Issu and a link created to a page on the tourism website, this will be monitored using Issu’s internal analytics and Google Analytics.   |
| Performance Measures   | Total number of guides distributed throughout the year<br>Total number of views of the digital version of the guide<br>Total number of views of the tourism website page featuring the link to the digital version of the guide.   |

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| Tactic                 | <b>Develop story content that can be used within the new brand messaging.</b>  |
| Objectives             | Gather fresh and interesting stories and story ideas about travel related experiences in our region that we can use to develop our brand messaging.  |
| Rationale              | Visitors are seeking out authentic and unique experiences and are more likely to be influenced by the sincere and passionate views of people sharing their own experience than by traditional advertising.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Build a database of influencers, media and local storytellers and begin engaging them in our strategy.</li> <li>• Maintain regular contact via email/newsletters/social media to keep on top of developing stories and potential content ideas.</li> <li>• Set up a quarterly meeting for influencers and story-tellers to get together and share ideas.</li> </ul> |
| Potential Partnerships | Influencers (e.g. Andrew Drouin of South Okanagan Trail Alliance, Aaron Barry of Penticton & Area Cycling Association)<br>Penticton Indian Band<br>Local, regional and national media  |
| Resources              | Staff time, third party consultant (All She Wrote Consulting), influencers, local story-tellers.   |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Marketing Manager  |
| Timeframe              | March – June   |
| Budget                 | \$1,500.00   |
| Evaluation Mechanism   | Monitor time spent on webpages and social media likes and shares on new content published.   |
| Performance Measures   | <p>Average amount of time visitors spend reviewing web pages containing new content.</p> <p>Total number of impressions, likes, comments, shares and reposts on Facebook, Twitter and Instagram.</p>   |

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| Tactic                 | <b>Ensure that the new branding is incorporated into all internal &amp; external marketing communications.</b>   |
| Objectives             | Create consistent brand messaging to reaffirm that there is now a single entity representing tourism.  |
| Rationale              | Over the past few years there have been several groups involved in tourism and several different brand messages. To reinstall confidence in tourism we need to ensure that everyone is focused on the same agenda and the new branding will be an affirmation of this. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Audit all of the existing communications and update with the new branding.</li> <li>• Put together guidelines for staff to ensure that any new marketing collateral confirms with the new branding.</li> </ul>                |
| Potential Partnerships | n/a  |
| Resources              | Brand guidelines   |
| Sources of Funding     | n/a  |
| Responsibilities       | Marketing Manager  |
| Timeframe              | February - March   |
| Budget                 | \$0  |
| Evaluation Mechanism   | The new brand must be present on all current and future marketing communication and collateral. It will be up to the Marketing Manager to review and sign off all internal and external marketing communications.  |
| Performance Measures   | Presence of the new brand on all marketing communication and collateral and removal/alteration of anything that does not meet with guidelines.   |

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| Tactic                 | <b>Create a brand launch strategy using the mantra and positioning statement.</b>  |
| Objectives             | Blast the new “Undiscovered Penticton” branding out into key target market areas (Vancouver, Calgary).   |
| Rationale              | The new brand is fresh and exciting and has completely new look and feel compared with previous tourism branding messages. A strategic launch will have a significant impact and start generating a buzz around what there is to discover in Penticton & Wine Country.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Outline a plan for launching the new brand</li> <li>• Create digital ads/promotional pieces that can be posted and boosted on our social media channels.</li> <li>• Identify key geographic markets and target posts accordingly</li> <li>• Monitor which posts are generating the most activity and increase exposure in these areas.</li> </ul> |
| Potential Partnerships | Design agency<br>Social media consultant   |
| Resources              | Digital ads/promotional pieces   |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Marketing Manager  |
| Timeframe              | January – February   |
| Budget                 | \$2,500.00   |
| Evaluation Mechanism   | The brand launch will be done digitally using our social media channels. There will be a “call to action” included in the promotional pieces incentivising people to visit our new website   |
| Performance Measures   | Number of visitors directed to the website from social media promotions.   |

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| Tactic                 | <b>Create an annual marketing plan with clearly defined quarterly objectives based on those in the 5 year Destination Marketing Strategy.</b>   |
| Objectives             | Have a structured marketing plan for staff to follow  |
| Rationale              | A well thought out marketing plan with clearly defined objectives will provide staff with a better understanding of their roles and responsibilities. It will also prevent a duplication of effort and resources.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Review 2016 marketing plan and outline key learnings</li> <li>• Review 5-year strategy plan and 1-year tactical plan submitted as part of MRDT application.</li> <li>• Review marketing plans for region (TOTA) and similar DMOs and note best practices and successful strategies.</li> <li>• Develop marketing plan for 2017 to be reviewed and approved by executive and board of directors.</li> </ul> |
| Potential Partnerships | n/a   |
| Resources              | Staff time  |
| Sources of Funding     | n/a   |
| Responsibilities       | Marketing Manager   |
| Timeframe              | January   |
| Budget                 | \$0   |
| Evaluation Mechanism   | The annual marketing plan will be reviewed on a quarterly basis to ensure that tactics are being executed, budget is on track and performance measures are on target.   |
| Performance Measures   | A set of KPI's will be outlined as part of the annual marketing plan.   |



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| Tactic                 | <b>Define our key performance indicators to ensure that they are accurate and value added.</b>   |
| Objectives             | Have a clear set of measures that can be reviewed and evaluated on a quarterly basis and compared year on year.  |
| Rationale              | To achieve an optimal return on investment for our marketing spend we need to be able to adapt our marketing strategy in line with shifts and changes in the tourism market. Having a clearly defined set of measures for the duration of our 5-year destination marketing strategy will allow us to more easily recognise trends and adapt accordingly. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Review previous KPI's and identify which were successful in providing accurate and meaningful measures.</li> <li>• Research best practices for KPI measures within tourism.</li> <li>• Outline a new set of KPIs for the next 5 years in line with Travel Penticton's overall objectives.</li> </ul>            |
| Potential Partnerships | n/a  |
| Resources              | Staff time   |
| Sources of Funding     | n/a  |
| Responsibilities       | Marketing Manager  |
| Timeframe              | January  |
| Budget                 | \$0  |
| Evaluation Mechanism   | The KPIs will be reviewed on a monthly basis to ensure that we remain on track to reach our desired objectives.  |
| Performance Measures   | KPIs   |

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| Tactic                 | <b>Create a visitor communication plan, in collaboration with DBC (i.e. in the case of forest fire, major events such as ITU or severe weather).</b>   |
| Objectives             | Have a single communication piece/point of reference that visitors can be referred to when seeking information about major events or issues.   |
| Rationale              | People from out of area are unfamiliar with the geography and diverse climate of our region and misinformation may negatively impact their decision to visit. For example many people assumed that last year's forest fires in Oliver had an adverse effect on Penticton and Wine Country, which was not the case. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Connect with the appropriate contact within DBC in regard to visitor communications.</li> <li>• Outline a communication plan and nominate a key point of contact for handling all visitors and media inquiries relating to major events.</li> </ul>                       |
| Potential Partnerships | Destination BC   |
| Resources              | Staff time   |
| Sources of Funding     | n/a  |
| Responsibilities       | Visitor & Stakeholder Relations Manager  |
| Timeframe              | March – May  |
| Budget                 | \$0  |
| Evaluation Mechanism   | Having a completed communication plan and key contact to refer visitor inquiries to.   |
| Performance Measures   | Number of communication pieces distributed.<br>Visitor numbers when major events/issues arise.   |

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| Tactic                 | <b>Define and execute a plan for acquiring new voting/member stakeholders.</b>   |
| Objectives             | Increase the total number of member/voting stakeholders to 300.  |
| Rationale              | At the moment Travel Penticton currently has just under 200 voting stakeholders, which is approximately 22% of the total number of tourism businesses in our region. Voting stakeholders are much more engaged with tourism as they have a financial vested interest in our marketing activities. Increasing the number of voting stakeholders will also increase our revenue.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Review the database of all Travel Penticton stakeholders.</li> <li>• Identify those eligible to become voting members.</li> <li>• Develop plan which outlines value add/benefits of becoming a Travel Penticton member.</li> <li>• Contact/visit all existing members to secure their continued support and reach out to other established tourism business.</li> <li>• Remain aware of new tourism businesses entering the community and make contact as soon as possible to introduce Travel Penticton and the services that we can offer.</li> </ul> |
| Potential Partnerships | Tourism stakeholders   |
| Resources              | Staff time   |
| Sources of Funding     | n/a  |
| Responsibilities       | Visitor & Stakeholder Relations Manager  |
| Timeframe              | January – March  |
| Budget                 | \$0  |
| Evaluation Mechanism   | Our initial focus will be to sign-up all of our current member stakeholders to Travel Penticton. We will then turn our attention to potential new members. Tourism businesses will be required to invest a minimum of \$199 in Travel Penticton marketing services to receive member status.   |
| Performance Measures   | Number of new tourism businesses<br>Number of new member stakeholders<br>Value of marketing services sold to stakeholders.   |

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| Tactic                 | <b>Create a structured media plan that proactively targets the journalists and influencers that we want to attract in alignment with DC, DBC &amp; TOTA and arrange media visits accordingly.</b>  |
| Objectives             | Optimize the return for our investment (money, time & resources) for all hosted media visits.  |
| Rationale              | We get lots of requests for media visits and to alleviate any wasted time and effort we need to have clear expectations for each media person(s) that we host. We also need to have a defined process in place for following-up with media to find out what articles/programs have been produced so we can better measure the ROI.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Develop a new media request form that will allow us to be more selective with the media that we host.</li> <li>• Put together a record of key information about all hosted media visits including: date of arrival, topics covered, articles produced etc. so we can better track results.</li> <li>• Follow up all media visits in a timely fashion to gather feedback and find out any planned publications.</li> <li>• Request copies of all articles, blogs published as a result of each media visit and add these to the record.</li> </ul> |
| Potential Partnerships | Destination BC & TOTA<br>Media tracking company<br>Tourism stakeholders  |
| Resources              | Staff time, accommodation/tours/activities for visiting journalists/influencers.   |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Marketing Manager, Product Development & Digital Co-ordinator  |
| Timeframe              | March - May  |
| Budget                 | \$20,000.00  |
| Evaluation Mechanism   | We will set up a system to track media visits through conception to execution, including post visit follow up to establish what articles/blogs/posts etc. are being published. We might use the services of a third party media tracking company to obtain a clearer overview of our earned media throughout the year.   |
| Performance Measures   | Number of journalists/influencers hosted<br>Number of articles written about Penticton & Wine Country<br>Value of earned media coverage  |

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| Tactic                 | <b>Update media flat sheets to provide journalists and influencers with easy access to information (upload sheets and sample imagery onto USB drives, which can be modified for each journalist application)</b>   |
| Objectives             | Improve our earned media coverage.   |
| Rationale              | In order to ensure that journalists and influencers are publishing and posting the stories that align with our objectives we need to provide them with easy access to information and images. Having a directory of topical flat sheets and imagery to hand will allow us to customize information packs according to each request.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Review and amend the existing media flatsheets and update with new branding.</li> <li>• Build a bank of images that related to key stories that we want to promote e.g. cycling, winter activities.</li> <li>• Purchase branded USBs that can be used to upload flatsheets and images and sent to journalists/influencers upon their request.</li> <li>• Record all requests and information sent and follow up to ensure receipt.</li> <li>• Monitor earned media coverage for tourism in Penticton &amp; Wine Country.</li> </ul> |
| Potential Partnerships | Destination BC & TOTA<br>Media tracking company<br>Tourism stakeholders  |
| Resources              | USBs, Photography, Video   |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Product Development & Digital Co-ordinator   |
| Timeframe              | March – May  |
| Budget                 | \$1,000.00   |
| Evaluation Mechanism   | We will track the overall number inquiries as well as the amount of information packs that we distribute. Not every inquiry will be pursued as we need to start being more selective with the journalists/influencers that we want to support.   |
| Performance Measures   | Number of journalist requests received<br>Number of information packs (USBs) provided<br>Value of earned media coverage  |

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| Tactic                 | <b>Provide financial and resource support for local sports and tourism events and stakeholder marketing initiatives that enhance the visitor experience and contribute to the growth of tourism in our region.</b>  |
| Objectives             | Work collaboratively with event organizers and tourism stakeholders to increase attendance at events and participation in visitor experiences   |
| Rationale              | Events are a huge draw for visitors. They offer something that is distinct and not available anywhere else. Hosting and maintaining events is a costly process and Travel Penticton must offer as much support as possible.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Collect and review applications from event/marketing initiative organizers</li> <li>• Select those that will receive funding and work with them to meet the objectives outlined in each individual application.</li> <li>• Work with organizations approved for funding to develop their marketing strategies.</li> <li>• Assist in promotional activities via Travel Penticton's in-house marketing services.</li> <li>• Collect interim and post-campaign reports for each event/marketing initiative and provide constructive feedback.</li> <li>• Collate the results from all funded activities/events and produce a year-end report to be made available to all participants and the City of Penticton.</li> </ul> |
| Potential Partnerships | Tourism stakeholders<br>Event organizers<br>Local sports groups<br>City of Penticton & Regional District of Okanagan-Similkameen<br>Destination BC & TOTA   |
| Resources              | Funding application<br>Marketing collateral<br>Social media channels<br>Constant Contact  |
| Sources of Funding     | MRDT  |
| Responsibilities       | Product Development & Digital Coordinator   |
| Timeframe              | January – December  |
| Budget                 | \$250,150.00  |
| Evaluation Mechanism   | The organizer(s) for each event/marketing initiative will be required to submit a comprehensive application, to be reviewed and approved by Travel Penticton.   |
| Performance Measures   | In order to receive funding/support organizers will be required to provide interim and post campaign reports outlining the measures they will be using to determine the success of their event/marketing initiative and the subsequent results.   |

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| Tactic                 | <b>Continue to promote Penticton as an ideal cycling destination, particularly in the shoulder seasons (develop a new event/build on the existing “Chain of Events” project).</b>  |
| Objectives             | Increase visitation in the shoulder seasons.   |
| Rationale              | Penticton has always been a popular cycling destination and our temperate weather allows for cycling much earlier in the year than many other destinations. Promoting cycling in early-late spring will help to increase visitor numbers in the shoulder seasons.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Provide updated strategy to DBC to acquire funding for 2017.</li> <li>• Work with partner DMOs (Summerland and Naramata) and cycling stakeholders to develop a campaign strategy for 2017.</li> <li>• Working with cycling stakeholders to promote and build cycling focused events.</li> </ul> |
| Potential Partnerships | Cycling stakeholders<br>Penticton & Area Cycling Association (PACA)<br>Partner DMOs – Tourism Summerland, Discover Naramata<br>Destination BC & TOTA<br>City of Penticton & Regional District of Okanagan-Similkameen  |
| Resources              | Photography, event calendar.   |
| Sources of Funding     | DBC Funding<br>MRDT/Local Government contributions   |
| Responsibilities       | Product Development & Digital Coordinator  |
| Timeframe              | April 2017 - March 2018  |
| Budget                 | \$28,800.00  |
| Evaluation Mechanism   | Partial funding for this project has already been approved by DBC as such we will be required to provide interim and post campaigns reports.   |
| Performance Measures   | Number of visitors to the Chain of Events website<br>Social Media reach/direct actions<br>Clicks on digital advertising<br>Value of media (paid and earned)<br>Growth of cycling events (participation, spectators etc)<br>Room revenues in shoulder seasons   |

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| Tactic                 | <b>Attend the Outdoor Adventure &amp; Travel Tradeshows in Vancouver and Calgary to promote outdoor activities in Penticton &amp; Wine Country with a particular focus on shoulder season travel.</b>  |
| Objectives             | Promote outdoor activities in Penticton & Wine Country to a key demographic group.   |
| Rationale              | Tradeshows are a great way to get our message out to a captive audience and the Outdoor Adventure & Travel Shows attract a high number of active families and young professionals.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Contact relevant tourism stakeholders to find out if they would like to accompany Travel Penticton to the tradeshow or provide us with promotional collateral.</li> <li>• Create a contest/promotion that will draw people to our tradeshow booth.</li> <li>• Ensure that we have ability to capture data from visitors to the booth (e.g. i-pad/contest entry forms)</li> <li>• Reach out to media/tourism contacts in Vancouver and Calgary to arrange possible meetings while we are in the area.</li> </ul> |
| Potential Partnerships | Tourism stakeholders involved in Outdoor Activities  |
| Resources              | Promotional collateral<br>Contest/prizing to attract visitors to tradeshow booth<br>Video/Photography to display in booth  |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Travel Penticton Staff   |
| Timeframe              | March  |
| Budget                 | \$11,000.00  |
| Evaluation Mechanism   | We will set up a method for collecting consumer data, which will enable us to track the number of visitors to our booth at each tradeshow. We will also inventory the amount of promotional pieces before and after each tradeshow so we can determine how many items were given away and assess the activities that were of most interest.  |
| Performance Measures   | Number of contacts collected at the tradeshow booth.<br>Amount of marketing collateral distributed.  |



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| Tactic                 | <b>Produce a rebranded Snowbirds Guide and supporting marketing campaign to attract snowbirds to our region during the winter months.</b>   |
| Objectives             | Target 65+ residents in rural Alberta, Saskatchewan & Manitoba to encourage them to consider Penticton as an alternative winter destination to travelling south of the border.  |
| Rationale              | Snowbirds offer a great opportunity to increase room revenues and visitor spend during tourism's slowest time of the year. They are typically active retirees with disposable income and their length of stay is usually much longer than regular visitors.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Develop a campaign plan for producing and distributing the Snowbirds Guide and supporting promotions.</li> <li>• Outline key measurable and ensure that Visitor staff are informed and trained to gather results from inquiries.</li> <li>• Contact local accommodators and other stakeholders that offer snowbird services and sell advertising space in the guide to offset costs.</li> <li>• Distribute the guide to target markets within key geographical areas in Alberta, Saskatchewan &amp; Manitoba.</li> </ul> |
| Potential Partnerships | Tourism stakeholders (particularly accommodators)<br>Partner DMOs<br>Local story-tellers  |
| Resources              | Photography, copy, digital and print advertisements.  |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Marketing Manager, Visitor & Stakeholder Relations Manager  |
| Timeframe              | June – August   |
| Budget                 | \$12,500.00   |
| Evaluation Mechanism   | Accommodation revenue will be measured according to the amount of MRDT collected during the winter months. Any advertising/promotions to support the snowbird campaign will contain calls to action directing inquiries to the visitpenticton.com website (monitored using Google Analytics) or telephone calls to the Visitor Centre (tracked by staff).   |
| Performance Measures   | Accommodation revenue in the winter months (Dec, Jan, Feb)<br>Number of inquiries stemming from advertising (phone calls/emails)<br>Number of visits to the Snowbird page on the tourism website.   |

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| Tactic                 | <b>Create a strategy to re-enter the wholesale/travel trade markets.</b>   |
| Objectives             | Increase the number of large group visits to the Penticton & Wine Country.   |
| Rationale              | The travel trade marketing was once a very profitable sector in Penticton & Wine Country, with up to 10 buses per day. This has declined over the years,   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Research and review previous travel trade connections and activity.</li> <li>• Outline a list of key contacts and begin establishing relationships.</li> <li>• Create a list of accommodators/tourism businesses that have the capacity to receive large coach parties and discuss the creation of group package deals.</li> <li>• Develop an action plan to target wholesale/travel trade markets which indicates the best geographical areas to focus on in the first phase.</li> </ul> |
| Potential Partnerships | Wholesale/travel trade organizations<br>Tourism stakeholders<br>Other neighbouring DMOs (Kelowna, Vernon, Kamloops)<br>Destination BC & TOTA   |
| Resources              | Staff time   |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Product Development & Digital Coordinator  |
| Timeframe              | March – December   |
| Budget                 | \$2,500.00   |
| Evaluation Mechanism   | As we build relationships with wholesale/travel trade organizations we will monitor the levels of group visits to our region based on feedback from accommodators.   |
| Performance Measures   | Visitor volume<br>Visitor nights and visitor spending  |

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| Tactic                 | <b>Build a comprehensive inventory of accommodation, activities and other tourism businesses including their seasonal availability.</b>   |
| Objectives             | Provide visitors with the best possible experience.   |
| Rationale              | Having an accurate inventory will enable Visitor Centre and tourism staff to handle visitor inquiries in the most efficient and effective manner. We will also be better able to service our stakeholders by directing visitors to them at appropriate dates and times.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Detail the information that we need from each tourism business/accommodator (e.g. open dates/hours, number of rooms.</li> <li>• Contact each business and verify that the contact details and information we have on file is accurate.</li> <li>• Input data into single location (database/CRM system)</li> </ul> |
| Potential Partnerships | Tourism stakeholders  |
| Resources              | Staff time, database/CRM system   |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Visitor & Stakeholder Relations Manager   |
| Timeframe              | February - May  |
| Budget                 | \$2,500.00  |
| Evaluation Mechanism   | We will review our existing database of tourism stakeholders and track the number of organisations that are removed (no longer operation) and added (new to the region).  |
| Performance Measures   | Total number of tourism stakeholder businesses on file.   |

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| Tactic                 | <b>Investigate investing in CRM software that will allow us to better manage stakeholder, media and trade information and improve our service provision.</b>   |
| Objectives             | Save time and money by having a single location for the capture and retrieval of all tourism stakeholder information and activity.   |
| Rationale              | At the moment Travel Penticton uses several systems to communicate with stakeholders and share information internally, which leads to confusion and time wasted through duplicated efforts. A CRM system would replace the need for multiple systems and make stakeholder information much more easily accessible. This would also result in savings of time and money.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Research CRM options that meet the needs of the organization and request quotes.</li> <li>• Draft a proposal to be presented to the board of directors, which outlines the current issues that need to be addressed and how a CRM system could be of benefit (include cost analysis)</li> <li>• Select and implement a solution (if appropriate)</li> <li>• Develop a training program to ensure that staff members are able to access and use the new system.</li> </ul> |
| Potential Partnerships | CRM solution provider<br>Tourism stakeholders  |
| Resources              | Staff time, IT infrastructure to support new CRM system  |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Product Development & Digital Coordinator  |
| Timeframe              | January – February   |
| Budget                 | \$5,000.00   |
| Evaluation Mechanism   | We will conduct a review of the current systems in place for handling stakeholder communication and activity. This will include discussions with all staff members about the time involved in administering and utilizing the existing systems. If a new system is implement we will conduct a follow-up review to assess if there have been improvements in productivity and cost.  |
| Performance Measures   | Staff reviews to asses improvements in productivity<br>Administration costs  |

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| Tactic                 | <b>Consider an annual tourism industry tradeshow/event, which allows businesses to showcase their offerings to front-line tourism staff and the public.</b>  |
| Objectives             | Increase stakeholder engagement with tourism and create a value-add event, which helps tourism businesses to raise awareness about their product offerings.  |
| Rationale              | Last year's TRUE Penticton event was a success in terms of stakeholder participation and we need build on that momentum. A tradeshow is a great way to bring lots of tourism businesses together and makes it easier for them to engage with front line the staff promoting their offerings as well as members of the public/potential customers.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Conduct a review of last year's tradeshow event (TRUE Penticton) including an informal survey of exhibitors to assess if there is an appetite for a similar event in 2017 and any improvements that can be made.</li> <li>• Outline an action plan for a 2017 event including cost and revenue analysis to be presented to the Board of Directors.</li> <li>• Secure suitable venue for late spring.</li> <li>• Sell tradeshow space to tourism stakeholders.</li> <li>• Invite frontline staff and the public to attend.</li> <li>• Conduct a post-event survey and analysis.</li> </ul> |
| Potential Partnerships | TOTA<br>Destination BC<br>Penticton Chamber of Commerce  |
| Resources              | Staff time, venue, food & beverages, tradeshow collateral.   |
| Sources of Funding     | Destination BC<br>MRDT/Local Government contributions  |
| Responsibilities       | Travel Penticton Staff   |
| Timeframe              | March – June   |
| Budget                 | \$7,500.00   |
| Evaluation Mechanism   | We will monitor the growth of the tradeshow through the number of exhibitors and attendees. A post event survey will help us to determine what did and didn't work from a stakeholder perspective and what value was received from both exhibiting and attending.  |
| Performance Measures   | Number of exhibitor booths sold<br>Number of attendees at the event<br>Responses to post event survey  |

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| <b>Tactic</b>          | <b>Produce a monthly newsletter regarding what's happening in Tourism and make it digitally available to all stakeholders.</b>  |
| Objectives             | Increase stakeholder engagement with tourism.   |
| Rationale              | Stakeholders are sometimes unaware of tourism developments including upcoming events. A monthly newsletter provides easy access to this information and allows stakeholders the opportunity to prepare their own schedules and promotional campaigns accordingly. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Create a template for a "What's Happening in Tourism" newsletter.</li> <li>• Outline key tourism news items.</li> <li>• Encourage feedback and input from stakeholders.</li> </ul>                                       |
| Potential Partnerships | Tourism Stakeholder<br>Destination BC & TOTA<br>City of Penticton<br>Penticton Chamber of Commerce  |
| Resources              | Constant Contact (email system)   |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Visitor & Stakeholder Services Manager  |
| Timeframe              | January – December  |
| Budget                 | \$2,500.00  |
| Evaluation Mechanism   | We will monitor the impact that our newsletters have by measuring the open and click rates and direct responses according to Constant Contact and Outlook.  |
| Performance Measures   | Newsletter open rates and click rates.<br>Direct email responses received via Outlook.  |

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| Tactic                 | <b>Develop specific parameters to work collaboratively with both the City and all other local organizations including: PACA, SOEC, PTCC, PIB, DPA, Penticton Chamber, TOTA, DBC, other DMOs, winery associations, culinary associations, sports associations.</b>   |
| Objectives             | Ensure that Travel Penticton is the hub for all tourism related activity and that other relevant organizations are working collaboratively to achieve the overall tourism objectives.   |
| Rationale              | For several years the control and management of the tourism industry in Penticton & Wine Country has been fragmented. There has been a disconnect between the organizations involved in tourism, which has led to a duplication of efforts and confusion among stakeholders and visitors receiving mixed messages. Travel Penticton needs to be proactive in bringing together our tourism partners and building good working relationships to ensure that everyone is working towards the same goals.                                      |
| Action Steps           | <ul style="list-style-type: none"> <li>• Establish connections with all of the organizations within with City and Metropolitan area that are directly or indirectly involved in tourism.</li> <li>• Arrange one-to-one meetings to discuss the 5-year destination marketing strategy and address any issues or concerns moving forward.</li> <li>• Maintain regular meetings with key tourism contacts.</li> <li>• Set up a quarterly tourism discussion group to give organizations the opportunity to network and share ideas.</li> </ul> |
| Potential Partnerships | Tourism stakeholders  |
| Resources              | Staff time, meeting venues.   |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Executive Director  |
| Timeframe              | March – December  |
| Budget                 | \$2,500.00  |
| Evaluation Mechanism   | Travel Penticton will constantly monitor all activities and promotions relating to tourism and ensure that they are aligned with our organizational objectives. We also will work to eliminate any old and irrelevant brand messaging. Regular interaction and collaboration with other organizations involved in tourism will help to keep everything consistent.  |
| Performance Measures   | Feedback from other organizations involved in tourism in Penticton.   |

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| Tactic                 | <b>Ensure that the Executive Director and staff of the Travel Penticton Society have the tools and support to implement the tourism strategy.</b>   |
| Objectives             | For Travel Penticton to become a preferred employer in the South Okanagan.  |
| Rationale              | The previous organizational structure of tourism marketing in Penticton has provided challenges for staff. The new Travel Penticton Society and board of directors will provide clear organizational structure and direction for staff moving forward with continued mentoring and support to ensure that individual objectives are met.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Create clear job descriptions defining the roles and responsibilities assigned to each staff member</li> <li>• Hold regular performance reviews with each staff member to ensure that expectations are being met and address any concerns.</li> <li>• Provide feedback after each review outlining any areas that may need improvement.</li> <li>• Provide any necessary training (may be conducted internally or externally)</li> </ul> |
| Potential Partnerships | Destination BC & TOTA<br>Okanagan College<br>Go2HR  |
| Resources              | Standard performance review document, training  |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Travel Penticton Board of Directors   |
| Timeframe              | January – December  |
| Budget                 | \$10,000.00   |
| Evaluation Mechanism   | Regular staff reviews will be conducted to ensure that everyone has the support, training and tools needed to achieve their objectives.   |
| Performance Measures   | Feedback from staff reviews.  |



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| Tactic                 | <b>Define and deliver mutually agreed-upon metrics to the City of Penticton to receive annual tourism funding.</b>  |
| Objectives             | To ensure the continued financial support for tourism from the City of Penticton.   |
| Rationale              | Support and funding from the City of Penticton is a critical component in the success of the Travel Penticton Society and the growth of tourism in our region. We must ensure that City funding is wisely allocated and that this is reflected in the results achieved. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Work with the City to outline the metrics that Travel Penticton will deliver.</li> <li>• Present quarterly and annual reports to the City and address any questions or concerns that arise.</li> </ul>                         |
| Potential Partnerships | City of Penticton   |
| Resources              | Staff time  |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Executive Director  |
| Timeframe              | April (Q1), July (Q2), October (Q3), January 2018 (Q4/annual review)  |
| Budget                 | \$2,500.00  |
| Evaluation Mechanism   | Travel Penticton will provide quarterly and annual reports based on deliverables outlined by the City of Penticton. The overall objective is the continued growth of tourism in our region.   |
| Performance Measures   | Visitor volume<br>Visitor nights & visitor spending<br>Average length of stay<br>Accommodation revenues<br>Number of new tourism businesses   |

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| Tactic                 | <b>Constantly monitor room revenue rates on a monthly basis, as this will increase funds from the MRDT.</b>  |
| Objectives             | Grow room revenue by an average of 6.5% per year from 2017 to 2021   |
| Rationale              | Room revenue is one of the key indicators of the overall growth of tourism within our region. Monitoring these rates will enable us to identify peaks and troughs and consequently where we need to be focusing our marketing efforts. It will also give us a clear idea of MRDT funds that will be available, so we can budget accordingly. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Create a spread sheet to exclusively monitor room revenue on a monthly basis.</li> <li>• Include figures from previous years so we can identify growth or decline.</li> <li>• Provide updates in the quarterly reports and recommendations to address issues.</li> </ul>                            |
| Potential Partnerships | City of Penticton<br>Destination BC  |
| Resources              | Destination BC statistics, City of Penticton MRDT figures.   |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Executive Director   |
| Timeframe              | January – December   |
| Budget                 | \$2,500.00   |
| Evaluation Mechanism   | MRDT and accommodation revenue will be closely monitored on a monthly basis and data added to a spread sheet which includes figures from previous years so comparisons can be made.  |
| Performance Measures   | Amount of MRDT collected each month<br>Accommodation revenue   |

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| Tactic                 | <b>Research and leverage funding available through DBC and TOTA.</b>  |
| Objectives             | Generate the maximum amount of revenue available to enable Travel Penticton to meet its objectives.   |
| Rationale              | Although Penticton is the largest city in the South Okanagan the revenue streams for tourism are limited due to lack of space available for expansion of accommodation or other tourism businesses. We need to leverage as much available funding as we can to supplement City and MRDT contributions, in order to deliver optimal services and meet our overall objectives for tourism growth. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Appoint a person to research any funding available through regional and provincial campaign.</li> <li>• Review marketing projects planned for 2018 and highlight those that would benefit from additional funding and meet the criteria of the application process.</li> <li>• Complete applications and submit to DBC/TOTA for approval.</li> </ul>   |
| Potential Partnerships | Destination BC & TOTA   |
| Resources              | Staff time  |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Marketing Manager, Visitor & Stakeholder Relations Manager  |
| Timeframe              | September – December  |
| Budget                 | \$2,500.00  |
| Evaluation Mechanism   | At the start of the fall we will outline projects for 2018  |
| Performance Measures   | Total amount of additional funding received through DBC and TOTA.   |

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| Tactic                 | <b>Develop partnerships with Penticton Indian Band, Summerland, Naramata, Oliver, Osoyoos and other regional DMOs to share costs and resources.</b>   |
| Objectives             | Generate the maximum amount of revenue available to enable Travel Penticton to meet its objectives.   |
| Rationale              | Travel Penticton realizes that Penticton is rarely the only destination for visitors to our region. Most visitors tour the whole of the South Okanagan, visiting our neighbouring communities. Working with other regional DMOs will help us to offset some of our marketing and resources and everyone will benefit from increased exposure.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Arrange a group meeting of all neighbouring DMOs</li> <li>• Present an overview of Penticton's destination marketing strategy and identify areas of alignment.</li> <li>• Outline a list of projects/campaigns that we can collaborate on and assign a champion for each one.</li> <li>• Hold regular update meetings to report back on activities.</li> </ul> |
| Potential Partnerships | Other regional DMOs<br>City of Penticton<br>Regional District of Okanagan-Similkameen   |
| Resources              | Staff time  |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Executive Director, Marketing Manager   |
| Timeframe              | April – December  |
| Budget                 | \$2,500.00  |
| Evaluation Mechanism   | The champion elected to oversee each collaborative project/campaign will be required to provide feedback at each subsequent meeting.  |
| Performance Measures   | Number of collaborative marketing projects/campaigns<br>\$ value of contribution by partner DMOs  |

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| Tactic                 | <b>Ensure the Visitor Centre location is maintained and improved upon in the next 2 years.</b>  |
| Objectives             | Provide visitors with the best possible experience.   |
| Rationale              | The Penticton & Wine Country Visitor Centre plays a pivotal role in visitor services. It is often the starting point for people coming into our region  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Audit the systems and services that are currently offered at the Visitor Centre.</li> <li>• Arrange meetings with Visitor Centre staff and volunteers to gather ideas on possible improvements.</li> <li>• Conduct visitor surveys to gather their impressions and ideas.</li> <li>• Conduct quarterly reviews of visitor service and put together improvement plans for following quarter.</li> </ul> |
| Potential Partnerships | City of Penticton<br>Destination BC & TOTA  |
| Resources              | Survey tools  |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Travel Penticton Board of Directors, Executive Director, Visitor & Stakeholder Relations Manager  |
| Timeframe              | January – December  |
| Budget                 | \$15,000.00   |
| Evaluation Mechanism   | Every person that interacts with staff at the Visitor Centre will be asked (on a scale of 1-10) how likely they would be to recommend Penticton to a friend or family member. This information will be recorded to provide a Net Promoter Score each month. The data will be analysed and compared with previous statistics so we can accurately gauge the overall visitor perception of our region.  |
| Performance Measures   | Net promoter score  |

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| Tactic                 | <b>Work to place the Visitor Centre and other tourism staff offices in the same location.</b>   |
| Objectives             | Improve efficiency and reduce administration costs.   |
| Rationale              | The marketing and team and executive for Travel Penticton are currently located in offices separate from the Visitor Centre. Not does this increase the organization's costs in terms of rent and utilities it is also inefficient as staff have to spend time commuting and communicating between the two separate locations.  |
| Action Steps           | <ul style="list-style-type: none"> <li>• Find out a set date when the BC VQA Wine Information Centre is due to move with the new Casino complex (it is currently located in the same building as the Visitors Centre).</li> <li>• Make arrangements with the City to terminate the lease in the additional administration offices.</li> <li>• Start setting up new office space in the Visitor Centre building (once the Wine Centre has vacated).</li> <li>• Relocate all Travel Penticton staff to the Visitor Centre.</li> </ul> |
| Potential Partnerships | City of Penticton<br>BC VQA Wine Information Centre<br>Gateway Casinos (current owner of the Visitor Centre building)<br>Construction company<br>IT/Telecoms Service Provider   |
| Resources              | New IT infrastructure<br>Additional office space at the Visitor Centre  |
| Sources of Funding     | MRDT/Local Government contributions   |
| Responsibilities       | Travel Penticton Board of Directors, Executive Director, Visitor & Stakeholder Relations Manager  |
| Timeframe              | May – July  |
| Budget                 | \$6,380.00  |
| Evaluation Mechanism   | We will review the existing costs for running two office locations and the costs for redesigning the Visitor Centre Space to accommodate additional offices. We will then calculate the cost savings over time.   |
| Performance Measures   | Administration costs (rent, utilities etc)  |

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| Tactic                 | <b>Work with accommodators and Check-in Canada to implement an engine for real-time accommodation booking.</b>   |
| Objectives             | Implement a booking engine that will allow Visitor Centre staff to sell accommodation and/or visitor experiences on site.  |
| Rationale              | People entering the visitors centre are primarily looking for information about what they can do in the area. Having the ability to book accommodation, activities or event tickets not only enhances the visitor experience it creates an additional revenue stream for the visitor centre in the form of booking fees/referral commission. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Purchase and install Check-In Canada booking system.</li> <li>• Train staff on how to use.</li> <li>• Roll out system to accommodation stakeholders.</li> <li>• Begin to book accommodation directly from Visitor Centre location.</li> </ul>   |
| Potential Partnerships | Accommodation stakeholders<br>Third party consultant – All She Wrote Consulting  |
| Resources              | Check-in Canada Software<br>New IT network/hardware  |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Visitor Centre Manager   |
| Timeframe              | January – December   |
| Budget                 | \$40,000.00  |
| Evaluation Mechanism   | The Check-in-Canada system will allow us to accurately track the number of accommodation bookings made via the Visitor Centre. We will also monitor the number of accommodators involved in the programme and the amount of revenue generated by Visitor Centre staff.   |
| Performance Measures   | Number of accommodations using the new booking system.<br>Number of bookings made via Check-in-Canada<br>Value of bookings made via Check-in-Canada<br>Total number of room nights.  |

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| Tactic                 | <b>Invest in new digital technology (software &amp; hardware) that will allow visitors to access information about local experiences and print off coupons, maps and information sheets.</b>   |
| Objectives             | Provide visitors with the best possible experience.  |
| Rationale              | Using new technology and touchscreens will enhance the guest experience. The use of interactive maps, images and video featuring attractions, hiking & cycling trails, beaches and wineries presents information to guests in a more spectacular way.                |
| Action Steps           | <ul style="list-style-type: none"> <li>• Install touch screens and software</li> <li>• Create content</li> <li>• Train staff</li> </ul>  |
| Potential Partnerships | Destination BC & TOTA  |
| Resources              | Touchscreens, software, content, installation, training  |
| Sources of Funding     | Destination BC<br>MRDT/Local Government contributions  |
| Responsibilities       | Visitor & Stakeholder Relations Manager  |
| Timeframe              | April – June   |
| Budget                 | \$20,000.00  |
| Evaluation Mechanism   | We will look at visitor data captured from the screens, the number of postal codes collected and the coupons or activities that are printed or sent electronically. We will also measure the number of times our stakeholder businesses are viewed and for how long. |
| Performance Measures   | Number of visitors using the new digital technology<br>Number of coupons/activities printed  |



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| Tactic                 | <b>Fund transportation costs for site visits for prospective conference organizers (e.g. Air Canada flights, car hire).</b>  |
| Objectives             | Increase the number of meeting/conventions hosted by the Penticton Trade & Convention Centre.  |
| Rationale              | Over the past few years collaboration between the Penticton Trade & Convention Centre and Tourism has been minimal. The PTCC is one of the only convention centres in the Okanagan that attends trade shows independently without their tourism organization. Meetings and conventions are a great way to increase visitor volumes and they offer very clear measurables in terms of visitor numbers and room nights.<br>Travel Penticton would benefit greatly from providing support to the PTCC, that operates on a very limited budget, as increased room nights translate to more MRDT funding. |
| Action Steps           | <ul style="list-style-type: none"> <li>• Work with the PTCC to review all meeting &amp; convention inquiries.</li> <li>• Identify opportunities to bring meeting &amp; convention organisers to the city.</li> <li>• Work with transportation providers (Air Canada, Westjet, Budget Car Rental) to secure subsidised travel.</li> <li>• Follow up on visits to find out how many convert to actual sales.</li> </ul>  |
| Potential Partnerships | Penticton Trade & Convention Centre<br>Air Canada, Westjet, Budget Car Rental  |
| Resources              | Subsidy agreements with transportation providers   |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Product Development & Digital Coordinator  |
| Timeframe              | January – December   |
| Budget                 | \$10,000.00  |
| Evaluation Mechanism   | The PTCC maintains statistics regarding meeting/conference capacity and duration, which they are prepared to share with Travel Penticton in exchange for our financial support.  |
| Performance Measures   | Number of meeting/convention sales<br>Visitor volume<br>Visitor nights<br>Accommodation revenues   |

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| Tactic                 | <b>Provide financial support to assist with transportation/shuttles during conferences and conventions.</b>  |
| Objectives             | Provide meeting/convention organizers and delegates with the best possible experience with a view to securing repeat bookings.   |
| Rationale              | Meetings & conferences provide a large economic impact for tourism and providing exceptional services to organizers and delegates will increase the chances of them returning in the future.   |
| Action Steps           | <ul style="list-style-type: none"> <li>• Obtain a list from the PTCC at the start of the year of all of the meetings/conventions taking place in 2017.</li> <li>• Work with local transportation providers to secure subsidised rates for meeting/conference delegates.</li> <li>• Conduct a post event survey with organizers and delegates to gather feedback on transportation services provided.</li> <li>• Produce a final report outlining the results and recommendations for future improvements.</li> </ul> |
| Potential Partnerships | Penticton Trade & Convention Centre<br>Local tour operators/transportation providers   |
| Resources              | Subsidy agreements with local transportation providers.  |
| Sources of Funding     | MRDT/Local Government contributions  |
| Responsibilities       | Product Development & Digital Coordinator  |
| Timeframe              | January – December   |
| Budget                 | \$10,000.00  |
| Evaluation Mechanism   | We work with the PTCC to conduct a post meeting/conference survey for organizers and delegates. This will allow us to gather intelligence about the quality of the transportation services being provided and identify where improvements can be made.   |
| Performance Measures   | Survey of meeting/convention organizers and delegates.<br>Number of meetings/conventions rebooked  |