

Tourism Kelowna Strategic Plan 2022-2027

Vision: Tourism Kelowna is a leading destination management organization that supports Kelowna and the region as a sustainable, four-season destination that attracts visitors from around the world.

Strategic Pillars Goals	Desired Outcomes Objectives	Key Initiatives	Key Measures
Increase high quality year-round visitation	In addition to summer, Kelowna and area is also recognized as a desirable destination for spring, fall and winter travel.	<ul style="list-style-type: none"> • Focus 80% of marketing investment on increasing visitation growth from September to May. • Support direct air services to our priority markets with at least one major campaign annually. • Continue emphasis on highly targeted digital marketing to reach “high quality” rather than “high value” customers year-round. • Secure or develop 2-3 new, major meetings and conferences annually via “OKgo,” a 3-way partnership with the regional economic development office and technology sector to market collaboratively. • Reschedule major events cancelled due to COVID and focus on new bids for 2023 onwards as part of the Major Events Strategy partnership with the City of Kelowna. 	<ul style="list-style-type: none"> - Visitation numbers for September to May increase annually by 3% - Visitation numbers return to pre-COVID levels by 2023 - One major event annually
Grow in-destination spending	Visitor spending is increased, economically benefitting a wider variety of local businesses throughout the year.	<ul style="list-style-type: none"> • Introduce 2-3 sector-specific digital savings passes annually as incentives to disperse visitor traffic and spending. • Lead or partner with media/community members to launch local activation campaigns to keep resident’s spending in market: Shop Local; Visiting Friends & Family; Live Like a Local social content. • Expand the Kelowna Visitor Centre (KVC) role as a community shared value, influencing greater spending from locals and visitors. • Support new product development aligned to the community’s unique experiences and sense of place. 	<ul style="list-style-type: none"> - Economic impact calculations - Average party spend increases annually by 2% in each quarter - Hotel occupancy levels return to pre-COVID levels by 2023 - KVC annual service numbers
Manage sustainable growth of the destination	A resilient visitor economy exists, aligned with community values and stakeholder needs.	<ul style="list-style-type: none"> • Work with local government, industry, and Indigenous and local communities to co-create a Tourism Destination Master Plan (TDMP) aligned with Kelowna’s 2040 vision; begin implementation of the TDMP by 2023. • Aligned with the United Nation’s Sustainable Development Goals (SDGs), connect local tourism businesses to available education and training on subjects such as sustainability, accessibility, diversity, climate change, and best business practices. • Develop a program to educate visitors and residents on Responsible Tourism principles and practices including safe and healthy travel. • Support local industry development by collaborating with provincial, regional, and municipal partners to access resources for tourism stakeholders at the community level. 	<ul style="list-style-type: none"> - 2022: Completion of Tourism Destination Master Plan (TDMP) including identifying “Place DNA,” Kelowna’s’ authentic brand distinguisher
Ensure the DMO’s value proposition	A trusted Destination Management Organization, collaborating with regional businesses, partners, and residents to grow the Central Okanagan visitor economy.	<ul style="list-style-type: none"> • Develop new service agreements with other Central Okanagan communities to manage shared resources for expanded marketing and/or visitor services. • Revise the DMO’s membership model to increase stakeholder value and inclusivity, while offering increased advertising options for tourism businesses by 2023. • Secure two new distributors annually to expand Tourism Kelowna’s retail program and the DMO’s self-earned revenue base, reducing reliance on public funds. • Develop an ongoing Value of Tourism program, engaging and educating stakeholders and residents alike on the economic and social benefits of the Central Okanagan visitor economy. 	<p>Annual survey ratings:</p> <ul style="list-style-type: none"> - Stakeholder satisfaction - Resident satisfaction - Visitor Net Promoter - Employee Experience <p>Self-earned revenue grows by 3% annually</p>