



FIVE YEAR BUSINESS PLAN 2019-2023

Kelley Glazer, Executive Director
kglazer@desintationosoyoos.com

A STRATEGIC INSIGHT TO GROWING TOURISM FOR OSOYOOS

To Support the Mission and Vision of Destination Osoyoos on behalf of its Stakeholders

Forward

The Destination Osoyoos Business Plan has been developed through a combination of review of the previous five-year business plan which was developed in 2017 for our 2018 MRDT renewal, identification of industry trends, delivery of destination development workshops, and industry stakeholder consultation and engagement sessions. These activities took place between the fall of 2016 and summer of 2018, including;

- Delivery of Packaging Workshops to Osoyoos stakeholders; individual tourism businesses representing products, services and tour operations.
- Meetings and discussions at the annual Thompson Okanagan Tourism Association (TOTA) AGM.
- Input from the Thompson Okanagan Tourism Association.
- Presentation to Town of Osoyoos Mayor and Council; February 2018
- Input from the Destination Osoyoos Board of Directors.
- Osoyoos stakeholder engagement session March 10th, 2017.
- Input from Destination BC
- Input from Osoyoos Indian Band March 8th, 2017.

In total, more than 150 people participated in one or more of the above. This plan, including the goals, objectives, strategies and key actions are based on input from these sessions as well as from the situation analysis and current operating environment enclosed within.

Our Strategic and Tactical Plans were presented formally to town council, the Destination Osoyoos Board of Directors and the Osoyoos Hotel Association, all of who have provided their support to the contents in the plans. Additionally, the presentation was attached as a link to our December 2018 industry newsletter and is available on our website, making it widely available for our industry to review and provide feedback.

As we began to collect signatures prior to October 1st, 2018 we were not aware that the accommodations signature sheet had changed to that general MRDT funds would or would not be available for affordable housing projects applications. Affordable Housing is not included in our Strategic Plan, nor has the town of Osoyoos or the regional district indicated interest in the MRDT revenues for affordable housing projects.

This plan is intended to be a working document for Destination Osoyoos and its stakeholders while providing guidance to the organization as it serves as the “Service Provider” on behalf of the Town of Osoyoos.

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Executive Summary

The Destination Osoyoos Business Plan serves as the embodiment of the overall vision, mission, and economic goals while serving as a road-map for the years ahead. While the plan presents goals and strategies to 2023, greater detail and focus will be outlined in annual strategic plans. The business plan remains flexible and fluid enough to enable marketing strategies to adjust to industry trends and demands as well as any unexpected challenges and opportunities while still ensuring the organizational structure embodies a balance of cost effectiveness, accountability and professionalism.

Tourism continues to be a growth strategy for our community and our region. Destination Osoyoos has established the organization to be a relevant and important entity that has contributed significantly to the community growth and increased revenues experienced by its stakeholders. Local employment is significantly seasonally and continues to exceed supply in the labor force. Regionally we are sitting at 6% unemployment which is considered full employment. The local demographic further exacerbates the issue of an insufficient labor force as the average age in Osoyoos is between 50 and 70 years of age. We are known as a resort community as well as a retirement community, with a significant number of investment property homes. In addition to our MRDT our funding comes from Fee for Service contracts with the Town of Osoyoos, the RDOS, the Osoyoos Indian Band and the Spirit Ridge Owners Association. All agreements compliment the Destination Osoyoos key mandate to deliver tourism marketing for the community.

Destination Osoyoos' reputation as a progressive organization was heightened in 2015 when we were recognized by Destination BC with the BC DMO Professional Award. Additional provincial professional awards included EDABC's *Best Overall Marketing Campaign for Communities under 20,000* for its *Wintering in Osoyoos Snowbird Campaign* in 2015 and in 2016 recognition for its sector collaboration with the Okanagan College in the development of the *Passport to Employment Hospitality and Retail Training Program*.

In recent years, Destination Osoyoos has built on its brand promise with a keen focus on developing all-inclusive accommodation packages that feature a variety of tourism options throughout the year, the meetings and conference and incentive market, festivals and events that celebrate the unique qualities of our community and region as well as delivering on very successful marketing campaigns aimed at the leisure winter traveler. Marketing and promotion will continue to be the key elements in our measured success, however, collaborative approaches to marketing and an exceptional visitor services model have also been identified as areas of concentration needed to generate increased demand. This will include building strategic partnerships at the local, regional, provincial and national levels as working together remains vital in the development of tourism for our region.

Balancing the opportunities with available resources and ensuring consideration continue to be given to the challenges such as seasonality, labor shortages and capacity of the accommodation market will continue to be priorities in the next several years.

A one percent increase in the Municipal and Regional District Tax (MRDT) revenue to 3% will provide Destination Osoyoos with approximately \$150,000 in additional annual funds. The enhanced funds will enable the ability to focus on building upon current activities and events, development of stakeholder assets and training programs allowing for the creation of new exceptional experiences while building greater awareness of our destination in key markets that will ultimately realize increased visitation to our community.

Vision

Osoyoos will be known as Canada's most desirable year-round destination through our marketing and promotional activities.

Mission

Destination Osoyoos is a marketing organization mandated to increase visitation and encourage guests to stay longer and experience more.

In pursuit of the Vision and Mission, Destination Osoyoos strives to adhere to the following guiding principles:

- Our vision and mission will be pursued in a manner that respects the area's natural and cultural heritage and is in keeping with our constituted purpose and bylaws;
- We will pursue tourism and destination marketing growth that enhances the economic health of Osoyoos and contributes to community amenities and services;
- Our involvement in community, business, and tourism sector planning, development, operational management and marketing will be based on strategic and collaborative alignment with respect to our partners, stakeholders, the community and the region.
- We will seek to be consumer/market research focused and responsive to visitor and investor expectations;
- We will be supportive of and accountable to our partners, stakeholders, and community in measuring the results of our investments, communicating regularly and adjusting with agility to changing market conditions;
- Our activities will be efficient and leveraged to secure maximum return on resources invested; and
- Our processes will be open and transparent, and we will operate in a manner that is fair and inclusive.

Strategic Context

Review 2013-2017

At the regional level, the Thompson Okanagan region has been building on their ten-year [regional tourism strategy](#) - *Embracing Our Potential* and has provided a strategic framework for community tourism plans to better align marketing efforts.

The Thompson Okanagan regional strategy identifies five experience-based themes that are priorities and actions and they are core to positioning the Thompson Okanagan as *a region of iconic and authentic quality experiences*. They are;

- Identifying the iconic
- Enriching local flavours
- Revealing the story
- Expanding personal horizons
- Building authenticity

Locally, with the implementation of the previous Destination Osoyoos 5-year Business Plan, there has been significant growth in the tourism industry. A diverse blend of year-round festivals and events and successful marketing programs such as the Snowbirds campaign have ensured a mix of all-season activities for the consumer and a strong fall/winter season economy. Also, to note, changes to regional and provincial marketing programs as well as a rapid evolution of the visitor economy has resulted in the organization needing to review the current strategic direction and analyze the aspects of change. We will explore opportunities for new alliances that would encourage collective approaches to marketing and to develop newly defined expectations for the organization from both a marketing and visitor servicing perspective.

Our strategy for the next five-year plan is to support and maintain the substantial progress that has been made in current programs while exploring new and innovative ways to promote Osoyoos; ensuring a distinctive place on a competitive playing field. This includes:

- Research, develop and implement a new operational model for Destination Osoyoos including identification of community, administrative and visitor servicing needs and demands.
- Building on the strong indigenous history and culture of the area. By working with the First Nations product and collaborating with other key partners, there is a unique opportunity to incorporate an authentic First Nations presence in the visitor experience.
- Supporting Festivals and Events that enhance shoulder season initiatives. Identify existing Festivals and Events in both Osoyoos and the region that may provide opportunities to overlap or collaborate while enhancing the success of current local Festivals and Events.
- Promotion of the local trail system that provides opportunities for experience development in both cycling and hiking.
- Growing opportunities with soft adventure and sport activities, strengthening reputation as an all-season destination.
- Working with neighboring communities and regional campaigns such as Route 97 to attract the RV and camping markets, during spring and fall initiatives.

- Continued marketing to meeting and incentive markets (MICE), positioning the appeal of Osoyoos as a “meetings ready” destination to meeting planners.
- Working collaboratively with neighboring communities to identify opportunities to access available Destination BC open pool marketing funds.
- Strengthening relations with neighboring communities, the region and the province to amplify messaging and capitalize on existing programs and to create new programs.
- Increased stakeholder and community engagement with the goal to better understand the needs, motivations and challenges of Osoyoos visitors and potential visitors as well as to better align stakeholders to destination marketing strategies and destination development
- Increased engagement with the accommodation sector with the goal to better understand their business climate while ensuring marketing strategies re aligned with traveler trends and demands.
- Create packaging with all applicable products and events within a reasonable distance to increase overnight stays.
- Continue to develop the ski sector with the new re development of Mount Baldy.
- Increase Co-op marketing initiatives with stakeholders.

Economic Conditions

Defined as one of the world's fastest growing industries, the tourism industry has recorded six consecutive years of above-average growth and it is anticipated 2019 will be no exception.

With over 200,000 businesses in Canada employing 1.7 million Canadians, the tourism industry is a major economic driver worth \$91.6 billion and is Canada's largest service export, generating an estimated \$20 billion in export revenues annually. – TIAC, Tourism Week 2018 - The future of tourism-Canada's economic pillar, May 28, 2018

Tourism is one of the provinces top performing industries, generating \$17 billion in revenue in 2016, a 7.9% increase over 2015 and a 39.3% increase from 2006. In 2016 tourism contributed more to GDP than the forestry, mining, fishing and agricultural industries in the province.

International travelers account for approximately 25% of visitor volume in the province and present a more lucrative, higher-yield for our limited accommodations, products and services, generating approximately 40% of expenditures.

Despite the diverse target markets, in recent years, BC's tourism industry has become increasingly reliant on BC residents to grow consumer demand. In 2016, 52% of BC's visitors were BC residents. This accounted for 36% of revenue that was generated in the province. The secondary market for BC is from other parts of Canada, with Alberta as the leading province and accounted for an additional 24% of BC's tourism revenues in 2015.

The Thompson Okanagan, one of six tourism regions in the province, represents 20% of provincial overnight visitation. British Columbia residents make up the largest share of overnight visitation (61%) and spending (44%) in the Thompson Okanagan. 84% of all overnight visitation to the region can be attributed to Alberta and British Columbia residents, and 73% of related spending. Most people travelled in the Thompson Okanagan during the peak summer months. Over one-quarter of travelers visited during the spring months from April to June, particularly Other international residents (34%) and US residents (28%). British Columbia residents were more likely to travel to the region during the winter months than other markets of origin.¹

Travel Trends relative to Destination Osoyoos

EMERGING MARKETS

Destination Osoyoos will monitor the expanding consumer-based intelligence in new and emerging markets as well as continue examination of Destination BC's Global Tourism Watch. Combined with monitoring awareness and travel intentions of core markets, discussions with media and travel trade and supporting TOTA where applicable and advised, ensuring alignment of the right product with the

¹ Destination BC Regional Tourism Profile; Thompson Okanagan – Jan 2015

right market, including collateral material and distribution channels will guide in the growth of these markets.

FOOD AND WINE INFLUENCING TRAVELER'S CHOICES

Research shows that the culinary industry, primarily wine and food, is increasingly playing a role in influencing visitors travel choices. This is one of the most creative trends in the industry and today's travelers are looking for hands-on experiences where they can visit local farms, orchards, and wineries, interact with chefs and go on food tours or tastings that highlight local or ethnic specialties.

Osoyoos and the outlying area offers a diverse, unique and desirable culinary experience and Destination Osoyoos will continue to utilize a professional Public Relations firm and host media in market to maximize exposure of this market as well as continue to find effective ways to identify opportunities such as packaging, festivals and events as well as source channels and demographics that will yield the most positive returns.

MILLENNIAL TRAVELERS

The millennial traveler continues to be a high valued target for DMO's for many reasons with the obvious being that they are also the youngest traveler and provide the highest potential for repeat visitation. Osoyoos, like many communities, provides a collection of experiences which are in high demand for this demographic.

Millennial travelers seek experiences where they can learn, interact and feel inspired. Destination Osoyoos attracts this important demographic by promoting the annual festivals, arts & culture and outdoor offerings available year-round.

Destination Osoyoos has been ensuring that messaging is cohesive across the platforms that millennials frequent, and that content is engaging and interactive. It is also crucial to ensure that our stakeholders are utilizing these platforms to target this demographic using unified messaging for Osoyoos, allowing us to stand alone on the wealth of social media and peer reviewed travel sites, such as Trip Advisor and Google My Business. By engaging key social media influencers, Destination Osoyoos can highlight Osoyoos as the place to visit, expanding our reach and engagement.

THE SHARING ECONOMY

The shift from ownership to access is transforming many industries, and tourism is one of the most affected. The rise of "collaborative consumption" with the popularity of asset-sharing websites like Airbnb, VRBO, and Uber has made it easier for visitors to connect with local hosts and guides. The expectation of today's visitor is that they will "experience" a destination versus simply "visit" the destination. As visitors are given more choices in the way they travel, the relationship between the sharing economy and the tourism industry will become increasingly intertwined.

INCREASED USE OF TECHNOLOGY

Destination Osoyoos recognizes the importance of the technology in travel. Destination Osoyoos endeavors to maintain a current, comprehensive and relevant website that travelers will want to use when planning their visit to the South Okanagan. The annual strategy has been adjusted to meet the demand of this new consumer and includes more digital marketing and utilization of all social media

platforms to engage our customers. Destination Osoyoos understands that new technologies will continue to emerge and change the marketing landscape and have a dedicated team who will ensure the marketing initiatives and online visitor servicing outreach is aligned with the methods travelers are utilizing both for booking and for ongoing communications before, during and after a vacation. Utilizing key social media tools, analytics, and responsive digital technology, Destination Osoyoos continues to promote Osoyoos as a must-visit destination while providing social media visitor service outreach to engage and assist travelers pre, mid, and post trip.

LEISURE & BUSINESS

In recent years, there has been a trend for business to offer resort locations for incentive rewards and/or corporate events. Destination Osoyoos recognizes that every business traveler has the potential to be converted into a leisure visitor as their initial reason for coming to Osoyoos may be for business. Osoyoos boasts first class/exclusive travel experiences that would be enticing to Corporate Planners. DO is creating an 'inventory' of incentive-worthy products (ex: waterfront resorts; golf courses; winery tours, Area 27 and festivals) and sample itineraries for each season to share with this important sector. We will continue to work with our hotel partners and provide tools and services to ensure all visitors are aware of the amenities available for them to enjoy. Golf, beaches and soft adventure are ranked among the top three leisure activities associated with business travelers today.

SHORTER TRIPS, CLOSER TO HOME

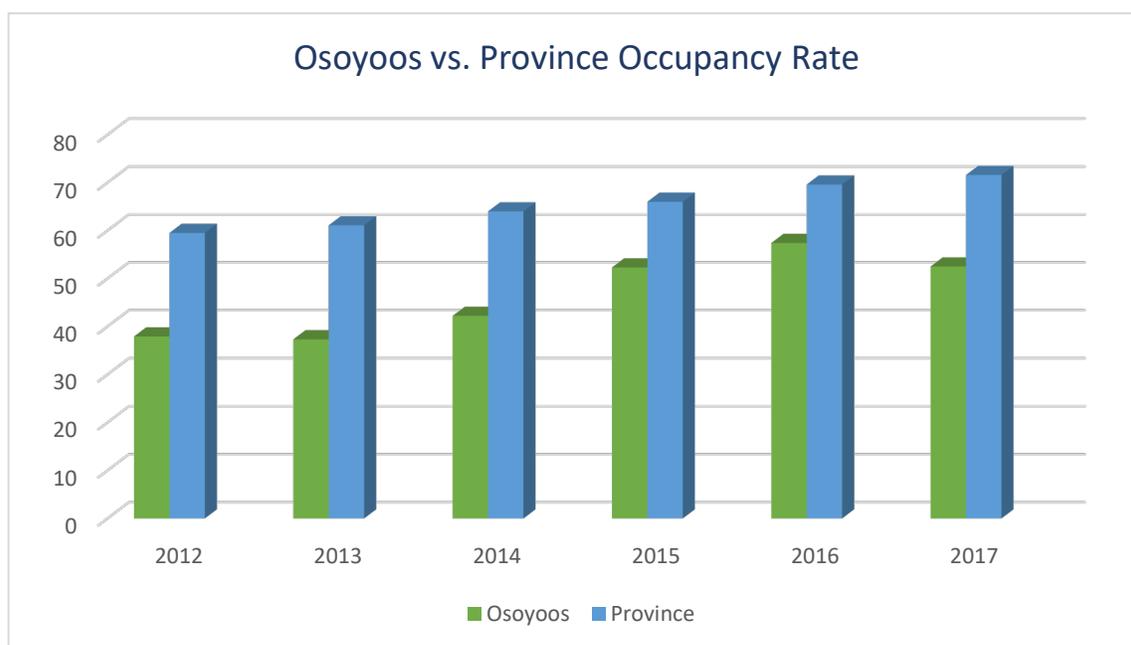
This trend has been noticeable for several years, as with the rising cost of fuel and lower Canadian dollar, people are taking shorter trips closer to home. During the shoulder season, Destination Osoyoos benefits greatly from promoting 'road trips' to the regional market (Kelowna-Kamloops + Fraser Valley). Destination Osoyoos uses shoulder season activities and events to attract 'road-trippers' by creating a variety of advertising campaigns that appeal to this sector.

Market Performance

Local accommodation providers are boasting robust and at times historical outcomes. For the past 5 consecutive years, there has been recorded growth from the accommodation sector. Based on the 5-year Historical STR report for Osoyoos (2011-2016) on average there has been an increase of 12.8% in occupancy rates, an increase of approximately 3% in the average daily rate, and significant annual increases in MRDT, most notably in 2015 and 2016. In 2017, our community was challenged by natural disasters, accounting for a drop in occupancy that year. Despite the severe winter conditions, flooding, and forest fires, occupancy for 2017 showed to be above years 2012-2015.

OCCUPANCY RATES: 2012 – 2017

On average, for the past 6 years the accommodation sector in Osoyoos has shown significant growth that is consistent with the growth from comparable regional communities such as Penticton, Kamloops, Golden and Revelstoke. While occupancy rates are below the provincial average, they have grown exponentially in the past several years and at a higher rate than the provincial occupancy.

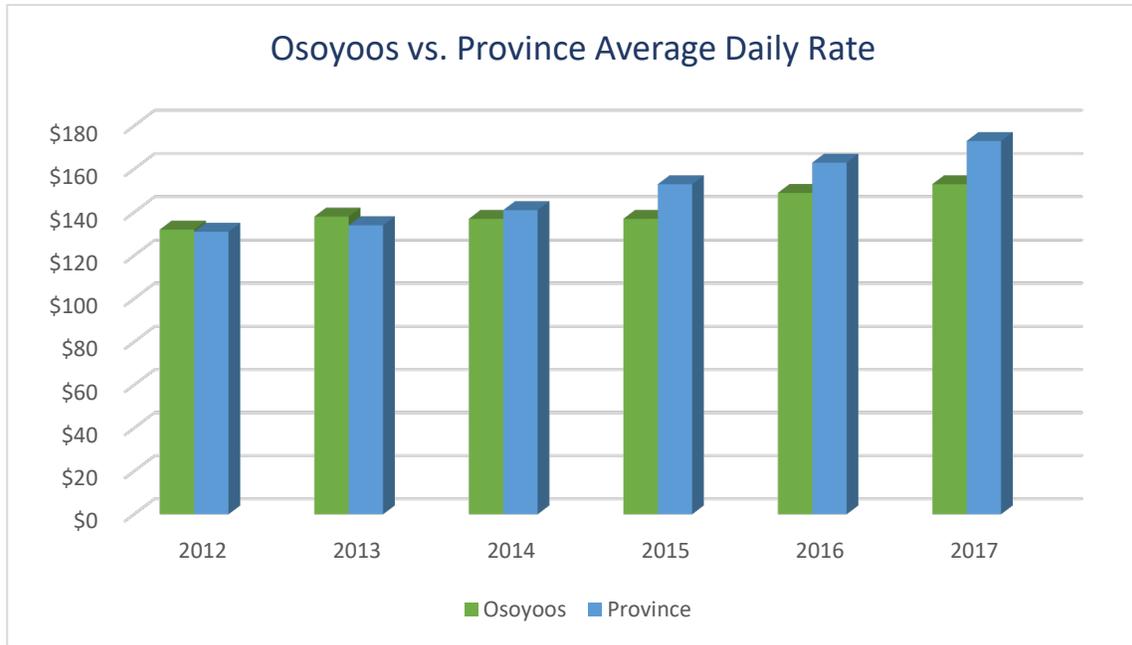


YEAR	OSOYOOS OCCUPANCY RATE	PROVINCIAL OCCUPANCY RATE
2012	37.9	59.5
2013	37.3	61.1
2014	42.2	64
2015	52.3	66
2016	57.4	69.6
2017	52.5	71.6 ²

² Destination BC [Tourism Indicators](#) – 2017 Year-in-Review

AVERAGE DAILY RATE: 2012 – 2017

Osoyoos experienced a stable and relatively consistent ADR in the previous 6-year period which shows substantial economic growth in the accommodation and tourism sector, and therefore, strong MRDT revenues for the same year. The community’s ADR was slightly above neighboring competitors, on par with the provincial average in 2012 and 2013, however since 2014 the ADR was below the provincial average.



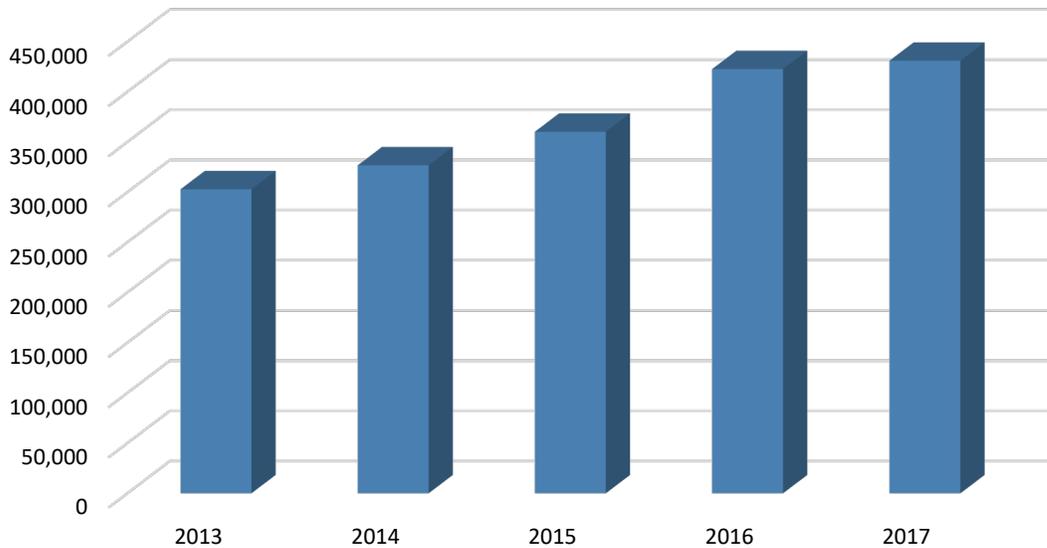
YEAR	OSOYOOS AVERAGE DAILY RATE	PROVINCIAL AVERAGE DAILY RATE
2012	\$132	\$131
2013	\$138	\$134
2014	\$137	\$141
2015	\$137	\$153
2016	\$149	\$163
2017	\$153	\$173 ³

³ Destination BC [Tourism Indicators](#) – 2017 Year-in-Review

OSOYOOS MRDT FUNDS: 2013 – 2017

Continued monitoring of the receipt of MRDT funds can provide Destination Osoyoos with valuable indicators that help determine periods of growth and/or decline and how it compares to regional and provincial indicators as well as determine if our MRDT activities are well aligned with our investment efforts. Consistent growth in ADR over the past six years, in addition to increased annual occupancy years 2012-2016, indicates strong growth in tourism for the Osoyoos community and stakeholders.

Annual MRDT Funds



HOTEL TAX (MRDT) REVENUE

	2013	2014	2015	2016	2017
Osoyoos MRDT	\$302,792	\$326,661	\$360,164	\$422,601	\$430,933
Change vs. previous year		6.2%	7.8%	10.2%	17.3%

Strengths, Weaknesses, Opportunities & Threats

Osoyoos is ideally situated to continue to benefit from tourism in the years to come. By examining the internal strengths and weaknesses, as well as identifying external opportunities and threats, the summarized learnings provide the ability to collectively be more strategic and efficient in the development, implementation and evaluation of marketing, destination development and visitor services programs.

DIVERSE PRODUCT OFFERINGS

Osoyoos is a community offering a rich blend of urban services and amenities and diverse mix of experiential product. The following unique aspects of the community further differentiate Osoyoos from competing communities:

- Diverse mix of festivals and events throughout the year
- Rich aboriginal cultural tourism products
- Robust selection of Agri-tourism products such as award-winning wineries, orchards/fruit stands, cideries, distilleries and farm gate outlets.
- Gateway to all season outdoor soft adventure experiences; golf, hiking, biking, skiing and water sports
- Diverse mix of accommodation options ranging from campgrounds, family run motels to full service luxury resorts

STRONG PARTNERSHIPS

Destination Osoyoos has worked diligently to follow DMO best practices that position the organization for long-term success. Confidence in the tourism industry and the Destination Osoyoos organization has ensured long term partnerships and investment from several key stakeholders such as the Town of Osoyoos, Regional District of Okanagan-Similkameen, the Osoyoos Indian Band, and Regional, Provincial and National Tourism offices.

EFFICIENTLY MANAGED DMO

The organizational structure of Destination Osoyoos has been established to maintain a balance between the required resources to move the organization forward and the infrastructure needed to ensure a sustainable future. Destination Osoyoos employs 4 year-round, full time staff, 1 contracted marketing staff member, 3 part-time seasonal staff and several special projects contractors to run the organization in an effective manner. The ability to draw on volunteers, seasonal and contract staff allows Destination Osoyoos to manage administrative expenses while ensuring organizational goals and objectives are met.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Climate warm dry summers, mild winters • Year-round outdoor experiences • Strong indigenous history and culture • Distinctive year-round festivals and events • Diverse product offerings • Robust variety of Agri Tourism product • Accessibility to key markets • Urban facilities and services • Uncongested • Distinctive geographical features and landscapes • Hikes and trails system • Long recognized as family destination • Wide variety of Accommodation options • Affordable resort destination 	<ul style="list-style-type: none"> • Minimal transportation options • Limited collaborative marketing; access to regional Open Pool funding program • Air accessibility • Housing for seasonal workers • Seasonal destination • Inconsistent delivery of product/hours • Stakeholder engagement • Lack of experienced / qualified labour • Susceptible to forest fires and flooding
Opportunities	Threats
<ul style="list-style-type: none"> • Collaboration with First Nations, wine industry, accommodation partners & event planners • Further development of niche product offerings (Area 27; Dark Sky) • Build on TOTA Route 97 campaign • Untapped Travel Trade, MCIT markets • Growth of agricultural charm (cideries, distilleries, wineries, farm to fork) • Strong US \$ + resurgence of marketing in the US by Provincial & Federal DMOs • Well positioned in Snowbird market • Positioning Osoyoos as top-rated Incentive destination • Leverage the Chinese-owned winery + ski resort for Int'l business • 'Road Trip' destination for all weekends • New ownership of area hotels/motels • Collaborative marketing opportunities with other communities to promote the region 	<ul style="list-style-type: none"> • Lack of stakeholder engagement • Business retention • Lack of local, regional and provincial coordination with First Nations products • Tourism industry labour issues and retention demands • Tighter visa regulations, border controls and increased duties for foreign travelers • Rising fuel prices and travel costs • Increased competition • Major competition for prime festival/event dates • Negative perception of Winter highways • Natural disasters; flood, fire & smoke • Increased number of communities in BC receiving 3% MRDT funds

EXTERNAL OPPORTUNITIES

Global Economic Factors

Problematic trade discussions with the US is creating confusion with inbound travelers and more and more Canadians are not crossing the border out of protest. Low oil prices continue to drive down the Canadian dollar – another incentive for Canadians to opt for “staycations”. Additionally, the trend of people traveling closer to home but traveling more often on shorter trips is expected, and US and international visitors will continue to experience greater value in the purchase of tourism products and services.

Re-investing in American Markets

After years of spending cuts, Destination Canada and Destination BC are now reinvesting in the US market with the Connecting America Campaign. With the US economy continuing to recover and a strategy to lure visitors from Washington State, Osoyoos can expect a modest growth rate in visitors from the US in 2019 and beyond.

Strategic Alliances

Strategic alliances with the Thompson Okanagan Tourism Association (TOTA), Travel Penticton, Similkameen Independent Wineries Association; Oliver Osoyoos Wineries Association, Osoyoos Motel Hotel Association; and local businesses that represent key sectors will enable extended reach to other parts of BC, Washington State and Alberta as well as to secondary markets that may not otherwise be achievable by marketing independently.

EXTERNAL THREATS

Steep Global Competition for Canada and BC

Canada has been losing market share in the global tourism rankings for several years. To become top of mind for travelers and consumers, our iconic Canadian experiences must re-invent themselves and create a sense of urgency in the minds of consumers. There are new and emerging destinations and as a result, it remains vital to market our experiences and stand apart and inspire the consumer in what remains as a globally competitive marketplace.

Capacity at Gateway Cities

With Vancouver, Calgary, Toronto and Montreal enjoying record breaking tourism numbers and a country-wide shortage of hospitality workers, Osoyoos is now being impacted by capacity issues at gateway cities. When Vancouver and Calgary are at capacity, the “gateway” to Osoyoos can be a challenge for long haul visitors. Travel Trade (buses and FIT) has been replaced in the gateway cities with a higher yield leisure customer that may or may not be circulating through the Province.

Regional Competition for Osoyoos

Osoyoos has long been recognized by Snowbirds as a winter destination for those seeking a mild winter climate. Recognizing our success, other South Okanagan communities are marketing to the Snowbird segment. As with many destinations in BC, the summer months continue to perform at full capacity, and destinations province-wide are now developing strategies to capitalize on the shoulder season. Destination Osoyoos will continue to identify opportunities that set the community apart by focusing on

packaging its tourism experiences and aligning them with the right market at the right time and developing incentive programs to entice longer stays, early bookings and repeat visits.

Overall Goals, Objectives and Targets

A strategic objective for Destination Osoyoos is to work in partnership whenever possible with a wide range of community stakeholders and tourism businesses to develop marketing programs that are focused on increasing visitation and overnight stays within the communities.

DO will facilitate the development of stakeholder partnerships with the intention of building shoulder periods and expanding the seasonality of the resort community pursuing regional “road trippers” over weekends and special events during need periods.

The overall goal for the five-year period is to create a thriving year-round tourism economy for Osoyoos and area. This will be highlighted by increasing overnight visitation to Osoyoos, this goal is based on a historical average increase of approximately 7% annually. This will be measured primarily by statistical data from STR reports that include occupancy, supply and demand, MRDT revenue, as well as gate sales from local attractions, festivals and events and consultation with Osoyoos accommodation providers. To achieve this goal, specific objectives and targets have been outlined below for each of our business areas.

Strategies and Key Actions

Goal 1 |

TO INCREASE VISITATION, OVERNIGHT STAYS AND ECONOMIC IMPACT TO OSOYOOS DURING SHOULDER SEASON

A reputation for showcasing the rich culinary scene, successful annual festivals and events, a vibrant cultural base and soft adventure playground contribute to the increased revenues in Osoyoos. Recognizing that Osoyoos is considered a great ‘getaway’ to those who live within the Okanagan provides an opportunity to offer “last minute specials” during need periods and market the community in the winter as road conditions play less of a factor. Osoyoos will continue to identify and monitor opportunities that will position the community with a differential advantage over neighboring and competitive communities and regions.

STRATEGIES

1. To meet with the accommodation sector on a bi-annual basis to identify need periods and further develop marketing strategies and opportunities that will contribute to overnight stays
2. To promote the positive image of Osoyoos through engagement and continuing to build a compelling brand in core and niche markets
3. To create multi-media campaigns around weekends of the shoulder season promoting appropriate packages as ‘road trips’

4. To work with Aboriginal tourism products and services for marketing and encourage the development of cultural events
5. Evaluate and identify emerging new products and strengthen their contribution through targeted program activities.
6. Build upon current services, partnerships and promotional programs in the Meetings, Incentives, Conferences and Events sector that builds Osoyoos capacity to host successful events during the shoulder season
7. Create an 'inventory' of Incentive-worthy tourism products with sample itineraries to be promoted to Corporate Planners in BC, Alberta, Washington State and through Business Events Canada
8. Strengthen social media channels by building reach and increasing return on content creation while supporting local stakeholders in developing a social media plan that aligns with Destination Osoyoos
9. To encourage new Osoyoos annual festivals and events, and to provide marketing guidance

MEASUREABLE PERFORMANCE

Key Performance indicators (KPI) will include;

- MRDT revenues
- Visitation to key activities, festivals and events measured by surveys, online ticket booking, room sales call rounds
- Dashboard metrics and digital platforms
- Stakeholder satisfaction, through annual survey
- Growth in Social Media following
- Increase in Snowbird population + expanded length of stay, measured through STR reports
- STR reports

Goal 2 |

TO FOSTER THE SUPPLY OF TOURISM PRODUCTS AND EXPERIENCES IN COLLABORATION WITH PARTNERS AND COMMUNITY

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The overall objective of this goal is to identify and prioritize opportunities and initiatives to improve the understanding and importance of tourism for Osoyoos and to better position the tourism sector for growth.

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STRATEGIES

1. Ensure dedicated attention to visitor services in support of destination events promotion and destination development
2. Identify partnership opportunities with neighboring communities, regions and provincial influencers and where possible, leverage tourism funding programs for efficiencies and impact
3. Facilitate community building and identify opportunities to aid in strengthening tourism product and services

4. Implement additional stakeholder communication tools including the delivery of annual community consultation sessions to further understand and meet the expectations and needs of stakeholders.
5. Work with Destination BC and TOTA in the delivery of research and workshops to further develop and enhance the visitor experience to and within Osoyoos; a). Destination Development Workshops and b). Remarkable Experiences Program

MEASUREABLE PERFORMANCE

Key Performance Indicators (KPI) will include;

- Number of tourism industry related businesses
- Quality and quantity of online reviews
- Number of packages and itineraries produced
- Stakeholder participation at community consultation and development sessions
- Number of grant applications + approval of each
- Number of joint campaigns or activities with regional partners
- Stakeholder satisfaction
- Amount of secured leveraged marketing funds for cooperative marketing initiatives

Goal 3 |

TO BECOME A PROVINCALLY RECOGNIZED, HIGH PERFORMING, ACCOUNTABLE ORGNIZATION THAT STRATEGICALLY ALIGNS ITSELF WITH THE GOALS AND OBJECTS OF OUR NATIONAL, PROVINCIAL AND REGIONAL PARTNERS

Establishing best practices can provide Destination Osoyoos with a defined structure, processes and tools that will ensure the organization is operating effectively and makes effective use of the revenues available while remaining responsible and transparent to all stakeholders. Consideration must be given to other destinations and DMO's to develop effective strategies and ensure destination competitiveness.

STRATEGIES

1. Ensure ongoing commitment and active participation with other provincial tourism industry alliances
2. Monitor external and internal influencers and institute changes to organizational structure to reflect changes in how tourism grows in Osoyoos
3. Develop organizational direction in an environment that is inclusive and responsive
4. Ensure annual MRDT provincial guidelines are met
5. Develop communication methods and deliver key *Value of Tourism* messaging to stakeholders, businesses and residents of Osoyoos
6. Communicate best practices with local stakeholders and serve as resource and connection to information

7. Collaborate and advocate with national, provincial, regional and community level tourism organizations

MEASUREABLE PERFORMANCE

Key Performance Indicators include;

- Amount of secured leveraged marketing funds for cooperative marketing initiatives
- Increased revenues from stakeholder buy-in opportunities
- Number of tourism-related businesses that participate in deliverable programs
- Stakeholder support of familiarization tours + promotional opportunities i.e.: contests, etc.
- Number of stakeholder newsletters
- Stakeholder engagement (response to newsletters, etc.)

Brand Positioning



The Destination Osoyoos brand has evolved, and through repeated exposure and strong association with the regional and provincial brand, has successfully differentiated Osoyoos from competing communities. Adopting *Canada's Warmest Welcome* as its tagline, the Osoyoos consumer brand is positioned as an all-season desert destination that is a showcase of Indigenous culture, award-winning wineries, a vibrant culinary scene, sophisticated resorts, family-friendly motels and a mecca for year-round outdoor experiences. With its warm and mild climate, the urban and eco-desert elements make Osoyoos a great choice for those seeking a weekend getaway, recreation, rest or relaxation, while also positioning Osoyoos as a desirable and affordable community for meetings and Corporate incentives.

Building a personal relationship between our visitors and Osoyoos is a critical element of our tourism brand and is accomplished by staying relevant and engaged through our online and social platforms.

Destination Osoyoos will continue to take a proactive approach to social media marketing and align our Social Media Strategy with local, regional and provincial partners to ensure maximum exposure for our branding and online presence.

Destination Osoyoos strives to encourage local stakeholders to position and align their products and services within the community tourism brand rather than stand alone in their marketing initiatives. There is an advantage to brand positioning as it is readily identified regionally and provincially, which in return works effectively with Destination BC's provincial brand.

Target Markets

Osoyoos continues to experience measurable growth in visitation from both regional and out of province markets. The primary contributor of revenue to the local tourism economy results from spending by visitors.

The following key target markets are identified as having the greatest potential to build upon Osoyoos strengths. They include the types of visitors that are priorities for Osoyoos, primary and secondary target markets, geographic target markets, as well as demographic and activity-based target groups. These markets are also priority markets for the South Okanagan and therefore, provides additional opportunities to leverage resources and develop collaborative approaches to marketing whenever possible.

Primary Markets

Okanagan/Similkameen Valleys (Near-in Markets within a 2.5 hr. drive)

Vancouver/Fraser Valley

Other BC

Alberta

Washington State

- Residents of the Okanagan and Similkameen Valleys, including couples and families.
- Other BC markets, including residents of Metro Vancouver seeking weekend getaways and regional markets that include couples and families.
- Visitors travelling to Osoyoos for meetings, conferences and/or festivals and special events. This group would largely influence the short term, and overnight stays.
- Alberta residents seeking activity-based experiences that include outdoor, soft adventure, festivals & events.
- Visitors to the Okanagan Valley from the Washington State and Cascadia region, predominately couples that are traveling for leisure purposes.

Secondary or Niche Markets

- Snowbirds with a focus on expanding season to arrive earlier and stay longer.

Primary Market Sectors

- Couples & Families
- Weekend Warriors
- Culinary Enthusiasts
- Golf Enthusiasts
- Festival Enthusiasts
- Visiting Friends & Family
- Bachelor/Bachelorette Parties
- Destination Weddings
- Seniors/Snowbirds
- Meetings & Incentive Travel

- Travel Trade – Domestic & International

IMPLICATIONS TO TOURISM IN BRITISH COLUMBIA:

From an age demographic perspective, Boomers are a large and important market with money to spend, and their interest in nature aligns well with BC's brand promise. Millennials are an important and growing group with different tastes and expectations, an appetite for travel, but possess only limited disposable income at this life stage. Given the size of each group, targeting each generation may not be feasible. Segmenting by passion-based interests or by psychographics such as Explorer Quotient is more effective than by demographics alone.⁴

EXPLORER QUOTIENT

Destination Canada's Explorer Quotient research framework has been adopted by Destination BC and the Thompson Okanagan Tourism Association and provides Destination Osoyoos with a foundation for establishing target EQ types, based on the region's attributes and other factors, such as alignment with Destination BC. EQ research is specific to each of Destination Canada's target geographic markets. It adds a psychographic element to targeting, but also folds in demographics and experience appeal by EQ Type. With Destination Osoyoos demographic and geographic targets in mind, the following EQ Types were chosen as primary Destination Osoyoos targets for the Canadian market:

Cultural Explorer

- These travel types are constant travelers and love to be immersed in local culture, people and settings. This may also include cultural history buffs who travel to further research their hobbies and interests.

Authentic Explorer

- This travel type is something of an improve artist and likes to explore. They are seeking authentic, tangible engagement with destinations and are high on historical and cultural travel.

The secondary EQ Type target for the Canadian market is:

Free Spirit

- This is a highly social, open-minded, experimental and adventurous traveler who loves high-end hedonistic experiences. They make up 12% of the Canadian market; 45% Men/55% Female

⁴ Destination BC Environmental Scan – August 2016

Management, Governance & Administration (Updated October 2018)

Organizational Structure

The Destination Osoyoos Development Society officially opened its doors as a not-for-profit Society in 1996. Governed by a local volunteer Board of Directors, the organization works closely and collaboratively with the Town of Osoyoos, the Regional District Okanagan-Similkameen, the Thompson Okanagan Tourism Association, Destination BC, tourism stakeholders and other key organizations to support the economic, physical, social and cultural well-being of Osoyoos.

As the service provider for the Town of Osoyoos, Destination Osoyoos adheres to the following service agreement;

- Provides annual presentation of the marketing plan and budget to the DO Board, community stakeholders, Destination BC, and the Town of Osoyoos at a public Council meeting
- Submission of annual report with audited financial statements to all partners
- 12 voting and one non-voting seat on the Destination Osoyoos Board of Directors

Destination Osoyoos is responsible for the management and administration of the entire Destination Osoyoos budget, including MRDT funds collected in Osoyoos. As part of this renewal Destination Osoyoos is seeking to become the Designated Recipient under the MRDT program.

Stakeholder Model

Destination Osoyoos embraces all tourism industry products and services in the community and considers all participants as stakeholders to the local tourism industry. By adhering to a stakeholder model, the organization can accomplish; a). the ability to fully represent all the tourism product and services available in the Osoyoos region to the consumer, and b). ensure the opportunity to participate in cooperative partnered programs with Destination BC and TOTA as well as any eligible sector organizations from within the region. These stakeholders are non-voting members of Destination Osoyoos. Members who hold voting rights pay a nominal annual membership fee to the organization.

Governance Structure

Destination Osoyoos Development Society is governed by a thirteen-member Board of Directors and the Destination Marketing Organization management reports to a Board that is both appointed and elected by industry stakeholders. This policy board consists of 12 voting members and supported by 1 non-voting representative, including 3 elected from the community as Directors at Large; 3 appointed by the Osoyoos Hotel/Motel Association; 2 appointed by the Board; 1 appointed by the Town of Osoyoos; 1 appointed by RDOS; 1 appointed by Osoyoos Indian Band and 1 appointed by the Spirit Ridge Owner Association. The 1 non-voting Director is a representative of Spirit Ridge Owner Association.

As a not-for-profit Society, Destination Osoyoos Development Society is strictly guided by the Societies Act and enforced Constitution and By-laws which may not be altered or added to except by special resolution. This is supported by Governance policies that reinforce the purpose of the Board, on behalf

of Destination Osoyoos. These policies set strategic direction to achieve the Society’s mission within legal and ethical boundaries. Terms of Reference, Conflict of Interest Guidelines and Confidentiality Policies, Annual Disclosure Statements, Code of Conduct, Roles and Responsibilities and evaluation tools for the Board, management and staff provide support of the organizations philosophy.

The Board of Directors represents the community and is given the legal corporate authority and responsibility for the achievement of the organization's mission, for its stability and for provision of systematic linkage with other organizations engaged in the pursuit of similar objectives, and the community at large. The Board is responsible for ensuring that it has adequate information to monitor major areas of corporate performance.

Current Board Structure as at October 2018

Joanne Muirhead, Chair	RDOS Area A, Appointee	Voting
Don Brogan, Vice Chair	OHMA Appointee, Tourism	Voting
Greg Sol, Treasurer	Town of Osoyoos Appointee	Voting
Ingrid Jarrett	OHMA Appointee, Tourism	Voting
Kerry Feeney	OMHA Appointee, Tourism	Voting
Len McLean	Town of Osoyoos Appointee	Voting
Rob Rausch	Town of Osoyoos Appointee	Voting
Audrey McCulloch	Director at Large; Elected	Voting
Sara Crockett	Director at Large; Elected	Voting
Myers Bennett	Director at Large; Elected	Voting
Charlotte Stringam	Nk’Mip Resort Assoc.; Partner Rep	Voting
Shantell Paisley	Spirit Ridge Owner Association; Partner Rep	Voting
Chris Bower	Nk’Mip Resort Association; Partner Rep	Non-Voting
Mark Pendergraft	RDOS Area A; Partner Rep	Non-Voting
Daniel Bibby	Spirit Ridge Owner Assoc.; Partner Rep	Non-Voting
Jim King	Town of Osoyoos	Non-Voting

HR Management

Destination Osoyoos supports and employs staff positions to ensure the delivery of day to day operations and the implementation of the overall destination marketing and business plan. The organization strives to maintain a balance between administrative costs and marketing dollars that are put directly into the marketplace, and as such, maintains a lean but extremely competent and dedicated staff. There are currently 4 full time and one long term contracted position within the organization and depending on demands and weight of initiatives, additional contractors may be secured on a project by project basis.

EXECUTIVE DIRECTOR

This position is the Senior Executive who, with the Chair, enables the Board to fulfill its governance function. The Executive Director reports to the Chair of the Board and maintains open communication with the Board by keeping them informed of all significant matters. The Executive Director is also responsible for managing and controlling the operations and employees of the Society on a day-to-day basis in accordance with the plans, policies and parameters that are approved by the Board. This position is accountable to the Destination Osoyoos Development Society and gives direction and leadership towards the implementation and achievement of the Society's strategic plan. The Executive Director possesses a strong background in destination marketing and leadership and collaborates with local, regional and provincial stakeholders to ensure growth and value of the tourism economy in Osoyoos.

VISITOR SERVICES MANAGER

This position is responsible for and assists the Executive Director in the delivery of projects that include the visitor's guide and Tourism reports, as well as delivers the visitor services program and all aspects of operating the Visitor Centre, which include staffing, training, purchasing and maintaining the brochure inventory and racking program.

OFFICE AND BOARD ADMINISTRATOR

This position works with the Executive Director on internal projects such as finance, budgets, governance and bylaws and employee programming. Additionally, manages the oversight of day to day administrative functions of the organization and with direction from the ED executes all board management and communications.

MARKETING DIRECTOR

The Marketing Director works with the Executive Director, the Visitor Services Manager and the Project Manager to create and deliver the annual marketing plan and assist with long term strategic planning. This position is also responsible for conducting and managing all marketing committee meetings and activities.

MARKETING/ VISITOR SERVICES CO-ORDINATOR

This position supports the Marketing Director and the Visitor Services Manager. The Co-ordinator position assists in all primary aspects of tourism marketing, manages the DO website and social media activities and platforms, is responsible for building and managing databases including all digital content, photos, videos, email and information databases, design and development of all stakeholder and

consumer communications. Additional duties with Visitor Services include; assistance with all visitor inquiries and DBC reporting, brochure rack management, assistance in retail inventory management and assistance with any special projects as determined by the ED.

Committees and Task Forces

Through the guidance of the Destination Osoyoos Board of Directors, appointments are made for Standing and Special Committees (Ad Hoc) from among the members of the Society or otherwise as may be deemed fit. The composition of the Committees reflects the necessary expertise to achieve the Committee's objectives. The powers and duties of committees are defined by the Board and the Committees Code of Conduct, guided by the organizations Constitution & Bylaws and Board Policy Manual.

Each Committee's function is to bring the experience, expertise and judgment of a group of interested and informed persons to bear on a specific area of the Society's responsibility. Its job is to assist the Board by considering matters referred to it in great depth that not would be possible by the whole Board. Committees isolate the key issues requiring Board consideration, propose alternative actions, present the implications and make recommendations to the Board for decision. The following will continue to be the pillar Committees for Destination Osoyoos.

FINANCE COMMITTEE

Oversees the financial health of the Society including recommending the annual budget, recommending the monthly financial statements, recommending the appointment of auditors and explaining significant budget variances to the Board. Ensures that complete and accurate records are kept of all the organizations finances; report of all financial transactions and of the financial position of the organization; review and present annual audited financial statements.

GOVERNANCE COMMITTEE

Assess and nominate members of the Board of Directors; make recommendations regarding the board's composition, operations and performance; develop corporate governance principles.

MARKETING COMMITTEE

Committed to developing and implementing marketing initiatives and activities to increase awareness of the community and attracting new stakeholders.

Sources of Funding

It is the overall goal of the Destination Osoyoos Development Society to be financially well positioned on an annual basis with the ability to be adaptive, responsive, and have the flexibility to shift with market conditions and trends while aligning the business strategy and annual tactical plan with consumer demands.

The annual budget is presented as insight to what may result as the organization adjusts to change and by identifying opportunities and evolving trends. It is a notional perspective where adjustments and amendments are periodically required. The following reflects funding contributions received in 2017, YTD for 2018 and forecasted for in 2019.

PUBLIC REVENUE		2017 Actual	2018 YTD (Oct 31)	2019 Budget
Town of Osoyoos	Fee for Service	\$75,000	\$75,000	\$75,000
Regional District of Osoyoos Similkameen	Regional Tourism Marketing Agreement	\$12,000	\$12,000	\$12,000
Nk'Mip Resort Association **	Regional Tourism Marketing Agreement	\$15,125	\$15,125	N/A
Spirit Ridge Owners Association	Fee for Service	\$50,000	\$50,000	\$50,000
MRDT		\$430,933	\$326,420	\$400,000
Service Canada	Canada Summer Jobs Grant	\$3,500	\$3,404	\$3,500
Economic Development Funding **	Fee for Service	\$88,000	\$88,000	N/A
PRIVATE REVENUE				
Advertising Sales		\$12,814	\$14,611	\$12,000
Membership Fees		\$270	\$320	\$300
Festivals and Events		\$45,945	\$31,308	N/A
Visitor Services - Retail Sales		\$1,182	\$37,349	\$50,000

** this Agreement was not renewed for 2019



MARKETING PLAN 2019

Destination Osoyoos Marketing Plan 2019

Target Markets

Leisure

Leisure travellers are a high yield market that will naturally be impacted by any DO advertising/promotion. DO's mandate is to increase shoulder season tourism and during the winter travellers are reluctant to travel by car. Recognizing the importance of overnight visitors and day-trippers alike, the 2019 plan takes a focused approach on regional marketing to encourage "road trips" and day trips from near-in drive markets.

Leisure Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
RVRAC Guide Co-Op	Print Online (Coupon)	Q1	A guidebook that is distributed with every rental RV in BC/AB that promotes early/late season touring. Promoted largely overseas	DO will supplement stakeholders that wish to advertise to the 10,000+ RV renters that will tour the province during shoulder season.	# of stakeholder ads; stakeholder satisfaction; increased web traffic; increased # of social media social media followers
Global TV – Romance/ Winter Campaign	TV Online (Contest)	Q1	January/February campaign intended to promote need period weekends + romance packages for Valentines Day	To drive occupancy through the promotion of family and romance packages to take advantage of need period weekends.	Positive STR reports; Increased website traffic; increased # of social media followers; # of contest entries; Global TV analytics; # of pkgs sold
Indigenous Tourism Association Canada		Q1	Membership in ITAC	To stay informed of trends and opportunities in the Indigenous Tourism Market.	
Indigenous Tourism BC		Q1	Membership in ITBC	To stay informed of trends and opportunities in the Indigenous Tourism Market.	
Canada Day	Sponsorship	Q3	Canada's second largest fireworks display held in conjunction with the community's Canada Day celebration.	Support a popular event that relies solely on donation. Funds are set aside to assist local events that will increase visitation or enhance visitor experience.	# of media in attendance; # of stories generated, \$ of unpaid media; positive STR reports; increased website traffic; increased # of social media followers
BackRoads Map Book	Print Online	Q3	A magazine that supports adventure tourism with maps and information on routes, parks, trails, waterways and roads in the Thompson Okanagan.	To promote Osoyoos as a destination or stopover point for eco and adventure tourists. DO to create a specific "call to action" for outdoor campaign that is measurable.	Increased web traffic; increased social media followers; positive STR reports; DO will create a 'call to action' that can be measured - TBA
KV Express	Print	Q4	A magazine that supports adventure tourism with maps and information on routes, parks, trails, waterways and roads in the Thompson Okanagan.	To promote Osoyoos as a destination or stopover point for eco and adventure tourists. DO to create a specific "call to action" for outdoor campaign that is measurable.	Increased web traffic; increased social media followers; positive STR reports; DO will create a 'call to action' that can be measured - TBA

Route 97	Online	Q4	A TOTA initiative that includes both print and digital with the publication of the Route 97 Touring Map Guide & full-size map posters distributed to all the Visitor Centres in the TO region and North Central Washington.	Target Markets include BC, AB, WA drive markets; to increase visitation from Washington State.	Increase in border crossing; positive STR reports; Increased website traffic; increased # of social media followers; DO will create a 'call to action' that can be measured - TBA
Go Camping BC	Print	Q4	A widely distributed visitors guide showcasing BC Parks for campers.	To promote Osoyoos as the ideal destination for RV and tent campers; to encourage early season camping; to promote daytrips to Osoyoos.	Increase in border crossing; positive STR reports; increased website traffic; increased # of social media followers
BC Arts Guide	Print Online	Q4	BC's Guide to Arts & Culture is the definitive guide to local, authentic experiences in the province. The guide is printed every two years while the online guide is refreshed annually. https://www.art-bc.com/the-guide/ .	To market Osoyoos' festivals and cultural attributes to arts/culture enthusiasts in BC.	Increased web traffic; DO will create a 'call to action' that can be measured - TBA
Icicle Broadcasting + Contesting	Radio Online (Contest)	Q1 Q2 Q3 Q4	Fall radio + online campaign geared to the near-in US market (contest).	To drive occupancy through the promotion of getaway packages over the US Thanksgiving using contesting to entice interaction.	Positive STR reports; increased website traffic; increased # of social media followers; # of contest entries; Icicle analytics; increase in border crossing; # of pkgs sold;
Castanet Online + Contesting (Four season)	Online (Contest)	Q1 Q2 Q3 Q4	Seasonal social media/digital campaigns intended to promote packages to increase visits in the shoulder season.	To drive year-round occupancy through the promotion of packaged tourism products for each season.	Increased web traffic; increased social media followers; positive STR reports; # of contest entries; Castanet analytics; # of pkgs sold;
Contingency	As required		A contingency fund to be used to promote visitation in the event of a disaster (flood/fire), or incident that impacts tourism and compromises business or as opportunities present themselves.	Counteract negative publicity resulting from disasters/incidents through positive messaging delivered by the appropriate media to the appropriate market.	Response to the campaign; positive STR report; improved or maintained MRDT for affected time; increased web traffic; increased social media followers

Camping

Osoyoos is recognized as a top destination for RV/camping and is one of the few resort destinations that still offers camping as an accommodation option. Seeing this as an advantage, in 2017 DO made a concerted effort to "get back to our roots" and began investing to attract this important sector. As well, the RV parks rely strongly on the snowbird market to stay viable. Stakeholders have been responsive to the recent programs DO has initiated.

Camping Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
RVRAC Guide Co-Op	Print Online (Coupon)	Q1	A guidebook that is distributed with every rental RV in BC/AB that promotes early/late season touring. Promoted largely overseas.	DO will supplement stakeholders that wish to advertise to the 10,000+ RV renters that will tour the province during shoulder season.	# of stakeholder ads; stakeholder satisfaction; increased web traffic; increased # of social media social media followers
RV BC/Alberta Campground Guide	Print Online	Q2	A guidebook that is distributed with every rental RV in BC/AB that promotes early/late season touring. Promoted largely overseas.	DO hopes to attract some of the 10,000+ couples/families that rent RVs in BC/AB between April – June + Sept-Nov each year; to reinforce Osoyoos as the ideal RV/camping destination.	Increase in RV visits; increase in shoulder season bookings; increased web traffic; increased social media followers; positive STR reports;
BackRoads Map Book	Print Online	Q3	A magazine that supports adventure tourism with maps and information on routes, parks, trails, waterways and roads in the Thompson Okanagan.	To promote Osoyoos as a destination or stopover point for eco and adventure tourists. DO to create a specific "call to action" for outdoor campaign that is measurable.	Increased web traffic; increased social media followers; positive STR reports; DO will create a 'call to action' that can be measured - TBA
Go Camping BC	Print	Q4	A widely distributed visitors guide showcasing BC Parks for campers.	To promote Osoyoos as the ideal destination for RV and tent campers; to encourage early season camping; to promote daytrips to Osoyoos.	Increase in border crossing; increased web traffic; positive STR reports

Snowbirds

Tourism wanes in the winter season and Osoyoos has always been a mecca for Snowbirds due to the mild winter climate. Accommodators rely heavily on this market to stay open year-round and maintain a healthy employee base. However, we have seen a downturn in snowbird visits and shorter length of stay. In 2018, DO successfully modified the strategy and the 2019 snowbird strategy will be similar encouraging earlier bookings, longer stays and a new demographic (younger Snowbirds).

Snowbird Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
The Senior Paper (3)	Print	Q1	3 x 1/3 pg full color display ad + editorial in a popular seniors' newspaper distributed in BC/AB/SK.	To promote DO as a winter haven for Snowbirds and introduce the new "incentive program" for early birds + long stays.	Positive STR report; # of inquiries; increase in web traffic; increase in Snowbird visits; # of incentive rewards redeemed
AB Weekly Newspapers (3)	Print	Q3		To promote DO as a winter haven for Snowbirds and introduce the new "incentive program" for early birds + long stays.	Positive STR report; # of inquiries; increase in web traffic; increase in Snowbird visits; # of incentive rewards redeemed
Incentive Campaign - Snowbird Campaign	Gift Card	Q3	An incentive program where Snowbirds receive gas cards or Air Canada rewards for early bookings and longer stays (under development).	Create a partnership with Gas/Airline company & stakeholders to encourage Snowbirds to chose Osoyoos for long stays in the winter season while gaining media exposure by creating an attractive reward program. Snowbirds who opt to arrive in Nov/Dev and/or stay 4+ months will be rewarded.	Positive STR reports; successful 3 rd party collaboration; media attention, # of bookings; stakeholder satisfaction; # of rewards redeemed

Golf/Outdoor

Osoyoos boasts several outdoor recreational opportunities that can be promoted into the shoulder seasons (Spring/Fall/Winter) and the 2019 plan will attract this active traveler through highly targeted social media campaigns, regional promotions and co-operative programs with TOTA and Travel Penticton. Golf, ski, hiking, and cycling can boost shoulder season visitation and provide necessary marketing support to sectors that have often been overlooked.

Golf/Outdoor Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
BackRoads Map Book	Print Online	Q3	A magazine that supports adventure tourism with maps and information on routes, parks, trails, waterways and roads in the Thompson Okanagan.	To promote Osoyoos as a destination or stopover point for eco and adventure tourists. DO to create a specific "call to action" for outdoor campaign that is measurable.	Increased web traffic; increased social media followers; positive STR reports; DO will create a 'call to action' that can be measured - TBA
KV Express	Print	Q4	A magazine that supports adventure tourism with maps and information on routes, parks, trails, waterways and roads in the Thompson Okanagan.	To promote Osoyoos as a destination or stopover point for eco and adventure tourists. DO to create a specific "call to action" for outdoor campaign that is measurable.	Increased web traffic; increased social media followers; positive STR reports; DO will create a 'call to action' that can be measured - TBA
Route 97	Online	Q4	A TOTA initiative that includes both print and digital with the publication of the Route 97 Touring Map Guide & full-size map posters distributed to all the Visitor Centres in the TO region and North Central Washington.	Target Markets include BC, AB, WA drive markets; to increase visitation from Washington State.	Increased web traffic; increased social media followers; positive STR reports; DO will create a 'call to action' that can be measured - TBA
Castanet Online + Contesting (Four season)	Online (Contest)	Q1 Q2 Q3 Q4	Seasonal social media/digital campaigns intended to promote packages to increase visits in the shoulder season.	To drive year-round occupancy through the promotion of packaged tourism products for each season.	Increased web traffic; increased social media followers; positive STR reports; # of contest entries; Castanet analytics; # of pkgs sold
Icicle Broadcasting + Contesting	Radio Online (Contest)	Q1 Q2 Q3 Q4	Fall radio + online campaign geared to the near-in US market (contest).	To drive occupancy through the promotion of getaway packages over the US thanksgiving using contesting to entice interaction.	Increased web traffic; increased social media followers; positive STR reports; # of contest entries; Icicle analytics; increased # of border crossings; # of pkgs sold

Ski/Winter

The tourism industry across the province is looking for ways to increase winter business. Since 2016, DO has invested in partnership marketing with accommodators and Baldy Ski Resort to promote ski packages to Osoyoos. Baldy Resort continues to invest in infrastructure on the mountain and expanding their winter product offerings which will ultimately benefit Osoyoos in the winter. The 2019 plan will maintain the partnerships and focus on regional social and digital campaigns.

Ski/Winter Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
Global TV – Romance/ Winter Campaign	TV Online (Contest)	Q1	January/February campaign intended to promote need period weekends + romance packages for Valentines Day.	To drive occupancy through the promotion of family and romance packages to take advantage of need period weekends.	Positive STR reports; increased website traffic; increased # of social media followers; # of contest entries; Global TV analytics; # of pkgs sold
Incentive Campaign - Snowbird Campaign	Gift Card	Q3	An incentive program where Snowbirds receive gas cards or Air Canada rewards for early bookings and longer stays (under development).	Create a partnership with Gas/Airline company & stakeholders to encourage Snowbirds to chose Osoyoos for long stays in the winter season while gaining media exposure by creating an attractive reward program. Snowbirds who opt to arrive in Nov/Dev and/or stay 4+ months will be rewarded.	Positive STR reports; successful 3 rd party collaboration; media attention, # of bookings; stakeholder satisfaction; # of rewards redeemed
Castanet Online + Contesting (Four season)	Online (Contest)	Q1 Q2 Q3 Q4	Seasonal social media/digital campaigns intended to promote packages to increase visits in the shoulder season.	To drive year-round occupancy through the promotion of packaged tourism products for each season.	Increased web traffic; increased social media followers; positive STR reports; # of contest entries; Castanet analytics; # of pkgs sold
Icicle Broadcasting + Contesting	Radio Online (Contest)	Q1 Q2 Q3 Q4	Fall radio + online campaign geared to the near-in US market (contest).	To drive occupancy through the promotion of getaway packages over the US Thanksgiving using contesting to entice interaction.	Increased web traffic; increased social media followers; positive STR reports; # of contest entries; Castanet analytics; # of pkgs sold

Culinary

Culinary tourism continues to be a growing sector and "foodies" are passionate about travel that fulfills their desire to wine, dine, learn, and explore local foods and agricultural regions. The Okanagan Valley is recognized as a world class wine region and Osoyoos has created a "foodie" following through the successful support of many culinary events. Osoyoos is a mecca for 'Farm to Fork' experiences and DO plans to capitalize on the existing reputation and strong partnerships with the Oliver Osoyoos and Similkameen Wine Associations to build campaigns that will attract this high yield traveler.

Culinary Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
Wine Trails	Print	Q1	A display ad in a directory of Okanagan wineries that promotes touring options and suggested itineraries.	To promote Osoyoos as an integral part of the Okanagan wine region and encourage overnight stays through promoting wine packages & day trips.	DO will create a 'call to action' that can be measured - TBA
Global TV – Romance/ Winter Campaign	TV Online (Contest)	Q1	January/February campaign intended to promote need period weekends + romance packages for Valentines Day.	To drive occupancy through the promotion of family and romance packages to take advantage of need period weekends.	Positive STR reports; increased website traffic; increased # of social media followers; # of contest entries; Global TV analytics; # of pkgs sold

Travel Trade

Since 2017, DO has invested lightly in the Travel Trade market in an effort to introduce Osoyoos as a great shoulder season stopover for Rockies itineraries and an add-on to Vancouver programs. Extremely high prices and limited inventory in Vancouver/Rockies during the summer season has many RTO's diverting their itineraries into shoulder seasons (April-June; September-November). Stakeholders have reported significant increases in Fall/Winter tour business from the Asian markets and DO will continue to network with Vancouver based RTO's with the intent of seeing more Osoyoos product in Spring/Fall/Winter tariffs.

Travel Trade Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
TOTA Travel Trade Program	Online, Print	Q2	After a failed trade program in 2017, TOTA is refreshing the regional approach to Travel Trade. TOTA Reps are confident the new program will provide the necessary tools to successfully promote the region to Trade.	To partner with TOTA to increase Osoyoos' exposure in the Travel Trade sector + generate FAM tour opportunities from key markets.	Successful delivery of TOTA program; TOTA analytics; # of inquiries from TOTA; # of FAMs
RTO FAM	Direct Sales	Q2	A Spring FAM of qualified Receptive Tour Operators supported by DBC.	To introduce Receptive Tour Operators with potential for shoulder season business to Osoyoos' product. To take advantage of local tourism businesses that have connections to the Asian markets (new Phantom Creek Winery, Baldy Resort).	# of FAM participants; stakeholder support; increased tour activity
CITAP		Q3	Membership Canadian Inbound Tour Assn Asia Pacific.	To access Asian RTOs through Assn networking events.	
CITAP Winter Marketplace/ CITAP Golf	B2B	Q3 Q4	A Spring and Winter trade show + networking event with Asian Receptive Tour Operators.	To represent Osoyoos to the Asian RTO's in an informal setting to promote the community for Spring, Fall & Winter tours. To partner with local Asian owned tourism businesses to encourage cultural exchanges.	# of RTO's in attendance; # of appts; increase in wholesale bookings in shoulder season
Travel		Q3, Q4	Air, meals, hotel.		
Explore BC	B2B	Q4	A Spring Travel Trade showcase organized by DBC.	To update Vancouver Receptive Tour Operators on new product, festivals that may be of interest to their international agencies.	# of presentations; # of Trade in attendance

MCIT

Since 2016, DO has increased investment in the MICE market and it is starting to show results. While Osoyoos has limited conference facilities, the community is well suited to attract small & mid-sized meetings, corporate retreats and incentive groups. DO has and will continue to create incentive worthy itineraries that showcase the areas unique and impressive attributes to attract corporate groups and Incentive houses. Area 27, wineries, special events, first class accommodation and golf are important attractions. The 2019 plan secures memberships in powerful industry associations and ensures DO has a presence at key networking events where Osoyoos can be represented as an ideal destination for corporate meetings, events and incentive groups. Success in this market will greatly benefit the community in shoulder seasons and impact golf, wineries, and outdoor adventure operators.

MCIT Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
MPI Membership		Q1	Meeting Planners Int'l membership.	To access BC Meeting Planners through membership.	Increase leads
Howard Silver Executive Show - Vancouver	B2B	Q3	A MICE trade show for Vancouver based Corp Planners targeting shoulder season business.	To promote Osoyoos as a venue for Corporate meetings/retreats and introduce Corporate Incentive itineraries (golf, wine, Area27); build a database of qualified planners, promote incentive program.	# of RFPs; # of new contacts; # of new bookings
Business Events Canada (BEC) FAM	Direct Sales	Q3	Collaborate with regional partners to take advantage of BEC FAM funding and host 1-2 qualified MICE planners.	To take advantage of FAM funding available through BEC to host 1-2 qualified planners + media and introduce them to the Incentive product in Osoyoos; promote incentive program.	# of FAM participants; successful collaboration with regional partners; Increase in shoulder season business.
BEC Showcase (Seattle)	B2B	Q4	Business Events Canada marketplace where Canadian suppliers network with qualified Seattle/Portland based Corporate Incentive Travel Planners.	To access top incentive travel planners to introduce Osoyoos incentive product; build a database of qualified buyers; generate RFP's for stakeholders; promote Incentive program.	# of RFPs; # of new contacts; # of new bookings
Travel		Q3 Q4	Air, meals, hotel.	Howard Silver Executive Show – Vancouver BEC Showcase – Seattle MPI Winter Social – Vancouver	
Incentive Canada	B2B	Q3	Business Events Canada's #1 B2B marketplace where Cdn suppliers have scheduled appts and multiple networking opportunities with highly qualified Incentive Travel Planners from the USA & Europe.	To access top incentive travel planners through a partnership with Uncommon Canada to introduce Osoyoos incentive product; build a database of qualified buyers; generate RFP's for stakeholders; promote incentive program.	# of scheduled appts; # of leads/RFPs; # of new contacts
MPI Guide	Print	Q3			
Meeting Places	Print	Q3	Enhanced listing in the Meeting Places Guide.	To provide exposure for Osoyoos in a key resource guide for meeting planners.	# of inquiries, increased website traffic
MPI Winter Social (Vancouver)	B2B	Q4	A networking event for Corporate/Assn event planners & suppliers.	To interact with BC event planners in a casual setting + promote incentive program; build a database of qualified buyers; generate RFP's.	# of RFPs; # of new contacts; # of new bookings

Festivals

Festivals are key in building shoulder season business in Osoyoos. Osoyoos’ annual festivals successfully attract visitors. We will focus our support in two area’s - one will be to support existing festivals with amplification through our existing destination information and awareness channels; the other through marketing guidance and support for new festivals and events.

Festivals Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
Castanet Online + Contesting (Four season)	Online (Contest)	Q1 Q2 Q3 Q4	Seasonal social media/digital campaigns intended to promote packages to increase visits in the shoulder season.	To drive year-round occupancy through the promotion of packaged tourism products for each season.	Increased web traffic; increased social media followers; positive STR reports; # of contest entries; Castanet analytics; # of pkgs sold; increased visits in shoulder season.
Icicle Broadcasting + Contesting	Radio Online (Contest)	Q1 Q2 Q3 Q4	Fall radio + online campaign geared to the near-in US market (contest).	To drive occupancy through the promotion of getaway packages over the US thanksgiving using contesting to entice interaction.	Increased web traffic; increased social media followers; positive STR reports; # of contest entries; Castanet analytics; # of pkgs sold; increased # of border crossings

Weddings

In the past three years, DO greatly reduced the investment in the wedding market by demand from stakeholders. Stakeholders interested in attracting weddings were responsible for independent advertising. DO continues to maintain the dedicated wedding page on the website and will ensure content is current and informative. DO will organize social campaigns to drive viewers to the website where wedding planners can request information through the website and potential leads will be forwarded to stakeholders for follow up. DO will refresh the existing Wedding pages on the website to include unique venues, accommodation updates and include any new services/facilities that would appeal to wedding planners. DO will work with stakeholders to ensure the site is current and inquiries generated from the website are handled efficiently.

All Segments

The initiatives below will benefit all the identified segments that DO has targeted.

All Segments Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
Giveaways Swag	Tradeshow	Q1	VIP gifts for FAM participants.	To influence visiting media and MCIT planners with take-aways reflective of Osoyoos/South Okanagan.	
Logo wear	Tradeshow	Q1	Small branded giveaways that can be used for trade shows and special events.	To find inexpensive but memorable giveaways that are reflective of Osoyoos and geared toward the market segments D.O.	
TIABC		Q1	Tourism Industry Assn of Canada	Stay informed of trends and opportunities.	
Regional Partnerships (Travel Penticton, Baldy, OOWA)		Q1 Q4	Discretionary funding set aside for potential partnerships with neighboring communities and associations.	To take advantage of co-op marketing opportunities as they arise. Multiple partners must collaborate to pursue grants through DBC, ITAC.	# of new projects; # of partners; successful delivery of campaign
Media Lunch (Vancouver)	B2B	Q2	A hosted lunch presentation for key media in Vancouver.	To host highly qualified travel media to present Destination Osoyoos and provide "story starters", promote festivals and events and what is new in the community.	# of media in attendance; # of stories generated; \$ of unpaid media
Travel		Q2, Q4	Air, meals, hotel.	Media Lunch (Vancouver)	
Creative		Q1 Q2 Q3 Q4	Professional design & delivery of all DO marketing campaigns - print & digital.	To maintain the integrity of the DO brand.	
In Support of each campaign	Online	Q1 Q2 Q3 Q4	A dedicated staff member will maintain and regularly update DO's social media sites and use social media to support every campaign.	To amplify the reach of all marketing campaigns by utilizing DO's vast social media following. To maintain an active and relevant presence on all of DO's social media channels, to research content and promote Osoyoos to all market segments identified in the DO Marketing Plan, to the destination market, to increase social media followers and create loyalty and interaction.	# of new social media followers; social media analytics (per campaign); # contest entries
In support of festivals & events	Online	Q1 Q2 Q3 Q4	A dedicated contractor will use DO's social media channels to advertise local festivals & events.	To support local stakeholders' activities, events and programs to increase attendance and visitation to the community.	Web + FB analytics; # of likes; event planners' satisfaction, # of attendees; # event ticket sales

Digital Re-targeting / Google Adwords	Online	Q1 Q2 Q3 Q4	Specifically target visitors who viewed specific pages on the DO website and create Display Ads distributed through the Google Display Network to encourage visitors to return to the DO website.	Bring visitors back to the DO website and continue along the purchase path.	Increase in online visitor retention, increase in webpage views, positive STR reports.
FAMs/Media Visits	Direct Sales	Q1 Q2 Q3 Q4	Hosting of qualified media that can generate stories that showcase the key messages of DO's marketing plan.	To effectively host media that has been pre-qualified by Serena PR; pursue and encourage media FAMs from TOTA, DBC, DC that generate media exposure to attract the leisure travel market.	#of FAMs hosted; # of stories generated; unpaid media
Serena PR - Fee for Service	Fee for Service	Q1 Q2 Q3 Q4	Monthly retainer for Professional PR firm.	To pursue, qualify and professionally manage media relationships; organize FAMs for qualified media; leverage relationships with TOTA, BEC and DC to ensure DO is top of mind.	# of qualified media FAMs; \$ unpaid ad equivalency; # of articles/stories featuring Osoyoos
STR Report		Q1 Q2 Q3 Q4	A statistics report generated by a professional polling company that allows DO to measure success by comparing occupancy and average rate statistics against the competitive set.	To measure the success of DO's marketing efforts through monitoring accommodation trends throughout the year. Monthly reporting will provide statistics that compares Osoyoos properties against competitive set and/or similar communities.	

2019 Destination Osoyoos Marketing Budget

2019 DO Marketing Budget	
Media Advertising and Production	\$77,750
BackRoads Map Book	\$2,000
KV Express	\$1,400
Route 97	\$2,500
Go Camping BC	\$1,850
RV BC/Alberta Campground Guide	\$1,500
Wine Trails	\$1,600
The Senior Paper (3)	\$1,100
AB Weekly Newspapers (3)	\$1,050
Castanet Online + Contesting (Four season)	\$7,500
BC Arts Guide	\$1,250
Icicle Broadcasting + Contesting	\$3,000
BC Golf	\$2,000
Digital Re-targeting/Google Adwords	\$8,000
Global TV - Romance/Winter Campaign	\$10,000
Incentive Campaign – Snowbird Campaign	\$3,000
Creative	\$5,000
Contingency – Disaster	\$25,000
Social Media	\$3,500
In Support of each campaign	\$1,500
In Support of festivals/events	\$2,000
Collateral Production and Distribution	\$2,500
Giveaways/Swag	\$2,000
Logo wear	\$500
Travel Media Relations	\$10,000
FAMs/Media Visits	\$8,000
Media Lunch (Vancouver)	\$2,000
Travel Trade	\$24,600
TOTA Travel Trade Program	\$1,800
RTO FAM	\$2,300
Explore BC	\$1,600
CITAP Winter Marketplace/CITAP Golf	\$700
Travel	\$1,200
BEC FAM	\$2,500
Howard Silver Executive Show - Vancouver	\$2,200
Travel	\$500
Incentive Canada	\$5,800
MPI Guide	\$425
Meeting Places	\$350

BEC Showcase (Seattle)	\$2,500
Travel	\$1,875
MPI Winter Social (Vancouver)	\$250
Travel	\$600
Public Relations	\$25,000
Serena PR - Fee for Service	\$25,000
Co-op Tourism Initiatives	\$8,500
Canada Day	\$5,000
RVRAC Guide Co-Op	\$1,500
Regional Partnerships (Travel Penticton, Baldy, OOWA)	\$2,000
Memberships & Subscriptions	\$4,150
Aboriginal Tourism Canada	\$100
Aboriginal Tourism BC	\$100
CITAP	\$500
TIABC	\$850
MPI	\$500
STR Report	\$2,100
Total	\$156,000

Digital Marketing by Segment Addendum

Leisure

Leisure travellers are a high yield market that will naturally be impacted by any DO advertising/promotion. DO's mandate is to increase shoulder season tourism and during the winter travellers are reluctant to travel by car. Recognizing the importance of overnight visitors and day-trippers alike, the 2019 plan takes a focused approach on regional marketing to encourage "road trips" and day trips from near-in drive markets.

Leisure Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	Cost
Need period weekend marketing campaign	Facebook (paid)	Q1	Create campaigns for each applicable need period weekend in 2019 and run paid social media ads in target markets which include Vancouver, the Okanagan Valley, Calgary, and southern Alberta depending on the time of year and need period weekend activities.	Promote need period weekend visitation.	Positive STR reports, social interaction	\$750
	Twitter Instagram	Q2 Q4				
	Castanet	Q1 Q2 Q4	Create targeted campaigns w/contesting for each applicable need period weekend in 2019 and run paid social media ads in target markets which include Vancouver, the Okanagan Valley, Calgary, and southern Alberta depending on the time of year and need period weekend activities.	Promote need period weekend visitation.	Positive STR reports, web stats, # of contest entries	\$2,250
Leisure Remarketing	AdWords Display Network	Q1 Q2 Q4	Specifically target visitors who viewed the leisure related pages on the DO website (beaches and parks, events, accommodation... etc.) and create Display Ads distributed through the Google Display Network to encourage visitors to return to the DO website.	Bring visitors back to the DO website and continue along purchase path.	Increase in online visitor retention, increase in webpage views, positive STR reports.	\$3,200
Route 97	Online / Print	Q4	A TOTA initiative that includes both print and digital with the publication of the Route 97 Touring Map Guide & full-size map posters distributed to all Visitor Centers in the Thompson Okanagan region and North Central Washington.	Target markets include BC, BC, WA drive markets; to increase visitation from Washington State.	DO will create a "call to action" that can be measured - TBA	\$2,500
BC Arts Guide	Online / Print	Q4	BC's Guide to Arts & Culture is the definitive guide to local, authentic experience in the province. The guide is printed every two years while the online guide is refreshed annually. They distribute 75,000 guides through BC and continually engage their 35K follower online.	To market Osoyoos' festivals and cultural attributes to arts/culture enthusiasts in BC.	Increased web traffic, DO will create a "call to action" that can be measured – TBA	\$1,250
Icicle Broadcasting + Contesting	Radio/ Online (Contest)	Q4	Fall radio + online campaign geared to the near-in US market (contest). Targeted at couples or families who are willing to travel during the US Thanksgiving long weekend.	To drive occupancy through the promotion of getaway packages over the US thanksgiving using contesting to entice interaction.	Positive STR reports, increased website traffic, increased # of social media followers, # of contest entries, Icicle analytics, increase in border crossings	\$3,000

Cycling PPC	Facebook / Adwords	Q2 Q4	Pay per click advertising targeted at cyclists aged 30-50 in Vancouver during the shoulder seasons.	To drive occupancy in the shoulder seasons by promoting leisure activities to specific target markets.	# of clicks, increase # of webpage visits, positive STR, Facebook analytics/ Adwords analytics	\$500
Hiking PPC	Facebook / Adwords	Q2 Q4	Pay per click advertising targeted at those interested in hiking from Vancouver and the Okanagan during the shoulder seasons.	To drive occupancy in the shoulder seasons by promoting leisure activities to specific target markets	# of clicks, increase # of webpage visits, positive STR, Facebook analytics/ Adwords analytics	\$500

Camping

Osoyoos is recognized as a top destination for RV/camping and is one of the few resort destinations that still offers camping as an accommodation option. Seeing this as an advantage, in 2017 DO made a concerted effort to "get back to our roots" and began investing to attract this important sector. As well, the RV parks rely strongly on the snowbird market to stay viable. Stakeholders have been responsive to the recent programs DO has initiated.

Camping Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	Cost
Need period weekend marketing campaign	Facebook (paid) Twitter Instagram	Q1 Q2 Q4	Create campaigns for each applicable need period weekend in 2019 and run paid social media ads in target markets which include Vancouver, the Okanagan Valley, Calgary, and southern Alberta depending on the time of year and need period weekend activities.	Promote need period weekend visitation.	Positive reporting from Campgrounds	\$300
RV BC/Alberta Campground Guide	Print/ Online	Q2	A guidebook that is distributed with every rental RV in BC/AB that promotes early/late season touring. Promoted largely overseas.	To reinforce Osoyoos as the ideal RV/camping destination.	Increase in RV visits, increase in shoulder season bookings	\$1,500
RVRAC Guide Co-op	Print/ Online (coupon)	Q1	A guidebook that is distributed with every rental RV in BC/AB that promotes early/late season touring. Promoted largely overseas.	To reinforce Osoyoos as the ideal RV/camping destination.	Increase in RV visits, increase in shoulder season bookings	\$1,500

Snowbirds

Tourism wanes in the winter season and Osoyoos has always been a mecca for Snowbirds due to the mild winter climate. Accommodators rely heavily on this market to stay open year-round and maintain a healthy employee base. However, we have seen a downturn in snowbird visits and shorter length of stay. In 2018, DO successfully modified the strategy and the 2019 snowbird strategy will be similar encouraging earlier bookings, longer stays and a new demographic (younger Snowbirds).

Snowbird Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	Cost
Early Season/Long Stay Incentive	Facebook	Q3 Q4	Promo to introduce long stay/early arrival incentive using Osoyoos Snowbird page. Specifically targeting seniors, aged 50-65 in northern BC, AB and SK.	To encourage early arrivals and longer stays using "incentive"	# of incentives used; social interaction; positive reporting from accommodators	\$3,000
Snowbird Remarketing	AdWords Display Network	Q3 Q4	Specifically target visitors who viewed the snowbird pages on the DO website and create Display Ads distributed through the Google Display Network to encourage visitors to return to the DO website with Snowbird incentives.	Bring visitors back to the DO website and continue along purchase path.	Increase in online visitor retention, increase in webpage views, positive STR reports.	\$400
Snowbirds PPC	Facebook	Q3	Pay per click advertising targeted at potential snowbirds in Alberta and Saskatchewan highlighting accommodation options, activities available, and winter weather.	To drive occupancy during the winter to specific target markets	# of clicks, increase # of webpage visits, positive STR, Facebook analytics	\$500

Golf/Outdoor

Osoyoos boasts several outdoor recreational opportunities that can be promoted into the shoulder seasons (Spring/Fall/Winter) and the 2019 plan will attract this active traveler through highly targeted social media campaigns, regional promotions and co-operative programs with TOTA and Travel Penticton. Golf, ski, hiking, and cycling can boost shoulder season visitation and provide necessary marketing support to sectors that have often been overlooked.

Golf/Outdoor Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	Cost
Backroads Map Book	Print/Online	Q3	A magazine that supports adventure tourism with maps and information on routes, parks, trails, waterways and roads in the Thompson Okanagan.	To promote Osoyoos as a destination or stopover point for adventure tourists. DO to create a specific "call to action" that is measurable.	DO will create a "call to actions" that can be measured – TBA; positive STR reports	\$2,000
Golf Package Promotions	Facebook (paid) Twitter Instagram	Q1 Q2 Q4	Promote early season golf packages + fall season golf packages. Target will be adults aged 35-65, interested in golf and living in Vancouver or Calgary.	Promote Osoyoos as 'first to open golf' + wine/golf options in Fall	Positive STR reports, social interaction, positive reporting from golf courses, positive reporting from accommodators	\$300
	Digital BC Golf Guide	Q1 Q2 Q4	Direct communication to BC Golf Guide subscribers to promote early season golf + fall packages.	To encourage new customers to consider Osoyoos for golf vacation	Positive STR reports, web stats, positive reporting from golf courses, positive reporting from accommodators	\$0
	Castanet	Q1 Q2 Q4	Promote early season golf packages + fall season to golfers (adults aged 35-65) throughout the Okanagan Valley.	Promote Osoyoos as 'first to open golf' + wine/golf options in Fall	Positive STR reports, social interaction, positive reporting from golf courses, positive reporting from accommodators	\$1,350

	Inside Golf FAM	Q2	Digital editorial on Spring Golf in Inside Golf Magazine, whose subscribers are mostly male, an average age of 45, and annual household income of \$95,000.	Promote spring golfing and package options in Osoyoos.	Positive STR reports, web stats, # of packages sold; positive reporting from accommodators & golf courses	\$0
BC Golf	E-newsletter through BC Golf	Q1 Q2	E-blast to BC golfers that opt-in to BC Golf mail-outs (stakeholder buy-in a possibility)	Promote early season opening to coincide with Vancouver + Alberta golf shows	Positive STR reports, web stats, # of packages sold; positive reporting from accommodators & golf courses	\$2,000
Outdoor (hiking, biking, golf) Remarketing	AdWords Display Network	Q1 Q2	Specifically target visitors who viewed the outdoor (hiking, biking, golf) related pages on the DO website and create Display Ads distributed through the Google Display Network to encourage visitors to return to the DO website and purchase packages.	Bring visitors back to the DO website and continue along purchase path.	Increase in online visitor retention, increase in webpage views, positive STR reports, increase in package sales.	\$1,600
Golf PPC	Facebook / Adwords	Q2 Q4	Pay per click advertising targeted at those interested in golf from Vancouver and area during the shoulder seasons.	To drive occupancy in the shoulder seasons by promoting golf and golf packages to specific target markets	# of clicks, increase # of webpage visits, positive STR, Facebook analytics/ Adwords analytics, # golf packages sold, increase in should season golf attendance	\$500

Ski/Winter

The tourism industry across the province is looking for ways to increase winter business. Since 2016, DO has invested in partnership marketing with accommodators and Baldy Ski Resort to promote ski packages to Osoyoos. Baldy Resort continues to invest in infrastructure on the mountain and expanding their winter product offerings which will ultimately benefit Osoyoos in the winter. The 2019 plan will maintain the partnerships and focus on regional social and digital campaigns.

Ski/Winter Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	
Ski Baldy, Stay Osoyoos	Facebook (paid) Twitter Instagram	Q1 Q4	Promote Ski Baldy/Stay Osoyoos packages to adults (aged 24-50), interested in ski/snowboarding in the Okanagan region, Vancouver, and the Fraser Valley.	To sell ski and stay packages and promote activities and visitation in the winter months.	Positive STR reports, # of packages sold, web stats; social interaction,	\$150
	Castanet	Q1	Create targeted campaigns with contesting for Ski Baldy/Stay Osoyoos, specifically targeting the Okanagan Valley.	To sell ski and stay packages and promote activities and visitation in the winter months.	Positive STR reports, # of packages sold, web stats; social interaction, contest entries	\$900

Ski Remarketing	AdWords Display Network	Q3 Q4	Specifically target visitors who viewed the ski related pages on the DO website and create Display Ads distributed through the Google Display Network to encourage visitors to return to the DO website and purchase ski packages.	Bring visitors back to the DO website and continue along purchase path.	Increase in online visitor retention, increase in webpage views, positive STR reports, increase in package sales.	\$800
Global TV Romance/ Winter Campaign	TV/ Online (contest)	Q1	January/ February campaign intended to promote need period weekends + romance packages for Valentines Day	To drive occupancy through the promotion of family and romance packages to take advantage of need period weekends.	Positive STR reports, increased website traffic, increased # of social media followers, # of contest entries, Global TV analytics, # of packages sold	\$10,000

MCIT

Since 2016, DO has increased investment in the MICE market and it is starting to show results. While Osoyoos has limited conference facilities, the community is well suited to attract small & mid-sized meetings, corporate retreats and incentive groups. DO has and will continue to create incentive worthy itineraries that showcase the areas unique and impressive attributes to attract corporate groups and Incentive houses. Area 27, wineries, special events, first class accommodation and golf are important attractions. The 2019 plan secures memberships in powerful industry associations and ensures DO has a presence at key networking events where Osoyoos can be represented as an ideal destination for corporate meetings, events and incentive groups. Success in this market will greatly benefit the community in shoulder seasons and impact golf, wineries, and outdoor adventure operators.

MCIT Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	Cost
MCIT Remarketing	AdWords Display Network	Q1 Q2 Q4	Specifically target visitors who viewed the MCIT related pages on the DO website and create Display Ads distributed through the Google Display Network to encourage visitors to return to the DO website and inquire about MCIT venues and prices.	Bring visitors back to the DO website and continue along purchase path.	Increase in online visitor retention, increase in webpage views, positive STR reports.	\$400

Weddings

In the past three years, DO greatly reduced the investment in the wedding market by demand from stakeholders. Stakeholders interested in attracting weddings were responsible for independent advertising. DO continues to maintain the dedicated wedding page on the website and will ensure content is current and informative. DO will organize social campaigns to drive viewers to the website where wedding planners can request information through the website and potential leads will be forwarded to stakeholders for follow up. DO will refresh the existing Wedding pages on the website to include unique venues, accommodation updates and include any new services/facilities that would appeal to wedding planners. DO will work with stakeholders to ensure the site is current and inquiries generated from the website are handled efficiently.

Weddings Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	Cost
Wedding Remarketing	AdWords Display Network	Q1 Q2	Specifically target visitors who viewed the wedding related pages on the DO website and create Display Ads distributed through the Google Display Network to encourage visitors to return to the DO website and inquire about wedding venues/prices.	Bring visitors back to the DO website and continue along purchase path.	Increase in online visitor retention, increase in webpage views, positive STR reports.	\$400
Wedding PPC	Facebook / Adwords	Q2 Q4	Pay per click advertising targeted at young BC couples looking for wedding venues in the Okanagan.	To increase the number of wedding venue inquiries through the DO website to pass along to stakeholders.	# of clicks, increase # of webpage visits, positive STR, Facebook analytics/ Adwords analytics, increase in wedding inquiries, increase in Osoyoos weddings	\$500

Festivals

Festivals are key in building shoulder season business in Osoyoos. Osoyoos' annual festivals successfully attract visitors. We will focus our support in two area's - one will be to support existing festivals with amplification through our existing destination information and awareness channels; the other through marketing guidance and support for new festivals and events.

Festivals Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	Cost
Co-op events	Facebook (paid) Website Twitter	Q1 Q2 Q3 Q4	All events happening in and around Osoyoos get put on the DO Website, promoted on Twitter, added to the Facebook events page and promoted through <i>paid</i> targeted Facebook Ads. Depending on the event, different targeting methods will be used.	Increase awareness and attendance to DO supported events.	Positive STR results, # number of tickets sold, reach & engagement on Facebook, retweets & mentions on Twitter	\$2,000
General Events	Facebook Website Twitter	Q1 Q2 Q3 Q4	All events happening in and around Osoyoos get put on the DO Website, added to the Facebook events page and promoted through Facebook and Twitter.	Increase awareness and attendance for all Osoyoos and area events providing a comprehensive visitor experience.	Positive STR results, reach & engagement on Facebook, retweets & mentions on Twitter	\$0
Events Remarketing	AdWords Display Network	Q1 Q2 Q4	Specifically target visitors who viewed the events related pages on the DO website and create Display Ads distributed through the Google Display Network to encourage visitors to return to the DO website and check out other events.	Bring visitors back to the DO website and continue along purchase path.	Increase in online visitor retention, increase in webpage views, positive STR reports.	\$1,200

Culinary

Culinary tourism continues to be a growing sector and "foodies" are passionate about travel that fulfills their desire to wine, dine, learn, and explore local foods and agricultural regions. The Okanagan Valley is recognized as a world class wine region and Osoyoos has created a "foodie" following through the successful support of many culinary events. Osoyoos is a mecca for 'Farm to Fork' experiences and DO plans to capitalize on the existing reputation and strong partnerships with the Oliver Osoyoos and Similkameen Wine Associations to build campaigns that will attract this high yield traveler.

Culinary Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI	Cost
Wine Touring PPC	Facebook / Adwords	Q2 Q4	Pay per click advertising targeted at couples in the Vancouver market highlighting wine touring in the South Okanagan.	To drive occupancy in the shoulder seasons by promoting golf and golf packages to specific target markets	# of clicks, increase # of webpage visits, positive STR, Facebook analytics/ Adwords analytics	\$500

2019 Destination Osoyoos Marketing Budget

2019 DO Marketing Budget		
Media Advertising and Production (total amount for print & digital promotion)	\$77,750	
Backroads Map Book		\$2,000
Route 97		\$2,500
RV BC / Alberta Campground Guide		\$1,500
Castanet Online + Contesting (Four seasons)		\$4,500
BC Arts Guide		\$1,250
Icicle Broadcasting + Contesting		\$3,000
BC Golf		\$2,000
Digital Re-targeting		\$8,000
Global TV – Romance/Winter Campaign		\$10,000
Incentive Campaign - Snowbirds		\$3,000
PPC Campaigns		\$3,000
Social Media	\$3,500	
In support of each campaign		\$1,500
In support of festivals/events		\$2,000
Co-op Tourism Initiatives (total for digital, partnerships & event)	\$8,500	
RVRAC Guide Co-op		\$1,500
Total (Digital only)		\$45,750



2019 Q4 ADDITIONAL 1% MRDT RECOMMENDATIONS

Draft Recommendations from Destination Osoyoos

October 9th, 2018

Kelley Glazer
kglazer@destinationosoyoos.com

All Segments | Leisure, Camping, Snowbirds, Golf/Outdoor, Ski/Winter, Culinary, Travel Trade, MCIT, Festivals, Weddings
The initiatives below will benefit all the identified segments that DO has targeted.

All Segments Target Marketing Initiatives

Initiative	Medium	When	Description of Initiative	Goals/Objectives	ROI
Global TV Winter/Spring Campaign	TV Online	Q1	2 x 1 week contest campaigns that includes 5 days of in-show chatter; 15 sec ads on morning news; 10 sec closed captioning; paid social media through Global; online exposure.	To promote packaged getaways during shoulder season to BC residents to a dedicated "getaway" website to promote Valentines/romance packages; Family Day getaway + golf/wine touring & Spring Festivals.	# of click throughs to website; # of contest entries; increased social media activity; # of pkgs sold
Vancouver Sun /Province Winter /Spring Campaign	Print Online	Q2 Q4	2 x Print & Online contest w/micro webpage, banner ads, e-blasts to Province subscribers + Print ads w/editorial to run simultaneous to the Global TV campaigns.	To promote packaged getaways during shoulder season to BC residents to a dedicated "getaway" website to promote Valentines/romance packages; Family Day getaway + golf/wine touring & Spring Festivals.	# of click throughs to website; # of contest entries; increase social media activity; # of pkgs sold
Washington State Weekly News + Icicle Broadcasting	Print Radio		Print ads w/editorial + 30 sec radio ads w/contest.	To promote Osoyoos Getaways and encourage visitation for Presidents Weekend getaways (Feb); Spring Break (Mar) + Romance/Golf (Sept-Oct).	# of click throughs to website; # of contest entries; increase social media activity; # of pkgs sold
Digital PPC in niche markets	Online	Q1 Q2 Q3 Q4	Create specific targeted Pay Per Click (PPC) campaigns targeted at niche markets such as cycling groups, weddings, hiking, LGBTQ community.	To drive occupancy in the shoulder seasons by promoting leisure/outdoor/culinary activities to specific target markets.	# of clicks, increase # of webpage visits, positive STR, Facebook Analytics/Adwords Analytics
Website /Social Media Support	Online		DO to have support staff to assist tourism stakeholders in the development of professional websites and social media pages.	To ensure that tourism businesses in Osoyoos are presented online professionally and train stakeholders to use social media to benefit their business.	# of participating businesses; # of new/improved social media pages
Stakeholder Photo Shoot			A professional photographer will stage and shoot for accommodation sector.	To build a high-quality image gallery for accommodation partners that can be used to build websites, brochures, print ads and stream line DO's visual assets.	# of participating properties; development of a high-quality image gallery; # of properties that utilize photos for marketing
Check-In Canada			DO to cover the costs of program registration, PMS software, set up and integration for the accommodation partners to participate in the new booking engine.	To have every accommodation partner in Osoyoos listed and available for online bookings through this GDS to enable all properties to offer packages that can be promoted through DO's campaigns.	# of properties listed; # of bookings generated from Check-In Canada

Website Update to accommodate Check-In Canada Software			Design and build landing pages to accommodate multiple travel packages that interface with Check-in Canada reservation system.	To develop a professional landing page with click through capabilities to Check-In Canada booking system. The page will list DO's travel packages and will allow stakeholders to access their packages for updates. These pages will be used as the "call to action" in all shoulder season advertising campaigns.	Development of webpages; # of participating stakeholders
Destination Video			A professional video production that promotes Osoyoos in all four seasons and appeals to each of the target market segments.	To have professional b-roll footage that can be used in various campaigns & promotions and different mediums.	Successful completion of video
Stakeholder Training Events			2-4 workshops to benefit stakeholders and their businesses that could include: Remarkable Experiences, Google Ad Words, Customer Service, Social Media Marketing, Trip Advisor.	To support tourism stakeholders in the marketing, promotion, delivery, and maintenance of their business through educational workshops using professional facilitators.	# of workshops delivered; # of participants; stakeholder satisfaction
PR Media Lunches Vancouver & Calgary			A hosted lunch presentation for key media in Vancouver & Calgary.	To host highly qualified travel media to present Destination Osoyoos and provide "story starters", promote festivals and events, and what is new in the community.	# of media in attendance; # of stories generated; \$ of unpaid media

2019 Q4 Additional 1% MRDT Marketing Budget

2019 DO Marketing Budget	
Media Advertising and Production	\$57,500
Global TV Winter/ Spring Campaign (2)	\$27,500
Vancouver Sun/ Province Winter/ Spring Campaign	\$22,500
Washington State Weekly News + Icicle Broadcasting	\$2,500
Digital PPC in niche markets	\$5,000
Website – hosting, development, maintenance	\$5,000
Website Update to accommodate Check-In Canada Software	\$5,000
Travel Media Relations	\$7,000
PR Media Lunches in Vancouver & Calgary	\$7,000
Consumer focused Asset Development (imagery, video, written content)	\$15,000
Stakeholder Photoshoot	\$5,000
Destination Video	\$10,000
Stakeholder Development and Support	\$30,500
Website/ Social Media Support	\$2,500
Check-In Canada	\$23,000
Stakeholder Training Events	\$5,000
Total	\$115,000