



2008 - 2013 BUSINESS PLAN
WITH
2008 - 2009 SALES & MARKETING OBJECTIVES

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2008-2013 Strategic Direction

TOURISM KELOWNA

Tourism Kelowna is a Destination Marketing Organization (DMO) with the mandate to position and market Kelowna and area as a tourist destination. It is dedicated to providing leadership and coordination in promoting and marketing the destination and its tourism businesses, resulting in increased visitation and revenues.

Tourism Kelowna is a not-for-profit, industry-driven Society governed by an elected Board of Directors. It operates in an integrated and consultative fashion with tourism business owners and operators.

Revenues are generated from a variety of sources the largest being the Additional Hotel Room Tax (2% tax) at 61%. Municipal, Provincial and Federal funds equate to 21.8% and advertising revenue makes up the majority of the rest at 15.8%. Tourism Kelowna employs 8 full-time staff and 6 part-time staff some of whom are seasonal.

VISION

Generating intrigue and desire to travel to Kelowna

MISSION

Our mission is to create a measurably healthier tourism industry through innovative marketing and advocacy initiatives.

- Our work will contribute to an increase in overnight visitors to Kelowna
- Kelowna's destination branding will be recognized regionally, nationally and internationally
- Kelowna's diverse year-round tourism will be expanded and supported by our encouragement and advocacy

KEY RESULT AREAS

Tourism Kelowna's mission for 2013 will be accomplished through 4 Key Result Areas (KRAs).

- Destination Marketing
- Visitor Services Development
- Destination Management
- Advocacy

The goals for each KRA are listed below. These are 5-year goals although some of these may be accomplished prior to that time. Success in each of these goals will result in the successful accomplishment of our mission for 2013.

1. Destination Marketing

Visitor spending in Kelowna and area amounts to over \$346 million per annum. Tourism is a very significant industry for Kelowna and one that has strong growth potential. Generating robust consumer brand awareness for this destination and the experiences it represents is required if growth is to continue. Building the Kelowna brand, maximizing existing markets, and developing new markets will ensure a successful and sustainable industry for our destination and the businesses within it.

Goals:

- a) Meet or exceed the DMO best practice standards with regards to destination marketing.
- b) Ensure that our marketing plan identifies key markets and customer groups that have the highest likelihood to respond to Kelowna as a travel destination and utilizes the most effective and efficient methods for reaching these markets and customer groups.
- c) Provide a more seamless experience which will improve methods of packaging a Kelowna vacation.
- d) Leverage non-traditional sectors to promote the Kelowna brand.

2. Visitor Services Development

Servicing the visitor pre-visit and during their visit is a critical marketing tactic. It is at the point of contact, whether that be through our website, over the phone, or in person, that the destination truly comes to life for the prospective visitor and the likelihood of a sale being made is dramatically increased. Tourism Kelowna must ensure that every facet of our marketing spectrum is focused on the quality of the guest experience, resulting in increased visitors. This can only occur if the experience is superior and visitors are enthused.

The development of services that profile our destination effectively and increase the ease for the visitor to experience it are our top priority for the next five years. If we can entice more tourists to fully experience our destination, the results are both immediate and longer term through “word-of-mouth” advertising/referrals.

Goals:

- a) Develop a new, multi-faceted, one stop, landmark Visitor Centre.
- b) Establish a vacation experience management system.

3. Destination Management

Destination management involves the oversight and evaluation of influencing and/or controlling impacts that the destination has on tourists and that tourists have on the destination. It is a far-reaching concept, one that involves all levels of government and business and hence is a complex process.

Tourism Kelowna has identified a few elements of Destination Management that it can activate to improve the tourism experience for both our visitors and businesses while providing increased resources with which to better achieve its mandate.

Goals:

- a) Develop, in concert with stakeholders, a comprehensive tourism management plan for the Kelowna area that brings all sectors of the tourism industry together with a common vision and a strategic approach to development and marketing.
- b) Support agencies that are providing work force development services to ensure their efforts are effective in answering tourism stakeholder needs.
- c) Promote standards of excellence for visitor services with tourism-related businesses.
- d) Develop additional sustainable funding for destination marketing that is equitable across all tourism sectors.

4. Advocacy

Government policy can have both positive and negative impacts on tourism and it is the role of Tourism Kelowna to work with all levels of government and partners to ensure that our destination is provided with the best opportunities possible for success.

Goals:

- a) Position Tourism Kelowna as the local leader for advocacy regarding tourism issues.
- b) Establish government and agency relationships that allow understanding and early input to issues relevant to the tourism industry.

ADOPTED June 18, 2008

PURPOSE AND SUMMARY OF THE BUSINESS PLAN

The Key Result Areas defined in the Strategic Plan provide the focus for this 5-year Business plan which has been developed to guide Tourism Kelowna on a strategic path to market development resulting in growth in visitation and spending. The plan will take its readers through all facets of the organization's operation and industry overview, but most importantly it will provide details on the direction and focus that Tourism Kelowna will be implementing to ensure strong destination demand in our current and emerging markets. We expect this to be a significant challenge in what will become a very competitive Western Canadian marketplace due to the impact of the rapidly rising travel costs.

This challenge will be met through tactical niche marketing to leisure customer groups with high income levels who are less likely to be impacted by travel costs. Media relations and web-marketing tactics will continue to be core components of our strategy.

We will also increase our sales efforts with the Meetings, Conventions and Incentive Travel market, a market that will also be less susceptible to higher travel costs and therefore is one that continues to present significant growth opportunity year-round.

The generation of more sporting events will remain a priority. We will develop a more balanced approach between high profile national and international events that involve a great deal of time and money to recruit and have a small economic impact, and regional and provincial events that result in high numbers of visitors and are more easily secured.

Our focus with the group market will be to convert the brand recognition achieved over the past 5 years into sales. This will involve strategic direct selling and reduced investment in advertising. This reduction in our investment in Group trade sales will be applied to the Meetings, Conventions and Incentive Travel market.

2009 will be an exciting year for Visitor Services as we will be setting the groundwork for the development of a new landmark Visitor Centre for Kelowna.

GOVERNANCE STRUCTURE

Tourism Kelowna is a not-for-profit society incorporated under the Society Act of British Columbia. The purposes of the society are to support and market the tourism destination of Kelowna and the Kelowna Region in a sustainable manner that strengthens the local economy, and enriches the quality of life; and to seek funding opportunities and manage funding for the support and marketing of tourism in Kelowna and the Kelowna Region.

Tourism Kelowna is governed by a Board of Directors consisting of a maximum of seventeen (17) directors of which a maximum of twelve (12) shall be elected by the Voting Stakeholders and a maximum of five (5) are appointed by the Board. Voting Stakeholders are those persons representing businesses within the Central Okanagan who have financially contributed to the society through participation in Tourism Kelowna advertising/marketing programs.

The purpose of the Board is to establish policy and provide strategic direction for Tourism Kelowna. It is responsible for the stewardship of the Society and shall approve, on at least an annual basis, a strategic plan that takes into account the opportunities available to and risks affecting the Society.

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

- a. accommodation: six (6) elected directors, with a maximum of one (1) of the six elected directors to be representing a bed and breakfast;
- b. golf: one (1) elected director
- c. skiing: one (1) elected director
- d. wineries: one (1) elected director
- e. attractions, retail, & restaurants: one (1) elected director
- f. agritourism, not including wineries: one (1) elected director
- g. arts and culture: one (1) elected director

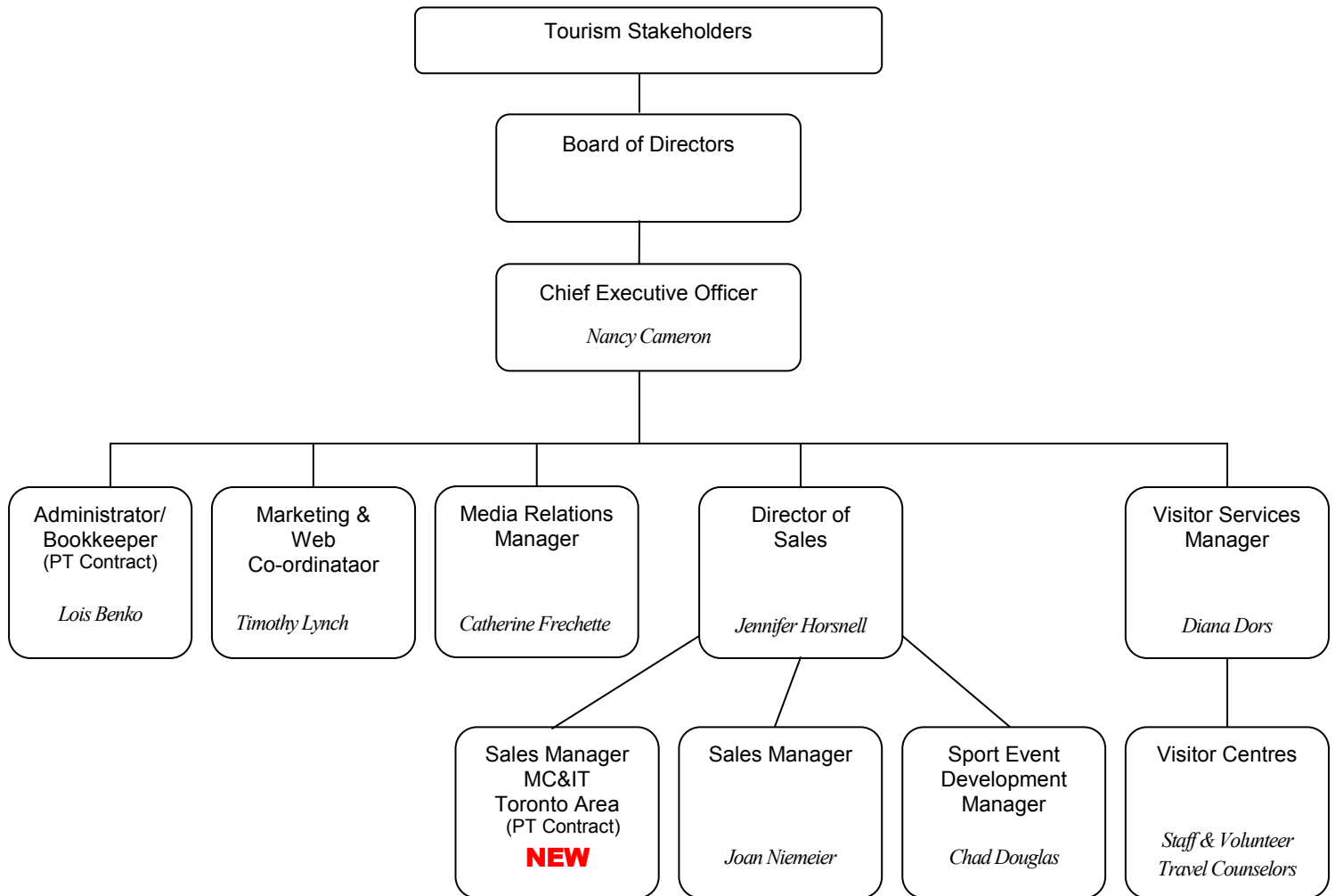
The five (5) Appointed Voting Directors are:

- a. President of the Kelowna Hotel Motel Association
- b. General Manager of the Kelowna International Airport
- c. One (1) Councillor for the City of Kelowna

Two (2) Appointed Non-Voting Directors are:

- a. one (1) representative from the Kelowna Chamber of Commerce Board of Directors
- b. one (1) individual that the Board deems to have skills or services related to the governance or operation of the Society. This position is currently held by Tourism Kelowna's accountant.

LEADERSHIP AND MANAGEMENT STRUCTURE



STRUCTURAL CHANGES

Contract MC&IT In-market Sales Person:

The addition of this contract position in the Greater Toronto Area will increase our sales efforts with the meeting planners and business travelers resulting in increased MC&IT business to Kelowna. This is a part-time contract position.

PARTNERSHIPS

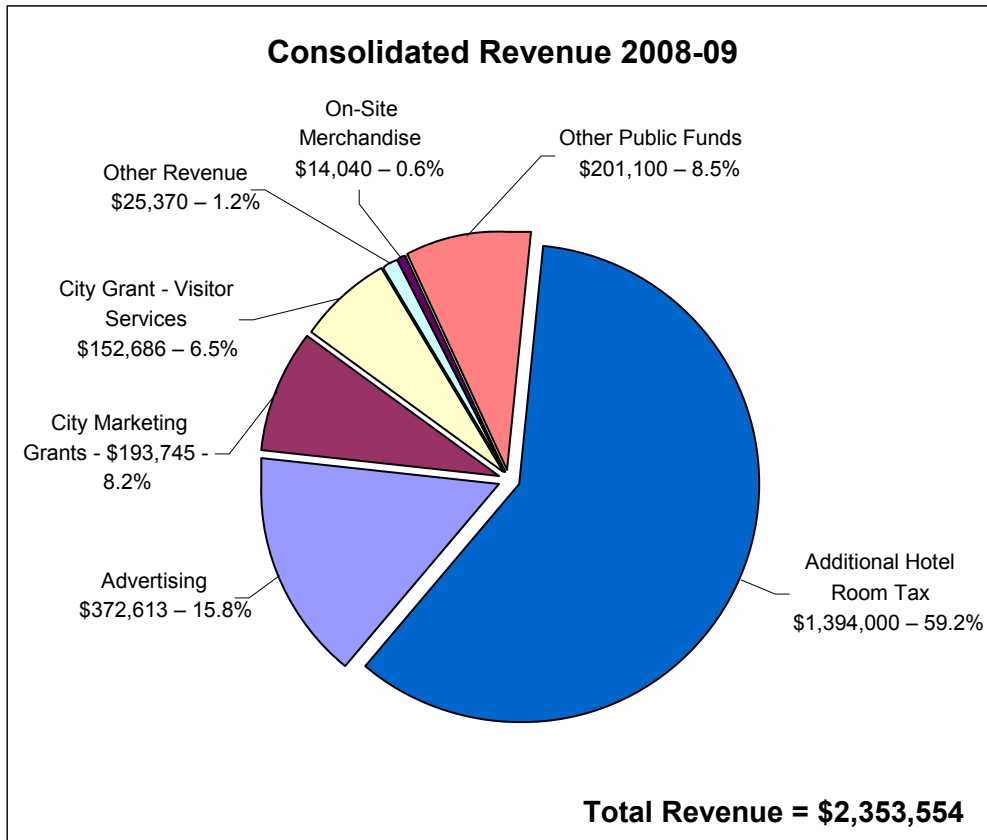
Tourism as an industry is built on and is dependant upon partnerships. Nowhere is this more evident than in the tourism marketing specialty. Our funding comes from a variety of sources (see next page for Consolidated Revenue – 2008-09 chart), and many of our marketing activities also involve the investment of our member businesses. We frequently work in partnership with other associations and product consortiums to cost-share marketing initiatives. Our regional (Thompson Okanagan Tourism Association), provincial (Tourism British Columbia) and national (Canadian Tourism Commission) tourism marketing bureaus are our partners as they expand the reach of our destination message. We also work regularly with other Okanagan communities and British Columbia city DMOs to develop touring itineraries, travel media trips and joint marketing programs. Below are sample lists of stakeholders, all of whom are instrumental in the effective implementation of our programs.

Key Stakeholders

Accommodation Facilities
Attractions
Wineries
Golf Courses
Orchards and Gardens
Outdoor and Adventure businesses
Festivals and Events
Air Carriers
Convention Facilities & Services
Winter Activities/Recreation
Ground Transportation
Arts, Cultural, Entertainment and Events
Restaurants
Retailers
Tour Companies

Staff and Volunteers
City of Kelowna
Regional District of the Central Okanagan
Kelowna Hotel Motel Association
Kelowna International Airport
District Municipality of Lake Country
District Municipality of Westside
Kelowna Chamber of Commerce
Economic Development Commission of the Central Okanagan
Food Services Association of BC – Okanagan Region
Downtown Kelowna Association
Tourism British Columbia
Thompson Okanagan Tourism Association

2008-09 TOURISM KELOWNA FUNDING (Source: Tourism Kelowna)



OVERVIEW OF CURRENT POSITION

Quick Facts: (Updated June 2008)

2008:

- The first 7 months of 2008 has been weak compared to 2007
- Forecasts based on a confidence outlook survey indicate a significant concern about the impact of fuel prices

2007

- 2007 saw increases in travel from BC, Alberta, and Ontario in particular.
- Occupancy levels in 2007 were up 1.5% over 2006 (source CASK)
- Paid room nights were up in 2007 by 2.3% over 2006 (source CASK)
- Room revenue in Kelowna was up in 2007 by 8.9% over 2006 (source CASK)
- ADR in Kelowna was up in 2007 by 6.4% over 2006 (source CASK)
- RevPar in Kelowna was up in 2007 by 8.9% over 2006 (source CASK)
- The US travel situation remains one to watch closely. The affects of the appreciating Canadian dollar and the increased gasoline prices continue to account for negative impacts on US travel visitation.
- The appreciating Canadian dollar against the US dollar is also enticing more Canadians to travel to the US for their vacations rather than traveling domestically. This, probably more than the decrease in US visitation, is of more concern to Kelowna since 84% of our visitation is from Canadians.
- Overall 2007 was a strong year for independent leisure, sports and meetings and incentive travel in particular.
- 83% of visitors drive to Kelowna. *
- 17% of visitors fly through Kelowna International Airport. *
- Kelowna receives over 1.2 million visitors annually. *
- The average "spend rate" per visit is \$334.22 per party. *
- Average party size is 3.1 people. *
- Summer vacationers from Alberta and British Columbia are still Kelowna's single most important market
- The spring shoulder season of April 1 - June 30 and the fall shoulder season of September 1 - October 31 are showing great promise and growth.

(*Source – Tourism Kelowna Economic Impact Study 2006)

KEY CHALLENGES

- Addressing shift in travel decision-making trends due to rising fuel prices and their impact on travel
- Heightened competition by BC destinations for the same BC and AB traveler. Our key challenge will be to keep demand for Kelowna high and therefore minimize rate reductions.

OPPORTUNITIES

High-yield domestic leisure consumers

- strong propensity to travel for the wine, golf and the summer experience
- high household incomes – insulated against fuel/travel costs
- spring, summer and fall travelers
- drive and fly markets

Travel Trade

- Convert exposure into sales
- Development of BC/AB touring routes in partnership with other DMO's to be sold by all partners. Priority route is Vancouver to Banff

MC&IT

- impact of rising fuel/travel costs less with business travel
- reduce dependence on leisure from GTA by building MC&IT travel
- business opportunities for winter, spring and fall are strong
- product available

Sport Events

- steady market but will be conscious of costs to travel
- more regional and provincial events hosted at home

Market development

- begin long-haul market development due to 2008 runway extension

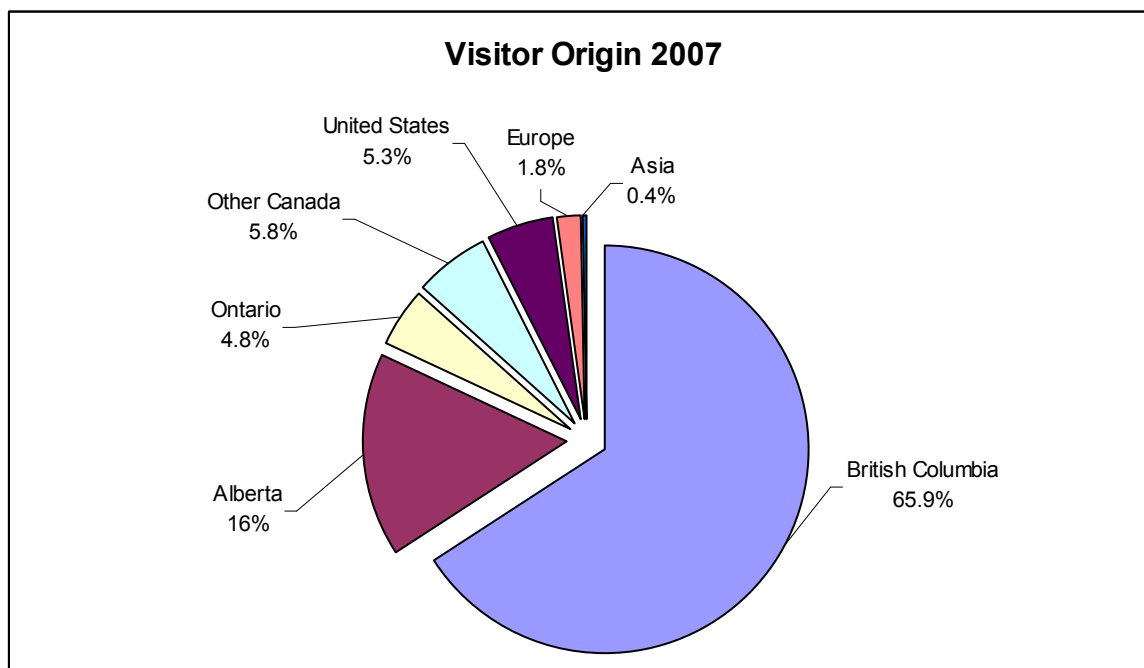
Visitor Services

- improved servicing and ability to influence travelers with the development of new centre

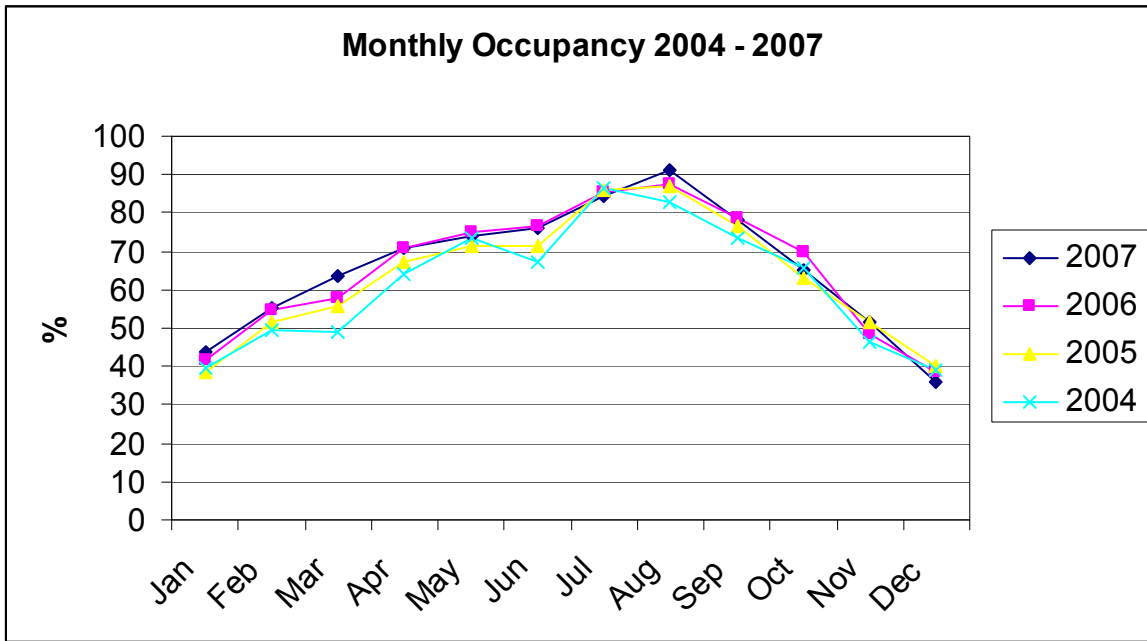
KEY INDUSTRY PERFORMANCE INDICATORS

Performance indicators are statistics that illustrate the performance of the travel and tourism industry as a whole or the performance of one of its industry sectors. Indicators include: hotel occupancy, room revenues, average daily room rates, airport passenger volumes, British Columbia Ferries total passengers, Provincial Park visitor parties, commercial restaurant receipts, restaurant employment, and customs entries by point of origin. When compiled, these indicators provide an overview of the overall state and health of the tourism industry nationally, provincially, regionally and locally. Year over year, this information combined with world travel trends and economic and social factors, is utilized to project future industry growth or decline. Much of this information is compiled by Tourism British Columbia, the Canadian Tourism Commission, Pannell Kerr Forster Consulting Group, and the Conference Board of Canada.

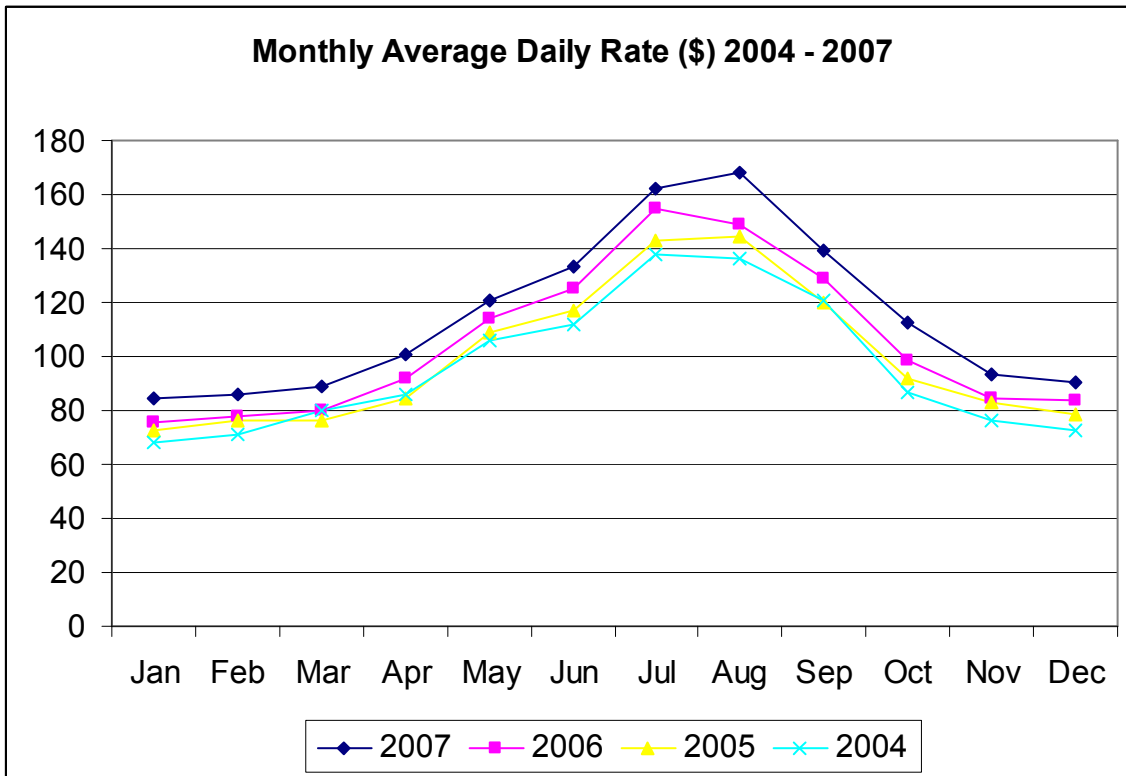
Tourism Kelowna compiles local indicators and makes relative comparisons to regional, provincial and national data in order to not only better understand Kelowna's situation in relation to the bigger picture, but to gauge our local industry's health and identify areas of opportunity or necessary tactic adjustment.



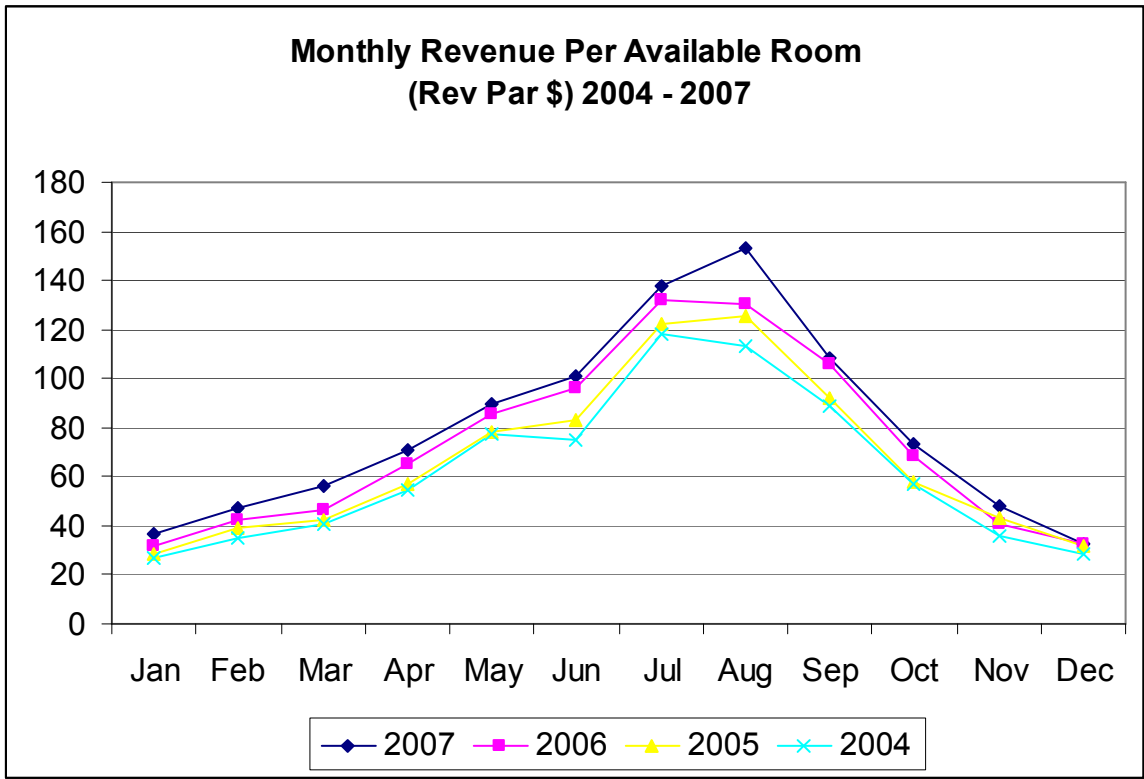
(Source: Tourism Kelowna Commercial Accommodation Survey)



(Source: Pannell Kerr Forester)

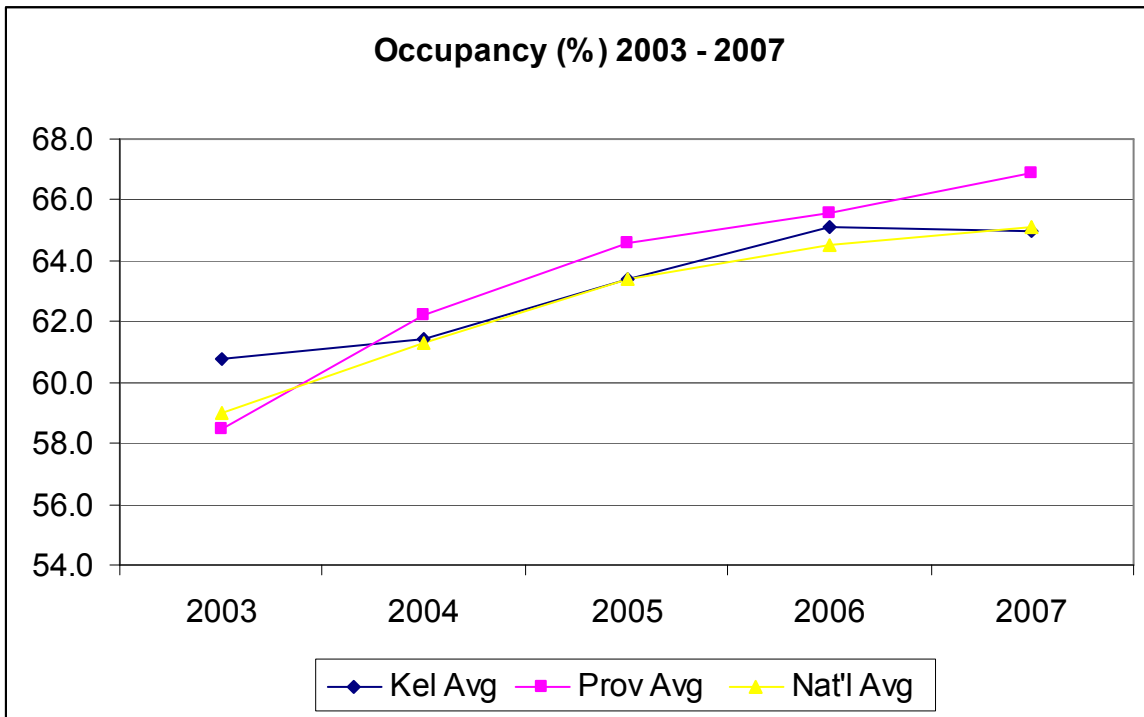


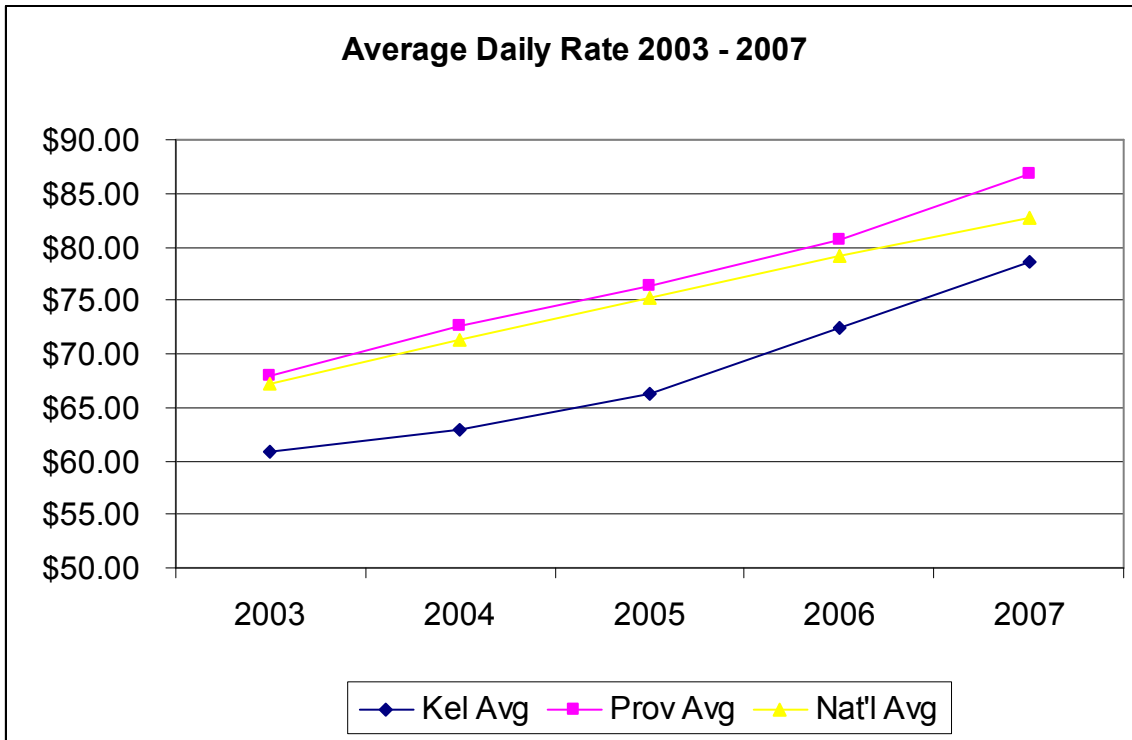
(Source: Pannell Kerr Forester)



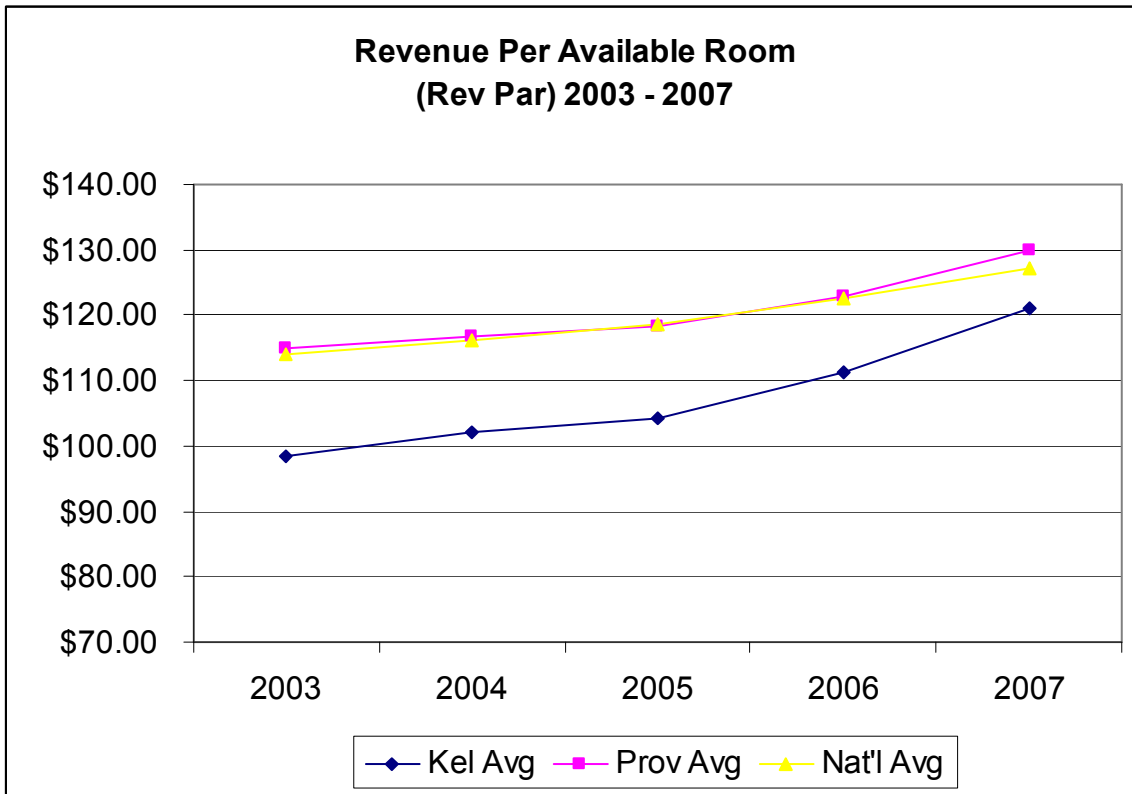
(Source: Pannell Kerr Forester)

5-YEAR COMPARISON SUMMARY



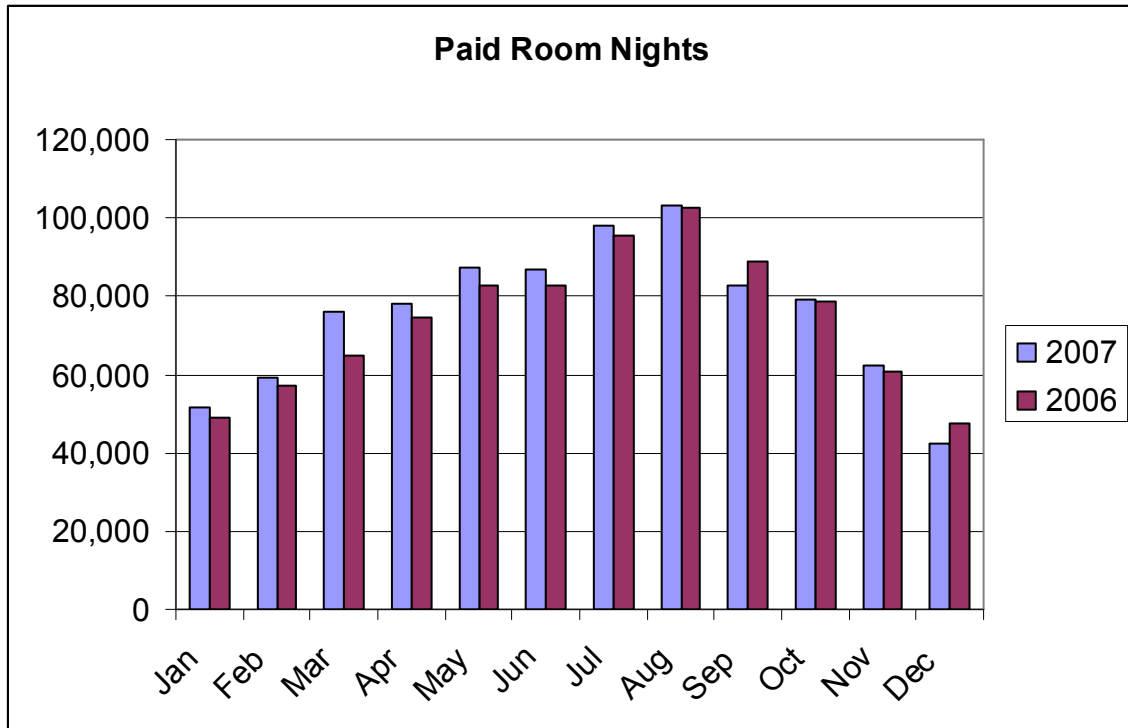


(Source: Pannell Kerr Forster)



(Source: Pannell Kerr Forster)

Kelowna Room Nights



(Source: Tourism Kelowna Commercial Accommodation Survey – Kelowna (CASK))

2008-2013 Sales and Marketing Objectives

INTRODUCTION

The annual sales and marketing objectives are focused on the maximizing of our opportunities and strengths to grow existing and new markets. These objectives are fluid and allow for the organization to be responsive to changing trends and market situations.

All market prospects have been examined to determine where the best opportunities for growth exist at the lowest cost. With this concept in mind, we have developed a set of six priorities that will provide direction and focus to our marketing activities over the next five years.

These clearly defined priorities coupled with performance tracking will provide Tourism Kelowna and its staff with the tools required to market our destination with a proactive, yet flexible approach resulting in increased visitation levels and achievement of the 2008-2013 Strategic Plan.

MARKETING PRIORITIES FOR 2008-2013

High-yield domestic leisure consumers

- Continue to build a defined brand based on high quality wine, golf and summer experiences incorporating the complementary products of culinary, arts and the backbone of orchards and gardens into the mix. (blending of urban and rural).
- Marketing tactics will be less general in nature and will focus on luring those who demonstrate a primary interest in wine, golf and summer experiences.

Travel Trade

- Convert exposure into sales
- Development of BC/AB touring routes in partnership with other DMO's to be sold by all partners.

MC&IT

- Increase emphasis on meetings and incentive travel from the Greater Toronto Area.
- Hire a part-time contract MC&IT in-market sales person for GTA.

Sport Events

- Increase emphasis on BC, Western Canadian, Regional, adult invitational sport event sales for events that take place in winter, spring and fall.
- Encourage local club hosting capacity development so more events are hosted at home.
- Decrease sales time on national and international: Due to the pending Olympics, every community in BC is striving to secure national and international level events. These events are much more difficult to secure and often require a financial contribution. We

believe that with the attention on these high level competitive events, there is an opportunity to take a different approach and focus on regional, provincial and Western Canadian amateur and invitational events. These events are more easily secured, provide more economic impact, have shorter booking and planning windows and don't require a financial contribution from the host sport or community.

- We will support LSOs who are bidding on national and international level events but our resources will be spent on generating more of our core business.
- Olympic training camps will also be actively sought in partnership with LSOs interested in hosting.

Market development

- Increase exposure in Quebec and Maritimes.
- Work within a consortium focused on generating non-stop travel from the Europe and the U.S. or as determined through the Air Services Development Group.
- Engage CTC, TBC and TOTA in this effort and utilize their sales teams in Europe and U.S.

Visitor Services

- Develop system that makes it easy for consumers to purchase Kelowna.
- Implement New Visitor Centre business plan.

OPERATIONAL PRIORITIES 2008-2013

I. DMO Accreditation

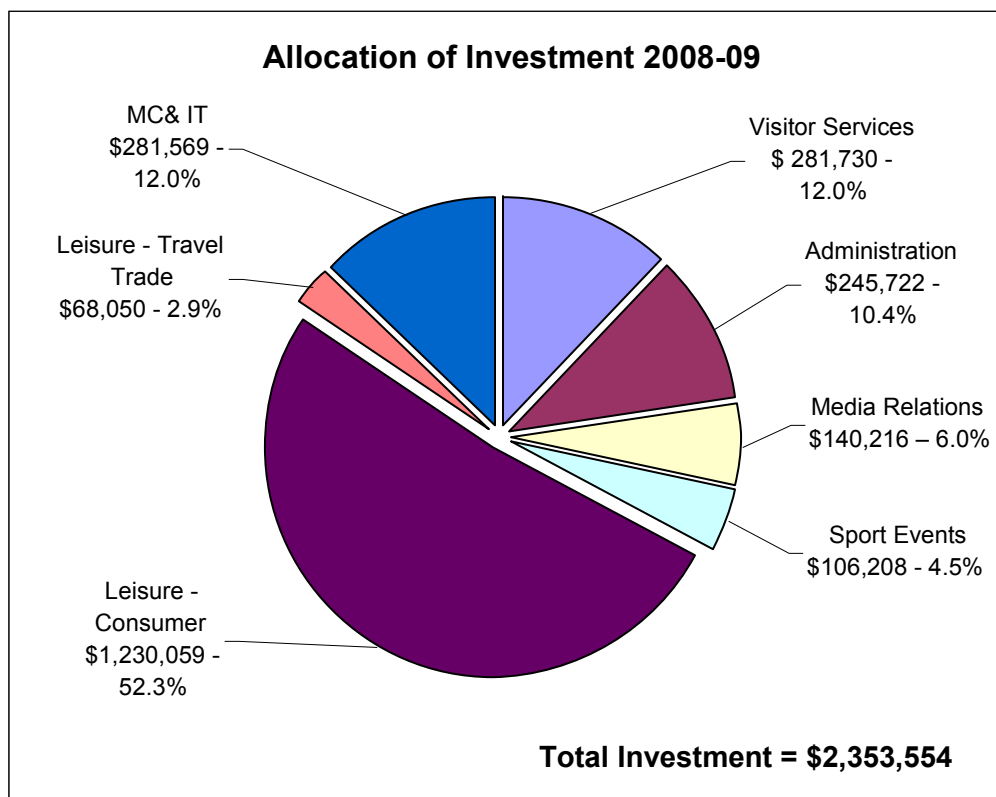
- Complete preliminary stages of DMO accreditation requirements through DMAI.
- DMAI's accreditation process is extensive and demands that DMOs have the policies and processes in place to ensure complete transparency, accountability and professionalism in the operations of the DMO. Utilization of DMO best practices and performance measure standards are required for accreditation. Tourism Kelowna currently utilizes the performance measure standards to drive its accountability and results oriented culture.

BUSINESS UNITS

Effective tourism marketing involves targeted communication to numerous customer types/groups that do not necessarily fall into the same geographic, demographic or psychographic markets. Each customer type plays a role in expanding the knowledge, recognition and sales of the Kelowna destination, yet they each require specific and often different sales and marketing tactics. Several business units have been created, each with a focus on one or a group of similar customers for which specific objectives and strategies have been developed.

Business Unit	Customers
1. Leisure – Consumer	Independent Travelers
2. Leisure – Travel Trade	Travel Agents, Group Tour Operators, other Wholesalers
3. Meetings and Incentive Travel	Meeting Planners, Corporations, Associations
4. Sports	Local Sport Groups, Provincial and National Sport Associations, other Event Rights Holders
5. Media Relations	Travel Media, Tourism Stakeholders
6. Visitor Services	Local Residents, Out-of-town Visitors

ALLOCATION OF INVESTMENT BY BUSINESS UNIT



PERFORMANCE MEASURES

Every business must measure and monitor its results and Tourism Kelowna is no different. We are accountable to our stakeholders and must strive to continually ensure that our efforts are resulting in increased tourism visitation and revenues.

Ideally, Tourism Kelowna would know exactly how many of its destination's visitors were motivated to come solely by our efforts. And further, Tourism Kelowna would be able to pinpoint exactly which of its sales and marketing efforts were responsible for that visitor. However DMOs*, including Tourism Kelowna, function in a complex environment where potential visitors are constantly bombarded by such a myriad of stimuli (the DMO, individual tourism businesses, regional and provincial marketing and sales offices, product consortiums, the news and so on) that it becomes impossible to say that a visitor was motivated 100% by the DMO and ONLY by the DMO.

In practice, when addressing the issue of visitors generated, DMOs should implement monitoring and research programs that identify visitors that were **clearly and significantly** generated by its efforts. Tourism Kelowna does just that and diligently measures the impact of its marketing activities by using the *Destination Marketing Association International (DMAI) Recommended Standards for CVB Performance Reporting – developed in 2004*. These international standards are being adopted by DMOs throughout Canada and the United States and provide a standardized approach to measuring performance.

These *DMAI Standard Performance Measures* are numbers that measure the results of Tourism Kelowna's activities. These are not to be confused with *Industry Performance Indicators*, which are statistics that illustrate the overall performance of the travel and tourism industry or one of its industry sectors (see section: Kelowna's Tourism Industry).

Not only has Tourism Kelowna implemented the *DMAI Performance Measures*, it will also begin to use a *Productivity Metric* that illustrates the relationship between our performance and our resources. This is typically expressed as a ratio (cost per lead, number of bookings per sales manager), which is compiled into an overall *Return on Investment* ratio. These *productivity metrics* will assist Tourism Kelowna in managing its resources in the most cost-effective manner possible.

In the following pages, you will see that each business unit is equipped with and accountable to a set of *performance measure* goals specific to their area of specialty. We are however still challenged with developing accurate ROI measures. We expect this to change in 2009 as our financial system and performance measures systems can now be integrated.

* *Convention & Visitors Bureaus used synonymously with Destination Marketing Organizations & Tourism Bureaus*

Leisure Sales and Marketing Objectives 2008-09 - Consumer

OVERVIEW *(Updated June 2008)*

The 2008 media strategy optimized our Western Canada coverage, expanded general national coverage through the Globe & Mail, Food Channel, and TSN and specifically focused on Toronto with purchases in Food and Wine and Toronto Life. The repositioning of the Kelowna brand has been the focus of our media efforts since 2005 and has resulted in growth in the recognition of the Kelowna brand with consumers of travel. Extensive advertising and contesting promotions were coupled with a highly successful media relations year that saw us build on the advertising exposure in Ontario and throughout Canada. We are also seeing an increase in interest from international media.

In the 4 years since we launched the new Kelowna brand and have been supporting this shift with extensive advertising, we have seen occupancy rates, average daily rate, RevPar and consumer awareness numbers in Kelowna all climb.

In 2004 awareness of Kelowna in Seattle, Vancouver, Calgary and Toronto was relatively poor with the exceptions of the summer vacation product being known in Vancouver and Calgary. In 2005, after our first advertising cycle we saw some slight movement in the brand awareness. In the fall of 2007 we executed another rotation of destination awareness measurement research and have seen further positive movement. This coupled with the key destination statistics mentioned above indicates that our work is yielding positive results and we are playing a significant role in the generating of demand for the Kelowna destination.

SWOT ANALYSIS

(Source: Synovate Research, Tourism Kelowna's Consumer Qualitative Research)

Strengths:

- Product diversity and quality
- Product proximity – there is much to do close by

Weaknesses:

- As vast as the current product diversity is and its emerging sophistication, Kelowna is not yet well recognized for this
- Destination is highly weather dependant
- Kelowna has traffic issues, parking problems, visual social problems, and crime problems that are perceived of all urban environments

Opportunities:

- Urban nature of Kelowna offers arts, entertainment and dining
- Non-stop flight access to/from Southern Ontario
- Targeting of niche markets
- Strong core markets of British Columbia & Alberta
- Runway extension allowing Trans Atlantic non-stops to Kelowna – UK market becoming accessible

Threats:

- Dramatic shift in consumer thinking as it relates to travel due to dramatic rise in costs
- Strong Canadian dollar may result in more Canadians traveling to US
- Increased product competition within the Okanagan, provincially, nationally and internationally

COMPETITIVE ANALYSIS

Competition is stiff for the getaway traveler from British Columbia and Alberta and the competitive destinations shift depending on the origin of the traveller. It is clear from the completed research, that Kelowna has a variety of established competitors and a growing number of new competitors for single focused products such as golf, food and wine, water activities, and general sightseeing, however we can competently compete.

The wine industry is maturing and the Okanagan is now widely recognized as a wonderful getaway experience within the BC and Alberta markets. Tourism Kelowna consciously leverages the well-known Kelowna area wineries in its advertising and promotions at every opportunity so that Kelowna is positioned as an enticing urban destination within the Okanagan that offers a full getaway experience including arts, culture, culinary, wide selection of accommodation types/styles and price points, accessibility all in addition to the wine, golf and scenic beauty draws.

The golf product is handled in much the same way; however there are two golf course consortiums who handle much of the golf specific marketing so Tourism Kelowna finds itself expanding their reach and supporting their efforts through our advertising.

MARKET AND TREND ANALYSIS

- The impact of high fuel prices on travel is yet to be fully determined but we anticipate a dramatic shift in the way people think about travel for the next 2-4 years. Projections suggest that there will be a decrease in the number of trips per year taken by the average traveler and that these trips will be closer to home.
- The competition for the regional traveler will increase dramatically
- It has been shown that leisure travellers need to know that there is an implied and relatively safe and welcoming environment. They also must know that their needs for comfort are met with appropriate amenities and infrastructure, after which they must feel that they have obtained value and their expectations have been met. In the end, a satisfied tourist has met whatever goal they set for themselves whether it is rejuvenation, connection, satisfying curiosity, or fulfilling a personal accomplishment.

OPPORTUNITY ANALYSIS

There is still business to be built in the summer months, particularly in early July and mid-week. As well, the already strong awareness of Kelowna as a summer destination in our core markets of British Columbia and Alberta provides a springboard from which to evolve perceptions and build shoulder season getaway business.

We will focus on markets that are less sensitive to the impact of rising travel costs.

2008-09 LEISURE SALES AND MARKETING ACTIVITIES - CONSUMER

1.0 GOAL: To increase independent leisure traveller visitation and length of stay during April through October.

1.1 OBJECTIVE: *To build 3-4 day getaway business in April-June and September-October periods.*

Current Position

Kelowna is gradually becoming better known for its off-summer getaway experiences but still does not enter into the British Columbia and Alberta traveller's consideration set as prominently as is needed to generate significant visitor increases. However, there has been a steady increase in acknowledgement of golf and wine travel opportunities.

The recognition of Kelowna as part of the Okanagan wine-producing region is growing rapidly. Promoting shoulder-season wine touring is an excellent opportunity to build "getaway" visitation. Wine regions within the greater Okanagan region are forming effective marketing consortiums and are now competing with each other. Tourism Kelowna will work with Kelowna area wineries to build similar programs to ensure that wineries are positioned as "must sees" in the Okanagan.

We also believe that the Kelowna golf region can be similarly positioned within Canada as a premier golf experience.

Strategies

- Implement highly targeted, product specific marketing campaigns that drive inquiries
- Support paid advertising with continued media relations efforts
- Further develop inquiry database and implement web-based direct marketing tactics
- Utilize website as key source for travel information and as a portal for getaway package purchases

1.2 OBJECTIVE: *Maximize summer visitation levels.*

Current Position

With the increased costs to travel we anticipate that BC and AB destinations will be aggressively marketing within the same Western Canadian marketplace. The competition for these travelers will become fierce and may result in "rate wars". In order to mitigate an erosion in rates we must focus on brand marketing that clearly differentiates Kelowna from the rest of the summer destinations and targets those domestic consumers who are insulated from higher travel costs, those with high household incomes and a specific interest in our products i.e. wine, golf, summer family vacations.

Strategies

- Utilize media relations to reinforce the summer destination message
- Execute summer campaign targeted to high yield travelers
- Aggressively expand messaging to Eastern Canada

1.3 OBJECTIVE: *Expand international exposure.*

Current Position

Awareness levels of Kelowna are increasing in European, Asian and Australian markets due to many factors including the work of the tourism marketing organizations, Economic Development Commission of the Central Okanagan, as well as industry and the impact of immigration. Tourism Kelowna does not have the financial resources or the brand strength to market on its own in international markets, excluding parts of the US, so we must build our linkages with the Canadian Tourism Commission, Tourism British Columbia and the Thompson Okanagan Tourism Association to ensure that the Kelowna message is carried in their overall Canada and British Columbia sales efforts.

With the potential start-up of non-stop Charters from the UK, Tourism Kelowna is investigating partnerships with Big White and others to find a method of increasing the direct selling to wholesalers.

Strategies

- Provide all marketing organizations with updated images, footage and key messaging
- Provide marketing organizations with regular product updates
- Develop non-traditional tourism linkages, such as local exporters and marketers

1.4 OBJECTIVE: *Maximize Olympic Opportunities*

Current Position

In order to optimize the Olympic opportunity for leisure travel, Kelowna must be recognized as a key British Columbia destination. Tourism Kelowna is building its linkages and destination appeal with Tourism British Columbia (TBC), the Canadian Tourism Commission (CTC) and the Thompson Okanagan Tourism Association (TOTA). We must continue to improve our image bank to include signature images that can be provided to TBC, CTC, TOTA, the City of Kelowna, and our members. It is only when these indispensable images are circulated on a consistent basis to the world market that Kelowna will achieve recognition as a key British Columbia destination in long-haul markets.

1.5 OBJECTIVE: *To increase website visitation and inquires for consumer newsletter, visitors' guide requests and packages.*

Current Position

During 2008 French and German versions of the Visitor sections were developed, allowing communication to the Francophone and Germany markets. In addition, a partnership was developed between Tourism Kelowna and MyKelowna.mobi. This partnership will provide

our listed stakeholders another venue to be viewed by consumers via their mobile phones and PDA's when here in Kelowna.

This year's promotions/contests generated 6,460 new entries to our consumer database bringing the database to approximately 15,000 qualified contacts. Contacts were also collected via online signup form on our website.

Consumer communications evolved this year to encourage more return visitation and referrals to our website. This was tracked by seeing referrals from our newsletter ranking in the top ten referrers on months that consumer communications were sent out.

Strategies

New for 2008-09:

- Implement streaming video clips within site
- Develop partnerships with Tripadvisor and Tourism BC to have consumer content streamed to our website.
- Develop and implement social media strategy

On-going:

- Build stakeholder link-back program
- Use of Google AdWord (pay-per-click) during the shoulder seasons (March/April and September/October)
- Use of Big Box ads in media portal sites
- Evolve consumer communication to provide more interaction with the website and encourage consumer referrals to join database.
- Maintain presence on CTC and Tourism BC website

1.6 ACTIVITY MEASURES – Leisure, Consumer **2008 stats are for an 8 month period*

	2008 Target (8 months: Jan – Aug'08)	2008 Actual (8 months: Jan-Aug'08)	2008-09 Target (Sept'08-Aug'09)
Advertising			
• Total advertising impressions	61,820,205	60,885,996	50,000,000
• Number of co-op partners	210	208	230
• Investment from co-op partners*	\$57,750	\$48,125	\$52,250
• Total media investment	\$557,000	\$573,546	\$600,000
• Value of additional leveraged media	\$281,518	\$248,034	\$250,000
• Total media value	\$838,519	\$821,581	\$855,000

*Necessities Package only

1.7 PERFORMANCE MEASURES – Leisure, Consumer

	2008 Target (8 months: Jan – Aug'08)	2008 Actual (8 months: Jan-Aug'08)	2008-09 Target (Sept'08-Aug'09)
Number of unique user sessions	267,358	241,101	344,523
Number of new users	211,328	190,664	270,782
Number of repeat visits	56,020	48,274	73,741
Click-throughs to website	213,749	190,907	270,279
Search engine referrals			
• Total number of referrals	115,394	142,403	162,167
• Percent of website traffic attributable to search engine referrals	57%	74.6%	60%
Inquiry conversion			
• Unique website visitors who clicked through to accommodation listings	33%	20.3%	35%

2008-09 Leisure - Consumer Investment: \$1,230,059 or 52.3% of total budget

Leisure Sales and Marketing Objectives 2008-09 – Travel Trade

OVERVIEW *(Updated May 2008)*

Tourism Kelowna's involvement in the travel trade market has significantly increased Kelowna's destination awareness within the group market. The focus of the 2008 –09 is to convert this awareness into sales.

The travel market is very vulnerable to world situations and disasters. This puts this industry in a position of continual risk. Tour operators have addressed this difficult situation by developing more buyer to buyer opportunities to decrease tour cancellations and increase customer satisfaction.

Travel Agent services are gaining momentum in the travel trade and consumer market place. Packages are the key to agents selling direct to the consumer and agents are increasingly working more closely with industry partners to create inclusive destination packages.

SWOT ANALYSIS

Strengths:

- Product diversity and proximity – many attractions in a small geographic area
- Improved highway access with the completion of the bridge
- Improved air access with the expansion of the airport
- New, renovated and expanded accommodations in the Central Okanagan

Weaknesses:

- Increased airline and additional/oversized luggage fees
- Awareness levels of Kelowna are still low within travel trade industry
- Weak US \$ and economy impacting US consumer spending decisions
- Canada is deemed an expensive destination to travel to

Opportunities:

- Developing itineraries that can be sold by many tour companies through trade alliances such as the Travel Alliance Partners and Encompass
- Increased use of travel agent services/partnerships

Threats:

- High gasoline prices
- Accommodation competition within Okanagan Valley with Kelowna thought to be the most expensive
- Strong Canadian dollar is disincentive for US inbound
- Confusion over the application methods of the GST Visitor Rebate Program
- Airline surcharges and baggage charges

COMPETITIVE ANALYSIS

The Trans Canada route (Highway 1) between Vancouver and Calgary continues to be the most popular touring route in British Columbia. If the operator is looking for a destination experience,

then Highway 97 through the Okanagan Valley is becoming an option to Highway 1. Hwy 1 is the fastest and most direct route to Calgary and hence the least expensive for an operator to offer. It is therefore necessary for Tourism Kelowna to be strategic in its sales and target only those operators who are receptive to offering a new experience to their clients despite it being a more expensive route.

Competition for the “getaway” is fierce. Tourism Kelowna believes however, that through travel agent partnerships we can increase getaway packages and compete more aggressively with the traditional western Canada getaway destinations of Vancouver, Victoria, Whistler, Banff, and Calgary.

MARKET AND TREND ANALYSIS

- More and more operators are forming alliances with like-minded operators to cross sell each other’s products. The largest of these alliances is the Travel Alliance Partners (TAP).
- The reluctance of airlines to accommodate group bookings continues to pose challenges for this sector.
- The FIT (Free & Independent Traveler) packages are being offered by more and more operators
- The trend towards smaller groups, niche and family travel continues to lead the way in packaged travel.
- Student tours continue to move away from focusing on the history/performance/sports to life experiences from which career interests may immerse.
- Hottest new niche market is voluntourism - people wishing to contribute to the local people and culture.
- Operator to Operator selling is becoming the norm and is reducing the number of trip cancellations.
- Higher-income travelers are keeping the industry thriving. Special interest and niche travelers are driving trends that will have an increasing impact on the travel industry.
- The use of Travel Agent services is on the increase by tour operators as booking agents
- The use of Travel Agent services is on the increase as consumers are finding it very time consuming to make their own travel arrangements.
- Increased consumer understanding of travel agent services

OPPORTUNITY ANALYSIS

Our trade sales and marketing efforts over the past 5 years have generated significant exposure for our destination among tour operators. Tour operators now have a higher recognition level of the name “Kelowna” and our focus for 2008-09 will be to convert this awareness into sales. The airport expansion may provide an opportunity to work with inbound UK operators.

Travel agent bookings are on the rise and Kelowna is also well positioned as a “getaway” destination. Linking stakeholder commissionable packages with a large network of agents will be our focus for 2008-09.

2008-09 TRAVEL TRADE SALES AND MARKETING ACTIVITIES

3.0 GOAL: To increase group visitation levels during the April-June and September-October periods.

3.1 OBJECTIVE: *Increase length of stay for operators currently scheduling trips to or through Kelowna.*

Current Position

There is increased awareness of the opportunity for multi-night stays in Kelowna on the traditional tours between Calgary, Banff and Vancouver. Convincing operators to extend their stay is now achievable. Attracting the attention of operators for the Spokane, Kootenays, Rockies, and Okanagan circle is seeing some success.

Asian tours rarely spend more than one night and day in Kelowna, but with the growing interest in wine and Ice Wine there is an opportunity to convert these single night stays into 2 night stays. Working with the inbound receptive operators in the lower mainland is the key to the development of this market.

Strategies

- Build a selection of joint itineraries in partnership with other popular British Columbia, Alberta and Washington destinations that are sold by all partners, thereby expanding the exposure for all
- Direct sell to key account list of operators currently spending only one night in Kelowna
- Sell to the UK inbound market

3.2 OBJECTIVE: *Generate new operator business from operators already running trips in Washington, British Columbia and Alberta who are not incorporating Kelowna in their itineraries.*

Current Position

British Columbia is a haven for bus tours, however most travel between Vancouver and Banff via Highway 1 and miss much of what is in between.

Travel trends continue to indicate that group travelers are becoming more interested in a quality and less rushed experience. They are interested in educational and experiential activities, relaxation, and multiple nights in one destination. Tour operators are responding to this by creating new itineraries designed with this emerging traveler in mind. We believe that Kelowna is a prime candidate for those tours already coming to our province that need to add a “what’s new” component to their itineraries to lure back their customers. Kelowna can offer a variety of experiences without the complications of extended distances allowing more independent time and experience choices for the customer.

Strategies

- Direct selling to a key account list of operators who currently run tours to the Pacific Northwest but do not include Kelowna
- Targeted trade show attendance
- Generate more editorial coverage within travel trade publications
- Provide excellent customer service with clients to build solid and reliable reputation within this industry

3.3 OBJECTIVE: *Generate travel agent bookings in the April – June and September – October periods.*

Current Position

Tourism Kelowna has been marketing to travel agents for the past three years with a focus on short getaways through a monthly fax blast campaign. Our challenge however, is in the tracking of the results. Travel agents book directly with the hotels so information on the effectiveness of our efforts is anecdotal, though the CASK report does show an increase in Travel Agent bookings for '07. Increasing bookings by providing a trackable commissionable one-stop booking process will be the focus for the 2008-09.

Strategies

- Monthly destination driven e-blast to a targeted markets
- Uniglobe Travel Service Agreement will provide commissionable one stop booking packages for agents
- Hosting of travel agent familiarization tours

3.4 OBJECTIVE: *Maximize Olympic Opportunities*

Current Position

When the Olympics were first announced it was thought that there may be an opportunity to generate tour operator business for Kelowna pre, during and post Olympics. Upon re-evaluation we believe that this business will come after the Olympics if the media coverage for BC is strong and if Kelowna and the Okanagan are positioned prominently with the provincial media messaging. .

To capture a portion of this business we must link ourselves with the already firmly established destinations of Vancouver and Banff. The development and selling of touring routes that include a 2-3 day stop in Kelowna while en-route to either of these destinations will result in increased international visitation. Multi-destination touring routes will be supported through the sales efforts of all of the destinations involved resulting in tremendous exposure.

3.5 ACTIVITY MEASURES – Travel Trade **2008 stats are for an 8 month period*

	2008 Target (8 months: Jan – Dec'08)	2008 Actual (8 months: Jan-Aug'08)	2008-09 Target (Sept'08-Aug'09)
Trade shows/Sales missions			
• Number attended (combined group & agent)	3	6	3
• In-person appointments/sales calls	90	137	120
Familiarization tours			
• Number held (combined group & agent)	4	7	5
• Number of participants (combined group & agent)	31	13	16
Advertising/Sponsorships			
• Total investment	\$23,150	7,150	\$13,800
• Circulation – group**	6,529	4,127	1,234
• Circulation – travel agent**	160,928	*33,915 discontinued)	262,536
• Co-op partners (combined group & agent)	20	12	20
• Co-op revenue (combined group & agent)	\$18,000	*\$11,240	\$10,000

*Travel Agent program discontinued to be reformatted

** Does not include on-line advertising

3.6 PERFORMANCE MEASURES – Travel Trade

	2008 Target (8 months: Jan – Dec'08)	2008 Actual (8 months: Jan-Aug'08)	2008-09 Target (Sept'08-Aug'09)
Leads			
New tour leads	62	82	122
Extended tour leads	53	70	69
Travel Agent leads	20	25	59
Lead room nights	3,341	5,156	9,500
NTA Spring Meet tour leads	82	43	No longer tracking
NTA Spring Meet lead room nights	5,075	3,131	No longer tracking

2008-09 Leisure - Travel Trade Investment: \$68,050 or 2.9% of total budget

Sport Tourism and Sales Marketing Objectives 2008-09

OVERVIEW *(Updated May 2008)*

Excitement is building as Vancouver and Whistler prepare for the 2010 Olympic and Paralympic Winter Games. Kelowna's proximity to the Lower Mainland and profile as a preferred destination make it a prime candidate for Games-related hosting opportunities through 2010 and beyond. We are continuing to build relationships with National Sport Organizations and position Kelowna as an ideal place to train.

Kelowna will create its own Olympic and Paralympic legacies by embracing central themes of the Games – accessibility, diversity and sustainability – in its support for sport. These themes allow Kelowna to build on its success with such Paralympic events as the 2007 World Sledge Hockey Challenge.

One priority in Tourism Kelowna's sales and marketing plan for sport tourism is to balance the high performance sport events, which bring a high level of hosting credibility but low economic impact to our destination, with those that contribute the most economically: local, regional and provincial traditional, recreational and non-traditional events for youth, masters, and seniors.

Tourism Kelowna will also play a significant role in the City of Kelowna's sport planning process and will represent the events component of the plan. Through this process the renewal and redefining of the Sport Kelowna partnership will take place resulting in a clear roadmap for sport development as a resource for local sport organizations (LSOs).

SWOT ANALYSIS

Strengths:

- Kelowna is a desirable place to host an event with its strong mix of sport and tourism assets, including its airport, accommodations and attractions.
- City of Kelowna provides a funding mechanism (Sport Event Development Grant) for new and growing events. This program demonstrates the City's commitment to sport and perpetuates good relationships between Sport Kelowna and LSOs.
- Kelowna has an active and dedicated sport community as shown by the city's proud history hosting a variety of events.
- Sport Kelowna has created a service culture within its organization – one that encourages events and works with sport organizations to secure and host events. Its partnership model respects a wide range of interests.
- New facility development: Mission Aquatic Centre

Weaknesses:

- Kelowna's growth affects infrastructure priorities and limits its ability to address needs among LSOs for gym and office space and ice time.
- Average level of awareness among LSOs of Sport Kelowna services.
- Sport Kelowna website not an effective and useful planning tool for sport event planners and requires a significant upgrade.
- Cost of living in Kelowna creates barrier for people to participate in sport.

Opportunities:

- Building local sport group capacity generates more interest in hosting events and therefore more competitive bids.
- Increased marketing of Kelowna as preferred sport destination creates more hosting requests from provincial and national event rights holders.
- Strategic bidding on events that fill facilities, hotels and restaurants when they have excess capacity.
- Increased marketing Kelowna as an ideal training camp destination.
- Growth among post-secondary institutions creates opportunities for partnerships in sport education and new facilities and events.

Threats:

- Sensitivity is required regarding the balance of events with the operational needs of sport groups and the recreational needs of residents.
- Dramatic increase in the number of sport events hosted may result in volunteer burnout.
- Benefits of sport tourism are apparent to other communities and rights holders, increasing the level of competition and cost to secure events.

COMPETITIVE ANALYSIS

The 2010 Olympic and Paralympic Winter Games are making their mark on municipalities throughout the Lower Mainland. Increased exposure, new facilities and rising support for sport enable these communities to share in the benefits, including major events, being enjoyed by Vancouver and Whistler. Burnaby and Richmond are two cities with plans for international, multi-sport centres of excellence. Prince George, too, espouses a sport tourism strategy linked to high performance sport and the Games. Its "Train in PG" initiative features training opportunities in five winter sports and its presence as part of Team Canada at 2008 SportAccord in Greece shows it's positioning at the international level.

Other mid-size cities in BC use a variety of strategies, including branding and investment in facilities and human resources, as they respond to unprecedented competition and opportunities. With its SportTown Canada brand, Abbotsford joins Kamloops as a city defined by sport tourism. Abbotsford opens its new Entertainment and Sports Centre and Langley opens its new Events Centre in 2009. In the Okanagan, Penticton adds the South Okanagan Events Centre, a sport facility featuring an Olympic-size ice surface, to its convention centre. In terms of staffing, Tourism Kamloops has added a Coordinator, Sports and Events to work with the City's Tournament Capital Coordinator. Both attended the Canadian Sport Tourism Alliance 2008 Sport Events Congress in Gatineau, Quebec. Cities are recognizing the strength of partnerships.

MARKET AND TREND ANALYSIS

The sport tourism market in Canada continues to mature. Most regions recognize the value in attracting events and Canada receives international recognition as host of the 2007 FIFA U20 Soccer Tournament, 2008 IIHF World Hockey Championships and, of course, the 2010 Winter Games. With that recognition, the Government of Canada recently launched its Federal Policy for Hosting International Sport Events. Growing membership within the Canadian Sport Tourism Alliance and record attendance at its annual Sport Events Congress shows municipalities are committing more resources to sport tourism. With 2010 Legacies Now,

Hosting BC and Spirit of BC, among other programs, BC is capitalizing on the Games by building capacity for sport tourism.

Market trends include municipalities broadening their range of sport tourism offerings to promote shoulder and winter season visits and pre- and post-event stays. They focus on emerging markets driven by an aging population – Vernon’s 2011 World Masters Cup Nordic ski event for Silver Star and Sovereign Lake stands as an example – and non-traditional sports. High performance sport receives more attention in connection with the 2010 Games and related programs such as Hosting BC. There is evidence of more private-public partnerships in sport facilities management. As RG Properties operates Prospera Place and Capital News Centre in Kelowna, Global Spectrum operates new sport facilities in Abbotsford and Penticton.

OPPORTUNITY ANALYSIS

There are significant opportunities in sport tourism surrounding the 2010 Winter Olympic and Paralympic Games in Vancouver-Whistler. Hosting BC supports communities’ efforts to secure major competitions and 2010 Legacies Now promotes communities for international training camps. The 2010 Games and other multisport events also provide important legacy opportunities for host communities. Events such as the 2008 BC Summer Games in Kelowna and 2015 Canada Winter Games can have a long-lasting impact on host cities that receive new facilities, funding and revive community pride. Leveraging legacies allows cities to extend the host benefits well beyond their Games.

Other opportunities come from taking an expanded view of sport tourism. The 2010 Games include the elements of accessibility, diversity and sustainability as part of a broad view of sport’s influence in the community. The Niagara Region in Ontario and Victoria are destinations with broad views on sport tourism. Niagara has a website devoted to accessibility and a group dedicated to conserving the regions natural amenities. Victoria embraces cycling and golf as two activities enjoyed by those who visit the city, perhaps for traditional sport events. Communities consider meetings and training camps as standard events worth pursuing. They also connect sport with arts and culture, again, in an effort to expand their tourism offerings and promote longer stays and repeat visits.

Opportunities exist in new models for facility operations, funding and marketing. Kelowna is one of many communities relying on private-public partnerships to build and operate sport facilities. Some sport tourism initiatives, such as SportHost in Victoria, encourage private support to replace or ideally augment municipal support. In the US, there are privately supported funding programs for schools that help in hosting local sport events. Cities also realize the convenience, environmental advantages and potential savings that come with online services. Abbotsford, for instance, regards its SportTown Canada website as a primary tool in its sales and marketing efforts. It also advertises major events through the website. SportWeb also offers online services to LSOs through its website.

2008-09 SPORT TOURISM SALES AND MARKETING ACTIVITIES

4.0 GOAL: To increase the quantity and improve the quality of sport events primarily in the October – May period.

4.1 OBJECTIVE: *To build capacity and hosting strategies with identified local sport organizations (LSOs).*

Current Position

Many LSOs in Kelowna are consistently playing host to sport events; however, few do so with a long-term, planned approach. Building LSOs' hosting capacity in relation to specific plans and events leads to growth in sport tourism.

Strategies

- Identify LSOs that have the capacity to host events and can best take advantage of event and facility inventories.
- Build LSO capacity to host events; connect LSOs with Volunteer Kelowna and online resources (www.volweb.ca, www.sportweb.ca); provide information on the Sport Event Development Grant and other funding sources, PacificSport programs, Sport Kelowna services and hosting opportunities; support events/initiatives that encourage participation.
- Develop long-term hosting strategies with targeted LSOs (i.e. 2009 host regionals, 2010 host provincials, 2012 host nationals).
- Support event hosts with Sport Kelowna information and resources (i.e. How-To Guide, Event Kit).

4.2 OBJECTIVE: *To position Kelowna as a preferred sport destination.*

Current Position

Kelowna currently plays host to more than 100 sport events annually as a popular site for annual, regional and provincial events. Our city's combination of tourism assets, including its airport, accommodations, natural amenities and attractions, and sport facilities and services places it in contention for national and international events as well. This is a growth opportunity, provided it fits within Kelowna's efforts to become an all-season sport destination.

Strategies

- Establish and maintain positive relationships and effective communications with local, provincial and national sport organizations (LSOs, PSOs and NSOs).
- Direct sales to decision makers with PSOs, NSOs, international sport federations (ISFs) and event rights holders.

- Relationship building and sales through attendance at provincial and national sport congresses and strategic trade shows.
- Improve collateral/sales materials to differentiate Kelowna as a destination through its sport facilities, support services and unique qualities such as climate and natural amenities.
- Update Sport section of Tourism Kelowna website as a clear, comprehensive tool for sport event organizers, providing information and opportunities for interaction.
- Assist potential event hosts with competitive bid submissions.

4.3 OBJECTIVE: *To maximize hosting opportunities by generating higher registration numbers, longer stays and repeat visits.*

Current Position

First-time event participants leave Kelowna wishing they had extended their stay in order to experience the city's activities and attractions. Promoting the city via an event's registration package or process enables participants to plan longer stays and book activities/venues earlier to avoid disappointment.

Strategies

- Develop targeted promotional materials for host organizations, especially those receiving SEDG funding, to distribute to event registrants. Materials promote activities and attractions and include incentives such as pre- and post-event accommodation packages.
- Develop multi-market promotion (Vancouver, Calgary and Edmonton) with focus on select events and options for participants to extend their stays.
- Develop potential participant database through event link or registration on Tourism Kelowna website or host organizations to promote repeat visits.

4.4 OBJECTIVE: *To maximize Olympic and Paralympic opportunities, especially as they contribute to Kelowna's potential bid for 2015 Canada Winter Games*

Current Position

The Olympic and Paralympic Winter Games provide BC with a unique opportunity to host many national and international events leading up to 2010. Some of these pre-Games competitions and training camps take place in areas outside the Lower Mainland. In attracting these events, Kelowna benefits greatly from its proximity to the Lower Mainland and its capacity to host major events. By effectively communicating these advantages to NSOs and 2010 Legacies Now, Kelowna stands to land a number of these high-profile events.

Strategies

- Attract, through direct sales and destination promotion through 2010 Legacies Now, sports that fit with Kelowna's LSOs and facilities for the purpose of pre-Olympic and especially Paralympic training.
- Develop long-term strategy, related to 2015 Canada Winter Games, to position Kelowna as year-round national training centre for more sports and sport events.

4.5 ACTIVITY MEASURES – Sports **2008 stats are for an 8 month period*

	2008 Target (8 months: Jan – Aug'08)	2008 Actual (8 months: Jan – Aug'08)	2008-09 Target (Sept'08-Aug'09)
Event bids			
• Number supported/produced	5	2	5
Trade shows/Sales missions			
• Number of tradeshow/sales missions	2	2	2
• In-person appointments/sales calls	34	26	43
• Local sport organization meetings	26	23	35
Inquiries generated/serviced			
• From LSOs	26	28	35
• From Events Rights Holders	10	7	22
• Events using welcome packages	14	9	15

4.6 PERFORMANCE MEASURES – Sports

	2008 Target (8 months: Jan – Aug'08)	2008 Actual (8 months: Jan – Aug'08)	2008-09 Target (Sept'08-Aug'09)
Bids			
• Successful	3	0	3
Leads			
• New event/camp leads	6	6	10
• Lead room nights	2,300	310	3,500
Events receiving Sport Event Development Grant	13	12	16

2008-09 Sport Tourism Investment: \$106,208 or 4.5% of total budget

Meetings, Conventions, and Incentive Travel Objectives 2008-09

OVERVIEW *(Updated June 2008)*

In 2008, Tourism Kelowna's Meetings, Conventions, and Incentive Travel (MC& IT) department did not stray from its goal to bring more meeting and convention business to Kelowna. Several strategies were once again utilized to create more awareness and interest in our destination including direct sales, trade publication advertising and a local Host at Home sales campaign.

This year we also increased our sales efforts to add a contract Business Development Consultant in the Toronto area to the existing sales team. Markets have been broken up geographically and all sales staff will continue to focus on all market segments with an emphasis on corporate groups.

SWOT ANALYSIS

Strengths:

- Central, beautiful location
- Ease of road and air accessibility
- Quality, diversity and accessibility of attractions and amenities
- Kelowna has all of the support services required for mid-size conventions.
- Warm winter season with low rainfall year-round

Weaknesses:

- Limited number of properties selling to this market.
- Limited number of off-site venues that accommodate groups over 200 people.
- Kelowna has a gaining reputation for being an expensive meeting destination.

Opportunities:

- Daily non-stop air access from Toronto, Calgary, Edmonton, Victoria, Vancouver, Seattle, Prince George.
- Increased funding available from Tourism British Columbia.
- Increased awareness for Kelowna as a meetings destination in emerging markets.
- New e-RFP software program, Meetings Easy™ makes it easier and more convenient for planners to inquire about events in Kelowna.
- Add additional sales staff in the Toronto area

Threats:

- Increasing competition in the Meetings & Incentive market due to the opening of the Vancouver Island Conference Centre and expansion of the Vancouver Conference Centre.
- Not able to host large conventions due to lack of trade show space - possibility of promoting city as Meetings & Incentive Travel destination and then not being able to deliver.
- US market difficult to convince to cross border. That coupled with higher gasoline prices and flights and the passport requirements deters that market from meeting in Kelowna.

- The low US dollar is appealing to Canadian businesses who are considering US destinations for meetings and retreats.
- Whistler's Telus Conference Centre is able to offer very attractive rates in their off season, substantially undercutting prices in Kelowna during our spring/fall conference months.

COMPETITIVE ANALYSIS

As a meetings destination in British Columbia, Kelowna has significant competition. Tourism Vancouver is working hard to book business to fill their expanded Convention Centre. As well, Whistler seems to be having great success offering their meeting space and accommodation at reduced rates during their off season. The new Vancouver Island Convention Centre opened in June and is actively trying to draw business to Nanaimo. Finally the Penticton Convention Centre is undergoing a huge construction project to incorporate an event centre. The new South Okanagan Event Centre will be completed September 2008 and which will allow Penticton to bid on even bigger, more elaborate events. There are also full service (provincially funded) convention centres in Prince George and Victoria.

MARKET & TREND ANALYSIS

- Business from the Toronto/Ontario market is continuing to grow, become more aware of Kelowna as a potential destination and will continue to be one of our primary geographic markets.
- A study done by Meeting Planners International (MPI), cites the vast majority of planners indicated that competitive pricing and flexible contracts are the most effective way to win their loyalty.
- The MPI study also indicated that the first and foremost seek the tools to assist them with meeting logistics and then look at technology to get good attendee feedback about meetings & events.
- A continued emphasis on green meetings, the lightning, fast pace of technology and a move toward more diverse recreational choices were among the "Top Ten Meeting Trends" outlined by Benchmark Hospitality International.
- Reported in TravelMole, a survey of 422 meeting professionals conducted by MeetingNews cited that planners are increasingly seeking short, nonstop flights and low airfares for their delegates.
- According to FutureWatch 2008, a study conducted by MPI and sponsored by American Express that surveyed 1,643 meeting and event professionals and suppliers, there will be steady growth market for meetings with healthy increases in average meeting attendance.

OPPORTUNITY ANALYSIS

Due to the daily Toronto non-stop air service, increased opportunity exists to attract small to mid-size meetings, conventions and incentive travel to Kelowna in the October through May period, from British Columbia, Alberta, and Greater Toronto. Some of our stakeholder businesses have increased their capacity to host meetings and more tour companies, restaurants, and attractions are also welcoming these groups.

2008-09 MEETINGS, CONVENTIONS, AND INCENTIVE TRAVEL SALES AND MARKETING ACTIVITIES

5.0 GOAL: To generate increased meetings and incentive travel business for Kelowna primarily in the October – May period.

5.1 OBJECTIVE: *To continually position Kelowna as a fresh meeting destination with meeting planners in our primary markets of British Columbia, Alberta and the Greater Toronto area. (GTA).*

Current Situation

To date both the number of leads and lead room nights are up over targets. We are continuing to see an increasing number of leads from the GTA and awareness of our destination seems to be growing. This allows us to focus on selling our product rather than spending time educating planners about our location. Education regarding our air access still needs to continue as many planners are still not yet aware of our daily non-stop flights from Toronto's Pearson International Airport.

Strategies

- Direct sales with meeting planners through trade show attendance, sales calls, and e-mail correspondence
- Continue to enhance the M & IT Co-operative Marketing program to provide value to stakeholders while offering a full range of suppliers to potential customers
- Fully utilize the Meetings Easy Program to offer planners a complete resource for E-RFPs
- Upgrade the M & IT section of the website to make a complete resource for information on meetings and incentive travel in Kelowna.
- Utilize the Maximizer CRM software to build qualified database of planners that match our destination suppliers

5.2 OBJECTIVE: To encourage local residents to bid and host their association meetings in Kelowna through the Host at Home program.

Current Position

We saw some success with the Host at Home program in early 2008 – creating two bid proposals. A sales program will be followed throughout the year again to try and build awareness of the program and recruit local residents willing to undertake the task of submitting a proposal to host their corporation or association conference in Kelowna.

Strategies

- Market program to local businesses, associations and non-profit organizations to create key contact list of potential local meeting hosts
- Generate increased awareness of program through the media including print advertising in local publications and newsletters.
- Use past success stories to build reputation and credibility

5.3 ACTIVITY MEASURES – Meetings and Incentive Travel <i>*2008 stats are for an 8 month period</i>			
	2008 Target (8 months: Jan – Aug'08)	2008 Actual (8 months: Jan – Aug'08)	2008-09 Target (Sept'08 – Aug'09)
Trade shows/Sales missions			
• Number attended	2	1	3
• In-person appointments/sales calls	27	180	60
Familiarization tours			
• Number held	1	2	2
• Number of participants	5	9	10
Advertising/Sponsorships			
• Total investment	\$33,190	\$22,500	\$35,000
• Circulation *	27,000	42,000	44,500
• M & IT page views within tourismkelowna.com	0 (new)	4,489	6,800
• Co-op partners	18	20	20
• Co-op revenue	\$36,800	\$40,325	\$40,325

* Does not include on-line advertising

5.4 PERFORMANCE MEASURES – Meetings and Incentive Travel			
	2008 Target (8 months: Jan – Aug'08)	2008 Actual (8 months: Jan – Aug'08)	2008-09 Target (Sept'08 – Aug'09)
Leads			
• Meetings, Convention & Incentive Travel leads	54	99	127
• Lead room nights	9,000	13,708	20,325

2008-09 MC&IT Investment: \$281,569 or 12.0% of total budget

Media Relations Sales and Marketing Plan 2008-09

OVERVIEW *(Updated May 2008)*

Kelowna continues to make strides with its reputation as a vacation destination on a national level. Increasing online exposure and coverage in travel sections and programs across many communities nationally and in the U.S. have helped Kelowna boost its reputation as a vacation haven. Maintenance of Kelowna's destination messaging in our primary markets of BC and Alberta will continue to be important through 2008/09. With ground broken in the Greater Toronto market for Kelowna's appeal as a getaway destination, 2008 will see further focus on this area as a primary market. Secondary markets include the rest of Canada, UK, Washington State, California, and Oregon. Although we will focus on wine, culinary, golf and family publications, it is also vital to continue to build destination awareness across a broad spectrum of groups (i.e. family, athletics, oenophiles, golfers, and cultural tourists) as well as demographics (i.e. young travelers, senior travelers, baby boomers, etc.).

SWOT ANALYSIS

Strengths:

- Kelowna has enjoyed steady increases in media coverage since 2004, both in print and online media, with spurts of broadcast media. In 2008/09, Kelowna stands to continue gaining momentum as an emerging travel destination with anticipated coverage in major U.S. travel publications.

Weaknesses:

- Misconception that Kelowna is a non-commercialized and sleepy mountain town, resulting from the novelty of Kelowna in the world of travel media, and its association with such old-world charms as wine, fresh fruit, cheese, and lakeside landscapes. These misconceptions can create jarring first impressions when assumptions about Kelowna's size are proven false.
- Overcoming critique about the speed and process of Kelowna's growth as a city.

Opportunities:

- Kelowna is not yet over-pitched.
- Kelowna is well-situated as an "undiscovered" and unique destination for media to pick up in coming years.
- Wine and culinary tourism is still a very strong draw for writers.
- New markets being introduced as a result of expansion of inbound flights projected for 2008
- Strong destination endorsement with the hosting of the Telus Skins Game at Predator Ridge in June 2008.

Threats:

- Becoming type-cast as only a wine tourism destination and therefore running the risk of jeopardizing the crucial summer family vacation message and other product offerings.

COMPETITIVE ANALYSIS

Kelowna is the Gateway to the Okanagan, and thus will occasionally need to work closely with other Okanagan DMOs in order to lure key media to the area. As the largest centre between Vancouver and Calgary, Kelowna will also be able to benefit from pre and post trips to these cities (especially BC cities). However, all industry partners work to relay their own messages and pitches to media, so Kelowna will need to continue to target its own specific media while benefiting from industry partnerships.

MARKET AND TREND ANALYSIS

- Wine and food are still major draws for media visits to Kelowna.
- Wine and food can be well-matched with a number of other tourist attractions and media stories such as spa stories, athletic angles (especially high-income experiences such as skiing and golf), and senior travel. Most traveling media will seek more than one story angle on a press trip for possible future stories (especially if the media representative is freelance), therefore creating trip itineraries including well-matched tourism trends can be a productive strategy.
- Broad-scope travel media is still one of the most important types of coverage that Kelowna can achieve (as opposed to single-focus stories). This type of coverage provides the reader with a feel, impression and sense of place for the destination. This is our opportunity to expand our potential market and evolve the destination by highlighting the diversity and quality of the travel experiences.

OPPORTUNITY ANALYSIS

Location is a prime opportunity for Kelowna. Along with its warm micro-climate, Kelowna is relatively close to a number of ski resorts, and also to championship golf courses, wineries, and city amenities. This means that multi-focus press trips (incorporating culinary and ski experiences; golfing and winery experiences; mountain biking and kayaking experiences etc.) are a good strategy for Kelowna.

2008-09 MEDIA RELATIONS ACTIVITIES

6.0 GOAL: To grow awareness of Kelowna as a desired British Columbia destination.

6.1 OBJECTIVE: *Generate destination intrigue and the desire to travel to Kelowna through increased media exposure within a broad spectrum of consumers.*

Current Position

Intrigue about Kelowna as a feature-worthy travel destination is firmly seeded in British Columbia, Alberta, and is beginning to burgeon in Ontario. In 2008/09 the Media Relations strategy focus must still remain on these core markets: British Columbia, Alberta, and the

Greater Toronto Area. Inroads must be made in 2008/09 in Quebec and Eastern Canada and in the Seattle area. Ground must also be broken in potential new European markets that will open up as a result of possible new non-stop flights to Kelowna. These must be properly researched in order for Tourism Kelowna to be in a position to act swiftly when new flights are announced.

Strategies

- Recruit writers from travel and lifestyle and product niche publications through direct sales, trade shows and tactical targeting of writers
- Increase destination exposure through trade show/convention sponsorship
- Form affiliations with key media representatives
- Distribute the quarterly Snapshots newsletter - A snapshot of a minimum of three story ideas per newsletter to lure writers
- Nurture relationships with Tourism Vancouver and Tourism Whistler, Tourism Banff Lake Louise for partnerships in media hosting to continue to position Kelowna as a close jaunt from these locations.

6.2 OBJECTIVE: *Execute effective stakeholder and community public relations that position Tourism Kelowna as the lead voice for tourism in Kelowna and a key marketing tool and information resource for stakeholders.*

Current Position

Through its current activities, Tourism Kelowna is positioning itself as a primary source of information on Kelowna as a destination for national and international media and its consumers, as well as for local tourism stakeholders. The goal is to establish Tourism Kelowna as the official voice for the tourism industry in Kelowna by acting as a resource on tourism matters for local media outlets.

Tourism Kelowna has begun to develop a broader base of understanding around our organization's roles and mandate within the community. We must continue to broaden this message through appropriate news releases to local media and through other communication channels.

Tourism Kelowna currently publishes an electronic newsletter for its stakeholders on a quarterly basis. This newsletter is filled with information on our initiatives, industry trends, and research. In 2008/09 Tourism Kelowna will continue to distribute the quarterly newsletter. This newsletter is becoming an integral communication piece for Tourism Kelowna to local stakeholders.

Strategies

- Continue contract with local writer for Tourism Kelowna's stakeholder newsletter – info must continue to be timely, pertinent and provoke stakeholders to become more informed of broader industry and Tourism Kelowna initiatives
- Encourage stakeholders to utilize our stakeholder section on the Tourism Kelowna website to find current information on industry trends, statistics, and other industry resources
- Undertake effective and informative community P.R.

6.3 OBJECTIVE: *Maximize Olympic Opportunities*

Current Position

The Olympics present a variety of media relations opportunities to Kelowna in the years preceding 2010. From local Olympic hopefuls to training facilities available in the area for teams, there are a number of story angles that will be unique to this event for Kelowna to capitalize on. Also, with industry partners in Vancouver and Whistler becoming familiar with Kelowna's product, there will be potential for pre and post tours of this area for media whose primary goal is to visit Vancouver and Whistler for Olympic stories.

6.4 ACTIVITY MEASURES – Media Relations <i>*2008 stats are for an 8 month period</i>			
	2008 Target (8 months: Jan – Aug'08)	2008 Actual (8 months: Jan – Aug'08)	2008-09 Target (Sept '08 – Aug'09)
Trade shows/Sales missions			
• Number attended	4	4	4
• Number of appointments	90	81	73
Familiarization tours (press trips)			
• Number of tours	20	19	28
• Number of journalists/media participating	20	32	31
• Number of publications represented	32	33	46
Advertising/Sponsorships			
• Number of sponsorships	2	2	2
• Value of sponsorships	\$5,500	\$5,556	\$6,500
• Number of media communications	8	7	12
• Circulation of communications	1,700	1,255	3,400
Media partnerships			
• Number	4	5	7

6.5 PERFORMANCE MEASURES - Media Relations			
	2008 Target (8 months: Jan – Aug'08)	2008 Actual (8 months Jan – Aug'08)	2008-09 Target (Sept '08 – Aug'09)
Placements			
• Total placements	85	73	117
Circulation	17,500,000	14,869,661	25,500,000
Advertising equivalency (\$)	\$710,000	\$1,349,381	\$,1200,000

2008- 09 Media Relations Investment: \$140,216 or 6.0% of total budget

Visitor Services Sales and Development Objectives 2008-09

OVERVIEW *(Updated May 2008)*

The Visitor Centre (VC) at the corner of Harvey Avenue and Ellis Street services approximately 44,000 visitors per year. The Visitor Info Kiosk at the Kelowna International Airport has welcomed well over 100,000 visitors since it opened in June 2005.

The Harvey Avenue VC has realized increased telephone, Tourism Kelowna website, and e-mail inquiries for travel information year over year with dramatic increases in 2005, 2006 and 2007 however 2008 has been below target. These increases are attributable to increased advertising and Visitor Guide distribution. The Kelowna Visitor Centres offer a variety of information on Kelowna, the Okanagan Valley, and British Columbia and both locations keep an inventory of many brochures and publications to assist our staff and volunteers in travel counseling. A small retail section is located within the main Centre offering locally made products and Authentic Kelowna brand merchandise. We offer public washrooms, a drink vending machine, local newspapers, etc. A computer and a telephone are provided to assist our visitors in booking accommodations and/or attractions.

The role of the Visitor Centres is to increase length of stay in our City, Region and Province, encourage repeat visits, and to service travel inquiries for Kelowna and the area.

SWOT ANALYSIS

Strengths:

- Support and commitment to funding from the City of Kelowna
- Recognition as a Tourism British Columbia network Visitor Centre
- Energetic, enthusiastic staff and volunteers who are passionate about Kelowna and who are genuinely interested and concerned about our visitors
- High visitor satisfaction levels consistently being met
- Visitor website terminal

Weaknesses:

- Very poor access for all vehicles, especially RV's
- Limited operating revenue with which to address increased service requirements
- Poor accessibility for handicapped
- Poor visibility of directional and site signage
- Lack of storage/proper shipping and receiving area
- Dated, featureless appearance
- Lack of personal servicing space

Opportunities:

- Develop a new landmark location relative to the distinct brand and image identity of Kelowna; being defined more by urban facilities and settings such as the RCA, wineries, parks and Okanagan Lake. Needed is a venue that would support and improve the destination experience for the increasing number of visitors to Kelowna, while maximizing the business opportunities for our tourism industry and a Centre that showcases Kelowna and all that it has to offer visitors and residents, and that sets the positive tone for the remainder of their stay here in Kelowna.

- Raise our level of service to ensure delivery of an enhanced destination experience to include services such as reservations and event/attraction ticketing, packaging and on-site sales, electronic kiosk, as well as customer amenities such as a picnic area, children's play area, outdoor dog-walking area, etc.

Threats:

- Not being able to service our visitors to the levels required thereby losing potential to generate increased spending and encourage return visits.

COMPETITIVE ANALYSIS

Currently there are numerous Visitor Centres up and down the Okanagan Valley, most operating year-round. Tourism Kelowna operates the Harvey Avenue (Highway 97) location as well as a satellite Information Kiosk in the arrivals area of the Kelowna International Airport. Within the city, our biggest competitors are other businesses, where visitors may stop because they cannot find or easily access our location. Visitors may seek out local employees or residents (i.e. convenience store clerks) who will assist the visitor to the best of their ability, but who do not possess the proper training and/or tools to encourage the visitor to extend their stay, plan their itinerary, or plan their next visit.

MARKET AND TREND ANALYSIS

- Volume at the Kelowna VC has been consistent.
- The majority of travelers are looking for information on attractions and accommodation, with adventure recreation and wineries rounding out the top four types of information requested.
- The majority of our visitors come from other parts of BC, Alberta, Ontario and Europe (with many visiting from Britain, Germany, Switzerland and the Netherlands).
- Most visitors stay three or more nights.
- In the next two years leading up to the 2010 Olympics we feel that visitors will begin to make inquiries regarding venues and touring opportunities before, during and after the games.

OPPORTUNITY ANALYSIS

Servicing the visitor pre-visit and during their visit is a critical marketing tactic. It is at the point of contact, whether that be through our website, over the phone, or in person, that the destination truly comes to life for the prospective visitor and the likelihood of a sale being made is dramatically increased. Tourism Kelowna must ensure that every facet of our marketing spectrum is focused on the quality of the guest experience, resulting in increased visitors. This can only occur if the experience is superior and visitors are enthused.

The development of services that profile our destination effectively and increase the ease for the visitor to experience it are our top priority for the next five years. If we can entice more tourists to fully experience our destination, the results are both immediate and longer term through "word-of-mouth" advertising/referrals.

2008-09 VISITOR SERVICES SALES AND DEVELOPMENT ACTIVITIES

7.0 GOAL: To excel at Visitor Servicing resulting in the increase of spending, length of stays and return visits.

7.1 OBJECTIVE: **Implement New Visitor Centre Business Plan**

Current Position

By October 2008 Tourism Kelowna will be provided with the Business Plan and site short-list for a new Visitor Centre. This plan will provide us with the information needed to strike a development strategy and timeline.

Strategies

- Work with Visitor Centre Board Task Force to develop implementation strategy of the Business Plan for a New Visitor Centre.
- Confirm site and funding
- Create development schedule

7.2 OBJECTIVE: **Research vacation experience management systems**

Current Position

We believe that consumers need to have the destination presented in an “easy to buy” format – one that is highly efficient and easy to use. We must be able to complete the path to purchase in a way that drives the sale and doesn’t provide the consumer with any reason to look elsewhere. Converting our inquiries into trackable sales is the ultimate goal of the implementation of a vacation management system.

Strategies

- Research options and world-wide best practices for a vacation experience management system with cost benefit analysis
- Develop a short-list of options that best suit Tourism Kelowna
- Develop an implementation strategy and budget

7.3 OBJECTIVE: **Ensure VC Staff and Volunteers are well trained and provided with the necessary tools to deliver exceptional service at all times.**

Current Position

Visitor Centre staff and volunteers are well trained and we have the benefit of high staff and volunteer retention rates. The Visitor Services Manager recognizes the value of regular in-service training for staff and volunteers and ensures that a high degree of product knowledge exists.

Strategies

- Ensure delivery of an enhanced destination service experience by continuing the development and training of VC policies and procedures with staff and volunteers
- Regular product knowledge development
- Focus on hiring staff with multiple languages
- Ensuring office equipment is well maintained and usable for staff and volunteers

7.4 PERFORMANCE MEASURES – Visitor Services <i>*2008 stats are for an 8 month period</i>			
	2008 Target (8 months Jan – Aug'08)	2008 Actual (8 months: Jan – Aug'08)	2008-09 Target (Sept '08 – Aug'09)
Number of Visitors	34,785	33,009	43,800
Number of Parties	17,689	16,147	22,800
Number of inquiries			
• Phone	10,168	6,618	13,000
• E-mail/Web/Mail/Fax	5,895	4,181	8,000

Combined Main and Airport VC 2008-09 Investment: \$281,730 or 12.0 of total budget