

Five-Year Strategic Business Plan

Designated Recipient:	Lower North Thompson Tourism Society (LNTTS)
Community Name:	Thompson Nicola Regional District, Electoral Areas O and P and the District of Barriere
Date Prepared:	March 31, 2019
MRDT Term Expiry Date:	January 30, 2020
Five Year Period:	2020-2025

Section 1: Five-Year Strategic Overview

1 Vision and Mission

1.1 Vision Statement

Leading a vibrant, growing and sustainable visitor destination in the Lower North Thompson through collaboration and partnerships.

1.2 Mission Statement

The mission of the Lower North Thompson Tourism Society (LNTTS) is to:

- Market, develop, support and promote tourism in the Lower North Thompson Valley (LNTV) which includes the District of Barriere and areas “O” and “P” of the Thompson Nicola Regional District (TNRD);
- Raise, collect and administer revenue, including without limitation funds received from local government, and funds received from the collection of applicable additional municipal and regional district tax (MRDT), in order to carry out the purposes of the Society;
- Engage in related commercial activities and carry out other complementary activities not inconsistent with the above purposes; and
- Provide leadership and advocacy in all matters relating to the tourism industry.

2 Strategic Context

2.1 Global Tourism

Global tourism is one of the largest and fastest growing economic sectors in the world. In 2017 international tourist arrivals (ITA) grew by 7% to reach 1,322 million, with this strong momentum expected to continue at a rate of 4% to 5% in 2018. This 2017 growth rate is the highest in seven years.

In 2017 Europe recorded extraordinary growth from 2% in 2016 to 8% in 2018 as fears relating

to safety and security issues subsided. Africa consolidated its significant growth in 2016 with a further 8% in 2017, Asia and the Pacific experienced 6%, and the Middle East recorded 5%. The lowest rate of growth was experienced in the Americas with 3%.

According to the UNWTO, international tourism represents 7% of the world's exports in goods and services, after increasing one percentage point from 6% in 2015. Tourism has grown faster than world trade for the past five years, and international tourism receipts grew by 2.6% in real terms in 2016 (taking into account exchange rate fluctuations and inflation) with total earnings in the destinations estimated at US\$ 1,220 billion worldwide in 2016 (1,102 billion EUR)¹.

In the long term, growth is expected to continue over the next two decades. The UNWTO's *Tourism Towards 2030*, states the number of ITAs worldwide will increase by an average of 3% a year over the period 2010 to 2030, eventually reaching 1.8 billion². The pace of growth is expected to be higher in the emerging economy destinations like Asia, Latin America, Central and Eastern Europe, the Middle East and Africa (4% per year) compared to traditional destinations (2% per year). By 2030, more than half (57%) of international arrivals will be captured by emerging economy destinations.

Increasing competition, global security threats, economic conditions, natural disasters, disease outbreaks and border security concerns will continue to concern citizens worldwide and could impact projected growth rates.

2.2 Canada Tourism

Tourism is Canada's top service export and is the top employer of young Canadians. Over the past decade, there has been steady growth in the economic performance of the Canadian tourism industry. In 2017, tourism accounted for³:

- A new all-time high of close to 20.85 million international overnight visitors⁴;
- 735,300 jobs, up almost 2% from 2016;
- About 200,000 tourism businesses⁵; and
- \$20.8 billion in international tourism expenditures, up 11% from 2015.

In 2017, more than 14.3 million or close to 69% of international visitors were from the United States. Other key international markets⁶ include the United Kingdom (3.8% share), China (3.3% share), France (2.7% share), Germany (1.9% share) and Australia (1.8% share). Markets of emerging/transitional interest are Mexico, Japan, South Korea, Brazil and India. In total, Canada's top 11 key markets account for 89% of international overnight visitors. Mexico (47.4%), Brazil (22.0%), India (17.8%) and South Korea (17.0%) saw exceptional growth in 2017.

In the face of these recent increases in international visitor arrivals, Canada has not kept pace

¹ UNWTO Tourism Highlights 2017 Edition (August 2017)

² UNWTO. 2011. *Tourism Towards 2030*. http://media.unwto.org/sites/all/files/pdf/unwto_2030_ga_2011_korea.pdf

³ Destination Canada. National Tourism Indicators highlights for 2017.

⁴ Destination Canada. Tourism Snapshot. Volume 13, Issue 12 (December 2017).

⁵ Destination Canada estimate. 2016 Annual Report. Destination Canada.

⁶ As designated by Destination Canada.

with its competitors. Canada's market share of global international tourism arrivals has declined from 2.9% in 2000 to 1.6% in 2016. However, 2016 marked the second consecutive year where there was a reversal in this trend. In 2016, Canada's growth in international arrivals growth rate (11%) outpaced the global growth rate (4%).

2.3 British Columbia Trends

The BC economy is diverse and evolving. Built on the foundations of the resource sector, the economy now primarily relies on the service industry (including tourism)⁷:

The most recent provincial tourism economic impact statistics are available for 2016.

- In 2016, the economy grew by 3.5%,⁸ which was the highest rate among provinces in Canada, outpacing the national average for the third consecutive year.
- The tourism industry contributed \$7.9 billion of value added to the BC economy, as measured through GDP (in 2007 constant dollars). This represents 5.6% growth over 2015, and 30.3% growth since 2006. In 2016, tourism contributed more to GDP than any other primary resource industry (mining: \$4.1 billion, forestry & logging: \$2.0 billion, and agriculture & fish: \$1.5 billion), with the exception of the oil & gas extraction industry (\$8.2 billion)⁹.
- In 2016, the tourism industry generated \$17.0 billion in revenue, a 7.9% increase over 2015, and a 39.3% increase from 2006.
- Tourism-related provincial tax revenue was more than \$1.1 billion in 2016, an increase of 4.5% over 2015, and an increase of 32.1% since 2006.
- In 2017, the room revenue in communities that collect the Municipal and Regional District Tax (MRDT) reached a total of \$2.5 billion.
- In 2016, 19,170 tourism-related businesses were in operation in BC, an increase of 1.2% over 2015.
- In 2016, 133,100 people were employed in tourism-related businesses, a 3.6% increase over 2015, and a 16.0% increase since 2006.
- The tourism industry paid \$4.7 billion in wages and salaries in 2016, up 3.2% from the previous year and up almost 30% since 2006.

More recent tourism performance indicators demonstrated 2017 was another good year of growth for the BC tourism industry. There was an increase of 3.3% in total overnight international visitor arrivals due to strong growth from Australia (20.4%), Germany (15.4%),

⁷ Value of Tourism 2015. A Snapshot of Tourism in BC 2016. Destination British Columbia.
[http://www.destinationbc.ca/getattachment/Research/Industry-Performance/Value-of-Tourism/Value-of-Tourism-in-British-Columbia-%E2%80%93-A-Snaps-\(1\)/Value-of-Tourism-2015-Snapshot.pdf.aspx](http://www.destinationbc.ca/getattachment/Research/Industry-Performance/Value-of-Tourism/Value-of-Tourism-in-British-Columbia-%E2%80%93-A-Snaps-(1)/Value-of-Tourism-2015-Snapshot.pdf.aspx)

⁸ BC Stats Economic Account Data updated November 2017, GDP, constant dollars, provincial comparisons.
<http://www2.gov.bc.ca/gov/content/data/statistics/economy/bc-economic-accounts-gdp>

⁹ Destination BC, March 2018, Value of Tourism in 2016: A Snapshot –
[https://www.destinationbc.ca/getattachment/Research/Industry-Performance/Value-of-Tourism/Value-of-Tourism-in-British-Columbia-A-Snapsho-\(2\)/Value-of-Tourism-2016-Snapshot_FINAL.pdf.aspx](https://www.destinationbc.ca/getattachment/Research/Industry-Performance/Value-of-Tourism/Value-of-Tourism-in-British-Columbia-A-Snapsho-(2)/Value-of-Tourism-2016-Snapshot_FINAL.pdf.aspx)

Mexico (12.9%), and China (7.1%).

BC provincial hotel occupancy rates (up 2.1 points), average daily room rates (up 6.5%), food service and drinking place receipts (up 7.7%) and passenger volume to YVR (up 8.3%) all demonstrated the strength of the tourism industry in 2017.

Table 1 2017 British Columbia Tourism Performance

	2017 Performance	Percent Change Over 2016
International Visitor Arrivals		
Total Overnight	5,713,926	3.3%
USA Overnight	3,691,074	1.9%
Asia/Pacific	1,277,878	6.4%
Europe	553,480	3.4%
Room Revenue (\$000)	\$2,447,321	8.1%
Provincial Hotel Occupancy Rate (Average)	71.6%	2.1 pts
Provincial Average Daily Room Rate	\$173	6.5%
Food Services and Drinking Places Receipts	\$11,276M	7.7%
BC Ferries Passengers	21,855,008	3.1%
Total Passenger Volume to YVR	24,133,640	8.3%

Source: Destination British Columbia. Provincial Tourism Indicators: 2017 Year In Review, May 2018.

In terms of market origin, over half of the visitors (54%) were BC residents. Visitors from other parts of Canada accounted for 21% of all visits, another 16% were from the United States, while overseas international visitors accounted for the remaining 9% of visitor volume. However, these overseas international visitors accounted for 24% of visitor expenditures, while Canadian and BC residents accounted for 58% of expenditures.

Travel by Canadian residents to BC increased 12% between 2014 and 2016, while expenditures have increased by 23%. Overall international visitation increased 22% between 2014 and 2016, while overall expenditures increased 30%.

- The United States is BC's largest international market, accounting for 65% of international visitor volume and 43% of expenditures. Visitation from the US increased 20% between 2014 and 2016, while expenditures increased 29% during the same period. BC's two key US markets – Washington and California – both experienced similar increases in visitation (Washington, 29%; California, 34%) and expenditures (Washington, 25%; California, 34%). Mexican visitation grew 46% and expenditures grew 70% between 2014 and 2016.

- BC’s two key European markets, the United Kingdom and Germany accounted for 42% and 17% of European visitor volume and 45% and 20% of European expenditures. Again, these markets have both experienced strong growth since 2014 – UK visitation increased 22% and German visitation increased 11%, while expenditures increased 25% and 30%, respectively.
- BC has five key markets in the Asia/Pacific region that include Australia, China, India, Japan and South Korea. South Korean (+38%), Japanese (+29%), Chinese (+29%) and Australian (+27%) visitation increased substantially between 2014 and 2016. Visitation from India increased at a more modest 6% over the same period. Overall expenditures grew 28% for the Asia/Pacific region in total, similar to growth from Europe (29%) and just behind growth from North America (32%).

2.4 Thompson Okanagan Tourism

As seen in Table 2, in 2014, the majority of overnight travellers to the Thompson Okanagan were BC residents (61%), Canadians from the rest of Canada (24%), and other international travellers at 10%. US travellers only accounted for 5% of overnight visits. In terms of spending, the proportions are somewhat different with BC residents spending less on average than other Canadians, US and international travellers.

Table 2 Thompson Okanagan Visitor Volumes and Spending, 2014

	Total			% Change (2013-2014)			Share of Total		
	Over/N visitors (000s)	Spending (\$000s)	Nights (000s)	Over/N visitors	Spending	Nights	Over/N visitors	Spending	Nights
All travellers	3,721	\$1,405,721	13,430	-1%	-2%	-3%	100%	100%	100%
BC Residents	2,271	\$615,428	6,824	-4%	-9%	-2%	61%	44%	51%
Other Canadian Residents	903	\$546,025	4,451	5%	5%	-5%	24%	39%	33%
US residents	171	\$53,939	474	-12%	-33%	-9%	5%	4%	4%
Other International residents	376	\$190,329	1,683	15%	15%	3%	10%	14%	13%

Source: Destination BC. 2017. Thompson Okanagan Regional Tourism Profile.

Close to half of all visitors to the Thompson Okanagan stay with friends and family (Table 3). BC residents are more likely to stay with friends and relatives than other markets. For paid accommodation, US and international visitors prefer fixed-roof facilities, whereas BC residents and residents from elsewhere in Canada have a greater preference for camping/RV parks.

Table 3 Thompson Okanagan Region Visitors Accommodation Preferences, 2012

Primary	BC Residents	Other Canadians	US Residents	Other
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Accommodation	International			
Friends and Family	50%	37%	39%	44%
Hotel	14%	17%	20%	28%
Motel	3%	5%	8%	8%
Other Fixed Roof	6%	8%	1%	10%
Camping/ RV Parks	18%	21%	8%	8%

Source: Destination BC. 2017. Thompson Okanagan Regional Tourism Profile.

Note: The sum will not equal 100% as not all non-paid accommodation is included in the table.

As seen in Table 4, room revenues for Thompson Okanagan communities that collect the Municipal and Regional District Tax (MRDT) have been generally growing, although ski resort revenues can fluctuate due to snow conditions and length of season. The MRDT only measures room revenues subject to provincial sales tax. Total room revenues would exceed these figures once non-participating properties, B&B, vacation properties and other non-taxable property revenues are included. Thompson Okanagan's revenues rose 44% during the six year period ending in 2017, due to an increased number of properties but also overall higher average revenues per facility.

Table 4 Room Revenues for Thompson Okanagan, 2012-2017 \$millions

Area	2012	2013	2014	2015	2016	2017
Kamloops	44,966	48,526	50,401	51,033	56,043	57,704
Kelowna	70,406	74,988	82,558	90,935	97,932	98,054
Big White	-	-	*	*	*	*
Merritt	1,591**	-	-	-	-	-
Osoyoos	14,965	15,777	17,083	18,602	21,721	21,370
Penticton	22,509	23,350	24,611	27,426	29,522	29,428
Salmon Arm	-	-	-	-	-	3,255**
Sun Peaks	4,525**	5,398**	5,285**	5,716**	7,158**	3,703**
Valemount	2,552**	5,585**	6,858	7,607	8,384	9,547
Vernon	20,706	22,708	26,489	29,929	35,081	35,476
Thompson/Nicola	3,151**	3,233**	3,875**	6,858**	7,630	8,569
Thompson Okanagan region	185,371	199,566	217,160	238,105	263,471	267,106

Source: BC Stats and Ministry of Finance. April 23, 2018. Room Revenues by Municipal Jurisdiction Calculated from Municipal and Regional District Tax (MRDT)

Note: - data not collected * data suppressed ** interpret with caution

Thompson Okanagan annual total will not equal sum of areas due to data suppression.

Occupancy and average daily room rates for major Thompson Okanagan communities are shown in Table 5. Occupancies have been on an uptrend since 2012, while room rates tend to be higher and growing more rapidly in the Okanagan versus the Thompson.

Table 5 Occupancy and ADR for Thompson Okanagan, 2012-2017

Municipality	2012	2013	2014	2015	2016	2017
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Occupancy Rate						
Kamloops	57.7%	61.5%	55.0%	54.0%	56.7%	62.0%
Kelowna	52.3%	56.6%	58.0%	60.9%	64.2%	66.0%
Penticton	46.1%	51.8%	48.5%	53.1%	55.4%	57.8%
Average Daily Room Rate						
Kamloops	\$102	\$106	\$106	\$106	\$108	\$112
Kelowna	\$128	\$139	\$137	\$140	\$143	\$150
Penticton	\$122	\$129	\$125	\$127	\$134	\$141

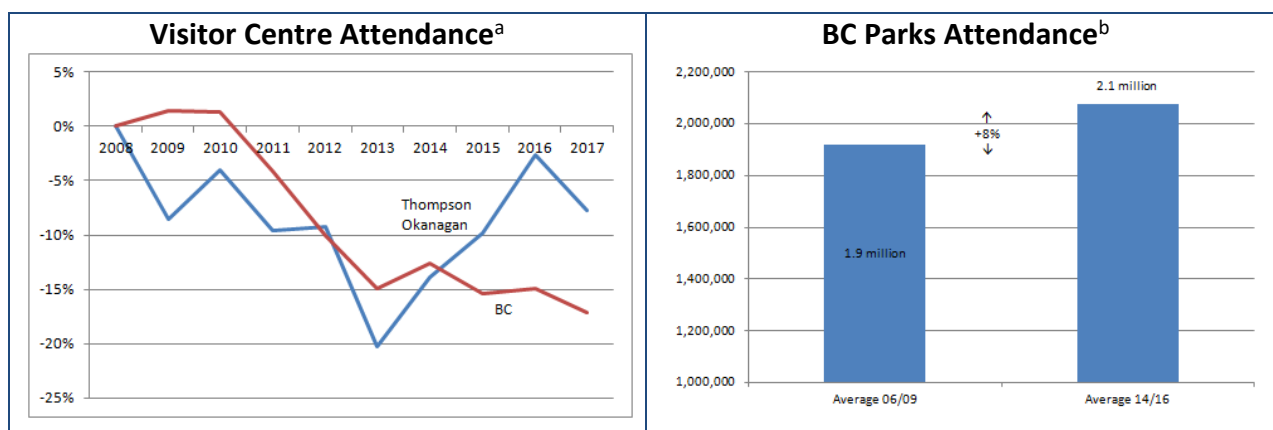
Source: Destination BC. 2017. Provincial Tourism Indicators Year in Review (2012-2017).

2.5 Tourism in the Lower North Thompson

The two main highways, #24 and #5 connect the small communities in the Lower North Thompson and provide access to exceptional scenery and outdoor recreation opportunities. The natural features include badlands, ranchlands, lakes, the North Thompson and South Thompson rivers and a fascinating geo-heritage. There are exceptional wildlife viewing opportunities, while the local trail system enables backcountry exploration by hiking, mountain bike or horse. Interior rain forests, wildflower meadows and valley bottom ranchlands are abundant and accessible, as is the history, arts and culture of the Indigenous and settlement communities in the valley. A roster of year-round festivals and events and numerous circle tours, parks and camping opportunities bring thousands of visitors annually to the region. The nearby Sun Peaks Mountain Resort offers the second largest downhill skiing terrain in the country and reliable snow conditions.

The indicators presented in Table 6 are meant to give a broad-brush sense of how tourism has performed in recent years and where it might be headed in the future. Visitor Centre attendance has generally been negative because of the increasing prevalence of technology influences and access to digital forms of visitor information. Local Destination Management Organizations (DMOs) will have to think beyond bricks and mortar VCs to reach visitors and improve their local experience. BC Parks attendance increased about 8% between 2006 and 2016 for the seven parks surrounding Barriere. This points to increasing demand for the core outdoor recreation experience offered in the Lower North Thompson Valley.

Table 6 Tourism Indicators



Strengths, Challenges and Opportunities		
Strengths	Challenges	Opportunities
<ul style="list-style-type: none">•Lakes and rivers•Boating•Fishing•Trails•Parks•Indigenous•Arts & culture	<ul style="list-style-type: none">•Seasonality•Labour supply•Housing supply•Highway conditions and safety•Trail conditions•Wi-Fi and cell coverage•Public transit and transportation	<ul style="list-style-type: none">•Trail experiences•Shuttling and rental services•Indigenous partnerships•Shoulder season experiences•Agri-tourism•Geo-heritage•Event development

Source: a Destination BC, 2018. Visitor Centre Attendance Network Statistics, b BC Parks. 2017. BC Parks 2015/16 Statistics.

2.6 Key Learnings

The MRDT is a key strategic initiative that is playing an important role in strengthening market awareness domestically, particularly during the shoulder and ‘off’ seasons.

Key learnings include the following:

- The summer high season is already very busy from an accommodations perspective and diversification of product offerings into the shoulder and off seasons is essential for increasing cash flows, returns on capital, and year-round employment.
- The domestic market is probably the most important for the Lower North Thompson Valley region at the moment, but there is also a considerable volume of European visitors transiting the corridor between the Rockies and Greater Vancouver area.
- Markets appear to be switching from last minute to more forward requests and bookings. Package deals continue to be key to attracting long haul markets.
- It is important we understand who our markets are, their travel behaviour, especially while in the region, and what motivates them to want to visit the Lower North Thompson. However, there are many gaps in that understanding. Visitor Centre attendance data is informative but is not representative. Destination BC regional profile data is also helpful but not timely or geographically specific enough to help with DMO decision making. LNTTS also does not have the resources to launch and maintain the Accommodation Survey. Access to Stats Can’s domestic and international visitor surveys is cost prohibitive. The result is that a robust visitor profile is deficient, as it is for most sub-regions of the province. However, in 2019, the North Thompson Marketing Consortium and TOTA is undertaking a market research program that will provide important baseline metrics for the whole region. Kamloops is also undertaking this program, which will allow sharing.
- Digital media is an important element of marketing channel diversification as it drives return visits and recommended visits to our resort facilities, but traditional media is still proving to make the phones ring at a higher rate.

- Over the last five years, with DBC and Thompson Okanagan Tourism Association (TOTA) destination planning efforts, the launch of the norththompson.ca consortium and some successful coop projects with Tourism Kamloops, inter-regional partnerships have been strong and growing.
- In order save on travel and administration costs, it makes more sense to support local operators attend travel shows, and have them represent the Lower North Thompson, rather than the Lower North Thompson Tourism Society attending independently. Support is provided in the way of pull up marketing materials/maps, Travel Guides and videos.
- An increasing effort is needed in Digital Marketing in partnership with the North Thompson Valley Marketing Consortium. Web metrics and SEO are showing an increasing number of interactions and conversations and providing more direct feedback on marketing expenditures. More research is being assembled on social media activity to determine its potential role in future marketing.
- Limited access to DBC Co Op funding is forcing a choice between digital versus conventional, hard copy media. For smaller DMOs like the LNTTS, it is not always possible to undertake both because of minimum budget requirements. It is recognized that digital is the wave of the future, but publications like the North NTV Travel Guide still have value and produce results.

3 Overall Goals, Objectives and Targets

Goal	Objective	Target	Comments
Increased revenues	Increased overnight stays	10% by 2024	Higher occupancies are needed to improve facility profitability.
Diversify seasonality	Increased shoulder and off-season visits	15% by 2024	Lengthening the season will increase visitor appeal by taking better advantage of underutilized assets and infrastructure.
Diversify markets	Increased long-haul and international visits	5% by 2024	These markets stay longer and spend more and would generate higher yield for local operators.
Visitor services	Increased outreach to visitors while they are in the region	Alternative VC delivery	Need to improve broadband coverage in LNTV.

4 Strategies

The approach to strategy development is to align with local, regional and provincial planning priorities and efforts and then strategically pursue market and destination development objectives. Strategic direction has been taken from the following:

- The Thompson Okanagan ten-year regional strategy¹⁰ provided direction for the North Thompson Valley and the broader region in 2012. This is now in the process of being updated as part of Destination BC's (DBC) Destination Development planning (DDP) process, which will pull together four regional plans (including one for the North Thompson and Nicola Valleys prepared in 2018) into a TOTA-wide DDP. The DDPs was influenced by and leveraged other planning initiatives developed by the Government of Canada, Destination Canada, and the Government of British Columbia. In addition, the DBC Tourism Plan has served as the foundation to guide activity for Lower North Thompson and North Thompson marketing.
- The North Thompson Valley Tourism Plan¹¹, prepared through the Community Tourism Foundations program, provided more detailed guidance for tourism development in the Valley.

¹⁰ TOTA, 2012, *Embracing Our Potential: A ten-year tourism strategy for the Thompson Okanagan Region 2012-2022*

¹¹ Destination BC, 2013, North Thompson Valley Tourism Plan - 2013-14.

- The Provincial Government’s Barriere to McBride Corridor Regional Economic Investment Pilot Initiative, delivered between 2013 and 2018, also provided insights to tourism and economic development in the region.

Specific strategies to be undertaken include the following:

- Continue to work with and support the North Thompson Valley brand and marketing programs.
- Conduct strategic advertising and marketing campaigns that promote the LNTV in its core target markets.
- Actively pursue cooperative marketing with Highway 24 (Fishing Highway), Tourism Kamloops and Cariboo, Chilcotin Coast Tourism Association (CCCTA).
- Collaborate with Tourism Kamloops to better include the LNTV in travel trade and travel media relations.
- Work with local operators and regional partners to improve market and export readiness so that industry is able to provide new experiences, especially in the shoulder and off-season.
- Undertake content gathering, creation and promotion, production and distribution of collateral, digital media and conventional advertising. Particular focus on drone/video resources.
- Attract new visitors through strategic advertising and marketing plans in target markets by encouraging local operators to increase outreach to consumers through the travel media and trade.
- Raise social media activity and conversations to expand awareness and draw more off-peak visitation and outreach.
- Attend industry conferences to understand the progression of tourism nationally and provincially, to identify new and emerging market opportunities and to learn about advances in the application of technology and innovations in tourism.
- Attend, or support operators to attend, trade and consumer shows, in cooperation with TOTA, and offer packages that will help develop a tour operator network.
- Continue to program and build on a successful roster of festivals, focusing on agri-tourism, adventure tourism and cultural events.
- Improve our visitor market research so as to improve the deployment of marketing resources and programs.

5 Brand Positioning

The LNTTS tag line, “Go Wild in the Lower North Thompson Valley”, is featured on its website (www.visitbarriere.com), and clearly positions the area for outdoor adventure that takes

advantage of the mountains, lakes, rivers and valley landscape. The area appeals to a committed niche of traveller that seeks unspoiled nature with access to many dramatic experiences easily accessed via a major highway.

Integration is achieved within the North Thompson Valley brand, with shared brand book guidelines, stories, messages and target audiences:

Story lines:

- Where Beauty Fills you with Wonder
- The Allure of the North Thompson Valley
- Raw, Untamed Adventure Awaits
- Find a Trail Just Right for you
- Roaming Waterways
- Meet the Locals
- Our Story Might Give you Winter Chills

Market Audiences (EQ)

- Authentic Experiencer
- Cultural Explorer
- Free Spirit

6 Target Markets

Key target markets areas are British Columbia (in particular the Greater Vancouver Area and the Okanagan), Alberta (Calgary and Edmonton) and Washington State (Seattle), which collectively represent a market of more than 16 million.

Season	Demography/Activity	Geography
Summer	FIT, travelling without children, 30-60 age group, personal vehicle, primarily Canadian and BC residents, BC's key EQ segments (Learners and Free Spirits); Outdoor adventure, highway touring travellers (Jasper-Vancouver, US-Alaska), agri-tourism, health and wellness	<ul style="list-style-type: none"> • Lower Mainland • Other Thompson Okanagan • Alberta • Washington State • Europeans
Spring/Fall	Learners (Authentic Experiencers, Cultural Explorers, Gentle Explorers), older demographic, travelling w/o children, solo travellers, women, retirees; Fishing resorts in spring and fall, festivals and events, agri-tourism, health and wellness, small group travel	<ul style="list-style-type: none"> • Lower Mainland • Other Thompson Okanagan • Washington State
	Fishermen, Mountain Bikers to take	<ul style="list-style-type: none"> • Lower Mainland

	advantage of partnered marketing initiatives.	<ul style="list-style-type: none"> • Other Thompson Okanagan • Washington State
Winter	Resort stays, focusing on winter activities, snowmobiling, Nordic skiing, ice fishing	<ul style="list-style-type: none"> • Lower Mainland • Other Thompson Okanagan • Alberta

7 Management, Governance and Administration

The LNTTS is a duly constituted corporation in the province of British Columbia, incorporated in 2011, run by a volunteer tourism sector Board which is nominated and elected by membership. It maintains compliance with the Societies Act and Societies Regulation through the filing of Annual Reports and maintenance of all legal records and financial statements.

LNTTS represents the tourism industry within the Lower North Thompson area, including Electoral Area O and Electoral Area P of the Thompson Nicola Regional District, and the District of Barriere. Its remit excludes Sun Peaks Mountain Resort Municipality.

7.1 Purpose of the Society

The purpose of the Society is to:

- Market, develop, support and promote tourism in the Lower North Thompson area.
- Raise, collect and administer revenue, including without limitation funds received from the District of Barriere and TNRD areas O and P, and funds received from the collection of applicable additional MRDT, in order to carry out the purposes of the Society.
- Engage in related commercial activities and carry out other complementary activities not inconsistent with the above purposes.
- Provide leadership and advocacy in all matters relating to the tourism industry.

7.2 Composition of the Board

The Board consists of not less than 10 Directors with voting privileges as follows:

- Barriere and Area Chamber of Commerce – one Director from the Chamber Board appointed by the Chamber Board;
- Accommodation sector (excluding Sun Peaks Mountain Resort and non-fishing/wilderness resorts) – two Directors. These Directors must represent properties collecting the Municipal and Regional District Tax;
- Fishing and wilderness resorts – one Director;
- Recreation – one Director;
- Tourism Sun Peaks – one Director appointed by the Resort;
- Simpcw First Nation – one Director appointed by the Simpcw First Nation
- Kamloops Indian Band – one Director appointed by the Kamloops Indian Band
- District of Barriere – one Director appointed by the Municipality
- Community Futures – one Director appointed by Community Futures

- Director-at-large – one optional appointment reflecting strategic priorities

In addition, the Board can include, but is not required to have, two non-voting Associates.

LNTTS oversees the Marketing Coordinator as it pertains to the delivery of regional tourism services. The Marketing Coordinator is responsible for regular operations within this role including:

- Undertaking the administrative duties of the LNTTS.
- Overseeing the operation of the Visitor Information Booth.
- Determining the methods by which the Board's directions will be executed and overseeing the implementation of all Board approved tourism development and marketing plans – including initiatives funded by the 3% MRDT.
- Developing the annual product development and marketing plan and associated budget in collaboration with the Board.
- Building Valley-wide partnerships and promoting initiatives that embrace opportunities offered by a broader regional perspective.

The Society will be the sole designated recipient of 3% MRDT funds.

8 Sources of Funding

Apart from the MRDT, partnership funding would be received from Destination BC, private businesses and local government, which includes the TNRD and the District of Barriere.

The \$15,000 contributed by local government was newly allocated money when the original MRDT was formed and will continue for at least the next five years.

The MRDT increase would make it possible for the LNTTS to expand its marketing and program initiatives, including conventional and digital media programming.

9 Affordable Housing

The MRDT monies to be received through listings in an Online Accommodation Platform (OAP) cannot be projected with confidence, but it is expected that local government will approve the funds raised for LNTTS marketing activities.

Section 2: Tactical Plan with Performance Measures

Major Category: Marketing
Activity Title: Media Advertising and Production
Tactics: <ul style="list-style-type: none">• Spring/fall/winter focus on content creation and advertising• Target at preferred EQ segments (learners and Free Spirits)• Contests, specials and packages to elicit interest/response
Implementation Plan: <ul style="list-style-type: none">• Description: digital advertising through online media channels• Objectives: increase website activity, enquiries and bookings• Rationale: digital media is increasingly important in building awareness, initiating interest and encouraging prospective trip decisions; especially important for building our long-haul markets• Action Steps:<ul style="list-style-type: none">▪ Identify creative buys by leveraging the media buying strategy of partners.▪ Include programmatic media buys, direct digital buys, search engine marketing, retargeting, email marketing and website promotions.• Potential Partnerships: accommodation providers, fishing resorts, DMO (Tourism Kamloops, CCCTA Fishing Highway) partners with media buying strategies• Resources/Funding: MRDT, coop and stakeholder participants• Timeframe: 2020 - ongoing• Budget: \$10,000
Performance Measures: <ul style="list-style-type: none">• number of impressions• tracking of contests and specials• search engine tracking, links through to listings, purchases made

Major Category: Marketing
Activity Title: Website
Tactics: <ul style="list-style-type: none">• Enhancement of www.visitbarriere.ca website that will inform travellers about the destination• Alignment with Barriere and Area Chamber of Commerce and operator websites to achieve portal status
Implementation Plan: <ul style="list-style-type: none">• Description: digital advertising through an enhanced LNTTS website• Objectives: increase website activity, enquiries and bookings• Rationale: capture travellers planning their visits online and assist travellers while in the destination, through responsive design and cutting-edge content• Action Steps:<ul style="list-style-type: none">▪ Ongoing hosting, development, maintenance▪ Increase the number of promotions, specials and activities▪ Integrate social media conversations and content• Potential Partnerships: BACC, local government, operators• Resources/Funding: MRDT• Timeframe: 2020-ongoing• Budget: \$10,000
Performance Measures: <ul style="list-style-type: none">• Site development and launch• Website metrics, unique visitors to the site, search engine tracking, length of visit to the site, natural search results, links through to listings, purchase decisions

Major Category: Marketing
Activity Title: Advertising – Social Media
Tactics: <ul style="list-style-type: none">• Off-season focus in support of events and festivals, fishing and winter activities
Implementation Plan: <ul style="list-style-type: none">• Description: utilize popular social media channels to enhance awareness of the LNTV and convey unique places and stories• Objectives: increase the social media conversation and encourage use of related digital media channels• Rationale: Enhanced social media content and presence will inform and engage travellers about the destination and the LNTV through various social media channels• Action Steps:<ul style="list-style-type: none">▪ Target ad placements and content creation for Spring, Fall and Winter specials▪ Target festivals, events, arts, culture and outdoor recreation (e.g. fishing, mountain biking, hiking, parks, snowmobiling)▪ Needs month to month management to ensure metrics are met• Potential Partnerships: TOTA, resorts, BACC• Resources/Funding: MRDT• Timeframe: 2019 - ongoing• Budget: \$10,000
Performance Measures: <ul style="list-style-type: none">• Social media conversation• Number of likes/shares/views• Search engine tracking, traffic to websites, links through to listings

Major Category: Marketing
Activity Title: Consumer Shows and Events
Tactics: <ul style="list-style-type: none">• Assist stakeholders through direct funding to attend shows and represent LNTV
Implementation Plan: <ul style="list-style-type: none">• Description: financial support to operators who are attending shows, in regional markets and primarily BC and Alberta• Objectives: increase awareness of LNTV• Rationale: LNTTS does not have the resources or reach to attend shows directly, but can leverage the marketing activities of local operators to ensure the LNTV and its brand is still represented.• Action Steps:<ul style="list-style-type: none">▪ Provide direct support to operators▪ Prioritize regional shows (e.g. BC Boat and Sportsmen Show)▪ Provide them with banners, maps Route 97, pullouts and other handout materials• Potential Partnerships: Operators• Resources/Funding: MRDT• Timeframe: 2020 – ongoing• Budget: \$2,000
Performance Measures: <ul style="list-style-type: none">• Distribution/uptake of collateral (anything left over is too much)• traffic to advertised listings and websites

Major Category: Marketing
Activity Title: Collateral
Tactics: <ul style="list-style-type: none">• Spring/Fall focus on production and distribution, prizes, giveaways• Collaborate with key partners to enhance distribution
Implementation Plan: <ul style="list-style-type: none">• Description: maps, brochures, posters, flyers, banners and other print materials that support marketing and visitor services• Objectives: increase spring, fall and winter visits and occupancies, increase website activity, enquiries and bookings• Rationale: collateral is necessary to encourage purchase decisions and assisting visitors while they are in the region; it will provide detailed information about the destination, attractions, activities, accommodations, culinary experiences, arts, culture and travelling information to help plan visits• Action Steps:<ul style="list-style-type: none">▪ Identify priority needs for each season▪ Prepare digital versions for online distribution▪ Expected output is the creation, printing and distribution of maps and visitor guides, the latter of which is mostly funded through advertising in partnership with Black Press.• Potential Partnerships: BACC, Black Press, operators• Resources/Funding: MRDT• Timeframe: 2019 – ongoing• Budget: \$2,000
Performance Measures: <ul style="list-style-type: none">• Distribution/uptake of collateral• traffic to advertised listings and websites• tracking of incentives, coupons, contests, specials and other calls to action

Major Category: Marketing
Activity Title: Travel Media and Travel Trade Relations
Tactics: <ul style="list-style-type: none">• Travel Trade and Travel Media Visits (FAMS)• Travel Trade and Travel Media Show Representation
Implementation Plan: <ul style="list-style-type: none">▪ Description: Support travel trade and travel media relations in partnership and in alignment with Tourism Kamloops. Tourism Kamloops would represent the Lower North Thompson Tourism Society and their trade and media-ready tourism partners at targeted shows and sales calls as well as through familiarization tours.▪ Objectives: Increase awareness and understanding of the LNTV through trade channels, generate un-paid, earned media coverage and expand partnerships with digital partners.▪ Rationale: Tourism Kamloops has proven relationships with key travel trade partners and travel media outlets. Additionally, the Lower North Thompson represents a connecting corridor in and out of Kamloops, creating a natural opportunity for itinerary development and promotion. Travel trade/media extends our reach and builds awareness across the entire travel planning and booking process. Travel media relations continues to be a key focus across all markets, providing a cost-effective and credible way to increase awareness by generating unpaid media coverage through key media outlets.▪ Action Steps:<ul style="list-style-type: none">▪ Align with Tourism Kamloops for trade and media show representation where and when appropriate. Tourism Kamloops may attend Canada’s West Marketplace, Rendezvous Canada, ITB, World Travel Market, Showcase Asia, Go Media Marketplace & DBC Media event.▪ Support travel trade fam tour opportunities featuring LNTV partners.▪ Support local attractions and operators to become export ready.▪ Provide opportunities for stakeholders to access industry best practices, innovative marketing support and training and industry resources.▪ Develop content for and promote themed itineraries targeted at the travel trade in relation to Tourism Kamloops’ trade and media strategies when and where appropriate.▪ Support Media Fam Tour visits to LNTV to showcase unique selling features when and where appropriate.▪ Develop media relations communications database and plan for delivery of press releases and other communications and share with Tourism Kamloops and TOTA to amplify through their channels.▪ Potential Partnerships: TOTA, Tourism Kamloops, CCCTA, operators▪ Resources/Funding: MRDT▪ Timeframe: 2020 – ongoing <p>Budget: \$15,000</p>

Performance Measures:

- Travel Trade and Travel Media Relations contacts
- Referrals to partners
- Unpaid media coverage
- Hosted tours

Major Category: Marketing

Activity Title: Asset Development

Tactics:

- Compile to EQ specifications:
 - Video, B-roll, drone footage
 - Written content for web/print

Implementation Plan:

- **Description:** to provide better tools for carrying out marketing and promotional activities and social media connections (video proved to be a strong draw).
- **Objectives:**
 - Image, video and content that meets EQ specs, aligns with DBC's [brand](#) and represents all of the area
- **Rationale:** critical for digital media, conveying the uniqueness of the Valley that goes beyond the conventional landscape images and transmits action and adventure
- **Action Steps:**
 - Audit and gap analysis
 - Potential licence agreements with exceptional content providers
 - Coordination with DBC Brand Team (if appropriate)
 - Commission image shoot, potential for drone use
 - Commission content
- **Potential Partnerships:** TOTA, DBC, tourism operators, local photographers and writers
- Resources/Funding: MRDT
- Timeframe: 2020 - ongoing
- **Budget:** \$6,000

Performance Measures:

- Meeting EQ criteria
- Operator and visitor feedback

Major Category: Visitor Experience
Activity Title: Visitor Services
Tactics: <ul style="list-style-type: none">• Schedule hours to coincide with peak highway volumes and special events• Integrate with social media program• Expand broadband services so visitors have more opportunity to access digital and social media resources while in the region
Implementation Plan: <ul style="list-style-type: none">• Description: increase ability to reach out to visitors and encourage interaction with travel counsellor.• Objectives:<ul style="list-style-type: none">▪ Increase outreach to highway and destination visitors▪ Keep flexible and low-cost• Rationale: a bricks and mortar VC still provides value as highway volumes can be high in the summer, but a mobile presence can increase outreach and contact.• Action Steps:<ul style="list-style-type: none">▪ Evaluation of existing booth, lessons learned▪ Short business plan for the “kiosk”, including operating season and visitation schedule▪ Explore how to keep the kiosk online so social media can be integrated▪ Continue to lobby government and service providers for enhanced broadband services, especially in off-highway high use areas• Potential Partnerships: BACC, tourism operators, festival/event organizers• Resources/Funding: Local government contributions, MRDT• Timeframe: 2020 – ongoing• Budget: \$2,500
Performance Measures: <ul style="list-style-type: none">• Attendance• Collateral distributed• Feedback from community, visitors

Section 3: MRDT Budget for Year One	
Revenues	Budget \$
Carry-forward from previous calendar year	0
MRDT	65,000
MRDT from online accommodation platforms	2,500
MRDT Subtotal	67,500
Local government contribution	15,000
Stakeholder contributions (i.e. membership dues)	
Co-op funds received (e.g. DBC Coop; DMO-led projects)	9,000
Grants – Federal	
Grants – Provincial	
Grants/Fee for Service - Municipal	
Total Revenues	\$91,500
Expenses	Budget \$
Marketing	
Marketing staff – wage and benefits	20,000
Media advertising and production	10,000
Website - hosting, development, maintenance	10,000
Social media	10,000
Consumer shows and events	2,000
Collateral production and distribution	2,000
Travel media and travel trade relations	15,000
Consumer-focused asset development (imagery, video, written content)	6,000
Other (please describe)	
Subtotal	75,000
Destination & Product Experience Management	
Destination & Product Experience Management Staff – wage and benefits	
Industry development and training	
Product experience enhancement and training	
Research, evaluation, analytics	
Infrastructure and events	
Subtotal	0
Visitor Services	
Visitor services activities	2,500
Other (please describe)	
Subtotal	2,500
Meetings, Conventions, Events and Sport	
Meetings, conferences, conventions, sales, events, sport, and grant programs, etc.	1,500
Subtotal	1,500
Administration	

Municipal and Regional District Tax Program Renewal
Lower North Thompson Tourism Society

Management and staff unrelated to program implementation – wages and benefits	
Finance staff – wages and benefits	1,500
Human Resources staff – wages and benefits	
Board of Directors costs	1,000
Information technology costs – workstation-related costs (i.e. computers, telephone, support, networks)	
Travel	2,000
Office lease/rent	3,000
General office expenses	2,000
Subtotal	9,500
Affordable Housing	
General MRDT revenues	
Revenues from online accommodation platforms	
Subtotal	0
Other	
All other wages and benefits not included above	
Legal/insurance	3,000
Subtotal	3,000
Total Expenses:	\$91,500.
Balance or Carry Forward	\$0

Projected Spend by Market

Geographic Market	Total Marketing Budget by Market	% of Total \$ by Market
BC	\$30,000	40%
Alberta	\$30,000	40%
Ontario	\$1,875	2.5%
Other Canada <i>(please specify)</i>		
Washington State	\$3,750	5%
UK	\$3,750	5%
Germany	\$1,875	2.5%
Australia	\$3,750	5%
Other International <i>(Please specify)</i>		
Total	\$75,000	100%