



EMBRACING OUR POTENTIAL 2.0
THOMPSON OKANAGAN
TOURISM ASSOCIATION

MOUNT ROBSON
Photo: Robert Downie



TOTA

DESTINATION BC

Sepe Mommaerts

MANAGER, DESTINATION
DEVELOPMENT

Jonathan Heerema

SENIOR PROJECT ADVISOR,
DESTINATION DEVELOPMENT

destinationdevelopment@destinationbc.ca

THOMPSON OKANAGAN TOURISM ASSOCIATION

Glenn Mandziuk

PRESIDENT AND CEO
250-860-5999

ceo@totabc.com

MINISTRY OF TOURISM, ARTS, AND CULTURE

Amber Mattock

DIRECTOR, LEGISLATION
AND DESTINATION BC
GOVERNANCE

250-356-1489

amber.mattock@gov.bc.ca

INDIGENOUS TOURISM ASSOCIATION OF BC

Paula Amos

CHIEF MARKETING AND
DEVELOPMENT OFFICER

604-921-1070

paula@indigenoustbc.com



DESTINATION
BRITISH COLUMBIA®



BRITISH
COLUMBIA

Ministry of
Tourism, Arts
and Culture



INDIGENOUS
TOURISM BC

EMBRACING OUR POTENTIAL 2.0

**This strategy was created prior to the onset of the Covid-19 pandemic. While all the elements in the strategy are still relevant, priorities may have shifted, which will be reflected in future action plans.*

A TEN-YEAR TOURISM STRATEGY FOR THE THOMPSON OKANAGAN TOURISM REGION - UPDATED 2019

Our vision

The Thompson Okanagan tourism region will be a highly successful year-round SUSTAINABLE destination, with a strong and attractive image that is clearly differentiated from its competitors. The region will be well known for the authenticity and quality of its tourism offers, and the cultural and environmental richness and diversity of the areas within it.

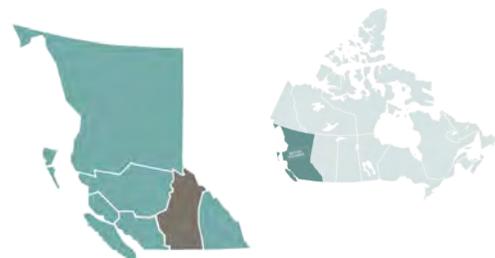
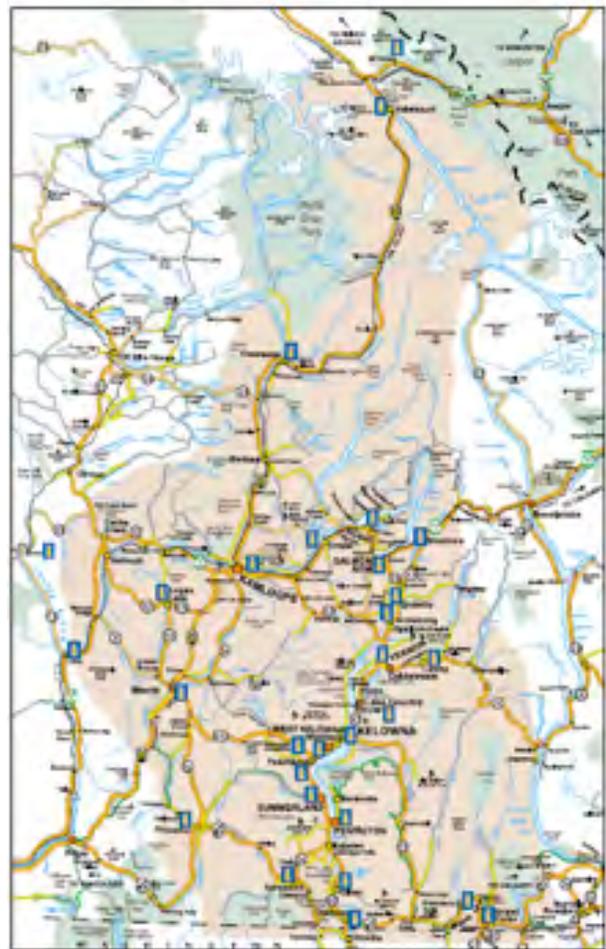
SETTING THE SCENE

The Thompson Okanagan

The Thompson Okanagan tourism region includes the southern and central areas of the BC Interior as shown on the map. It encompasses approximately 71,600 km² and is one of six tourism regions within British Columbia as defined by Destination BC.

The Thompson Okanagan is characterized by distinctive landscapes that range from desert and arid grasslands to abundant valleys, lakes, forested highlands, and alpine meadows, and by hot, dry summers and relatively mild winters. The region's diverse environment, cultural heritage, and tapestry of communities have contributed to an array of distinctive experiences and activities. These range from wine and culinary tourism; to soft and extreme nature-based adventure; and from extensive golf and winter opportunities; to Indigenous cultural tourism, eclectic festivals, events, and wellness opportunities.

Today, tourism plays a significant role in both urban and rural economies. Whether it is the larger urban centres of Kelowna or Kamloops, or smaller settlements such as Clearwater or Osoyoos, tourism is integral to their economic well-being. The recognition of this significance, and its potential for further growth, underlie the efforts that have gone into updating this regional tourism strategy.



STRATEGY DEVELOPMENT PROCESS

In 2012, the Thompson Okanagan Regional Tourism Strategy was developed to give direction to the development of tourism within the region for the 10-year period through to 2022, and to provide a framework for stakeholders to work together toward a shared vision and common goals. The planning process was based on extensive consultations with over 1,800 stakeholders engaging in the discussions.

This process in 2012 was facilitated by Thompson Okanagan Tourism Association.

TOTA, as the Regional Destination Management Organization with a corporate mandate to support the ongoing growth and sustainability of the tourism industry throughout the region, sought to work with national, provincial, regional partners, and stakeholders to create the ten-year 'road-map' for growth.

The process involved:

- Extensive desk research and review of international, national, provincial, regional, and local strategies, reports, and related documents to ensure a comprehensive understanding of the operating context, the activities of competitive and comparable destinations, and the profiles of the target markets.
- The analysis of existing data from the Travel Survey of Residents of Canada and the International Travel Survey using a Thompson Okanagan tourism (association or region?) filter.
- The establishment of a steering committee with 12 participants representing Destination Canada, Destination BC, Indigenous Tourism British Columbia (ITBC), the Minister's Tourism Council, go2hr, key sectors of the regional tourism industry, higher education, economic development offices, and the TOTA Board.
- Field research, site visits, and interviews with tourism operators and related organizations.
- Primary research and consultation with industry through a series of workshops.
- A strategy development workshop attended by representatives of regional, provincial, and national tourism interests, and additional follow-up discussions.
- An Indigenous stakeholder workshop that focused on opportunities for the development of Indigenous tourism.
- The presentation of the draft summary at the 2011 Thompson Okanagan Tourism Association Summit as a key note session. The conference included an Open House area that provided opportunity for feedback and discussion.
- An extended period of consultation and feedback following the development of the draft strategy with presentations to the Southern Interior Local Government Association (SILGA) conference, the Local Government Management Association, the Indigenous Cultural Tourism Conference, and over 30 community presentations covering all 90 communities and hamlets within the region.
- Formal endorsement of the strategy by all leading tourism agencies representing the region's 90 communities, hamlets, First Nations tourism products, Destination Canada, Destination BC, ITBC, go2hr, and the Okanagan Valley Economic Development Society.

REFRESHING THE REGIONAL TOURISM STRATEGY

In 2019, Embracing Our Potential was refreshed to identify the ongoing strategic direction for the next 10-years, building on what has been accomplished to date.



The process of refreshing the Regional Destination Development Strategy was facilitated by Destination BC through the provincial Destination Development Program. It is the result of a two-year, iterative process of assessing the current status and developing a series of destination development strategies within the region. As one of six regional destination development strategies that are produced in the province, the refreshed Thompson Okanagan Regional Tourism Strategy will continue to provide a planning context for local and regional planning within the region, while supporting the development of British Columbia as a world-class tourism destination offering remarkable, authentic experiences that exceed expectations and align with the provincial brand.

The development of this strategy is not only based on reassessing the original strategic priorities set in 2012, but it also seeks to incorporate the key priorities that arose within the three primary planning areas (Okanagan Valley, Shuswap - North Okanagan, and the North Thompson & Nicola Valleys) and the four additional planning area strategies that incorporate portions of the region (Highway 1 Corridor, Highway 3 Corridor, the Goldrush Trail, and Interlakes), with particular focus on those that will benefit from regional leadership and coordination.

The refresh work involved:

- Planning area workshops with a broad cross-section of stakeholders to discuss current factors impacting tourism and to identify 10-year priorities.
- The development of Situation Analysis reports for each planning area,
- Working Group review of destination development strategies for each planning area, together with a comprehensive review of the strategies within government.
- The development of seven strategies.
- The development of a draft, refreshed regional tourism strategy and its presentation to the Southern Interior Local Government Association conference.

Provincial Destination Development Program Vision:

BC is a world-class tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectations, and align with BC's brand

Under this program multiple 10-year destination development strategies have been created throughout the province that focus on the supply side of tourism by providing compelling experiences, quality infrastructure, and remarkable services to entice repeat visitation. The provincial vision is supported by three goals:

- Make British Columbia the most highly recommended destination in North America.
- Create 10-year strategies for tourism development and improve return-on-investment for government and private sector investments in tourism assets.
- Elevate BC's ability to compete as a premium destination while making the province more attractive for investment.

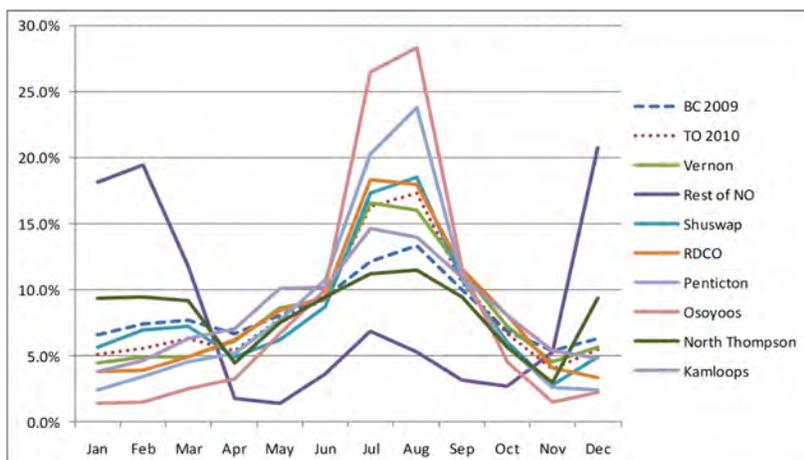
AN OVERVIEW OF THE 2012 REGIONAL STRATEGY

The situation in 2012

The tourism industry in the Thompson Okanagan tourism region faced a number of vulnerabilities that shaped the direction of the Regional Tourism Strategy. The following were noted:

1. **Seasonality Of Demand** was a pronounced issue that was undermining the viability of the industry, particularly in smaller communities.
2. **Insufficient Differentiation** for the region or for the destinations within the region, other than the ingrained association with summer and water-based family activities and winter resorts which further accentuated the seasonality.
3. **Latent Demand For Authenticity** and engaging experiences, and the absence of a shared story for the region or destinations within it.
4. **Limited Understanding Of The Visitor** and the underlying travel motivations and values of those visiting the region, which was further compounded by a limited integration of marketing messages and no real focus on highlighting regional unique selling propositions.
5. **Access** to the region had barriers and although general access by air and road were acceptable, there were issues relating to the cost of air access, the lack of opportunities for new routes, and concerns over the management of winter driving conditions.
6. **Lack Of A Cohesive Approach** to destination management and development.
7. **No Focus On The Concept Of Sustainability** or its implications for developing tourism.

If tourism was to make a universal impact within the region, it was concluded that a greater focus was needed on growing its value, maximizing the spread of benefits across all communities, and addressing the issue of severe seasonality.



Tourism seasonality in 2010

(based on room revenue) – the image from the original strategy that highlighted the severity of the underlying constraints and the concerns relating to the economic sustainability of the industry in many areas.

EMBRACING OUR POTENTIAL 2012-2022

Five experiential themes were highlighted as the core pillars for growth and development. These themes were relevant to the entire tourism region and would provide the basis for truly differentiating the Thompson Okanagan, while responding to the rapid growth in demand for innovative and immersive experiences.

Identifying the iconic – profiling and developing those truly outstanding experiences and activities associated with iconic landscapes to assist in differentiating the region and setting it apart from its competitors.

Enriching local flavours – strengthening the region’s growing emphasis on local flavours and building recognition for its culinary attributes.

Revealing the story – highlighting the local and regional stories in a way that will allow visitors to make a strong emotional connection with the destination.

Expanding personal horizons – identifying unique learning experiences and opportunities for self-development, recognizing that learners constitute 35% of the global travel market.

Building authenticity – focusing on creating a strong sense of place and opportunities for travellers to engage in immersive experiences with local communities and enjoying the sense of being where things are real and original.

In addition to the focus on differentiating the region on the basis of core themes, Embracing Our Potential identified the need for further strategic planning with an emphasis on working collaboratively to develop and improve opportunities associated with Indigenous tourism, trails, access to the region, visitor services, and events. The importance of elevating the role of research in destination management and implementing a series of support programs that would strengthen all aspects of a competitive destination were incorporated into the Strategy and remain integral to this updated version.

Foundational to all activities was the ‘drive for sustainability’. Positioned at the core of the Strategy, it has been the central guiding tenet of all work that has followed in implementing the strategic direction. Today this drive for sustainability is integral to the very positioning of the Thompson Okanagan as a destination, and its achievements have earned recognition and accolades worldwide.

The experience-based themes created the framework for ongoing coordinated community planning, product development, and marketing. The Strategy provided clear direction for destination management priorities which focus on:

- Sustainability
- Visitor experience development
- Research
- Rail trails
- Local flavours and culinary tourism
- Indigenous tourism
- Transportation access
- Human resources

AN ASSESSMENT OF THE THOMPSON OKANAGAN TOURISM REGION TODAY

Current trends and factors influencing tourism in the Thompson Okanagan

The tourism industry is influenced by factors and trends that can vary from being global to regional or may even be simply local in significance. These trends and factors change over time, and the figure below highlights the current assessment in 2019.

Social And Cultural Trends

- Growth in older travellers as the population ages – freedom to travel outside peak season & an ongoing interest in exploration
- Increase in multi-generational travel
- Millennials – one of the largest generational cohorts in history – demand for experiences that align with social equality, personal growth, authenticity, innovation, and environmental consciousness
- Values relating to health, environmental sustainability, and ethics are more prevalent – creating growth in tourism by promoting these values/benefits

Political And Economic Trends

- Ongoing volatility of world politics – travellers are seeking safe destinations
- uncertainties associated with border controls
- Currency fluctuations – lower value of Canadian dollar increasing ‘staycations’ and US travel to Canada

Competitive Trends

- Mature destinations are embracing the value of tourism while emerging destinations are increasing their competitiveness and targeting new markets
- DMOs continue to evolve their role in response to changing consumer behavior and competitive pressures

Environment Trends

- Climate change
- Increasing consumer demand for sustainable tourism
- Heightened recognition for destination management progress in sustainable tourism – and looking at how tourism impacts the UN goals of sustainable development

Thompson Okanagan Tourism Industry

Transportation Innovation And Technology

- Emerging new technologies – connected and autonomous vehicles, alternative fuels, keyless fleet management, ‘intelligent transportation systems’, improved traffic analytics, and wayfinding
- New opportunities for provision of information and traffic management

Tourism Industry Trends

- Ongoing growth in demand for high quality, authentic experiences that will enrich the traveller’s life. Meeting these expectations has become critical to success
- Culinary travel is continuing to grow largely due to social media, particularly Instagram
- Locals are increasingly getting involved in offering ‘insider’ tours
- Business and leisure travel is continuing to blend – accelerated by Millennials and likely to be further strengthened by Gen Z now entering the workplace
- Growth in the awareness and availability of Indigenous tourism experiences throughout BC
- Growth in impact from travel disrupters associated with the ‘sharing economy’
- Increased demand for personalized customer service at a lower cost, such as online self-service and online chat
- Greater focus on accessibility
- Consumers are increasingly shopping across multiple platforms and locations with an expectation of continuity
- Significant growth and consolidation of online travel platforms
- Growing use of big data to improve decision making
- Use of virtual and augmented reality applications

TOURISM IN THE THOMPSON OKANAGAN – AN ECONOMIC GENERATOR

Tourism is a significant economic generator within the region. In 2017, it is estimated that overnight visitor expenditures generated \$1.9 billion in the Thompson Okanagan tourism region, representing 15.7% of the total for the province¹. In the period 2013 through to 2017, the region has experienced a rate of growth that exceeds 48% in overnight expenditures and the regional share of provincial expenditures has risen 2.7 points since reported in the initial regional strategy. This strategy is focused on maintaining this trajectory for growth with an emphasis on increasing revenue per visitor in a sustainable manner.

Progress on implementation

Progress has been significant since implementation commenced in 2012 and has succeeded in addressing many of the key issues identified in the initial Regional Strategy relating to lack of differentiation, pronounced seasonality, insufficient emphasis on authenticity and self-fulfillment, and business and labour force development.

Sustainability

The emphasis on sustainability has been foundational to all work from the outset of strategy implementation. The focus was on formalizing the concept and creating mechanisms that would build awareness and enable the principles to become embedded within general business operations and policy making across the region. Achievements include:

- The development of a partnership with the International Responsible Tourism Institute and the certification of the region as the first Biosphere destination in the Americas in 2017 – a designation that incorporates the United Nations 17 Sustainable Development Goals and the main guidelines of the Paris Climate Agreement. The program has criteria relating to all aspects of sustainability including social and economic development of the destination, the preservation and improvement of cultural heritage, and environmental conservation.
- The introduction of the Biosphere Certification Adhesion Program for Stakeholders to deepen the industry's commitment to sustainability and heighten the alignment of internal operational practices with the ethos of the destination certification.
- The establishment of the Biosphere Interdepartmental Committee that includes representatives from municipalities and provincial government ministries, Interior Health, electricity and water suppliers, educational institutions, Indigenous organizations, women's agencies, and tourism champions.
- UNWTO Affiliate membership for TOTA and the participation of the region in initiatives to measure the effects of the work on sustainability.
- Global recognition of the region's achievements through an array of accolades and awards that have included the World Travel & Tourism Council 'Tourism for Tomorrow' Destination Award and the World Travel Awards 2018 – World's Responsible Tourism Award.
- Ongoing research and dissemination of best practices in sustainability, and a more holistic cross sector and cross agency dialogue on sustainability.

1 Destination BC – correspondence with Research Services – May 2019.

Remarkable Experiences

The shift to a stronger experiential focus has resulted in a widespread strengthening of destination experiences, particularly those leveraging the five themes and priority areas within the Strategy. The region is now well recognized for its local flavours, and new experiences are playing an important role in extending the season and generating new revenue. Storytelling has become integral to the delivery of experiences and to the underlying messaging and media content. The profile of Indigenous tourism has expanded considerably and the region has succeeded in strengthening its competitive positioning

Trails

Recognition of the Thompson Okanagan as a destination for trails-based experiences has advanced significantly through a wide range of collaborative efforts. Activities have included restoration work on historic trails; ongoing projects in many areas to improve signage, trailheads, and the opening up of motorized trails in select pine beetle affected areas; the collaborative work on rail trail projects; and the work of Simpcw First Nation with the Western Canada Mountain Bike Tourism Association on the 'McBride to Barriere Mountain Bike Recreation & Tourism Initiative'. TOTA has played a strong role in supporting the development of rail trails through preparing the Thompson Okanagan Regional Rail Trails Tourism Strategy (with support from Destination BC) in 2016, and through subsequently securing a significant Rural Dividend Grant from the BC government to implement infrastructural and development projects for the ongoing success of the rail trail networks. The recent completion of the Kettle Valley Trail Master Plan: Midway to Glenfir, represents further implementation of the regional rail trails strategy and establishes a renewed direction for the future of this segment of trail that will result in an export-ready visitor experience where benefits to local communities are maximized and undesirable environmental and cultural impacts are minimized.

Indigenous Tourism

The potential to grow Indigenous tourism became particularly evident through the planning process in 2012, and this sector was highlighted as a key opportunity within the regional strategy. Since then, TOTA became the first region to partner with Indigenous Tourism BC (ITBC) to provide an Indigenous Tourism Specialist to advance the ongoing growth of authentic Indigenous products and services, and to play a lead in taking Indigenous tourism training to Indigenous communities. Through the implementation of a focused approach to strengthening this sector, the number of Indigenous owned tourism businesses within the region has doubled. In addition, Indigenous community engagement in tourism has expanded, and recognition of appropriate protocol at meetings has increased through traditional welcomes. The region's growing success was highlighted in its winning bid to host the 8th Annual International Indigenous Tourism Conference (the largest Indigenous tourism conference in the world) in Kelowna which was held in November 2019.

Accessibility

The emphasis on sustainability and the United Nations' 17 Sustainable Development Goals have inspired a strong focus on full inclusion and accessibility, and a commitment to creating equal opportunity and participation for people with different abilities. Through a new partnership between TOTA and Spinal Cord Injury BC, the region now has a Regional Accessibility Specialist who is working to raise awareness of, and support for, initiatives that will assist in creating a more accessible and inclusive destination. The recent evolution of Access North to Access BC through collaboration with a range of regional and provincial partners, initially spearheaded by TOTA, is adding additional impetus to TOTA's work on assessing outdoor spaces, visitor sites, attractions, and activities for visitors to the region.

Research

The need for research to support a customer-centric perspective was clearly identified in the 2012 Regional Tourism Strategy and provided the basis for TOTA, through support from Destination BC, moving forward as BC's first adopter of Destination Canada's Explorer Quotient consumer segmentation program. This was further strengthened through a partnership with Environics Analytics which has given the region sharper insights on its target market segments. The emphasis on research has built a stronger understanding of niche markets, such as culinary tourists, mountain bikers and cyclists, and visitors with specific interests in festivals and events.

A partnership between TOTA and TELUS is allowing for further development of innovative technological solutions to destination management issues in line with recommendations in the 2012 Regional Tourism Strategy. A pilot initiative with TELUS Insights, in relation to the Kettle Valley Rail Trail, initially opened up opportunities associated with the use of big data in understanding visitor demand, activity, participation, and in providing the ability to potentially manage visitor distribution in real time. This has set the stage for expanding the use big data analytics in destination management and evidence-based decision making. The entire Thompson Okanagan tourism region is now 'geofenced', together with individual sub-regions. This enables the tracking of visitation by origin and volume and is integral to the ongoing work on carrying capacity and targeted marketing.

Route 97

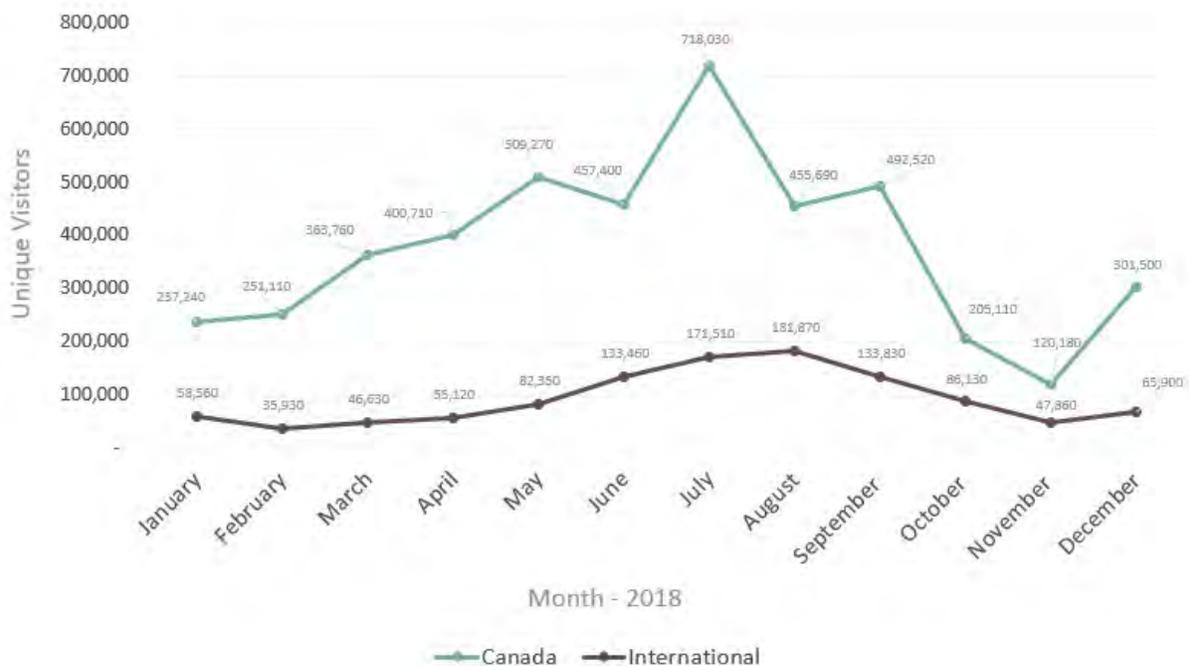
The concept of epic road trips has allowed the region to reposition its highways as corridors that offer a unique opportunity to explore the southern interior of British Columbia. Route 97 in particular, provides a framework for storytelling, and is playing an important role in presenting a series of destinations and engaging the traveller in a new way.

SUMMERLAND
Photo: Kari Medig

KEY ISSUES FACING THE INDUSTRY

1. **Seasonality** – while progress has been made in reducing the dramatic summer peaks in terms of hotel occupancy and visitation highlighted in the 2012 Regional Tourism Strategy (see figure below), there is still a need to continue addressing this issue.
2. **Market Of Origin** – the regional data for 2018 highlights two factors that have an impact on seasonality. Firstly, despite the growth in tourism, the domestic/international ratio has changed little. Secondly, given that the Thompson Okanagan continues to have a relatively high dependence on the BC and near-in markets, this can create a degree of risk. The 2018 data shows a significant drop in domestic visitation in August during the fires that year. This demonstrates the vulnerability of being overly dependent on near-in markets given their greater propensity to cancel or travel elsewhere under such circumstances.

Visitation to the Thompson Okanagan in 2018



(Source: TOTA)

- 3. Sustainability** – as destinations around the world face destination management issues and as concerns for the quality of the experience, the environment, and the well-being of local communities grows, the current focus on sustainability must remain central to the strategic management of tourism in the Thompson Okanagan tourism region. The holistic nature of the Biosphere program will allow a multi-faceted approach when looking at the future development of tourism in the region and its inter-relationship with the environment, culture, and society. A more proactive approach to managing distribution of visitors throughout the region and understanding capacity issues remains important, together with an integrated discussion on protecting common assets including viewsapes and water resources.
- 4. Climate Change** – the impacts of climate change are increasingly posing a challenge to the industry. In recent years, heavy spring rainfall and flooding to drought conditions and forest fires have significantly impacted visitation rates and the profitability of businesses in the summer. These issues may also occur to businesses due to warmer winters and are likely to impact the ski sector, but to a lesser degree than coastal mountain resorts.
- 5. Intra-Regional Connectivity** – while access to the region has improved and work on highway upgrades continues, connectivity within the region remains a concern. The absence of an integrated intra-regional transit service, the gaps in services to regional airports, insufficient car rentals, and a general lack of safe cycle routes for travel between key destinations are all concerns that are impeding growth and impacting the destination experience.
- 6. Industry Readiness** – the region continues to face labour recruitment and retention challenges which can be intensified when positions are seasonal. A shortage in affordable housing and changes to regulations regarding foreign workers have intensified the situation.
- 7. Supporting Infrastructure** – the region continues to have gaps in infrastructure that would enhance the experience and spread economic benefits. Lack of variety of accommodations, lack of facilities to support the touring experience, and issues with cell phone and wi-fi connectivity remain issues that need to be addressed.



Overview of the region's strengths, weaknesses, opportunities, and threats in 2019

The following figure presents a summary of stakeholder workshop discussions on strengths, weaknesses, opportunities, and threats that characterize the region. This assessment was undertaken through the Destination BC Destination Development program and provides an update on the 2012 SWOT analysis.

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> • Climate • Focus on sustainability • Diverse geo-heritage • Iconic parks (Wells Gray, Mt. Robson) • Mountain resorts and strong winter product • Lakes and beaches • Trails/rail trails • Mountain bike destinations • Water-based recreation & fishing • Wineries, wine routes, trails, and tours • Breweries and cideries • Indigenous experiences • Arts, culture, and heritage • Combination of city experiences & small communities with strong sense of authenticity • Tree fruits, orchards, farms • Ranch-lands and ranches • Strong local involvement in tourism/effective DMOs 	<ul style="list-style-type: none"> • Ongoing degree of seasonality • Over-dependence on the near-in markets • Labour supply • Employee housing supply • Water supply and management issues • Natural disasters and managing related communications • Carrying capacity concerns • Crown land access • Winter highway access • Trails maintenance + backcountry/trail use conflicts • Limited lake/river access in certain areas • Wi-Fi/cell coverage • Public transit between communities • Weak sense of place in various smaller communities • Limited understanding of value of tourism • Access to destination development funding 	<ul style="list-style-type: none"> • Strengthen international markets • Ongoing collaboration and Indigenous partnerships • Trails, amenities, and experiences • Proposed National Park • Geological heritage • Valemount Resort • Resource road strategy • Downtown revitalization • Inter-community transportation services • Shoulder and off-season experiences • Experiences for Millennials • Increased focus on health and wellness destinations • Agritourism • Event development • Interpretation of unique ecosystems • Housing strategies • The sharing economy 	<ul style="list-style-type: none"> • Climate change • Fear of economic recession • Closure of High Street retail locations • Global currency fluctuations • Increased household debt – creating a greater degree of price sensitivity • Rising fuel prices and travel costs • Global terrorism • Global health crises • Aging communities • Logging road decommissioning • Visual impacts of forestry • Increased competition from destinations elsewhere

Have our markets changed?

It is not possible to provide directly comparable data for 2010 and 2018, and a high level of caution must be used in interpreting the results shown in the table.

Bearing these limitations in mind, changes in trends can still be identified. In general, the domestic/international split has changed little, although the actual composition has altered and the growth in out-of-province domestic markets is clearly noteworthy, particularly longer haul markets. While the exclusion of Thompson Okanagan residents may have diminished the full size of the BC resident market, the growth trend in all other domestic markets is still indicative of change.

Within the international markets, there has been a slight growth in the US market, which is likely in response to the shift in currency values over the period. Clearly, an interesting change, is the emergence of the Chinese market since 2010. Within the province as a whole, China is now the second largest international market with an 18% annual growth rate in visitation between 2013 and 2017, and a 35% annual growth rate in expenditure. It can be anticipated that this market will continue to grow in significance for the region.

	% of Region's overnight stays 2018	% of Region's overnight visitors 2010
BC residents	47.3%	64%
Alberta	23%	17%
Other Canada	13.6%	2%
TOTAL DOMESTIC	84%	83%
United States	10.4%	8%
United Kingdom	0.6%	2%
Australia	1.2%	1%
Germany	0.7%	1%
China	0.7%	
Other International	2.3%	5%
TOTAL INTERNATIONAL	16%	17%

NOTE: In 2010 estimates were based on data from The Value of Tourism, (MJTI, 2012), and the Ministry's analysis of 2010 Travel Survey of Residents of Canada (TSRC) and 2010 International Travel Survey (ITS).

(TSRC: Overnight domestic travellers who spent overnight in BC and had a primary destination of the Thompson Okanagan.

ITS: Overnight international travellers who spent overnight in BC and had visited the Thompson Okanagan)

The data relates to the number of visitors.

In 2018, the data relates to 1-night stays and excludes residents of the Thompson Okanagan. It is derived from visitors' cell phones through signals sent to cellular network towers.

International travellers may not necessarily be using their country of origin SIM card, which may in turn result in an under-estimation of international overnight stays.

OUR VISION

Our vision for 2029

The Thompson Okanagan tourism region will be a highly successful sustainable year-round destination, with a strong and attractive image that is clearly differentiated from its competitors. The region will be well known for the authenticity and quality of its tourism offers, and the cultural and environmental richness and diversity of the areas within it. The industry will be recognized for its commitment to work together to strengthen the sustainability of tourism for the benefit of all.

Our objectives

The sustainable development and delivery of remarkable experiences that provide compelling reasons to visit the Thompson Okanagan tourism region – thereby:

1. Maximizing the value of tourism to the regional economy
2. Substantially increasing the length of the visitor season
3. Maximizing the spread of benefits around the region

A strong emphasis on growing the long haul, higher yield markets will underlie future efforts and will be key to achieving all of these objectives.

Our core value

1. **Integrating The Ethos Of Responsible Tourism** into all destination management activities to ensure a sustainable destination where the integrity of landscape, environment, and cultural heritage are maintained, and the capacity of the industry to contribute to the well-being of local communities and the overall region is enhanced.
2. **Working Collaboratively** in a purposeful and respectful manner to create synergy, strengthen a sustainable return on investment, and benefit from knowledge sharing at all levels – from regional to global.
3. **Maintaining A Customer Centric Perspective** that is research based and capable of responding to the changing needs of the market in a timely manner.
4. **Focusing On Experiential Travel** designed to strengthen the global positioning of the Thompson Okanagan tourism region and enhance the visitor experience.

These values collectively contribute to a healthy industry, healthy communities, healthy businesses, and a healthy ecosystem.

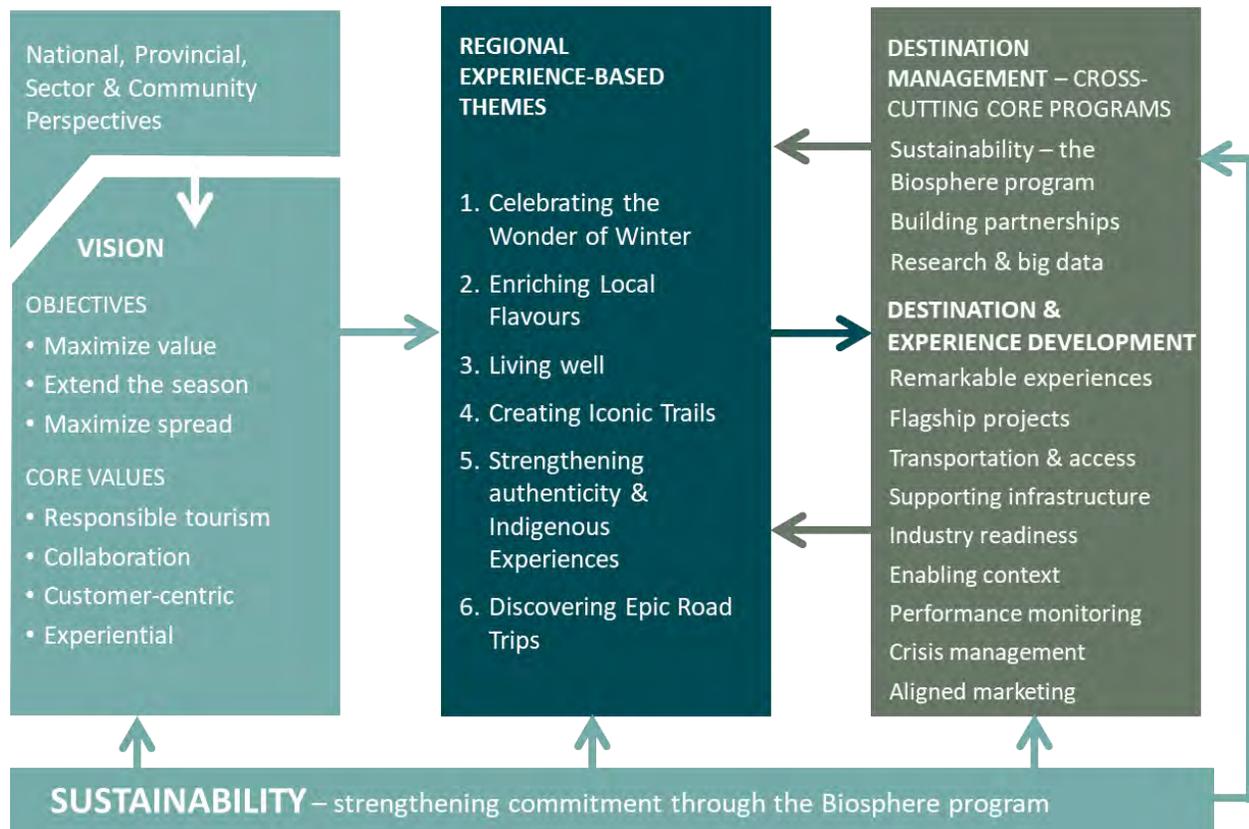
OUR TEN-YEAR REGIONAL TOURISM STRATEGY 2.0

The demand for unique and authentic experiences that will allow travellers to connect with a destination is growing exponentially.

A focus on experienced based themes characterized the initial strategy with a focus that remains firmly in place. Globally, the growth in experiential travel is playing a key role in repositioning destinations that have embraced the concept. However, as our visitors seek to become “insiders” and travel with a deeper purpose, it is equally important to maintain a healthy balance between them and our residents.

Our outstanding landscapes and distinctive ecosystems, our culture and heritage, and our communities all need to be honoured and respected if we are going to continue to excel as hosts. The way to do business, the way to think about “success”, and the way to calculate the benefits of tourism are evolving within the Thompson Okanagan tourism region, and our priorities for the destination are changing to reflect our goals for a healthy future, a sustainable industry, and a resilient destination.

Embracing Our Potential 2.0 highlights the new priorities as we seek to work together to offer remarkable experiences and to deliver results based on a healthy industry, healthy businesses, healthy communities, and a healthy ecosystem.



OUR STRATEGIC EXPERIENCE-BASED THEMES

Celebrating the wonder of winter

There is a touch of magic to winter in the Thompson Okanagan that can be illusive at other times of the year. The atmosphere feels electric, the chill feels invigorating, the landscape looks transformed.

Our winter resorts have a global appeal and the region has long been recognized for its winter adventure in the mountain destinations. Now, we are looking to leverage this recognition to offer a stronger and more dynamic experience off the slopes – in our towns, cities, and valley regions. The region can strengthen the resort experience through motivating guests to enjoy the surrounding areas within the region. The region can offer new, non-traditional winter experiences that will attract new markets and provide alternative and compelling reasons for winter travel.

The Government of Canada has highlighted winter as a growth opportunity², one that can assist in addressing the seasonality of demand while benefitting from the emerging market interest in winter trips that are not motivated by a change in weather, which is a trend noted in the US³.

To benefit from these trends, attention will focus on:

- Continuing to work collaboratively to improve air and road winter access.
- Working with partners to expand the product offering in spa, culinary, and special events that will complement the traditional ski products.
- Increasing traditional winter experiences, particularly in the North Thompson, and working with BC Parks to assess opportunities to expand winter camping, increase winter permits, and improve access to new winter experiences, including viewing the iconic waterfalls in Wells Gray Provincial Park.
- Undertaking research through EQ and Prizm to identify the potential consumer base.
- Developing new content for travel media, social media, and travel trade to deepen the sense of celebration, vitality, and well-being that can be found within the region in winter.

Enriching local flavours

Local flavours have come to be a key point of differentiation for the Thompson Okanagan tourism region. The region has benefitted from the commitment to focus on its food and beverage experiences since the launch of the initial strategy, and its local flavours are now a key element of TOTA's theme, Living Well.

Embracing Our Potential 2.0 will continue to explore ways of elevating the theme in alignment with current regional priorities, the strategic framework for tourism in BC 2019-2021, and the new federal tourism strategy⁴:

2 Government of Canada, May 2019, Creating Middle Class Jobs: a Federal Tourism Growth Strategy and Destination Canada,

3 <https://www.treksoft.com/en/blog/65-travel-tourism-statistics-for-2019> and <https://www.intrepidtravel.com/travel-trends-2018/>

In Alaska, for example, ridership on the Alaska Railroad's winter passenger trains grew by 33% between the winter of 2015/16 and the following year, and mid-week trains have been added to meet the demand - <https://www.adn.com/business-economy/2018/12/24/alaska-railroad-adds-more-passenger-service-as-number-of-winter-tourists-jumps/>

4 Government of Canada, May 2019, Creating Middle Class Jobs: a federal Tourism Growth Strategy.

Recent research indicates ongoing interest in culinary tourism, and estimates a compound annual growth rate of over 9% by 2023⁵ in this sector. A key generator of this growth will be an increase in integrative experiences and events where food and beverage become an integral component within an activity that has another emphasis. The significance of local foods in festivals and events, or as part of an activity such as the emerging cycle winery tours that are occurring in the region, are indicative of this trend.

The burgeoning interest in local flavours reflects the desire to embrace the essence of place. Food, wine, artisan spirits, and beer are all local expressions of identity. Understanding the stories and the provenance of local flavours gives further insight into what is unique and distinctive about a place. It is often about slowing down, taking time to savour the moment, enjoy the aroma, and appreciate the tantalizing flavours, all in a way that adds value to the wider destination experience.

Not surprisingly, food and beverage have become particularly influential as a factor in choosing a vacation destination. According to recent research, Millennials (33.5%) and Generation Z (33.6%) put significant weight on local cuisine, considerably more than Baby Boomers (19.1%) or Generation X (26.5%). This aligns with the quest for transformative and experiential travel that has become very evident with younger travellers⁶.

Priorities moving forward include:

- Continuing to support the Slow Food Thompson Okanagan Community through promoting biodiversity in the food supply; elevating ‘taste education’⁷; connecting producers with co-producers through events and initiatives;; and embracing Indigenous historical food practices.
- Supporting and further developing a vibrant agritourism sector and related experiences.

Living well

In 2017, the value of wellness tourism was estimated at USD \$639 billion by the Global Wellness Institute. This segment has been growing at a rate of 6.5% annually with growth being driven by the expanding global middle class, a growing consumer desire to adopt a wellness lifestyle, and the rapidly expanding interest in experiential and transformative travel. What is of particular note, is that 89% of all wellness trips and 86% of expenditures are attributed to ‘secondary wellness travellers’ who are people who seek to maintain wellness or engage in wellness activities during any kind of travel⁷. With the region’s focus on year-round outdoor activities, exceptional landscapes, enticing local flavours, and health resorts, this is a sector that can add considerable value to the destination.

5 January 2019, Global Culinary Tourism Market 2019-2023: Growing popularity of sustainable and organic culinary tourism – www.technavio.com

6 GlobalData, September 2018, Key Trends in Culinary Tourism. This research highlights four important trends:

Gastronomy tours by locals – ranges from tasting the delicacies of a destination to meeting the producers and gaining an understanding on production.

Home cooking and meal sharing – aligned with the quest for local, authentic experiences

Street food and markets – synonymous with exploring local culture and becoming increasingly ‘sophisticated’ as a food offering

Cooking lessons – seen as an interesting way to meet and interact with locals and travellers and have an opportunity to gain insight into the influences that have shaped a cuisine.

7 Global Wellness Institute, November 2018, Global Wellness Tourism Economy

Globally, domestic wellness travel accounts for 82% of total wellness trips but only 65% of expenditures. Recognizing these trends, the region is now poised to improve its positioning in this sector. The growth in this segment will align with the region's core values. Looking forward, the region is seeking to focus on:

- Work with partners in wellness to attract related niche conference travel and use this focus to assist in building a growing recognition for health and wellness in the region.
- Explore the transferability of emerging trends in wellness and identify new approaches to adding value to existing experiences (e.g. trends relating to mindfulness, forest bathing, traditional healing, etc.).
- Build linkages with the investment/economic development and real estate sectors to promote the concept of “building well to live well” which are wellness lifestyle communities that have a beneficial impact on tourism and vice versa.
- Elevate regional health and wellness products and services on ThompsonOkanagan.com website and through blog stories and posts, and feature health and wellness on Route97.com.
- Ensure regional stakeholders are aware of Wellness Travel BC and support their initiatives through regional channels.

Creating iconic trails

Trail tourism is on the increase as travellers seek experiences that will facilitate slow travel and the ability to connect in a meaningful way with the landscape. As the power of storytelling grows, the role of trails in delivering unique insights on these natural and cultural landscapes have become more prominent and has resulted in the emergence of ‘bucket list’ themed trails with international appeal.

Such trails increase the length of stay of low-impact visitors, extend the peak summer season, and can play an important role in connecting visitors with more peripheral communities. They offer a platform for economic development and stimulate pride and ownership in the community. To be successful, this form of tourism requires investment in infrastructure, maintenance, and in the development of support services such as appropriate accommodation services, guided itineraries, luggage transfer services, and technological innovations to enhance the experience.

Following the emphasis on trails in Embracing Our Potential, considerable progress has been made in advancing trails tourism within the region, particularly rail trails. The completion of the Rail Trails Strategy and the success in attracting new funding has placed the region in a strong position to continue leveraging trails and working toward creating iconic trails of world class appeal.

Efforts to focus on building a strong point of differentiation for the region through the development of iconic trails will be maintained. In particular:

- Engaging stakeholders through a Rail Trails Regional Advisory Committee and establishing a Rail Trails Trust to actively pursue opportunities to secure additional funds for trails development.
- Furthering partnerships with trail related organizations to leverage future development initiatives and ongoing maintenance.
- Continuing to work collaboratively to explore how to use big data from cell phone towers to develop a deeper understanding of users of key rail trails and patterns of usage. This in turn, will allow for a more targeted approach to marketing, greater insights on capacity and dispersion, and will enable the transfer of knowledge to the wider trails system.
- Enhancing the overall visitor experience through improving accessibility, developing rest and information areas that tell the local story, and continuing to work collaboratively to address potential user conflicts.
- Working with Indigenous communities to collaborate on rail trail development corridors and exploring ways of strengthening economic benefits to businesses located on iconic rail trails.

Promoting Indigenous experiences

The province is experiencing record-breaking growth in its Indigenous tourism industry with a 33% increase in related businesses generating an estimated total of \$705 million gross domestic output and 7,400 direct full-time tourism jobs in 2016/17 over a three-year period⁸. With over one in three travellers visiting an Indigenous site, attraction, or event, and almost 90% of tour operators indicating an interest in offering or expanding Indigenous experiences as part of their travel packages, this sector is set to grow across BC.

Within the Thompson Okanagan tourism region the promotion and development of Indigenous tourism has been at the forefront of much of the product and experience development work arising from the initial strategy. The emphasis on this sector has acted as a catalyst for the strengthening of dialogue within the wider Indigenous community. The role of the Indigenous Tourism Specialist has been key to advancing the ongoing growth of authentic Indigenous products and services; and Embracing Our Potential 2.0 continues to build on this earlier work and will integrate the Indigenous experience into a range of offerings.

- This integration is highlighted in the fusion of Indigenous elements with culinary tourism. In promoting the region's customs and terroir within the framework of Slow Food and local produce, the underlying Indigenous historical food practices are being elevated as part of the story of the landscape.
- “Our Story. Your Experience” – ITBC’s consumer branding is driving identity and brand. Within the Thompson Okanagan tourism region, the history of the Interior Salish Peoples has long been overshadowed by the stories, artwork, dance, music, and traditions of our Coastal First Nations. The 33 Indigenous Communities in the region have a substantially different background and a unique and vibrant past that has yet to be properly expressed through the tourism lens. Moving forward, there will be an emphasis on working with post-secondary institutions in curriculum development around Interior Salish history and cultures to strengthen the significance of the story and the skills required to deliver it effectively.
- The advancement of Indigenous arts and culture is an important component of differentiating the Interior Salish. The roll out of a program to create new commercial opportunities and raise the profile of arts and culture will be expanded through a unique Artisan Mobile Retail unit, which is the first of its kind in BC.
- Within the context of trails development, efforts will continue to support the engagement of Indigenous communities in trails development through collaborative discussions, and the exploration of opportunities to enhance the visibility of trails-related Indigenous experiences.
- Building capacity is key to ongoing economic growth in this sector. Developing and promoting Indigenous focused training initiatives and highlighting existing tools such as the CCP Handbook⁹, which is a comprehensive community planning guide for Indigenous communities in BC that will remain core activities.

8 O'Neill Marketing & Consulting, March 2018, ITBC “The Next Phase” Tourism Performance Audit Report 2012-2017

9 Developed by Indigenous and Northern Affairs Canada in partnership with Indigenous CCP champions across BC

Discovering epic road trips

In 2016, Statistics Canada estimated that touring in BC contributed 40% of the share of visitor revenue¹⁰ and motivated 40% of short haul consumers in planning a trip to BC¹¹. A tourism sector profile developed in 2014 for BC indicated that the average trip length was eight nights and the distance travelled was 1,700km with an average of 3.9 overnight stays per trip¹².

The Thompson Okanagan tourism region is traversed by a series of major touring corridors that connect through to Alaska, Alberta, and Washington. Route 97 showcases the entire region and highlights an extensive network of corridors and routes that encompass experiences around many of the region's communities. In September 2019, TOTA secured an agreement with National Geographic Traveller Magazine (UK) to produce and publish its Route 97 guide. This partnership is the first of its kind in North America and will see the route evolve into National Geographic Traveller Discover Route 97.

In addition, Highway 3, Highway 1, and the Gold Rush Trail all have touring sections and experiences that fall within the region. Together, these corridors offer an unparalleled opportunity to present epic road trips to the visitor that is seeking a touring experience.

Moving forward priorities will focus on:

- Continuing to promote opportunities to assist travellers in exploring communities through looped routes offering distinctive local experiences. The approach to developing Route 97¹³ provides a model that could be used in the development of the epic road trip concept particularly for Highways 1 and 3, potentially on a partnership basis with the associated RDMOs.
- Supporting the growth and promotion of year-round experiences that will generate a heightened interest in epic road trips in shoulder and winter seasons.
- Identifying new and innovative approaches to animating the corridors through storytelling and the development of themed experiences that will in turn give the corridors a more cohesive and compelling presence in the marketplace.
- Working with partners to ensure safety and an enjoyable driving experience through investment in road infrastructure and a commitment to strengthening sense of place within each community along the route.

10 Destination British Columbia Environmental Scan. August 2016. Data from Statistic Canada

11 Destination BC, 2014, Short Haul consumer Study

12 Destination BC, 2014, Touring: Tourism Sector Profile (note data is from 2009)

13 <https://www.route97.net/>

IMPLEMENTATION – OUR PRIORITIES FOR MOVING FORWARD

To achieve a healthy industry, healthy communities, healthy businesses, and a healthy ecosystem, it is imperative that the core values remain integral to the collective process of moving forward. The centrality of sustainability as a guiding principle and an overarching goal is at the forefront of all aspects of experience development and destination management.

Strengthening our identity

Just as the experience-based themes in Embracing Our Potential provided the basis for strengthening the positioning and regional identity of the Thompson Okanagan tourism region, so too did the development of the themes identified in Embracing Our Potential 2.0 will continue to create compelling reasons for domestic and international visitors to visit the region year-round. The themes offer rich potential for giving the visitor the opportunity to become immersed in the ‘story’ of the region, to emotionally connect with local communities, to explore at a slower pace, to feel inspired to move around the region and stay longer, and to travel year-round.

The emphasis on sustainability is a concept that underlies all aspects of managing tourism in the region, and that increasingly resonates with the discerning traveller. The combination of this core value, with a collaborative approach to developing and delivering world-class experiences that elevate the key themes, will truly differentiate the destination, achieve the underlying objectives, and ensure that local aspirations are the driving force for the growth and development of the tourism industry in the region.

The strategic priorities that are outlined provide a framework for moving forward. They build on the accomplishments of the previous years of implementation, and our success to date gives us confidence to continue working collaboratively toward our vision:

The Thompson Okanagan tourism region will be a highly successful, sustainable, year-round destination, with a strong and attractive image that is clearly differentiated from its competitors. The region will be well known for the authenticity and quality of its tourism offers, the cultural and environmental richness, and diversity of the areas within it. The industry will be recognized for its commitment to work together to strengthen the sustainability of tourism for the benefit of all.

SKAHA BLUFFS PROVINCIAL PARK

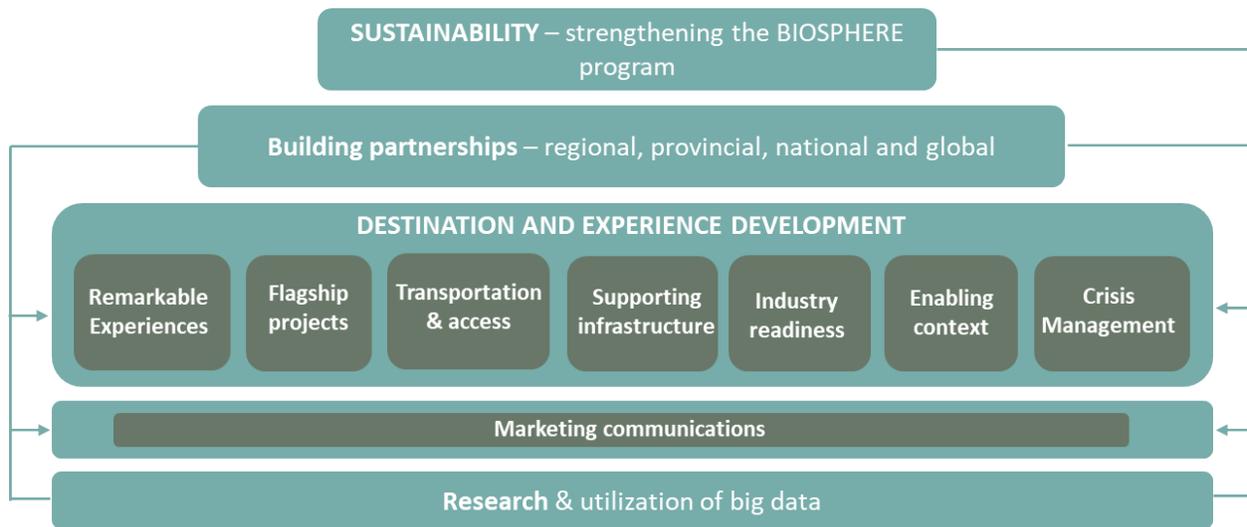
Photo: Kari Medig

TOTA



THE CROSS-CUTTING DESTINATION MANAGEMENT PROGRAMS

The implementation of Embracing Our Potential 2.0 is based on three cross-cutting destination management programs: sustainability; building partnerships; and research and the utilization of big data. These programs embody the core values of this strategy and the destination's approach to developing and managing tourism. They build on the strengths of past accomplishments and provide a context for generating momentum in the ongoing development of responsible tourism within the Thompson Okanagan tourism region. Maintaining a shared focus on sustainability, ensuring the pre-eminence of research as a basis for managing responsible tourism, and working collaboratively on all aspects of destination and experience development will be critical to the success of the industry in the next ten years and beyond.



SUN PEAKS RESORT
Photo: Reuben Krabbe

SUSTAINABILITY

Strengthening destination management through the Biosphere program



At the core of all implementation to date has been a commitment to work toward the development and delivery of sustainable tourism that would support the region’s natural and cultural heritage, its social well-being, and its economic vitality. The Biosphere Gold Destination certification provides a framework for ongoing destination management.

With the program’s adherence to the United Nation’s 17 Sustainable Development Goals that relate to all aspects of achieving a better and more sustainable future for everyone and its alignment with the Paris COP21 Accord to fight Climate Change, there is now a clear context and established criteria against which to assess our development activities.

Priorities:

- Continue to support the work of the Interdepartmental Committee advisors in assisting TOTA with its responsibility to develop and implement annual Sustainability Action Plans, and to identify regional priorities in keeping with the 17 Sustainable Development Goals. This includes submitting regional certification evidence annually to the Institute of Responsible Tourism.
- Encourage businesses, communities, and tourism related organizations to actively support the principles of sustainability through participating in the Biosphere Adhesion Committed Entity Program and through other aligned programs, including Green Tourism Canada, etc. These programs will focus on four areas of environmental sustainability: water, energy, waste, and carbon.
- Develop and pilot a Consumer Pledge Program that is designed to educate guests and potential visitors on the importance of the values that underlie the region’s commitment to sustainability.
- Adopt and promote a carbon footprint measurement tool for industry.
- Work with partners at all levels to identify best practices. Disseminate findings and develop supporting programs and training that will assist in assimilating innovative sustainable practices.

The Biosphere Interdepartmental Committee

Participants represent:

- City of Kelowna
- Okanagan Collaborative Conservation Project
- Ministry of Tourism, Arts and Culture
- The BC Hotel Association
- Summerhill Pyramid Winery
- Central Okanagan Regional District
- Tourism Kamloops
- Tourism Kelowna
- Women’s Resource Centre
- Agriculture Advisory Committee
- Interior Health
- Central Okanagan Economic Development Corporation
- Recreations Sites and Trails BC
- Indigenous Tourism BC
- Tourism Wells Gray
- Destination BC
- Okanagan College
- UBCO
- Central Okanagan Regional District
- Fortis BC
- Okanagan Basin Water Board
- Sustainable Wine Growing BC

- Support TOTA's initiative to join the UNWTO's International Network of Sustainable Tourism Observatories¹⁴.
- Continue to use existing channels such as ThompsonOkanagan.com to promote awareness of sustainable tourism to consumers and industry alike.
- Support all regional and sub-regional tourism initiatives that are advancing work on sustainability, such as the Shuswap Trails roundtable work on developing cumulative effects assessment tools and processes. Explore and promote transferable practices.
- Ensure that the tourism sector is represented in regional forums and initiatives that are designed to advance wider discussions and policies on related environmental, cultural, and societal issues, including the Okanagan Collaborative Conservation Program and the Sustainability Leadership Council for the Okanagan.
- Work collaboratively to provide policy guidance and tools to communities and stewards on the management of carrying capacity in high use areas and continue to develop mechanisms to monitor visitor distribution.

BUILDING PARTNERSHIPS - creating alignment and synergy through working in collaboration

A hallmark of Embracing Our Potential was its emphasis on the need for strategic partnerships, recognizing that a more integrated approach would enhance the overall level of progress and mutual benefit. This remains core to effective implementation and underlies all activity.

Working collaboratively increases the likelihood of coordinated planning and development, and ensures a more strategic use of resources for shared priorities. The focus on partnerships has played an important role in developing new perspectives, becoming more inclusive, and gaining a greater awareness of best practices and solutions.

Priorities:

- Continue to explore opportunities for the development and/or facilitation of new partnerships that are in alignment with this strategy and that advance the overall objectives.
- Develop metrics that can be used to monitor the impact of partnership activity and its role in facilitating the sustainable growth of tourism.
- Continue to support and promote existing partnerships that have contributed to building a stronger industry and destination, including the partnerships with international DMOs and strategic organizations such as TELUS, Green Step Solutions Inc., Southern Queensland Country, Fjords of Norway, Namibia Tourism, Bookdifferent.com, and the UNWTO.

¹⁴ The International Network of Sustainable Tourism Observatories is a network of tourism observatories monitoring the economic, environmental and social impact of tourism at the destination level. By becoming part of the Observatory Network, the Thompson Okanagan will be provided with best practice guidance on various tourism measurement indicators to better understand if the regional sustainable programs are having a positive impact on local communities while mitigating the negative impacts of tourism.

RESEARCH and the utilization of big data

The initial emphasis on research in Embracing Our Potential paved the way for a much deeper understanding of the visitor through the region's early adoption of Destination Canada's Explorer Quotient and TOTA's partnership with Environics Analytics that were used to gain a comprehensive understanding of current and target markets. This early work set the stage for the partnership with TELUS Insights in order to utilize 'big data' and technology to gain further insights on visitor profiles and activity within the region.

Priorities:

- Expand the use of big data and continue to work with partners to gain insights on managing visitation, including its localized impact and providing relevant visitor information in a real-time context.
- Promote the value of investing in research to all stakeholders to assist in effective marketing and destination management.
- Continue to use research based on travel values to target audiences that are likely to be highly motivated to engage in the region's remarkable experiences.
- Work with post-secondary educational institutions to gain new understandings in regards to tourism. Support the UBCO Capstone Program and similar initiatives to engage in new dialogue.
- Work with the tourism business community and Destination BC to find new and timely approaches to measuring the value of tourism at regional and sub-regional levels.



DESTINATION AND EXPERIENCE DEVELOPMENT – THE STRATEGIC PRIORITIES

Destination BC's process of developing the series of strategies across the region identified consistent themes in relation to destination and experience development. While many of the specific actions reflected the geographic context, the common elements are highlighted in the following strategic priorities.

Developing remarkable experiences

Developing and delivering market aligned distinctive and remarkable experiences lies at the core of generating the type of sustainable growth that the Thompson Okanagan tourism region is seeking. Experiences that provide compelling reasons for longer haul travellers to visit year-round and to spend quality time in the region. The initial Strategy set the stage for an approach that focused on strategic experiential themes. This emphasis will be maintained and will focus on the six lead themes that have been highlighted, but will also work toward leveraging a range of strengths and opportunities that were identified in the three planning area strategies and four additional plans developed through the provincial program.

- Continue to work with Destination BC to promote participation in its experience development program in a way that will strengthen the key experience themes identified in this Strategy and will meet the specific needs of the region's stakeholders.
- Continue to focus on 'revealing the story' of the region through working with partners to curate story content that relates to the natural and cultural heritage. Assist industry in using stories to enhance the experience and encourage a greater emphasis on animation of place that ties to local stories. Use this approach to contribute toward building a greater understanding of sustainability among industry partners and visitors alike.
- Establish a Technology Task Force that would explore the role of technology in delivering remarkable experiences and in related aspects of destination management. This includes an integrated approach to utilizing research, big data, and technology to promote experiences more effectively, but to also assist in managing the distribution of visitors, including ensuring the visitors safety and security.



Promoting flagship projects

Flagship projects are ones that are likely to have significant regional impact and play an important role in shaping the positioning of the Thompson Okanagan tourism region. The identification of projects will be an ongoing output from regional tourism planning discussions and related local initiatives. It is anticipated that these projects will involve multiple partners and will require a significant degree of collaboration to maximize the benefits to the region.

Prospective projects include:

- The designation of the South Okanagan-Similkameen National Park Reserve. The federal and provincial governments and representatives from the Syilx/Okanagan Nation have agreed to a new commitment to work together for the establishment of the National Park Reserve. This initiative would yield multiple benefits that include:
 - Strengthening nation to nation relationships
 - Assisting with safeguarding the region's biodiversity
 - Providing new opportunities for economic development
 - Enriching the visitor experience
 - Enhancing the role of the South Okanagan-Similkameen as a destination within the region
- Supporting the Wells Gray/Clearwater community if they should seek to re-engage in a process aimed at gaining the UNESCO Global Geopark designation for the area. An initiative of this nature would leverage the federal government's recent commitment to position Geoparks and UNESCO Biosphere Reserves as key destinations for sustainable tourism¹⁵.
- Working collaboratively to establish a stronger destination experience associated with the McAbee Fossil Beds Heritage Site. The reopening of the site under the management of the Bonaparte First Nation offers a unique opportunity to leverage the growing visitor interest in paleontology and can integrate the Indigenous story into the experience.
- Continuing to work with stakeholders and partners to establish a Culinary and Wine Centre of Excellence within the region. This would play a significant role in bringing global best practice to the Thompson Okanagan and would strengthen the region's position as an international culinary destination.

Improving transportation and access

Ease of travel to a destination and within a destination are significant factors in determining competitiveness and contribute to an overall remarkable destination experience. Continuing to improve connectivity and ensuring that the region offers alternative modes of safe and reliable transportation are important objectives.

- Work with all local, regional, and provincial partners to assess new options that will facilitate ease of movement within the region, including the promotion of private sector transportation options, ride-share and car-share programs, and the establishment of an integrated regional transit system. Focus initial attention on strengthening ground transportation services between the regional airports and key destinations.
- Continue to work with the Ministry of Transportation and Infrastructure to provide a tourism perspective on current and future highway infrastructural projects and maintenance, and advocate for improvements that will improve year-round safety of the major highways that traverse the region. These may include prioritizing recommendations relating to passing lanes, rest stops, electric charging stations, and highway signage, together with an ongoing focus on the importance of a coordinated approach to maintaining safe highway access in winter.
- Work collaboratively to identify and maintain networks of resource roads that are considered essential for access to trailheads and established recreation areas. Also, encourage implementation of provincial and UBCM initiatives to develop a regional approach to resource road deactivation and the use of forest roads for circle routes.
- Promote the growth in road cycling through considering cyclists' requirements in all road upgrades and in supporting an integrated approach to developing active transportation networks.
- Work with vehicle rental companies to improve all aspects of safety and the overall rental experience, including improving advice on, and use of, winter tires, promoting electric vehicle rentals, designing and launching consistent RV driver training as part of all RV rental contracts in BC and Alberta, and advocating for a reduction in one-way drop off-charges.
- Advocate for improved commercial vehicle driver training and enforcement of training and licensing to improve road safety.
- Work with all airports to coordinate a strategic approach to the growth of air routes, and support business case development for new or expanded routes. Develop an ambassador program for visiting itinerant pilots to smaller airports to encourage a growth in small group charter travel.
- Continue to work with VIA Rail to improve the viability of using rail as a form of public transportation to, and within, the region.

Developing supporting infrastructure

The quality of the visitor experience is significantly impacted by the supporting infrastructure such as community facilities, infrastructure for accessing land and water-based activities, accommodation, camping facilities, telecommunications, visitor services, and the sense of place, particularly in relation to public gathering spaces.

The importance of working on developing iconic rail trails has already been highlighted. In addition, the need to continue strengthening an integrated sustainable trail system across the region as an integral part of local life, culture, and economy is critical to achieving the underlying goals of this strategy.

- In establishing the Rail Trails Advisory Committee, appoint additional members that can represent the wider trail systems and convene annually to look at trails related issues and opportunities throughout the entire region.
- Prepare a consolidated trails atlas and inventory comprising rail trail, mountain biking, road biking, hiking, equestrian, cross-country skiing, and motorized components.
- Maintain an ongoing assessment of issues and opportunities relating to signage, interpretation, staging areas, connectivity, and maintenance. Identify priorities on a regular basis and support this work through preparing a cost/benefit methodology for prioritizing trail developments.
- Identify and share best practices in trails development, maintenance, management, resolution practices, collaboration, and promotion.
- Continue to expand the network of cross-country trails for a range of outdoor activities, and promote the development of supporting infrastructure that will increase the profile and significance of the trail assets, including hut-to-hut facilities.
- Work with partners to develop motorized trails infrastructure and user protocols in areas where the activity is regarded as an acceptable use.

ACCOMMODATION – ensuing an adequate mix of quality accommodations, including camping facilities will remain an important consideration for the Thompson Okanagan.

- Work with partners to maintain a comprehensive understanding of accommodation gaps and support efforts to attract investment for new development. Encourage ongoing activities to upgrade and improve existing facilities.
- Focus on identifying accommodation requirements at trailhead areas and within trail corridors and work toward improving and/or augmenting these facilities, including the development of support services such as equipment rental/repair services and luggage transfer services.
- Work collaboratively to increase the availability of services for recreational vehicles along touring corridors.
- Retain and expand camping facilities, including extending the seasonality of camping, and work with provincial partners to coordinate and align new campsite investments.

SENSE OF PLACE – respecting sense of place and celebrating distinctive qualities of local communities are integral elements of responsible tourism and contribute to the region’s authenticity. In addition, they play a role in the distribution of visitors and the associated benefits of tourism.

- Support local governments and community groups in implementing policies and undertaking projects to increase the appeal of urban settings, particularly public spaces. This includes beautification initiatives, revitalization projects and efforts to animate public gathering places.
- Work with partners to develop a tourism asset inventory and curation of content to include data elements such as distinctive architecture, cuisine, customs, geography, history, and people assets, and use this inventory in diversifying experiences and ensuring local frontline staff have a comprehensive understanding of the locality and its distinctive attributes.
- Use storytelling to enhance the touring appeal of the region.
- Work with partners and non-traditional stakeholders to manage and maintain the scenic quality of viewsapes as a tourism asset.

WATER-BASED RECREATION – the region’s lakes and rivers are fundamental elements of the landscape and the tourism asset base. Managing the recreational use of water and promoting best practices in water quality, use, efficiency, and conservation are critical to the sustainability of water resources for both visitors and residents.

- Work through the Biosphere program and related initiatives to promote stewardship of water resources within business operations and community use of water assets, and continue to research and promote best practices in the management of water. Continue to work with water stewardship agencies to represent the tourism perspective in water, river, and lake management and planning.
- Ensure that sense of place elevates the region’s special relationship with water through the interpretation of water-related stories and issues.
- Identify and address water access issues within a wider policy context for the use of lakes and rivers and promote the development of appropriate dock and access infrastructure.
- Establish recognition for the concept of ‘blueways’ or paddle trails within the region. This will include developing an inventory of suitable access and launch sites.
- Work collaboratively to improve the management of motorized vessels on waterways such as the Shuswap River, and continue to develop new, and strengthen existing, programs and services that will increase safety on the water and maintain the integrity of water and shore ecosystems.

CYCLING – there is considerable potential to strengthen the region as a destination for road cycling, which is a sector of tourism that is experiencing global growth. This will require a strategic focus on enhancing the perceived safety of the activity.

- In addition to improving active transportation networks, including parallel pathways, undertake a gap analysis of supporting infrastructure and services, including technological services and signage, and address related gaps.

Strengthening industry readiness

A competitive destination requires a trained workforce that understands and is capable of meeting the needs and expectations of visitors. It requires a destination to offer appropriate staff housing, transportation, and a 'living wage', and one where there are clear solutions to the recruitment and retention challenges that face the tourism industry. Programs that are designed to strengthen industry readiness and improve the overall availability of skilled labour to meet the forecasted needs are key to the delivery of this strategy and the ongoing sustainability of the industry.

- Continue to work with partners, including go2HR, to improve labour market efficiency and identify solutions to meet predicted labour shortages.
 - Work collaboratively with colleges/universities and educators to outline industry requirements for graduates and those interested in tourism. Develop appropriate training solutions, including the development of a Tourism Ambassador Program, that will improve awareness of local geography, cultural heritage, stories, unique features, and stewardship issues.
 - Continue to encourage participation in SuperHost, FirstHost, and Destination BC's industry development programs.
 - Promote awareness and maximize the uptake of existing initiatives such as the Labour Market Development Agreements and their associated programs, including the Canada-BC Job grant.
 - Improve access to foreign workers through facilitating local industry's access to resources aimed at integrating foreign workers into the tourism workforce, including creating awareness of WelcomeBC and the Provincial Nominee Program. Strengthen these types of initiatives through instituting a welcome program that employers can use to attract and retain foreign workers.
 - Support the expansion of training programs and tourism career strategies for Indigenous Peoples, including promoting ITBC's labour market programs and encouraging more local uptake and delivery.
 - Strengthen the appeal of tourism as a career .
- Develop a coordinated approach to understanding and addressing the specific business retention and expansion needs of the region's tourism sector, including succession planning.
- Continue to work with partners to further assess the needs for affordable housing for tourism staff and continue to promote innovative solutions.
 - Establish a working group that can fully assess the current situation and the extent to which it is constraining the delivery of quality experiences. This assessment should also consider transportation requirements, particularly in more rural areas. Ensure that the tourism 'voice' is represented in the ongoing debate on affordable housing.

‘Travelling together’ – supporting accessibility and full inclusion

Globally, the concept of accessible travel has moved up the agenda and good accessibility is now regarded as a key and ethical determinant of sustainability and competitiveness. From an entrepreneurial perspective, it is recognized that the market for fully accessible experiences is expanding rapidly. In 2014, the UNWTO convened its first conference on accessible tourism resulting in the San Marino Declaration on Accessible Tourism, and subsequently has produced handbook materials on principles, tools, and good practices relating to accessible tourism. Under the leadership of TOTA, the region is committed to embracing the concept of tourism for all. Initiatives to be pursued include:

- Create a strategic accessibility plan for the region.
- Continue to create and promote partnerships with existing support agencies.
- Support businesses in developing accessible tourism products, focusing particularly on businesses committed to the Biosphere Adhesion Program.
- Work with partners to influence the design and development of accessible features and amenities on the Rail Trails throughout the region. and Work with Access BC to improve general accessibility of outdoor sites, including undertaking an audit program that will highlight and address related issues with the objective of making tourism more inclusive and accessible.
- Develop and provide a suite of tools and training initiatives to support accessibility and full inclusion.

Strengthening the enabling context

Given the multi-faceted nature of tourism, it is important to develop a comprehensive understanding of how tourism impacts, and is impacted, by a wide range of agency mandates from the role of local government in planning to the implementation of national policy on broadband services. Strengthening competitiveness requires a sound appreciation of the value of tourism and the role that each stakeholder plays or can play in delivering a quality destination experience.

- Continue to work collaboratively to promote the value of tourism for the region and the communities within the Thompson Okanagan tourism region.
 - Extract and summarize Thompson Okanagan tourism region results from Destination BC’s annual Value of Tourism study.
 - Develop and promote a community value of tourism assessment tool. Consider creating an online tool and dashboard that communities can use to determine the local value of tourism. Include access to research on the links between tourism and community stability, resident/business attraction and retention, recreation, and lifestyle benefits.
 - Encourage local government to address tourism through the available tools allowed by the Local Government Act; including regional growth strategies, regional context statements, and implementation agreements, and support the inclusion of tourism policies and management direction in their Official Community Plans.
 - Establish a framework for decision making related to land use, including the land value of natural resource industries versus tourism within the region.
- Provide tourism operators and communities with an accessible resource that outlines acceptable tourism uses on Crown land and the Agricultural Land Reserve (ALR), and how to access Crown tenures. Work with provincial partners to develop a more streamlined Crown tenure process that facilitates investment in new tourism products.

- Support efforts by TIABC to improve and streamline government processes that may be inadvertently impeding business viability and success.
- Advocate for the development of new/updated land and resource management plans.
- Optimize the benefits of the Municipal and Regional District Tax (MRDT) throughout the entire region, including working with communities that have yet to implement the legislation.

Crisis management

The impact of recent natural crises, particularly the wildfires and floods of 2017 and 2018, have highlighted the severe impact that these events can have on local communities and their tourism economy. The need for emergency preparedness and a sound approach to recovery have become an urgent priority that must be addressed regionally and locally. Work on this is now being initiated through TOTA's recent appointment of a Crisis Management Coordinator in partnership with the province.

- Design and implement a tourism disaster and emergency plan that helps communities and industry prepare for, measure, mitigate, and adjust to major natural environmental events. This should include:
 - A climate change mitigation and adaption plan
 - A regional tourism emergency preparedness, response, and recovery plan
 - A clearly defined communications plan
- Develop a community/regional impact tool that can be rolled out quickly to gather information from industry when emergency events occur.
- Work with impacted communities and regions to explore opportunities for temporary assistance such as business tax relief or deferral.
- Provide best practice research on industry operator response options for cancellations, refunds, re-bookings, and customer relations policies.

Marketing and communications

Successful implementation of Embracing Our Potential 2.0 will be supported by an ongoing focus on thematic marketing and communications that promote the key themes, highlights sustainability as a core value of the destination, and is aligned with provincial destination marketing. TOTA is positioned to play a lead role in promoting the region as a whole, including its epic trip experiences, and to work in partnership with Destination BC to strengthen brand alignment.

- Highlight the key themes in travel trade itineraries, digital messaging, the development of product and experiences, content, and information for partners, while maintaining a focus on diversity and inclusivity.
- Educate stakeholders on the value of travel trade and pro-actively develop export ready products in alignment with this strategy.
- Work with the Community DMO partners to gain insight and advice that can be applied to planning and decision making.
- Continue to work with travel media to highlight the regional themes and the underlying emphasis on sustainability.
- Develop and promote training programs for stakeholders to strengthen alignment and positioning of the region.
- Continue to undertake market and visitor analysis through Environics Analytics, Klick and Mortar™ Targeting, and TELUS Insights.

MONITORING PROGRESS AND SUSTAINING MOMENTUM

As the steward of the regional strategy, TOTA will continue to play a lead role in sustaining momentum and in ensuring that progress is monitored and measured. This work will be undertaken in collaboration with the Biosphere Interdepartmental Committee.

- Continue to develop an annual work plan for the implementation of this strategy and undertake this work within the framework of the Biosphere Adhesion Program. This will involve an annual review of Sustainable Action Items as determined by the Biosphere program and the Responsible Tourism Institute (RTI) and will cover the action items in this strategy.
- Establish planning area sub-committees for the seven planning areas and task these committees/Working Groups with monitoring progress on the implementation of the seven destination development strategies and assessing the impact of this progress. The monitoring of these strategies will inform the overall monitoring and measurement program.
- Develop monitoring and reporting mechanisms to measure and assess implementation of Embracing Our Potential 2.0, and the seven planning area destination development strategies and provide regular feedback on significant achievements and overall progress. This reporting needs to be made to regional stakeholders and DBC.
- Continue to pursue funding for the implementation of the planning area strategies, and support partners in the quest for funds to implement related initiatives at the planning area level.
- Continue to pursue strategic planning discussions, including the community DMO forums, on the development and execution of tactics that relate to the range of priorities and experience-based themes highlighted in this strategy and the planning area strategies.



APPENDIX

Catalyst Projects and Success Networks Identified in the Three Destination Area Development Strategies

OKANAGAN VALLEY	NORTH THOMPSON & NICOLA VALLEYS	SHUSWAP – NORTH OKANAGAN
<p>Design a tourism disaster and emergency strategy program that helps communities and industry prepare for, educate, measure, mitigate and adjust to major natural environmental events such as floods and wildfires.</p> <p>SUCCESS NETWORK: TOTA, DBC, TIABC, Emergency Management BC, FLNR, TAC, JTT, IRR, local government, Indigenous communities, ITBC</p> <p>Develop a greater sense of place in terms of the Okanagan Valley’s special relationship with water.</p> <p>SUCCESS NETWORK: Okanagan Basin Water Board, Okanagan Water Stewardship Council, local government, Indigenous communities, TOTA, DBC, wineries, agri-food producers, tourism operators</p> <p>Foster sustainability practices that improve the capacity and competitiveness of the tourism industry while leveraging TOTA’s Biosphere destination accreditation.</p> <p>SUCCESS NETWORK: TOTA, local government EDOs, tourism operators</p>	<p>Develop a more streamlined Crown tenure process that facilitates investment in more tourism products.</p> <p>SUCCESS NETWORKS: TOTA, FLNR, AGRI, TAC, DBC Indigenous communities, Agriculture Land Commission, local government</p> <p>Encourage BC Parks to undertake a new management strategy for Wells Gray Provincial Park.</p> <p>SUCCESS NETWORKS: BC Parks, Simpcw First Nation, District of Clearwater, TNRD, TOTA, TAC, DBC, DMOs, Visitor Centres</p> <p>Develop a vision and strategy forum for an integrated trail network in the TOTA region.</p> <p>SUCCESS NETWORKS: TOTA, local government, trail stewards and sector groups, RSTBC, Trails BC, Indigenous communities, ITBC</p>	<p>Continue to implement all existing trails strategies and pursue opportunities to promote a greater degree of regional integration in trails systems.</p> <p>SUCCESS NETWORKS: STR, STA, RGTS, NORD, Indigenous communities, local government, TOTA, RSTBC, BC Parks, TAC</p> <p>Build a comprehensive understanding of all access related issues</p> <p>SUCCESS NETWORKS: Local government, Indigenous communities, RSTBC, BC Parks</p> <p>Support the work of the Shuswap Trails Roundtable in developing cumulative effects assessment tools and processes</p> <p>SUCCESS NETWORKS: STR, ENV, FLNR</p> <p>Work with local governments and the private sector to establish a regular shuttle service between communities and the airports.</p> <p>SUCCESS NETWORKS: Airports, local government (economic development), Chambers of Commerce, FLNR, TOTA, private transport operators, hotels</p>

continued on next page

OKANAGAN VALLEY CONT.	NORTH THOMPSON & NICOLA VALLEYS CONT.	SHUSWAP – NORTH OKANAGAN CONT.
<p>Utilize Big Data technology in the strategizing and management of tourism within the planning area and the Thompson Okanagan tourism region.</p> <p>SUCCESS NETWORK TOTA, Telus, Visa & MasterCard, Destination Canada, DBC, local DMOs</p> <p>Develop a vision and strategy forum for an integrated trail network in the Okanagan.</p> <p>SUCCESS NETWORK: TOTA, local government, trail stewards, Bike Okanagan, RSTBC, Trails BC, Indigenous communities, ITBC, Okanagan Water Board</p> <p>Work with RSTBC and local government to develop a framework for building, operating and maintaining the trail network in the Okanagan.</p> <p>SUCCESS NETWORK: RSTBC, FLNR, local government, TOTA, Indigenous communities, trail stewards</p> <p>Promote inter-regional transportation and transit shuttle service between communities and the airports.</p> <p>SUCCESS NETWORK: Local government, OVEDS, transportation service providers, BC Transit, TRAN, TOTA, Okanagan College, UBCO, Kelowna Airport</p>	<p>Encourage greater Indigenous community involvement in trail experiences.</p> <p>SUCCESS NETWORKS: TOTA, Indigenous communities, ITBC, IRR, Trails BC, Western Canada Mountain Bike Tourism Association and other relevant sector associations, local government, Nicola Valley Explorers Society</p> <p>Promote inter-regional transportation and transit strategies.</p> <p>SUCCESS NETWORKS: Local government, transportation service providers, BC Transit, TRAN, TOTA</p> <p>Investigate gateway development concept at Exit 286 on the Coquihalla Highway, Merritt.</p> <p>SUCCESS NETWORKS: City of Merritt, TNRD, TRAN FLNR, VSA, Highway Maintenance, Indigenous communities, DBC, TAC</p> <p>Develop a tourism investment attraction strategy for the North Thompson Valley and the Nicola Valley.</p> <p>SUCCESS NETWORKS: EDOs, TOTA, local government, Indigenous communities, JTT, TAC</p>	<p>Continue to work with community and regional partners to support the implementation of active transportation systems region-wide, including the further development of ‘parallel pathways’.</p> <p>SUCCESS NETWORKS: Local government, SILGA, Indigenous communities, STR, Interior Health, TOTA</p> <p>Promote participation in Destination BC’s Remarkable Experiences program</p> <p>SUCCESS NETWORKS: DMOs, TOTA, DBC, go2HR, Chambers of Commerce</p> <p>Work with the tourism business community and Destination BC to measure the value of tourism</p> <p>SUCCESS NETWORKS: TOTA, DMOs, DBC</p> <p>Strengthen the appeal of the area for road cycling with the objective of having a robust internationally recognized cycle tourism sector in place by 2028.</p> <p>SUCCESS NETWORKS: Local government, Indigenous communities, TOTA, TRAN, BC Transit, cycle outfitters, business community</p>

continued on next page

OKANAGAN VALLEY CONT.	NORTH THOMPSON & NICOLA VALLEYS CONT.	SHUSWAP – NORTH OKANAGAN CONT.
<p>Support local government housing initiatives that address worker housing and visitor accommodation options.</p> <p>SUCCESS NETWORK:</p> <p>Local government, Interior Health, BC Housing, go2HR Habitat for Humanity, local housing societies, FLNR, MAH</p> <p>Develop a model that communities and stakeholders can use to promote the Value of Tourism.</p> <p>SUCCESS NETWORK:</p> <p>TOTA, DBC, DMOs, Chambers of Commerce, TIABC Wilderness Tourism Association, ITBC, Open Data Initiative</p> <p>Work with Indigenous communities to increase the availability and competitiveness of Indigenous experiences.</p> <p>SUCCESS NETWORK:</p> <p>Indigenous communities, ITBC, TOTA, DMOs, economic development offices, Community Futures development corporations, tourism operators</p>	<p>Work with Indigenous communities to increase the availability and competitiveness of Indigenous experiences.</p> <p>SUCCESS NETWORKS:</p> <p>Indigenous communities, ITBC, IRR, JTT, TOTA, DMOs, EDOs, Community Futures, tourism operators</p>	<p>Work with all sectors to identify new opportunities for winter-based experiences</p> <p>SUCCESS NETWORKS:</p> <p>DMOs, TOTA, businesses with winter product, winter recreation associations, DBC</p>





ACRONYMS

AGRI	- Ministry of Agriculture
DMO	- Destination Marketing Organization
DBC	- Destination British Columbia
DC	- Destination Canada
EDO	- Economic Development Office(r)
ENV	- Ministry of Environment & Climate Change Strategy
FLNR	- Ministry of Forests, Lands, Natural Resource Operations and Rural Development
go2HR	- The British Columbia Human Resource Organization for Tourism
JTT	- Ministry of Jobs, Trade & Technology
ITBC	- Indigenous Tourism Association of British Columbia
IRR	- Ministry of Indigenous Relations and Reconciliation
NORD	- North Okanagan Regional District
MAH	- Ministry of Municipal Affairs and Housing
OVEDS	- Okanagan Valley Economic Development Society
RGTS	- Ribbons of Green Trails Society
RSTBC	- Recreation Site and Trails British Columbia
SILGA	- Southern Interior Local Government Association
STA	- Shuswap Trails Alliance
STR	- Shuswap Trails Roundtable
TAC	- Ministry of Tourism, Arts and Culture
TOTA	- Thompson Okanagan Tourism Association
TIABC	- Tourism Industry Association of British Columbia
TNRD	- Thompson Nicola Regional District
TRAN	- Ministry of Transportation and Infrastructure
UBCO	- University of British Columbia Okanagan

EMBRACING OUR POTENTIAL 2.0

DESTINATION BRITISH COLUMBIA
THOMPSON OKANAGAN TOURISM ASSOCIATION



DESTINATION
BRITISH COLUMBIA®

TOTA

THOMPSON OKANAGAN
TOURISM ASSOCIATION