



**COMMITTEE-OF-THE-WHOLE MEETING OF COUNCIL**

**AGENDA**

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**DATE:** Monday, February 16, 2015  
**TIME:** 4:00 p.m.  
**LOCATION:** Council Chambers, Enderby City Hall

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**1. APPROVAL OF AGENDA**

**2. ADOPTION OF MINUTES**

[Committee-of-the-Whole Meeting Minutes of January 19, 2015](#)

[Committee-of-the-Whole Meeting Minutes of February 2, 2015](#)

**3. NEW BUSINESS**

[Tourism Plan](#) – Memo from Assistant Corporate Officer and Planning Assistant dated February 12, 2014

**4. PORTFOLIO REPORTS**

**5. ADJOURNMENT**

**THE CORPORATION OF THE CITY OF ENDERBY**

Minutes of a **Committee-of-the-Whole Meeting** of Council held on Monday, January 19, 2015 at 4:00 p.m. in the Council Chambers of City Hall

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Present: Mayor Greg McCune  
Councillor Tundra Baird  
Councillor Brad Case  
Councillor Roxanne Davyduke  
Councillor Raquel Knust  
Councillor Brian Schreiner  
Councillor Shawn Shishido

Chief Administrative Officer – Tate Bengtson  
Assistant Corporate Officer and Planning Assistant – Kurt Inglis  
Recording Secretary – Bettyann Kennedy  
The Press and Public

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**APPROVAL OF AGENDA**

Moved by Councillor Baird, seconded by Councillor Case that the agenda be approved as circulated.

Carried Unanimously

**ADOPTION OF MINUTES**

Committee-of-the-Whole Meeting Minutes of December 15, 2014

Moved by Councillor Knust, seconded by Councillor Schreiner that the minutes of the Committee-of-the-Whole meeting of December 15, 2014 be adopted as circulated.

Carried Unanimously

**NEW BUSINESS**

2015 Road Projects – Granville Avenue and Vernon Street and Regent Avenue Storm System

Brian Monaghan of Monaghan Engineering and Consulting presented proposed upgrades for Granville Avenue and Vernon Street and a new pump chamber at east end of Regent Avenue.

Granville Avenue:

- Condition of road base is very poor. Multiple pot holes and lots of patching over the years.
- Asphalt is higher than sidewalk, creating drainage issues.
- Proposing to re-do street surface and underground lines (storm, water and sewer). Storm lines are shallow and are not servicing home owners. Sewer line is only 6" – could not get camera into the lines to check condition.
- Street is not wide enough for both sidewalks and roadway. Propose to have sidewalk on north side as far as across the street from the health centre, then continue with gravel surface and gutter curbing.

**Vernon Street:**

- Storm sewer is the biggest issue. Various materials have been used, multiples grades, lines have holes, sink holes, and improper flows.
- Street is not in good shape either.
- Plan will address drainage and road condition. The sewer and water lines are ok.
- Water connection lines could be a problem if disturbed. Now would be the time to replace them due to the type of materials that have been used over time.
- Sidewalks would be installed on the west side and curb and gutter on the east side.
- Lower grade of street would allow drainage from properties to the storm sewer rather than collecting on properties.

Next step is to consider scope of projects and bring back to the table in early February for resolution in order to proceed with grant applications.

**Regent Storm System:**

Mr. Monaghan explained how the new lift station would work. If the river level is high, water will back up into the new pump chamber. The existing pump station will handle smaller storm events and regular flows; the new pump station will handle huge volumes; and the genset will provide backup power supply to both stations, freeing up the portable generator for use at the sewer treatment facility.

**ADJOURNMENT**

Moved by Councillor Case, seconded by Councillor Baird that the meeting adjourn at 5:04 p.m.  
Carried Unanimously

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**MAYOR**

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**CHIEF ADMINISTRATIVE OFFICER**

**THE CORPORATION OF THE CITY OF ENDERBY**

**Minutes of a Committee-of-the-Whole Meeting of Council held on Monday, February 2, 2015 at 4:00 p.m. in the Council Chambers of City Hall**

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**Present:** Acting Mayor Brad Case  
Councillor Tundra Baird  
Councillor Roxanne Davyduke  
Councillor Brian Schreiner  
Councillor Shawn Shishido  
  
Chief Administrative Officer – Tate Bengtson  
Chief Financial Officer – Jennifer Bellamy  
Recording Secretary – Bettyann Kennedy  
The Press and Public

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**APPROVAL OF AGENDA**

Moved by Councillor Baird, seconded by Councillor Shishido that the agenda be approved as circulated.

Carried Unanimously

**ADOPTION OF MINUTES**

The Committee-of-the-Whole Meeting Minutes of January 19, 2015 were not circulated in error. They will be presented for adoption at the February 16, 2015 meeting.

**REPORTS**

**Councillor Baird**

The Shuswap Trail Alliance fundraiser event is taking place this weekend. Council has donated a steak dinner for 10 as an auction item.

**Councillor Schreiner**

Councillors Schreiner and Davyduke will be working with the Chief Administrative Officer to familiarize themselves with reading of the city's financial statements.

**Councillor Shishido**

Attended the strategic planning session for the Chamber of Commerce. They are focusing on returning to a community calendar of events. The General Manager is looking into new software to create the calendar. Challenge may be to get groups to access the calendar or submit activities. The digital billboard may be a means to solicit information from the public.

**Councillor Davyduke**

Looking forward to the Shuswap Trail Alliance fundraiser this weekend.

Has registered for the Understanding Financial Statements webinar.

Acting Mayor Case

Councillors Case and Baird continue to work with Dan Joe and Reno Lee of Splatsin.

Reminder that Thursday, Feb 5<sup>th</sup> is next C2C meeting with Splatsin. It is a closed meeting.

Works crew once again did a great job with snow removal this week.

Chief Administrative Officer

Mr. Bengtson provided a brief update on the gardening contract request for quotes:

- 2 companies showed up for the non-mandatory information meeting. At least 5 bids are expected.
- Used Google Earth to show the sites from the contract.
- A walk-about was done in the downtown area.
- Changes to the contract include the exclusion of the cost of flowers to allow for more input from Council.

ADJOURNMENT

Moved by Councillor Davyduke, seconded by Councillor Baird that the meeting adjourn at 4:15 p.m.

Carried Unanimously

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MAYOR

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CHIEF ADMINISTRATIVE OFFICER

CotW

**THE CORPORATION OF THE CITY OF ENDERBY**

**MEMO**

To: Tate Bengtson, Chief Administrative Officer  
From: Kurt Inglis, Assistant Corporate Officer and Planning Assistant  
Date: February 12, 2014  
Subject: Tourism Plan

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**RECOMMENDATION**

THAT Council refers the Tourism Plan to the appropriate portfolio owner for evaluation and prioritization in conjunction with the Chamber of Commerce.

**ALTERNATIVE RECOMMENDATION**

That Council gives further direction to Staff.

**BACKGROUND**

In the fall of 2013, the City of Enderby took part in the Thompson Okanagan Tourism Association's (TOTA) Community Tourism Foundations program which involved holding Tourism Workshop which would inform the development of a Tourism Plan for Enderby. TOTA has been developing the Plan throughout 2014 and it has now been finalized; the Plan summarizes goals, objectives, priorities, and actions relative to tourism within the local context while also identifying the roles and responsibilities of different stakeholders. The Plan is a guiding document which provides a framework for local tourism planning and is intended to be flexible and adaptable as situations change.

Respectfully Submitted,



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Kurt Inglis, Assistant Corporate Officer and Planning Assistant

Destination  
British Columbia™ COMMUNITY TOURISM FOUNDATIONS

T O U R I S M P L A N

E N D E R B Y

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**Contacts:**

**Destination BC Representatives:**

Alison McKay

(604) 660-3754

[Alison.McKay@gov.bc.ca](mailto:Alison.McKay@gov.bc.ca)

Simone Carlisle-Smith

Thompson Okanagan Tourism Association

(250) 860-5999

[community@totabc.com](mailto:community@totabc.com)

**Destination BC Facilitator:**

Steve Nicol (604) 733-5622

[info@lionsgateconsulting.ca](mailto:info@lionsgateconsulting.ca)

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# COMMUNITY TOURISM FOUNDATIONS

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# COMMUNITY TOURISM FOUNDATIONS

## Plan Summary and Priorities

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This Tourism Plan is prepared for the City of Enderby on behalf of the tourism stakeholders in the Enderby region through the [Community Tourism Foundations](#) program (CTF) of [Destination British Columbia](#).

Thompson Okanagan Tourism initiated a [regional strategy](#) process in 2011 and completed the first 10-year Regional Tourism Strategy for the Thompson Okanagan region in November 2012. The launch of this strategy has provided a framework for the community and local stakeholders that integrate with the national and provincial tourism strategies, while reflecting and building on what is unique and distinctive to the Thompson Okanagan region.

Taking the concept of integration one step further, this tourism plan uses the framework as the context for local tourism planning.

Stakeholder consultation consisted of a one-day workshop held December 5, 2013 in Enderby to identify goals, strategies and actions as part of a region-wide, short term tourism development plan.

The workshop identified additional marketing and promotion strategies, in addition to a number of destination development initiatives. Given the small size of the community and its limited resources, an ongoing effort to build capacity and assemble scare funds was a priority. Event planning featured prominently in the session, but trails and greenways, a public art program and a research baseline were also prioritized.

The primary goals of the plan are increased overnight stays, a reputation as a community that is a successful event host, a long term trail strategy, support the usage of the Splatsin event centre which is currently under construction, and a public art program. The ongoing involvement with local area First Nations was an integral part of the discussion.

This plan is a working document, therefore it will evolve as potential partnerships and alliances are formed and resources are leveraged during the implementation stage.

A summary of goals and objectives can be found in Appendix A, while the table on the following pages outline the key priorities and actions to move the plan forward. In terms of roles and responsibilities noted the last table, the definitions are as follows:

- **Lead** - responsible for initiating the strategy
- **Implement** – key partners involved in on-the-ground implementation
- **Consult** – stakeholders who would contribute to strategic guidance and advice
- **Inform** – organizations, agencies or stakeholders who have an interest in strategy outcomes

The following chapters provide the complete plan, including vision, goals, objectives and strategies.

## COMMUNITY TOURISM FOUNDATIONS

| Strategic Priorities   | Actions  |
|--|--|
| <p><b>BUILDING CAPACITY</b></p> <ul style="list-style-type: none"> <li>Enhancing capacity to implement the plan</li> </ul>   | <ul style="list-style-type: none"> <li>Approach tourism management using best practices for operational efficiency and effectiveness</li> <li>Identify a management model that allows groups and organizations to contribute to common goals.</li> <li>Use existing and new funding sources to leverage more partnership funding and value-added marketing for Enderby.</li> <li>Maintain a tracking and evaluation program that is directly associated with the goals and objectives of the tourism plan.</li> <li>Keep stakeholders informed and connected.</li> </ul>   |
| <p><b>DESTINATION EXPERIENCES</b></p> <ul style="list-style-type: none"> <li>Events</li> <li>Aboriginal tourism</li> <li>Trails</li> <li>Research</li> <li>Product Development</li> <li>Other</li> </ul> | <ul style="list-style-type: none"> <li>Form an Event Coordination Committee to host a workshop for the purpose of leveraging existing major events and developing a new event.</li> <li>Organize core support and prepare a development concept for a Craft Beer Festival.</li> <li>Conduct joint planning through the Splat'sin Enderby Joint Committee to identify an authentic aboriginal event.</li> <li>Continue the partnership with the Shuswap Trail Alliance to implement the outcomes of the Enderby-Splatsin Active Transportation Plan</li> <li>Update the destination inventory</li> <li>Utilize the Canadian Tourism Commission resources</li> <li>Review product inventory, assembled tools and guidelines and recruit two or three operators for a packaged visitor experience.</li> <li>Working with the City of Enderby Revitalization Committee, prepare a public art program.</li> </ul> |
| <p><b>POSITIONING &amp; MARKETING</b></p> <ul style="list-style-type: none"> <li>Positioning Enderby, strengthening promotional activities</li> </ul>  | <ul style="list-style-type: none"> <li>Align the destination market positioning to appeal to current market profiles.</li> <li>Develop design standards</li> <li>Refine the promotional mix of marketing activities that raise awareness of the Enderby area as a travel destination with its current experience appeal based on EQ principles in key markets.</li> <li>Align visitor services programming with destination marketing activity.</li> </ul>   |

## COMMUNITY TOURISM FOUNDATIONS

| Objectives Summary  | Lead                 | Implement                                   | Consult                               | Stakeholders        |
|---|----------------------|---|---------------------------------------|---------------------|
| 1. Approach tourism management using best practices for operational efficiency and effectiveness  | CE                   | EDCC  | TOTA                                  | Operators           |
| 2. Identify a management model that allows groups and organizations to contribute to common goals.  | CE                   | EDCC  | TOTA                                  | Operators<br>Public |
| 3. Use existing and new funding sources to leverage more partnership funding and value-added marketing for Enderby.   | CE                   | EDCC  | TOTA                                  | Operators<br>Public |
| 4. Attract or create festivals or events which will draw tourists to the community.   | CE                   | EDCC<br>Event hosts                         | TOTA<br>MJTST<br>Splat'sin            | Public              |
| 5. Develop a craft beer festival as a fall event to encourage visitation in the shoulder season.  | CE                   | EDCC  | Merchants<br>Operators                | Public              |
| 6. Create at least one event involving a Splat'sin partnership.   | CE with<br>Splat'sin | EDCC  | EDCC<br>ATBC                          | Merchants<br>Public |
| 7. Support the development of a comprehensive active transportation network, which is integrated into a regional trail system.  | CE                   | Shuswap Trail<br>Alliance                   | RDNO<br>BC Parks                      | Public<br>Splat'sin |
| 8. Develop and maintain destination development design guidelines.  | CE                   | EDCC  | Operators                             | Public              |
| 9. Establish style standards for destination marketing materials  | CE                   | EDCC  | Operators,<br>TOTA                    | Public              |
| 10. Develop and maintain a local destination inventory of unique features, experiences, tourism products, events and stakeholders.  | CE                   | EDCC  | Operators                             | Public              |
| 11. Enhance the visual attraction of the community with a public art program by the Arts Council and the Revitalization Committee.  | CE                   | Revitalization<br>Committee<br>EDAC<br>EDCC | Arts<br>Community                     | Public<br>Splat'sin |
| 12. Align the destination market positioning to appeal to current market profiles.  | CE                   | EDCC  | TOTA/Operat<br>ors                    | Operators           |
| 13. Refine the promotional mix of marketing activities that raise awareness of the Enderby area as a travel destination with its current experience appeal based on EQ principles in key markets. | CE                   | EDCC  | TOTA/Operat<br>ors                    | Operators           |
| 14. Align visitor services programming with destination marketing activity.   | CE                   | EDCC  | Operators<br>Merchants                | n/a                 |
| 15. Maintain a tracking and evaluation program that is directly associated with the goals and objectives of the tourism plan.   | CE                   | EDCC  | Operators<br>Producers<br>Event Hosts | Public<br>Splat'sin |
| 16. Keep stakeholders informed and connected.   | CE                   | EDCC  | Operators<br>Producers<br>Event Hosts | Public<br>Splat'sin |

Notes: ATBC Aboriginal Tourism Association of BC, CE City of Enderby, EDAC Enderby and District Arts Council, EDCC Enderby and District Chamber of Commerce, KIC Kingfisher Interpretive Centre, LSSS Lower Shuswap Stewardship Society, MJTST Ministry of Jobs, Tourism and Skills Training, RDNO Regional District North Okanagan, TOTA Thompson Okanagan Tourism Association.

# COMMUNITY TOURISM FOUNDATIONS

## 1 Introduction and Strategic Context

### 1.1 Introduction and Background

This Tourism Plan is prepared for the City of Enderby through the [Community Tourism Foundations](#) program (CTF) of Destination BC. Stakeholder consultation consisted of a one-day workshop held December 5, 2013 in Enderby to identify goals, strategies and actions as part of a short term tourism development plan.

Thompson Okanagan Tourism initiated a [regional strategy](#) planning process in 2011 and completed the first 10-year Regional Tourism Strategy for the Thompson Okanagan region in November 2012. The launch of this strategy has provided a framework for communities and stakeholders that integrate with the national and provincial tourism strategies, while reflecting and building on what is unique and distinctive to the Thompson Okanagan region. Taking the concept of integration one step further, this tourism plan uses that framework as the context for local tourism planning at the community level.

Workshop participants indicated a desire to cooperate on building an effective tourism development effort, beginning with the implementation of this short term plan.

### 1.2 Provincial Context

On October 25, 2011, the [provincial tourism strategy, Gaining the Edge](#) was released as part of Canada Starts Here: The BC Jobs Plan. That five-year strategy maps out key areas of focus that will help tourism fulfill its true potential, stimulating sector growth with increasing visitation, revenue and employment.

Building on this strategy, Destination British Columbia (Destination BC) was established by the Province in April 2013 to strategically lead the marketing of British Columbia as a tourist destination and promote the development and growth of the tourism industry in British Columbia. Destination BC's [corporate strategy](#) was released on November 4, 2014.

Resources for communities and tourism operators can be found on the [Destination BC](#) corporate website.

#### 1.2.1 Community Tourism Foundations Program

The [Community Tourism Foundations](#) (CTF) program provides research, customized destination and marketing assistance and dedicated resources to communities for strengthening their tourism economy. The basis of the program is a one-day workshop designed for communities that are at a relatively early stage in their tourism development. The workshop provides an opportunity for tourism stakeholders to become involved in shaping the direction of future growth and to gain a fuller appreciation of the potential role in strengthening regional tourism. While all aspects of the planning cycle are engaged, **the primary output from the workshop is an action plan that focuses on initiatives the community can pursue over the next 12 to 18 months.**

#### 1.2.2 Community Tourism Opportunities Program

Access to marketing resources for assistance in implementing the plan is available through the [Community Tourism Opportunities](#) (CTO) program, also offered by Destination BC. Launched in 2008, the program provides co-operative funding for eligible tourism activities. The Regional

# COMMUNITY TOURISM FOUNDATIONS

Destination Marketing and Management Organization, [Thompson Okanagan Tourism Association](#), works with communities to apply for Community Tourism Opportunities support.

## 1.2.3 Tourism Partners Program

A separate but related program, the [Tourism Partners](#) program, gives local operators and communities the opportunity to reach a wider audience by enabling them to participate in BC branded cooperative marketing campaigns managed by their Regional Destination Management Organization.

## 1.3 Thompson Okanagan Regional Strategy

At the regional level, the Thompson Okanagan ten-year [regional tourism strategy](#) (*Embracing Our Potential*, November 2012) provides the strategic framework for the development of sub-regional and community tourism plans within the region. The work in Enderby represents methodology for using this framework to create alignment at the sub-regional level and community level.

The work undertaken in developing the strategy was completed by TOTA on behalf of the regional tourism industry. The following sub-sections outline elements of the strategy that are critical to the tourism planning process in Enderby.

### 1.3.1 A new perspective on target markets

Traditionally our markets have been looked at largely in terms of their demographic and geographic characteristics, and their activity participation. TOTA's decision to license the Canadian Tourism Commission's Explorer Quotient® (EQ) tool will assist the region's stakeholders in understanding the social and travel values that drive demand and the corresponding need to develop and position tourism product as "experiences" rather than commodities. The strategy identifies three EQ [market segments](#) with a high propensity for travel that are particularly relevant to the Thompson Okanagan: **Free Spirits**, **Cultural Explorers**, and **Authentic Experiencers**. Further details on the customer profiles – their social and travel values and what activities appeal to the different traveller types are included in **Appendix D**.

The emphasis on understanding visitors from a values perspective and the CTC's corresponding focus on developing experiences<sup>1</sup> permeates the Thompson Okanagan strategy and is key to strengthening the tourism industry within Enderby.

### 1.3.2 Thompson Okanagan's regional experience based themes

The strategy has identified five experience-based themes that are now shaping priorities and actions moving forward and are core to positioning the Thompson Okanagan as *a region of iconic and authentic quality experiences – destinations for passion, fulfillment and adventure*.

- **Identifying the iconic** – profiling and developing those truly outstanding experiences and activities associated with iconic landscapes will differentiate the region and set it apart from its competitors.

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<sup>1</sup> See CTC, October 2011, [Experiences](#): A Toolkit for Partners of the CTC

## COMMUNITY TOURISM FOUNDATIONS

- **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 enjoy the sense of being where things are real and original.

These themes are illustrated in the strategy’s summary framework. This demonstrates how these themes will impact the strategic marketing and development of tourism in the coming ten years, and the implementation of associated tactics.

An emphasis on these themes will not only strengthen the concept of a regional destination, but it will also enhance the distinctiveness of sub-regions and corridors. The planning discussions used these themes in the workshop discussion to assist in gaining direction on regional initiatives and market positioning.

### 1.3.3 Planning strategically for unique growth opportunities

In addition to the five underlying themes and the value of using them to build a distinctive destination, the regional strategy has identified a number of other areas where the industry will benefit from further strategic planning. Local and sub-regional planning processes provide an opportunity to advance the dialogue in these areas and to ultimately contribute to the development of a series of regional strategic planning initiatives.

The areas identified include:

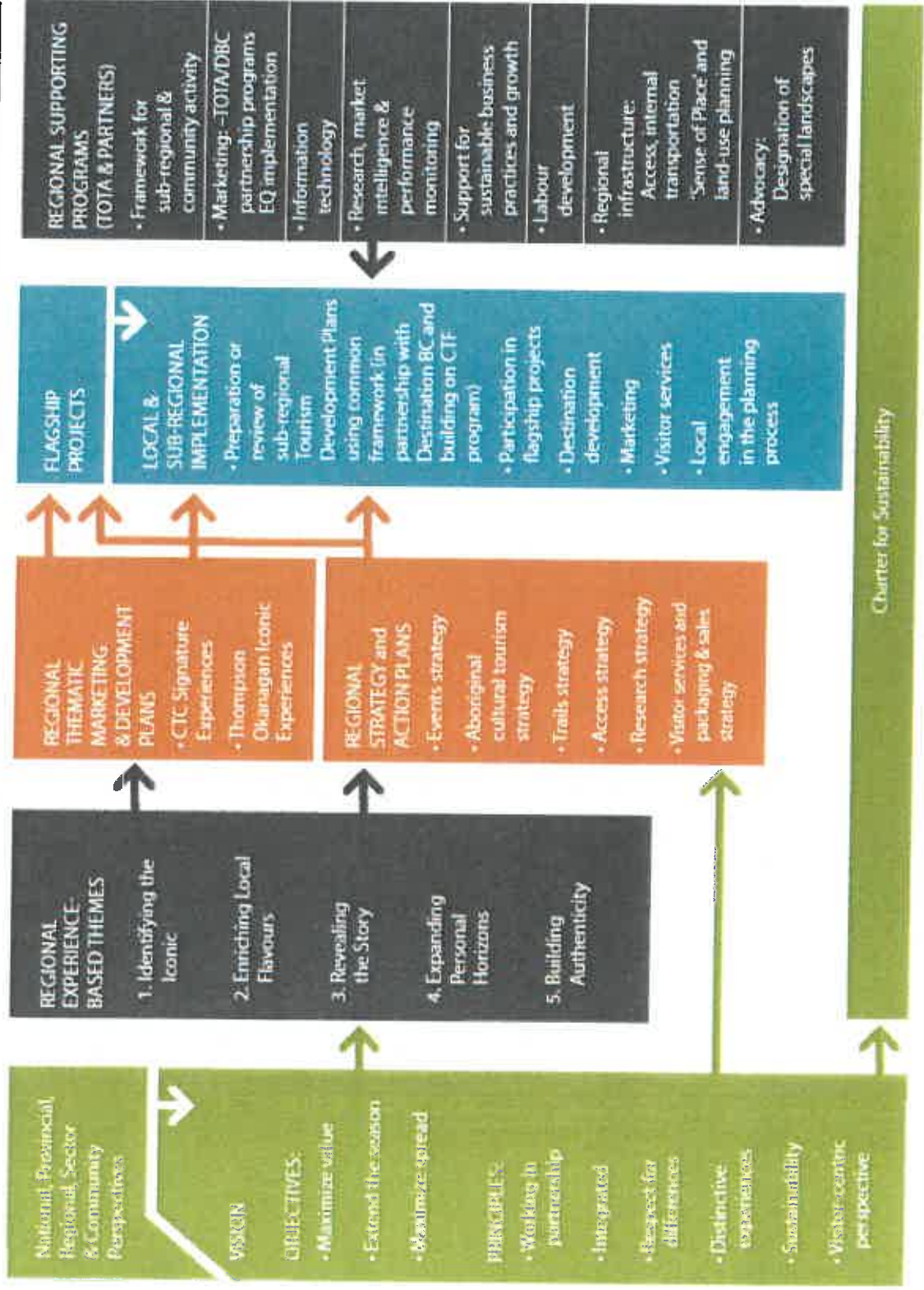
- Events
- Aboriginal cultural tourism
- Trails
- Access
- Research
- Visitor services / packaging and sales

The Enderby workshop reviewed each of these areas for short term opportunities. Further strategic planning within the regional level and in collaboration with TOTA will be required, so this plan should be viewed as a working document – one that can be reviewed and updated on a regular basis to reflect progress and new regional initiatives.



# COMMUNITY TOURISM FOUNDATIONS

## TEN-YEAR TOURISM REGIONAL STRATEGY



## 2 Developing the Plan

### 2.1 The rationale

A tourism plan for Enderby can benefit stakeholders through the following:

- **Relevance and leverage** – by giving local plans a greater degree of traction through raising the profile of initiatives that have relevance to the entire area and building a stronger association between individual products and partners.
- **Efficiency** – by improving the strategic allocation of scarce resources.
- **Competitive positioning** – by improving alignment with regional leadership to strengthen the local brand.

### 2.2 Applying the regional strategy's five themes to the region

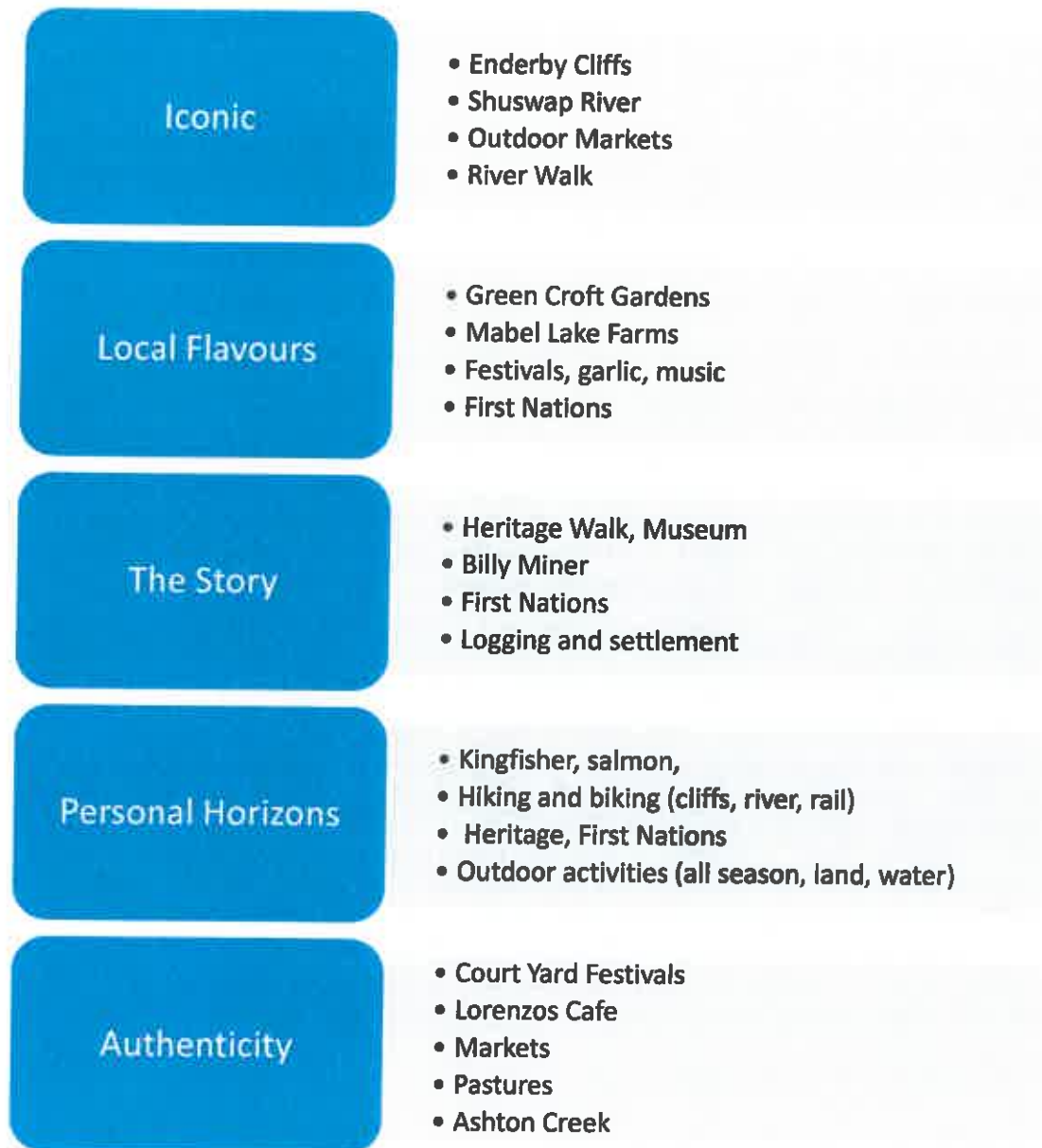
The Thompson Okanagan regional strategy's five core experience-based themes provide a framework for further assessing Enderby and for identifying those attributes that have potential to be used as the basis of product development and positioning in the marketplace. By assessing the region from the context of the strategy framework, stakeholders have identified a wide range of themes and characteristics that are reflected in the strategic priorities of this plan and have the potential to shape subsequent product development initiatives and market positioning. The assessment was based on a consideration of the following questions:

- **Identifying the iconic** – what is unique and/or well known for the region?
- **Enriching local flavours** – how does agriculture, local flavours and cuisine contribute to making Enderby distinctive?
- **Revealing the story** – what are the key stories of Enderby and who are the characters who make up your story? What is unique about the region's history and modern culture?
- **Expanding personal horizons** – what experiences can people have that provide opportunities for learning or personal fulfillment?
- **Building authenticity** – what are those elements that make Enderby particularly distinctive and unique, and what is authentic to your history and culture?

The key elements are presented in Figure 1 (for further detail – see **Appendix B**).

# COMMUNITY TOURISM FOUNDATIONS

Figure 1 Enderby Themes



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## 2.3 Defining areas of focus

This plan is focusing on select opportunities and constraints that are considered to have the greatest level of potential to make a difference in the shorter term and the ability to attract interest from all parties.

In identifying these areas, attention was given to opportunities that had been highlighted in earlier plans, strategies and discussions, and to thematic elements of the regional tourism strategy. These included issues and opportunities related to:

- The capacity to support community tourism planning and related initiatives.
- The positioning of individual communities and Enderby in the marketplace.
- The stories and underlying physical and cultural themes associated with the region.
- The iconic landscapes and themes.

The remainder of this document outlines a strategic approach to moving forward with these focal areas, with a series of shorter-term tactics for the next 18 to 24 months. As already noted, this is a working document that should be reviewed and updated on a similar timeline. A process of regular review will allow stakeholders to identify progress, reassess priorities, and determine new tactics on the basis of progress and emerging opportunities.

## 2.4 Critical success factors

While identifying regional priorities and potential areas of action are essential in setting a sense of direction, collaboration amongst stakeholders is vital as many groups, organizations, businesses and government have a role in tourism. Working in a collaborative manner requires developing new approaches to dialogue, strategic decision-making, and use of resources, and will need to be nurtured in the initial phase of implementation.

While communities will continue to focus on local priorities, the development of a common planning framework and methodology that encourages intra-regional dialogue and focuses on shared objectives and strategies relating to flagship projects, destination development, marketing, and visitor services will continue to foster cohesion. This in turn has the potential to give the Thompson Okanagan region a distinct competitive advantage to other regional destinations.

## 2.5 The need for tourism planning

The local tourism industry within any community is diverse in its nature and is comprised of a range of sectors. It is essential that there be a common understanding of the characteristics and needs of these sectors.

- The process creates an increased awareness of the benefits of tourism to the community – its local economy, culture and environment.
- It should ensure that tourism development is in keeping with the character of the region.
- It allows for a longer-term focus in planning and policy implementation regardless of local political changes.
- It facilitates economic development and should be positioned as an important driver for economic growth.

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- It increases the likelihood of collaboration between potential partners.
- It assists in determining the need for developing/improving community infrastructure and in planning and developing new tourism facilities.
- It creates an enhanced understanding of target markets and a greater appreciation of the need for integrated marketing communications.
- It assists in identifying the financial requirements associated with delivering tourism services effectively.

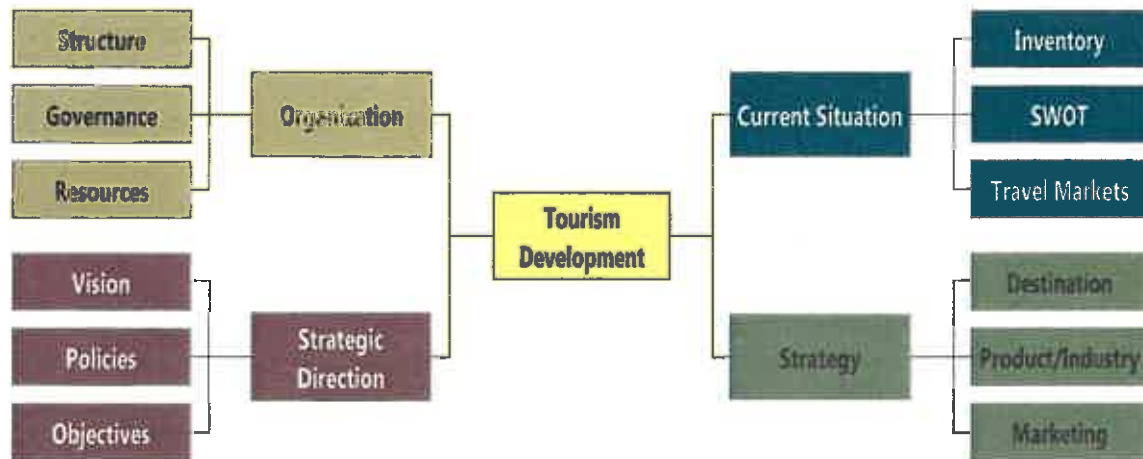
The process guiding the preparation of this plan is depicted in Figure 2. Tourism development in any destination requires four critical building blocks. There should be an agent ready and able to implement initiatives and be responsible for delivering on strategic objectives. It may be a single organization such as a DMO or it may be a virtual organization of partners who have mutually agreed to take responsibility for destination management and marketing activities.

Secondly, there must be a clear strategic direction that maps out where the community wants to go. This applies to the entire destination continuum from product, industry and infrastructure elements to dealing with the marketplace. These end points then become the targets that bind all subsequent activities into a cohesive set of mutually supporting initiatives known as the strategic plan. Typical plan horizons in the tourism sector range from three to five years but the broader planning framework presumes a continuous cycle of change and adaptation that is focused well into the future. As early-stage plans are implemented, subsequent plans evolve, becoming more ambitious due to the achievements and legacies of previous plans. Without that long term perspective, the tourism development process is susceptible to failure and lack of commitment from the community and key stakeholders.

Lastly, tourism development is unlikely to succeed at all unless the community understands itself as a destination and the competitive marketplace representing all potential visitors. Documenting the “current situation” is fundamental to comprehending the competitive standing of the destination and who its primary markets are, or should be. Current situations are out of date the minute they are produced so ongoing research is required to make informed and intelligent decisions. Awareness of future trends, opportunities and challenges are equally important since we know from our own travel experiences that the nature of travel is changing rapidly. The way we plan, engage and enjoy our own holidays has changed significantly in the last two decades and for many smaller destinations this requires a complete reorientation about how they fit and compete in the marketplace. Attention to research and its use in making sound resource decisions provide an important closing link in the strategic planning cycle.

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Figure 2 The Strategic Planning Process



## 2.6 A New Way of Viewing Tourism Markets

Tourism markets are not defined solely by their geographic and or demographic profiles but the combination of these with psychographics and how they use technology. Technology has changed the way destinations must communicate with potential visitors and actual visitors.

Market segments defined by the CTC’s EQ Profiles that are a fit for Enderby include two primary explorer types, Cultural Explorers and Authentic Experiencers. Noted in Appendix D is the profile for the three primary “explorer types” for the Thompson Okanagan Region, which in addition to the following include Free Spirits.

|   | CULTURAL EXPLORERS  | AUTHENTIC EXPERIENCERS  |
|---|---|---|
| <b>Social Values</b><br>– top defining values | <p><b>Importance of Spontaneity:</b> They enjoy an element of surprise and welcome unexpected circumstances that enrich their lives.</p> <p><b>Cultural Sampling:</b> They believe that other cultures have a lot to teach them.</p> <p><b>Adaptability to Complexity:</b> They are not threatened by the changes and complexities of society. In fact, they embrace complexity as a learning experience and a source of opportunity.</p> <p><b>Pursuit of Novelty:</b> Trying out new things is thrilling!</p> <p><b>Personal Control:</b> They feel in control of their lives and not afraid to take on moderate risk if it means they can learn something new.</p> <p><b>Personal Escape:</b> They long for that which is beyond the practical and they want to be transported from their everyday life.</p> <p><b>Personal Challenge:</b> They set difficult personal goals for themselves at work and at play and will finish what they start.</p> | <p><b>Personal Control:</b> They focus on maintaining a sense of autonomy and self-direction in their lives. Many are retired, with time to do the things they want to do.</p> <p><b>Importance of Spontaneity:</b> They enjoy surprises and the unexpected – they will welcome those that help them learn more about themselves and the world.</p> <p><b>Culture Sampling:</b> They show a tendency to incorporate foreign cultures into their lives, like going to an Inuit art gallery or dining at a Thai restaurant.</p> <p><b>Everyday Ethics:</b> They feel it’s important to be responsible, upstanding citizens.</p> <p><b>Skepticism towards Advertising:</b> Their tendency to question authority extends to commercials trying to sell something. They believe that individuals are responsible for their own decisions.</p> <p><b>Ecological Concern:</b> They are concerned about the health of the planet and what that means to future generations.</p> |

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|  | CULTURAL EXPLORERS   | AUTHENTIC EXPERIENCERS   |
|--|--|--|
| <b>Social Values</b><br>– <u>bottom</u><br>defining values | <p><b>Confidence in Big Business:</b> Their tendency to reject authority leads them to question those in leadership positions, including big businesses which they do not believe have better quality simply because they are larger/better known.</p> <p><b>Conformity to Norms:</b> They like to be unique, different from others and love to share their ideas and creativity.</p> <p><b>Ostentatious Consumption:</b> They are not highly materialistic and are offended by ostentatious consumption.</p>  | <p><b>Joy of Consumption:</b> Although they are relatively affluent and confident financially, they are not avid consumers.</p> <p><b>Living Virtually:</b> They want to connect with the real world authentically and are not content to do so by way of TV, computers or the internet.</p> <p><b>Importance of Brand:</b> They care little about brands – but they're not afraid to pay for quality if it matches their values.</p>  |
| <b>Travel Values</b><br>– <u>will seek</u>                 | <p><b>Constant Travel:</b> Always excited about the next trip.</p> <p><b>Living History/Culture:</b> Love to learn about and absorb themselves in the ancient history, as well as the modern cultures of the places they visit.</p> <p><b>The Beauty of Nature:</b> Will choose destinations that provide opportunities to experience natural beauty.</p> <p><b>Fun, Shared Experiences:</b> Travel is a journey, not the destination, and is best experienced with like-minded companions who like to have fun while learning.</p> <p><b>Going with the Flow:</b> Prefer a free and spontaneous approach to seeing the sights.</p>  | <p><b>Living History/Culture:</b> Love to learn about and absorb themselves in the ancient history, as well as the modern cultures, of the places they visit.</p> <p><b>To Understand Cultural Differences:</b> While they are not high on the trend Comparison Travel, they love to observe the difference between destinations.</p>  |
| <b>Travel Values</b><br>– <u>will avoid</u>                | <p><b>Luxury/Comfort-seeking:</b> This EQ type seeks an authentic experience and doesn't need to be pampered in commercial hotels and have experiences just like home.</p> <p><b>Group/Checklist Travel:</b> Prefer not to be constrained to "tourist" schedules or destinations, and will chart their own courses.</p>  | <p><b>Hedonistic Rejuvenation/Comfort-seeking:</b> This EQ type does not shy away from living like the locals do. They like to be in control while they vacation, and don't need to be pampered and have everything taken care of for them.</p> <p><b>Escape:</b> These travelers do not feel overwhelmed by life. Travel is not about escape for them, but about personal development and learning instead.</p>   |
| <b>Top 10 most appealing activities</b>                    | <ol style="list-style-type: none"> <li>1. Marine life viewing – 81%</li> <li>2. Wildlife viewing – land-based animals &amp; bird watching – 78%</li> <li>3. Dining at restaurants offering local ingredients – 78%</li> <li>4. Visiting national, provincial/state parks to view wildlife etc. – 77%</li> <li>5. Visiting well-known natural wonders – 76%</li> <li>6. Visiting small towns and villages – 76%</li> <li>7. Visiting national, provincial/state parks to visit interpretive centres etc. – 75%</li> <li>8. Visiting well-known historic sites and buildings – 73%</li> <li>9. Interacting with locals – 73%</li> <li>10. Visiting world heritage sites – 72%</li> </ol> | <ol style="list-style-type: none"> <li>1. Marine life viewing – 80%</li> <li>2. Wildlife viewing – land-based animals &amp; bird watching – 78%</li> <li>3. Dining at restaurants offering local ingredients – 74%</li> <li>4. Seeing beautiful coastlines, beaches – 74%</li> <li>5. Visiting well-known historic sites and buildings – 73%</li> <li>6. Visiting national, provincial/state parks to view wildlife etc. – 72%</li> <li>7. Visiting small towns and villages – 72%</li> <li>8. Visiting well-known natural wonders – 72%</li> <li>9. Visiting national, provincial/state parks to visit interpretive centres etc. – 71%</li> <li>10. Viewing Northern and Southern lights – 67%</li> </ol> |

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|                          | CULTURAL EXPLORERS   | AUTHENTIC EXPERIENCERS   |
|--------------------------|--|--|
| <b>Experience Appeal</b> | <p><b>Cultural Explorers are more likely than other travellers to be interested in:</b></p> <ol style="list-style-type: none"> <li>1. Nature Observation Activities</li> <li>2. Exhibits, Architecture, Historic Sites/Buildings, Museums</li> <li>3. Sightseeing Activities</li> <li>4. Accommodation-related Activities</li> <li>5. Water-based Outdoor Activities</li> <li>6. Hands-on Learning Activities</li> <li>7. Festivals, Events &amp; Spectator Sports</li> <li>8. Outdoor/Nature Sports &amp; Activities</li> <li>9. Winter Outdoor Activities</li> </ol> <p><b>Cultural Explorers are also interested in:</b></p> <ol style="list-style-type: none"> <li>1. Shopping, Dining and Other Food-related Activities</li> <li>2. Entertainment, Performing Arts and Amusement Parks</li> <li>3. Cruises &amp; Touring</li> </ol> | <p><b>Authentic Experiencers are more likely than other travellers to be interested in:</b></p> <ol style="list-style-type: none"> <li>1. Exhibits, Architecture, Historic Sites/Buildings, Museums</li> </ol> <p><b>Authentic Experiencers are also interested in:</b></p> <ol style="list-style-type: none"> <li>1. Nature Observation Activities</li> <li>2. Sightseeing Activities</li> <li>3. Shopping, Dining and Other Food-related Activities</li> <li>4. Entertainment, Performing Arts and Amusement Parks</li> <li>5. Accommodation-related Activities</li> <li>6. Cruises &amp; Touring</li> <li>7. Water-based Outdoor Activities</li> <li>8. Hands-on Learning Activities</li> <li>9. Festivals, Events &amp; Spectator Sports</li> <li>10. Outdoor/Nature Sports &amp; Activities</li> <li>11. Winter Outdoor Activities</li> </ol> |

For further details on country-specific profiles – see: CTC, 2013, *EQ Profiles*. This document summarizes the 2012 series profiles for the three segments in Canada and Canada’s core international markets – Australia, France, Germany, UK and USA. 2009 profile material is available for Mexico, China, Japan and South Korea.



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## 2.7 Planning process / methodology

The content of this report was based primarily on a literature review, including web-based resources as well as tourism trend and market research provided by Destination BC. Plan direction and content was based on the results of the December planning workshop and integration of the Thompson Okanagan Regional Strategy, the first of its kind in BC.

The workshop itself was divided into three phases:

- Destination BC and TOTA presentation
- A review of Enderby's current tourism situation was undertaken to set the context for further discussion of planning opportunities and priorities.
- The remainder of the workshop was dedicated to sessions for identifying vision/goals, strategies, action planning and roles/responsibilities for implementation. Participants worked in breakout groups and then reported back in a facilitated group discussion. The feedback was summarized and recorded and all session notes retained.

Key content covered at the workshop included:

- Brief overview of Destination BC and the Community Tourism Foundations program, including the role of Thompson Okanagan Tourism Association (TOTA)
- Review opportunities to work with Thompson Okanagan Tourism Association as a representative of Destination BC
- Review current market trends, including characteristics of existing visitor markets
- Local tourism planning context in Enderby and review existing tourism planning materials and initiatives
- Review strengths, weaknesses, opportunities and threats to tourism
- Discuss the tourism vision and objectives for the next year to 18 months
- Determine appropriate next steps in the region's tourism development
- Discuss roles and responsibilities for tourism activities

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## 3 Destination Overview

### 3.1 Study Area and Destination Setting

The City of Enderby is in the North Okanagan region of BC, between Armstrong and Salmon Arm. It is approximately 80 km north of Kelowna and 130 km east of Kamloops. Highway 97A passes through Enderby and runs next to a discontinued short line branch of the Canadian Pacific Railway. Enderby is located along the Shuswap River, which connects Mabel Lake to the east and Mara Lake to the north. Several smaller lakes, including Gardom Lake and Hidden Lake, are also located in the area.

The rural area surrounding Enderby is characterized by rolling hills and alpine forests. Other nearby communities include Ashton Creek, Grandview Bench, Grindrod, Kingfisher, Mara, Splat'sin Reserve, Springbend and Trinity Valley. The communities cover an area of 2,108 square kilometers.

Enderby's town population is approximately 2,900, while the area population is approximately 4,500.

Figure 3 Enderby, BC



Source: <http://exploringenderby.com/>

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## 3.2 Current Situation

The Current Situation Analysis is provided in **Appendix B**. A summary of key elements of the analysis are provided in the following paragraphs.

Tourism will continue to grow as an industry, but changing conditions, including demographic and activity trends and the value of the dollar, are benefiting some regions but not others. Some communities in BC experience increased visitor spending while others are stable or declining.

Tourism services are limited in Enderby. The region has at least 5 accommodation facilities, including B&Bs, a hotel and a resort. There are approximately 268 accommodation units. Markets are predominantly regional (BC and Alberta) and many visitors stay with friends and family. Outdoor recreation is the most popular activity for domestic visitors, while cultural heritage activities are popular with non-residents. Between 2005 and 2013 Visitor Centre attendance dropped by almost one third, but 2013 marked the first year since 2010 that growth has occurred. Highway traffic volumes are growing modestly for major routes, including the Trans Canada Highway.

Strengths include the community's strategic location linking the Okanagan to the Shuswap, the climate, the small town atmosphere that contrasts with the much larger communities of the Okanagan and the nature-based recreation and tourism opportunities.

Weaknesses relate to the lack of market awareness, lack of official event coordination, lack of downtown accommodation and in particular the poor public perception of "tourists" due to their adverse effects on the natural environment and funding challenges.

The major opportunities include more sophisticated event development that attracts visitors, better products and experiences especially for highway travellers, partnerships and alliances with an emphasis on the development of Aboriginal tourism in cooperation with the Splat'sin, and finally a renewed focus on branding, marketing and selling Enderby.

Cooperation among stakeholders, including communities and industry, is an ongoing concern as it is imperative for building a strong tourism base. Changing travel markets, infrastructure and the costs of travel are other challenges facing tourism in the Enderby region.

Key plans/strategies to support tourism management in 2013/14 include the following:

- Community Tourism Reports (2009)<sup>2</sup> Arts, Culture, Heritage Tourism; Environmental and Agriculture Tourism; Sport Tourism
- *Our Enderby* – The recent completion of the *Our Enderby Integrated Community Sustainability Plan*<sup>3</sup> has identified objectives and strategies related to art, culture, heritage, beautification, tourism, and marketing. These objectives and strategies are currently being implemented by the City of Enderby Revitalization Committee as well as through a policy and regulatory framework update.
- Thompson Okanagan Regional Strategy – [Embracing Our Potential](#)
- Province of BC Tourism Strategy, [Gaining the Edge](#)

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<sup>2</sup> Cal-Eco Conshttp://www.cityofenderby.com/siteengine/activepage.asp?PageID=97ultants Ltd. for Community Tourism sub-committee City-Chamber working group, 2009<sup>2</sup>

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- Destination BC, [Corporate Strategy and Marketing Plan](#)

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## 4 Vision and Goals

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Participants in the planning workshop were asked to consider high level initiatives that might be considered for this plan in accordance with the guidelines provided in the Regional Strategy. The full results are presented in **Appendix C**.

All strategies are considered candidates for implementation in the future, but because of the focus of this plan on the next 12 to 18 months, priority is given to initiatives that are considered foundational for effective destination development and management.

### 4.1 Purpose of the Plan

The purpose of this plan is threefold:

- Produce a short term action plan that will maximize partnerships and cooperative marketing funds available through Destination BC programs
- Create better awareness and understanding of best practices in destination management
- Reach a common understanding among key stakeholders on the best way forward for long term planning and development.

This is not a long term plan and the expectation is that Enderby will continue to engage in the strategic planning process by monitoring and evaluating activities, and then refining, resourcing and implementing a longer term plan that is able to follow through on the vision and objectives in this plan.

### 4.2 Vision

As part of the workshop an exercise was conducted to create a vision statement.

*Enderby is an authentic, culturally inclusive community with a walkable downtown and network of integrated trails and greenways. Residents and visitors have access to a high quality natural environment and outstanding recreation opportunities. A prosperous local economy is supported by competitive merchants, innovative tourism operators and a vibrant arts and culture community. The downtown has a variety of accommodation types for residents and visitors that has brought renewed vitality and sense of place to the community.*

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## 4.3 Goals

The following goals were identified at the workshop:

1. Increase overnight stays
2. Become known as the city that can hold events
3. Implement the Enderby-Splatsin Active Transportation Plan.
4. Support a “ready-to-go event centre”
5. Develop a public art/breeze way

## 4.4 Prominent Themes and Stories

Participants at the December 5 planning workshop (refer to Appendix E for attendees list), were asked to identify local themes that aligned with the five regional themes set out in the Thompson Okanagan Regional Strategy (see Section 2.2). The results can be seen in Appendix C Workshop Results, Table 10.

Thompson Okanagan Regional Strategy Five Themes

- **Identifying the iconic** – profiling and developing those truly outstanding experiences and activities associated with iconic landscapes will differentiate the region and set 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 enjoy the sense of being where things are real and original.

The following themes for **Enderby** were identified in the workshop:

- Shuswap River
- Enderby Cliffs
- Agriculture heritage
- First Nations history/heritage
- Outdoor recreation

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## 4.5 Summary of Objectives

1. Approach tourism management using best practices for operational efficiency and effectiveness
2. Identify a management model that allows groups and organizations to contribute to common goals.
3. Use existing and new funding sources to leverage more partnership funding and value-added marketing for Enderby.
4. Attract or create festivals or events which will draw tourists to the community.
5. Develop a craft beer festival as a fall event to encourage visitation in the shoulder season.
6. Create at least one event involving a Splat'sin partnership.
7. Support the development of a comprehensive active transportation network, which is integrated into a regional trail system.
8. Develop and maintain destination design guidelines.
9. Establish style standards for destination marketing materials
10. Develop and maintain a local destination inventory of unique features, experiences, tourism products, events and stakeholders.
11. Enhance the visual attraction of the community with a public art program by the Arts Council and the Revitalization Committee.
12. Align the destination market positioning to appeal to current market profiles.
13. Refine the promotional mix of marketing activities that raise awareness of the Enderby area as a travel destination with its current experience appeal based on EQ principles in key markets.
14. Align visitor services programming with destination marketing activity.
15. Maintain a tracking and evaluation program that is directly associated with the goals and objectives of the tourism plan.
16. Keep stakeholders informed and connected.

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## 5 Strategic Priorities – Building Capacity Tourism Management

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Participants in the planning workshop were asked how tourism is currently managed in the community and who might champion particular initiatives. Currently lead organizations include the Enderby and District Chamber of Commerce for tourism marketing and economic development services. This is in partnership with Shuswap Tourism. The City of Enderby provides leadership and direction relative to policy, planning, infrastructure and signage, etc.

### 5.1 Tourism Management Best Practices – Destination Marketing/Management Capacity

**Objective:** Approach tourism management using best practices for operational efficiency and effectiveness

**Rationale:** There is a trend toward greater professionalism with regard to destination management in North America. Accountability by the agencies that represent community stakeholders is being demonstrated through the adoption of “best practices” in tourism development. While accreditation programs are geared toward larger organizations (DMOs), the principles apply to any entity that is accountable to stakeholders. Adoption of best practice will result in efficiency and effectiveness of operations management for organizations.

Currently there is no provincial or national accreditation program in BC, or Canada, however there is an international accreditation program through [Destination Marketing Association International](#) (DMAI). The [Destination Marketing Accreditation Program](#) (DMAP) is geared toward larger DMOs therefore the program is not recommended for smaller communities. Thompson Okanagan Tourism Association holds this designation and is developing resources for smaller communities with case study samples to support those who aspire to achieve DMO best practice standards.

The DMAP resource document [Domains, Standards & Essential Elements](#), January 2011 provides a check list of sixteen categories of standards to voluntarily comply with. They include: governance, finance, human resources, technology, marketing, visitor services, group services, sales, communications, membership, management and facilities, brand management, destination development, research/market intelligence, innovation and stakeholder relationships.

**Strategies:**

1. Review and adopt best practices for tourism management using international guidelines as a resource.
2. Determine a monitoring, evaluation and reporting mechanism for the tourism plan implementation.

**Roles, Resources and Risks:**

- Led by City of Enderby , implemented by EDCC, resources available through TOTA
- Moderate time commitment.



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## 5.2 Building Capacity: Coordination of Destination Management

**Objective:** Identify a management model that allows groups and organizations to contribute to common goals.

**Rationale:** Currently the City of Enderby is undertaking this tourism planning process and the Enderby Chamber of Commerce is contracted to operate the Visitor Centre and has recently completed a pilot project with TOTA to develop a dedicated destination website using the latest technology for responsive design, EQ imagery and copywriting style. This project co-funded with Destination BC through the Community Tourism Opportunities program and administered through TOTA is a legacy asset for the community and serves to assist the visitor. The benefit of this type of project is for the community not the organization and it is this type of approach to tourism management that will yield the greatest benefit to stakeholders and visitors alike. Limited resources that can be leveraged and directed to common goals will allow for successful tourism management given there are several entities that contribute to tourism management.

**Strategies:**

3. Review the plan with stakeholder organizations and identify which areas of responsibility can be championed by which group and which projects could be partnerships
4. Leverage resources by groups and organizations working together and avoiding duplication of effort
5. Acknowledge areas of responsibility and resource allocation based on annual goals and projects

**Roles, Resources and Risks:**

- Led by City of Enderby , implemented by EDCC, resources available through TOTA
- Minor time commitment

## 5.3 Building Capacity: Cooperative Marketing and Leveraging

**Objective:** Use existing and new funding sources to leverage more partnership funding and value-added marketing for Enderby.

**Rationale:** Increasing the effectiveness of all marketing activities will contribute to the overarching goals of this plan, including increasing traffic and visitor volumes. Enderby can continue to expand the success of its marketing programs by migrating to EQ standards with the new website, imagery, copywriting, design and product development as outlined by the Canadian Tourism Commission.

**Strategies:**

6. Continue the marketing partnership with [Shuswap Tourism](#) to represent Enderby as part of the Shuswap brand.
7. Continue the use of [EQ](#) standards to raise the effectiveness of overall marketing.
8. Leverage the marketing budget by increasing cooperative marketing partnerships through the [Community Tourism Opportunities](#) cooperative marketing program. Refer to the integrated promotional section for possible tactics.

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9. Leverage the marketing budget by increasing cooperative marketing opportunities through the [Tourism Partners Program](#) by partnering with local operators neighbouring communities and pooling resources.

***Roles, Resources and Risks:***

- Led by City of Enderby, implemented by EDCC with assistance from TOTA.
- Moderate time commitment, annual planning cycle

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## 6 Strategic Priorities - Destination Experiences

Destination experiences are created through the combined application of private and public sector investment in tourism activities. Operators provide the majority of products and services while communities contribute natural resources, infrastructure and public amenities such as parks and downtown areas. This chapter outlines local initiatives that are in alignment with the Regional Strategy's five pillars, as discussed at the December 2013 planning workshop.

### 6.1 Event Planning

**Objective:** Attract or create festivals or events which will draw tourists to the community.

**Rationale:** Enderby has a substantial roster of local events, at least 33 that requires considerable volunteer effort and community participation. Most of these attract residents, friends and relatives, but a few like the Arts Festival, Funtastic Ball Tournament and the Southern Gospel Music Festival are major calibre events which draw in visitors both near and far. Feedback in the planning workshop and through the *Our Enderby* planning process indicated a desire to strengthen and create festivals and events that appeal to tourists and create additional economic activity in the community. It was also noted that while there are facilities and amenities in place to support larger events, the community lacked the accommodation to support overnight tourism.

Festivals and events can make major contributions to destination development if done right, but they can also be complex, time consuming and require resources the community may simply not be able to provide. It is therefore important to approach festival and event development with equal measure of caution and ambition so lasting benefits can be created.

**Strategies:**

10. Form an Entertainment Coordination Committee, as recommended in the *Our Enderby* report. This initial step to be led by the City who would first identify potential committee members and draw up a terms of reference.
11. Conduct preliminary research on successful event development:
  - Collect research on best practices in [festival planning and development](#).
  - Utilize Thompson Rivers University (TRU) [Events and Conventions Management](#) program.
  - Review other successful festivals in the province to identify lessons learned and best practices.
  - Establish an event tracking framework program to help demonstrate the economic value of events/festivals to the community and collect valuable event/festival market research to support future event development. Destination BC currently has an event tracking framework for use: [Survey Procedures for Festivals, Events and Permanent Attractions](#).
12. Invite existing festival and event sponsors and hosts to a one-day workshop that would brain-storm ideas and come up with preferred opportunities. The above-noted How-To Guides can be used as a resource to develop the workshop. The output of the workshop would be one or two events with the best potential for expansion or creation.

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13. Prepare an event development concept outlining theme(s), location, dates/times, participants/sponsors/volunteers, marketing, capital and operating estimates, economic benefits.
14. Identify resource and implementation requirements for an event coordinator.

### ***Roles, Resources and Risks:***

- Led by City of Enderby, implementation by EDCC and event hosts, community partners, Splat'sin.
- Moderate time commitment.
- \$5,000 to \$10,000 for development plan.

## 6.2 Craft Beer Festival

***Objective:*** Develop a craft beer festival as a fall event to encourage visitation in the shoulder season.

***Rationale:*** A popular idea brought up at the planning workshop was the hosting of a craft beer festival. The craft brewing (and distilling) industry in the province is exploding and there are many events emerging throughout the province. Existing festivals include Brewski (craft beer, cider and spirits) in Penticton (February), a Beer Week in Victoria (March), the Okanagan Fest of Ale, again in Penticton (April), the Wine and Beer Festival on Galiano Island (August) and the Whistler Beer Fest (September). An important consideration for Enderby is whether the market is ready for another event, and if so what might that look like in terms of themes and positioning.

### ***Strategies:***

15. The Craft Beer Festival initiative should not be pursued until the previous Event Planning initiative is complete.
16. Gather volunteers to identify an event strategy champion. If appropriate task the Entertainment Coordination Committee or establish a new committee.
17. Interview industry leaders to determine potential niches and concepts.
18. Identify key players such as vendors and solicit local and provincial support.
19. Identify and recruit funding partners.
20. Develop a budget, location and date (with a preference for a shoulder season such as fall).

### ***Roles, Resources and Risks:***

- Led by City of Enderby, implementation by EDCC and event hosts
- Major time commitment.

## 6.3 Splat'sin Event

***Objective:*** Create at least one event involving a Splat'sin partnership.

***Rationale:*** Research conducted by the Canadian Tourism Commission, Destination BC and the [Aboriginal Tourism Association](#) of BC (AtBC) indicates significant interest among travellers for aboriginal tourism experiences. The CTC EQ research shows that two key market segments for

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Enderby (i.e. Cultural Explorers and the Authentic Experiencers) both have a strong interest in Living History/Culture and want to learn about and absorb themselves in the ancient history, as well as the modern cultures, of the places they visit. Building on this interest through the development of authentic and quality Aboriginal cultural tourism experiences will enhance the destination experience for these segments. Workshop participants indicated that local pow-wows regularly attract European visitors—enhancing this experience through the creation of similar products could broaden the overall market appeal. There is opportunity to utilize the Splatsin event centre which is under construction.

Event development would further strengthen the collaborative relationship between the City and Band. Economic benefits to both partners include jobs, infrastructure development, services, and increased awareness of Enderby as a visitor destination.

Workshop participants felt there was a need for greater First Nations' involvement in tourism development.

### ***Strategies:***

21. Undertake a review of existing and potential events and explore opportunities for Splat'sin involvement. Target recreational events, but also seek out authentic experiences.
22. Take advantage of linkages and alliances with agencies that already deliver First Nations' programming, including:
  - Aboriginal Tourism Association BC (AtBC) online product listing, cultural visitor guide and marketing publications.
  - AtBC regional coordinator for greater awareness, product-market match and business assistance opportunities.
  - Local delivery of initiatives outlined in the AtBC's new tourism strategy for 2012-2017<sup>4</sup>, including capacity building, marketing and product development.
  - AtBC is currently working towards establishing regional plans in each of the six BC regions. This work is expected to move forward in the Thompson Okanagan sometime in 2014.

### ***Roles, Resources and Risks:***

- Led by City of Enderby with Splat'sin First Nation, Splat'sin Enderby Joint Committee. Implemented by EDCC.
- Minor to moderate time commitment.

## 6.4 Trails and Greenways

***Objective:*** Support the development of a comprehensive active transportation network, which is integrated into a regional trail system.

***Rationale:*** Trail use is a popular outdoor activity in BC and in Enderby the existing patchwork of trails has the potential to evolve into a functional network for facilitating resident travel and the visitor experience. Linking different attractions with communities and outdoor destination features would provide new opportunities for short excursions and multi-day adventures. At

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<sup>4</sup> *The Next Phase: 2012-2017 A Five-year Strategy for Aboriginal Cultural Tourism in British Columbia.* Aboriginal Tourism BC. 2012.

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present, it is difficult to assess the potential for new development because existing trails, both approved and informal, are not coordinated. Issues around connectivity, themes, signage and interpretation and user conflicts also need more clarity before a network can be formalized. In 2013, the Enderby & District Joint Services Commission entered into an agreement with the Shuswap Trail Alliance which involved the Trail Alliance providing services to support trail building, marketing, maintenance and planning within the City of Enderby and Electoral Area "F." In addition, the City of Enderby received a BC Healthy Communities Capacity Building Grant in 2013 to undertake an Active Transportation Planning process in partnership with the Splat's'in Band, Interior Health, and the Shuswap Trail Alliance; the outcomes of this planning process would inform the development of a joint Active Transportation Plan between the City of Enderby and the Splat's'in Band, which is currently under development.

### *Strategies:*

23. Study best practices of other jurisdictions to assist with accommodating tourism and visitor needs in the Active Transportation Plan:
  - Multiple use trail systems in Kananaskis Country have been developed to accommodate motorized and non-motorized users;
  - The Shuswap Trail Alliance is a BC best practice example on how to build a successful regional trails system (<http://www.shuswaptrailalliance.com/>). Its speciality is mountain biking but hiking and winter trail activities are also accommodated. Major accomplishments include developing accountable working protocols with Secwepemc Nation leadership, stewardship plans, a facilitated community development model, a signature trail system with standardized signage, national and international media exposure, and millions of dollars of leveraged funding for the maintenance and expansion of the system.
  - The Regional District Okanagan-Similkameen has taken a lead role in the management, development and promotion of the District's regional trail system, including portions of the Kettle Valley Railway (<http://www.rdos.bc.ca/?id=141>). It has a searchable on-line inventory and interactive maps.
24. Continue to work with key stakeholders such as trail user groups who would be interested in collaborating on trail and greenway development. The upcoming Active Transportation Plan can be used as starting point for joint initiatives.
  - Discuss with the Ministry of Jobs, Tourism and Skills Training how the provincial trails strategy can be applied to support trail development.
  - Seek further joint opportunities for trail development with the Splat's'in.
  - Continue to communicate with Interior Health to integrate health living objectives into trail development.
25. Identify grants, funds, and contributions from government and partners for trail development which can then be used to implement individual projects identified within the Enderby-Splat's'in Active Transportation Plan.
26. Continue trail inventory with the Shuswap Trail Alliance and the Ministry of Jobs, Tourism and Skills Training approved recreation site and trail system

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(<http://www.sitesandtrailsbc.ca/default.aspx>), including what might exist or considered as possible trails.

27. Implement the strategies and recommendations identified within the Enderby-Splatsin Active Transportation Plan in order to provide a foundation upon which a comprehensive and effective active transportation network can be developed.

### ***Roles, Resources and Risks:***

- Led by City of Enderby, implemented by the Shuswap Trail Alliance, consult Regional District of North Okanagan, BC Parks.
- The City of Enderby currently has a partnership with the Shuswap Trail Alliance to support trail building, marketing, maintenance and planning throughout Enderby & District while also leveraging, approving, funding and implementing annual projects.
- Moderate to major time commitment.

## 6.5 Destination Design Guidelines

***Objective:*** Develop and maintain destination development design guidelines.

***Rationale:*** Destinations should differentiate themselves by highlighting their unique features for both destination development and marketing. The design guidelines would be used by the City to promote a consistent look and feel for any infrastructure or amenity that (e.g. signage) that may have a visitor impact. The guidelines would be internal to the City and is not meant to be guidelines that might be part of a bylaw such as a development permit area. The City has already identified critical brand information which can be used in developing official destination design guidelines (i.e. font, colours, imagery, messaging, etc.) refer to existing banners, interpretive signage and wayfinding signage.

### ***Strategies:***

28. Develop destination development design guidelines for the City that could be applied to any new improvement project. Ensure the guidelines are aligned with and complement the destination brand.

### ***Roles, Resources and Risks:***

- Led by the City of Enderby; implemented by EDCC
- Minor time commitment
- Approximately, \$5,000 for destination design development guide.

## 6.6 Destination Marketing Style Guide

***Objective:*** Establish style standards for destination marketing materials

***Rationale:*** Development of marketing materials should be guided by standards for graphic design, imagery, color palette, and copywriting style. In the absence of a destination brand process, consistency with style of marketing materials is an excellent alternative. Resources are available from both the Thompson Okanagan Regional Strategy and the Canadian Tourism Commission EQ program.

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## ***Strategies:***

29. Develop a destination marketing style guide. that aligns the imagery, copywriting style and design to direct marketing materials and official destination website

## ***Roles, Resources and Risks:***

- Led by City of Enderby, implemented by EDCC, assistance available by TOTA
- Moderate time commitment and \$3,000 for style guide. (Note: Work has commenced on the design framework with the development of the new destination website and this tourism plan).

## 6.7 Research – Inventory

***Objective:*** Develop and maintain a local destination inventory of unique features, experiences, tourism products, events and stakeholders.

***Rationale:*** In order to quantify, track and evaluate the tourism industry for trend and gap analysis, communications, industry composition, packaging and marketing, an inventory of tourism businesses and features is required.

TOTA is currently piloting an online database project that will create a destination features inventory that can be viewed and shared with community tourism representatives. Data can be exported for the communities' use. The draft inventory of destination features for Enderby was completed in Excel format in the summer of 2013. Enderby utilized the database classifications provided by TOTA for the tourism inventory on the new website.

## ***Strategies:***

30. Update existing database by incorporating content from:
  - Exploring Enderby website
  - TOTA's Unique Features Inventory
  - Chamber's member directory (where relevant)
  - Internet research (to fill gaps)
31. Incorporate updated inventory into the official consumer website for Enderby.
32. Create additional content to include all organizations directly or indirectly involved in tourism development and marketing. This would include government, community clubs, industry groups and individual operators.
33. Develop a maintenance schedule for the tourism inventory. Ensure the inventory is web-accessible so it can be maintained and updated as a real time snapshot of the industry. (Web access through security codes allows various users to access back-end systems remotely).

## ***Roles, Resources and Risks:***

- Led by City of Enderby, implemented by EDCC, assistance available by TOTA
- Minor time commitment



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### 6.8 Public Art Program

**Objective:** Enhance the visual attraction of the community with a public art program by the Arts Council and the Revitalization Committee.

**Rationale:** Workshop participants felt that there was a need for a public art program in Enderby. In major cities, public art is funded. Many Lower Mainland municipalities such as Vancouver, Richmond and Surrey have such programs. The District of Maple Ridge has recently overhauled its public art program to attract tourists from all over the country. Many smaller communities do not have the funding capacity or resources for these types of programs. However, less ambitious programs can be scaled to community capacity. In the Marpole neighbourhood of Vancouver, a public art project involved a partnership between the local Business Improvement Area and Emily Carr University (ECU) that commissioned students to transform unused spaces and infrastructure into public art. A another initiative to rotate student-made art sculptures among local businesses has also proved successful.

**Strategies:**

34. Implement art projects on blank walls, lamp posts and other infrastructure and in conjunction with any community beautification projects'
35. Build support for public art projects through ongoing communications.
36. Request the City to study supporting bylaws and policies for public art.
37. Prepare a Public Art Program, using existing tourism products like the Enderby Heritage Walking Tour and the existing murals as a location framework.
38. Research arts and cultural grants for cultural development.

**Roles, Resources and Risks:**

- Led by City of Enderby, implemented by Revitalization Committee, EDAC, EDCC
- Moderate time commitment, \$5,000 for Public Art Program

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## 7 Strategic Priorities - Marketing

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### 7.1 Target Markets

Using the Canadian Tourism Commission EQ program, explorer types for Enderby include: Cultural Explorer's and Authentic Experiencers.

Geographic targets: BC (primarily lower mainland); Alberta and Washington state.

International visitors that frequent the Thompson Okanagan region include: United Kingdom, Germany, Netherlands, and Australia.

Key visitor types for Enderby includes:

- Primarily leisure travellers (Free Independent Travellers (FIT) and small groups)
- Visiting friends and relatives
- Touring (circle tours, routes, corridors)
- Outdoor recreation (hiking, biking, fishing)
- Regional destination products (country music, western culture, ranching)
- Business travellers (small meetings, conferences and events)

### 7.2 Positioning and Marketing

**Objective:** Align the destination market positioning to appeal to current market profiles.

**Rationale:** Market analysis matched with the existing product/experience (product/market matching) is essential for effective positioning and communications. Market analysis that includes detailed psychographic research has changed the tourism landscape in terms of how destinations understand markets and how they “position” themselves to appeal to those markets.

In addition, through social media the "conversation" must now be created and monitored as the online reputation is now an essential component to brand positioning. What messages the destination pushes out must be consistent with what the experience is. Recognizing this is subjective, psychographic research becomes even more vital for planning.

Enderby has embarked on this market positioning through the style of the new destination website [exploringenderby.com](http://exploringenderby.com). This website demonstrates best practice in marketing communications by tailoring the copywriting style and imagery through story-telling. A workshop was conducted with tourism stakeholders to identify the key attributes of the area with follow-up research to learn more about the “story” of Enderby.

**Strategies:**

- 39. Monitor and utilize the Canadian Tourism Commission Explorer Quotient research materials.** Targeting visitors based on the psychographic profiles, combined with demographic and geographic profiles will continue to provide rich insights into how to target markets for the region. This approach can be used in conjunction with the brand partnership with Shuswap Tourism, where Enderby is included as well as other activities, e.g. website, visitor guide, etc.
- 40. Continue to build the image bank targeted to the EQ explorer types for Enderby.** Imagery is a key component for an effective marketing, and the style of imagery defined by the EQ explorer types is very specific. Building an inventory of images that portrays

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the destination by its setting and travel experiences by season will provide the foundation for visual communications. Imagery is required by season and as new visitor experiences are identified.

41. **Re-develop content for the Exploring Enderby visitor guide to reflect the EQ story-telling and to complement and supplement the destination website content.** Marketing requires content to be written in a specific style and with corresponding imagery, which appeals to each explorer type. Develop the visitor guide to be in synch with the new website for consistent messaging, tone, style and story-telling theme; this is defined with research that precisely targets the composition of imagery and style of writing.
42. **Maintain and add new content to the new destination website.** Technological change drives marketing communications and in the tourism industry the ability to reach markets by all devices is essential for effective communications throughout the purchase cycle. The new destination website with responsive design allows one single source of information to be displayed appropriately on smart phones, Ipads and traditional desk top computers. In addition to the latest technology maintaining and creating new content is essential for search engines and keeping potential visitors up-to-date on destination information.
43. **Develop product packaging and itinerary development.** Travellers are increasingly seeking experiences as a collection of specific products and services. It reflects the growing preference among aging travellers, especially for the bundling of the entire visitor experience into a simple, single purchase decision. This requires the provision of a coordinated range of products and services, preferably in a seamless fashion. The objective of packaging is to offer an integrated, interesting product to encourage visitors to increase their stay within the region. This approach also appeals to the EQ definition of “No-hassle-travellers” as well.

### ***Roles, Resources and Risks:***

- Led by City of Enderby, implemented by EDCC, assistance available through TOTA

## 7.3 Integrated Promotional Mix

**Objective:** Refine the promotional mix of marketing activities that raise awareness of the Enderby area as a travel destination with its current experience appeal based on EQ principles in key markets.

**Rationale:** Destination marketing is highly competitive and today’s market demands information that cuts through the “noise” of multiple sources and provides factual information. Information must coincide with the purchase cycle and segmentation of market profiles which will provide the information needed to develop appropriate messaging for each traveller type.

Integrated marketing communications is the process of developing and implementing various forms of persuasive communication programs for customers and prospects over time. The goal is to influence or directly affect the behaviour of the selected communication audience.<sup>5</sup>

Communicating the right message about the destination is required. The following strategies are

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<sup>5</sup> Source: Don Schulz, *Marketing*

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typically found as part of the marketing mix and are listed for consideration as resources become available.

### *Strategies:*

- 44. Develop an annual cooperative marketing plan and leverage resources where possible.** In addition to the tourism marketing partnership with Shuswap Tourism, developing an annual cooperative marketing plan with other key stakeholder groups and identifying cooperative funding support through Destination BC to streamline the approach to destination marketing. Note: Some of the activities below are captured in the Shuswap Tourism partnership but is listed for thoroughness.
- a. **Packaging** – Develop experience based packaging for promotion by themed campaigns with dedicated landing pages special sections on the destination website (supported by advertising; print, radio and social media, contesting, etc.)
  - b. **Consumer travel shows** – Enderby is represented at consumer shows by Shuswap Tourism. Provincial programs support consumer/travel shows through cooperative funding, refer to the [Tourism Partners Program](#).
  - c. **Social media** – Develop a social media program that engages local operators including Facebook, Twitter, Instagram and Trip Advisor for destinations and then monitor and respond to the destination online reputation. As part of the [Tourism Business Essentials](#) series, Destination BC offers an Online Reputation Management guide, introductory and advanced workshops and webinars for operators and destinations. Feed information through the [TOTA](#) social media program.
  - d. **Website updates and Digital Marketing** – Conduct a digital audit in the fall 2014 to review performance of the new destination website and introduce a digital strategic marketing plan. Maintaining and enhancing website content is an ongoing requirement. New stories, current information, festivals and events are important components. Website optimization is essential for a successful web presence and digital footprint. With countless studies and references indicating continued growth in digital use for information gathering, travel planning and bookings, a responsive design website (responds to all devices the information is being viewed on e.g. phone, tablet, computer) is the number one investment a community can make in marketing its destination. Content written for search engines must be supported by key word research. Through a variety of text content throughout the site itself, rankings on Google can be maintained in the top ten without any effort. Increasing links from the local tourism businesses to the Exploring Enderby website, coupled with effect website marketing, will help to drive traffic to the Exploring Enderby website. An effective website will need to be marketed to drive traffic to the site. Web marketing is specialized and ever changing and can consist of press releases, paid and non-paid links, listing ads and banner ads where appropriate, by experience type. It is recommended that any Internet marketing plan be developed by a specialized web marketing firm that understands tourism.
  - e. **Media Relations** –Editorial coverage is worth thousands of dollars in equivalent advertising space and readers have more confidence in editorial copy versus

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advertising claims, therefore media relations is a key strategy. Media relations include responding to media requests for information, hosting familiarization (FAM) tours and generating the interest of media in order to have stories written and published. Hosting media requires cooperation amongst transportation, accommodation, food services and tour businesses in order to be successful. Typically, Destination BC and the regional DMO will coordinate media trips and contact the community and operators directly, however, having support materials for these organizations or dealing with media directly is required. Targeting non-accredited media will be one opportunity. In order to serve the needs for media the following tactics are recommended.

- i. **Establish a media web page.** A media web page is critical to display the soft copy version key content, which may include: quick facts, pre-written stories, story ideas, suggested itineraries, press releases, contacts, web links and availability of high-resolution digital photography for print use and B-roll for broadcast, if available.
- ii. **Utilize Destination BC media programs.** Travel media relations play an integral role in maximizing consumer and trade awareness of British Columbia as a top travel destination through unpaid media coverage in key markets. Travel media include freelance journalists, travel editors, broadcasters, producers and travel trade media. The Destination BC Travel Media Relations program includes activities such as attending key media events, initiating and organizing trips for qualified media, building relationships with key media, and positioning unique story ideas with media. In addition, this division develops press kits and image bank materials for distribution to appropriate travel media.
  1. The Destination BC Visiting Journalist Program provides support of eligible costs to bring media to communities, primarily by air or ground transportation. Industry is expected to provide media with accommodations, meals and activities.
  2. Destination BC distributes a monthly email communication to their media database. Story ideas and press releases can be sent to the media department. New product information should always be forwarded for story ideas.
- iii. **Host Media FAM Tours.** Media FAM tours are coordinated by TOTA with Destination BC, having a key contact at the community level working with operators and these organizations is an efficient way to utilize the programs of Destination BC.
- iv. **Utilize the Tourism Business Essentials (TBE) series.** Destination BC provides a [Travel Media Relations guide](#). Having local business understand the needs of media will increase the opportunities for media coverage.
- f. **Advertising – Define the advertising program by target markets.** While advertising can be effective at targeting key publications or websites, costs can be prohibitive and, without an integrated marketing strategy, advertising alone can be

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ineffective. For the cooperative marketing plan, define the advertising plan by product/market matching and developing web pages to coincide with the supporting information as a campaign landing page. Types of advertising typical of destination marketing:

- i. Place marketing, using the banner “Enderby, BC” - (selling the destination; no specific businesses identified).
  - ii. Cooperative advertising using the banner “Enderby, BC” identification and sharing space and costs with tourism businesses and/or neighbouring communities in local or regional identities, sometimes with editorial content as well as display ads.
  - iii. Cooperative Banner Advertising – Supply banner artwork for the area with the call to action to the official tourism website to be partnered with a tourism business that advertises directly on its own, cooperatively promoting the destination.
- g. **Promotions** – Establish a promotional trip giveaways program. Promotions would be developed in cooperation with those independent businesses that want to participate in a trip giveaway program. Branded merchandise (clothing) and retail items such as books about the area could be used for small prizes. A grand prize of a trip to Enderby/Shuswap can be used as a motivator for people to enter the draw. Promotion of the contest could include any of the promotional mix noted above including social media. Trips can also be used for incentive-based visitor research as well.

### ***Roles, Resources and Risks:***

- Led by City of Enderby, implementation by EDCC with partnerships would be determined based on resources available
- Minimal time for planning, fall annual planning cycle
- Costs: Will vary by partnerships and cooperative marketing programs

## 7.4 Visitor Services

***Objective:*** Align visitor services programming with destination marketing activity.

***Rationale:*** Visitor services refer to those services that directly assist visitors as they move through the purchase cycle (Awareness, Interest, Evaluation, Purchase, Experience, Loyalty) which includes fulfillment (responding to visitor inquiries). Effective visitor services programming will extend visitor stays and create a positive experience, resulting in favourable word-of-mouth referrals to others, which is one of the most common ways visitors hear about destinations. The visitor services program ensures the community has collectively contributed to creating a positive experience for the visitor.

### ***Strategies:***

45. **Consider a Community Visitor Ambassador program.** Although many visitors to the area stop in at the Visitor Centres, not all visitors do. Many seek information throughout the community. This may be at retail stores, restaurants, accommodations, wineries and gas stations. In addition to educating the local tourism industry about products and

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services in the area, it is effective to encourage the community at large to be hospitable. When visitors encounter kind, knowledgeable people, it leaves a positive impression. Training of front-line staff at the local features and amenities will enhance community hospitality. This involves training retailers, accommodation providers and front-line workers who have the greatest opportunity to encounter visitors throughout the community. The visitor centre program standardizes key information about things to do and see and places to stay, and provides racking and adequate supply of promotional materials. In addition to [WorldHost](#)® training provided by Destination BC, local area information content would be incorporated into industry development training programs. Further the community at large should be aware of the official website and utilize it to assist visitors. In support of the program the tear off maps created by the Chamber help to create awareness of the key attractions and assist with way finding.

46. **Consider a FAM tour program.** FAM tours (familiarization tours) provide the opportunity for the Enderby stakeholders, visitor centre staff, volunteers and operators to experience firsthand tourism products and experiences in the region. This can be done annually in spring with the visitor centre staff and local operators.
47. **Compile statistics.** As noted in the Situation Analysis Appendix B tracking visitor statistics provides insight into the trends that are occurring with visitor centre visitation. This information can be used for monitoring and planning visitor services both locally and in the region. In addition to visitors coming to the visitor centre, website activity can be tracked through Google Analytics.

### *Roles, Resources and Risks:*

- Led by City of Enderby, implemented by EDCC, assistance available from TOTA
- Minimal time commitment
- Costs: Design, print and distribution costs for “business cards” promoting the official website, visitor centres and social media accounts. WorldHost training (online and in-region options available).

## 8 Plan Tracking and Communications

### 8.1 Monitoring and Evaluation

**Objective:** Maintain a tracking and evaluation program that is directly associated with the goals and objectives of the tourism plan.

**Rationale:** Tourism development activities should be monitored and evaluated so local stakeholders, government, funders and partners can assess plan progress and refine the plan as circumstances change over time. This will assist with managing and allocating resources, partnership development and building a better relationship with the community by communicating expectations, outcomes and benefits.

### *Strategies:*

48. **Maintain the strategic planning process.** Tourism development and marketing initiatives are long-term and may take years before results are achieved. Even though this plan is for the short term (i.e. 12 to 18 months), it should be updated every two years with

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annual action plans. This will keep the momentum going and help secure the resources and funding for implementation.

49. **Produce an annual tourism report.** A simple one page summary of key accomplishments annually to all stakeholders will provide an update of the progress of the plan implementation. New opportunities will arise during the implementation stage; the annual report provides a mechanism to record accomplishments and opportunities that were not known at the time of the tourism plan production. A sample report is available from TOTA.
50. **Track the marketing program.** Marketing activities that are meant to increase visitation, spending and visitor satisfaction all imply measurement. The following are basic measures for key elements of the marketing program, which can be monitored and included in the year-end report:
  - Visitation and spending – activity measures used in the Situation Analysis (e.g. one example is visitor centre statistics)
  - Accommodation tracking through the [Value of Tourism](#) program through Destination BC
  - Inquiries –website analytics, dedicated landing pages (Google Analytics)
  - Program effectiveness – participation rates and industry online survey
  - Media – Calculate the advertising cost of equivalent unpaid media space
  - Communication Tools – Track all distribution of the guides and demand for print materials
  - Social media – statistics from social media activities
  - Industry Feedback – Information and general feedback from marketing partners.
  - Website activity – Google Analytics

### ***Roles, Resources and Risks:***

- Led by the City of Enderby implemented by EDCC with cooperative partners, assistance available from TOTA, Value of Tourism program Destination BC
- Medium time commitment

## 8.2 Communications

***Objective:*** Keep stakeholders informed and connected.

### ***Rationale:***

Tourism involves the business community, all levels of government, community groups and the public. Creating a vibrant network that encourages the flow of ideas, collaboration and cooperation among all stakeholders will enhance the planning environment. Therefore, a communications program that targets all stakeholders in the community and keeps them informed about the progress of initiatives and overall plan progress is recommended.

### ***Strategies:***

51. Utilize the tourism inventory as a communications contact database. Utilize for broadcast email communications and ensure expressed consent is achieved to comply with [Canada's anti-spam legislation](#).



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52. Create a tourism industry section on the Enderby Chamber website with news, inventory information, industry and market intelligence and business advisory resources for the local industry. (TOTA is developing online resources for community profiles for access by community tourism representatives).
53. Conduct online surveys for the tourism industry. Utilize Survey Monkey cloud system for quick surveys.
54. Conduct an annual tourism planning meeting, which can be co-facilitated with TOTA.

### ***Roles, Resources and Risks:***

- Led by CE, implemented by EDCC, assistance available from TOTA
- TOTA resources include annual report samples and annual planning workshop
- Cost considerations: Meetings, website page set-up, Survey Monkey (or similar) subscription service
- Minimal time commitment

## 9 Appendix A – Situation Analysis

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This section provides an overview of tourism indicators globally and in BC, discusses key macro trends affecting tourism activity and profiles the tourism baseline in Enderby.

### 9.1 Global Tourism

The world-wide recession which commenced in late 2008 had a profound impact on global tourism activity. In 2011, 983 million international tourist arrivals were recorded by the World Tourism Organization (WTO), an increase of 4.6% or an increment of 43 million international tourist arrivals from 2010. International tourism receipts amounted to \$1,030 billion, an increase of \$102 billion over 2010. Growth was maintained in international tourism throughout 2010 after 14 months of decline that ended in the last quarter of 2009. WTO has an optimistic long term outlook for the industry, forecasting international arrivals to reach over 1.8 billion by the year 2030.<sup>6</sup>

The worldwide tourism market is very competitive. In 2011, Canada ranked #17 in international tourism arrivals a decline from the number 10 position it held in the late 2000s. Arrivals to Canada have continued to slide due to factors which include a poor exchange rate, stricter travel restrictions to/from the USA, and reduced airline capacity from important source markets in Europe and Japan.

### 9.2 Key Travel Trends

#### 9.2.1 Changing Demographics

Baby boomers (born 1946 to 1964) are expected to continue to be the single largest demographic group among Canadian and American travellers while the baby bust or Generation X (born 1965 to 1980) is the second largest group, although the baby bust/Generation X group has been growing faster. Those older than the baby boomers continue to be a significant group of travellers but the numbers are stagnant. Tourism growth is expected to continue to be driven by the baby boomers and the baby bust/Generation X groups.

#### 9.2.2 Value of the Canadian Dollar

The rising value of the Canadian dollar versus the US dollar has significantly hurt the Canadian tourism receipts over the last 10 years. The effect is two-fold in that it discourages US entries and it encourages Canadian outbound travel. Whereas Canada is now 14<sup>th</sup> globally in terms of inbound tourist arrivals it is 6<sup>th</sup> in outbound travel, giving the country a major travel deficit.<sup>7</sup>

#### 9.2.3 Cost of Energy

Gasoline prices are said to be a major influence on North American auto travel behaviour, but since prices tend to move equally for competing jurisdictions, it is difficult to determine how the run-up in prices till mid-2008 and the subsequent drop since that time have affected travel patterns.

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<sup>6</sup> United Nations World Trade Organization, *Tourism Highlights 2012 Edition*, 2012.

<sup>7</sup> United Nations World Trade Organization, *Tourism Highlights 2011 Edition*, 2011.

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## 9.2.4 Internet Usage Important in Travel Planning

Over the last 10 years, the Internet has created new and important communication and distribution channels (mobile technology, websites, blogs, pod casts, etc) for the tourism industry. The Internet is now a first choice as a source for trip planning information among most travel markets.

## 9.2.5 Activity Trends Among Canadians and Americans

With the aging of the Canadian and American populations, activities that are physically demanding, such as outdoor adventure (summer and winter) or alpine skiing are expected to grow at lower rates than the population of travellers as a whole.<sup>8</sup> Activities that require low levels physical activity, such as wine/culinary and cultural activities, are expected to increase at higher rates than the population of travellers.

## 9.3 Tourism in BC

### 9.3.1 Visitors Volumes and Expenditures

In 2012, there were almost 18.0 million visitors in BC, 58% of which were BC residents, another 18% from other parts of Canada and almost one quarter international. The distribution of spending among these market segments is much different than the visitor volumes—in 2012, international visitors accounted for 38% of visitor expenditures, with BC residents accounting for 38% and visitors from other parts of Canada 24%.

**Figure 4 Visitor Volume (Overnight) and Expenditures by Market Origin, 2012**



Source: Ministry of Jobs, Tourism and Skills Training, *The Value of Tourism in British Columbia Trends from 2002 to 2012*, 2014.

Alberta represents the largest domestic market of overnight visitors to BC in 2012 (after BC). Visitors from other parts of Canada account for only 7% of the total domestic market, with the

<sup>8</sup> *Opportunities for British Columbia: Activity-Based Tourists in Canada*, prepared by Research Resolutions & Consulting Ltd. for Tourism British Columbia, August 2004, a special analysis of the Travel Activities and Motivation Survey (TAMS) conducted from September 1999 and April 2000.

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bulk of that coming from Ontario and the Prairies. Ontario and the Prairies account for a much higher proportion of spending than they do volume. In 2012 of the domestic market, Ontario represented 11% of spending (versus only 4% of volume), while the Prairies accounted for 3% of spending. Combined, Alberta and BC represent 93% of the Canadian visitor volume to British Columbia and 82% of revenues in 2010.

Figure 5 Share of Domestic Visitor Volume and Expenditures, 2012



Source: Ministry of Jobs, Tourism and Skills Training, *The Value of Tourism in British Columbia Trends from 2002 to 2012*, 2014.

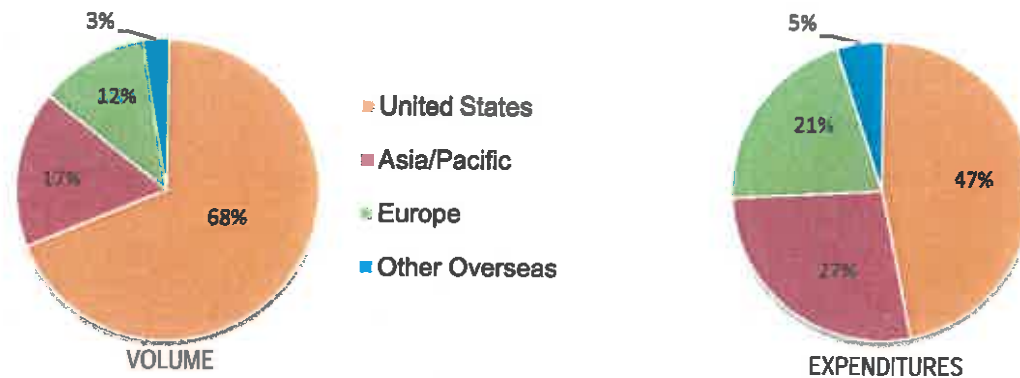
In 2012, 4.3 million international visitors came to BC. The key international market is the US, which accounts for over two-thirds of international visitor volume and nearly half of expenditures (Figure 6). However, the number of US visitors and their spending has been steadily declining over the last decade.

Within the US, Washington, California and Oregon are the largest markets, representing nearly two thirds of US visitor volume and just over half of expenditures in 2012.

The number of visitors from the Asia/Pacific grew 5 per cent in 2012, but declined 10% from Europe. Since 2002, there has been a decrease in visitor volume from the US (-24%), Europe (7%) and Asia/Pacific (10%).

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**Figure 6 International Visitor Volume and Expenditures by Market Origin, 2012**



Source: Ministry of Jobs, Tourism and Skills Training, *The Value of Tourism in British Columbia Trends from 2002 to 2012*, 2014.

## 9.4 Tourism in the Region

The following paragraphs present tourism indicators and a discussion of the barriers and challenges facing tourism development in the region.

### 9.4.1 Accommodation Inventory

In order to summarize the industry composition for Enderby a tourism inventory is required. An overview of the accommodation sector is noted below. Recommendations for the inventory project are addressed in this Plan.

As shown in Table 1, accommodation options in Enderby are limited to five facilities, including two B&Bs, one hotel and two resorts with a total of 268 room, cabin, campground and RV units. The number of units is conservatively estimated as some facilities are not listed among the sources cited.

**Table 1 Enderby Accommodations, 2014**

| Type                | Facilities | Number |                     |        | Total |
|---------------------|------------|--------|---------------------|--------|-------|
|                     |            | Rooms  | Campsites/ RV Parks | Cabins |       |
| B&B                 | 2          | 4      | n/a                 | n/a    | 4     |
| Campground/ RV Park | n/a        | n/a    | n/a                 | n/a    | n/a   |
| Inn                 | n/a        | n/a    | n/a                 | n/a    | n/a   |
| Ranch               | n/a        | n/a    | n/a                 | n/a    | n/a   |
| Motel               | n/a        | n/a    | n/a                 | n/a    | n/a   |

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|                |     |     |     |     |     |
|----------------|-----|-----|-----|-----|-----|
| Hotel          | 1   | 32  | n/a | n/a | 32  |
| Resort         | 2   | n/a | 222 | 10  | 232 |
| Motel/ RV Park | n/a | n/a | n/a | n/a | n/a |
| Lodge          | n/a | n/a | n/a | n/a | n/a |
| Total          | 5   | 36  | 222 | 10  | 268 |

Source: HelloBC. 2014. *Accommodations*. Available at: <http://www.hellobc.com/british-columbia/accommodations.aspx> Accessed: February 10th, 2014; Trip Advisor. 2014. *Hotels*. Available at: <http://www.tripadvisor.ca/Hotels> Accessed: February 10th, 2014; Travel BC. 2014. *Accommodations*. Available at: <http://www.travel.bc.ca/accommodations/> Accessed: February 10th 2014.

### 9.4.2 Tourism Indicators – Thompson Okanagan Region (TO)

As seen in Table 2, in 2012, the majority of travellers to the Thompson Okanagan in 2010 were BC residents (62%), followed by Canadians from the rest of Canada (23%), US travellers (7%) and other international travellers at 8%. In terms of spending, the proportions are somewhat different with BC residents spending less on average than other Canadians, US and international travellers. American travellers had the highest daily expenditure, but their trip length was considerably shorter than other Canadians and international travellers.

**Table 2 Thompson Okanagan Visitor Volumes and Spending, 2010**

|                          | Total                  |                   |               | % Change (2009-2010) |          |        | Share of Total  |          |        |
|--------------------------|------------------------|-------------------|---------------|----------------------|----------|--------|-----------------|----------|--------|
|                          | Over/N visitors (000s) | Spending (\$000s) | Nights (000s) | Over/N visitors      | Spending | Nights | Over/N visitors | Spending | Nights |
| All travellers           | 3,309                  | \$1,098,024       | 11,932        | 2%                   | -6%      | -4%    | 100%            | 100%     | 100%   |
| BC Residents             | 2,052                  | \$528,379         | 6,200         | 2%                   | -9%      | 1%     | 62%             | 48%      | 52%    |
| Other Canadian Residents | 753                    | \$351,685         | 3,515         | 3%                   | -0.2%    | -7%    | 23%             | 32%      | 29%    |
| US residents             | 227                    | \$81,443          | 740           | 6%                   | 4%       | 6%     | 7%              | 7%       | 6%     |
| Other residents          | 278                    | \$136,517         | 1,476         | -1%                  | -10%     | -18%   | 8%              | 12%      | 12%    |

Source: Destination BC, *Regional Tourism Profile Thompson Okanagan April 2013*.

Close to half of all visitors to the Thompson Okanagan stay with friends and family (Table 3). BC residents and other Canadians are much less likely to pay for accommodation, with approximately one third using hotels, motels and camping/rv parks. This compares to US visitors (58%) and Other International visitors (49%) who pay for accommodation. Camping is equally popular among BC residents and Other International visitors.

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**Table 3 Thompson Okanagan Region Visitors Accommodation Preferences, 2010**

| Primary Accommodation       | BC Residents | Other Canadians | US Residents | Other International |
|-----------------------------|--------------|-----------------|--------------|---------------------|
| Friends and Family          | 49%          | 47%             | 39%          | 50%                 |
| Hotel                       | 10%          | 14%             | 24%          | 29%                 |
| Motel                       | 3%           | 3%              | 19%          | 6%                  |
| Other Commercial Fixed Roof | 10%          | 10%             | 10%          | 1%                  |
| Camping/ RV Parks           | 13%          | 9%              | 5%           | 13%                 |

Source: Destination BC, *Regional Tourism Profile Thompson Okanagan April 2013*.

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

Activities undertaken by visitors while they are in the Thompson Okanagan region in 2010 are shown in Table 4. BC residents and other Canadians tend to participate primarily in outdoor activities, while US residents and Other International visitors prefer a mix of cultural and outdoor activities. International visitors, including those from the US, have a strong preference for national, provincial or nature parks.

**Table 4 Thompson Okanagan Region Visitors Activity Preferences, 2010**

|   | BC Residents                        | Other Canadians                     | US Residents                          | Other International                 |
|---|-------------------------------------|-------------------------------------|---------------------------------------|-------------------------------------|
| 1 | Beach                               | Beach                               | National, provincial or nature park   | National, provincial or nature park |
| 2 | Camping                             | National, provincial or nature park | Historic site                         | Historic site                       |
| 3 | Boating/ canoeing/ kayaking         | Hiking or backpacking               | Museum or art gallery                 | Museum or art gallery               |
| 4 | Hiking or backpacking               | Boating/ canoeing/ kayaking         | Boating                               | Zoo or aquarium                     |
| 5 | National, provincial or nature park | Wildlife viewing or bird watching   | Performance such as a play or concert | Boating                             |

Source: Destination BC, *Regional Tourism Profile Thompson Okanagan April 2013*.

Due to changes in the hotel tax, room revenues in BC are no longer tracked for accommodation properties, except for those participating in the Community and Municipal and Regional District Tax. As seen in Table 5, the change in revenue between 2010 and 2012 varied by community with Kamloops, Kelowna, Osoyoos, Penticton and Vernon increasing, and Sun Peaks and Valemount declining. Data for Merritt is no longer collected or tracked.

**Table 5 Room Revenues in \$000, 2010-2012**

| Thompson Okanagan              | 2010   | 2011   | 2012   |
|--------------------------------|--------|--------|--------|
| Kamloops                       | 42,613 | 46,889 | 44,726 |
| Kelowna                        | 67,561 | 66,472 | 68,969 |
| Osoyoos                        | 13,651 | 14,403 | 14,965 |
| Penticton                      | 21,840 | 21,451 | 22,544 |
| Sun Peaks Mountain Resort Area | 3,949  | 4,189  | 3,595  |
| Vernon                         | 16,289 | 17,692 | 20,706 |

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|  |       |       |       |
|--|-------|-------|-------|
| Valemount  | 1,284 | 2,245 | 947   |
| Clearwater & area (gaps in data from 2010 to 2011) | -     | -     | 2,982 |
| Merritt (ended June 2012)                          | 3,857 | 3,775 | 1,647 |

Source: BC Stats, *Room Revenues in Selected Areas, by Community Municipal and Regional District Tax (MRDT)*, 2012

### 9.4.3 Traditional Visitor Markets

A profile of travellers in Enderby is not available but a 2004 Destination BC survey produced some insights into Okanagan Valley visitors.<sup>9</sup> Key findings of the study were as follows:

- BC residents comprised 42% of all visitors, with Canadian from outside BC making up another 39%. Visitors from overseas countries made up 11%, while US visitation was responsible for the remaining 8%.
- The majority of visitors (71%) were travelling for leisure, another 19% were visiting friends and relatives.
- Over two-thirds (71%) of travellers planned their trips 3 or more weeks in advance.
- The Internet (40%) was the most frequently cited source of information used by travellers planning their trip to the Okanagan. Word of mouth (35%) and brochures and books (23%) were other information sources frequently used.
- Popular activities included swim/other water based activities (75%), visiting a farm/farmers market/orchard/food processor (75%), shopping (66%) and nature-based activities (64%).
- Activities rated as important or very important in trip planning included swimming/other water based activities (67%), nature-based activities (60%), sporting events other than golf (59%), wine festivals (56%), a farm/farmers market/orchard/food processor (52%) or golf (52%).
- Activities that were rated as important but not participated in as much included sporting events, visiting a wine festival, visiting a heritage festival/event and visiting a First Nations attraction.
- The two most frequently cited positive images visitors had of the Okanagan Valley were the beautiful landscape/scenery (68%) and the good climate (65%). Almost three-fifths (56%) of all travellers mentioned the landscape/scenery as the region's most unique characteristic.
- The negative image of the Okanagan Valley that was most frequently cited by over a third (36%) of all travellers was the amount of traffic.
- On average, travelers spent \$167 per day.

A 2008 study of Okanagan Valley wine consumers produced similar results:<sup>10</sup>

<sup>9</sup> *A Profile of Visitors to British Columbia's Okanagan Valley: Focus on cultural tourists*. Research Services, Tourism British Columbia. January 2004.

<sup>10</sup> *Okanagan Valley Wine Consumer Research Study 2008 Results*. Research and Planning, Tourism British Columbia. Summer 2009.



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- BC residents comprised 50% of independent, leisure visitors, Alberta 26%, other Canada 13%, US 5% and international 5%.
- The majority of visitors (72%) were travelling for leisure, another 27% were visiting friends and relatives.
- The majority of travellers (77%) planned their trips 3 or more weeks in advance.
- Advice from family and friends (60%), past experience visiting wineries in the Okanagan Valley (55%) and tourism/travel/visitor guides or books (49%) were among the top information sources used before travel. Also important information sources used prior to leaving home included maps (48%), prior experience at winery (44%) and a local or regional tourism website (44%). Maps (53%), tourism/travel/visitor guides or books (53%), and advice received from friends and relatives (44%) were the top information sources used during travel. Also important, but less frequently used, information sources during trip included Visitor Centres (41%), past experience visiting wineries in the Okanagan Valley (35%), winery business brochures (34%) and prior experience visiting particular winery (34%).
- Of those travellers who did not indicate wine as the primary trip purpose, 25% indicated they had no specific leisure activity, 20% indicated a nature-based activity and 15% named lake activities.
- Over three quarters (79%) were very satisfied with their overall wine touring experience in the Okanagan Valley. Less than a tenth (8%) of respondents indicated that they were somewhat or very dissatisfied. Reasons provided by these respondents were related to a service or amenities that was lacking, poor accommodation, expensive wine or lack of information. Those highly satisfied gave reasons of high level of service, high quality of wine/food and relaxed atmosphere as some of the contributors to their satisfaction.
- On average, travelers spent \$305 per party, per day.

In 2012, Tourism British Columbia commissioned research to determine the perceptions visitors from regional markets (BC, Alberta and Washington) have of BC's six tourism regions (Tourism BC, *2012 In-Market Research Report Thompson Okanagan*). The following points summarize the attributes of the Thompson-Okanagan (TO) region as perceived by visitors:

- Visitors to any BC region are looking for destinations which offer value for money, a place to relax and unwind and which serve as a good getaway from everyday life.
- Most BC and Albertan residents are familiar with Thompson Okanagan destinations. Familiarity is significantly lower among Washington State residents.
- Key activities which motivate trips to TOTA are sightseeing, nature, wildlife viewing and visiting friends or relatives.
- Visitors to TOTA are most likely to participate in sightseeing, nature, wildlife viewing, shopping, visiting wineries, visiting friends or relatives and hiking on their trip.
- Half of respondents are likely to visit the Thompson Okanagan in the next two years, most likely for a 'mini-vacation' (3-5 nights), followed by a 'getaway' (1-2 nights) and a 'vacation' (6+ nights) during the summer. Winter and spring are popular seasons to take 'day trips' in comparison to other seasons. Outdoor recreation activities and trips to relax and unwind are key motivators for future trips to TOTA.

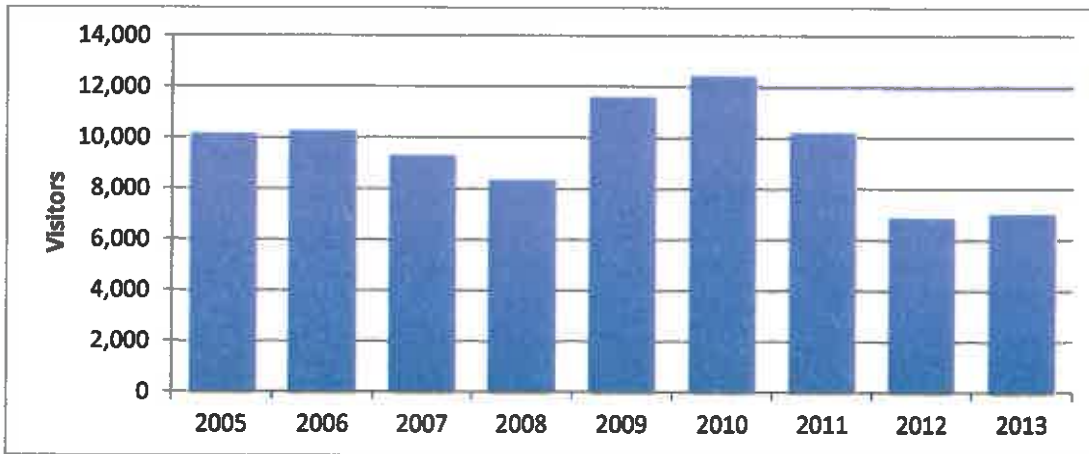
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- The Internet (on a computer as opposed to a mobile device) is heavily relied-upon for pre-trip planning, while information centres and online (at accommodations) are the most popular information sources during trips.
- Lack of interest in visiting or returning to the region, as well as preferring to visit a different or international location are key reasons given by respondents who are unlikely to take a trip to TOTA in the next two years.
- Half of visitors to TOTA have a positive overall impression of the region, which ranks it 4th out of the 6 British Columbia Tourism regions (after Vancouver Island, Kootenay Rockies and Vancouver Coast Mountains).

### 9.4.4 Tourism Indicators – Enderby

Visitor Centre (VC) attendance in Enderby between 2005 and 2013 is shown in Figure 7. In 2013, close to 7,000 visitors were hosted versus 10,000 in 2005. The average attendance for the nine year period ending in 2013 was also 9,600. The peak attendance year was 2010.

**Figure 7 Enderby Visitor Centre Annual Attendance, 2005-2013**

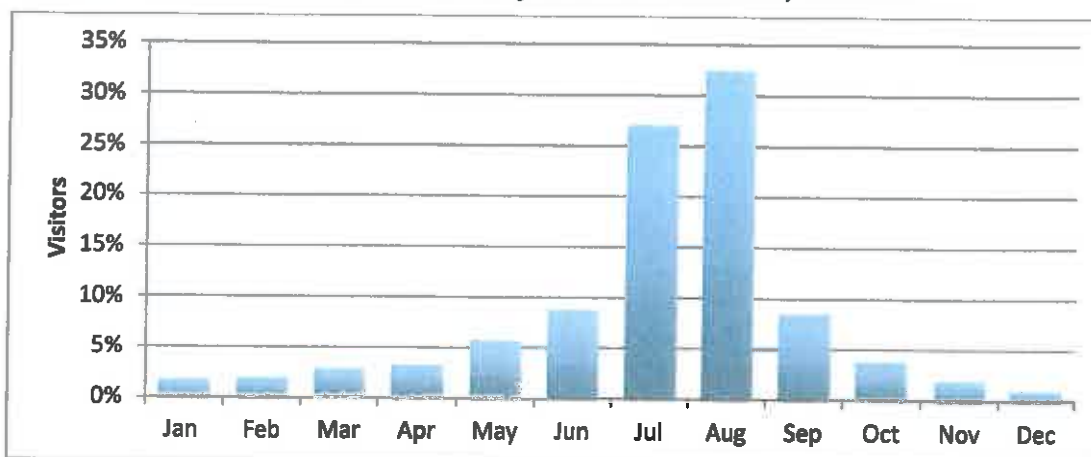


Source: Destination British Columbia March 2012

As with most regions of the province, VC attendance is highest in the summer when the majority of touring travellers visit the region (Figure 8).

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**Figure 8 Enderby Visitor Centre Monthly Share of Attendance, 2004-2012**



Source: Destination British Columbia, March 2012

HelloBC.com and local destination marketing organizations (DMOs) provide online resources and travel assistance. Still, many services, which cannot be provided over the Internet, including personal interaction with on-site travel counsellors, will continue to be an important service function for VCs. The value of visitor centre studies conducted by Destination BC show that the presence of qualified travel counsellors does have a positive impact on local visitor behaviour. For example, the study of the Kelowna Visitor Centre found that over forty percent of travellers learned about new activities/places/attractions, 13% would stay at least on additional night and 34% would make another trip as a direct result of the information they obtained at the VC.<sup>11</sup>

Traffic volumes for permanent highway count stations in the Enderby region are shown in Table 6. Route 97A north of Armstrong has the highest traffic volume, followed by Route 1 north of Sicamous at Craigellachie. Route 97 west of Vernon had the lowest traffic volumes of the three stations. Traffic increased along all three routes between 2003 and 2012 at an approximate rate of 1% annually.

**Table 6 Annual Average Daily Traffic for Count Stations In or Near Enderby**

|      | Count Station  |   |                          |
|------|--|---|--------------------------|
|      | Hwy 97A, 4 km north of the north access to Armstrong | Hwy 97, 1.9 km north of the brake check area, Monte Creek | Highway 1, Craigellachie |
|      | Number of Vehicles                                   |   |                          |
| 2012 | 10,465   | 4,005   | 5,950                    |
| 2011 | 10,379   | 4,172   | 5,960                    |
| 2010 | 10,754   | 4,039   | 6,085                    |
| 2009 | 10,526   | 3,957   | 5,767                    |
| 2008 | 10,419   | 3,889   | 5,832                    |
| 2007 | 10,565   | 4,047   | 4,711                    |
| 2006 | 10,305   | 3,957   | 5,658                    |

<sup>11</sup> Value of The Kelowna Visitor Info Centre Study Results Research Services, Tourism British Columbia. May 2003.

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|                       |       |       |       |
|-----------------------|-------|-------|-------|
| 2005                  | 9,865 | 3,817 | 5,621 |
| 2004                  | 9,471 | 3,956 | 5,572 |
| 2003                  | 9,254 | 3,648 | 5,383 |
| Average Annual Change | 1.2%  | 0.9%  | 1.0%  |
| 2001-2012 Change      | 13.1% | 9.8%  | 10.5% |

Source: BC Ministry of Transportation, Traffic Data Program, for years 2003 to 2012

## 9.5 Tourism Management

### 9.5.1 Higher Level Plans

Tourism planning in Enderby should be integrated with higher level plans to take advantage of research, expertise and programs available from senior governments. The national, provincial and regional context is outlined in the following paragraphs.

Within the federal government the Ministry of Industry has the lead responsibility for tourism. The Minister of State (Small Business and Tourism) has specific responsibility to promote tourism and small business development. The Canadian Tourism Commission is Canada's national tourism marketing organization; it is a Crown corporation that reports to Parliament through the Ministry of Industry. A number of federal government departments and agencies provide significant support for tourism through funded programs and through the direct control and operation of tourism attractions. The Federal Tourism Strategy can be accessed [online](#).<sup>12</sup>

At the provincial level the Ministry of Jobs, Tourism and Skills Training has the lead responsibility for tourism. Destination BC is an industry led crown corporation that works collaboratively with tourism stakeholders across the province to coordinate marketing at the international, provincial, regional and local levels. Destination British Columbia has been mandated to fulfil several key marketing and leadership responsibilities critical to the long-term, sustainable growth of the provincial tourism industry. These include:

- Marketing British Columbia domestically, nationally and internationally as a tourist destination;
- Promoting the development and growth of the tourism industry in British Columbia to increase revenue and employment in, and the economic benefits generated by, the industry, including, without limitation, by:
  - Providing support for regional, sectoral and community tourism marketing;
  - Providing industry leadership in tourism marketing;
  - Promoting training and development related to tourism marketing;
  - Providing support for Visitor Centres; and
  - Conducting tourism-related market research;
- Enhancing public awareness of tourism and its economic value to British Columbia; and
- Providing advice and recommendations on tourism-related matters.

As a destination marketing organization, Destination BC is structured to develop and deliver programs and services that attract visitors to B.C. and help ensure that the quality of their vacation experience keeps them coming back for more. A number of other provincial

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<sup>12</sup> <http://www.tourism.gc.ca/eic/site/034.nsf/eng/home>

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government ministries address tourism-related topics such as Highways, BC Parks and others. Both the [Provincial Tourism Strategy](#) and [Destination BC's corporate strategy](#) can be accessed online.

Destination BC works with regional, community and industry partners on multiple programs designed to support the growth of the industry through cooperative marketing and development initiatives.

At the regional level, TOTA has completed an industry-led regional strategy planning process for the region's tourism industry - [Embracing our Potential: a ten-year tourism strategy for the Thompson Okanagan Region](#).

### 9.5.2 Local Planning and Policy Context

Table 7 summarizes tourism or tourism-related planning. The Community Tourism Reports of 2009 had three components:

1. Arts, Culture and Heritage Tourism;
2. Environmental and Agricultural Tourism; and
3. Sport Tourism.

With these reports some recommendations such as closer ties to the business community, the marketing handbook, greater number of events and strategic planning alliances have many shared interests with general tourism development.

The Our Enderby Integrated Community Sustainability Plan (ICSP) highlighted nine Strategy Area (or areas of focus for community sustainability), intended to provide direction to the Official Community Plan (OCP) and overall community development, including:

1. Community & Individual Health;
2. Downtown Resiliency;
3. Transportation & Infrastructure;
4. New Industry & Business;
5. Existing Industry & Business
6. The Natural Environment;
7. Recreation & Leisure;
8. Arts, Culture, Heritage & Beautification; and
9. Tourism & Marketing.

Many of these Strategy Areas have direct and indirect linkages to many objectives and strategies identified within this tourism plan. Many of the objectives and strategies within the ICSP have or will be implemented through the Revitalization Committee or the City's policy and regulatory framework update process.

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TOTA has also been active coordinating and working with Enderby on their marketing efforts, through the CTO program. In the fiscal year ending March 31, 2014, TOTA assisted Enderby with website improvements with content and design updates to responsive design utilizing EQ photography and writing style in alignment with the Thompson Okanagan Regional Strategy.

**Table 7 Enderby Tourism Planning Initiatives**

| Title  | Description  |
|--|--|
| Community Tourism Reports (Sport Tourism 2009)   | <ul style="list-style-type: none"> <li>• Initiatives               <ul style="list-style-type: none"> <li>▪ Communicate with core sports groups</li> <li>▪ Marketing Plan Handbook</li> <li>▪ Network with business community</li> <li>▪ Sustainable financial model</li> <li>▪ Increase awareness of sports tourism</li> <li>▪ Strategic planning alliance</li> <li>▪ Invest in training and support</li> <li>▪ Target under-utilized assets</li> <li>▪ Increase golf, fishing, snowmobile exposure</li> <li>▪ Increase events</li> </ul> </li> </ul>   |
| Our Enderby ICSP (2013)                          | <ul style="list-style-type: none"> <li>• Nine Focus Areas, including the following priority initiatives:               <ul style="list-style-type: none"> <li>▪ Arts, Culture, Heritage &amp; Beautification; and                   <ul style="list-style-type: none"> <li>• Downtown revitalization</li> <li>• Well organized events, target kids</li> <li>• Market local culture history and heritage</li> </ul> </li> <li>▪ Tourism &amp; Marketing.                   <ul style="list-style-type: none"> <li>• Improved messaging that will get people to stop</li> <li>• Market as Green Capital</li> <li>• Build upon creative ideas for drawing tourists</li> </ul> </li> </ul> </li> </ul> |
| 2013 Workshop Results (Revitalization Committee) | <ul style="list-style-type: none"> <li>• Key topics               <ul style="list-style-type: none"> <li>▪ Branding</li> <li>▪ Theming</li> <li>▪ Events</li> <li>▪ Marketing</li> </ul> </li> </ul>   |

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### 9.5.3 Funding

The Chamber of Commerce is responsible for tourism functions. These are funded through a fee-for-service for the Visitor Centre operation plus the operating contract for the Riverside RV Park. The revenues from the latter are dedicated to economic development, tourism and marketing, along with supporting the Chamber's core operating expenses.

Funding models for tourism vary by community but typically include direct funding through budget allocation, grant programs, tourism programs or fee-for-service agreements from all levels of government.

In BC, the Municipal and Regional District Hotel Room Tax (MRDT)<sup>[3]</sup> program assists municipalities, regional districts and other eligible entities in promoting tourism in their area and financing new tourist facilities or programs. The tax is collected on fixed roof accommodation with four or more units and must be approved by a minimum of 51% of the accommodation providers that control a minimum of 51% of the units in a given area. Other forms of tourism funding can also be generated through programs, events and other sources and varies by community.

Destination BC provides cooperative funding through two programs; for communities; the *Community Tourism Opportunities* program, which provides matching funds up to a set amount, typically \$8,400 per eligible community annually. The *Tourism Partners* program, registered stakeholders in the Thompson Okanagan region applying for funding need a minimum of 3 stakeholder partners participating in the marketing initiative. Marketing Alliance groups are automatically considered to have fulfilled this requirement. These programs are subject to annual review and budget approval by the province.

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<sup>[3]</sup> <http://www2.gov.bc.ca/gov/topic.page?id=F5511BE075B646D0AB69196679037D08>

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## 9.5.4 Tourism and Economic Development

Community tourism management and marketing is part of a much larger place marketing framework as illustrated in Figure 9. It is therefore important that tourism planning be coordinated amongst organizations involved directly in tourism but also general community development.

Figure 9 Place Marketing Framework



Enderby's direct contribution to tourism marketing includes the following:

- Enderby Chamber of Commerce and Visitor Centre
  - New destination website exploringenderby.com (pilot project with TOTA)
  - Annual Exploring Enderby print guides
  - Partnered YLW Connection magazine (feature article)
  - Pad map
  - Image bank
  - Radio campaigns
- Partnership with Shuswap Tourism
  - Inclusion of [Enderby](#) on the Shuswap website
  - Inclusion of Enderby in print marketing collateral (trail, biking guides, etc.)
  - Inclusion of Enderby in the Official Shuswap Vacation guide
  - Inclusion of Enderby in promotions at various consumer shows and other Shuswap Tourism promotions





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Figure 10 Enderby Official Destination Website

Enderby participated in a pilot project with TOTA for integration of the [Thompson Okanagan Regional Strategy](#), which utilizes the Canadian Tourism Commission [Explorer Quotient](#) program. Note: This project was funded through the *Community Tourism Opportunities* funding as a legacy project for the community of Enderby in partnership with the Enderby Chamber of Commerce.



[www.exploringenderby.com](http://www.exploringenderby.com)



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Enderby has participated in the [Community Tourism Opportunities program](#) for cooperative marketing funding since 2011. Total Destination BC cooperative funds supporting Enderby projects \$20,321. Note: The program is based on 50% cost share resulting in projects valued at \$40,642. Current funding approved for \$8,400 to March 31, 2015. Program highlights are shown in Table 8.

**Table 8 Destination BC Funded Activities in Enderby, 2011-2013**

| Program/Project – Destination BC \$ Contributions | Amount               |
|---|----------------------|
| <b>CTO FY 2014/15 – Funding approved for</b>      | <b>TOTAL \$8,400</b> |
| Pad Maps  | \$2,400              |
| Web enhancements digital SEO                      | \$750                |
| Imagery   | \$350                |
| 2015 Exploring Enderby Visitor Guide              | \$4,900              |
| <b>CTO FY 2013/14</b>                             | <b>TOTAL \$7,838</b> |
| Pad Maps  | \$2,392              |
| Imagery   | \$500                |
| 2014 Exploring Enderby Visitor Guide              | \$4,946              |
| <b>CTO FY 2012/13</b>                             | <b>TOTAL \$7,200</b> |
| Imagery   | \$1,750              |
| Copywriting website                               | \$1,250              |
| Website design                                    | \$4,200              |
| <b>CTO FY 2011/12</b>                             | <b>TOTAL \$5,283</b> |
| Historic Walking Tour Brochure                    | \$350                |
| 2012 Exploring Enderby Visitor Guide              | \$4,933              |

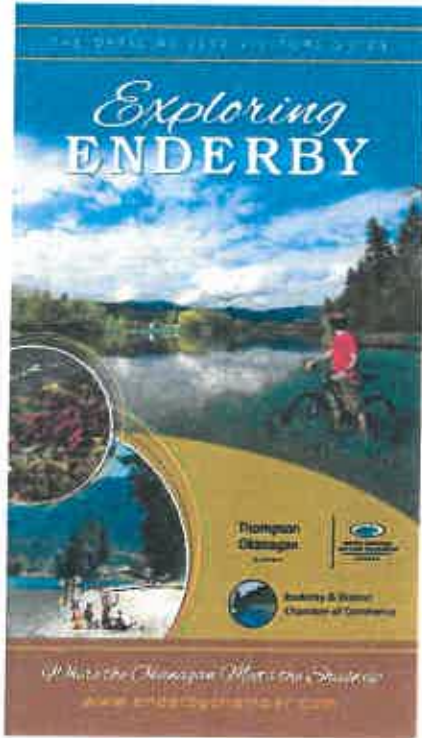
Refer to the **Tourism Activities Summary** issued annually by Destination BC for a summary of key activities for Enderby.

# COMMUNITY TOURISM FOUNDATIONS

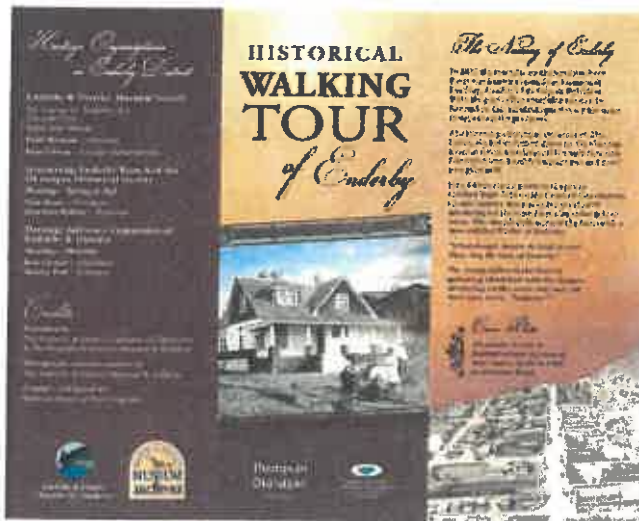
Other samples of materials for Enderby utilized by the Community Tourism Opportunities program is shown in Figure 11.

Figure 11 Sample Projects Enderby

## 2012 Visitor Guide



## Historical Walking Tour



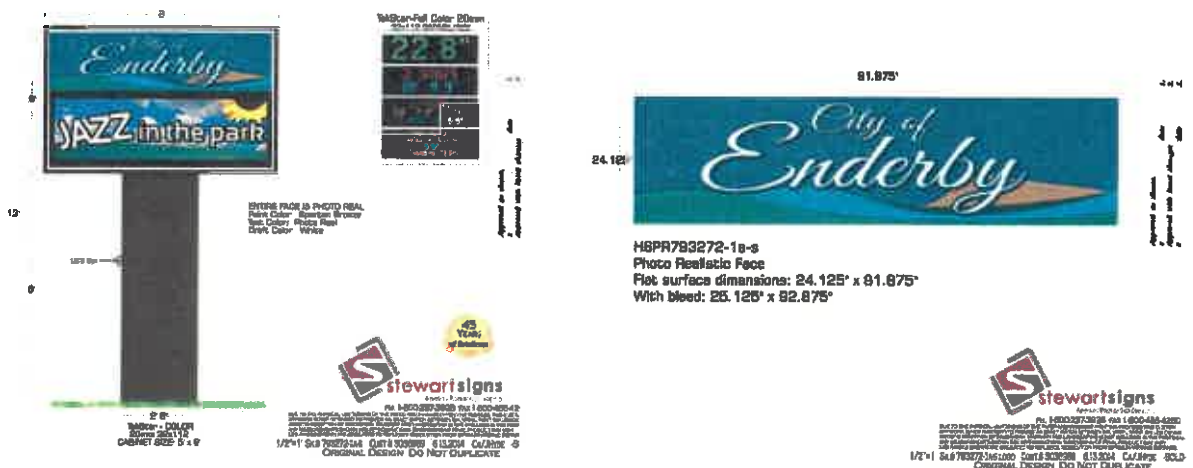
# COMMUNITY TOURISM FOUNDATIONS

Figure 1 Enderby Themes

## Destination Imagery – Signage and Enderby Visitor Guide

Currently Enderby is utilizing the following imagery for design themes for signage and the visitor guide.

- ‘Explore Enderby’ Highway Banners;
- Way finding signage throughout the community;
- ‘Explore Enderby’ Tourism Brochure; and
- Hand Launch/Boat Launch signage



# COMMUNITY TOURISM FOUNDATIONS

## 9.6 SWOT Analysis

An overview of Enderby’s tourism strengths, weaknesses, opportunities and threats are shown in Table 9. This is an abbreviated list that touches on the high points that are affecting the scope and direction of tourism development in Enderby. Most were brought up and highlighted in the *Our Enderby* public engagement process. The strengths include the community’s strategic location linking the Okanagan to the Shuswap, the climate, the small town atmosphere that contrasts with the much larger communities of the Okanagan and the nature-based recreation and tourism opportunities.

Weaknesses relate to the lack of market awareness, funding challenges, event coordination, lack of accommodation and in particular the poor public perception of “tourists” due to their adverse effects on the natural environment.

The major opportunities include more sophisticated event development that attracts visitors, better products and experiences especially for highway travellers, partnerships and alliances with an emphasis on the development of Aboriginal tourism in cooperation with the Splat’sin, and finally a renewed focus on branding, marketing and selling Enderby.

Cooperation among stakeholders, including communities and industry, is an ongoing concern as it is imperative for building a strong tourism base. Changing travel markets, infrastructure and the costs of travel are other threats facing tourism in the Enderby region.

**Table 9 Strengths, Weaknesses, Opportunities and Threats**

|   |  |
|---|--|
| <b>Strengths</b> <ul style="list-style-type: none"><li>◆ Outdoor recreation</li><li>◆ Location</li><li>◆ Small town charm</li><li>◆ Climate</li></ul>   | <b>Weaknesses</b> <ul style="list-style-type: none"><li>◆ Market awareness</li><li>◆ Funding</li><li>◆ Event coordination</li><li>◆ Accommodation</li><li>◆ Perception of tourists</li></ul> |
| <b>Opportunities</b> <ul style="list-style-type: none"><li>◆ Event development</li><li>◆ Outdoor products</li><li>◆ Downtown</li><li>◆ Relationships and alliances</li><li>◆ Renewed branding</li></ul> | <b>Threats</b> <ul style="list-style-type: none"><li>◆ Lack of cooperation</li><li>◆ Competing communities</li><li>◆ Travel markets ⇒ change</li></ul>                                       |

# COMMUNITY TOURISM FOUNDATIONS

## 10 Appendix B – Workshop Results

**Table 10 Enderby Themes**

|                             | Theme Elements             |  |                        |                     |
|-----------------------------|----------------------------|--|------------------------|---------------------|
| Identifying the iconic      | • Outdoor market           | Shuswap River                              | • River Walk           | • Enderby Cliffs    |
| Enriching local flavours    | • Green Croft Gardens      | • First Nations                            | • Mabel Lake Farms     | • Outdoor Markets   |
|                             | • Cliff Climb              | • Festival, garlic, music                  |                        |                     |
| Revealing the story         | • Heritage Walk            | • Logging                                  | • Museum               | • Quilikwa Mountain |
|                             | • Billy Minor              | • First Nations                            | Interpretive signage   |                     |
| Expanding personal horizons | • Kingfisher/Salmon Take   | • Museum                                   | • Rail Trail           | • River Walk        |
|                             | • Snowmobile/Hunters Range | • Water Sports, Kayaking, Tubing, Canoeing | • Heritage and history | • Cliff Hike        |
| Building authenticity       | • Court Yard Festivals     | • Grindrod Hubcap Tour                     | • Lorenzos Cafe        | • Markets           |
|                             | • First Nations            | • Mara Lake                                | • Museum               | • Pastures          |
|                             | • Ashton Creek             | • Arts                                     |                        |                     |

# COMMUNITY TOURISM FOUNDATIONS

**Table 11 Enderby Pillars**

|                         | Description   |
|-------------------------|---|
| <b>Events</b>           | <ul style="list-style-type: none"> <li>• Big weekend event</li> <li>• Craft Ale Festival</li> <li>• Upgrade River Days</li> <li>• Public Art Project</li> </ul>                                 |
| <b>Aboriginal</b>       | <ul style="list-style-type: none"> <li>• Co-host an event with Splats'in</li> <li>• Encourage involvement in Public Art program</li> </ul>  |
| <b>Trails</b>           | <ul style="list-style-type: none"> <li>• Regional trail group</li> <li>• Comprehensive local active transportation network integrated into a broader regional transportation network</li> </ul> |
| <b>Access</b>           | <ul style="list-style-type: none"> <li>• Close Main Street to encourage pedestrian access</li> <li>• Market to tour buses</li> </ul>  |
| <b>Research</b>         | <ul style="list-style-type: none"> <li>• Inventory</li> <li>• Conduct research for self-directed tour of public art and studio tours</li> </ul>   |
| <b>Visitor Services</b> | <ul style="list-style-type: none"> <li>• Packaging opportunities</li> <li>• City to review regulations regarding Bed &amp; Breakfasts in downtown core</li> <li>• Partnerships</li> </ul>       |

# COMMUNITY TOURISM FOUNDATIONS

Table 12 Enderby Priority Initiatives

| Initiative          | Tasks   | Resources  | Partners   |
|---------------------|---|--|--|
| Weekend events      | <ul style="list-style-type: none"> <li>Identify committee members</li> <li>Select champion</li> <li>Prepare concept and business plan</li> <li>Identify accommodation options for youth</li> <li>Establish a vision and development components</li> <li>Marketing</li> <li>Identify resources and monitor</li> </ul>  | <ul style="list-style-type: none"> <li>Moderate time commitment</li> <li>Financial needs TBD</li> </ul>              | <ul style="list-style-type: none"> <li>Chamber of Commerce</li> <li>TOTA</li> <li>Other community groups</li> </ul>                            |
| Craft Beer Festival | <ul style="list-style-type: none"> <li>Identify vendors and potential participants</li> <li>Strike a festival committee</li> <li>Develop a budget, location and date (with a preference for a shoulder season such as fall)</li> <li>Prepare a development concept</li> </ul>   | <ul style="list-style-type: none"> <li>Major time commitment</li> <li>\$5,000-\$10,000 for an event plan</li> </ul>  | <ul style="list-style-type: none"> <li>Tourism operators</li> <li>Farmers and producers</li> </ul>   |
| Splats'in Event     | <ul style="list-style-type: none"> <li>Undertake a review of previous event planning to identify successes and good practices</li> <li>Review of inventory or events and explore opportunities for Splats'in involvement</li> <li>Target recreational events</li> </ul>   | <ul style="list-style-type: none"> <li>Minor to moderate time commitment</li> </ul>                                  | <ul style="list-style-type: none"> <li>City of Enderby</li> <li>Splats'in</li> <li>Splats'in Enderby Joint Committee</li> </ul>                |
| Trails and Greenway | <ul style="list-style-type: none"> <li>Identify key players and invite to preliminary meeting</li> <li>Identify a strategy champion</li> <li>Work through the Enderby-Splats'in Active Transportation Plan</li> <li>Target existing, natural connectors to link local trails into a network</li> <li>Develop a marketing plan, including signage and other marketing tools</li> </ul> | <ul style="list-style-type: none"> <li>Moderate to major time commitment</li> <li>Implementation cost TBD</li> </ul> | <ul style="list-style-type: none"> <li>City of Enderby</li> <li>Regional District</li> <li>Shuswap Trail Alliance</li> <li>BC Parks</li> </ul> |
| Inventory           | <ul style="list-style-type: none"> <li>Update existing database</li> <li>Continually update the Exploring Enderby website with new content</li> <li>Incorporate TOTA's Unique Features Inventory</li> <li>Incorporate Chamber's member directory, where relevant</li> </ul>   | <ul style="list-style-type: none"> <li>Minor time commitment</li> </ul>  | <ul style="list-style-type: none"> <li>Visitor Centre</li> <li>Chamber</li> <li>Tourism Operators</li> </ul>                                   |



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| Initiative | Tasks   | Resources  | Partners   |
|------------|---|--|--|
| Public Art | <ul style="list-style-type: none"> <li>• Conduct internet research to fill in gaps</li> <li>• Seek council support for art projects on blank walls, lampposts and other infrastructure</li> <li>• Build support for public art projects through ongoing communications</li> <li>• Request the City to study supporting bylaws and policies</li> <li>• Prepare a public art program</li> <li>• 'Revitalization Committee and Enderby &amp; District Arts Council to develop concept for Public Art Program and develop Terms of Reference for project</li> </ul> | <ul style="list-style-type: none"> <li>• Moderate time commitment</li> <li>• \$5,000 for public art program</li> </ul> | <ul style="list-style-type: none"> <li>• Enderby and District Arts Council</li> <li>• Arts community (artisans and crafters)</li> <li>• City</li> <li>• Splats'in</li> <li>• Revitalization Committee</li> </ul> |

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## 11 Appendix C – Understanding the Market Segments

The following global profiles of the three target segments are reproduced from the CTC’s EQ Profiles (2013).

- The **FREE SPIRIT** – *is the traveller’s traveller ... they seem to love everything about travel and as in life, they embrace the experiences it offers with arms wide open.*
- The **CULTURAL EXPLORER** – *is an avid traveller who values learning and discovery while travelling. They don’t want to feel like a “tourist,” preferring just to blend in and have the most authentic experience possible rather than being confined to group tours and schedules.*
- The **AUTHENTIC EXPERIENCER** – *is a more learned, understated traveller. Travel is not their only interest in life, but they certainly appreciate it when they go. They prefer to do their own thing while at a destination, having control over what they see and when they see it.*

|  | FREE SPIRITS  | CULTURAL EXPLORERS  | AUTHENTIC EXPERIENCERS |
|--|---|---|------------------------|
| <p><b>Social Values – top defining values</b></p> <p><b>Joy of Consumption:</b> Find shopping highly gratifying. A brand name on a product or service is an indicator of quality, style and status.</p> <p><b>Social Mobility:</b> Possessing the skills and education to make it happen, FSs are highly motivated to advance in life and work.</p> <p><b>Attraction for Crowds:</b> FSs are one of the most social of all EQ types. Adept at networking, they enjoy large group atmospheres (as well as one-on-one conversations). Interacting with others gives them the chance to learn about themselves.</p> <p><b>Penchant for Risk:</b> They are confident risk-takers, secure in their ability to reach their goals no matter what obstacles they may face.</p> <p><b>Happiness:</b> Free Spirits consider themselves happy and full of vitality for life.</p> <p><b>Need for Status Recognition:</b> They want to show their success off to the world.</p> | <p><b>Importance of Spontaneity:</b> They enjoy an element of surprise and welcome unexpected circumstances that enrich their lives.</p> <p><b>Cultural Sampling:</b> They believe that other cultures have a lot to teach them.</p> <p><b>Adaptability to Complexity:</b> They are not threatened by the changes and complexities of society. In fact, they embrace complexity as a learning experience and a source of opportunity.</p> <p><b>Pursuit of Novelty:</b> Trying out new things is thrilling!</p> <p><b>Personal Control:</b> They feel in control of their lives and not afraid to take on moderate risk if it means they can learn something new.</p> <p><b>Personal Escape:</b> They long for that which is beyond the practical and they want to be transported from their everyday life.</p> <p><b>Personal Challenge:</b> They set difficult personal goals for themselves at work and at play and will finish what they start.</p> | <p><b>Personal Control:</b> They focus on maintaining a sense of autonomy and self-direction in their lives. Many are retired, with time to do the things they want to do.</p> <p><b>Importance of Spontaneity:</b> They enjoy surprises and the unexpected – they will welcome those that help them learn more about themselves and the world.</p> <p><b>Culture Sampling:</b> They show a tendency to incorporate foreign cultures into their lives, like going to an Inuit art gallery or dining at a Thai restaurant.</p> <p><b>Everyday Ethics:</b> They feel it’s important to be responsible, upstanding citizens.</p> <p><b>Skepticism towards Advertising:</b> Their tendency to question authority extends to commercials trying to sell something. They believe that individuals are responsible for their own decisions.</p> <p><b>Ecological Concern:</b> They are concerned about the health of the planet and what that means to future generations.</p> |                        |

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|   | FREE SPIRITS  | CULTURAL EXPLORERS  | AUTHENTIC EXPERIENCERS  |
|---|---|---|---|
| <b>Social Values – bottom defining values</b> | <p><b>Buying on Impulse:</b> They love to shop but they are not impulsive - they'll shop around to get exactly what they're looking for.</p> <p><b>Skepticism Towards Advertising:</b> Free Spirits have confidence in advertising and will entrust professionals to help them with major purchases or planning.</p> <p><b>Aversion to Complexity:</b> Free Spirits have a zest for life and are not intimidated by changes or complexities in society. Being spontaneous is thrilling and fun for them.</p>  | <p><b>Confidence in Big Business:</b> Their tendency to reject authority leads them to question those in leadership positions, including big businesses which they do not believe have better quality simply because they are larger/better known.</p> <p><b>Conformity to Norms:</b> They like to be unique, different from others and love to share their ideas and creativity.</p> <p><b>Ostentatious Consumption:</b> They are not highly materialistic and are offended by ostentatious consumption.</p>   | <p><b>Joy of Consumption:</b> Although they are relatively affluent and confident financially, they are not avid consumers.</p> <p><b>Living Virtually:</b> They want to connect with the real world authentically and are not content to do so by way of TV, computers or the internet.</p> <p><b>Importance of Brand:</b> They care little about brands – but they're not afraid to pay for quality if it matches their values.</p> |
| <b>Travel Values – will seek</b>              | <p><b>Constant Comparison Travel:</b> Love to travel – and brag about the superiority of the places they have visited</p> <p><b>Luxury:</b> Often aspire to stay in the most luxurious accommodations and venues.</p> <p><b>Hedonistic Rejuvenation:</b> Vacation is a time to be carefree and indulge – they will enjoy spa, nightlife and great cuisine and other opportunities for a little pampering.</p> <p><b>Checklist Samplers:</b> Want to see all the main attractions, but not in depth – they will employ detailed itineraries, ensuring that they don't miss anything!</p> <p><b>Shared Experiences:</b> Attracted to groups where they can socialize and share the experience with others – using social media for sharing during and after the trip.</p> | <p><b>Constant Travel:</b> Always excited about the next trip.</p> <p><b>Living History/Culture:</b> Love to learn about and absorb themselves in the ancient history, as well as the modern cultures of the places they visit.</p> <p><b>The Beauty of Nature:</b> Will choose destinations that provide opportunities to experience natural beauty.</p> <p><b>Fun, Shared Experiences:</b> Travel is a journey, not the destination, and is best experienced with like-minded companions who like to have fun while learning.</p> <p><b>Going with the Flow:</b> Prefer a free and spontaneous approach to seeing the sights.</p> | <p><b>Living History/Culture:</b> Love to learn about and absorb themselves in the ancient history, as well as the modern cultures, of the places they visit.</p> <p><b>To Understand Cultural Differences:</b> While they are not high on the trend Comparison Travel, they love to observe the difference between destinations.</p>   |
| <b>Travel Values – will avoid</b>             | <p><b>Comfort-Seeking:</b> Free Spirits have a higher penchant for risk, so they are not afraid to try something new or have an adventure</p> <p><b>Reluctant travel:</b> Not content to experience the world through the Internet or TV.</p>   | <p><b>Luxury/Comfort-seeking:</b> This EQ type seeks an authentic experience and doesn't need to be pampered in commercial hotels and have experiences just like home.</p> <p><b>Group/Checklist Travel:</b> Prefer not to be constrained to "tourist" schedules or destinations, and will chart their own courses.</p>   | <p><b>Hedonistic Rejuvenation/Comfort-seeking:</b> This EQ type does not shy away from living like the locals do. They like to be in control while they vacation, and don't need to be pampered and have everything taken care of for them.</p> <p><b>Escape:</b> These travelers do not feel overwhelmed by life. Travel is not about escape for them, but about personal development and learning instead.</p>                      |
| <b>Top 10 most appealing</b>                  | <ol style="list-style-type: none"> <li>1. Marine life viewing – 76%</li> <li>2. Seeing beautiful coastlines, beaches – 71%</li> <li>3. Dining at restaurants offering local ingredients –</li> </ol>  | <ol style="list-style-type: none"> <li>1. Marine life viewing – 81%</li> <li>2. Wildlife viewing – land-based animals &amp; bird watching – 78%</li> </ol>  | <ol style="list-style-type: none"> <li>1. Marine life viewing – 80%</li> <li>2. Wildlife viewing – land-based animals &amp; bird watching – 78%</li> </ol>  |

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|                          | FREE SPIRITS   | CULTURAL EXPLORERS   | AUTHENTIC EXPERIENCERS   |
|--------------------------|--|--|--|
| <b>activities</b>        | <p>71%</p> <p>4. Visiting national, provincial/state parks to view wildlife etc. – 70%</p> <p>5. Wildlife viewing – land-based animals &amp; bird watching – 69%</p> <p>6. Visiting aquariums and zoos – 67%</p> <p>7. Visiting national, provincial/state parks to visit interpretive centres etc. – 66%</p> <p>8. Visiting well-known natural wonders – 66%</p> <p>9. Staying at a waterfront resort – 65%</p> <p>10. Mountain and glacier viewing – 65%</p>   | <p>3. Dining at restaurants offering local ingredients – 78%</p> <p>4. Visiting national, provincial/state parks to view wildlife etc. – 77%</p> <p>5. Visiting well-known natural wonders – 76%</p> <p>6. Visiting small towns and villages – 76%</p> <p>7. Visiting national, provincial/state parks to visit interpretive centres etc. – 75%</p> <p>8. Visiting well-known historic sites and buildings – 73%</p> <p>9. Interacting with locals – 73%</p> <p>10. Visiting world heritage sites – 72%</p>  | <p>3. Dining at restaurants offering local ingredients – 74%</p> <p>4. Seeing beautiful coastlines, beaches – 74%</p> <p>5. Visiting well-known historic sites and buildings – 73%</p> <p>6. Visiting national, provincial/state parks to view wildlife etc. – 72%</p> <p>7. Visiting small towns and villages – 72%</p> <p>8. Visiting well-known natural wonders – 72%</p> <p>9. Visiting national, provincial/state parks to visit interpretive centres etc. – 71%</p> <p>10. Viewing Northern and Southern lights – 67%</p>  |
| <b>Experience Appeal</b> | <p><b>Free Spirits are more likely than other travellers to be interested in:</b></p> <p>1. Shopping, Dining and Other Food-related Activities</p> <p>2. Entertainment, Performing Arts and Amusement Parks</p> <p>3. Accommodation-related Activities</p> <p>4. Water-based Outdoor Activities</p> <p>5. Festivals, Events &amp; Spectator Sports</p> <p>6. Outdoor/Nature Sports &amp; Activities</p> <p>7. Winter Outdoor Activities</p> <p><b>Free Spirits are also interested in:</b></p> <p>1. Nature Observation Activities</p> <p>2. Exhibits, Architecture, Historic Sites/Buildings, Museums</p> <p>3. Sightseeing Activities</p> <p>4. Cruises &amp; Touring</p> <p>5. Hands-on Learning Activities</p> | <p><b>Cultural Explorers are more likely than other travellers to be interested in:</b></p> <p>1. Nature Observation Activities</p> <p>2. Exhibits, Architecture, Historic Sites/Buildings, Museums</p> <p>3. Sightseeing Activities</p> <p>4. Accommodation-related Activities</p> <p>5. Water-based Outdoor Activities</p> <p>6. Hands-on Learning Activities</p> <p>7. Festivals, Events &amp; Spectator Sports</p> <p>8. Outdoor/Nature Sports &amp; Activities</p> <p>9. Winter Outdoor Activities</p> <p><b>Cultural Explorers are also interested in:</b></p> <p>1. Shopping, Dining and Other Food-related Activities</p> <p>2. Entertainment, Performing Arts and Amusement Parks</p> <p>3. Cruises &amp; Touring</p> | <p><b>Authentic Experiencers are more likely than other travellers to be interested in:</b></p> <p>1. Exhibits, Architecture, Historic Sites/Buildings, Museums</p> <p><b>Authentic Experiencers are also interested in:</b></p> <p>1. Nature Observation Activities</p> <p>2. Sightseeing Activities</p> <p>3. Shopping, Dining and Other Food-related Activities</p> <p>4. Entertainment, Performing Arts and Amusement Parks</p> <p>5. Accommodation-related Activities</p> <p>6. Cruises &amp; Touring</p> <p>7. Water-based Outdoor Activities</p> <p>8. Hands-on Learning Activities</p> <p>9. Festivals, Events &amp; Spectator Sports</p> <p>10. Outdoor/Nature Sports &amp; Activities</p> <p>11. Winter Outdoor Activities</p> |

For further details on country-specific profiles – see: CTC, 2013, *EQ Profiles*. This document summarizes the 2012 series profiles for the three segments in Canada and Canada’s core international markets – Australia, France, Germany, UK and USA. 2009 profile material is available for Mexico, China, Japan and South Korea.

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### 12 Appendix D – Workshop Participants

| <b>Enderby Representatives</b>                            |  |
|---|--|
| <b>Tundra Baird</b>                                       | <b>Enderby City Councillor</b>                                       |
| <b>Tate Bengtson</b>                                      | <b>City of Enderby</b>   |
| <b>Brad Case</b>  | <b>Enderby City Councillor</b>                                       |
| <b>Howie Cyr</b>  | <b>Enderby Mayor</b>   |
| <b>Robyn Cyr</b>  | <b>Manager of Shuswap Tourism</b>                                    |
| <b>Inger Drescher</b>                                     | <b>Owner of Enderby Dinner Theater</b>                               |
| <b>Donna Felix</b>  | <b>Splats'in Band - Community Planner</b>                            |
| <b>Neil Fidler</b>  | <b>Courtyard Gallery</b>   |
| <b>Madison Giesbrecht</b>                                 | <b>Chamber of Commerce - Recreation Manager</b>                      |
| <b>Kurt Inglis</b>  | <b>City of Enderby</b>   |
| <b>Phil McIntyre-Paul</b>                                 | <b>Project Coordinator for Shuswap Trail Alliance</b>                |
| <b>Carmen Massey</b>                                      | <b>Shuswap Tourism</b>   |
| <b>Ted Morrison</b>                                       | <b>Chamber of Commerce - President</b>                               |
| <b>Tatianna O'Donnell</b>                                 | <b>Arts Council / Courtyard Gallery - Enderby Artists Initiative</b> |
| <b>Corinne Peard</b>                                      | <b>Chamber of Commerce - General Manager</b>                         |
| <b>Denny Pearson</b>                                      | <b>Riverside RV Park</b>   |
| <b>Anne Pearson</b>                                       | <b>Riverside RV Park</b>   |
| <b>Marcy Peel</b>   | <b>Resident</b>  |
| <b>Destination BC Representatives and Co-facilitators</b> |  |
| <b>Simone Carlyle-Smith</b>                               | <b>Thompson Okanagan Tourism Association</b>                         |
| <b>Steve Nicol</b>  | <b>Destination BC Facilitator - Lions Gate Consulting</b>            |

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## 13 Appendix E - Acronyms and Definitions

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AtBC – Aboriginal Tourism Association of British Columbia

CE – City of Enderby

**CTC – Canadian Tourism Commission:** the CTC is Canada’s national tourism marketing organization. It is a federal Crown corporation that has been mandated to sustain a vibrant and profitable tourism industry by supporting a cooperative relationship between the private sector and the governments of Canada, the provinces and the territories. The CTC works with its partners to promote Canada’s *extraordinary experiences* in eleven countries around the world: the Americas (Mexico and Brazil), Europe (the United Kingdom (UK), Germany and France), Asia (China, India, Japan and South Korea) and Australia. The CTC also conduct business events sales activities in the United States.

**CTF – Community Tourism Foundations:** Destination British Columbia works with the province's six Regional Destination Marketing and Management Organizations (RDMOs) and communities throughout the province on tourism development and planning initiatives. The [\*Community Tourism Foundations\*](#) program is designed for communities seeking assistance in short and long-term destination planning. By providing a range of tools, proven resources and customized destination and market development assistance, the program accommodates the needs of communities in various stages of tourism development.

**CTO – Community Tourism Opportunities:** [\*Community Tourism Opportunities\*](#) is a province-wide program that provides cooperative funding for eligible tourism activities in communities throughout BC. The program is designed to assist communities that are in a position to implement their own tourism building initiatives

DMO – Destination management and/or marketing organization

ECS – Enderby Community Society

EDAC – Enderby and District Arts Council

EDCC – Enderby and District Chamber of Commerce

**EQ – Explorer Quotient®:** the CTC’s market segmentation system based on the science of psychographics. Market segmentation is a marketing analysis technique that allows businesses to group customers into “segments” based on given criteria such as demographics, geography or even psychological factors (attitudes, beliefs and values). This approach allows tourism businesses to identify and understand those segments that are most likely to buy their products, to then better align their marketing and product development efforts accordingly.

Psychographics is an evolution of the traditional field of demographics. Instead of just breaking travellers into groups based on age, income, gender, family status or education level – all of which is useful information – psychographics looks deeper at people’s social values and views of the world.

EQ breaks each geographic market down into different psychographic groups, called Explorer Types. Each type is identified by particular characteristics stemming from social and travel values, travel motivations and behaviours. The CTC selected Canada’s best Explorer Type prospects based on their affinity for the *Canada. Keep Exploring* brand, as well as love of travel,

## COMMUNITY TOURISM FOUNDATIONS

potential for being high-yield customers and propensity for word-of-mouth advocacy. This resulted in the selection of target types in each of the CTC's primary geographic markets. (Source: CTC, December 2012, *EQ Profiles*)

KIC – Kingfisher Interpretive Centre

LSSS – Lower Shuswap Stewardship Society

MJTST – Ministry of Jobs, Tourism and Skills Training

MOTI – Ministry of Transportation and Infrastructure

MOU – Memorandum of Understanding

MRDT – Municipal and Regional District Tax

RDNO –Regional District of North Okanagan

PC – Partner Communities (in Enderby Community Society)

**TOTA – Thompson Okanagan Tourism Association: an industry-led Regional Destination Management Organization that represents and supports all business and community tourism interests throughout the Thompson Okanagan region.**

