



# FIVE YEAR BUSINESS PLAN 2024 - 2029

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## **A STRATEGIC INSIGHT TO GROWING TOURISM FOR OSOYOOS**

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

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# Executive Summary

The Destination Osoyoos Business Plan has been developed through a combination of review of the previous five-year business plan which was developed in 2017 for our 2018 MRDT renewal, identification of industry trends, delivery of destination development workshops, and industry stakeholder consultation and engagement sessions including:

- Input from the Osoyoos Indian Band
- Completion of the annual Stakeholder Satisfaction Survey
- Delivery of stakeholder training seminars
- 2 Osoyoos stakeholder engagement sessions
- Monthly meetings and discussions at the annual Thompson Okanagan Tourism Association (TOTA)
- Research from the Thompson Okanagan Tourism Association, Destination British Columbia (DBC), and Destination Canada
- Reporting to; Town of Osoyoos Mayor and Council, RDOS council
- Input from the Destination Osoyoos Board of Directors

While the plan presents goals and strategies up to 2029, greater detail and focus will be outlined in annual strategic plans. The business plan remains flexible and fluid enough to enable marketing strategies to adjust to industry trends and demands as well as any unexpected challenges and opportunities while still ensuring the organizational structure embodies a balance of cost effectiveness, accountability, and professionalism.

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## Vision

Osoyoos will be known as Canada’s most desirable year-round destination.

## Mission

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

## Values Of Destination Osoyoos

In the pursuit of the Society's Vision and Mission, Destination Osoyoos will conduct itself within the following values: (CIRIS)

Collaboration

Integrity

Respect

Inclusiveness

Sustainability

## Strategic Context

This plan is intended to be a working document for Destination Osoyoos and its stakeholders while providing guidance to the organization as it is the recognized tourism marketing and management organization as well as the designated recipient of the MRDT in the town of Osoyoos. Tourism continues to be a growth strategy for our community and our region. Destination Osoyoos has established the

organization to be a relevant and important entity that has contributed significantly to the community growth and increased revenues experienced by its stakeholders. Local employment is significantly seasonal and continues to exceed the labor force supply. Regionally we are sitting at 5.9% unemployment which is considered full employment. The local demographic further exacerbates the issue of an insufficient labor force as the average age in Osoyoos is 57 years of age. We are known as a resort community as well as a retirement community, with a significant number of investment property homes. In addition to our MRDT our funding comes from Fee for Service contracts with the Town of Osoyoos, the RDOS, and the Osoyoos Indian Band. All agreements compliment the Destination Osoyoos key mandate to deliver tourism marketing and product development for the community.

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

Balancing the opportunities with available resources and ensuring consideration continue to be given to the challenges such as seasonality, labor shortages and capacity of the accommodation market will continue to be priorities in the next several years. The 3% Municipal and Regional District Tax (MRDT) revenue will continue to provide Destination Osoyoos with approximately \$900,000 in annual funds. The enhanced funds will continue to assist DO in building upon current activities and events, development of stakeholder assets and training programs allowing for the development of new exceptional experiences while building greater awareness of our destination in key markets that will ultimately realize increased visitation to our community.

## Sustainable Destination Development

In 2015, the United Nations created 17 Sustainable Development Goals and aimed to achieve them by 2030. All 193 United Nations Member States agreed on these 17 goals to end poverty, ensure prosperity, and protect the planet. As Destination Osoyoos looks forward, the years to come, our organization will focus on the current and future economic, social, sustainable and environmental impacts, addressing the needs of visitors, the industry, and the environment. Destination Osoyoos will follow the 17 Sustainable Development Goals (SDGs) as the key framework for building a sustainable tourism destination.

The United Nations 17 Sustainable Development Goals are:





## Economic Conditions

In June 2021 Destination Osoyoos commissioned Larose Research & Strategy to undertake a comprehensive and independent evaluation of the size, composition, and characteristics of the tourism industry in Osoyoos. A study of this nature had not been conducted in the past.

Destination B.C.'s Value of Tourism model was used to estimate visitor volumes and direct tourism revenues for 2020. The primary data source for these estimates is commercial accommodation statistics in the study area. An accommodations questionnaire gathered data from local hotels and motels. Destination B.C.'s Research, Planning and Evaluation team then worked with Larose Research & Strategy to evaluate data modelling parameters, to gather and evaluate relevant statistics from key accommodation businesses, and to generate a conservative estimate of visitor volumes and direct tourism expenditures in Osoyoos, broken down by key visitor segments.

Additional economic impacts were also estimated by Larose Research & Strategy using Statistics Canada's Provincial-Territorial Input-Output Model (2015). These impact measures include total economic impacts (direct, indirect, induced, total), tourism-related employment, and tourism-derived tax revenues.

The Value of Tourism results are significant because they quantify an important source of economic activity in the region, which have never been estimated previously. The results of this project provide a significant contribution to the understanding of the local tourism industry characteristics, its economic value, and how tourism stakeholders, residents, and governments can ensure positive visitor and local resident experiences with tourism in Osoyoos.

There were an estimated 301,000 visitors to Osoyoos in 2021 and Osoyoos saw nearly twice as many overnight visitors (193,000) as day visitors (108,000) who visit the community as an intentional destination for at least a half-day. The 301,000 visitors spent \$174 million in the community – a majority of spending (94%) from independent leisure travellers. The study also found that the overall economic impact of tourist expenditures was \$264 million. Tourism directly employed 650 people in Osoyoos in 2021, which is one of the top employment industries for the community.

## Key Market Trends Relative to Destination Osoyoos

### DOMESTIC TRAVEL

In the context of growing uncertainties overseas and restrictions on international travel, Canadians have been taking more trips within their own provinces and territories. Early travellers will be highly

motivated to re-connect with family and friends after an extended time apart. This will be evident in both short-haul and long-haul domestic travel. There still remains much pent-up demand for travel, there's also a significant portion of the population that's not entirely comfortable straying far from home, creating opportunities for drive destinations and the creation of road trip itineraries for travellers willing to explore more deeply in a regional, provincial, territorial, or national context. Osoyoos is well positioned to near-drive markets including Vancouver and Calgary and continue to work with regional partners to develop road trip itineraries.

## RESPONSIBLE TRAVEL

The pandemic has changed the world of travel and further enhanced the desire to connect in meaningful ways with places visited. While socio- environmental consciousness towards travel is also on the rise. Awareness of a traveller's impact — on urban and wilderness environments and also on local populations — has led to reflection on the part of both destinations and those who enjoy them. In sensitive environments, tourism operators are clear in their desire for balanced growth that also promotes local cultures, preserves the heritage, and supports community economic development. The promotion of responsible travel will be a key aspect in Destination Osoyoos' overall sustainable development plan. Osoyoos has several attractions and product available to visitors that focus on sustainability including agritourism and regenerative farming, as well as education and preservation of our diverse desert lands, lake, and habitats.

## WILD FOR WILDERNESS

For many travellers, the freedom of wild and wide-open spaces has been the perfect antidote to confinement, driving visitation to national parks and other nature-based destinations, even in traditional off-seasons. Many travellers and nature-explorers seek physically challenging adventures and retailers and other outfitters have created trips tailored to their customers' tastes and experience. Others are looking for a more passive way to engage with the natural world, seeking easy day trips or trails they can visit with family members of all ages. Positioned as "Canada's Desert," Osoyoos offers a distinct experience for visitors seeking unique landscapes and wide-open spaces, with a variety of family-friendly nature activities and attractions.

## INDIGENOUS CONNECTION

Indigenous experiences are of growing interest to Canadian and international travellers, which helps create sustainable employment for Indigenous communities while enriching travellers' experiences through the sharing of culture, history, and tradition. Research conducted by the Indigenous Tourism Association of Canada (ITAC) and Destination Canada shows that one in three Canadians are interested in Indigenous experiences and that historically, international visitors have an even higher level of interest (37%). Osoyoos has several unique and high-quality Indigenous tourism experiences. This is an opportunity for Destination Osoyoos to build stronger connections with the Osoyoos Indian Band in the enhancement and promotion of local Indigenous product offerings and experiences.

## AFFLUENT TRAVEL BOOM

Affluent travellers are eager to spend their money on leisure trips, leading to a rebound of this segment. At the same time, the increase in savings is driving demand for legendary experiences in many demographics. The affluent travel boom is one of the clearest signs of a spending surge by the wealthy that is likely to tilt the balance of recovery. In 2021, Google's search interest in the phrase "luxury hotels" is at its highest since before 2006. Osoyoos offers a diverse range of accommodation options including high-end resort properties which will meet the demands of this high-value traveller. The development of niche leisure product that is both high-quality and focusses on wellbeing is an important

value to this market, and Osoyoos has several offerings to meet this need.

#### REMOTE WORK AND RESIDENTIAL TOURISM

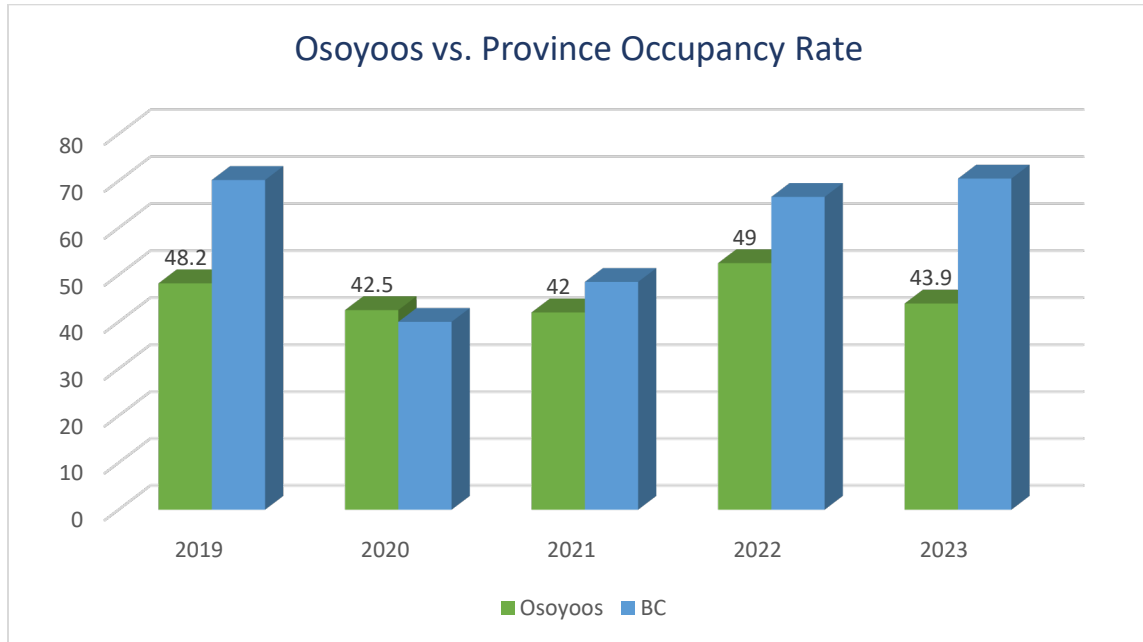
The office environment reality has radically shifted since the onset of the pandemic. Remote work, made possible during the pandemic, has worked well for many companies and employees, providing an easy and less expensive means to conduct meetings and to avoid health concerns associated with travelling during the pandemic. Remote work may become a way of life for some. People are not just working from home but working from a variety of what might be considered vacation destinations, using innovative platforms to adapt. The divide between live, work and play are smaller than ever. As a result, remote workers are increasingly a new visitor segment in many regions. Osoyoos is well positioned to welcome longer-term stays for this digital nomad market, and will continue to develop shoulder season packages to attract this visitor for weeklong stays.

## Market Performance

Local accommodation providers are boasting robust and at times historical outcomes. In the past decade, there has been recorded growth from the accommodation sector. Based on the 5-year Historical STR report for Osoyoos (2019-2023) on average there has been an increase of 9.9% in occupancy rates, an increase of approximately 8.7% in the average daily rate, and significant annual increases in MRDT.

### Occupancy Rates: 2019-2023

On average, for the past 5 years, Osoyoos hotel occupancy saw minimal decrease despite ongoing travel restrictions due to COVID-19 and natural disasters such as flooding and fires. In 2022, Occupancy rates increased substantially.



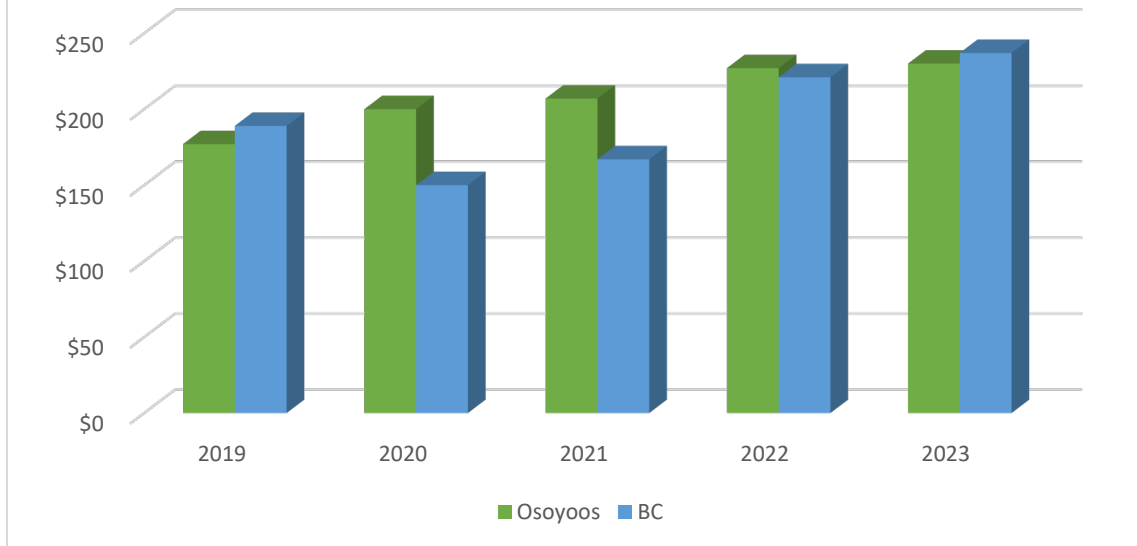
YEAR	OSOYOOS OCCUPANCY RATE	PROVINCIAL OCCUPANCY RATE
2019	48.2	70.8
2020	42.5	40
2021	42	48.5
2022	49	66.6
2023	43.9*	70.5*

\*YTD November 2023

### Average Daily Rate: 2019 – 2023

Osoyoos experienced a stable and relatively consistent ADR in the 5-year period which shows substantial economic growth in the accommodation and tourism sector, and therefore, strong MRDT revenues for the same year.

### Osoyoos vs. Province Average Daily Rate



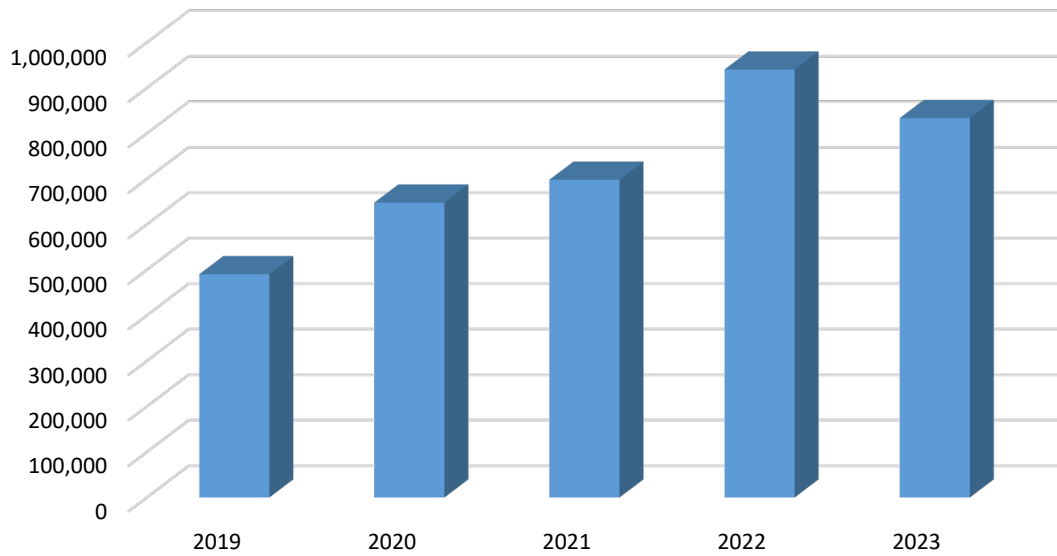
YEAR	OSOYOOS AVERAGE DAILY RATE	PROVINCIAL AVERAGE DAILY RATE
2019	\$177	\$189
2020	\$200	\$150
2021	\$207	\$167
2022	\$227	\$221
2023	\$230*	\$237*

\*YTD November 2023

## Osoyoos MRDT Funds: 2019 - 2023

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

### Annual MRDT Funds



### HOTEL TAX (MRDT) REVENUE

	2019*	2020	2021	2022	2023
Osoyoos 3% MRDT	\$490,363	\$647,879	\$698,055	\$940,395	\$863,818
Change vs. previous year	+20.3%	+32%	+7.7%	+34.7%	-8.48%

*\*began collecting 3% in September 2019*

# Strengths, Weaknesses, Opportunities & Threats

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

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Warm dry summers, mild winters</li> <li>• Year-round outdoor experiences</li> <li>• Strong Indigenous culture and tourism product offerings</li> <li>• Distinctive year-round festivals and events</li> <li>• Diverse product offerings</li> <li>• Robust variety of Agri Tourism product</li> <li>• Accessibility to key markets</li> <li>• Distinctive geographical features and landscapes</li> <li>• Long recognized as family destination</li> <li>• Wide variety of Accommodation options</li> <li>• Affordable resort destination</li> <li>• Strong partnerships with industry stakeholders</li> <li>• Efficiently managed DMO</li> </ul>	<ul style="list-style-type: none"> <li>• Minimal transportation options</li> <li>• Air accessibility</li> <li>• Affordable housing</li> <li>• Seasonal destination</li> <li>• Inconsistent delivery of product/hours</li> <li>• Lack of stakeholder engagement from some partners</li> <li>• Lack of experienced / qualified labour</li> <li>• Susceptible to forest fires and flooding</li> <li>• Lack of affordable housing available</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Assist in building new festivals and events during shoulder season</li> <li>• Development of year-round packages for all sectors</li> <li>• Further development of trail network</li> <li>• Further development of niche product offerings (Area 27; Birding, Mountain Biking)</li> <li>• Growth of agricultural charm (cideries, distilleries, wineries, farm to fork)</li> <li>• Strong resurgence of marketing in the US post-pandemic by Provincial &amp; Federal DMOs</li> <li>• Well positioned in Snowbird market</li> <li>• Positioning Osoyoos as top-rated Incentive destination</li> <li>• Hike and Bike trail network development</li> <li>• Motorcycle and road trip tourism</li> <li>• Growth of ecotourism experiences</li> <li>• New ownership of area hotels/motels</li> <li>• Increased collaboration with regional partners for marketing and research programming</li> </ul>	<ul style="list-style-type: none"> <li>• Wildfires and smoke</li> <li>• Seasonal flooding</li> <li>• COVID-19 and related travel restrictions</li> <li>• Lack of stakeholder engagement</li> <li>• Business retention</li> <li>• Lack of local, regional and provincial coordination with Indigenous products</li> <li>• Tourism industry labour issues and retention demands</li> <li>• Tighter visa regulations, border controls and increased duties for foreign travelers</li> <li>• Inflation</li> <li>• Increased competition</li> <li>• Major competition for prime festival/event dates</li> <li>• Negative perception of Winter highways</li> </ul>

## External Opportunities

### ACCELERATED DIGITIZATION

As part of this transformation, governments have an opportunity to reimagine their roles in providing data infrastructure and capabilities to the tourism sector. Data will give destinations a greater understanding of their visitors and allow them to see trends, make predictions and enhance experiences. Further, better data on customer journeys and preferences, coupled with insights on products, experiences and infrastructure, mean destinations can be more strategic in making demand-informed investments in destination development and stewardship. Destination Osoyoos will continue to use consumer data such as PRIZM analytics to make data driven marketing decisions and will ensure that stakeholders are prepared to meet consumer demands by the regular hosting of digital training seminars and sharing of digital resources, insights, and assets.

### SOCIAL CHANGE

The need for diversity and inclusion is key to building a more sustainable, equitable and representative society that the tourism industry must embrace for the future. While the pandemic exposed systemic racism and structural inequities around the globe, a newfound awareness is providing a unique opportunity to catalyze real change and work towards genuine reconciliation. Destination Osoyoos will continue to work towards developing a sustainable and inclusive destination which will be reflective throughout our organizational core values.

### STRATEGIC ALLIANCES AND CO-OPERATIVE MARKETING INITIATIVES

Destination Osoyoos continues to form and strengthen strategic alliances with the Thompson Okanagan Tourism Association (TOTA), Osoyoos Indian Band, Similkameen Independent Wineries Association, Oliver Osoyoos Wineries Association, Osoyoos Motel Hotel Association, and local businesses that represent key sectors. Destination Osoyoos will continue to participate in co-operative marketing initiatives on a regional and provincial level, which will enable extended reach to other parts of BC, Washington State and Alberta as well as to secondary markets that may not otherwise be achievable by marketing independently.

## External Threats

### LACK OF ACCESS & REDUCED TRANSPORT CONNECTIVITY

The fundamental change of airline economics globally will impact the competitiveness of Canadian aviation and overall air access. Reduced frequency on routes within Canada and, of particular importance, key international destinations, will have a prolonged impact on recovery prospects. This lack of air access is linked to reduced global connectivity for international carriers due to decreased or changing demand, labour shortages and delayed aircraft orders and is not expected to return for years. Access to ground transportation is increasingly limited across the country. Currently, it is inconsistent and expensive, creating challenges to the movement of travellers once in-destination. The pandemic, along with supply chain disruptions, has also forced the rental car industry to reduce a significant portion of its fleets in the early stages, reconfiguring the overall supply of rental vehicles and reshaping customer expectations in terms of availability and price.

### LABOUR & SKILLS SHORTAGE

Recruiting, training and retaining staff across all tourism sectors was a perennial challenge prior to COVID-19, a situation that was even more acute in areas requiring specialized skills (e.g., culinary), in resorts and highly seasonal destinations and in frontline positions that required unique language and cultural capabilities. With dim prospects for employment in tourism during the pandemic, many workers

have moved on to other industries resulting in a severe skill shortage and significant loss of intellectual capital in management ranks. Going forward, diminished workforce capacity and lack of training will be a major challenge to industry recovery.

#### HIGHER COSTS

High consumer demand for travel as restrictions are lifted, coupled with reduced supply and capacity, as well as workforce related constraints, are all fueling rising travel costs. Prices for airlines, hotel stays, food and car rentals have all been rising over the past several months as part of a larger inflation trend amid supply chain issues and an economic reopening. While airfares have not yet caught up with 2019 ticket prices in the US, the most popular destinations are seeing prices surge — hotel rooms in some popular destinations in the US are even more expensive than before the pandemic. In Canada, domestic fares are quickly catching up and, in some cases, surpassing 2019, while accommodation prices over the second half of 2021 are also at, or higher than, 2019 levels in some of the most in demand Canadian destinations.

#### PRODUCT DEGRADATION

For businesses already dealing with labor shortages, complex supply chains in today's global economy, COVID-19 and inflation bring uncertainty and even more challenges. Many providers have drastically scaled back operations and services, downgrading the quality of experience delivered, which clashes with consumers high expectations of travel.

## Overall Goals, Objectives, and Targets

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

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

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

## Strategies and Key Actions

Goal 1 | Work with local government, Indigenous community members, industry, and residents to facilitate sustainable destination development.

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### STRATEGIES

1. Identify key sustainable development goals from the globally recognized SDGs to align organizational practices and procedures.
2. Complete biosphere commitment and encourage stakeholders to follow suit.
3. Raise importance of sustainable destination development through communications strategy.
4. Encourage sustainable practices through marketing channels to visitors and residents.
5. Create stronger partnerships with local government to align on sustainable development goals.

### MEASUREABLE PERFORMANCE

Key Performance indicators (KPI) will include:

- Completion of assessment of our organization and alignment with key identified SDGs
- Completion of Biosphere commitment
- Number of stakeholders who complete Biosphere commitment
- Development of communications and education strategy focused on sustainable marketing and messaging for businesses, visitors, and residents
- Stakeholder satisfaction, measured through annual survey

Goal 2 | Collaborate with Indigenous tourism product providers to further expand and enhance experiences.

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## STRATEGIES

1. Further utilize resources available through Federal and Provincial Indigenous organizations.
2. Encourage engagement from local Indigenous partners with Destination Osoyoos and other agencies.
3. Continue to foster the growth of the MOU inclusive of the OIB.
4. Increase available cultural marketing opportunities with local Indigenous operators.
5. Refresh and enhance Indigenous interactive display area in visitor center.

## MEASUREABLE PERFORMANCE

Key Performance Indicators (KPI) will include

- Expansion of local Indigenous Tourism product
- Increased visitation for local Indigenous attractions and providers
- Increased revenue for local Indigenous attractions and providers
- Increased exposure for local Indigenous Tourism product

## Goal 3 | Position Osoyoos as a desirable place for the hospitality industry to live and work.

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## STRATEGIES

1. Collaborate and support with the Osoyoos Employee Housing Society to assess and address needs.
2. Foster regional relationships to develop employee sharing program.
3. Work closely with GO2HR to deliver employee training and education.
4. Support/sponsor industry specific events and incentives.
5. Collaborate with South Okanagan Chamber and the BC Hotel Assoc to create attraction initiatives for hospitality labor.

## MEASUREABLE PERFORMANCE

Key Performance Indicators include

- Deployment of employee housing survey
- Development of employee sharing program
- Number of employee training and education seminars delivered in partnership with GO2HR
- Number of industry specific events/incentives supported or sponsored
- Number of initiatives that were collaborated on to attract hospitality and tourism labor for Osoyoos
- Advancement of the Osoyoos Employee Housing Society development projects
- Increase in local employment

## Goal 4 | Explore new opportunities for collaboration and partnerships to grow experience & offerings in the region.

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## STRATEGIES

1. Develop Tourism Master Plan as a structured framework for tourism development within the municipality.
2. Develop more effective partnerships with local and regional partners including OHMA, Pride Society, Osoyoos Arts Council, Desert Centre, Desert Park, BC Restaurant and Foodservices Association, South Okanagan Chamber, OIB.
3. Expand partnerships with regional attractions.
4. Work with the Town of Osoyoos to encourage the development of community enhancements such as a BIA, Indigenous signage, attraction signage through RMI program.

## MEASUREABLE PERFORMANCE

Key Performance Indicators include

- Completion of Tourism Master Plan
- Number of new partnerships developed with local and regional partners
- Assist in development of BIA
- Consultations on community enhancements

## Brand Positioning



The Destination Osoyoos brand has evolved over the years, and through repeated exposure and strong association with the regional and provincial brand, has successfully differentiated Osoyoos from competing communities.

Adopting *Canada's Warmest Welcome* as its tagline, the Osoyoos consumer brand is positioned as an all-season and inclusive desert destination that is a showcase of Indigenous culture, award-winning

wineries, a vibrant culinary scene, sophisticated resorts, family-friendly motels, and a mecca for year-round outdoor experiences. With its warm and mild climate, the urban and eco-desert elements make Osoyoos a great choice for those seeking a weekend getaway, recreation, rest, or relaxation, while also positioning Osoyoos as a desirable and affordable community for meetings and corporate incentives.

To align the Destination Osoyoos brand with the organization's core values, DO will work towards completing a brand refresh in 2024. This brand refresh will support the organization's progression of developing a destination that is sustainable and inclusive.

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

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

## Target Markets

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

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

### Primary Markets

- Okanagan/Similkameen Valleys (Near-in markets within a 2.5-hour drive)
- Vancouver/Lower Mainland and the Fraser Valley
- Other BC, including residents of Metro Vancouver in LGBTQ2+ and digital nomad markets seeking weekend getaways and workcations
- Regional markets that include couples and families
- Alberta residents seeking activity-based experiences that include outdoor adventure, wine and culinary
- Residents of Western provinces seeking refuge in shoulder the season for week-long and month-long stays

### Secondary Markets

- Washington State/Pacific US Corridor/Eastern Canada

### Target Market Segments

- Leisure
- Camping/RV
- Snowbirds
- Outdoor Adventure
- Ski/Winter
- Wine and Culinary
- Meeting and Incentive
- Weddings
- Festivals and Events

## Management, Governance & Administration

### Organizational Structure

The Destination Osoyoos Development Society officially opened its doors as a not-for-profit Society in 1996. Governed by a local volunteer Board of Directors, the organization works closely and collaboratively with the Town of Osoyoos, the Regional District Okanagan-Similkameen, the Thompson

Okanagan Tourism Association, Destination BC, tourism stakeholders and other key organizations to support the economic, physical, social, and cultural well-being of Osoyoos.

As the designated recipient of MRDT for the Town of Osoyoos, Destination Osoyoos adheres to the following service agreement.

Provides annual presentation of the marketing plan and budget to the DO Board, community stakeholders, Destination BC, RDOS, and the Town of Osoyoos at a public Council meeting.

- Submission of annual report with audited financial statements to all partners
- 11 voting and one non-voting seat on the Destination Osoyoos Board of Directors

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

Membership in the Society, whether voting or non-voting, may be open to any person, tourism Society, recreation-oriented body, business firm, and any other groups or firms within the Osoyoos and Rural Area 'A' provided they possess a valid Business Licence within the municipality of Osoyoos and has a regulatory government body overseeing the specifics of the delivery of services and products of said business.

## Governance Structure

Destination Osoyoos Development Society is governed by an up to thirteen-member Board of Directors and the DMO management reports to a Board that is both appointed and elected by industry stakeholders. This policy board consists of up to 11 voting members and supported by 1 non-voting representative. The Board Voting Directors include 3 elected from the community as Directors at Large; 3 appointed by the Osoyoos Hotel/Motel Association; 2 appointed by the Board; 1 appointed by RDOS; 1 appointed by Osoyoos Indian Band and 1 appointed through the Osoyoos Indian Band Fee for Service Agreement The 1 non-voting Director is a representative from the Town of Osoyoos.

As a not-for-profit Society, Destination Osoyoos Development Society is strictly guided by the Societies Act and enforced Constitution and By-laws which may not be altered or added to except by special resolution. This is supported by Governance policies that reinforce the purpose of the Board, on behalf of Destination Osoyoos. These policies set strategic direction to achieve the Society's mission within legal and ethical boundaries. Terms of Reference, Conflict of Interest Guidelines and Confidentiality Policies, Annual Disclosure Statements, Code of Conduct, Roles and Responsibilities and evaluation tools for the Board, management and staff provide support of the organizations philosophy.

The Board of Directors represents the community and is given the legal corporate authority and responsibility for the achievement of the organization's mission, for its stability and for provision of systematic linkage with other organizations engaged in the pursuit of similar objectives, and the

community at large. The Board is responsible for ensuring that it has adequate information to monitor major areas of corporate performance.

### Current Board Structure (2023)

Daniel Bibby, Chair	Board Appointee	Voting
Jared Sissons, Vice Chair	OHMA Appointee	Voting
David McBean	OHMA Appointee	Voting
Tracy Wakaluk	OHMA Appointee	Voting
Vacant	OIB FFS Appointment	Voting
Vacant	Osoyoos Indian Band Appointee	Voting
Vacant	RDOS Area A Appointee	Voting
Sara Crockett	Director at Large; Elected	Voting
Rob Rausch	Director at Large; Elected	Voting
Vacant	Board Appointee	Voting
Vacant	Board Appointee	Voting
Zach Poturica	Town of Osoyoos	Non-Voting

## HR Management

Destination Osoyoos supports staff positions to ensure the delivery of day-to-day operations and the implementation of the overall destination marketing and business plan. The organization strives to maintain a balance between administrative costs and marketing dollars that are put directly into the marketplace, and as such, maintains a lean but extremely competent and dedicated staff. There are currently 4 full time positions and 1 part time position within the organization and depending on demands and weight of initiatives, additional contractors may be secured on a project-by-project basis.

### EXECUTIVE DIRECTOR

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

### VISITOR SERVICES AND OPERATIONS MANAGER

This position works with the Executive Director on internal projects such as finance, budgets, governance and bylaws and employee programming. Additionally, manages the oversight of day-to-day administrative functions of the organization and with direction from the ED executes all board management and communications. This position is also responsible for purchasing and maintaining the retail program, overseeing the Visitor Services program and administration of the Visitor Centre, as well as working closely with and overseeing the Visitor Services Supervisor on all aspects of operating the Centre.

### MARKETING MANAGER

The Marketing Director works with the Executive Director to develop the annual marketing plan and for executing all marketing campaigns. This position is also responsible for coordinating marketing initiatives including the delivery of workshops and seminars for stakeholders, regional and provincial co-operative marketing campaigns, Public Relations, and media, and oversees digital programming such as the website and mobile application.

### COMMUNICATIONS MANAGER

This position is responsible for the development and deployment of social media on all of Destination Osoyoos channels including Facebook, Instagram, Pinterest, Twitter, and TikTok. The position manages all content coordination including the development of photography and videography assets and engages stakeholders to develop marketing content such as feature stories and contesting.

### VISITOR SERVICES SUPERVISOR

This position is responsible for the day-to-day operations of the Visitor Centre which include staffing, training, maintaining the brochure inventory and racking program and delivering the visitor services program.

### VISITOR INFORMATION COUNSELOR

This position is responsible for creating remarkable experiences for visitors to Osoyoos and the area, ensuring that each traveller has an unforgettable experience.

## MARKETING AND ADMINISTRATIVE ASSISTANT

This position is responsible for working closely with the Marketing Manager and the Visitor Services and Operations Manager to support all aspects of the organization in an administrative capacity.

## Compensation Policy

While Destination Osoyoos' vision states; Osoyoos will be known as Canada's most desirable year-round destination through our marketing and promotional activities, we will also endeavor to become the "employer of choice" in Osoyoos, through maintaining a work environment that supports our corporate values as stated in our Governance policy. We recognize that to be competitive in the attraction and retention of employees we must make the commitment to our present and future team members and to provide a culture that uses Fairness, Openness, Respect, Sustainability, Integrity, Inclusiveness, and Service (our FORSIIS) as our guide. We have established pillars within the FORSIIS that identify the areas we are committed to deliver which includes an Employee Compensation Policy to ensure that our organization is transparent and remains competitive in attracting and retaining employees.

## Committees and Task Forces

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

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

In 2021, a decision was made to dismantle the Destination Osoyoos Marketing Committee. As a Destination Marketing Organization, marketing is the key directive of the organization, therefore the development and implementation of marketing initiatives and activities is established at board level.

### FINANCE COMMITTEE

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

### GOVERNANCE COMMITTEE

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

## Sources of Funding (2021 – 2023)

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

The annual budget is presented as insight to what may result as the organization adjusts to change and by identifying opportunities and evolving trends. It is a notional perspective where adjustments and amendments are periodically required. The following reflects funding contributions received in 2022, 2023 and forecasted for in 2024.

PUBLIC REVENUE		2022	2023	2024 Budget
Town of Osoyoos	Fee for Service	\$75,000	\$75,000	\$75,000
Regional District of Osoyoos Similkameen	Regional Tourism Marketing Agreement	\$12,000	\$12,000	\$12,000
Osoyoos Indian Band *	Regional Tourism Marketing Agreement	\$50,000	\$0	\$0
Spirit Ridge Owners Association**	Fee for Service	\$0	\$0	\$50,000
MRDT		\$940,395	\$833,657 (YTD Oct 31)	\$945,000
Government of Canada	Canada Summer Jobs Grant	\$6,441	\$6,768	\$7,000
PRIVATE REVENUE				
Membership Fees		\$210	\$230	\$200
Racking Fees		\$400	\$500	\$400
Visitor Services - Retail Sales		\$79,493	\$82,767	\$80,000

\*This Agreement was vacated in 2023

\*\* This Agreement was signed after budget approval

## References

*Tourism's Big Shift: Key Trends Shaping the Future of Canada's Tourism Industry* (2021). Destination Canada. Retrieved September 1, 2022, from <https://www.destinationcanada.com/en>. [View document.](#)

*Economic Impact & Value of Tourism in Osoyoos* (2022). Larose Research & Strategy on behalf of Destination Osoyoos. Retrieved September 1, 2022, from Destination Osoyoos Development Society.