



TourismBC

COMMUNITY  
TOURISM  
FOUNDATIONS®

# TOURISM PLANNING WORKSHOP REPORT

## KIMBERLEY, BC

**September 27, 2010**

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1	Introduction.....	3
1.1	Background .....	3
1.2	Acknowledgements .....	3
2	Situation Analysis Update.....	4
2.1	Strengths.....	4
2.2	Opportunities/Issues and Concerns .....	5
2.3	Visitor Experience Update .....	6
2.4	Target Markets .....	6
3	Kimberley’s Strategic Action Areas .....	10
3.1	Organizational Structure.....	10
3.2	Management of Tourism .....	11
3.3	Product Development .....	12
3.4	Visitor Experience.....	13
3.5	External Marketing Strategy .....	14
3.6	Communication with Local Industry and the Community .....	15
4	Summary – Future Tourism Priorities .....	15

## 1 Introduction

### 1.1 Background

This updated tourism plan for the City of Kimberley has been developed under the Community Tourism Foundations program of the Ministry of Tourism, Culture and the Arts. It is based upon the extensive local consultation process and market research undertaken in 2007 that generated the original Community Tourism Plan dated August, 2007. This plan should be referenced as background to the following update.

On September 27, 2010, a workshop was conducted with the Board of Directors of Tourism Kimberley in order to gather input for the updated plan. The agenda for this workshop included a review of Kimberley's tourism environment including a discussion of new visitor experiences and changes in target markets.

Kimberley's tourism goals and strategic action areas as identified in 2007 were also reviewed during the workshop and progress made towards achieving these goals was discussed. Future tourism priorities were considered with agreement reached upon a list of high priority opportunities for the future.

The following report documents the findings of this workshop and provides guidance for Tourism Kimberley's ongoing efforts and resource allocation. The report also includes an update of the situation analysis for Kimberley to reflect changes in target markets and visitor experiences that have occurred in the three years since the first Community Tourism Plan was completed. It concludes with a list of future tourism priorities.

### 1.2 Acknowledgements

The contribution of the following workshop participants in updating Kimberley's Community Tourism Plan is appreciated:

Doug Ibbotson  
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## 2 Situation Analysis Update

### 2.1 Strengths

In addition to its spectacular setting and sunny weather, a review of Kimberley's strengths/weaknesses/opportunities/threats reveals that its continued strength is its diverse four season resort experience. This experience includes golf and skiing/snowboarding as core products and is enhanced by a wide array of other outdoor experiences (fly fishing, hunting, biking) and an impressive roster of festivals and events. These events include among others:

- Kimberley Music Fest
- Kimberley International Old Time Accordion Championship
- July Fest
- Miners' Days
- Marysville Daze
- Dirt Bag Film/Photo Fest
- Wasa Triathlon
- Dog Sled Races
- Village Marketplace (every Sunday in the summer)
- Road cycling event
- Long boarding downhill event
- Volleyball event

Several other sports events will also visit Kimberley including the Curling Playoffs, an annual Sledge Hockey tournament and the Canadian Bocci Championship. The summer of 2010 saw an international orienteering event in Kimberley and it is anticipated that this event will come annually.

Kimberley is only 20 minutes from the expanded and renovated international airport in Cranbrook and while the Delta flight through Salt Lake City has been cancelled, there is expected to be improved lift capacity from Air Canada through Calgary. Further, West Jet is expected to offer a direct flight from Toronto and a new airline is proposing to offer lift between Cranbrook, Edmonton and Calgary.

These destination strengths are promoted by the efforts of Tourism Kimberley and a collaboration of tourism stakeholders (represented on the Tourism Kimberley Board) that have contributed marketing funds for this purpose. This partnership as it continues to develop and as relationships amongst the various parties evolve, is also considered a key strength for Kimberley.

Another strength is the central call to action available through Kimberley Vacations. This reservations service, with the support of the Provincial Resort Municipality Tax Transfer Program, has made a significant investment in software technology to permit more flexible packaging, to allow supplier driven updates to available inventories of accommodation and

activities, to improve data collection for future marketing efforts and to enhance conversion levels and close the sale more often with visitors.

Additional strengths identified in the 2007 Kimberley Community Tourism Plan remain largely unchanged. These collective strengths provide Kimberley with significant opportunity to continue to grow its tourism economy.

## 2.2 Opportunities/Issues and Concerns

The previously identified concern regarding the lack of an organization with a comprehensive mandate for the development of the tourism industry has been addressed with the formation of Tourism Kimberley. However, tourism marketing and promotion relationships within Kimberley remain complex and require further clarification in order to ensure maximum responsiveness to market conditions, highest returns on marketing investments and to eliminate any duplication of effort.

For example, the relationship between Tourism Kimberley and Kimberley Vacations remains somewhat unclear – Kimberley Vacations has not yet migrated towards being a sub-unit of Tourism Kimberley and hence operates under a separate mandate and governance structure. As well, the fact that there are different summer and winter calls to action (summer = Kimberley Vacations; winter = Resorts of the Canadian Rockies) creates complexity in data accumulation and performance tracking. These complex relationships have also led to a proliferation of websites – the City of Kimberley, Tourism Kimberley and Kimberley Vacations all offer visitor information. Unfortunately, this confusion migrates to the visitor experience making it less than seamless and friendly.

Locally, the role of Tourism Kimberley is not yet well understood and requires increased communication efforts. This communication should also include an assessment of the overall value of the tourism economy in Kimberley. Further, more detailed tracking of specific marketing programs is required in order to review the return on various investments and feed into future strategic marketing and sales plans.

Transportation issues remain a concern – between Kimberley and the airport and locally between the resort and downtown Kimberley.

The opportunity to promote outdoor adventure beyond golf and skiing/snowboarding remains as does the opportunity to enhance family activities (both daytime and evening). With the opening of the new Conference Centre/Athlete Training facility, there are additional opportunities to pursue meetings/conference business and sport tourism events.

## 2.3 Visitor Experience Update

There have been a number of new tourism experiences available since the completion of the 2007 Community Tourism Plan for Kimberley. The Conference & Athlete Training Centre is now complete and offers state-of-the-art, fully accessible and environmentally friendly meeting venues. See [www.meetkimberley.ca](http://www.meetkimberley.ca) for details. This new facility opens significant opportunity to pursue meetings/conferences as well as additional sport tourism events.

As well, the 30 km Rails to Trails pathway between Cranbrook and Kimberley is now complete and enhances the biking experience available to all skill levels, particularly families. Existing trails have also been upgraded by volunteers in the area. These trails are being documented in a trail map developed by Tourism Kimberley and Kimberley Vacations.

The Resort Community Tax Transfer program has funded the design and installation of three new community billboard signs welcoming visitors to Kimberley.

The range of festivals and events available in Kimberley continues to evolve as well. A women's mounting bike camp is now available (Skirts/Dirt) and the DirtBag Festival will resume in 2010. Music on the Mary was launched in 2010.

## 2.4 Target Markets

Key target markets for Kimberley generally remain as identified in 2007 with Alberta (Lethbridge, Calgary, Edmonton) and regional BC continuing as a primary focus. Like much of the Province, since 2007 Kimberley has experienced declines in US visitation that are expected to continue in the near term. Reflective of the changing marketplace, Tourism Kimberley is no longer participating in the Spokane or California based ski shows.

The following extract from the August, 2007 Community Tourism Plan remains relevant with updates since 2007 provided in **bold**:

<b>Characteristics of the Visitor and the Visit</b>
<p><b>Market Origin:</b></p> <ul style="list-style-type: none"> <li>• The largest market of origin for Kimberley is Alberta (31% in the 2006 VC data), followed by local (22%) and rest of BC (18%). The US market represents approximately 10% according to VC data. The strength of the Albertan market is more pronounced when KV data is reviewed, with 76% of the 2006 reservations coming from this sector.</li> <li>• Similarly, the Kootenay Rockies golf tracking program show that over 40% of green fees for all 23 destination golf courses originate from the Calgary area with a further 14% from Edmonton. Given that approximately 20% of this business is attracted to the Kimberley-Cranbrook courses it is safe to assume that the origin of golf visitors to the community is likely to show a similar high proportion of Albertans.</li> </ul>
<p><b>Product markets:</b></p>

<b>Characteristics of the Visitor and the Visit</b>
<ul style="list-style-type: none"> <li>• The key product markets identified in the planning process are the winter tourism market (primarily ski/snowboard), the golf market, and the festival and events market. The recreational touring market is likely to be significant in the summer months.</li> <li>• Mountain biking has potential to grow as a product market but the community’s profile and capacity in this sector is still limited in scope.</li> <li>• <b>Since the 2007 plan, the family/outdoor adventure market has been identified as a focus for Tourism Kimberley’s future promotional efforts. This market captures golf and ski as well, with additional emphasis on festivals/events, hiking, biking, culture and heritage activities.</b></li> </ul>
<p><i>Length of Stay and Seasonality:</i></p> <ul style="list-style-type: none"> <li>• The only available data on length of stay is the data generated by the VC. The accuracy of this data cannot be determined although it is likely that it does not capture all repeat visitation and the longer lengths of stay that may be associated with this sector. In the absence of other data the Situation Analysis shows that 37% are day visitors. A further 45% stay at least two nights, with only 15% in total staying for one or more weeks. This suggests that Kimberley has considerable strength as a short-break vacation destination, which is further supported by anecdotal evidence.</li> <li>• With regard to seasonality, the VC data shows a clear peak in the summer months. The reported low numbers in the winter months does not reflect the visitation associated with the ski season and suggests that the VC does not capture much of the winter-related visitor data.</li> </ul>
<p><i>Market Awareness:</i></p> <ul style="list-style-type: none"> <li>• The regional market with the highest level of familiarity with Kimberley is eastern Washington (research reported in the Situation Analysis show that over 28% of respondents indicated ‘familiar’ or ‘very familiar’). This was followed by Alberta (21.6%) and BC excluding the Lower Mainland (20.1%). The regional markets with the lowest level of market awareness were western Washington (5.7%) and the Vancouver area (7.6%).</li> <li>• For those with an awareness of Kimberley as a destination, 45.2% associated the community with skiing. Despite the significance of golf to the area, only 11.9% highlighted this activity as a ‘tourism appeal’. All other attributes of the area were referred to by less than 10% of those with knowledge of the area. These results suggest that while there may be moderate market awareness of Kimberley as a location in BC, there is limited appreciation of what the community has to offer beyond skiing.</li> </ul>

Marketing and promotional resources are invested by Tourism Kimberley in a ratio of 1/3 golf; 1/3 ski and 1/3 family/outdoor adventure. Core tourism products remain as described in the August, 2007 plan:

<b>Key Tourism Sectors and Attractors</b>
<p><b>Winter Tourism:</b>  <b>Kimberley Alpine Resort</b> offers the winter tourism experience associated with the Mountain and a summer experience associated with Trickle Creek Golf Resort. The Resort is located approximately 3 km from City Centre making it one of the closest mountain resorts to an existing settlement. Total rise is 751m and use of the mountain is facilitated through one quad lift, two triple chairs, two double chairs, and a tee bar. The Resort is owned and operated by the Resorts of the Canadian Rockies (RCR). While the Trickle Creek Residence Inn by Marriot is the focal accommodation venue for the resort, there is a wide selection of new condominium developments on the Mountain with the majority of these available as visitor accommodation. In summer months Kimberley Alpine Resort offers access to the Mountain for mountain biking. In addition to the alpine ski and snowboarding terrain, there are a range of other winter activities associated with Kimberley. Nordic skiing opportunities include 33 km of double set track that is groomed with 3.4 km illuminated for night use. Other related activities include snowmobiling and dog-sledding.</p>
<p><b>Golf:</b>            There are three 18-hole golf courses within the city – <b>Trickle Creek Golf Resort</b> – owned by Resorts of the Canadian Rockies and operated as part of the Kimberley Alpine Resort; <b>Kimberley Golf Club</b>; and <b>Bootleg Gap Golf Course</b> – a 27-hole public facility that opened in 2002 with an 18-hole championship course and a 9-hole short course. In addition to these three courses, visitors to the area are within easy reach of 18-hole championship courses at St. Eugene Mission Resort and the Cranbrook Golf Club, and a further recreational 18-hole course at Way Lyn Ranch and 9-hole facility at Mission Hills Golf Club.            The range of local golf facilities is set to expand with plans for two new golf communities in the Cranbrook area. Wildstone by Havadays Developments and Shadow Mountain Golf Community will both increase the tee-time capacity in the wider community and will offer new elements to the resort style experience in the area. <b>Note: Shadow Mountain has opened since the August, 2007 plan was developed.</b></p>
<p><b>Nature-based Tourism:</b>            The resource base for nature-based tourism includes:</p> <ul style="list-style-type: none"> <li>• <b>Kimberley Nature Park</b> which is over 800 hectares and features more than 100 kilometres of trails for a wide variety of non-motorized recreation activities.</li> <li>• <b>Kimberley Trail Network</b> – an extensive network of other trails in the community that provide a setting for a wide variety of trail recreation opportunities and connect many neighbourhoods and recreational sites together. Signage and an excellent trail guide promote use of these facilities.</li> <li>• The development of the proposed <b>Cranbrook to Kimberley Rails to Trails Initiative</b> will further strengthen the community’s position as a destination with a range of trail</li> </ul>



### Key Tourism Sectors and Attractors

opportunities. **Note: This 30km trail between Cranbrook and Kimberley opened in 2010.**

Beyond the immediate community boundaries, there are excellent back-country areas and provincial parks that have the potential to offer visitors to Kimberley a wide range of nature-based activities, including river rafting, fishing and swimming. A small number of operators have established a variety of outfitting and guiding businesses to assist visitors in experiencing such activities.

#### *Culture and Heritage Tourism:*

This sector of tourism is growing in significance and offers considerable potential to attract new visitors and enhance the stay of visitors who have been primarily attracted by other product sectors.

- **The Sullivan Mine Interpretive Centre and the Bavarian City Mining Railway** – this facility has been operating as an attraction since 1984 and offered a 7.5 km train ride that connected the visitor from a location near downtown Kimberley along the Mark Creek to the Kimberley Ski Village, together with the opportunity to walk through or view historical buildings and associated displays at the SM&R Downtown Railway Station. In May 2007 a major extension to the visitor experience opened. The new component is the underground railway tunnel through a massive rock ridge in the Mark Creek Valley. Visitors have the opportunity to disembark underground to take guided walks and view active displays of historical mining equipment in original work settings, and static displays of the mining story.
- **Festivals** – there is a strong festival sector in Kimberley. The city is perhaps best known for its annual **Kimberley International Old Time Accordion Championship (KIOTAC)** which has been taking place for over 30 years and personifies the Bavarian theme that was associated with the city. New festivals are being developed that highlight key product sectors, such as the Kimberley Festival of Golf and Winterfest, while events such as the Festival of the Arts further strengthen the culture and heritage sector.
- **Arts and cultural** – the development of Kimberley’s arts and cultural sector has largely been led by the Kimberley Arts Council with much of the activity based in **Centre 64 Art Gallery**. This building houses a Gallery, exhibition spaces, a studio and a theatre stage area that seats 124 people. Kimberley Summer Theatre, a professional theatre group, provides daily musical drama production in the Centre 64 theatre throughout the summer months. In addition to the performing arts, the cultural sector in Kimberley includes a range of artisans and arts and crafts retail outlets.

#### *Community Facilities:*

- **The Platzl** – This area of Kimberley is the main tourism focal point in the down town area. It offers a wide range of dining and unique retail experiences, and has the potential to be a key gathering point for visitors. During festival periods the Platzl provides an excellent backdrop for a wide range of events and entertainment. The pedestrianized area was modelled on the Bavarian theme and presents a European atmosphere. It includes the largest free standing Cuckoo Clock in North America and the Kimberley Heritage Museum.

### Key Tourism Sectors and Attractors

- **Sport product** – with recent and proposed infrastructural developments in Kimberley, the city’s ability to host regional, provincial and national sporting events is increasing. The new Aquatic Centre and the proposed Paralympic Training Facility, together with the Resort facilities will raise the profile of the community as a sport tourism destination. Its status as a winter sports venue will be significantly strengthened with its hosting of the 2008 BC Winter Games in partnership with the City of Cranbrook. **Note: The Kimberley Conference & Athlete’s Training Centre opened in 2010.**
- **Cominco Gardens** and **Marysville Falls** are additional local sites of interest that are popular with the visitor.

### *Accommodation:*

The availability of accommodation in Kimberley has expanded dramatically in recent years with the development of a wide range of new properties on the Mountain. The total number of units in Kimberley is approximately 546 (1046 beds), with a further 140 campsites at Kimberley Riverside Campground. Accommodation is ‘graded’ according to a community-based ‘Gold’, ‘Silver’, and ‘Bronze’ quality rating scheme. However, the type of accommodation that is being marketed to the visitor is not typical of conventional supply in many destinations and has a significant under-representation of hotel/motel rooms. Much of the condominium style accommodation on the Mountain is privately owned and available for visitor use through rental pools. The demand for investment properties and second homes is driving the nature of future build-out. A further 170 two- and three-bedroom units are planned, together with 60 one- and two-bedroom units, and 90 duplex, triplex and quad-plex buildings.

## 3 Kimberley’s Strategic Action Areas

The 2007 Kimberley Community Tourism Plan identified a series of strategic action areas each of which are addressed and updated in **bold** below. All of the identified strategic action areas, if not already complete, remain relevant for Kimberley and should be pursued when resources permit. However, this plan update has identified immediate future priorities in order to provide greater focus for the ongoing destination marketing efforts of Tourism Kimberley:

### 3.1 Organizational Structure

Goal :

To build a public-private partnership-based organizational structure that has the capacity, resources and commitment to develop and promote the tourism industry in Kimberley in a manner that will significantly increase the competitiveness of the resort municipality.

Strategic Action Areas:

1. Establish a new Destination Management Organization (Tourism Kimberley) that has responsibility for taking a lead role in implementing the tourism strategy and is committed to being a results-oriented leader in the development of Kimberley's tourism industry. **Tourism Kimberley has been formed.**
2. Appoint an Executive Director/Tourism Manager to Tourism Kimberley. **An Executive Director was appointed, although the position is currently vacant.**
3. Identify a viable location for Tourism Kimberley and locate the new organization in the premises with appropriate operational infrastructure. **Tourism Kimberley has been located in the offices of Kootenay Rockies Tourism and has the appropriate operational infrastructure in place.**
4. Establish a Festival, Arts and Culture Advisory Committee for Tourism Kimberley. **This Committee has been established.**
5. Establish a Marketing Advisory Committee for Tourism Kimberley. **This Committee has been established.**
6. Establish a sustainable funding formula that will enable the effective implementation of the Tourism Plan and will ensure the growth of the tourism economy. **A funding formula is established.**

### 3.2 Management of Tourism

Goal:

To undertake key destination management functions that will strengthen the competitiveness of Kimberley as a destination and will increase the effectiveness of related marketing and product development initiatives.

Strategic Action Areas:

7. Establish a comprehensive tourism research and market intelligence program and use this information to maintain a market-focused industry.
8. Determine the value of tourism to the local economy. **This is now underway in conjunction with Kimberley Vacations.**
9. Ensure tourism operators have an understanding of market expectations and are aware of quality assurance programs and standards.
10. Facilitate access to appropriate training and professional development programs for stakeholders.
11. Commit to integrating the development and promotion of tourism with Kimberley's land-use and economic development policies.

**During the workshop it was noted that a future priority is to enhance the understanding of tourism stakeholders and the community-at-large of Tourism Kimberley and its role as**

lead organization responsible for tourism destination marketing. A regular newsletter along with local advertising is being considered.

As well, the broadening of participation by other sectors such as activity operators, retail and restaurant operators, in both funding and governance is considered to be a future priority.

### 3.3 Product Development

Goal:

To provide diverse product offerings which deliver exceptional and memorable authentic experiences and are balanced with community assets and capabilities.

Strategic Action Areas:

12. Develop and maintain a comprehensive electronic database of product inventory and related tourism services. **This exists in part in the Kimberley Vacations database.**
13. Work with stakeholders to create a stronger sense of place. **It was noted that through funding received from the Resort Municipality Tax Transfer program, Kimberley has erected new community entry signs.**
14. Develop a winter tourism product strategy.
15. Develop a nature-based / adventure tourism strategy for summer and shoulder seasons. **The Board considers this to be a priority for Tourism Kimberley. This strategy must define the product, position it in the marketplace, generate local awareness, package all the components of the experience, facilitate its purchase, promote its sale and measure the results of these promotional efforts in a continuous strategic feedback loop.**
16. Work with the heritage, arts and cultural sector to strengthen Kimberley's related product offerings.
17. Consolidate Kimberley's existing festivals and events and identify opportunities to strengthen and develop this sub-sector as a tourism 'driver'.
18. Work with partner organizations and stakeholders to increase access to family oriented facilities and programs.
19. Work with partner organizations to develop a sport tourism strategy. **Given the facilities available in Kimberley and together with Cranbrook, this is considered a high priority.**
20. Work with partner organizations to develop a meetings and conventions strategy. **Given the newly opened Conference Centre, this is considered a high priority.**
21. Develop a tourism business mentorship and support program.

### 3.4 Visitor Experience

Goal :

To deliver a quality destination experience that meets or exceeds visitor expectations.

Strategic Action Areas:

22. Improve all aspects of customer service within the community.
23. Continue to improve tourism related infrastructure and destination appeal.
24. Develop seamless and convenient access to service delivery.
25. Promote environmentally and socially responsible visitor experiences.

**During the workshop, the Board recognized the need to offer a seamless guest experience. Currently, the lack of one comprehensive, visitor-centric website is a concern and a destination-wide web strategy is required. Tourism Kimberley is developing its own website, however, websites already exist for Kimberley Vacations, the City of Kimberley, Kimberley Chamber of Commerce and new websites are being developed to promote the Conference Centre/Athletes' Training Facility. This proliferation of websites has a very high likelihood of causing confusion in the marketplace particularly if key messages and branding amongst the sites are not consistent at the destination level. Ultimately, Kimberley and its visitors would be best served by one seamless information and booking site. The site [www.kimberley.ca](http://www.kimberley.ca) currently has much of the content needed for visitors and coordination/linking of all other sites with this one should be considered.**

**As well, the Board identified the importance of resolving the outstanding question of whether a Central Reservations service is necessary. It was noted that most destinations would envy the resources (people and software) found in Kimberley Vacations. While the ability to collect important market intelligence through the use of one call-to-action cannot be denied, there is still fractured local opinion on the value of central reservations. If separate forms of organization, accountability and governance are to remain, at the very minimum market data collected by Kimberley Vacations should be shared with Tourism Kimberley to permit assessment of the effectiveness of marketing efforts.**

**Ideally, Kimberley Vacations will become a subsidiary of Tourism Kimberley as originally planned in 2007. This amalgamation would then only leave the issue of data sharing with Resorts of the Canadian Rockies, the call-to-action for winter bookings. A potential model for consideration would see Kimberley Vacations responsible in a development role working with the numerous local organizations (arts/sports/events) that require packaging expertise and marketing assistance. Kimberley Vacations would continue to focus on packaging and sales but in a manner that does not compete directly with local accommodators. In this model, Tourism Kimberley would be responsible for marketing the destination, measuring results, increasing awareness in key markets and utilizing social media.**

### 3.5 External Marketing Strategy

Goal :

To increase market awareness of Kimberley and to generate increased volume of visitors, increased visitor spending and extended length of stay.

Strategic Action Areas:

26. Increase independent leisure travel visitation and length of stay to Kimberley.
27. Develop a web-based marketing strategy. **See comments above in 3.4 Visitor Experience.**
28. Undertake a community branding strategy. **See below.**
29. Create marketing development plans for priority and emerging product sectors.
30. Work with the travel trade to encourage an increase in group travel.
31. Maximize hosting opportunities to generate repeat visitation and/or longer length of stays.
32. Generate increased media exposure of Kimberley.
33. Develop effective marketing feedback and control systems.

**Workshop participants agreed that a community branding strategy is a priority for Kimberley. However, Tourism Kimberley is not considered the appropriate entity to lead this process. Rather, as the brand will be reflective of the entire community, this process should be led by the City of Kimberley and the Chamber of Commerce. Tourism Kimberley would participate in the process as would Kimberley Vacations along with any and all interested community members, tourism businesses etc..**

**Once the community brand is established, it is the role of Tourism Kimberley to interpret this community brand from a visitor perspective and identify key destination messages and Kimberley's unique competitive position and advantages. In essence, a 'sub-brand' specific to destination marketing can be derived.**

**Until this community branding process is undertaken, the marketing and promotional investments made by Tourism Kimberley should still be informed by an understanding of Kimberley's unique competitive advantages and by the development of key messages to be conveyed consistently in target markets. A dedicated meeting of the Board of Directors is recommended in order to determine competitive positioning and messaging for all marketing efforts undertaken by Tourism Kimberley. Outside facilitation should be considered for this meeting.**

### 3.6 Communication with Local Industry and the Community

Goal:

To build awareness, appreciation and support for the tourism industry as a critical element of Kimberley's economy.

Strategic Action Areas:

34. Execute an effective public relations strategy that positions Tourism Kimberley as the lead voice for tourism in Kimberley.
35. Generate an awareness and appreciation for the tourism industry within the local community.

**As noted above, under the Management of Tourism, it is a priority to engage with a broader tourism stakeholder group in Kimberley that includes activity operators, retail sector and food and beverage. These tourism stakeholders would participate in both the funding and governance model for Tourism Kimberley.**

**As well, the completion of the Value of Tourism model will provide quantifiable evidence of the importance of the tourism economy in Kimberley and is an excellent tool to further the community's understanding of the role of Tourism Kimberley in destination marketing.**

## 4 Summary – Future Tourism Priorities

While all of the strategic action areas identified in the 2007 Community Tourism Plan remain relevant and should be pursued as resources permit, Kimberley's future tourism priorities may be summarized as follows:

1. Calculate and communicate the value of tourism to the community
2. Increase awareness and understanding of the role of Tourism Kimberley both with tourism stakeholders and with the community-at-large using tools such as a regular newsletter and local advertising
3. Broaden tourism stakeholder participation in the funding and governance of Tourism Kimberley- include outdoor adventure, retail, restaurant operators
4. Resolve any outstanding concerns regarding the advantages of having a Central Reservations service and simplify organization governance and accountability by making Kimberley Vacations a sub-unit of Tourism Kimberley and clearly defining roles and responsibilities
5. Measure results of all investments to assess marketing return and thereby improve future decision making– capture and analyse data from all sources - returns from ads, consumer shows, website etc. (CenRes data, RCR data, direct bookings)
6. Identify Kimberley's unique competitive position, unique and defensible advantages and key messages and incorporate these into all future marketing and promotional efforts until a broader community branding strategy is undertaken

7. Develop a comprehensive destination-wide web strategy to address the current proliferation of websites and associated visitor confusion with the ultimate goal of having one seamless information and booking site
8. Continue effective marketing for core product segments golf/ski
9. Grow new market segments. In all cases, a comprehensive strategy is required that defines the product, positions it in the marketplace, generates local awareness, packages all the components of the experience, facilitates its purchase, promotes its sale and measures the results of these promotional efforts in a continuous strategic feedback loop:
  - Family/outdoor adventure (including activities such as ski, golf, hiking, biking, winter non-ski, festivals/events, heritage/culture/arts). .
  - Sport tourism
  - Meetings/conferences

These tourism priorities will provide focus for the tourism efforts of Tourism Kimberley for the next 1-2 years. They should be revisited annually, confirmed or changed and specific action steps identified for each priority.