



# **COLUMBIA SHUSWAP REGIONAL DISTRICT Shuswap Tourism Advisory Committee Meeting AGENDA**

**Date:** Thursday, September 7, 2017  
**Time:** 1:00 PM  
**Location:** CSR D Boardroom  
555 Harbourfront Drive NE, Salmon Arm

**Pages**

## **1. Call to Order**

### **1.1 Approval of Agenda**

#### **Motion**

THAT: the agenda of the September 7, 2017 Shuswap Tourism Advisory Committee Meeting be approved.

### **1.2 Adoption of Minutes**

#### **Motion**

THAT: the minutes of the May 4, 2017 Shuswap Tourism Advisory Committee Meeting be adopted as circulated.

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## **2. Presentations**

**2.1 Presentation – Tyler Bartley – “Bounce the Shu” – 1:00 PM**

**2.2 Presentation – Ministry of Transportation – not confirmed – 1:30 PM**

**2.3 Presentation – David Gonella – Roots and Blues 2017 – 2:00 PM**

### 3. Discussion Items

<b>3.1</b>	<b>Village of Chase Tourism Representative</b>	<b>11</b>
	<p>The Chase Chamber of Commerce has hired a new Manager, Ali Maki, the Village of Chase Council has since passed the following resolution:</p> <p>"That Brenda Murray, former manager of the Chase and District Chamber of Commerce be removed at the Village's Tourism Representative to the Shuswap Tourism Committee; and,</p> <p>That the manager of the Chase and District Chamber of Commerce be appointed as the Village's Tourism Representative for the Shuswap Tourism Committee."</p>	
<b>3.2</b>	<b>Marketing Update – Carmen Massey</b>	<b>12</b>
<b>3.3</b>	<b>Tourism Matters Video – Review</b>	
<b>3.4</b>	<b>Shuswap Tourism Marketing Strategy</b>	<b>14</b>
	<ul style="list-style-type: none"> <li>Stakeholder Meeting – May 24, 2017</li> <li>Comments and Questions</li> </ul>	
<b>3.5</b>	<b>Spring Networking Event – May 24, 2017</b>	
<b>3.6</b>	<b>Explore BC Meeting with TOTA and DBC – Richmond</b>	
<b>3.7</b>	<b>Destination Development Meeting – DBC</b>	
<b>3.8</b>	<b>Shuswap Tourism On Site - Summer 2017</b>	
<b>3.9</b>	<b>TIABC Board Update</b>	<b>31</b>
	<ul style="list-style-type: none"> <li>Short Term Rentals Overview</li> <li>Letter to new Minister Lisa Beare</li> </ul>	
<b>3.10</b>	<b>Tourism Kamloops Brand Launch – “Boldly Unscripted”</b>	
<b>3.11</b>	<b>Aboriginal Day Celebrations – Quaaout Lodge – June 21, 2017</b>	
<b>3.12</b>	<b>Turtle Valley Bison Ranch Fest - June 24, 2017</b>	
<b>3.13</b>	<b>MRDT Meetings – SAEDS/City of Salmon Arm</b>	
<b>3.14</b>	<b>Adams River Salmon Society Board Meetings – Salute to the Sockeye</b>	
<b>3.15</b>	<b>Seymour Arm Music Festival – Summer 2018</b>	
<b>3.16</b>	<b>Sponsorship request form – Approval from the committee</b>	

4. **Next Meeting**

December 7th 2017 at 1:00 PM, Columbia Shuswap Regional District Boardroom

5. **Adjournment**

**Motion**

THAT: the September 7, 2017 Shuswap Tourism Advisory Committee Meeting be adjourned.



## SHUSWAP TOURISM ADVISORY COMMITTEE MEETING MINUTES

**Note: The following minutes are subject to correction when endorsed by the Committee at its next meeting.**

Date:	May 4, 2017	
Time:	1:00 PM	
Location:	Finz Bar and Grill 2001 Eagle Bay Road, Blind Bay, BC	
Committee Members Present	D. Lepsoe (Chair)	Councillor, Village of Chase
	G. Bushell	The Eagle Valley Snowmobile Club
	P. Demenok	Director, Electoral Area 'C'
	R. Martin	Director, Electoral Area 'E'
	T. Rysz	Mayor, District of Sicamous
	K. Flynn	Councillor, City of Salmon Arm
	R. Talbot	Director, Electoral Area 'D'
	L. Morgan	Director, Electoral Area 'F'
	M. Lane	Dreamcycle Motorcycle Museum
	S. Hofstetter	Prestige Hotels
	P. McIntyre-Paul	Shuswap Trail Alliance
	Karen Brown	Arts Council for the South Shuswap
Committee Members Absent	K. Wells	Enderby Chamber of Commerce
	J. Ziercke	Quaaout Lodge and



Staff Present

Stephanie Goodey

R. Cyr

C. Massey

Spa/Talking Rock  
Golf  
SED Clerical  
Assistant  
Economic  
Development Officer  
Reach Marketing

## **2. Call to Order**

The Chair called the meeting to order at 1:10 PM.

### **2.1 Approval of Agenda**

**Moved By** L. Morgan

**Seconded By** K. Flynn

THAT: the agenda of the May 4, 2017 Shuswap Tourism Advisory Committee Meeting be approved with the additions:

Kevin Flynn - TOSTA Discussion

**CARRIED**

### **2.2 Adoption of Minutes**

**Moved By** P. Demenok

**Seconded By** L. Morgan

THAT: the minutes of the March 9, 2017 Shuswap Tourism Advisory Committee Meeting be adopted as circulated.

**CARRIED**

## **3. Discussion Items**

### **3.1 Ambassador Program - Michelle Davies - TRU Tourism Program**

Presentation

Michelle Davies is a student at Thompson Rivers University in the Tourism Program. M. Davies has been doing a research project on behalf of the

South Shuswap Chamber of Commerce. The purpose of M. Davies research is to discover how the South Shuswap Chamber of Commerce can assist local tourism businesses with visitor services training for their front line workers. This program will be called the Tourism Ambassador Program.

M. Davies has been conducting business interviews in order to understand the businesses requirement for customer/visitor service training for their employees. Research is being completed on the topics that would need to be included in the course and how the course could be delivered to the employees. They are looking at both classroom and online options for these courses.

Moving forward M. Davies would like to conduct further business interviews and work on building the core content for the proposed course and a proposed implementation plan. It is anticipated that the course will be ready for use in the spring of 2018.

### **3.2 Destination BC Program Update**

For information only

Destination BC co-operative marketing funding has been approved, in principle, in the amount of \$64,800. The funding will be put towards the implantation of seven marketing tactics. Including the following,

- Digital/Online Marketing Campaign, this on-line marketing campaign will showcase the twelve identified Shuswap itineraries/experiences. Online marketing campaigns will align with target markets in the Pacific NW US, BC, and Alberta.
- Video and imagery - Shuswap region, the development of a video and new imagery for promotional use of the Shuswap region. This video and imagery will showcase the 12 identified Shuswap itineraries/experiences.
- Media Tours, to develop six media tours to showcase the 12 identified itineraries/experiences and the 2018 “Salute to the Sockeye” Festival at Roderick Haig Brown Provincial Park.
- Updating Experience Guides, update and reprint experience guides to showcase the 12 identified itineraries/experiences. These guides will include the Cycle Touring Guide, Motor Touring Guide, Nordic and Snowshoe Guide, and the Sledding Guide. This will be printed and online.
- Trail Guide Update and Reprint, This guide will now be updated to showcase new trail itineraries/experiences and new online mapping is

being developed so that all trail routes in the guide can be downloaded to various mobile formats.

- Consumer Shows, Shuswap Tourism and Tourism businesses on site at consumer shows in Seattle, Calgary, Edmonton, and Vancouver.
- Promotion of local music events, the Shuswap region has as emerging community music scene. Between June-August visitors to the Shuswap can experience live outdoor music events seven nights a week. Community organizations host these events and fund the artists and the venue. Shuswap Tourism's role is to create the marketing collateral and assist in the marketing of these events. Target markets for these events would be our close in markets of Kamloops, Kelowna, and Vernon.

### **3.3 Shuswap Tourism Marketing Strategy Update**

For information only

Work on the new Shuswap Tourism Marketing Strategy has begun. Currently there has been one conference call with Destination Think. The purpose of the call was to go over an outline of the work that will be done over the course of the strategy development.

Destination Think will be in the Shuswap in a few weeks to conduct business meetings that will assist in the development of the new Shuswap Tourism Marketing Strategy. Destination Think will also be presenting at the Shuswap Tourism Spring Networking event taking place on May 24th, 2017 at Quaaout Lodge Resort.

### **3.4 Annual Report**

For information only

Shuswap Tourism has just completed work on the Annual Report. The report gives an overview of the work that Shuswap Tourism has completed in 2016. The report also includes an overview of the future work that Shuswap Tourism will be completing in the next year. R. Cyr will be presenting the final report to each of the Shuswap Tourism communities over the next few months.

### **3.5 Shuswap Tourism Marketing Update**

For information only -Carmen Massey, Reach Marketing

R. Cyr has asked Carmen Massey to provide a report covering all of Shuswap Tourisms marketing projects two weeks before the Shuswap Tourism Advisory Committee Meetings. This will allow R. Cyr to distribute the report to the Committee prior to the meetings. It is anticipated that this process will shorten the amount of time spent on these discussion items during the meetings.

The committee appreciated the new format and felt it was a great way to receive the marketing information.

### **3.6 Itineraries – 14 Itineraries**

For information only

Fourteen experiences/itineraries have been developed that will showcase authentic experiences in the Shuswap region. These experiences will resonate with our EQ visitors – Authentic, Cultural, and Free Spirits. These experiences provide an overview of Shuswap experiences. They are designed to make a Shuswap experience more accessible and approachable. They can be used for:

- Visitor Center handouts
- Stakeholder and Partner distribution
- Website display
- E-Newsletters
- Social Media links

### **3.7 Rail Trail Announcement**

For information only - Conditional agreement reached for the purchase of the CP rail corridor between Armstrong and Sicamous

Director Martin spoke to the Committee regarding the media released by the Regional District of the North Okanagan.

The Board of Directors of the Regional District of North Okanagan (RDNO) has authorized the execution of a Conditional Purchase and Sale Contract for the CP Rail corridor that runs from Sicamous and Armstrong, excluding a number of sections owned by the Splatins, in partnership with the Columbia Shuswap Regional District (CSR).

Director Martin emphasized that this is a great accomplishment and will have substantial impact on tourism throughout the entire Shuswap

Region.

Mayor Rysz acknowledged that there was a lot of work done by the CSRD staff to ensure that this project went forward in addition to a generous monetary contribution from the province.

### **3.13 TOSTA**

Kevin Flynn brought the discussion about updating the current regional tourism association name from TOTA (Thompson Okanagan Tourism Association) to TOSTA (Thompson Okanagan Shuswap Tourism Association)

K. Flynn feels that TOTA should become TOSTA to better represent the Shuswap and thinks that it is time for TOTA recognize the Shuswap as an important region with in the Thompson Okanagan.

It was suggested that Shuswap Tourism develop a strategy to put this motion forward.

R. Cyr responded to the committee by stating that this type of initiative is best to be moved by elected officials.

Following this there was a discussion amongst the committee regarding how this change could affect the area and if a change to the tourism association name is something that would be of true benefit to Shuswap Tourism.

**Moved By** K. Flynn

**Seconded By** P. Demenok

THAT: Four or Five members of the committee get together to talk about how the Shuswap can become a bigger part of TOTA (Thompson Okanagan Tourism Association)

**CARRIED**

### **3.8 Shuswap Trail Update**

For information only - Rail-Trail acquisition including inter-regional meeting with TOTA, Shuswap Trail Strategy updates from the Working Group including Alpine trail management priorities in East Shuswap, Shuswap

Trail 2017 Planning and Building updates, and trail-based tourism marketing project updates (Trail Guide, mapping, signage)

P. McIntyre-Paul provided a update of projects that they are currently work on:

- Rail Trail acquisition including inter-regional meeting with TOTA,
- Shuswap Trail Strategy updates from the Working Group including Alpine trail management priorities in East Shuswap
- Shuswap Trail 2017 Planning and Building updates, and trail-based tourism marketing project updates (Trail Guide, mapping, signage)

P. McIntyre-Paul gave the Committee a brief update on the work that the Shuswap Trail Alliance has been working on over the past few months.

P. McIntyre-Paul reiterated what Director Martin discussed regarding the new Rail Trail announcement and added that it is important to realize that the Rail Trail is one large project that consists of a group of smaller projects.

The Shuswap Trail Alliance is also continuing to complete and maintain work on trails thought out the Shuswap. There is currently work being done in the Little Shuswap, the South Shuswap, the North Shuswap and the Salmon Arm Area.

The Shuswap Trail Alliance is also continuing to raise funds for the Shuswap Trails Legacy Fund. The Legacy Fund will enable them to continue to build and maintain the Shuswap Trail system into the future. The goal is to invest \$150,000 in the fund for Canada's 150th anniversary.

### **3.9 Digital Marketing Statistics 2016/17**

For information only

R. Cyr gave a brief over view of the digital marketing campaign that Shuswap Tourism did last year. The digital marketing initiative was a significant part of Shuswap Tourisms 2016 marketing budget. Shuswap Tourism cannot compete with the value that comes from online marketing with print ads.

There is a clear correspondence between digital marketing campaigns and the activity that is seen on the ground levels.

Overall there was a great reception to digital marketing campaigns and Shuswap Tourism will continue to use this form of marketing to promote tourism in the Shuswap.

### **3.10 Destination BC 2016/2017 Final Report**

For information only

R. Cyr gave a brief overview of the post project report to the Committee. Shuswap Tourism received \$46,500 from Destination BC to use towards marketing tourism in the Shuswap. This funding was used in a variety of projects including the following:

- Online Marketing Campaigns
- Experience & Itinerary Development
- Image Acquisition
- Regional Awareness/Interpretation Development:
- Regional Brand Promotion

### **3.11 Sicamous Stomp Proposal**

The Stomp committee has requested \$3,500.00 sponsorship from Shuswap Tourism for this event. Shuswap Tourism has not supported any Stomp events in the past, due to the nature of events that happen on site.

R. Cyr has received a letter from the Stomp committee has requested \$3,500.00 sponsorship from Shuswap Tourism for this event. Shuswap Tourism has not supported any Stomp events in the past, due to the nature of events that happen on site.

There was a discussion regarding whether or not Shuswap Tourism should provide the Summer Stomp with funding. It was decided that Shuswap Tourism does not support the activities that happen on site during the evening events at the “Summer Stomp” and therefore cannot provide support to the Sicamous Stomp Committee.

Shuswap Tourism can provide support to non-profit organizations that are organizing the family friendly events during the day in downtown Sicamous. The committee has asked that those organizations put in a separate request for funding to Shuswap Tourism.

**Moved By** R. Martin

**Seconded By** L. Morgan

THAT: The Shuswap Tourism Advisory Committee does not support the request from the Sicamous Stomp Committee for funding

**CARRIED**

**Moved By** R. Martin

**Seconded By** T. Rysz

THAT: The Shuswap Tourism Advisory Committee has provided a recommendation to Shuswap Tourism to contact the organizers of the Downtown Sicamous Event and The Chainsaw Exhibition Event to request more information regarding financial support for these events.

**CARRIED**

### **3.12 Community Roundtable**

Joy de Vos - The local 4-H program is hosting an Amazing Race in Downtown Salmon Arm during the Salty Dog Festival, May 13, 2017. The race will introduce youth in the community to the 4-H program and is part of the Canada 150 initiative.

## **5. Adjournment**

**Moved By** P. Demenok

**Seconded By** K. Brown

THAT: the May 4, 2017 Shuswap Tourism Advisory Committee Meeting be adjourned at 3:42pm

**CARRIED**

## **1. Tour - South Shuswap Tourism Kiosk Unveil**

Through the financial support of the CSRD, Shuswap Tourism and the Province of BC Rural Dividend Program, the South Shuswap Chamber of Commerce was able to break ground in 2017 offering a new model of visitor information services.

Six visitor information kiosks were built in 2016 and a further six will be built in 2017, all spread throughout the South Shuswap region. These kiosks serve as a pick up station for Vacation Planners, Shuswap Tourism guides for hiking, cycling, motor touring, winter activities, wine tours, golfing, First Nations cultural activities, area event calendars and much more. There is also a tearaway map and bucket list with a listing of all accommodations, eateries, activity providers and area amenities. The Shuswap Economic Tourism Advisory Committee was



able to visit the Sandy Beach Waterfront location in Blind Bay at the beginning of their meeting.

Kiosks are also located at the following locations:

Sorrento Blind Bay Park

Sorrento Strip Mall Hwy 1

White Lake Community Park

Sunnybrae Community Park

Intersection Balmoral & Blind Bay Road (by mailbox cluster)

#### **4. Next Meeting**

September 7, 2017 at 1:00 PM, Location to be determined



# Village of Chase

PO Box 440, 826 Okanagan Ave,  
Chase, British Columbia V0E 1M0  
Office: 250.679-3238  
Fax: 250.679-3070  
[www.chasebc.ca](http://www.chasebc.ca)

May 16, 2017

Robyn Cyr, Economic Development Officer  
Manager – Shuswap Tourism  
Columbia Shuswap Mill Commission  
Columbia Shuswap Regional District  
PO Box 978  
Salmon Arm, BC  
V1E 4P1

Dear Robyn:

**RE: Village of Chase – Tourism Representative for Shuswap Tourism Committee**

As you are likely aware, Brenda Murray, former Village of Chase Tourism Representative for Shuswap Tourism Committee resigned earlier this year as the Manager of the Chase and District Chamber of Commerce.

The Chase Chamber has hired a new Manager, Ali Maki, and at the last Regular meeting of Council, the following resolution was passed:

***“That Brenda Murray, former manager of the Chase and District Chamber of Commerce be removed as the Village’s Tourism Representative to the Shuswap Tourism Committee; and,***

***That the Manager of the Chase and District Chamber of Commerce be appointed as the Village’s Tourism representative for the Shuswap Tourism Committee.”***

Ali Maki will be attending the Shuswap Tourism Committee meetings as the Village’s Tourism representative effective May 10, 2017, so please forward all Shuswap Tourism Committee correspondence to Ali Maki at [admin@chasechamber.com](mailto:admin@chasechamber.com) unless otherwise instructed.

Thank you.

Sincerely,  
**VILLAGE OF CHASE**

Joni Heinrich, CAO

Cc: Ali Maki – Manager, Chase and District Chamber of Commerce

## **Shuswap Tourism Marketing Activities Update**

September 7, 2017  
Tourism Committee Update

### **RECENT HIGHLIGHTS (Since April 19, 2017 Report)**

- Roots and Blues
- Summer Fam and media visits
- Turtle Valley Bison event
- Strategic Plan, ongoing
- Salty Dog Street Festival, on location
- Shuswap Tourism Guide printing (cycle, golf, wine, map pads, trail)
- Aboriginal Day, Quaaout Lodge
- Tourism Matters field trip
- Media: Winetrails, Hello BC, Germany, Asia
- Sponsorship support, visitor kits
- Summer on location work at Live music throughout the region
- Photo shoots (golf, Roots and Blues)
- Salute to the Sockeye 2018 planning
- Media: The Hive, Jamie Savage, Roots and Blues
- Vacation Planner and guide distribution
- Social media, ongoing (Sydney Baron and Stephanie Goodey)

### **Roots and Blues**

We had a very successful on location setup at the festival. Several people commented that they loved the “feel of our booth”.

#### [Roots and Blues Interviews](#)

#### [Festival Compilation](#)

We distributed:

- Approx. 100 Vacation Planners
- 60 cycle guides
- 60 trail guides
- at least 100 pens.
- and collected 172 surveys! (up from 124 in 2016)
- Three prize packages featuring Shuswap Experiences.
- Thanks to our prize sponsors: Quaaout Lodge, Roots and Blues, The Hive Restaurant, Tin Poppy, Noble Adventures.

Shuswap Tourism created the survey in collaboration with Roots and Blues, and have provided the statistics for future planning and grant applications. Shuswap Tourism also provided a follow up survey to be emailed to Roots and Blues contact list in the coming weeks.

Shuswap Tourism also interviewed several artists during the weekend, focusing on the importance of festivals to their personal experience, and why they would recommend this festival to the public. There was a very positive response, including the feeling in the air, the beautiful natural environment, the “big festival feel at a small size festival”, that Roots and Blues may be the best festival in Canada right now, that the volunteers make you feel so welcome, and that

families feel so safe. The video footage will be shared with the committee when available, and will be used in future promotion of the festival.

Shuswap Tourism was alive on social media during Roots and Blues, and collected video and still footage of the festival for future promotion.

This festival continues to be a cornerstone event in the Shuswap and the collaborative effort between Roots and Blues and Shuswap Tourism is effective.

Note: If committee members would like to see results from the survey, email [Marketing@shuswaptourism.ca](mailto:Marketing@shuswaptourism.ca) and we will send the link to you directly.

### **Emerging Shuswap Products Getting Attention Recently**

- Turtle Valley Bison Ranch
  - June 24, Bison Extravaganza
  - Afternoon visit to the fields, evening grazing event. Five chefs, five cuts of meat, cooked outdoors.
  - Live music, local beer, wine and spirits.
  - Collaboration with Quaaout Lodge, several lower mainland chefs, local and Vancouver media.
  - Shuswap Tourism supported with small sponsorship.
- Bucktail Adventures, Noble Adventures, Quaaout Lodge
  - TOTA and DBC are promoting fishing charter business out of Salmon Arm to the national and international media. Robyn was invited to attend media event featuring Bucktail, Noble Adventures, and Quaaout Lodge Cultural Experiences
- Tin Poppy
  - This quaint, new, off the grid, semi-permanent, totally retro quasi-cabin has become the centre of social media buzz.
  - We featured Tin Poppy in our recent Roots and Blues prize package promotion.

### **Tourism Matters Field Trip**

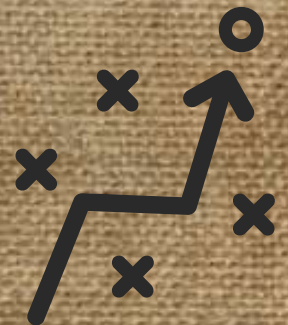
#### **Tourism Matters Video**

- Tourism Week, first week of June
- Shuswap Tourism visited Chase, North Shuswap and Enderby to interview tourism operators.
- Created video of Tourism Matters in the Shuswap (Sydney Barron).
- Connected local political leadership with local tourism operators.
- Thanks to Larry Morgan, David Lepsoe, Ali Maki, Nancy Egely Chase, and Brad Case
- Will be using these video clips to help tell the story about the importance of tourism to our local businesses and communities.



# SHUSWAP STRATEGY

Shuswap Tourism



**SHUSWAP**  
Beautiful. Casual. Down-to-earth.



# CONTENTS

## A PEEK AT WHAT'S INSIDE:

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- 09 The foundation
- 11 Strategic objectives

## BACKGROUND

The Shuswap region has enjoyed strong growth for decades. It's unique house boating experience has created a positive reputation as a summer destination.

Over the last number of years, the region has seen a coordinated effort to reap economic opportunities for the benefit of all Shuswap communities. The Community Tourism Foundations® Program Tourism Development Plan was a catalyst for strong collaboration between governments, businesses, First Nations, and non-profit organizations.

The Shuswap brand is strong and it differentiates the region from its neighbours. Whereas many surrounding communities are turning into faster-paced cities and resorts, the Shuswap remains laid-back. It offers everything others offer, but in a relaxed context. After all, visitors will often choose to unwind back at the lake anyways.

With a strong foundation in place, now is the time to start looking toward the future by putting forward an ambitious vision that will grow and sustain a vibrant tourism economy throughout the region.



# PROCESS

Destination Think! was engaged to develop this strategy for Shuswap Tourism. The company is a group of international professionals who work with destinations in Canada, Australia, Europe, Asia and the United States.

William Bakker, an experienced destination marketer, led the process, supported by a team of strategists and researchers. His approach followed the Strategic Planning Process model shown below.

This strategy was developed through a collaborative process because success for Shuswap Tourism is dependent on the success of its stakeholders. Destination Think! sought input through interviews and strategic workshops with numerous stakeholders representing government, industry, communities and other groups.

This strategy is a result of research and analysis, combined with Destination Think!'s domain knowledge and the collective intelligence from the Shuswap Tourism team and its stakeholders. This robust and progressive strategy will grow tourism in a direction that purposefully benefits the Shuswap region's guests, citizens, industry, and government.



# STRATEGIC CONTEXT

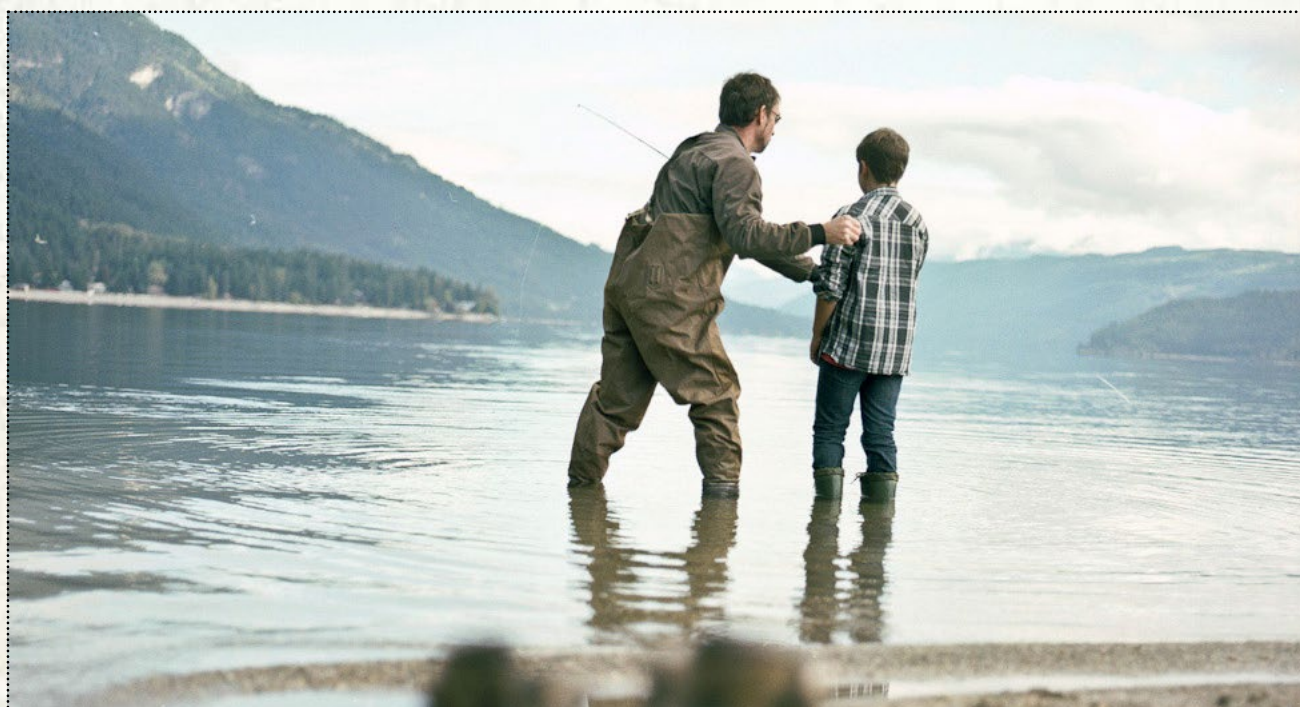
The last fifteen years have been a turbulent time for destination marketers. Like many industries, tourism is impacted by globalization, technology, e-commerce, and social media. As a result, traditional destination marketing strategies have lost their impact. Tourism marketing has always been heavily affected by word-of-mouth, but in a social media-fueled communication environment, word-of-mouth is critical.

The people who share inspiring and motivating stories are central to this process. A strong destination reputation is built from the bottom up by the stories from guests, residents, businesses and others. It's these stories that inspire the next visit through repeat visitation or a referral.

Destinations that understand these implications can level the playing field. The biggest advertising budget no longer wins, the best experience does. Word-of-mouth scales as long as the experience is memorable and sharable. For this reason, a winning strategy for a modern destination marketing organization (DMO) requires an investment in developing experiences, combined with laser-focused promotional activities.

However, a growing tourism market comes with new responsibilities. High-volume tourism locations around the world are dealing with challenges posed by mass tourism. Tourism needs to provide a net benefit to a place, not a burden. Economic benefits cannot come at the expense of the local quality of life.

Destinations around the world, from large to small, are reinventing themselves. These DMOs are developing a winning formula that results in a competitive advantage for their industry and residents alike.





# STRATEGIC APPROACH

The chart below reflects Destination Think!'s model for modern destination marketing. The Shuswap's destination experiences become stories that flow through storytellers. In this model, Shuswap Tourism is situated as one storyteller among many.

Additional storytellers include the tourism industry, Shuswap residents, visitors and every single person or organization that says anything about the destination. The story these individuals tell is a direct reflection of the experience they've had, seen, perceived, sold or lived in the Shuswap. It does not matter who tells the story as long as it motivates people to action.

These stories are told through an increasing and ever-changing number of channels. It is important to recognize that:

- The target audience (the chart to the right) will make decisions based on the sum of all the information they receive from a multitude of sources with varying levels of credibility. Most of these sources will not come from Shuswap Tourism
- The stories people tell are a direct result of the experiences they have. Destinations should not try to hide or spin the truth. Their reputations hinge on the stories others tell about them

Destination marketing has always been about selling the story of the visitor journey. What has changed, however, is that anyone can now tell that story. The internet and social media channels have opened up the podium to anyone with an internet connection.

This provides a big opportunity for Shuswap Tourism because there is a window to level the playing field and gain an advantage. By carving out its niche, delivering the right experience to that niche and activating its storytellers, Shuswap Tourism can build a reputation with a extremely qualified audience that is almost impossible to compete with.





# VISION

The Shuswap's tourism vision has been documented as part of a 2015 strategy update:

*"The Shuswap is a four-season destination where the development of tourism is based on a shared commitment to quality, sustainability, regional collaboration and integrated planning. Its authentic visitor experiences are shaped by its well-managed access to pristine lakes and backcountry, its creative and Aboriginal culture, and its notable sport opportunities."*

- Shuswap Tourism Development Plan 2015

## THE GAP IN DELIVERING ON THE VISION

The Shuswap is not yet a four-season destination.

Over the past decade, the destination has done a lot of work to develop year-round experiences that include salmon runs in the fall and world-class winter experiences - especially snowmobiling, nordic skiing and cat skiing. However, the summer season still dominates, both in visitation and in the mind of the consumer, where a visit to the Shuswap means summer houseboating and relaxation.

Developing the destination's reputation beyond summer is a chicken-and-egg situation where the chicken is visitation and the egg is expanding winter experiences. Improvements to infrastructure are needed for maturing the winter offering, but more visitors are needed to make these investments viable.





# THE FOCUS

IT IS THE SHUSWAP REGION'S AMBITION TO BECOME A  
**FOUR-SEASON DESTINATION**  
WITHIN THE NEXT FIVE YEARS. THE FOUNDATION,  
MOTIVATION AND COLLABORATION ARE IN PLACE.  
**THE TIME HAS COME**  
TO FOCUS AND DELIVER ON THE REMAINING  
ELEMENTS OF THIS VISION.



# FIVE-YEAR MISSION

**Grow tourism in the Shuswap into a four-season destination.**

## WHAT DOES SUCCESS LOOK LIKE?

Success can and should be measured in hard numbers. The following key performance indicators (KPIs) will determine success.

### KPIs:

- Overall growth in tourism
- Increased average accommodation occupancy rates in shoulder seasons
- Increased average room rates
- Increased number of year-round tourism businesses
- Increased opening hours for restaurants and pubs
- Increased year-round tourism jobs for the community
- Resident positive attitude towards tourism
- Visitor satisfaction

*Note: No benchmarks currently exist for these KPIs and they will need to be established.*

KPIs are important, but real success comes from the growth of the Shuswap tourism industry in combination with improving the quality of life for residents.

### Action:

- Establish benchmarks, targets and an ongoing measurement framework





# THE FOUNDATION

The Shuswap has a strong foundation to build on. These foundational pillars provide a platform to realize our mission.

## REPUTATION

The Shuswap has a strong tourism reputation in key markets for summer products and experiences. Houseboating is a unique Shuswap experience and many communities in British Columbia would love to have our reputation for tourism. This is a strong competitive advantage to build on.

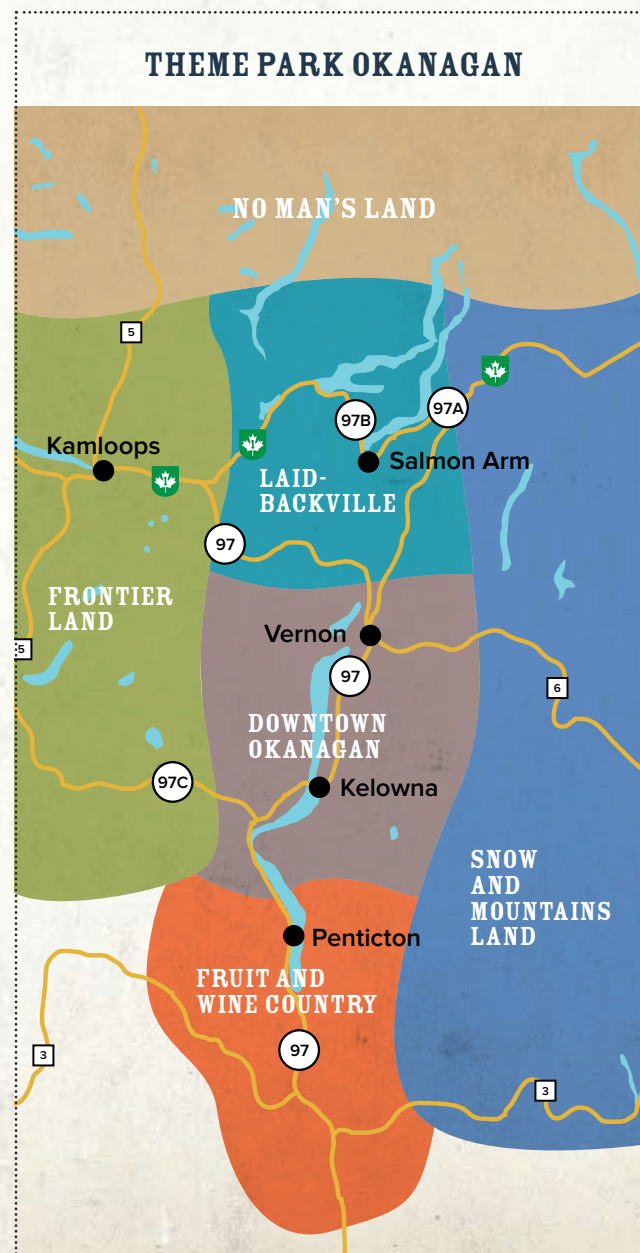
## POSITIONING

The Shuswap is beautiful, casual and down to earth. While neighbouring areas seem to want to speed up, the pace of life in the Shuswap is a little slower. The Shuswap is a place to relax, recharge and reconnect. As a part of “Theme Park Okanagan”, the Shuswap region is “Laid-backville”.

This doesn’t mean the region is lazy. As a workshop participant said, “You can be active in many ways. But at the end of the day, you’ll probably end up at the lake.” The slower pace of life is the reason why people live in the Shuswap and it’s also the reason people visit.

People visit the Shuswap in the summer to slow down. The same approach offers the best opportunity for the winter season. Winter resorts throughout British Columbia are getting bigger and are becoming small cities. In the Shuswap, people can stay active through a variety of winter experiences, some of which are world-class.

Visitors don’t have to do anything if they don’t want to. The Shuswap is the perfect place to slow down, recharge and reconnect in every season.







## BRAND

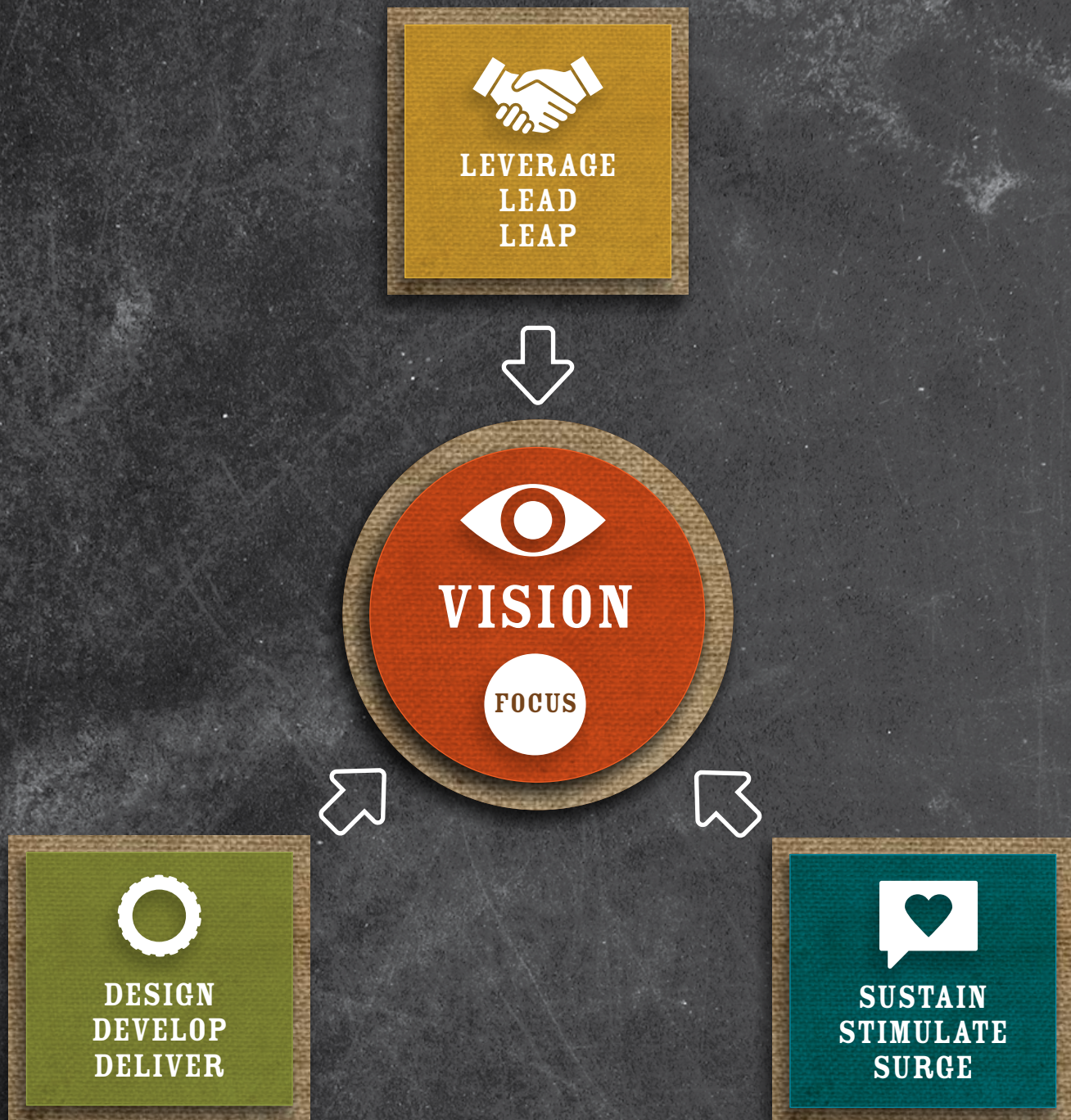
The Shuswap Tourism brand is strong. Overall, stakeholders speak very positively about the brand. It resonates with consumers and it aligns with the true Shuswap experience. It communicates the region's unique positioning well, and differentiates it from its neighbours and competition.

## COLLABORATION

The regional partnerships and collaboration between various municipalities, BC Parks, First Nations, tourism operators, nonprofits and other third-party stakeholders have resulted in many positive developments. These partnerships are already bearing fruit through the Shuswap Trail Alliance, for example. This network will be of absolute importance in executing this strategy.



# STRATEGIC OBJECTIVES





## OBJECTIVE 1: DESIGNING, DEVELOPING AND DELIVERING THE FOUR-SEASON SHUSWAP EXPERIENCE.

### STRATEGY: DESIGN A YEAR-ROUND CAPACITY AND DEMAND PLAN

Some tourism products are available year-round, while others are seasonal and some are planned for a specific date and time (the Roots and Blues Festival, for example). Each product is a driver for demand. Understanding the opportunities for demand will help Shuswap Tourism identify where products and experiences need to be developed, and where the focus of promotional activities need to take place.

Shuswap Tourism will develop a year-round calendar of available experiences in order to develop plans to quantify the potential for demand based on the available experiences and identify seasonal gaps. Based on this calendar, plans will be created to fill specific gaps.

#### Action:

- Establish benchmarks, targets and an ongoing measurement framework

### STRATEGY: DEVELOP EXPERIENCES TO FILL GAPS

Where the availability of experiences doesn't result in the desired visitation, Shuswap Tourism will work with partners to fill these gaps using the following strategies.

#### GROW AND MATURE EXPERIENCES AND SUPPORTING SERVICES

In some cases, opportunities aren't fully realized because the experiences are not fully matured. There are often specific gaps in the experiences. Sometimes these gaps are related to the core product; other times, they are related to supporting services such as the availability of snowmobile rentals.

Developing experiences while supporting products, services and infrastructure is a **game of chicken and egg**. Without visitors, entrepreneurs won't step into a marketplace and without compelling products, people won't visit.

Shuswap Tourism will continue to build demand by increasing the availability and maturity of products and services. To accomplish this, the organization will work closely with industry and other stakeholders (such as Shuswap Economic Development) in order to fill gaps in supporting services.

#### Actions:

- Identify gaps in specific, high-priority experiences
- Collaborate with industry and other stakeholders to foster development in order to fill gaps in products and services

### WINTERIZE SUMMER EXPERIENCES

Visitors don't just visit the Shuswap for its lake, mountains or farms. They visit to disconnect from everyday life, connect with loved ones and recharge. The tourism products and experiences in the region are ways to achieve this.

Recharging isn't reserved for the summer; people need this in the winter as well. Often, only the context of the experience needs to change. For example, there are many people who love winter camping. An arts crawl or a music festival can also happen in the winter. A stay in a lakeside cabin can be satisfying when you're able to build a snowman, strap on skates, make a fire and play games.

Shuswap Tourism will lead the effort to identify the right opportunities to extend summer experiences into winter and support the development and availability of these experiences.

#### Actions:

- Identify the right experiences to extend from summer to other seasons
- Support the development of these experiences and lead the promotional efforts

Lindsay's note:  
New metaphor



## STRATEGY: DELIVER THE SHUSWAP STORY

### ALIGN EXPERIENCES WITH PLACE DNA

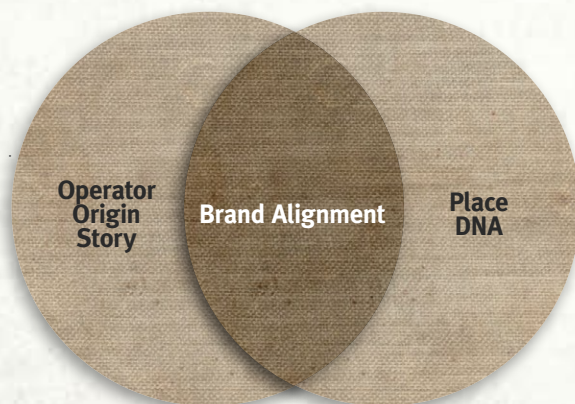
A destination is the sum of its parts, a stage where storytelling takes place. Operators in the destination need to play their parts in order to create the story that meets the brand promise.

Each operator also has its own brand. In a small business, the owner's personal history, values and passions are often represented in that brand. This is called the operator's origin story. Finding the alignment between these origin stories and our Place DNA will strengthen the consistency of the destination's story as a whole.

#### Action:

- Develop an industry alignment tool and/or program to strengthen the Shuswap experience in alignment with its brand story

### BRAND ALIGNMENT



## DELIVER REMARKABLE EXPERIENCES

If a tree falls in the forest and no one posts about it using social media, did it really fall? In today's marketing environment, an experience that isn't shared might as well be invisible. A remarkable experience is an experience that is worth being shared through word-of-mouth, often through social media.

Tourism operators need to understand the importance of creating remarkable experiences that people will rate and share. Building a strong reputation can only happen when others share their experiences and give them favourable ratings on review sites like TripAdvisor.

#### Action:

- Develop or leverage an industry development program to increase the number of remarkable experiences that people share using social media

## FLAVOUR THE SHUSWAP EXPERIENCE WITH LIVING AND BREATHING FIRST NATIONS CULTURE.

The First Nations community is alive in the Shuswap and it makes an important contribution to tourism. Guests interact with and make personal connections to First Nations experiences, which are much more than merely products to observe or to seek for entertainment. In addition, when and where it is appropriate, and with the leadership of the First Nations community, the Shuswap region has the opportunity to "flavour" the destination with First Nations experiences. As Frank Antoine, Cultural Liaison at Quaaout Lodge describes it, this follows the mantra within the Knucwentwe'cw language, which means, "helping each other".

#### Action:

- Collaborate with our First Nations communities to incorporate authentic aboriginal experiences throughout the destination

## MEASURING THE DESTINATION EXPERIENCE

Net Promoter Score (NPS) is one of the most well-known customer or visitor loyalty metrics that has been adopted by DMOs around the globe, including Destination British Columbia. It is an index that measures the willingness of visitors to recommend a destination's products or services to others. It is used as a proxy for gauging a visitor's overall satisfaction with a destination's product or service and the customer's loyalty to the brand.

#### Action:

- Establish an ongoing program to measure the destination's NPS

## OBJECTIVE 2: SUSTAIN, STIMULATE AND SURGE TOWARD A FOUR-SEASON DESTINATION.

### STRATEGY: SUSTAIN THE CORE SUMMER BUSINESS

A focus on growing off-season visitation cannot come at the expense of summer business. Shuswap Tourism will continue to support summer experiences through its owned and earned media channels. The destination will deprioritize paid channels for the summer season and instead focus on delivering a high-quality experience that leads to word-of-mouth recommendations instead.

Should anything change that poses a risk to the summer season, such as the economic climate or a change in USD currency rates, Shuswap Tourism will make the necessary adjustments to protect its bread-and-butter business and readjust growth rates for the off-season.

#### Action:

- Develop a framework to measure and forecast year-round business

### STRATEGY: STIMULATE THE DEVELOPMENT OF A FOUR-SEASON REPUTATION THROUGH ADVOCACY

Where the availability of experiences doesn't result in the desired visitation, Shuswap Tourism will work with partners to fill these gaps using the following strategies.

#### HARNESSING ADVOCACY

Research has repeatedly shown that word-of-mouth is the strongest and most compelling influencer of travel behaviour. In a world in which every consumer is armed with a smartphone, each one becomes a travel journalist to their own group of friends.

In addition to consumers, Shuswap residents, businesses, media and others also tell their distinct Shuswap stories. Shuswap Tourism needs to fuel and direct this advocacy to further develop its reputation within its core audiences. It can do this by enabling and encouraging people to share their experiences, curating the best stories and then amplifying them.

#### Actions:

- Enable and encourage storytellers to share their Shuswap stories
- Curate the stories shared in order to:
  - Amplify the best stories
  - Mitigate the negative stories
  - Learn from the experiences people share



### NICHE MARKET SEGMENTATION

Developing a positive reputation in front of a broad audience is difficult, especially on a limited budget. Building a reputation with a small, well-connected group of people is easier. Word-of-mouth is powerful and it spreads easily among those who are like-minded.

So far, Shuswap Tourism's collaboration has built consumer segmentation based on geographic and psychographic qualities (using the Explorer Quotient). Refining these segments further will drive efficiency and effectiveness in targeting potential visitors.

To build the Shuswap region's reputation, this strategy will leverage groups of like-minded people who share a common passion. These passion groups are connected online in dedicated spaces. Each group has celebrities called influencers and has distinct paths of influence.

#### Actions:

- Identify and prioritize passion groups.
- Gain key insights into these passion groups.
- Create and execute plans to build a reputation within them.

### STRATEGY: SHIFT PROMOTIONAL ACTIVITIES TO MODERN, DIGITAL-FIRST TACTICS

In order to make Shuswap Tourism's promotion more effective and efficient, this strategy leads a transition toward a focus on primarily digital and social media activities. Destination marketing is storytelling and the people who experience the Shuswap region have stories to tell. Shuswap Tourism will tell the story of its four-season destination by creating its own stories, curating the stories others are telling and amplifying the best.

Potential visitors may feel overwhelmed as they try to understand everything the Shuswap region offers, given the large number of possible experiences and stories they may encounter. For this reason, effective storytelling told through online content must serve a specific purpose that matches a specific place and time along the path to purchase. The purpose of all marketing activities must be defined and focused on a particular market segment in this way.

#### Actions:

- Review and adjust all marketing tactics to follow contemporary best practices. This will include website, email marketing, social media, print collateral and traditional advertising tactics.
- Reducing or eliminating tactics that are no longer effective or do not support this strategy.
- Creating, raising or adjusting tactics that deliver maximum value for money.
- Create purpose-driven, inspirational and/or useful content to provide value to specific audiences.
- Integrate our marketing with local industry partners, regional and provincial DMOs and others for maximum alignment.

## OBJECTIVE 3:

### MAINTAIN DMO EFFECTIVENESS THROUGH LEAP, LEAD AND LEVERAGING STAKEHOLDERS, CAPABILITIES AND MARKETING METHODS

#### STRATEGY: LEAP FORWARD WITH PROGRESSIVE MARKETING METHODS

The marketing landscape has changed, and Shuswap Tourism can help its destination leap forward by collectively embracing a modern approach. The DMO will lead by example and encourage its network to do the same. Progressive marketing will be an absolute requirement in achieving this mission's objectives.

##### Action:

- Invest in the right capabilities and agency partners to modernize Shuswap Tourism's marketing activities.
- Enable industry stakeholders to successfully uncover and implement digital marketing opportunities.

#### STRATEGY: LEVERAGE THE COLLABORATIVE ENVIRONMENT BETWEEN GOVERNMENT, PRIVATE SECTOR AND FIRST NATIONS

Implementing the vision to become a four-season destination is not something one entity can accomplish alone. The scope and speed to deliver on this mission will depend on multiple factors including increased funding, political will, industry support and third-party collaboration. It requires a collective and consolidated effort, which Shuswap Tourism is motivated to lead.

##### Actions:

- Seek continued alignment, consultation, collaboration and delegation from third parties to deliver on the mission.
- Seek increased budget and diversify revenue streams for Shuswap Tourism in order to implement this strategy to the fullest.

#### STRATEGY: LEAD THE INDUSTRY TOWARD MATURITY AS A DESTINATION

In order to become a viable, four-season destination, the Shuswap region needs to mature further, following many of the specifics documented earlier in this strategy. Shuswap Tourism will lead by bringing modern tourism marketing principles to the tourism industry in order to ensure the most effective delivery and promotion of the Shuswap tourism experience.

##### Action:

- Lead the industry by bringing knowledge, tools and experience to the table in order to deliver and promote the Shuswap experience.



# CONTACT

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CHIEF STRATEGIST

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## **HANNAH KELLY**

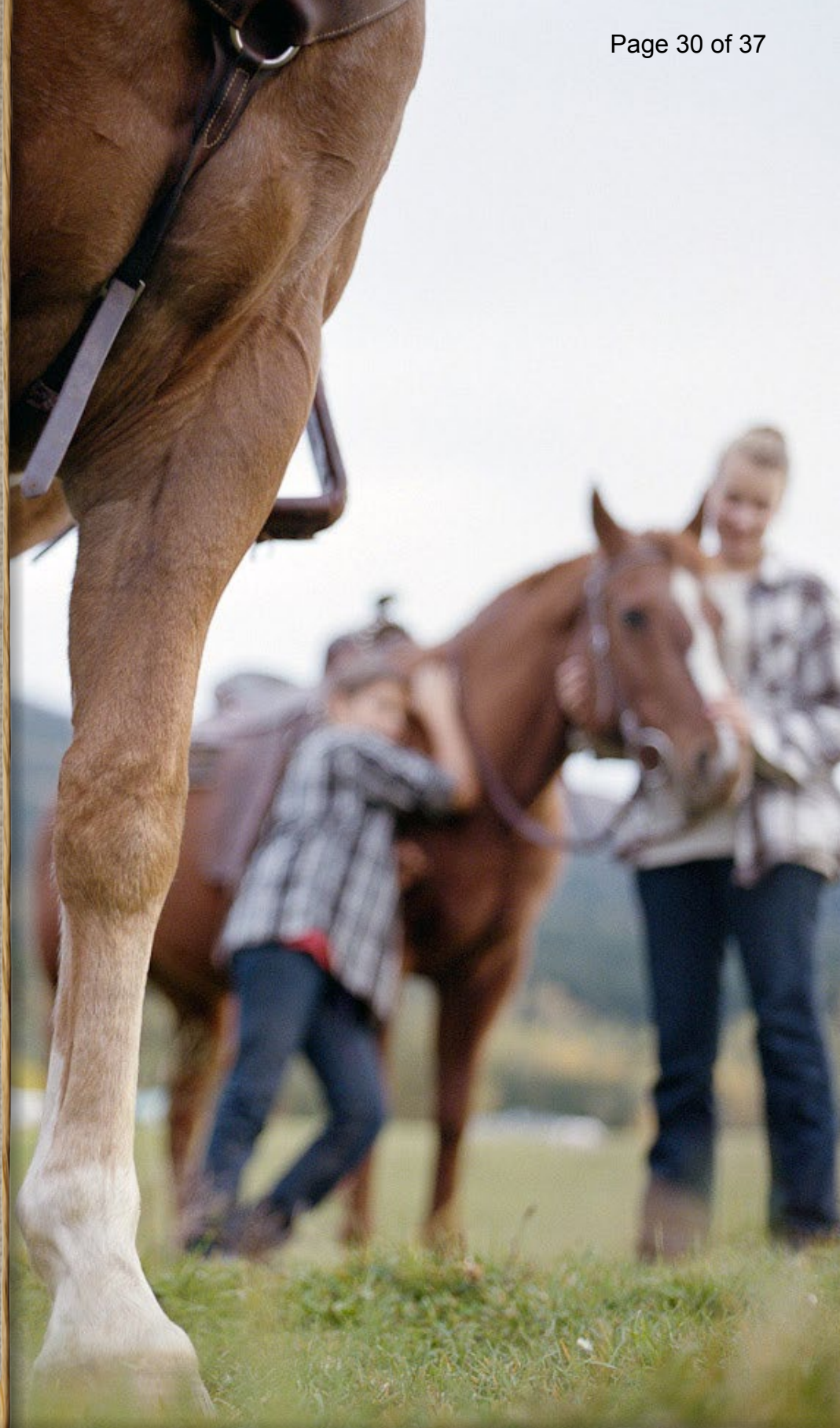
CLIENT STRATEGIST

Destination Think!

[hannah@destinationthink.com](mailto:hannah@destinationthink.com)

DESTINATION

**Think!**





### WHY SHORT-TERM RENTALS (STRS) NEED CIVIC & PROVINCIAL GOVERNMENT ATTENTION

- Short-term rentals are a contributing factor to the loss of affordable and available monthly rental housing for residents and workers in communities throughout B.C.;
- Without adequate housing, staff shortages will grow, existing workers will experience burnout, service levels will drop and the customer experience will be affected;
- If monthly housing is not stabilized, any remaining rental housing stock will increase in cost due to the erosion of the community base, while future tourism investment decisions may be delayed or dropped; and
- Online platforms, as well as property owners that offer less than four rooms for rent (STRs, B&Bs) do not have to collect or remit the hotel PST (8%) or MRDT (2-3%) from guests. Rescinding section 78(1)b of BC's *Provincial Sales Tax Act* will:
  - Augment local government enforcement efforts by using data obtained from tax registration and collection to monitor compliance;
  - Increase voluntary compliance among landlords who risk finding themselves offside with both local bylaws and the provincial tax code; and
  - Encourage some landlords to return monthly rental stock back to the community for workers and residents to avoid tax scrutiny and regulation.

### PRIMARY ACTION YOUR COMMUNITY CAN TAKE LOCALLY TO MANAGE THE STR ISSUE

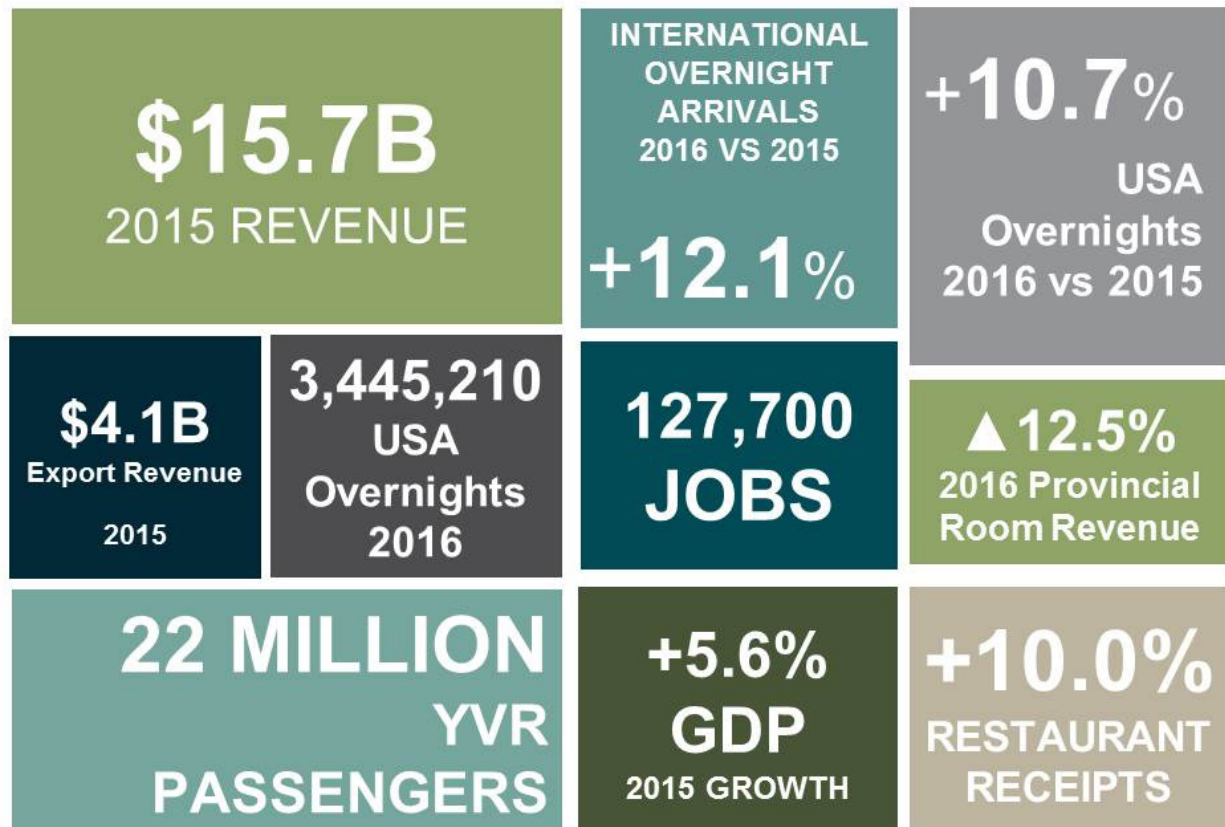
Compel operators of STRs to either comply with local regulations or face enforcement action. If local regulation on STRs does not exist, develop policies in consultation with the community.

### PRIMARY ACTION YOUR COMMUNITY CAN TAKE PROVINCIALY TO MANAGE THE STR ISSUE

Write, call or engage the Minister of Finance to emphasize the importance of provincial government assistance on this issue and ask government to rescind **Tax Regulation 78(1)b** to strengthen your community enforcement efforts and processes.



# #BCTourismMatters

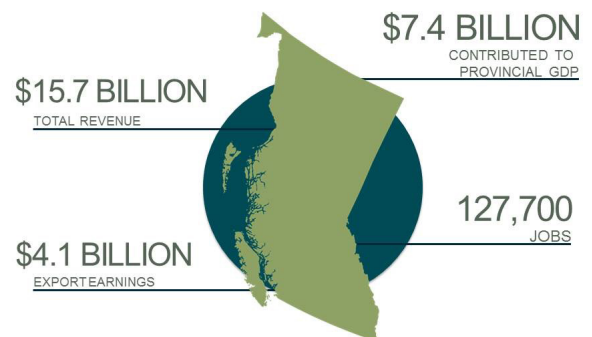


Source: Destination BC



Source: Destination BC

## #BCTourismMatters



Source: Destination BC (2015 data)



Honourable Lisa Beare  
Minister of Tourism, Arts & Culture  
Government of British Columbia  
Parliament Buildings  
Victoria, B.C. V8V 1X4

July 19, 2017

Dear Minister Beare,

On behalf of the board and staff of the Tourism Industry Association of British Columbia (TIABC), congratulations on your appointment as Minister of Tourism, Arts & Culture. We are excited by the fresh perspective, energy and leadership you will bring to this important portfolio and look forward to working with you to achieve the impending targets and expectations within your mandate.

TIABC is the province's advocacy agency representing the interests of some 19,000 tourism businesses with more than 270,000 employees, half of which are directly employed by the visitor economy. And while British Columbia has enjoyed record-breaking results for visitation and other key performance indicators, operators, communities and various tourism stakeholders continue to deal with issues that hamper the growth and potential of the industry.

As you begin to coordinate briefings and meetings with sectors and industries within your portfolio, TIABC looks forward to meeting with you at your earliest opportunity to discuss various topics including, but not limited to:

- Formula funding for Destination B.C. and MRDT funding for DMOs;
- Labour shortages and affordable housing for workers;
- Short-term vacation rentals and ride-sharing;
- Airport privatization, transportation infrastructure and B.C. Ferries.

For your information, TIABC annually hosts the B.C. Tourism Industry Conference that brings together all sectors for three days of workshops, planning and business opportunities. The next B.C. TIC is scheduled for Kelowna, March 7-9, 2018. However, in the meantime, TIABC's annual general meeting and one-day Summit takes place in Richmond on October 12<sup>th</sup>. We would like to extend an invitation to you to be our keynote luncheon speaker as an opportunity for you to connect directly with industry representatives from throughout the province.

.../2



Pg. 2  
Minister Beare

Minister, the British Columbia tourism industry is eager to work with you to position our province as a place that welcomes visitors and in the process creates jobs, as well as generates investment and economic impact.

Again congratulations on your appointment. We look forward to hearing from you and to meeting with you very soon.

Best Regards,

A handwritten signature in blue ink, appearing to read "Walt Judas".

Walt Judas  
CEO, Tourism Industry Association of B.C.  
778-953-0620

A handwritten signature in grey ink, appearing to read "Jim Humphrey".

Jim Humphrey  
Chair, Tourism Industry Association of B.C.  
250-732-4889



July 18, 2017

Honourable Lisa Beare  
Minister of Tourism, Arts and Culture  
Parliament Buildings  
Victoria, British Columbia V8V 1X4

Dear Minister Beare:

Congratulations on your new appointment as Minister of Tourism, Arts and Culture.

It has never been more important for new leadership that works for ordinary people, not just those at the top.

It is your job to deliver that leadership in your ministry.

Our government made three key commitments to British Columbians.

Our first commitment is to make life more affordable. Too many families were left behind for too long by the previous government. They are counting on you to do your part to make their lives easier.

Our second commitment is to deliver the services that people count on. Together, we can ensure that children get access to the quality public education they need to succeed, that families can get timely medical attention, and that our senior citizens are able to live their final years with dignity.

These and other government services touch the lives of British Columbians every day. It is your job as minister to work within your budget to deliver quality services that are available and effective.

Our third key commitment is to build a strong, sustainable, innovative economy that works for everyone, not just the wealthy and the well-connected. Together, we are going to tackle poverty and inequality, create good-paying jobs in every corner of the province, and ensure people from every background have the opportunity to reach their full potential.

These three commitments along with your specific ministerial objectives should guide your work and shape your priorities from day to day. I expect you to work with the skilled professionals in the public service to deliver on this mandate.

.../2

As you are aware, we have set up a *Confidence and Supply Agreement* with the B.C. Green caucus. This agreement is critical to the success of our government. Accordingly, the principles of “good faith and no surprises” set out in that document should also guide your work going forward.

As minister, you are responsible for ensuring members of the B.C. Green caucus are appropriately consulted on major policy issues, budgets, legislation and other matters as outlined in our agreement. This consultation should be coordinated through the Confidence and Supply Agreement Secretariat in the Premier’s Office. The secretariat is charged with ensuring that members of the B.C. Green caucus are provided access to key documents and officials as set out in the agreement. This consultation and information sharing will occur in accordance with protocols established jointly by government and the B.C. Green caucus, and in accordance with relevant legislation.

British Columbians expect our government to work together to advance the public good. That means seeking out, fostering, and advancing good ideas regardless of which side of the house they come from.

Our government put forward a progressive vision for a Better B.C. that has won broad support with all members of the legislature. There is consensus on the need to address many pressing issues such as reducing health-care wait times, addressing overcrowded and under-supported classrooms, taking action on climate change, tackling the opioid crisis, and delivering safe, quality, affordable child care for all. As one of my ministers, I expect you to build on and expand that consensus to help us better deliver new leadership for British Columbians.

As part of our commitment to true, lasting reconciliation with First Nations in British Columbia our government will be fully adopting and implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and the Calls to Action of the Truth and Reconciliation Commission. As minister, you are responsible for moving forward on the calls to action and reviewing policies, programs, and legislation to determine how to bring the principles of the declaration into action in British Columbia.

In your role as Minister of Tourism, Arts and Culture I expect that you will make substantive progress on the following priorities:

- Champion tourism as a job creator throughout British Columbia and work to expand tourism-marketing efforts internationally.
- Work with the Minister of Jobs, Trade, and Technology to ensure that British Columbia’s tourism sector is represented on trade missions.
- Double the Province’s investment in the B.C. Arts Council over four years.
- Increase investments in Creative B.C. over four years.
- Establish an arts infrastructure fund to help provide space for B.C. artists.
- Ensure that B.C. film and TV makers get their fair share of federal investments from Telefilm, and other federal government programs.

- Work with the Minister of Finance to expand B.C.'s film labour tax credit to include B.C. writers.
- Work with the Minister of Municipal Affairs and Housing to develop a community capital infrastructure fund to upgrade and build sports facilities, playgrounds, local community centres, and arts and culture spaces.

All members of Cabinet are expected to review, understand and act according to the *Members Conflict of Interest Act* and to conduct themselves with the highest level of integrity. Remember, as a minister of the Crown, the way you conduct yourself will reflect not only on yourself, but on your Cabinet colleagues and our government as a whole.

I look forward to working with you in the coming weeks and months ahead.

It will take dedication, hard work, and a real commitment to working for people to make it happen, but I know you're up to the challenge.

Sincerely,

A handwritten signature in black ink that reads "John Horgan". The signature is written in a cursive, flowing style.

John Horgan  
Premier