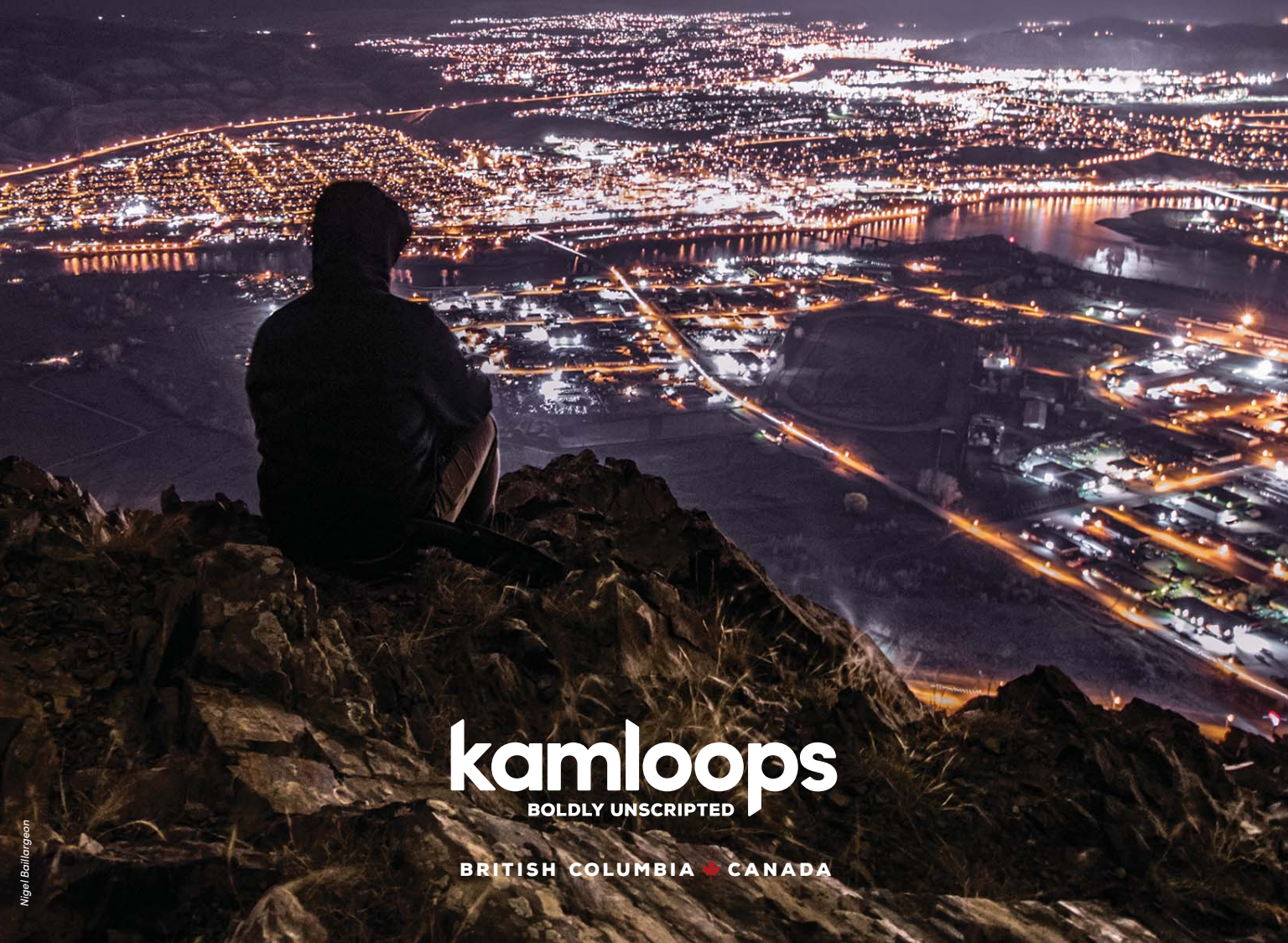


2016 ANNUAL REPORT



kamloops
BOLDLY UNSCRIPTED

BRITISH COLUMBIA  CANADA

A person wearing a yellow beanie and a dark tank top is kneeling on a rocky mountain peak, holding a camera to their eye. A golden retriever is standing next to them, looking towards the camera. The background shows a vast, hazy mountain range under a clear sky. The foreground is dominated by large, jagged, reddish-brown rock formations.

OUR BACKYARD IS SO WEIRD. AND AWESOME.

[GETTING LOST FOR A BIT.
THEN FINDING SOME CRAZY HOODOOS
AND AN INVERTED TREELINE]



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1290 Trans-Canada Highway West
Kamloops, British Columbia, Canada V2C 6R3
250.372.8000

TOURISMKAMLOOPS.COM

TOURISM KAMLOOPS

ABOUT US

Tourism Kamloops is the organization responsible for destination marketing on behalf of the Kamloops tourism industry and the City of Kamloops. Since 2005, tourism in Kamloops has evolved significantly to become an attractive, affordable and accessible getaway for outdoor enthusiasts, families, athletes and weekend warriors. The tourism industry in Kamloops is alive and well welcoming approximately 1.64 million visitors annually and generating \$377 million in economic value.

OUR MISSION

Partner with stakeholders as the leader for strategic development support and planning through implementing innovative technological marketing strategies to promote Kamloops as a valued tourism destination.

OUR VISION

Come share the experience and play like a local.

OUR GOAL

To increase tourism revenues through the delivery of innovative, results-based marketing strategies.

OUR STRATEGIC VISION

- To increase visitation to the city with a key focus on overnight stays and increasing both average length of stay and daily expenditures
- To remain a viable and competitive tourism destination
- To collaborate with tourism industry partners realizing collective partnerships and integrated strategies
- To be the destination of choice for targeted visitors
- To communicate with tourism industry partners to better understand the value of the industry for the city
- To deliver innovative and accessible visitor services

OUR VALUES

- Act with INTEGRITY, be authentic, ethical and selfless
- INSPIRE the community through positive influence, vision and open communication
- Embrace CREATIVITY and INNOVATION
- Be ADVENTUROUS...have FUN!
- Practice SUSTAINABILITY

MESSAGE FROM THE CEO

2016 was a huge transition year for both Tourism Kamloops organizationally and me personally. I would like to thank you for trusting me to take on the leadership role of this organization. As I look back at 2016 the thing that most stands out to me as the new CEO is the people power. Tourism Kamloops is fueled by an incredible team, incredible community, and incredible travelers. This destination has the power to commit internationally because of that attitude and our ambition...who wouldn't want to be part of this?

When I joined the organization in April, it was necessary for the team to hit 'pause' so that we could reflect on what we have been doing and why; we needed to complete a thorough audit. It was after this internal assessment, that it became clear it was time to give Tourism Kamloops a new identity rooted in a new strategy. We redefined our focus through five key strategic platforms in 2016: Experience, Sustainability, Brand, Community and Stakeholders, and Innovation. These five platforms allowed us to create clear and concise goals and action plans to drive results.

Without question pushing 'pause' enabled us to become stronger, wiser and more purposeful. Along with numerous other insights, the pause triggered the beginning of transition and thinking outside the box. What did we accomplish? A sound strategic plan with strong priorities that would take us beyond 2017 and onto the next 5 years with annual tactical plans enabling us to stay on track while being nimble enough to act on timely initiatives and opportunities. In our case transition meant results.

Results from 2016 demonstrated increased visitation, increased revenue from MRDT and increased stakeholder engagement. The value of tourism is a thriving and growing industry driving positive economic results for our community. These statistics show that Kamloops is a destination that has captured the attention of many audiences. I have nothing but confidence in our ability to grow as we reboot our marketing and communications campaigns for 2017 and beyond.

Kamloops shone brightly in 2016, hosting and warmly welcoming athletes, families and fans from across the globe. Signature events including Hockey Day in Canada (February), and IIHF Women's World Ice Hockey and Championship (March) set the stage for a strong spring and later in the year, events such as the Kamloops Film Festival, BC Lions Training Camp, RibFest and BrewLoops drove increased visitation to the city. It was also confirmed that Kamloops was successful in the bid to host the 2018 BC Winter Games.

Industry engagement was paramount throughout the year. Personal visits with our tourism partners helped to enhance relationships, share plans and strategies for working together and understanding how we can best support tourism businesses to grow tourism collectively. In fall 2016, our accommodation partners positively voted to renew the Municipal Regional District Tax (MRDT) for the next 5 years and confirmed an increase in the tax funding from 2% to 3%, allowing Kamloops to competitively market alongside other major BC tourism destinations.

Much work was also done internally. We aligned ourselves with new industry experts to ensure our approach was innovative and efficient. As a robust marketing organization, we modernized our office processes and systems to ensure elevated productivity, connectivity and technologies demonstrating tourism marketing leadership for and on behalf of our stakeholders.

We have set ourselves up for an amazing year – 2017 will be one to remember and the foundation that has been set in our transitional year, 2016, should bring clarity, scope and direction to our community and stakeholders. We need to celebrate the direction achieved through the efforts of our partners and our team.

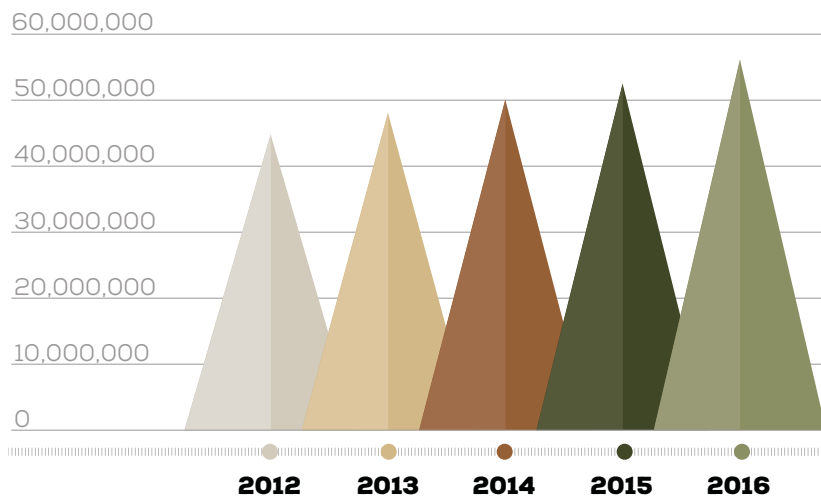
I thank you for your trust in me and in the empowerment of our team at Tourism Kamloops.

BEVERLEY DESANTIS

SUCCESSSES

The tourism industry in British Columbia ignited in 2016 and Kamloops celebrated with record breaking results. Working alongside our dedicated and inspired tourism industry partners, Kamloops welcomed the world and once again demonstrated its ability to provide exceptional experiences and world-class hospitality. The proof is in the numbers:

CONTINUED ACCOMMODATION REVENUE GROWTH:



9.8% INCREASE OVER 2015

\$12 MILLION LIFT IN THE PAST 5 YEARS

\$56 MILLION

IN ACCOMMODATION REVENUE*

HIGHLIGHTS

By all accounts 2016 was a very strong year for tourism in Kamloops, and roughly on pace with the record-breaking year across the province, with the total number of occupied rooms up 6.1% over 2015 (occupancy up 3.4 points from 55.5% to 58.9%), average daily rate up 1.2%, and total sales up 7.4%. These metrics represent a standardized data set of 13 accommodation properties that provided data for both 2015 and 2016. When factoring in new properties and the entire accommodation sector, total sales resulted in a 12% increase across the destination as reflected by the total MRDT increase for the year.

12.3% MRDT INCREASE
OVER 2015

**highest MRDT receipts for April through Oct & Dec in Tourism Kamloops history

OCCUPIED ROOM NIGHTS:

301,130 | **283,720**
IN 2016 | IN 2015

OCCUPANCY RATE:

58.9% UP 3.4%
OVER 2015

VISITOR PROFILE

Through our research, we have come to understand that Kamloops has two very distinct tourist types – the stopover and the visitor. The stopover refers to those that “pause” in Kamloops to refuel, shop for groceries, stretch their legs and then proceed to their destination. They are road warriors that eat, sleep and gas up along our highway corridors without engaging in any destination experiences – which may simply be a trip to downtown or Riverside Park.

Alternatively, we welcome visitors to Kamloops. Visitors refer to those that stay at least one night, partake in destination experiences – visitors may overnight with friends and relatives, in hotels or motels or camp. Visitors come for a variety of reasons: for sporting events and tournaments, for a weekend getaway, for specific experiences or events in the city or to reconnect with friends and/or family.

Both of these visitor types comprise the largest volume of visitors to Kamloops at 71%. Group travellers the second largest at 29%.

In terms of travel segments and origins, there was a slight increase in group/tour travel in 2016, while individual travel was roughly flat. The increase in group bookings may have put some downward pressure on average daily rate. Leisure travel showed modest growth in 2016, while corporate travel dropped notably. The short-haul (BC/AB) market increased, while other Canada and US/transborder markets stalled after a strong 2015.

2016 TRIP PURPOSE



INDEPENDENT TRAVEL
-4.9%

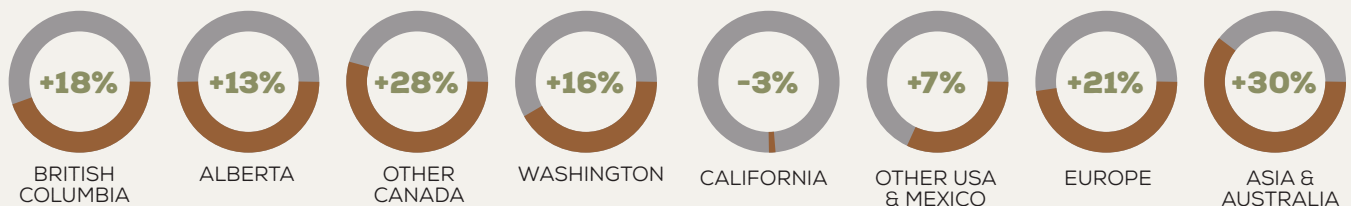


GROUP TRAVEL
+4.9%



SPORT GROUPS
+3.3%

2016 VISITOR ORIGIN



INDUSTRY SUCCESS

We celebrate the successes of our industry partners, recognizing that a healthy tourism industry works toward the long-term success of our region as a destination.

HERE ARE SOME 2016 HIGHLIGHTS:



ROCKY MOUNTAINEER

9%
INCREASE
in guest volume
2016 over 2015



— SINCE 1965 —
**British Columbia
Wildlife Park**
— KAMLOOPS —

101,150
VISITORS

19%
INCREASE
in international bus tours



NEW TOURISM PRODUCTS AND SERVICES EMERGED IN 2016 ENHANCING OUR OFFERINGS AS A DESTINATION.

- Monte Creek Ranch Winery opens Terrace Restaurant
- Kamloops Heritage Railway launched backshop tours
- 5 New Arctic Wolves at BC Wildlife Park
- Moccasin Trails launches canoe experience
- ACT Adventures launches local snowshoe tours
- Browns Socialhouse opens
- Frenchies Pouterie opens
- Kamloops Komedie Festival launches
- Save on Foods opens BC VQA wine section in Kamloops
- Kamloops Lake Watersports opens
- BC Brew Co & Tk'emlups te Secwepemc partner on Canada's largest Hops Farm
- Kamloops hosts first Art Battle
- 1st Annual Food Truck Festival
- Padlock Studios opens



**TOOK A STEP
BACK IN TIME.
TIME TRAVEL
TOTALLY EXISTS!**

[THOUGHT I WAS GETTING ON A TRAIN TOUR]

VISITOR CENTRE ANALYSIS

Kamloops visitor cycles are consistent with strong summer season visitation and significantly softer visitation in winter months. Spring 2016 was unusually strong due to two major events hosted in Kamloops – Hockey Day in Canada (February) and IIHF Women’s World Ice Hockey Championship (March/April). Western Canada continues to make up approximately 33% of Visitor Centre visitation and Europe remains the largest international visitor.



MOST REQUESTED

MAPS/DIRECTIONS

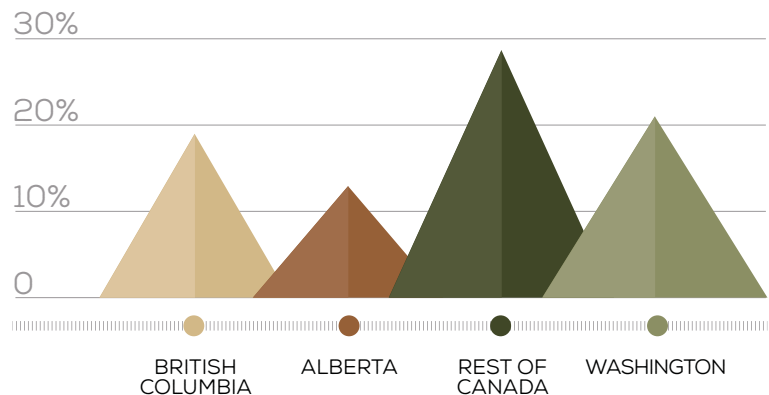
ATTRACTIONS

ADVENTURE
RECREATION

ACCOMMODATION

SHOPPING

VISITOR ORIGIN INCREASES



21,514
VISITORS TO THE
VISITOR CENTRE IN 2016

31%
INCREASE IN VISITS
OVER 2015

TOURISM KAMLOOPS VISITOR CENTRE NEW FOR 2016

Featured a local artisan showcase beginning September 2016

Beginning in fall 2016, the Visitor Centre opened 7 days a week, year-round



SOCIAL CHANNELS

Each year we continue to recognize the important role that social media plays in sharing the Kamloops tourism story, intimately connecting us with visitors and locals. Through our social channels we have the ability to reach visitors during their trip planning stages and follow their journey, often engaging with them while they are in destination, inspiring them to stay longer.

NEW FOR 2016:

- Partnered with Destination BC's TripAdvisor project in April 2016. This online review and forum site has given us the opportunity to engage and reach visitors prior to their arrival in Kamloops.
- Partnered with Tourism Sun Peaks and Shuswap Tourism to execute an integrated social media campaign (Facebook and Instagram) highlighting common destination experiences such as SUP, hiking and biking trails.
- Featured local attractions and experiences in monthly blogs.
- Engaged Crowdriff, an online platform that sources relevant user-generated content from Instagram. This provides the foundation for our "Fan Photo Fridays" on Facebook.
- Enhanced online contest promotions over our social channels creating opportunity to inspire visitation in off peak season. Featured in fall 2016, this initiative included contests for October and December Weekend Getaways.



FACEBOOK

FOLLOWERS: 23,000

NEW PAGE LIKES: 3610

TOP AGE: 25-34

5 TOP PAGE FANS BY CITY:

Kamloops, Edmonton, Calgary,
Vancouver, Surrey

TOP 3 POSTS



Alright #kamloops, Frenchies Pouterie is officially open! Head into @downtownkamloops and enjoy a delicious poutine creation!

LIKES: 341 | SHARES: 259



Tourism Kamloops redefined... coming soon!

LIKES: 151 | SHARES: 334
VIEWS: 15,980



Which Canadian city had the most days above 30 degrees? #Kamloops! #ExploreKamloops #ExploreBC

Details: <https://www.theweathernetwork.com/.../which-canadian-ci.../71863>

LIKES: 70 | COMMENTS: 180

TWITTER

Photos received 51% more engagement than video, links and text only tweets

FOLLOWERS: 8,981

TOP 3 POSTS



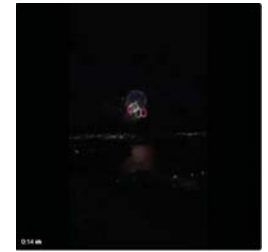
1 minute to puck drop! who will take home gold!! #WomensWorlds

LIKES: 59 | RETWEETS: 18



Calling all #wildlife photographers! The Bighorn Sheep are in full force right now in #Kamloops. #wildlifephotography #explorebcc

LIKES: 33 | RETWEETS: 16



Fantastic way to end the night in #Kamloops! @cityofkamloops @BCLC @KamArtsCouncil #ExploreKamloops #ExploreBC

LIKES: 21 | RETWEETS: 10

INSTAGRAM

TOP ENGAGING LOCATIONS:

Riverside Park, Deep Lake,
Sun Peaks, Kenna, Pineview

FOLLOWERS: 8,054

TOP 3 POSTS



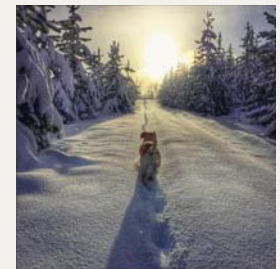
A unique perspective into @downtownkamloops.

LIKES: 750 | COMMENTS: 13



Another clear Kamloops sky allows the #supermoon to show how beautiful our city is. We'll see you at the next one!

LIKES: 687 | COMMENTS: 12



Furry companions are great adventure buddies!

LIKES: 576 | COMMENTS: 8

KEY LEARNINGS FOR SOCIAL MEDIA IN 2016

"CUTE" ALWAYS SELLS

ANIMALS ARE ALWAYS A GREAT ADDITION

BE SURE TO TAG #EXPLOREKAMLOOPS
AND #EXPLOREBC

HIGHER QUALITY VIDEOS AND IMAGES HELP
STRENGTHEN THE WRITTEN CONTENT

ON INSTAGRAM, USE MULTIPLE HASHTAGS
THAT PERTAIN TO YOUR IMAGE IN THE
COMMENTS SECTION TO REACH A
LARGER AUDIENCE

STAY ACTIVE ON SOCIAL MEDIA SO
YOUR VISITORS CAN ENGAGE WITH
YOUR BUSINESS



PARTNERSHIPS

ALIVE AFTER FIVE

Kamloops Downtown is a gem – ask any local and they can direct you to their favourite coffee shop, boutique, or restaurant patio. Of course, a major draw during July and August is Music in the Park and a trip to Scoopz Ice Cream. But if you happened to visit in the evening, many of the retail stores are closed and the downtown loses its vibrancy that exists during work day. Collectively, the Kamloops Central Business Improvement Association (KCBIA), Kamloops Chamber of Commerce, Venture Kamloops, City of Kamloops, Rocky Mountaineer and Tourism Kamloops inspired a two-week trial of “Alive After Five”, a movement to have retail stores open, sidewalk entertainment, mobile visitor servicing and free parking available to create ambiance after typical work hours. The partnership proved successful – the downtown was alive, 48 KCBIA members participated and reported a positive experience, there was a noticeable increase in foot traffic and the live music added to the summer vibe and ambiance. This initiative is being reconsidered for 2017.

KAMLOOPS MOUNTAIN BIKE CLUSTER

Through an extensive marketing strategy process, the Kamloops tourism industry identified mountain biking as a distinct experience for Kamloops. There was an opportunity to bring mountain bike stakeholders together to improve the mountain bike destination experience.

The Kamloops Bike Riders Association, Kamloops Performance Cycling Centre, City of Kamloops, the local bike shops and Tourism Kamloops came together to establish an audit of all players involved in the current mountain bike experience. Priorities for the cluster were then identified and the most important priority was the creation of a trail map highlighting riding areas throughout the city. By December 2016, the new Tourism Kamloops Trail Guide was created highlighting 5 riding areas around Kamloops and was ready for distribution in early 2017.

The City of Kamloops was thrilled to partner with Tourism Kamloops to support their goal of creating a trail guide. The staff at Tourism Kamloops were instrumental in inviting all stakeholders to the table and forming a working group for this large project. Consultation was comprehensive and TK took direction from all those involved. There were multiple opportunities to provide feedback throughout the process and as a result Kamloops now has its first ever Mountain Bike map which will be used by locals and tourists alike.”

ALEX DE CHANTAL – CITY OF KAMLOOPS

MESSAGE FROM THE KAA

The Kamloops Accommodation Association celebrates alongside Tourism Kamloops on a great 2016 performance. The Kamloops tourism industry is an integral part of our diverse economy. Because of tourism growth over the past decade, the city has witnessed an increase in total hotel room supply in recent years with several new branded and independent accommodation developments.

This continued growth and success of Tourism Kamloops led the Kamloops Accommodation Association members to both approve the renewal of the Municipal Regional District Tax (MRDT) and increase the tax from 2% to 3% effective July 1, 2017, with a focus to grow the shoulder seasons in Kamloops.

The Kamloops Accommodation Association continues to engage its members and ensure that the partnership with Tourism Kamloops is strong and adaptive to the changing landscape.

The new CEO Beverley DeSantis has been a new driving force of change and adaption for Tourism Kamloops as it goes through its brand refresh. Our members have been involved and engaged throughout, along with the rest of the stakeholders in tourism within Kamloops.

The Kamloops Accommodation Association looks forward to continuing to strengthen this partnership to grow tourism in Kamloops!

TIM RODGERS CHGM, CHAIR





MESSAGE FROM THE CHAIR

2016 marked a revival for Tourism Kamloops. The Tourism Kamloops Board of Directors welcomed Beverley DeSantis as the organization's new CEO in April and, since, a renewed approach to all aspects of Tourism Kamloops was undertaken.

Much of the year was dedicated to working towards a new 5-year strategic plan for Tourism Kamloops. The process included a series of focus groups, Board workshops and stakeholder interviews to realize the new vision for Tourism Kamloops. Tourism Kamloops' new plan incorporates 5 strategic platforms that embrace the ever-changing landscape, ensure sustainable and innovative solutions to traditional destination marketing models, revitalize and reposition Kamloops' destination brand to spark an urgency to visit, and a role to support the enhancement of Kamloops' destination experiences through facilitated development strategies.

Another significant initiative for 2016 was the renewal of the Municipal Regional District Tax (MRDT) – a major funding source for Tourism Kamloops. Through extensive engagement in partnership with the Kamloops Accommodation Association, the tax was successfully renewed with an increase from 2% to 3% for the next 5 years. Tourism Kamloops will focus the additional funds to promoting off-peak season visitation as well as the implementation of a proactive event hosting strategy that will target event opportunities in slower tourism months.

Internally, the Tourism Kamloops Board of Directors prioritized a revitalization to the board governance and policies. This document provides a framework for Board roles and responsibilities, code of conduct, terms of reference for each board position, communication protocols as well as strategic direction for board succession planning. Ensuring that a robust and progressive Board is in place, is paramount to the health and vitality of a top performing destination marketing organization.

With a focus on rebuilding a strong foundation for Tourism Kamloops and our tourism industry stakeholders, the organization is well poised to deliver innovative and inspiring marketing to key target audiences, positioning Kamloops as a must-visit destination for 2017 and beyond.

SHATHA AL-REIHANI

2016/2017 BOARD OF DIRECTORS

SHATHA AL-REIHANI

Chair
Plaza Hotel

DARCIA BALL

Past Chair
Hotel 540 /
Thompson Hotel

JOEY BELTRANO

Vice Chair
Kamloops Seniors
Village

JOHN STARK

Treasurer
BC Wildlife Park

CECILIA GUERRERO

Secretary
PHI Hotels

ALISON STEWART

Director
Rocky Mountaineer

AL PATEL

Director
Scott's Inn

BRAD HARRISON

Director
BC Backcountry
Lodging Association

DENIS WALSH

City Representative
City of Kamloops

TAMMY ROBERTSON

City Liaison
City of Kamloops

2016/2017 STAFF

BEVERLEY DESANTIS

CEO

MONICA DICKINSON

Director, Industry Relations & Communications

LISA STRACHAN

Director, Destination Development & Travel Trade

KEN LAVEN

Director, Marketing & Brand

KENDEL LAVALLEE

Senior Marketing Specialist (*on maternity leave*)

MARY PUTNAM

Marketing Specialist

TARA LOOK

Corporate Event & Trade Specialist

LISA WHITE

Industry Relations & Communications Specialist

ANDREA HEATH

Visitor Experience & Destination Development Specialist

MICHELLE MCALEESE

Visitor Experience & Social Media Specialist

RACHEL LEWIS

Graphic Designer & Marketing Specialist

2016 APPROVED BUDGET

REVENUE	2016 BUDGET	% OF BUDGET
City of Kamloops - Tourism Service Agreement	\$250,000.00	16%
Municipal Regional District Tax	\$1,032,432.06	67%
Publications & Co-op Advertising	\$17,000.00	1%
Destination BC - Co-op Golf Marketing Partnership	\$22,500.00	1%
Destination BC - Innovation Fund	\$6,500.00	.40%
City of Kamloops & Destination BC Visitor Centre Service Agreement	\$134,423.00	8%
Visitor Centre Retail Sales & Brochure Racking	\$16,500.00	1.10%
Lower North Thompson Tourism Society MOU	\$10,000.00	.40%
Tenant Rent	\$10,000.00	.40%
City of Kamloops Building Maintenance	\$10,000.00	.40%
Interest Revenue	\$2,500.00	.20%
Digital Marketing Revenue	\$15,000.00	1%
Destination Development / Industry Engagement Event Revenue	\$25,000.00	2%

TOTAL OPERATING REVENUE **\$1,551,855.06**

APPROVED CAPITAL & SPECIAL ITEMS

Special Opportunities Fund	\$25,000.00
Simpleview (3 yr investments approved in 2013 from Restricted Capital)	\$23,700.00

TOTAL APPROVED CAPITAL & SPECIAL ITEMS **\$48,700.00**

TOTAL REVENUE & APPROVED FUNDING **\$1,600,555.06**

EXPENSES

Destination Leisure Marketing	\$887,677.06	57%
Communications	\$36,000.00	2%
Research	\$45,000.00	3%
Host Kamloops	\$100,000.00	6%
Travel Trade & Meetings	\$42,450.00	3%
Visitor Experience	\$108,700.00	7%
TK & VC Administrative	\$224,810.00	14%
Building Expenses	\$57,218.00	4%
Contingency	\$50,000.00	3%

TOTAL EXPENSES **\$1,551,855.06**

APPROVED CAPITAL & SPECIAL ITEMS

Special Opportunities Fund	\$25,000.00
Simpleview (3 yr investments approved in 2013 from Restricted Capital)	\$23,700.00

TOTAL APPROVED CAPITAL & SPECIAL ITEMS **\$48,700.00**

TOTAL EXPENSES **\$1,600,555.06**

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