

# Tourism Lillooet Developmental Plan



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The Lillooet Chamber of Commerce  
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Prepared by:  
Angela Bissat  
A-I Initiatives  
Email: [angela@al-i.ca](mailto:angela@al-i.ca)  
Cell: 778.209.0349

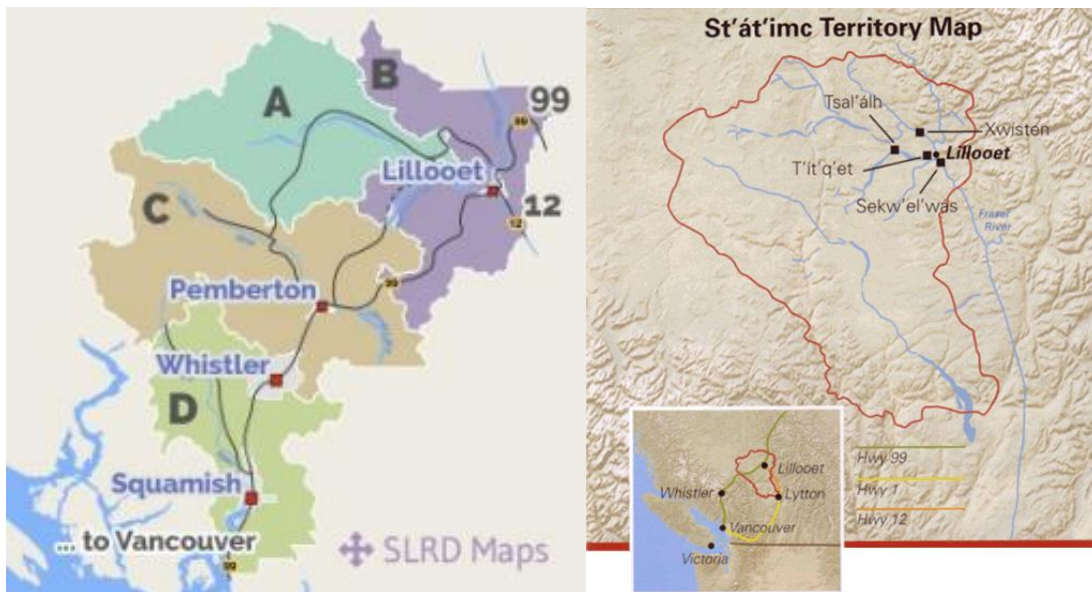
# Table of Contents

Introduction.....	2
Executive Summary.....	3
Tourism Industry Overview.....	6
Global.....	6
National.....	6
Provincial.....	7
Regional & Local.....	10
Major Impacts & Trends.....	11
Tourism Lillooet Destination Management Organization (DMO) Development.....	13
Introduction.....	13
Purpose.....	13
Processes & Methodology.....	14
Results.....	16
Situation Analysis.....	17
Future Strategies for Development.....	20
Tour Bus Coordinator Pilot Project.....	23
Introduction.....	23
Purpose.....	23
Processes & Methodology.....	23
Results.....	24
Situational Analysis.....	24
Familiarization (FAM) Tour Organization.....	28
Introduction.....	28
Purpose.....	29
Processes & Methodology.....	29
Results.....	29
Situational Analysis.....	29
Wrap-Up and Final Thoughts.....	31
Appendix #1 – Lillooet End of Season Survey (Tour Buses).....	32
Appendix #2 – Local Business Survey.....	35
Appendix #3 – Sample FAM Tour Itinerary.....	39
References.....	40

## Introduction

Lillooet and the surrounding regions are home to some of the most scenic, beautiful areas in the country. Its location is at the intersection of routes connecting the Lower Mainland, Fraser Canyon, Thompson-Okanagan and Cariboo-Chilcotin Coast. This gives the Lillooet area a unique opportunity to develop its tourism industry and, by extension, its economy, by capturing the attention and imagination of those travelling through the area.

Lillooet and the surrounding region encompasses an area that includes the Upper St'at'imc Nation, District of Lillooet, Squamish-Lillooet Regional Districts B, Squamish-Lillooet District A will partner for the purposes of tourism and economic development.



This plan is designed to provide interim, developmental steps for a destination management organization (DMO), referred in this plan as Tourism Lillooet. This plan is formatted as a two-year plan for development with additional long-term strategies that will move Tourism Lillooet to self-sustainability. Methodology used during the development of this plan included the following;

- Review and input from web-based and written reports and literature
- Online surveys of Bus Tour Directors
- Surveys conducted with local businesses
- Ongoing interaction with local and regional government, Chamber of Commerce and St'at'imc Nation
- Attendance at Destination BC Destination Development Workshops for Cariboo-Chilcotin Coast and Vancouver Coast and Mountain regions
- Attendance at the CREATE Forum in October 2016
- Attendance at the Growing Event Tourism Workshop in December 2016
- Interviews and conversations with various tourism staff and personnel

This plan is separated into distinct projects that will work together to move Tourism Lillooet to success. Those distinct plans are the development of Tourism Lillooet, the Tour Bus Coordinator Pilot Project and the Familiarization (FAM) Tour.

# Executive Summary

In early 2017, the Lillooet Chamber of Commerce contracted with AI-I Initiatives to research and develop a plan that encompasses the following:

1. Research the feasibility of a sustainable regional Destination Management Organization (DMO), from here forward known as Tourism Lillooet
2. Create and administer a Tour Bus Coordinator Pilot Project
3. Organization of a Familiarization (FAM) tour to the Lillooet region

## 1. Tourism Lillooet DMO Development

The research done to determine the feasibility and sustainability of Tourism Lillooet included participation in a variety of regional tourism development workshops and committees, review of literature, reports and tourism websites and interviews/conversations with a variety of First Nations, tourism stakeholders, and business owners. The information gathered indicated that there is a need and desire for a DMO in the Lillooet area. The information further indicated that a focused, cohesive partnership among all parties will be vital to the development, growth and success of Tourism Lillooet.

The development plan for Tourism Lillooet is a two-year tactical plan with strategies that can be implemented after the two-year tactical plan ends. This plan and its strategies will ensure that the development of Tourism Lillooet is done with the participation of all parties and done in a way that is respectful of all cultures, values and diversity.

Year one of development focuses on the framework of Tourism Lillooet. It includes developing the Terms of Reference, the Board of Directors and non-profit society. The plan advocates the continuation of a working partnership with Destination BC, the Cariboo Chilcotin Coast Tourism Association and the Gold Country Communities Society. Communication with residents and businesses will continue to discuss the value of tourism and continue to build support. While a contractor will be hired to oversee the first year of development, the goal is to have the Board of Directors oversee the second year (and future years) of development.

The original recommendation for the organizational structure of Tourism Lillooet was that of a stand-alone not-for-profit Society with a Board of Directors representative of all interests. Research was done to compare the organizational structures of several DMO's with the goal of determining if this recommendation should change. Types of organizational structures researched included a combination of economic development and tourism, a non-traditional DMO model with business interests, a not-for-profit model with an independent Board of Directors, among others. The original recommendation is valid. A stand-alone not-for-profit Society with a representative Board of Directors remains the optimal choice. It provides a neutral organization with all perspectives represented. Long-term, it can provide the springboard to an Economic Development organization for the region.

Year two will build on the framework of year one. By the end of year two, Tourism Lillooet will be ready to open its doors to the public. Major steps include hiring an Executive Director, the acquisition of office space, and delivery of the 2020 Sales and Marketing plan. Engagement with residents and businesses will continue, as will partnerships with Destination BC, Cariboo-Chilcotin Coast Tourism Association and Gold Country Communities Society.

Funding for the first two years will largely be dependent on funds from local and regional governments that can be leveraged to gain additional grant funding. Grant funding possibilities may include but are not limited to: Rural Dividend, NDIIT Funding, Destination BC Co-Op Marketing Program and Vancouver Foundation.

## 2. Tour Bus Coordinator Pilot Project

The Tour Bus Coordinator Pilot Project was developed due to growth in the number of tour buses stopping in Lillooet and the discord between Tour Bus Directors and local businesses. This was confirmed during conversations and phone interviews with various Tour Directors and local business owners prior to the 2017 season. Three key issues arose during this research, those of communication, logistics and customer service. These issues were most pronounced on Sundays, when there are limited meal options available. Tour Directors were unaware of options available to them, local businesses were unaware of how many guests to expect, making planning and staffing difficult. Parking was limited and many times, difficult to find.

The purpose of the project was to provide a single point of communication between Tour Directors and local businesses, improving the experience for all. A Tour Bus Coordinator was hired to administer and execute this program. Processes used included the development of a Google calendar that listed confirmed bus arrivals and was shared with local businesses upon request. The Tour Bus Coordinator worked with Buy Low Foods to set up designated bus parking spaces and streamline the processes used by the deli area when hosting tour bus guests. The Tour Bus Coordinator communicated with Tour Directors regarding the parking and procedures when stopping at Buy Low. The Tour Bus Coordinator (and Tour Bus Liaison) met many tour buses upon arrival in Lillooet to communicate and make suggestions regarding what to see and do while in Lillooet. On two occasions, the Tour Bus Liaison was invited on to the tour bus to speak to the guests and provide information about Lillooet's history and their experience living in Lillooet.

It should be noted that the tour bus statistics shown in this report are representative of the number of buses that stopped at the Lillooet Visitor Centre. The numbers are not representative of the number of tour buses greeted through the Tour Bus Coordinator Pilot Project. Conservatively, the Tour Bus Coordinator and Liaison met approximately 250 buses over the course of the summer tourist season. This includes buses that stopped at the Downtown Park area of Lillooet and those that chose to stop at Buy Low Food at the Old Mill Plaza.

The results of this program show the need for this program to continue. Survey results support this need, with 70% of Tour Directors indicating that their experience in Lillooet this summer improved due to interaction with the Tour Bus Coordinator and Liaison. As is usually the case with the first year of any program, there are improvements to be made. The survey of local businesses indicated that more regular communication is needed. The recommendation is to expand this program to an Ambassador Program that will provide improved daily communication with bus tours, local businesses and residents. As many of the buses arrive with a small window of time, there is an opportunity to expand this program to have Ambassadors that would fill the role of Tour Bus Liaisons, interact with other visitors to Lillooet and improve communication with local businesses through downtown visibility. They would assist, provide information and be a visible point of contact for visitors, local businesses and residents. Primary goals would be to encourage visitors to stay longer in the area and take advantage of the experiences that exist here, continue to build relationships with the Tour Directors travelling with buses and to bridge the communication gap with local businesses.

## 3. Familiarization (FAM) Tour Organization

It has been several years since a FAM Tour of Lillooet was done. There is a renewed focus on the development of tourism in the region. Key to that development is letting others in and communicating plans, desires and expectations. Invitations to the FAM Tour will be sent to Visitor Centre personnel from the surrounding areas that have the influence to drive visitors to Lillooet. The purpose of this FAM tour is to provide a memorable experience and showcase all that the area offers, now and in the future.

Requests of interest were sent to businesses in the Lillooet area and many have responded with the desire to participate. Businesses include the Reynolds Hotel, X'wisten Experience, the Bridge River Valley and the Lillooet Museum. The tentative date for the FAM Tour is early April 2018. This date is prior to the opening of Visitor Centre locations, allowing personnel to attend.

A sample itinerary for the FAM Tour is available in the appendix of this report. It involves a 2-day FAM tour of the Lillooet and Bridge River Valley areas. This sample itinerary will change dependent on circumstances and final commitment of those that have shown interest.

Partnerships will be critical to the success of this FAM tour. The maximum amount budgeted is \$10,000 but this may change depending on the scope of the final plans. Funding opportunities may include Destination BC, NDIT, local and regional governments and First Nations. The goal of the FAM tour is to provide a knowledge-based tourism experience to Visitor Centre personnel, increasing their knowledge of the areas offerings and communicating the areas expectations regarding tourism.

The total 2018 budget for all three projects is \$90,350. Most funds are allocated to the Ambassador Program with an individual budget of \$47,150. Year one of Tourism Lillooet development has been allocated a total of \$33,200 with a conservative \$160,000 allocated in 2019 for year two. As previously noted, the FAM tour scheduled for 2018 has been allocated a maximum of \$10,000. Funding avenues include local and regional governments, First Nations, grant funding through Northern Development Initiative Trust, Destination BC Innovation Fund, Rural Dividend and local organizations.

Together, these three projects are the first steps to sustainable, managed tourism development in the Lillooet region. Each project will succeed on its own, but together, the opportunities for economic benefit, mutual growth and cultural understanding are exponential. It's time we showed this area to the world, on our terms!

## Tourism Industry Overview

To quantify the need and build a case for the development of Tourism Lillooet, it is necessary to review the tourism industry in the global, national, provincial, regional and local levels. Tourism is an incredibly large and diverse industry with a variety of needs, priorities and demographics. Tourism at the local levels are the smallest individual pieces of a large puzzle with many layers. As the layers of the puzzle are completed, a global industry is revealed. This global industry, however, is not possible without the smallest pieces. In this case, that is the local tourism industry. In Lillooet, that local tourism organization is Tourism Lillooet.

The purpose of this review is to show how inter-connected yet individual each level can be viewed. The scope of the tourism industry means it is necessary for local organizations such as Tourism Lillooet to take their future in their own hands, while working with organizations that represent tourism at other levels. Due to the wide variety of needs and priorities mentioned

previously, it is necessary to have an organization that is focused on ALL tourism in the local region. Who knows the region best if not those that live and work here?

## Global

“Globally, tourism is booming. International travel between countries represents the fourth largest export sector in the global economy, with 1.2 billion international travelers spending \$1.3 trillion outside their own borders in 2015.”

State of the Canadian Tourism Industry  
Travel Industry Association of Canada (TIAC)

Tourism on a global scale is on the rise. According to Destination BC, worldwide tourism growth for the last twenty years is 100%. While more travelers are visiting outside of their own borders, Canada is losing global market share within the tourism industry. Canada's reliance on domestic travel is part of the reason, along with changing rates of currency. It should be stated that recent international visitation has grown, and the Canadian currency remains favorable. The question is sustainability. TIAC forecasts that Canada's global market share of tourism will continue to decline without addressing several areas including potential labour shortages, investment in the tourism product and marketing. Although Canada is benefitting from the increase in global tourism, there is room for continued improvement.

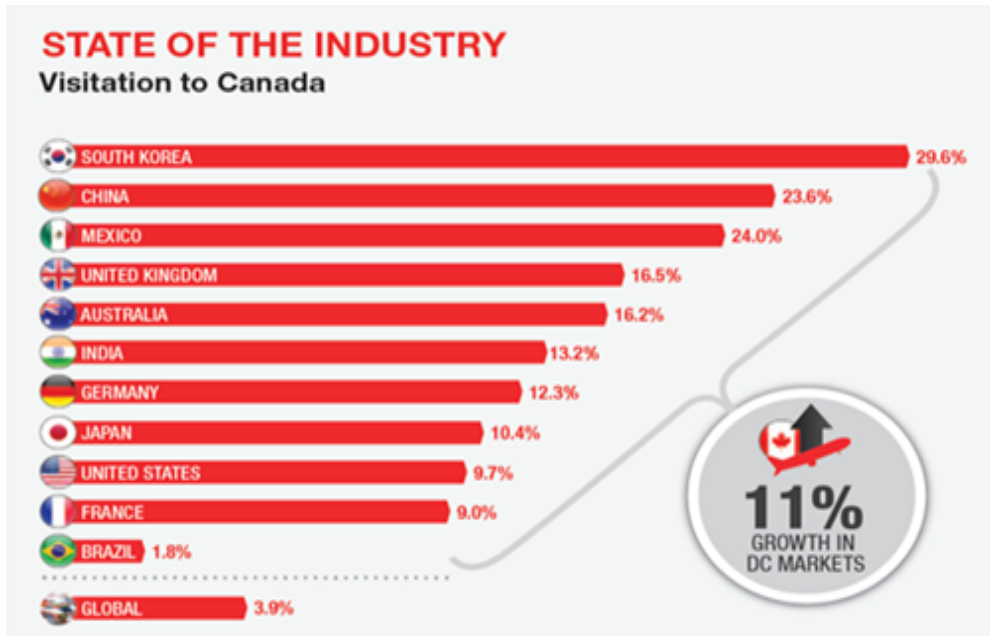
## National

According to the Destination BC Destination Development presentation, “...tourism in Canada accounted for:

- Almost 19.9 million international overnight visitors
- 721,600 jobs
- About 200,000 tourism businesses
- \$20.8 billion in international tourism expenditures

Tourism generates \$90 billion in total economic activity and has been a staple of economic growth in recent years.

Destination Canada is the organization responsible for marketing Canada to the world. In addition, they assist tourism operators of all sizes to access new markets. The graph below, taken from Destination Canada's 2016 Annual Report, shows the state of the industry. It represents visitation from Destination Canada's 12 target market countries and an increase in travel from those markets of 11 percent.

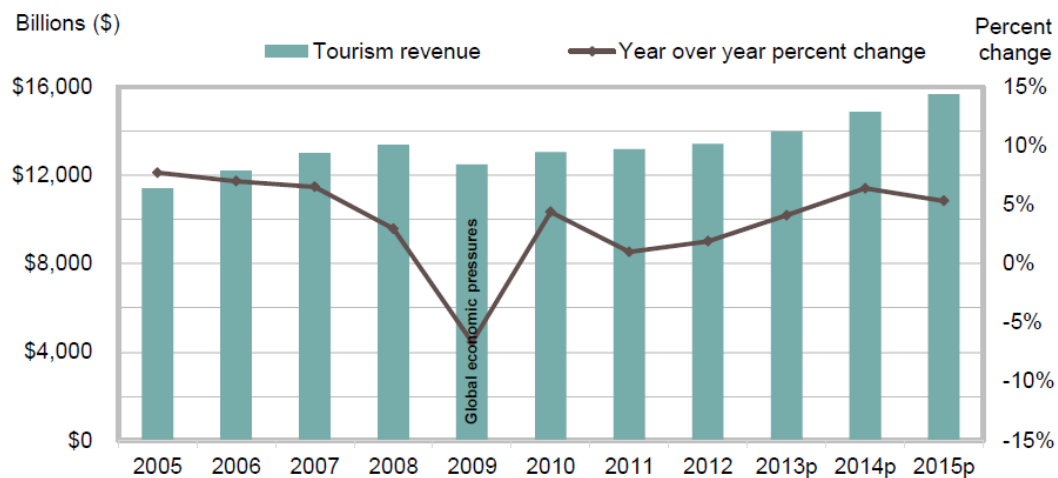


## Provincial

The value of tourism in British Columbia cannot be overstated. According to Destination BC's Value of Tourism: Trends from 2005 – 2015 (the most recent version available):

-Revenues from the tourism industry increased 37.3% between 2005 – 2015

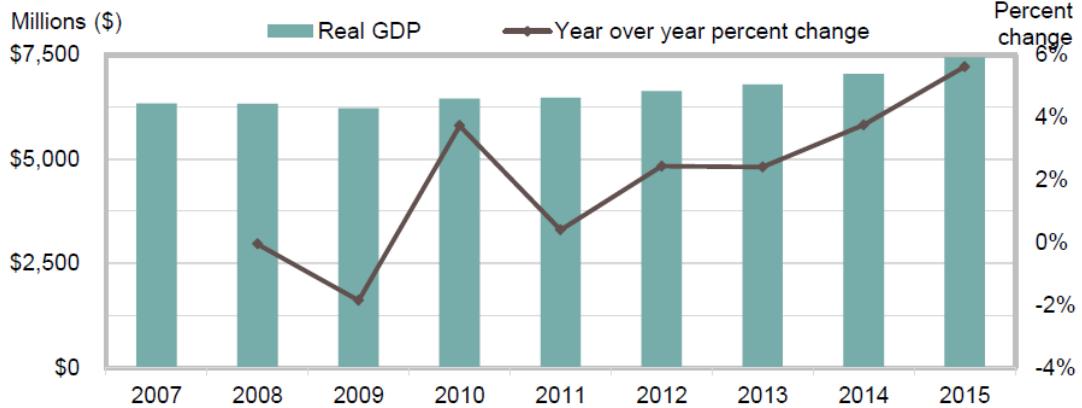
**OVERALL TOURISM REVENUE AND YEAR-OVER-YEAR CHANGE (2005 TO 2015)**



-GDP (Gross Domestic Product) contributions from tourism in British Columbia increased by 17.5% between 2007 and 2015.



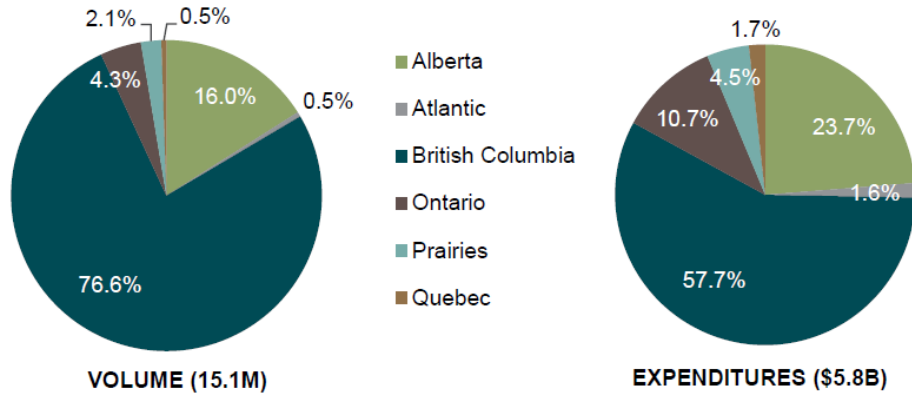
**TOURISM GROSS DOMESTIC PRODUCT AND YEAR-OVER-YEAR CHANGE (2007 TO 2015)**



- Tourism related businesses rose 6.4% year over year
- Number of employees in the tourism industry rose 1.2% year over year
- Wages and salaries in the tourism industry rose 4% year over year

The number of domestic visitors rose 5.9% between 2014 and 2015. BC residents represented 76% of total overnight visitors to BC.

**SHARE OF 2015 DOMESTIC VISITOR VOLUME AND EXPENDITURES BY MARKET OF ORIGIN**



Tourism rates as measured by international overnight visitor arrivals to BC increased 13.3% (international visitors) and 12.5% (US visitors) year over year as of December 2016.

**Year-Over-Year Percent Change: December 2016**

	Int'l Overnight	US Overnight	Asia/Pacific	Europe	China	Japan	South Korea	Australia	United Kingdom	Germany	France	Mexico	India
BC	13.3%	12.5%	12.9%	6.9%	12.4%	-26.5%		33.4%	19.1%	5.6%	-37.4%	53.6%	34.5%

During the previous five years, 2011 through 2016, tourism rates to BC rose 32.7% for International Overnight Visitors and 28.5% for US Overnight Visitors.

#### Five Year Trend: 2016 over 2011

	Int'l Overnight	US Overnight	Asia/Pacific	Europe	China	Japan	South Korea	Australia	United Kingdom	Germany	France	Mexico	India
BC	32.7%	28.5%	48.9%	19.2%	129.4%	43.8%	15.3%	40.4%	16.0%	14.0%	34.7%	111.2%	64.9%

Destination BC has been mandated to develop an updated tourism strategy for the province. To this end, Destination BC has implemented the Destination Development Plan. Destination BC is working with its regional and local partners to plan, from the local level up, 10-year regional plans for tourism development and growth. At the end of this process, expected to take 6 to 12 months, each region will have a strategic plan for developing and implementing tourism activities.

The difference of the Destination Development Planning is that it focuses on the SUPPLY side of tourism. According to Destination BC, "As a result of the destination development planning process, the following outputs will be created in each planning area:

- Situation Analysis that will provide an in-depth overview of the current market trends and existing destination development activities or issues that are directly affecting tourism in your area
- Asset Inventory that will provide an updated list of tourism assets to assist in strategy development, implementation and further tourism planning
- 10-Year Destination Development Strategy to guide long term planning and development that will include:
  - Identification of the area's unique products, amenities and experiences;
  - Identification of strategic priorities;
  - Identification of policy areas that may impede future development activities;
  - Identification of partners and resources needed to support goals and;
  - Guidance on action and implementation planning"

These 20 regional plans will then be incorporated into a Provincial Tourism Plan that will provide vision and direction for the next decade.

Lillooet's involvement in this process spreads across two planning regions: Cariboo-Chilcotin Coast region and the Vancouver, Coast and Mountains region. As this process moves forward and the 10-year Destination Development Plan is crafted and implemented, Tourism Lillooet will provide important roles regarding development and implementation on a local and regional level. To take advantage of all the opportunities these plans will represent, it will take an organization solely focused on the tourism industry and the needs of our area. As this region is involved with two regional plans, it is critical for an organization such as Tourism Lillooet to be in the forefront of implementation. Tourism Lillooet can provide guidance, feedback and represent the interests of this region in an ongoing capacity.

The Explorer Quotient (EQ) is a program developed by Destination Canada and utilized by Destination BC. EQ uses different psychological characteristics of travelers to develop programs and marketing. Rather than using traditional demographics, EQ takes into consideration values, wants and beliefs, among other characteristics. EQ seeks to identify why people travel, what they are looking for and to assist those involved in the tourism industry with

how best to meet the needs of travellers to their specific area and growing the number of visitors.

The EQ program shows that, on provincial and regional levels, the primary types of travellers to this area are Cultural Explorers and Authentic Explorers. A secondary type of traveller to this region is known as a Free Spirit. A brief description of each type is as follows and is taken directly from the Destination Canada website:

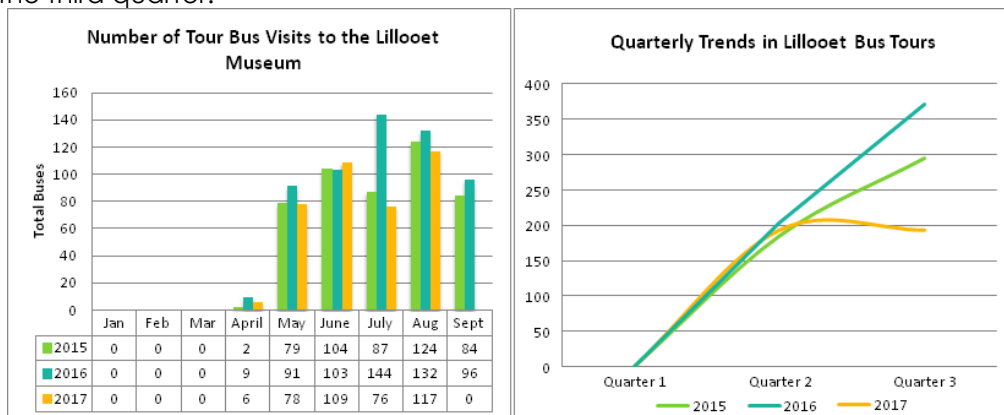
- Cultural Explorer: "...are defined by their love of constant travel and continuous opportunities to embrace, discover and immerse themselves in the culture, people and settings of the places they visit."
- Authentic Explorer: "...are typically understated travellers looking for authentic, tangible engagement with destinations they seek, with a particular interest in understanding the history of the places they visit."
- Free Spirit: "...are highly social and open minded. Their enthusiasm for life extends to their outlook on travel. Experimental and adventurous, they indulge in high end experience that are shared with others."

Tourism Lillooet will provide interaction and direction for these travellers. Whether in person or through the Tourism Lillooet website, travellers will be able to connect, plan and experience Lillooet on their terms, providing a memorable experience that bears repeating.

The Lillooet region can meet the desires of each type of traveller, but cannot do it alone. The size and scope of the tourism industry is such that a community can be lost in the shuffle if it is not focused on its own needs. While Tourism Lillooet will provide the focus on its own needs and develop strategies that meet the needs of travellers to the area, it is necessary and desirable to be part of a larger group that focuses on strategic planning and vision at the provincial, national and global levels. Tourism Lillooet may be one organization, but the potential of its results is exponential when working with organizations at other levels.

## Regional & Local

All indications are that the tourism industry is not only strong but thriving. In 2016, the Lillooet Museum recorded 584 tour buses visiting that location, an increase of 21.7% year over year. Unfortunately, numbers are down this year due to road closures and restrictions brought about by numerous wildfires in the area. Through the end of August, tour bus business was down 48.1% in the third quarter.



Lillooet is on the edge of everything and the centre of nothing, with regards to tourism. Lillooet is positioned on the edge of three of Destination BC's regions: Vancouver, Coast and Mountains, Cariboo-Chilcotin Coast and the Thompson Okanagan. Lillooet is not directly connected with the Thompson Okanagan region but is a member of Gold Country Communities Society. Gold Country Communities Society is based in Cache Creek, providing a vital link to the Thompson Okanagan.

While this position can be a strength and an opportunity, the lack of an organization that can provide directed focus and influence is a weakness. The development of Tourism Lillooet will provide this organization with a focus on tourism development and a voice to insure our needs are being considered and met.

This will be extremely important once the Municipal and Regional District Tax (MRDT) is implemented in the Lillooet area. This is a 3% tax on hotel rooms and will be administered by the Cariboo-Chilcotin Coast Tourism Association. Partial Implementation is expected in 2018 with full implementation in 2019. The application submitted by the Cariboo-Chilcotin Coast Tourism Association has been fast-tracked due to the wildfires in the area earlier this year.

The purpose of this tax is to raise money for tourism development, including projects, marketing and other programs. While funds can be requested for use in local tourism projects, all requests must go before a committee before approval is given. A stronger partnership with consistent interaction will allow Lillooet to fully benefit from this program.

According to the Travel Industry Association of Canada (TIAC), "tourism is one of the few truly national industries that generates business in every region, province, territory, town and community." The role of Tourism Lillooet will be invaluable to the growth of tourism in the region.

## Major Impacts & Trends affecting Tourism

There are many factors and trends that are impacting the tourism industry, both on a consumer level and an industry level. Generational shifts in attitudes and values, how consumers are utilizing technology for all aspects of travel, the growth of the sharing economy, the move from the importance of material items to that of experiences when travelling are among many that will affect how tourism is viewed, developed and implemented in the future.

Tourism entities are changing to meet these evolving needs. Visitor Centres are becoming mobile and utilizing social media on an ever-increasing scale. Tourism experiences and services are available without every speaking with a person until arrival. The role of a DMO is evolving from that of a marketing organization to that of a management organization, encompassing all aspects of the tourism industry, from economic development to environmental and more.

Social media has become a key player in the tourism industry. Social media has changed the communication dynamic between travellers and operators, altered how travellers research potential destinations and experiences, and given the traveller the real-time ability to review and share their travel experiences. Social media allows operators to provide real-time customer service and interact with travellers before they even arrive.

As cell phone and social media technology play increasingly important roles in our lives, so they do within the tourism industry. This is apparent in the evolving nature of DMO's and Visitor Services. Destination BC is "working with communities to evolve their visitor services to incorporate forward-thinking online, mobile and crowd-sourcing channels, alongside traditional

visitor centres..." The roles of both the DMO and the Visitor Centre is "ensuring exemplary visitor information is available when and where visitors need it, with easy and dynamic access from anywhere...at any time."

Augmented and virtual reality are enhancing how a visitor experiences travel. As this technology is used in areas such as virtual tour guides, gaming, historical events and even viewing the architecture of a city in the past, the visitor is immersed in the travel experience at a new level. According to the Digital Tourism Think Tank, "The technology allows combining seamlessly physical world and virtual information, but it is still widely under-utilised in the field of tourism." This could provide an opportunity for Lillooet and the region by providing an interactive experience at the museum and other locations. This technology could potentially protect culturally or environmentally sensitive areas where large numbers of tourists may not be acceptable.

Lillooet is unique in that it intersects with several tourist destinations, including Vancouver (via 2 different routes) and Kamloops through to the Okanagan. The Whistler to Kamloops route is a primary route used by tour buses and this often results in additional visitors to Lillooet, although for short periods of time (usually less than 60 minutes).

This uniqueness does not come without its difficulties, as experienced this summer. Wildfires and subsequent road closures and restrictions caused a significant drop in the number of tourists travelling through Lillooet, whether by tour bus or by car. If 2018 does not bring these or other issues, it is expected that the number of tour buses and visitors will grow. Unfortunately, next year, it is anticipated that road construction on Highway 12 and Highway 99 at the 10 Mile Slide may impact tourism levels due, once again, to road closures and restrictions.

Ironically, these situations make the development of a destination management organization as well as accompanying Tour Bus Coordinator/Ambassador programs even more important. Communication, customer relations and pro-active management of the tourism environment will help mitigate long-term losses and continue to build this industry in the Lillooet region.



How will these impacts and trends affect our opportunity?

Given Lillooet's unique location (on the edge of several different tourism areas), its natural beauty and history, the current economic and political dynamics, Lillooet is presented with strong cases for the development of Tourism Lillooet and associated programs. It would be one management organization overseeing marketing and communication the tourism vision and strategy. The Lillooet region would be operating from a position of strength and control. This organization would have a clear focus and mandate from its Board of Directors to develop, influence and grow the tourism industry. The MRDT and access to its funds will further assist with the growth of the regional tourism industry by providing stronger marketing opportunities within the region. The impacts and trends affecting the tourism industry place the Lillooet region in the enviable position of utilizing its values to substantially grow the tourism industry in a way that is respectful of history, environment and needs of the community and region.

## **Tourism Lillooet DMO Development**

### Introduction

A Community Tourism Plan for Lillooet was introduced in 2015. This plan was the result of workshops held in February and June of 2015 with a variety of local and regional stakeholders, First Nations and governments. This plan built on the work previously done in 2008 and encompassed in the Community Tourism Foundations Program Tourism Development Plan. Among many opportunities noted in the 2015 Community Tourism Plan is the "...opportunity to create a Lillooet destination marketing organization that serves as the body for uniting the various tourism interests in the area." (Lillooet Implementation Workshop, pg. 43).

This idea was again brought to the forefront at the CREATE Forum, held in Lillooet in October 2016. Noted in the Tourism and Culture Projects section is the action of "Establish Destination Management Organization" with the rationale described as "...a fundamental action that will enable the success of all other actions...challenge of uncoordinated activities and tourism strategies could be addressed by DMO...address challenge of managing tourism development and marketing the region." (CREATE Forum, pg. 18.)

### Purpose

The purpose of this project is to recommend a 2-year developmental plan for Tourism Lillooet. A strategic overview following the two years is included to provide a pathway to sustainability and success. The mission of Tourism Lillooet for the purposes of this developmental plan is:

Tourism Lillooet is dedicated to bringing sustainable, controlled growth to tourism in Lillooet and the surrounding area by bridging work being done by St'at'imc Nation, Squamish-Lillooet Regional District, District of Lillooet, Lillooet Chamber of Commerce and other societies/entities. This includes reaching for a common vision that will protect our communities, environment and ways of life while gaining economic benefits through the respectful building of relationships and mutual respect. We will work with all in a spirit of co-operation, understanding and growth to become a premiere location for travelers, whether they are spending time in our area or passing through to their destination.

## Processes and Methodology

The following processes and methods were used to assess and compile the Tourism Lillooet development plan:

- Attendance at the CREATE Forum to discuss tourism and economic development opportunities and activities
- Attendance at Destination BC Destination Development Forums for Cariboo-Chilcotin Coast Region and Vancouver, Coast and Mountains Region to give input and learn about the regional and provincial plans for tourism
- Participation in the regional Cultural Centre/Visitor Gateway Committee (and the Tourism Development Forum Organizing Committee) to work with Indigenous, regional and local governments and stakeholders to develop and grow tourism, the St'at'imc Cultural Centre and a Visitor Gateway
- Participation in the Lillooet Chamber of Commerce
- Comparison of DMO organizational structures
- Conversations and interviews with various tourism staff, First Nations and stakeholders

Reviews took place utilizing a variety of literature regarding tourism, previously completed community development and economic development plans and reports. The development of tourism is supported in a variety of these documents, as noted below.

CREATE Forum held in Lillooet in 2016: the following projects are related and support the development of tourism:

- Action Plan Summary #2 – Convene a meeting on tourism, culture, environment and recreation
- Tourism & Culture Project #1 - Establish a Destination Management Organization; page 23
- Tourism & Culture Project #3 – Develop human resources in tourism related jobs; page 19
- Tourism & Culture Project #4 – Build St'at'imc Cultural Centre; page 19
- Tourism & Culture Project #5 – Develop Tourism & Cultural Business Inventory; page 20
- Tourism & Culture Project #6 – Develop regional tourism plan; page 20

### Lillooet Tourism Plan 2015

- ...a new entity, Tourism Lillooet, should be established to lead tourism development and promotion
- Section 9.2 Product/Experience Development Strategies – Support the St'at'imc Nation as they undertake planning and seek funding for the sustainable development of a St'at'imc Cultural Centre

District of Lillooet Corporate Strategic Plan 2007-2017 support the development of tourism:

- Strategic Priority #5g – Support Tourism and Marketing activities with out neighbors and build stronger partnerships with provincial and regional tourism organizations
- Strategic Priority #6 – Partnering in developing the tourism industry with the St'at'imc community is a priority with the District of Lillooet
- Strategic Priority #7d – In partnership with the St'at'imc Nation and Business, support the development of tourism initiatives

Squamish-Lillooet Regional District Economic Development Assessment, Strategy and Action Plan completed in December 2012:

- Goal 5.5 – Support and Expand Tourism
- Strategic Objective 5.5.1 – Develop a Tourism Marketing Strategy
- Strategic Objective 5.5.2 – Create a Community Inventory of Tourism Product and Infrastructure
- Strategic Objective 5.5.3 – Create Stand-Along Tourism Website

The Lillooet Tourism and Planning Implementation Workshop of 2015 recommended that the organizational structure of Tourism Lillooet should be “a not-for-profit Society with an independent Board of Directors representing the range of tourism stakeholders in the Lillooet” area. Comparisons were made with a variety of tourism entities with different organizational structures. These entities included Tourism Abbotsford Society, Tourism Chilliwack, Tourism Harrison, Advantage HOPE, and Gold Country Communities Society. A summary of each entity is noted below:

<b>Tourism Organization</b>	<b>Organizational Structure</b>	<b>Annual Funding</b>	<b>Funding Sources</b>	<b>Funding Amount</b>	<b>Managed Tourism Assets</b>
<b>Tourism Abbotsford</b>	DMO	\$500,000	Municipal Hotel Room Tax (MHRT)	\$250,000	Abbotsford Visitor Centre
			Fee for Service - City of Abbotsford	\$70,000	TRADEX
			Destination BC – Visitor Centre	\$18,750	
			Co-op Marketing Program	Unspecified	
			Visitor Centre Retail Sales	Unspecified	
<b>Tourism Chilliwack</b>	Non-Traditional DMO with business function and private board (4 members)	\$1,435,341	MHRT	Unspecified	Chilliwack Visitor Centre
			Co-op Marketing Program	Unspecified	Chilliwack Heritage Park
			Fee for Service	Unspecified	Flag Shop Franchise
			Visitor Centre Retail Sales	Varies	
			Flag Shop Profits	Varies	
<b>Tourism Harrison</b>	DMO with Stand-Alone Board (14 members)	\$450,000	Fee for Service – Visitor Centre	\$30,000	Visitor Centre
			Fee for Service – Tourism Based Events	\$10,000	
			MHRT	\$300,000	
			Co-op Marketing Program	Unspecified	



<b>AdvantageHOPE</b>	Not-for-Profit Society with appointed Board of Directors	\$250,000 +	District of Hope – Ec Dev	\$150,000	Visitor Centre
	Delivers tourism & Economic Development		District of Hope – Tourism/Visitor Centre	\$100,000	Museum
			Visitor Centre Retail Sales	Varies	
			Museum Donations	Varies	
			Co-op Marketing Program	Unspecified	
<b>Gold Country Communities Society</b>	Not-for-Profit Society with elected & appointed Board of Directors (22 members)	\$216,000	Membership Fees	\$17,000	World Host Training
			Tax-Based Funding	\$71,000	
			Co-Op Marketing Program	\$33,350	
			Advertising Sales	\$12,000	
			World Host Training	\$1360	

Each organization receives funding for operation of the Visitor Centre. Gold Country Communities Society received funding for the operation of the Visitor Centre in Cache Creek through 2017, but it is unclear whether that will continue in the future. All organizations participate in the Destination BC Co-Op Marketing Program through various circle tours and other marketing programs (Scenic 7, Cascades & Canyons). All organizations except Gold Country Communities Society receive funding from local governments, most often in the form of a fee for service. Gold Country Communities Society utilizes a membership fee structure to raise a portion of its on-going funding.

**Results**

There is ample evidence of the desire and support for the development of Tourism Lillooet at all levels. As recently as October 12, 2017, a meeting was held by the Tourism Development Forum Organizing Committee at St'at'imc Eco-Resources in Lillooet, BC. During this meeting, a decision was made to change the direction from that of developing a tourism forum to the following:

- understanding the role of Tourism Lillooet and where it fits in the larger regional economic development context. This plan is key to understanding that role and to agreeing upon action steps and timelines.
- a commitment to participating in a steering committee to educate and gain “buy-in” on a St'at'imc Cultural Centre/Visitor Gateway. This also includes action plans and timelines.

The consensus from all parties is that Tourism Lillooet must be inclusive and involve broad participation. There is a need for a focused, managed approach to developing and marketing

tourism in the region. Tourism Lillooet would be one organization overseeing, marketing and communicating the tourism product. The Lillooet region's tourism industry is growing, and it is necessary to get in front of and effectively manage this growth for the benefit of all. Tourism Lillooet is the organization to successfully provide this growth management.

These tourism organizations shown in the above table have characteristics specific to the individual needs and priorities of each area. When reviewing this information and the priorities in the development of Tourism Lillooet, the recommendation is the same as that presented in the 2015 Lillooet Tourism and Planning Implementation Workshop. The proposed organizational structure is that of "a not-for-profit Society with an independent Board of Directors representing the range of tourism stakeholders in the Lillooet" area.

Lillooet has a very close working relationship with Gold Country Communities Society which should continue as Tourism Lillooet develops. The development of Tourism Lillooet will benefit with a mentor and Gold Country Communities Society has been approached. The response has been very positive and is pending until the next Board of Directors meeting in December.

## Situation Analysis

After researching the other types of Destination Management Organizations listed above, the original recommendation of a non-profit Society with a varied Board of Directors is the one that makes sense for Tourism Lillooet. The status of a not-for-profit Society will allow Tourism Lillooet to apply for grants on its own and within partnerships. The not-for-profit Society would be a stand-alone entity with no ties (except via the Board of Directors) with any government, Indigenous community or stakeholder. The Board of Directors will encompass a wide cross-section of the regions interests, culture, philosophies and personalities. As recommended in the 2015 Lillooet Tourism Planning and Implementation Workshop, the Board of Directors should be a combination of elected and appointed positions. Board of Director positions from local and regional governments and First Nations should be appointed. Board of Director positions that represent tourism industry sectors and local businesses should be elected by majority vote. The total number of seats recommended in the 2015 Lillooet Tourism Planning and Implementation Workshop is between 18 and 25 seats and would be noted in the bylaws. It is recommended that the number of seats be the lowest that will provide the variety and ensure all interested parties are included.

If, in the future, the decision is made to move the administration of the MRDT to Tourism Lillooet from Cariboo-Chilcotin Coast Tourism Association, it will be necessary for Tourism Lillooet to be a non-profit society (incorporated under the Society Act), as this is a requirement of the MRDT program.

The first year of development focuses on the design and make-up of the Board of Directors and the organization of a not-for-profit Society. A Terms of Reference will be written prior to Board development to outline the scope and responsibilities of all parties. The second year outlines the specific steps needed so that Tourism Lillooet is ready to open for business. A table showing the breakdown of responsibilities and costs for both years is shown on the next page.

Year 1 – 2018	Tourism Lillooet Development	Timeframe	Budget
Objective & Goal	Establish Organizational Framework	October 31, 2018	
Required Actions	<p><b>Hire Contractor to provide following:</b></p> <ul style="list-style-type: none"> <li>• Prepare &amp; distribute Terms of Reference</li> <li>• Define desired qualities &amp; identify potential Board of Director candidates</li> <li>• Create not-for-profit Society</li> <li>• Work with Board of Directors to develop vision, mission and strategic plan</li> <li>• Identify potential locations to house Tourism Lillooet</li> <li>• Identify &amp; obtain additional funding</li> <li>• Continue to work with &amp; build relationships with partners at all levels</li> <li>• Attendance at various industry functions</li> </ul> <p>Oversee recruitment &amp; election/appointment of Board of Directors</p> <p>Identify &amp; complete training program for Board of Directors</p> <p>Engage residents, local businesses and others to educate them about the Value of Tourism and to gain support for Tourism Lillooet development</p>	<p>December 31, 2017</p> <p>February 29, 2018</p> <p>April 30, 2017 September 30, 2017</p> <p>September 30, 2017</p> <p>September 30, 2017</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>June 30, 2017</p> <p>August 31, 2017</p> <p>Ongoing</p>	<p>\$33,250</p> <p>Included</p> <p>Included Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>\$2500</p> <p>\$1000</p> <p>\$2500</p>
Responsibilities	Contractor to oversee all above items		
Partnerships	As the potential Board of Directors will encompass First Nations, local and regional governments, tour operators, societies and others, the partnerships needed are varied and many		
Total Budget			\$39,250

Potential Funding	<ul style="list-style-type: none"> <li>• Lillooet Chamber of Commerce</li> <li>• District of Lillooet</li> <li>• Squamish Lillooet Regional District</li> <li>• St'at'imc Eco-Resources</li> <li>• Vancouver Foundation Grants</li> <li>• Rural Dividend Grants</li> <li>• NDIIT</li> <li>• 100 People Who Care</li> <li>• Rotary</li> <li>• Lillooet Community Foundation</li> </ul>		\$39,250
Evaluation	<ul style="list-style-type: none"> <li>• Date Framework is complete</li> <li>• Date of First Board of Directors meeting</li> <li>• Board of Directors training complete</li> <li>• Grant Submissions Complete</li> </ul>		
Notes	Contractor costs are calculated at \$40/hour x 18.5 hours/week x 45 weeks		

Year 2 – 2019	Tourism Lillooet Development	Timeframe	Budget
Objective	Tourism Lillooet is established	October 31, 2019	
Goal	Tourism Lillooet is fully established including a fully functional Board of Directors & Executive Director/CEO	October 31, 2019	
Required Actions	<p><b>Hire an Executive Director/CEO to provide following (included but not limited to):</b></p> <ul style="list-style-type: none"> <li>• Deliver first Sales &amp; Marketing Plan (2020 Implementation)</li> <li>• Continue to communication the strategic plan, mission/vision, communicate Value of Tourism and build support for Tourism Lillooet to businesses and residents</li> <li>• Continue to work &amp; build relationships with partners at all levels</li> <li>• Attendance at various industry functions</li> <li>• Secure additional financial resources for future funding</li> </ul> <p>Office space acquired and move-in complete</p>	<p>February 29, 2019</p> <p>September 30, 2019</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>October 31, 2019</p>	<p>\$60,000</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>Included</p> <p>\$100,000</p>

Responsibilities	Board of Directors to take lead to fully establish operation of Tourism Lillooet, working with the Executive Director/CEO once hired. Once operation is established, Executive Director/CEO responsible for day-to-day operations, reporting to the Board of Directors.		
Partnerships	As above (2018), plus (but not limited to) regional and provincial partners such as Gold Country Communities Society, Destination BC, Cariboo-Chilcotin Coast Tourism Association, Bridge River Valley Economic Development, Various societies and tourism operators		
Possible Funding	<ul style="list-style-type: none"> <li>• Lillooet Chamber of Commerce</li> <li>• District of Lillooet</li> <li>• Squamish Lillooet Regional District</li> <li>• St'at'imc Eco-Resources</li> <li>• Vancouver Foundation Grants</li> <li>• Rural Dividend Grants</li> <li>• NDI (various)</li> <li>• UBCM Strategic Priorities</li> <li>• 100 People Who Care</li> <li>• Lillooet Community Foundation</li> </ul>		\$160,000
Evaluation	<ul style="list-style-type: none"> <li>• Executive Director/CEO Hired</li> <li>• Sales &amp; Marketing Plan Complete</li> <li>• Office of Tourism Lillooet is occupied</li> <li>• Grant submissions complete</li> </ul>		
Notes	Executive Director/CEO Salary includes wages & benefits but does not include expense reimbursement or pay for performance bonus		

The future role of Tourism Lillooet would include offering a variety of services, including but not limited to the following: strategic vision/planning, destination development, marketing and sales, Tour Bus management and tourism asset management services, training, consulting and advisory services and event planning. A brief description of each service offered is shown below. Tourism Lillooet will work with First Nations and all stakeholders to plan, develop and implement these services. Implementing a variety of services is critical to the long-term self-sustainability of Tourism Lillooet.

**Future Strategies for Development**

**Destination Development**

Tourism Lillooet will work with all First Nations and stakeholders to develop Lillooet as a destination, both in its offerings and quality of visitor experiences. Tourism Lillooet will insure a high Standard of amenities and services offered, resulting in sustainable, long-term growth for the

area. This will include (among other items) acting in a consultant/advisory capacity for those looking to enter the tourism industry, either for a career or business, providing training to local employees (such as World Host training), working with the local Chamber of Commerce, all levels of government and First Nations to overcome barriers to development.

### **Business Development, Sales and Marketing**

Tourism Lillooet will promote Lillooet and the surrounding areas through a vibrant social media campaign, attendance at appropriate networking events and trade shows, the development and management of the Tourism Lillooet website and by building relationships with those in the tourism industry. Business development is currently in process, with regional packages currently being developed. These packages include a variety of experiences here in Lillooet on the way to and from a stay at Tyax Lodge and will be promoted to the tour bus business.

An opportunity that has been overlooked in the past with regards to tourism is that of the Lillooet airport and heliport. In October 2015, an Economic Impact Study and Business Case for Airport Enhancements was commissioned. Not only will improvements to Lillooet's airport "create an even more compelling message that reaches the sizeable recreational air traveler market in British Columbia," the report further states "improvements to Lillooet's airport will also support legitimate travel alternatives for visitors from across the province and as far away as Alberta, Pacific Northwest US and the Yukon and Northwest Territories." (District of Lillooet Economic Impact Study and Business Case for Airport Enhancements, pg 13). The potential to add more than \$500,000 to the local economy over the next 5 years is possible from increased airport use, improvements and promotion of the airport and its facilities.

Further to the business development, sales and marketing, Tourism Lillooet will oversee the development of a stand-alone tourism website Tourism Lillooet. The goal for this site will be to inform potential visitors about the area and its offerings. The website will allow the visitor to interact with Tourism Lillooet beginning at the planning and booking stages, through the actual visit and after their return home. The Tourism Lillooet website will tie together a variety of social media sites and campaigns to insure the visitor is receiving accurate, timely, valuable information based on their needs.

A Central Reservations App focused on allowing tour buses to reserve their stays in Lillooet was reviewed. While Tour Directors were positive about the idea of an app that would allow them to notify local businesses of their tour details and needs, the cost for the development of the prototype is over \$5,000. Given the cost and the primary need for a Tourism Lillooet website, it is recommended that the Central Reservations App be postponed and revisited as the development of the Tourism Lillooet website moves forward.

### **Develop and oversee Familiarization (FAM) Tours**

As part of the marketing and promotion strategies, Tourism Lillooet will host FAM tours on a regular basis. The FAM tours will expose those in the Visitor Services and other areas of the tourism industry to the offerings available in the Lillooet area. Itineraries will change depending on new offerings in the market.

## **Training, Consulting and Advisory Services**

Tourism Lillooet will offer training, consulting and advisory services to clients entering or established in the tourism industry. This may include opportunities for networking, World Host Training, entering the industry, etc.

## **Management of the Tour Bus/Ambassador Program**

Tourism Lillooet will oversee the management and growth of the Tour Bus/Ambassador Program. This program is currently managed by a private contractor but is scheduled to be moved to Tourism Lillooet for management beginning in 2020. Once this program has moved to Tourism Lillooet, business development with Tour Bus Operators will continue with the goal of scheduling additional time when stopping in Lillooet and taking advantage of Lillooet's offerings.

Details of the Tour Bus Coordinator Pilot Project and the Ambassador Program Expansion are available further in this report. Growth of this program will bring additional employment to the local area with the opportunity for ambassadors to gain valuable work experience.

## **Operation of the Visitor Centre and potential Cultural Centre**

Tourism Lillooet should oversee operations of the Visitor Centre in Lillooet. The Visitor Centre may remain at its current location in the Museum or it may move to the offices of Tourism Lillooet (location to be determined). The scope of the Visitor Centre services should evolve to include a more mobile and larger social media presence. This is in line with Destination BC's Visitor Centre corporate strategy, which states, "...working with communities to evolve their visitor services to incorporate forward-thinking online, mobile and crowd-sourcing channels, alongside traditional visitor centres..."

Retail sales may be expanded to include a variety of artwork and other items that reflect the multi-culturalism in Lillooet. Bringing the operation of the Visitor Centre under the management of Tourism Lillooet will allow for consistency in the delivery of tourism programs and communication. Expanding the retail sales for the Visitor Centre will bring in additional revenue that can be used toward future projects.

Visitor Services is a natural fit for the management of the Tour Bus Coordinator/Ambassador Program. As Visitor Services moves to a model that is more mobile and social media based, Ambassadors can be utilized in conjunction with Visitor Service personnel to streamline delivery and interact with a wider variety of visitors.

As previously noted, there is a renewed interest in the development of a St'at'imc Cultural Centre and Visitor Gateway in Lillooet. As those plans move forward, it is an opportunity for the Visitor Services to expand and be included as part of the Cultural Centre and Visitor Gateway.

It is recommended that the Tourism Lillooet Development Plan move forward. The organizational structure should be that of a not-for-profit society with a Board of Directors that encompasses a wide variety of First Nations, Government and stakeholders. During the first year, the focus is on the development of the organizational framework and Board of Directors and is overseen by a contractor. The second year sees the reins handed over to the Board of Directors to hire an Executive Director, acquire the location for Tourism Lillooet and ensure it is ready to open its doors to the public. Longer term strategies will allow Tourism Lillooet to become self-

sustainable as service fees may be charged to support infrastructure. Grant funding and support from local and regional governments, First Nations and stakeholders will be key in the growth of Tourism Lillooet. Tourism Lillooet will spur the growth of economic development in the region, with an eventual opening of an economic development office. At that time, Tourism Lillooet will become a division of Economic Development. Tourism Lillooet will increase employment beginning in year one with the hiring of a contractor, continuing into year two with the hiring of an Executive Director. As Tourism Lillooet develops, there will be opportunity to add additional staff to work within Tourism Lillooet and give assistance to tourism operators whom are new to the industry.

## **Tour Bus Coordinator Pilot Project**

### Introduction

Tour buses have long made Lillooet a primary stop when travelling between the Lower Mainland and Kamloops, the Okanagan and on to Alberta. Most of these stops last less than 60 minutes and may include coffee or lunch, a visit to the museum and a brief downtown walk. Many of the tour buses arrive around lunch time, between 11 am and 1 pm. As many as 6 or 8 buses can arrive within a 15-minute period, causing logistical and customer service issues, most notably on Sunday when there are limited options available for lunch or coffee. Tour buses can range from 30 to 50 people per bus.

In 2016, the Lillooet Visitor Centre recorded more than 500 buses during the summer tourism season. This number does not include buses that did not visit the museum, where the Lillooet Visitor Centre is housed. During this time, several issues and concerns were brought to the forefront by both tour directors and local businesses. These included communication, parking and customer service issues. Although many of the tour directors find the Lillooet area to be beautiful, there is frustration with the lack of options on Sundays and not knowing what is open when or who to contact. Logistics were an issue at times due to the number of buses arriving at once, especially during high season (July and August). Most of the tour directors preferred to stop downtown and allow their guests to enjoy a scatter lunch at their choice of venues or at Buy-Low Foods, where the deli offers a soup and sandwich special. A few tour directors preferred to picnic at either Seton Lake or Miyazaki House. Local businesses cited issues with parking, not knowing how many buses to expect on a given day, and scatter lunches making it difficult to plan staffing or amount of product to have available.

### Purpose

The Tour Bus Coordinator Pilot Project was developed to streamline visitations to Lillooet, improve tour bus experiences, improve the experience for local businesses, and promote Lillooet. The position is intended to act as a single point of communication between the tour directors and local businesses.

### Processes & Methodology

The following processes and methods were used in the planning, development and execution of and recommendations for the Tour Bus Coordinator Pilot Project:

- Lillooet Bus Tourism Survey dated October 26, 2016
- Lillooet End of Season Survey dated September 6, 2017
- Interviews and conversations with various Tour Directors



- Interviews and conversations with various operations coordinators and Tour Managers
- Interviews and conversations with local Lillooet businesses
- Review of the Customer Care and Patrol (CAP) Program from Kamloops Central Business Improvement Association
- Meet and greet tour buses daily

## Results

Success for this program is measured by its impact on the tour bus and local community. The Lillooet End of Season Survey, given to 50 Tour Directors who travelled through the area, indicated that this program had a positive effect on overall experience when travelling through Lillooet, the level of communication and logistics. It should be noted that there were 13 responses. The full survey can be found in the Appendix. Highlights of this survey included:

- More than 60% of Tour Directors surveyed indicated there was a better understanding of what Lillooet has to offer
- More than 60% of Tour Directors felt that the overall travel experience through Lillooet improved year over year
- More than 70% of Tour Directors indicated that the Tour Bus Coordinator/Liaison helped to improve the flow of parking and logistics
- 70% of Tour Directors indicated that the Tour Bus Coordinator/Liaison provided an effective line of communication between Tour Directors and local businesses.

Was the execution of this project perfect in its first year? Absolutely not and there is room for continued improvement. A separate survey was given to many of the businesses in the downtown core and at Old Mill Plaza. The five businesses who completed the survey indicated the following:

- 60% of the respondents indicated that the Tour Bus Coordinator/Liaison were very responsive to questions and concerns
- 60% indicated that communication between local businesses and tour buses either significantly or somewhat improved
- 40% indicated logistics had somewhat improved within the Tour Bus Coordinator program. The remainder of respondents felt there was no improvement or decline

The survey of local businesses indicated areas that can be improved upon. These areas included communication about the shared Google calendar showing confirmed bus arrivals and overall communication on a regular basis with local businesses.

There were additional highlights this season as well. Miyazaki House and its picnics are becoming a very popular option with the tour bus crowds and there is an opportunity to build this business, should the Board choose to do so. Abundance Bakery will be housed in their new location for the summer of 2018. The Bakery will be open 7 days for extended hours and provide seating for up to 40 people. Buy Low Foods continues to be a popular option due to the value and quality of its lunch.

## Situation Analysis

Initially, the goal of the Tour Bus Coordinator Pilot Project was to improve the visitor experience by focusing on tour bus traffic. The long-term intent was to grow this demographic. It became clear throughout the summer, however, that while it may be desirable to grow this

demographic, it is not recommended that growth be encouraged in the near future. The Tour Director End of Season Survey supported this recommendation, with one Tour Director specifically stating that their worst experience of the season was that there were “too many buses.” Given the logistic and customer service issues as well as the lack of options on Sundays, improvements should be made prior to courting additional tour bus traffic. Details and possible solutions are noted in the table below.

Issue	Potential Solution
Not enough businesses open on Sunday	<ul style="list-style-type: none"> <li>• Additional Utilization of Miyazaki House &amp; Kerry's Catering for picnics</li> <li>• Rotating Schedule for additional businesses to open on Sundays occasionally</li> <li>• Development of Food Truck(s)</li> </ul>
Lack of Parking (Buy-Low)	<ul style="list-style-type: none"> <li>• Develop additional space for Designated Bus Parking</li> <li>• Enforce Old Mill Plaza Employees parking behind mall</li> <li>• Plan for additional parking near mall but not in parking lot</li> </ul>
Lack of Parking (Downtown Park) at High Season and Holidays/Events	<ul style="list-style-type: none"> <li>• Designated Bus Parking with an Enforcement Plan</li> <li>• Increased communication in advance via tour bus companies to advise of recommended parking</li> </ul>
Customer Service issues including speed of delivery, lack of professionalism	<ul style="list-style-type: none"> <li>• Recommend that individual businesses review personnel and processes. Are the right people in the right positions at the right times? Are the right processes in place to facilitate the movement of food, etc. efficiently?</li> <li>• If increased staffing is needed, work with local employment organizations to find qualified individuals and possibly utilize wage subsidy or Job grant programs</li> </ul>
Public Washrooms not open early enough in season	<ul style="list-style-type: none"> <li>• Hire contractor to open washrooms starting mid-April through mid-October</li> <li>• Define agreement with REC Centre for tour buses to use during April and October</li> <li>• Communicate any solution to tour buses prior to beginning of season</li> </ul>

There is one exception to the recommendation to postpone the focused effort to grow the tour bus business. Tyax Lodge has approached the Lillooet Chamber of Commerce as it is seeking to expand its shoulder and summer season with tour buses. Tyax had five tour buses stay

overnight in 2017. Tyax would like to expand the number of tour buses and have the guests stay longer. The concern is that there is not enough to keep the guests occupied while at Tyax.

The Director of Tourism with the Lillooet Chamber of Commerce is currently working with Tyax lodge and local tour operators to build packages that allow tour buses to take advantage of experiences in Lillooet while staying at Tyax. These packages may include accommodation in Lillooet on either end of the trip to Tyax. This type of partnership and package should be encouraged as tour buses will spend additional time in Lillooet while spending additional funds. Once the MRDT is implemented, additional accommodation will result in additional tax funds to be used toward tourism projects, via administration by the Cariboo-Chilcotin Coast Tourism Association.

The recommendations include expanding the Tour Bus Coordinator Program into an Ambassador Program. This expanded program is a smaller-scale version of the successful Customer Care and Patrol (CAP) Program currently in operation in downtown Kamloops. Many of its policies and procedures are based on the CAP program.

The role of the Ambassador program will be to interact with tour bus guests as well as other visitors, local businesses and residents. While many of the tour buses arrive within a relatively small window, they do not spend much time in town. By expanding the program, ambassadors would work in pairs and wander through downtown Lillooet. Ambassadors would serve as mobile sources of information for visitors and locals alike, carrying tourist information and marketing items to encourage visitors to remain in town a bit longer.

The expansion of the Tour Bus Coordinator Pilot Project to the Ambassador Program will add efficiency to the interaction with visitors while not sacrificing customer service. There is down time between bus arrivals. By utilizing Ambassadors to interact with other "rubber tire" visitors, local businesses and residents, Ambassadors will be well informed of current events. The Ambassadors will be able to pro-actively address any concerns and upsell Lillooet's offerings on a real-time basis. The information gathered by Ambassadors will go far in assisting with the creation of marketing plans and events that will be enjoyed by visitors and residents alike. The overall goal of expanding this program will be to manage the tour bus traffic while building the other "rubber-tire" traffic, encouraging them to stay longer in the area and take advantage of some of the offerings. This should result in additional overnight stays and help to grow the local tourism economy.

An outline of development for the Ambassador Program Expansion is shown on the following pages:

2018	Ambassador Program Expansion	Timeframe	Budget
Objective	Establish program to meet and interact with all visitors, local businesses and residents		
Goal	Implement and execute Ambassador Program Expansion	October 31, 2018	
Required Actions	<p><b>Hire a Contractor to provide the following:</b></p> <ul style="list-style-type: none"> <li>Identify/Hire a Project Supervisor</li> <li>Identify/Hire an Ambassador Team Leader</li> <li>Marketing Items</li> <li>Recruit &amp; Hire 3 Ambassadors</li> <li>Ambassador Training</li> <li>Order Uniform Items</li> <li>Purchase Electric Bikes &amp; Equipment</li> <li>Purchase Tablets</li> <li>Office Supplies (Photocopying, etc)</li> <li>Complete Year End Survey</li> <li>Report Collections of Stats regarding Ambassador Interaction with visitors</li> <li>Report number &amp; value of marketing items redeemed</li> </ul>	<p>February 29, 2018</p> <p>February 29, 2018</p> <p>April 30, 2018</p> <p>May 30, 2018</p> <p>Early June 2018</p> <p>May/June 2018</p> <p>March 31, 2018</p> <p>February 29, 2018</p> <p>Ongoing</p> <p>October 31, 2018</p> <p>October 31, 2018</p> <p>October 31, 2018</p>	<p>\$21,600</p> <p>\$16,800</p> <p>\$7,000</p> <p>\$13,100</p> <p>\$1,800</p> <p>\$1,000</p> <p>\$7,000</p> <p>\$1,400</p> <p>\$1,000</p> <p>Included</p> <p>Included</p> <p>Included</p>
Responsibilities	Contractor to oversee management of program and employees		
Timeframe	<p>Project Coordinator</p> <p>Ambassadors</p>	<p>April thru October 2018</p> <p>June thru August 2018</p>	
Partnerships	<ul style="list-style-type: none"> <li>Lillooet Visitors Centre</li> <li>Open Door Group</li> <li>ASETS</li> <li>Lillooet Secondary School</li> <li>TRU</li> <li>Miyazaki House</li> </ul>		
Funding	<ul style="list-style-type: none"> <li>Lillooet Chamber of Commerce</li> <li>District of Lillooet</li> <li>Squamish Lillooet Regional District</li> <li>St'at'imc Eco-Resources</li> <li>Vancouver Foundation Grants</li> <li>Rural Dividend Grants</li> <li>NDIT Marketing Initiatives</li> <li>Destination BC Innovation Fund</li> <li>Code for Change</li> <li>100 People Who Care</li> </ul>		

	<ul style="list-style-type: none"> <li>• Rotary</li> <li>• Lillooet Community Foundation</li> <li>• Canada Summer Jobs Grant</li> </ul>		\$70,700
Evaluation	<ul style="list-style-type: none"> <li>• Year End Survey Results from Tour Directors</li> <li>• Statistics regarding number of visitor interactions</li> <li>• Statistics regarding number of tour bus interactions</li> <li>• Number &amp; Value of redeemed marketing items</li> </ul>		
Notes	<ul style="list-style-type: none"> <li>• Project Supervisor is scheduled for average 15 hours/week x 32 weeks x \$45/hour</li> <li>• Ambassador Team Leader is scheduled for average 15 hours/week x 32 weeks x \$35/hour</li> <li>• Equipment includes walkie-talkies, tablet, notebooks &amp; pens, First Aid Kit, Water Bottle</li> <li>• Ambassadors will work in pairs except on Sunday when all 3 will be scheduled</li> <li>• Ambassador hours are 11 am – 5 pm</li> <li>• Ambassador Wages are \$12 per hour paid bi-weekly</li> <li>• Ambassador Training to include First Aid, World Host, FAM Tour, Orientation, Reporting, Safety, Professionalism</li> <li>• Uniform items to be provided are shirt, shorts, belt, hat, pouch</li> </ul>		

Eventually, the natural progression of this program is to become an extension of the Visitor Centre and be managed through Tourism Lillooet. The Ambassador Program aligns with Destination BC's model for future Visitor Centre operation. This model includes both brick and mortar locations combined with the visibility, mobility and social media aspects the Ambassador Program provides.

## Familiarization (FAM) Tour

### Introduction

One of the main goals of any tourism destination or service is to build relationships. Relationships are key to communicating, building partnerships, gaining buy-in and overall tourism development. A key way to bring additional tourism to the area is to familiarize those who can drive that traffic here with what is available.

To this end, a Familiarization (FAM) Tour is proposed for the early spring of 2018. Participants include but may not be limited to Visitor Service personnel from the Sea to Sky Corridor (Squamish, Whistler and Pemberton), Lytton, Hope, Cache Creek/Ashcroft, Clinton and Kamloops.

## Purpose

To educate and familiarize Visitor Centre guests with the past, present and future of Lillooet. To educate Visitor Centre guests and communicate our values and expectations with regards to tourism.

## Processes & Methodology

The following processes and methods were used in the determination of FAM Tour participants, itinerary and scheduling:

The development of the FAM tour began in the spring of 2017 at the time of the Tour Bus Coordinator Pilot Project. Initially, the guests for the FAM tour were going to be Tour Bus Directors. The initial purpose was to build relationships with the Tour Bus Directors, familiarize them with all of Lillooet's current and future offerings. A secondary goal of this FAM tour was to increase the amount of time spent in Lillooet and eventually increase the number of buses choosing to stop in Lillooet. During interaction with the Tour Directors that took place throughout the summer, it became clear that the Tour Directors, while influencers regarding where the bus stopped, were not decision-makers regarding scheduling or amount of time spent. In addition, many of the Tour Directors are contractors that work for various companies and do not know who the decision-makers are.

The decision to pivot from Tour Bus Directors to Visitor Centre guests was made due to the impact Visitor Centre personnel have on driving tourists to our area. Their knowledge of our area is critical to the influence they can have on a travelers' decision where to go and how long to stay.

## Results

Based on the above processes and to forward the development of a FAM tour, contact was made via email with a variety of local businesses to determine if there was support for a FAM tour for Visitor Centre personnel. The response was very positive with several organizations including the Reynolds Hotel, Fort Berens Winery, X'wisten Experience, Miyazaki House and Bridge River Economic Development Society all indicating an interest in participating.

## Situational Analysis

Given the length of time since the last FAM tour and the renewed focus on tourism development, it is recommended that a FAM tour take place in the spring of 2018. Shown on the next page is a table indicating a plan framework and a sample itinerary is included in the Appendix.

<b>2018</b>	<b>Familiarization (FAM) Tour</b>	<b>Timeframe</b>	<b>Budget</b>
Objective	Provide a knowledge-based tourism experience to Visitor Centre personnel in the Lillooet Area		
Goal	Increase knowledge of Lillooet's offerings and expectations regarding tourism		

		Late March or Early April 2018	
Required Actions	<p><b>Hire Contractor to provide the following:</b></p> <ul style="list-style-type: none"> <li>• Identify local participants to assist with hosting FAM</li> <li>• Email/contact businesses to verify interest in providing products or services</li> <li>• Meet with interested parties to draft itinerary</li> <li>• Finalize Itinerary</li> <li>• Identify Guest List</li> <li>• Invitations to Guests with Itinerary</li> <li>• RSVP deadline from Guests</li> <li>• Primary Host for FAM Tour</li> <li>• Thank you with incentive to return to area</li> <li>• Follow-Up visits (in-person) to VC throughout summer</li> </ul>	<p>December 31, 2017</p> <p>January 30, 2018</p> <p>January 30, 2018</p> <p>February 15, 2018</p> <p>February 29, 2018</p> <p>February 29, 2018</p> <p>March 8, 2018</p> <p>March 22, 2018</p> <p>April 5 &amp; 6, 2018</p> <p>April 13, 2018</p> <p>Summer 2018</p>	\$10,000
Responsibilities	Contractor to oversee and execute FAM Tour		
Partnerships	<ul style="list-style-type: none"> <li>• Tour Operators</li> <li>• Visitor Centre</li> <li>• Chamber of Commerce</li> <li>• St'at'imc Eco-Resources</li> <li>• Bridge River Valley Economic Development Society</li> </ul>		
Potential Funding	<ul style="list-style-type: none"> <li>• Lillooet Chamber of Commerce</li> <li>• District of Lillooet</li> <li>• Squamish Lillooet Regional District</li> <li>• St'at'imc Eco-Resources</li> <li>• NDI Marketing Initiatives</li> <li>• Destination BC Innovation Fund</li> <li>• 100 People Who Care</li> <li>• Rotary</li> <li>• Lillooet Community Foundation</li> </ul>		Maximum \$10,000
Evaluation	<ul style="list-style-type: none"> <li>• Survey Feedback from Participants</li> <li>• Visitor Statistics</li> <li>• Redemption of Incentive Gifts</li> </ul>		

In the future, Tourism Lillooet would be responsible for the development and execution of FAM tours in the Lillooet region. As the Economic Development piece comes together, these FAM tours may not be limited to tourism industry personnel but may extend to potential business investors, business people or physicians, among others as part of a recruitment plan.

## **Wrap Up & Final Thoughts**

This plan shows a need and support for the development of Tourism Lillooet, the Ambassador Program Expansion and a FAM tour for Visitor Centre personnel. Tourism is growing and as time passes, it becomes increasingly critical for an organization such as Tourism Lillooet, utilizing programs such as the Ambassador Program and FAM Tours, to effectively communicate expectations, manage growth and build relationships.

The development plan set out in this document provides short term steps and long-term strategies for continued, sustained growth of Tourism Lillooet. These steps include funding and partnership opportunities. Tourism Lillooet will also be used as a “springboard” to the establishment of a full Economic Development organization. As time passes, the Ambassador Program and future FAM Tours will be managed through Tourism Lillooet. Ideally, the Ambassador Program will be incorporated with Visitor Services, which will, in turn, be managed by Tourism Lillooet.

Over the course of the next two years, the total cost of this project (at the writing of this report) is approximately \$250,000. This includes \$90,350 allocated for 2018 projects and \$160,000 allocated for 2019. This is an investment in the regions long-term success that will pay dividends for many years.

One thing must not be forgotten...the people and partnerships are most important to the success of this plan. Referring again to the mission statement...

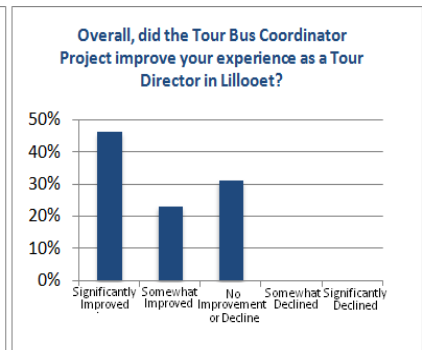
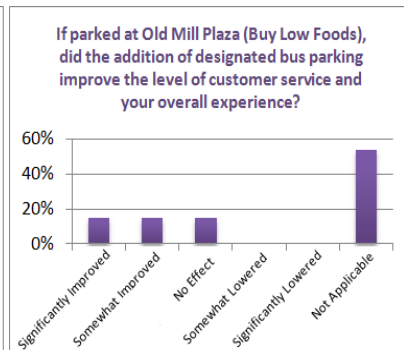
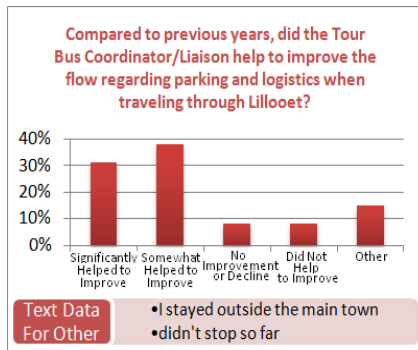
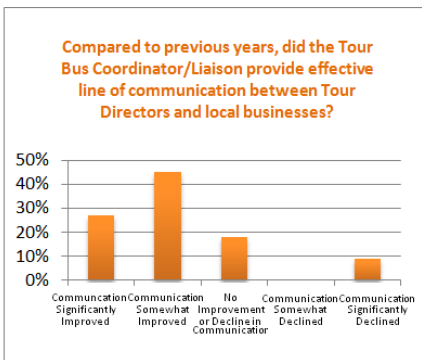
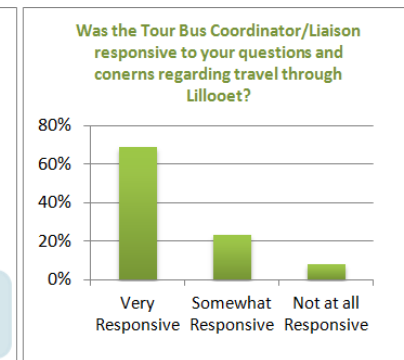
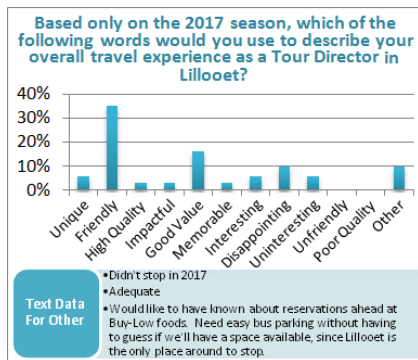
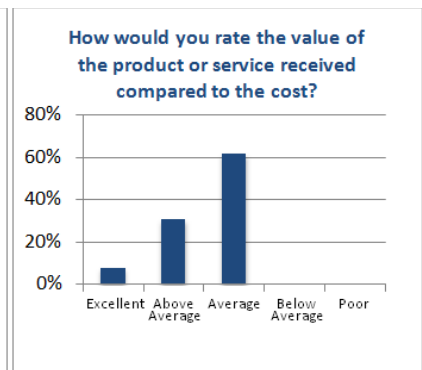
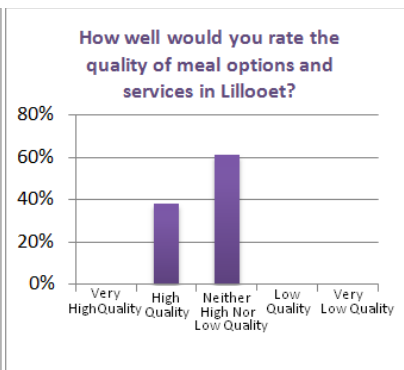
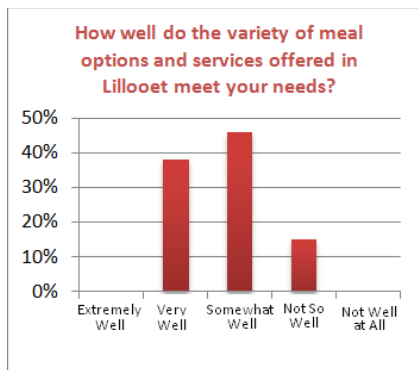
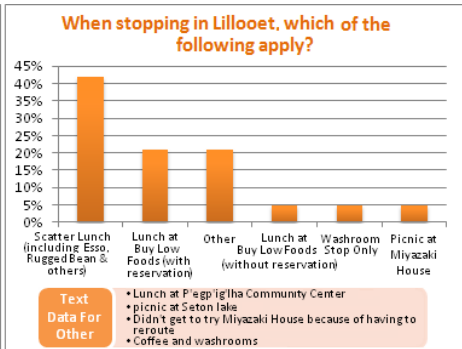
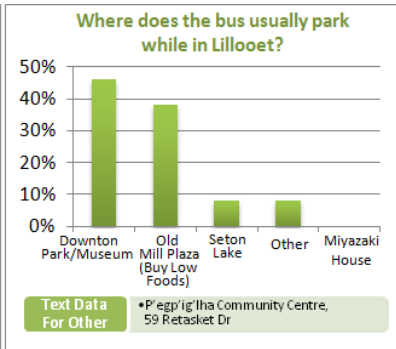
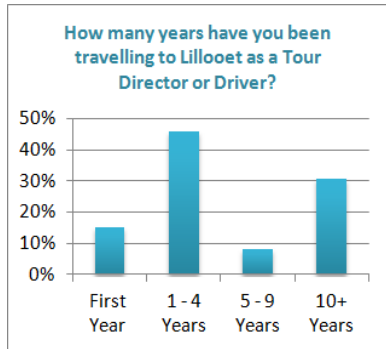
Tourism Lillooet is dedicated to bringing sustainable, controlled growth to tourism in Lillooet and the surrounding area by bridging work being done by St’at’imc Nation, Squamish-Lillooet Regional District, District of Lillooet, Lillooet Chamber of Commerce and other societies/entities. This includes reaching for a common vision that will protect our communities, environment and ways of life while gaining economic benefits through the respectful building of relationships and mutual respect. We will work with all in a spirit of co-operation, understanding and growth to become a premiere location for travelers, whether they are spending time in our area or passing through to their destination.

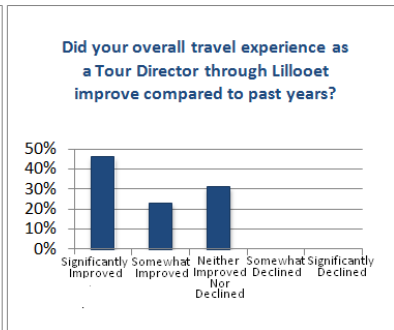
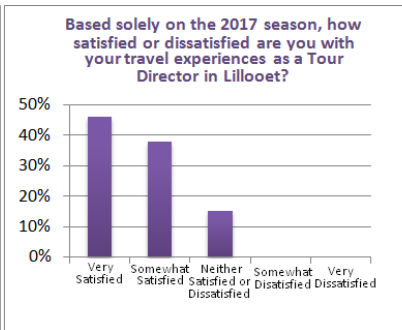
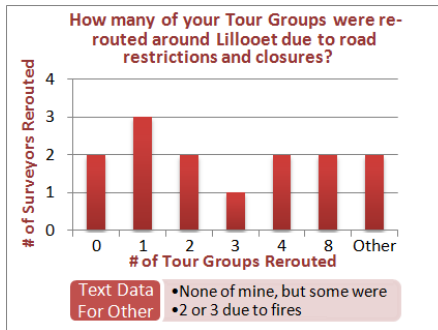
People and partnerships are at the heart of this statement and this plan. There is an opportunity to showcase what we love to the world in a way that is respectful, appreciative and sustainable.



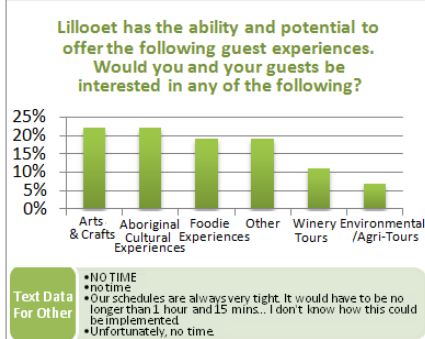
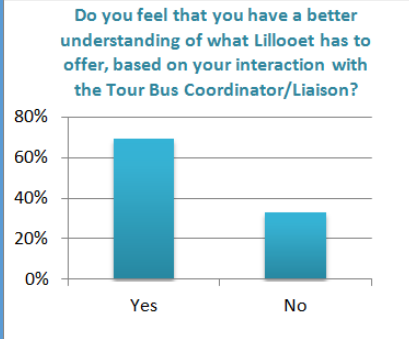
# Appendix #1

## Lillooet End of Season Survey Results





**Should this program be continued? Why or why not?**



- Options for lunch stops could be more detailed and include aboriginal experience. In that respect, I did not receive any help and had to organize everything on my own.
- Yes, as it is a perfect stop location that can be further developed.
- Program should be continued because it gave us a chance to express our needs directly with someone who could work on moving things forward for 2018
- NO IMPACT
- yes, I find it very supportive to have a contact in Lillooet that I can direct questions to!
- helps to have someone explain and to coordinate so groups don't overlap
- No, I found no benefit in having a Tour Bus Coordinator. I hope it was not a paid program. It was more of a hassle to call her and tell her we were coming on top of the other calls.
- The program should be continued for sure! Angela was a breath of fresh air in Lillooet and she really strived to understand our needs and to match them with appropriate solutions. She made me aware of options I never previously considered. Unfortunately, due to fires I didn't get to experience Miyazaki House option, but I look forward to trying it next season.
- I think it is a great initiative. My only issue was Breanne was lovely, but she only came to the base once the people had disembarked. It would have been helpful if she had come on the coach and suggested places and stores to purchase items. They all wanted to see Jade but the Jade place across from the Esso always seemed to be closed. I think this could be a gold mine if managed as there just be at least 6 or so busses in each day during the season.
- Yes. Businesses change and having a point of contact to check on options is helpful
- yes
- Definitely. We always appreciate assistance in helping our tours to run more smoothly.

### Please describe your best experience in Lillooet in 2017:

- I love working with the First Nation community. Lauren Weget greeting our group with a song provides an unforgettable memory.
- The Samosas at the Esso
- Picking up sandwiches at Horstings Farm and stopping at Seton Lake for a picnic. Actually, did not stop in the town of Lillooet on this trip.
- PRETTY MUCH SAME AS OTHER YEARS...LINE UP WITH OTHER BUSES, SPREAD GUESTS BETWEEN VENUES AND WASHROOMS, AND LEAVE WITHIN 45 MIN~
- picnic at Seton Lake
- meeting the locals
- Great to have the Buy/Low area renovated. More bathrooms and renovated bathrooms are needed in the mall. More seating is needed outside the Buy/Low. It would be great if Buy Low had an email address we could send communication through instead of calling.
- On our tight schedule - we were able to get 45 guests through very efficient lunch service at By-Low Foods within 55 minutes and everyone was content.
- Sunny days
- Coming in and finding a parade on Main Street by accident for First Nations day (?)
- the ease in knowing all suppliers were contacted
- Meeting Angela helped us to know how to plan.

### Please describe your least favourite experience in Lillooet in 2017:

- Having to skip Lillooet due to the wildfires
- Too many busses.
- Arriving at Buy Low Foods and having another group (not reserved) sitting in the seats and chairs. Also having 3 unreserved groups on this Sunday stop here which disrupted the experience for the 2 groups that did reserve.
- EVERYTHING WAS AS ANTICIPATED, SAME YEAR OVER YEAR, BUT THE BAKERY IS MISSED
- only had 2 tours going through Lillooet this year; third one starting next week. 1 tour was rerouted due to an accident and on the other tour we had a picnic at Seton Lake. Will stop in Lillooet in October.
- no negatives
- I would take the money for the Tour Bus Coordinator Project and put it towards more, bathrooms with a regularly scheduled cleaning program.
- On one occasion, By Low Foods did not receive the shipment of pre-made salads and options suitable for people with food sensitivities (Gluten-Free) and I had quite a few guests whose options were crackers and corn chips from the Grocery Store. But at least there was a grocery store.
- Recommended a restaurant and they were closed
- Closed and chained public toilets with a huge public restroom sign on it.
- Lillooet foods closing
- Competing for space at Buy-Low, in and out of market.

### Other Comments/Suggestions:

- I hope the bakery is moving to the location across from the museum.

Appendix #2  
Local Business Survey Results

**1. How many years have you operated a business in Lillooet?**

2017 was my first year	None
1 – 4 Years	40% of Respondents
5 – 9 Years	20% of Respondents
10 + Years	40% of Respondents

**2. Based on overall revenue, what percentage of business revenue is tourism based?**

0% to 25%	20% of Respondents
25% to 50%	60% of Respondents
50 to 75%	20% of Respondents
75 to 100%	None

**3. Was the average amount spent per customers (visitors and local) higher or lower than in previous years?**

Respondent #1: Local – Higher      Hotel Side improved 20%  
Respondent #2: Higher  
Respondent #3: Yes, by 25%  
Respondent #4: Lower  
Respondent #5: Higher

**4. Did the road closures and restrictions impact your business revenue? By how much (percentages are fine)?**

Respondent #1: Down 30%  
Respondent #2: Not Really  
Respondent #3: Yes, by 25%  
Respondent #4: 30-40% Reduction  
Respondent #5: Yes (no figure given)

**5. Are you currently open on Sunday? Do you plan on opening on Sunday in the future? Why or why not? (If the answer is cost and/or staffing, how much additional staffing would be needed and how much revenue would need to be generated to open on Sunday?)**

Respondent #1: No, we will not open Sunday  
Respondent #2: Yes, open Sunday all year long  
Respondent #3: No. I have been open Sundays in the past ad it was always a very slow day. One staff member to generate at least \$250 that day.  
Respondent #4: Not currently open Sundays and Mondays. Would need to generate

another \$300-400 gross sales to pay an employee to run the Sundays.

Respondent #5: Yes, open on Sundays

**6. For your business, would you consider 2017 to be a successful tourist year? Why or why not?**

Respondent #1: Lower mainland expanding causing increase

Respondent #2: Yes, many buses

Respondent #3: No, for most of the summer bus tours and motorhomes were re-routed as well as Lower Mainland campers which we rely on.

Respondent #4: No, due to the fires, smoke and road closures

Respondent #5: Yes, considering road closures and smoke it was still the same

**7. What are the primary issues facing local businesses regarding the development of tourism and economic development?**

Respondent #1: Highway signage with local information by Squamish/Hope/100 Mile

Respondent #2: No response

Respondent #3: People are usually travelling to or from Whistler or the Rockies. Lillooet is not a destination for travellers, just a pass through or past. Signage at the bottom of Station Hill that advertises a reason to come up the Hill. The new Lillooet sign is beautiful, but people may think they just passed through Lillooet and continue onto Camel bridge and out of town. Also, the other sign above Station Hill only offers what we don't offer (ziplining) not sure why that is even there.

Respondent #4: Need a much more pedestrian friendly Main Street, return to angle parking; provide parking surrounding the town core. Encourage visitors to park and walk the square, install a raised stage mid-Main Street for showcasing local talent. Slow down the traffic!! Via one lane each way. Eateries need more open hours, more outside seating to hang out, improve night time lighting along the downtown core.

Respondent #5: No response

**This was the first year of the Lillooet Chamber of Commerce Tour Bus Coordinator Project. Regarding the effectiveness of this project, please answer the following questions.**

**8. Were the Tour Bus Coordinators responsive to your questions and concerns?**

Extremely responsive	None
Very responsive	60% of Respondents
Somewhat responsive	20% of Respondents
Not so responsive	None
Not at all responsive	None
Not Applicable	20% of Respondents

**9. How much did communication improve between local businesses and the Tour Buses with the implementation of the Tour Bus Coordinator program?**

Significantly improved	40% of Respondents
Somewhat improved	20% of Respondents
No improvement or decline	40% of Respondents
Somewhat declined	None
Significantly declined	None

**10. Did the Tour Bus Coordinators help to improve the logistics (parking, directions, etc.) of Tour Bus visits in Lillooet?**

Significantly improved	20% of Respondents
Somewhat improved	20% of Respondents
No improvement or decline	60% of Respondents
Somewhat declined	None
Significantly declined	None

**12. Did you use the Google shared calendar to determine the estimated number of buses coming to Lillooet on a given day? Was it useful? Why or Why not?**

- Respondent #1: No, not much advertising
- Respondent #2: No, I didn't realize there was one
- Respondent #3: No
- Respondent #4: No due to not much impact on sales
- Respondent #5: No, I did not know about it

**13. Overall, did this project help you plan and schedule your business activities? How?**

- Respondent #1: No response
- Respondent #2: No
- Respondent #3: No
- Respondent #4: Not really a bearing on our business
- Respondent #5: No

**14. A plan is being developed to expand the Tour Bus Coordinator project and include local Ambassadors to interact with locals and visitors. Do you think this program should be continued? Expanded? Why or why not?**

- Respondent #1: Worth a try. It's good to have local business opinion
- Respondent #2: No response
- Respondent #3: Not sure
- Respondent #4: Fully support the local Ambassadors as it would benefit the whole town. remov Tour buses are just one small segment. Need to greet and meet the campers, RV's,

private vehicle visitors. They spend much more money than the bus traffic. Also, more likely to consider real estate purchases.

Respondent #5: Not sure

**16. How can the Tour Bus Coordinators (and by extension, Ambassadors) be more effective and better meet your needs next season?**

Respondent #1: More communication, more physical contact, less emails

Respondent #2: No response

Respondent #3: Have them keep visitors in town spending money. Give them a reason to be here, not just passing through

Respondent #4: Have buses park closer to Main Street center. Empty lot adjacent to K&C Health Store?

Respondent #5: Letting us know they are coming!

**17. Do you have any other comments, questions or concerns?**

Respondent #1: No response

Respondent #2: No response

Respondent #3: I believe that a sign at the bottom of Station Hill with an arrow advertising local business like Buy-Low, A & W, Esso, Subway and places people recognize will get people up the hill to stay awhile.

Respondent #4: No response

Respondent #5: No response

Appendix #3

## 2018 Familiarization (FAM) Tour Sample Itinerary

Potential Dates: April 5 & 6, 2018

Thursday, April 5, 2018

09:00 am – 11:00 am	Welcome Breakfast & Presentation
11:00 am – 1:00 pm	Walking Tour of Downtown Lillooet Museum & Visitor Centre Miyazaki House Jade Shop Wander through various stores
1:00 pm – 3:00 pm	Lillooet "Circle Tour" Seton Lake Hydro Campground (if possible) Fort Berens Winery Old Airport Gardens Old Bridge Cemetery Golden Mile of History Airport Hotels
3:00 pm – 6:00 pm	X'wisten Experiences

Accommodation Overnight

Reynolds Hotel

Friday, April 6, 2018

08:00 am – 09:30 am	Breakfast with Chamber of Commerce
09:30 am – 4:00 pm	Gold Bridge and Bralorne Itinerary to be determined
4:00 pm	Final good-byes....



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[WMhb-THagM%253A%252CVb8Y-WAezkbiHM%252C &usg= EfteuxEeluztyBbXhP2--IMge2l%3D&sa=X&ved=0ahUKEwi2ubPTxuHWAhUP6GMKHTURDZkQ9QEikgEwCw#imgrc=lvnlIDLjesGjTM:](http://www.slrld.bc.ca/planning-building/mapping)

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