

# Lillooet Tourism 2018



Prepared for  
The Lillooet Chamber of Commerce  
November 2018

Prepared by:  
Angela Bissat  
Al-I Initiatives  
Email: [angela@al-i.ca](mailto:angela@al-i.ca)  
Cell: 778.209.0349

# Table of Contents

|   |    |
|---|----|
| <i>Table of Contents</i> .....  | 2  |
| <i>Introduction</i> .....   | 4  |
| <i>Executive</i> .....  | 6  |
| <i>Tourism Lillooet DMO</i> .....   | 6  |
| <i>Lillooet FAM Tour</i> .....  | 7  |
| <i>Tourism Ambassador Program</i> .....   | 7  |
| <i>Tourism</i> .....  | 8  |
| <i>Global</i> .....   | 8  |
| <i>National</i> .....   | 9  |
| <i>Provincial</i> .....   | 10 |
| <i>Regional &amp; Local:</i> .....  | 11 |
| <i>Tourism Impacts &amp; Trends</i> .....   | 13 |
| <i>Tourism Ambassador Program</i> .....   | 15 |
| <i>Introduction</i> .....   | 15 |
| <i>Purpose</i> .....  | 16 |
| <i>Processes &amp; Methodology</i> .....  | 16 |
| <i>Results</i> .....  | 16 |
| <i>Situation Analysis</i> .....   | 17 |
| <i>Lillooet Familiarization (FAM) Tour</i> .....  | 17 |
| <i>Introduction</i> .....   | 17 |
| <i>Purpose</i> .....  | 18 |
| <i>Processes &amp; Methodology</i> .....  | 18 |
| <i>Results</i> .....  | 18 |
| <i>Situational Analysis</i> .....   | 19 |
| <i>Tourism Lillooet Destination Management Organization (DMO) - Board Development</i> ..... | 20 |
| <i>Introduction</i> .....   | 20 |
| <i>Purpose</i> .....  | 20 |
| <i>Processes &amp; Methodology</i> .....  | 20 |
| <i>Results</i> .....  | 22 |
| <i>Situational Analysis</i> .....   | 23 |
| <i>Appendix #1a: 2019 Tourism Ambassador Program (Independent Program) – Sample Budget</i>  | 25 |

|  |    |
|--|----|
| <i>Appendix #1b: 2019 Tourism Ambassador Program (overseen by Lillooet Visitor Centre) – Sample Budget</i> ..... | 26 |
| <i>Appendix #2: Tourism Ambassador Program Statistics</i> .....  | 27 |
| <i>Appendix #3: 2018 FAM Tour Itinerary</i> .....  | 32 |
| <i>Appendix #4: FAM Tour Survey Results &amp; Budget</i> .....   | 33 |
| <i>Appendix #5: 2018 FAM Tour Budget</i> .....   | 38 |
| <i>Appendix #6: Tourism Lillooet Recruitment Table of Contents (full package available upon request)</i> .....   | 39 |
| <i>Appendix #7: Tourism Lillooet Nominating Task Force Terms of Reference</i> .....                              | 40 |
| <i>Appendix #8: Tourism Lillooet Competency Matrix</i> .....   | 41 |
| <i>Appendix #9: Tourism Lillooet Board of Directors Orientation Agenda</i> .....                                 | 42 |
| <i>Appendix #10: Advertisement for Board Members</i> .....   | 43 |
| <i>Appendix #11: Tourism Lillooet Sample Budget</i> .....  | 45 |
| <i>Appendix #12: Mix n’ Mingle Event Poster</i> .....  | 46 |
| <i>References</i> .....  | 47 |

## *Introduction*

In 2017, the Lillooet Chamber of Commerce, with financial support from the District of Lillooet, applied for and received funding through the Province of BC's Rural Dividend Fund. These funds were for the Tour Bus Coordinator Project, development of a Familiarization (FAM) Tour and the feasibility of a destination management organization (DMO). At the end of these projects, the deliverable was wrapped up in the Tourism Lillooet Development Plan.

Based on the information and recommendations given in the Tourism Lillooet Development Plan, the Lillooet Chamber of Commerce, again with financial support from the District of Lillooet, applied for another grant through the Rural Dividend Fund, this time in the amount of \$100,000. These funds, under the terms of the agreement, would allow for the expansion of the Tour Bus Coordinator project to a Tourism Ambassador Program, execution of a FAM Tour and development of the Board of Directors and not-for-profit society of Tourism Lillooet DMO.

As AI-I Initiatives, contractor for these projects, is owned by Angela Bissat, Director of Tourism for the Lillooet Chamber of Commerce, an explanation of the process used to award this contract is in order. The agreement between the Province of BC Rural Dividend and the Lillooet Chamber of Commerce was overseen by Debra Neufeld, Chamber President. The Rural Dividend Funds were supplemented by funds from the District of Lillooet and in-kind donations from TRU.

During the March 2018 Chamber of Commerce meeting, there was a recommendation to hire AI-I Initiatives as the contractor for the projects. There were concerns raised about optics as Chamber would be directly awarding the contract to the company of its Director of Tourism, Angela Bissat. The potential for a perceived conflict of interest was noted and it was decided that a Request for Proposal (RFP) would be advertised, allowing anyone who was interested to submit a proposal. The RFP was advertised in the Bridge River-Lillooet News. The only proposal received was from AI-I Initiatives and the contract was awarded.

This report covers the development and execution of each individual project, along with a situational analysis that includes recommendations and/or next steps. This report will give a tourism industry update, including updated statistics, trends and impacts.

Methodology used during the development and implementation of these projects included the following:

- Online surveys of Bus Tour Directors, local businesses and residents
- Attendance at Destination BC events including the Tourism Industry Forum and Community Forum
- Participation as a member of the Gold Country Communities Society Board of Directors
- Attendance at the Cariboo Chilcotin Coast Tourism Association events including the Rural Tourism Symposium and the Building Resiliency (AGM) Event
- Interviews and conversations with various tourism staff and personnel
- Ongoing interaction with local and regional government, Chamber of Commerce and St'át'imc Nation

- A community Mix n' Mingle event to introduce the Board of Directors to the community, present results of the tourism projects, generate community conversation, feedback, and ideas

This report will explain each project individually and how the projects work together to move tourism in Lillooet forward in a sustainable, respectful, and beneficial way for all parties.

## *Executive Summary*

In 2018, as a continuation of the Tourism Lillooet Development Plan of 2017, the Lillooet Chamber of Commerce contracted with AI-I Initiatives to provide the following:

1. Development of Tourism Lillooet Destination Management Organization (DMO), including Board of Directors recruitment and training, creation of the not-for-profit society, vision, mission and strategic planning
2. Develop, implement and execute a Tourism Ambassador Program, an expansion of the 2017 Tour Bus Coordinator Project
3. Organize and execute a Familiarization (FAM) Tour for regional tourism professionals

### *Tourism Lillooet DMO*

Processes and research used in the development of Tourism Lillooet DMO included participation in numerous committees, boards and events, interviews and conversations with a variety of board members, tourism professionals and others. Attendance at Board Governance Training and additional research was utilized in the development of processes for the Tourism Lillooet Board of Directors.

Initial steps in development included drafting a Board of Directors Terms of Reference and Code of Conduct and a Nominating Task Force Terms of Reference. The Nominating Task Force, made up of 4 volunteers from the Lillooet Chamber of Commerce, was responsible for the recruitment of board members and forwarding candidate information to the Lillooet Chamber Executive for review and approval.

Recruitment was a dual-focused approach that utilized advertising to the general public and targeted recruitment of those who had participated or expressed an interest in tourism projects in the past. The purpose of this recruitment was to fill voting seats on the Board. Additional appointed, non-voting seats will be included in the Board make-up once the voting seats are filled. Non-voting, appointed seats will be available to local, regional and indigenous governments and the Lillooet Chamber of Commerce. The Tourism Lillooet Terms of Reference recommended a maximum of 11 voting positions. If more than 11 applications were received for Board positions, the Nominating Task Force was poised to short-list applicants for consideration by the Chamber Executive. With this consideration in mind, applications and/or resumes were required.

Initially, there were 11 qualified applicants for Board positions and all applicant information was forwarded to the Chamber of Commerce Executive for consideration and approval. During the review and subsequent orientation process, two of the applicants withdrew for various reasons.

The remaining nine applicants were approved for inclusion in the Board. At the writing of this report, director orientation has been completed, training has been scheduled, a community event has been scheduled to introduce the Board of Directors and strategic planning sessions have been requested with the Whistler Centre for Sustainability. Once the Executive of the Board of Directors is determined, the creation of the not-for-profit society will follow, prior to the Rural Dividend deadline of January 31, 2019.

A general budget has been developed as a template for Tourism Lillooet but is heavily dependent on continued funding conversations, results of strategic planning, status and availability of grant funding and decisions made by the Tourism Lillooet Board of Directors. It has been determined through conversations with the Board that a staff member is critical to the implementation of strategies and projects. Ideally, operational funding can be made available and in place for a minimum of 3 years to allow Tourism Lillooet a chance to fully grow and develop.

Future recommendations for Tourism Lillooet include the development of revenue generating activities and fee for service opportunities, including but not limited to FAM Tours, Training and Consulting services, and oversight of the Lillooet Visitor Centre and Tourism Ambassador Program. Future opportunities may include involvement in supply development and emergency preparedness planning. Tourism entities are becoming increasingly involved in both areas and the opportunities for partnerships with others is great. Tourism Lillooet should be mandated as the primary Tourism organization in the area.

### *Lillooet FAM Tour Tourism Ambassador Program*

The Tourism Ambassador Program is an expansion of the Tour Bus Coordinator Pilot Project completed in the summer of 2017. The purpose of the Tourism Ambassador Program was to reach a broader base of tourism traffic coming through Lillooet. A main focus of the program was to influence individual travelers and tour bus guests to utilize local business and experience Lillooet's offerings.

Processes used in the development and execution of this program included participating in a job fair at Lillooet Secondary School (LSS) to recruit potential Ambassadors, participation in a variety of local events and participation in the Lillooet FAM Tour. Training included Level 1 First Aid, FoodSafe, SuperHost and additional in-house training. The range of the Tourism Ambassadors was from Old Mill Plaza to both campgrounds and Seton Lake. Electric bicycles were used between Old Mill Plaza and Cayoose Creek Campground. Transportation was provided by management for travel to the BC Hydro Campground and Seton Lake. The program resulted in two full-time (30+ hours per week) seasonal positions.

Statistics collected both by the Tourism Ambassadors and the Lillooet Visitors Centre show a sharp decline in the number of tour buses coming through Lillooet and an increase in the number of individual and group travelers coming to the area. There were several occasions where the Tourism Ambassadors were successful in convincing travelers to spend additional time in Lillooet. This was done by identifying traveler's interests and reason for travel, then matching activities to their preferences.

The recommendation is that this program should continue, as it provides a valuable service to the town and its visitors. The presence of Tourism Ambassadors interacting in the community and visible at local events allows for real-time influence on travel preferences. The ability to provide recommendations or updated travel information is critical to the impression left on visitors. It is recommended, however, to move the supervision of this program to the Lillooet Visitor Centre. The program meets the future vision of Visitor Centres, as communicated by Destination BC, and will provide consistent training and messaging. It will provide program

efficiencies and increase productivity by less duplication in effort. It should be noted that, if this move takes place, oversight and accountability will be critical to the success of the program. Ideally, the Tourism Ambassador Program and Lillooet Visitor Centre should report to Tourism Lillooet, as the primary tourism organization in the area.

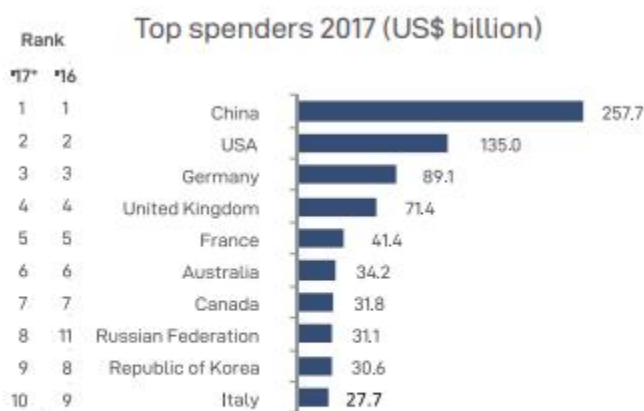
In conclusion, this three-part approach created a strong foundation from which Lillooet may start to build its tourism. The Ambassador Program allowed us to get a personal audience with the visitors and establish demographics and trends. The FAM Tour brought in tourism professionals for the province and educated them on the qualities Lillooet has and will someday have. Tourism Lillooet is the strong core for which these programs may continue through a strong central governing body. Before examining closer details, its important to understand the current industry trends at all levels.

## *Tourism Industry Update*

### *Global*

According to the United Nations World Tourism Organization, global tourism rates have increased in each of the last eight years. In 2017, total international tourist arrivals worldwide, were up 7%, by 1.326 million people. In US dollars, that represents a 5% increase in international tourism receipts, up to 1.34 billion US.

Why does this matter? It matters because, as shown in the graph below, tourism touches almost every aspect of business, directly or indirectly. It provides a strong path to cultural preservation, peace, jobs and economic growth. This impact, globally, trickles down and affects business on national, provincial, regional and local levels. That impacts each one of us.



\* = Provisional figure or data

Source: World Tourism Organization (UNWTO) ©



**Tourism is more than you imagine!**

("World Tourism Organization", 2018)





Total International Tourist Arrivals  
**1,326 million**



Total International Tourism Receipts  
**US\$ 1,340 billion**

- Highest growth in international tourist arrivals in seven years since 2010.
- Recovery of destinations suffering from security challenges in recent years.
- Economic upswing resulting in strong outbound demand from major source markets.
- Strong recovery in demand from the emerging source markets of Brazil and the Russian Federation after few years of decline.

(“World Tourism Organization”, 2018)

## *National*

According to Destination Canada, in the first half of 2018 alone, tourism in Canada was responsible for:

- An increase by 5.7% in tourism activities, up to \$43.8 billion CAD
- An increase of 3.2% in tourism export revenues, up to \$9.3 billion CAD
  - Defined by Stats Canada as “spending by foreign visitors on Canadian-produced goods and services.”
- 733,800 jobs, an increase of 1.4%
- 1.9% of the Canadian GDP (Gross Domestic Product)

Through June 2018, \$18.7 billion were added by tourism activities to the Canadian Economy.

The statistics shown above represent a strengthening tourism economy in Canada.

In response to this growth, Destination Canada has developed the Canadian Signature Experience Program (CSE). The objectives of the program include the following, according to the Destination Canada website:

- Help change international perceptions of travelling within Canada, and broaden the view of what Canada has to offer as a destination
- Align Canadian tourism operators with Destination Canada’s corporate strategy and tourism brand, and with the experience’s travelers are seeking
- Create demand for Canada by highlighting export ready travel experiences that meet target traveler’s interests as identified by Destination Canada’s Explorer Quotient (EQ) research.

Destination BC bases their strategy on the strategies put forward by Destination Canada while adjusting it to best suit the needs of the province.

*Provincial*

Provincially, tourism remains strong and growth is steady. As shown below, restaurant receipts and hotel occupancy were up in 2017, along with the GDP contribution. Tourism revenue has increased 39.3% in the years between 2006 – 2016. Room revenue increased 21.6% in 2018 to date. A suggestion for local hotels is to review the rates offered as there may be room for a rate increase, based on the information shown below.



2019 Target Markets



| INVEST  | MAINTAIN  | MONITOR  |
|---|---|--|
| <ul style="list-style-type: none"> <li>&gt; US</li> <li>&gt; China</li> <li>&gt; Australia</li> <li>&gt; Mexico</li> <li>&gt; BC</li> </ul> | <ul style="list-style-type: none"> <li>&gt; UK</li> <li>&gt; Germany</li> <li>&gt; Alberta</li> <li>&gt; Ontario (ski)</li> </ul> | <ul style="list-style-type: none"> <li>&gt; Japan</li> <li>&gt; S. Korea</li> <li>&gt; India</li> <li>&gt; France</li> </ul> |

Each year, Destination identifies potential markets and decides whether to invest additional resources, maintain the level or resources currently in place or monitor the areas for changes that may provide an opportunity to grow tourism. Symbols next to individual countries indicate countries where Destination BC has an on-the-ground presence working to build tourism.

In 2019, changes included the move of Australia from Maintain to invest based in part, on the increase of travel to British Columbia from Australia since 2011, with a large spike in international arrivals in 2017, as shown in the graphs below.

International Visitor Arrivals: January - November 2017 (YTD)

|    | Int'l Overnight | US Overnight | Asia/Pacific | Europe  | China   | Japan   | South Korea | Australia | United Kingdom | Germany | France | Mexico  | India  |
|----|-----------------|--------------|--------------|---------|---------|---------|-------------|-----------|----------------|---------|--------|---------|--------|
| BC | 5,312,584       | 3,426,613    | 1,184,500    | 525,907 | 315,140 | 149,642 | 103,448     | 238,691   | 216,918        | 100,664 | 31,669 | 122,222 | 65,155 |

Year-Over-Year Percent Change: January - November 2017 (YTD)



Five Year Trend: 2016 over 2011



("Destination British Columbia Corporate Web Site." Nov. 2017)

*Regional & Local:*

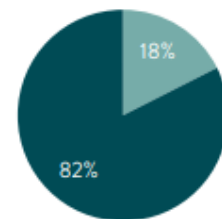
When reviewing the regional impact of tourism, two distinct regions were assessed. Lillooet is part of the Vancouver Coast & Mountains and the Cariboo-Chilcotin Coast regions. Lillooet's location is the connecting point between both regions and could, in the future, be marketed as a "staging point" for travel to or from each region.

There are large differences between each region, in terms of revenue, volume of travelers and tourism offerings. In 2014, the most recent statistics that are available, the Vancouver Coast and Mountain region saw a traveler volume of 22.9 million people and a total expenditure of \$5.7 billion. As shown below, the majority of travelers were BC residents, responsible for 48% of the visitation and 23% of the total spending. Broken down, 10,992,000 visitors to the Vancouver Coast and Mountain region were from BC and the total expenditure for these travelers was \$1.311 billion.

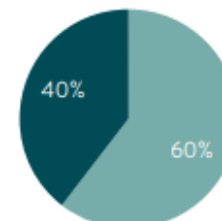
Overall, \$15,616,438.36 was spent PER DAY in the Vancouver Coast and Mountain Region (\$5.7 billion / 365). Each traveler: man, woman or child, spent \$248.91 on average per visit (\$5.7 billion / 22.9 million).

|   | Top five markets of origin (2014) | Share in Vancouver, Coast & Mountains |          |
|---|-----------------------------------|---------------------------------------|----------|
|   |                                   | Visitation                            | Spending |
| 1 | British Columbia                  | 48%                                   | 23%      |
| 2 | Washington                        | 9%                                    | 6%       |
| 3 | Alberta                           | 6%                                    | 8%       |
| 4 | Ontario                           | 5%                                    | 9%       |
| 5 | California                        | 4%                                    | 5%       |

Traveller expenditures (Total = \$5.7 billion)



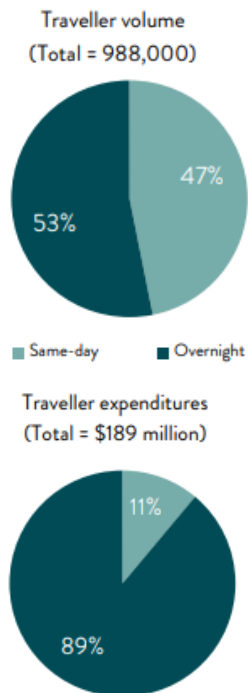
Traveller volume (Total = 22.9 million)



■ Same-day ■ Overnight

The Cariboo-Chilcotin Coast shows a slightly different picture. Using the same formula as with the Vancouver Coast and Mountain, the Cariboo- Chilcotin Coast saw a traveler volume of 988,000 and traveler expenditures of \$189 million. While the majority of travelers were from BC, the percentage is very high, at 73% and the spending is 61%. An interesting item of note, in the Cariboo Chilcotin, California visitors accounted for 12% of the visitor spending, but only 2% of the overall visits. California visitors accounted for \$22,680,000 of tourism revenue in the region with 19,760 visits. On average, each Californian spent \$1,147.77 per visit.

In the region overall, \$517,808.22 was spent in the region PER DAY (\$189 million / 365). Each traveler, man, woman or child, spent \$191.30 (\$189 million / 988,000) per visit.



| Top five markets of origin (2014) | Share in Cariboo Chilcotin Coast |          |
|-----------------------------------|----------------------------------|----------|
|                                   | Visitation                       | Spending |
| 1 British Columbia                | 73%                              | 61%      |
| 2 Alberta                         | 11%                              | 8%       |
| 3 Washington                      | 3%                               | 6%       |
| 4 Germany                         | 2%                               | 2%       |
| 5 California                      | 2%                               | 12%      |

(“World Tourism Organization”, 2018)

Locally, the number of tour buses travelling through Lillooet dropped significantly in 2018, as shown in the statistics from the Lillooet Visitor Centre and the Tourism Ambassador Program. This was due in large part to the ongoing road conditions and construction. Due to safety concerns at the 10 Mile Slide, a 50% legal axle weight restriction was implemented this year, meaning that full tour buses are unable to cross the slide and must travel through Lytton on Highway 12. Ironically, although the weight restriction was implemented due to the safety of travelers, there were tour bus companies willing to sign a liability release that would allow them to take on the liability of their passenger’s safety if the buses would be allowed to cross the 10 Mile Slide. This request was denied by the Ministry of Transportation.

At a time when tour buses are moving away from Lillooet, vehicle traffic is gaining ground, as shown in the Lillooet Visitor Centre statistics. Based on the figures shown above, if an additional .01% of the daily tourism spend in the Cariboo-Chilcotin Coast is spent in Lillooet, that represents \$51.78 per day. If an additional .01% of the visitors decide to remain in Lillooet one additional night, that represents an additional .27 visitors per day spending an additional

\$191.30 per day, for a total yearly increase in revenue of \$18,852.62. The point here is that small differences will have big impacts.

As the tour bus business decreases and the other “rubber-tire” traffic increases, as shown in the Lillooet Visitor Centre statistics, there is an opportunity to use metrics such as those shown above to target specific travelers and areas, encouraging them to visit Lillooet as a destination or stopping point, rather than a pass through. In between the revenues and visitors to both the Vancouver Coast and Mountain and Cariboo Chilcotin regions is a “sweet-spot,” as yet fully unidentified, that will give Lillooet a boost in tourism with visitors travelling in both directions.

### *Tourism Impacts & Trends*

As noted in the 2017 Tourism Lillooet Development Plan, tourism in Lillooet continues to experience difficulties. While wildfires and smoke were not as impactful as in the summer of 2017, road conditions severely impacted the number of tour buses traveling through the region. Thus, the presence of individual groups traveling became more pronounced.

The Tourism industry has become increasingly involved in emergency preparedness. The Cariboo-Chilcotin Coast Tourism Association (CCCTA) is the first regional DMO to hire an Emergency Preparedness Coordinator. Working with partners including Community Futures, they are helping businesses with continuity and emergency preparedness plans. This is due, in part, to the lessons learned after the 2017 wildfires. Wildfire preparations and contingency plans can make a huge difference with wildfires, and the minimal interruption in businesses that were prepared will keep BC better equipped to cater to visitors anytime.

Destination Development is nearing completion on a regional level. Lillooet has participated in two different planning regions, the Vancouver Coast & Mountains region and the Cariboo-Chilcotin Coast Region. The Vancouver Coast & Mountains plan is in the final editing stages. The regional plan for the Cariboo-Chilcotin Coast region is slightly behind due to delay caused by the wildfires last year. Once all the regional plans are complete, Destination BC will utilize the plans to identify a provincial tourism strategy for the next decade.

Road conditions continue to be an issue in the Lillooet area. In 2018, the condition of the 10 Mile Slide meant that weight restrictions were placed on that stretch of Highway 99, resulting in the inability of the road to accommodate loaded tour buses. While tour buses were able to alter their route and travel through Lytton on Highway 12, the route results in additional travel time. Regarding the extra travel time, the early part of the summer saw paving being done on Highway 12, resulting in more delays and heavy traffic. Many of the tour buses altered routes to bypass Lillooet by way of the Coquihalla, citing these delays, additional travel time and the perceived question of safety at the Big Slide.

While the paving on Highway 12 is complete, the 10 Mile Slide is projected to have construction through 2020. At this time, there is no guarantee that the weight restrictions will be lifted, or when that may happen. In addition, between November 2018 and 2020, the bridge that crosses Cayoose Creek near the mill will be replaced, potentially resulting in additional delays. To date, two bus companies (Globus and Cosmos), have indicated that they will not come back through Lillooet until “the 10 Mile Slide is open or the Big Slide is 2 lane and paved.”

Staffing and accommodations for staff continue to be an issue province-wide. In Lillooet (and elsewhere), several businesses are researching and using the Foreign Workers program. The program helps employers bring foreign workers to Canada, with the hope that they will choose to stay. Unfortunately, the lack of consistent staffing has resulted in the closure (either temporarily or permanently) of some businesses.

Even if staff can come to Lillooet, affordable accommodation is difficult to find. Capacity and affordability are concerns that must be addressed.

Municipal Regional District Tax (MRDT) or Hotel Tax has been implemented. This is a 3% tax that is collected through the accommodation sector. In our region, these funds go to the CCCTA for administration and disbursement, through the MRDT Committee. The representative for the Lillooet area is Heather Reimer of Tyax Lodge. The purpose of the MRDT is to provide funding for tourism projects, growth and development. In 2017, the Province of BC expanded the use of these funds to include affordable housing projects, but there is little appetite using the funds in this way in the CCCTA. As of November 2018, the CCCTA has collected approximately \$338,000 in MRDT funds from the region and leveraged these funds to receive an additional \$225,000 from Destination BC in the form of a grant. At the Building Resiliency AGM, it was announced that the CCCTA would spend \$450,000 over the next 5 years in marketing the region. The first marketing campaign has begun. The campaign is Strike Gold, Strike Awe, Strike Wonder in the Cariboo-Chilcotin Coast. According to the Cariboo-Chilcotin Coast Tourism website ([www.cccta.com](http://www.cccta.com)), "...stakeholders have been prioritized for inclusion in our Strike Gold campaign through our website landing page." Businesses who sign up as part of the promotion will have their business information included in an interactive map that can be accessed by travelers before, during or after their travels through the area. The information and sign up for the promotion can be found at [www.landwithoutlimits.com](http://www.landwithoutlimits.com) → For Industry → Strike Gold in the Cariboo Chilcotin Coast November 8, 2018 → Click here to use our interactive newsletter... → Add Your Business. Business are being asked to consider additional special offers, such as 3 nights for the price of 2 through April 30, or something similar if the business is not accommodation based. This is an opportunity for local businesses to participate in a marketing campaign that includes trip planning not only for Lillooet but the entire region and utilize the MRDT funds being collected by the Cariboo-Chilcotin Coast Tourism Association.

Visitor Centers continue to evolve services to include online, social media and crowd-sourcing platforms. Social media has become a large part of tourism and communication and visitor centers are evolving to attract the tech savvy visitors. With an ever-growing online presence, Visitor Centres are utilizing tools such as 360-degree photography to pique interest in the Centre and the area it represents.

Travel moving from experience based to transformational...visitors want to have their perception and view of the world changed based on their experiences. The Transformational Travel Council is "to use travel as a catalyst for creating deeper connections with self and nature and as a tool for fostering global citizenry, communication, understanding, stewardship and real human connection..." One participant even stated "partnering with place is a secure way forward, even if moving in non-familiar ways. Acknowledgement of past mistakes and awkward history, whether with land or with people, helps prevent making those mistakes in future. Not only did the tour offer familiarization with Lillooet, but also guiding values for

successful development, to bring back home.” This experience exemplifies the goal of The Transformational Travel Council perfectly.

Climate change has and will continue to have a large impact on provincial tourism. With climbing temperatures, the province is expected to experience more frequent and severe draughts, shifting patterns of insects and disease, and longer more severe heat waves ultimately contributing to an increase of uncontrolled wildfires. Annual rainfall is expected to rise from 2% to 12%, however this will be in the form of more intense storms over a shorter period. These rains will be far more likely to damage infrastructure and buildings due in part to increased mud slides. (“Impacts of Climate Change.”, 2017)

United States politics continues to play a role in tourism within British Columbia. With rising tensions south of the border, visitors may be less likely to travel to North America. Domestic tourists make up a large part of the local industry, and those tensions may deter both US citizens from crossing the border, and Canadian citizens from traveling through if they cannot go south.

Marijuana Legalization has offered a potential new industry for tourism but with regulations still being set and issues arising from the border it is far from being widely available. Due to the classification as a Class 1 Substance by the Federal United States, border agents are deterring visitors related to the marijuana industry for fear of illegal businesses. This presents a negative face for what is intended to be a relaxing tourist opportunity. Until financial institutions are willing to work with the industry fully and risk of deterrence at the border ceases, it is not an industry that is ready to flourish.

Reconciliation between the Canadian government and the Indigenous community is a major consideration in the advancement of tourism. Consultation is required, and actions must have approval if Indigenous lands or resources are impacted. The need for consultation is a benefit to the tourism industry in BC as it provides a path to cultural preservation and economic development for all. It is this cooperation that will allow visitors to come and experience the Indigenous culture while protecting the environment.

The future direction of tourism will be affected by each of these issues and decisions made by government, industry and travelers regarding these same issues, along with those that have not yet been identified. As future trends and decisions are made, it is critical for Lillooet to have an organization focused on the tourism industry, building relationships, pro-active management and consultation as the industry grows and develops in our area.

## *Tourism Ambassador Program*

### *Introduction*

The Tourism Ambassador Program is an expansion of the Tour Bus Coordinator Pilot Project offered during the summer of 2017. In 2017, the objective of the Tour Bus Coordinator Pilot Project was to coordinate with tour buses regarding information about conditions, meal options and availability. The Tour Bus Coordinators spent the summer season greeting and speaking with guests and tour directors to give updates and to receive continuous feedback about the areas of strength and opportunity for Lillooet. Two of the lessons learned during this

project were that the project needed to expand in its reach to connect with a wider range of visitors. The expanded Tourism Ambassador program utilized lessons learned from 2017 to identify ways to effectively meet and assist a greater number of visitors and groups, while expanding the area coverage to include campgrounds and Seton Lake, and continued attendance at local events. Based on feedback received last year and this summer, the data collection was streamlined. The Tourism Ambassadors were able to meet with a greater variety of people, while receiving clear and accurate information to assist with data gathering.

### *Purpose*

The purpose of the Tourism Ambassador program was to reach a broader base of tourism traffic to Lillooet. The focus was to influence individual travelers and tour bus guests to utilize local business and experience Lillooet's offerings. Tourism Ambassadors provided a point of reference for visitors and a communication conduit between guests (whether traveling individually or with a tour bus group) and local businesses. This was done by patrolling town, surrounding campsites, and Seton Lake to greet visitors

### *Processes & Methodology*

The following processes and methodology were used in the planning, development, implementation and execution of the Tourism Ambassador program in 2018:

- Participation in the LSS Job Fair in spring 2018
- Application submitted to the Canada Summer Jobs Grant program by AI-I Initiatives. Approval received for three Ambassador positions. One position was filled.
- Meet and greet visitors, including those on tour buses, throughout the area
- Meet and greet visitors at local campgrounds and Seton Lake on a regular basis
- Training that included First Aid, Foodsafe, SuperHost, Orientation and use of the electric bicycles
- Orientation sessions with Lillooet Regional Invasives Species Society and the Naturalist Society
- Participation in and visibility at local events including Canada Day celebrations, Lillooet FAM Tour, Harvest Festival
- Participation in a mini-FAM tour as part of training
- Participation in Lillooet FAM Tour for tourism professionals
- Lillooet Tour Director Survey dated October 2018
- Lillooet FAM Tour Participant Survey dated October 2018
- Lillooet Business Survey dated November 2018
- Regular communication with local businesses
- Regular communication with Tour Directors and travelers

### *Results*

The success of the Tourism Ambassador Program was measured on different factors, including survey results, documentation anecdotal of additional time spent in Lillooet and feedback from local businesses and visitors.



The move and expansion of Abundance Artisan Bakery increased capacity and meal options during the summer of 2018. This move benefitted the visitors, regardless of transportation mode, and simplified the ability to greet large amounts of visitors in an effective and productive way. The Tourism Ambassadors spent a large amount of time in the area of Abundance Artisan Bakery speaking with travelers and identifying needs, wants and concerns. As a result, based on information and assistance provided by the Tourism Ambassadors, several visitors decided to spend additional time in the Lillooet area. This is the direct result of Ambassadors being visible in the community, identifying what the guests are looking for and providing information and assistance specific to their needs.

On more than one occasion, the Tourism Ambassadors were able to assist residents in medical distress. During one very hot day, the Tourism Ambassador provided water and called for an ambulance as a local resident was suffering from heatstroke. The resident was confirmed to be diagnosed with heatstroke.

Some businesses saw a large reduction in tourism business due to the severe drop in the number of tour buses. For example, Miyazaki House, who serves lunches to the tour bus clientele, had no tour bus business during the summer of 2018.

### *Situation Analysis*

It is recommended that this program continue in the future, although the program should be managed by the Lillooet Visitor Centre. The Tourism Ambassador Program adds another dynamic aspect to interaction with visitors, one that is needed in an environment where visitors want information before, during and after their trip, where ever they are located and on their time.

Should this shift take place, it will be vital to have communication and accountability strategies in place to insure the successful execution and growth of this program. The cost of the Tourism Ambassador Program is expected to remain consistent for 2019, with a total spend of approximately \$50,000 if the program stands on its own. If the Visitor Centre oversees the program, and utilizes current staff and procedures, the costs to oversee the program may be significantly less. Ideally, the Tourism Ambassador Program, under the Visitor Centre, should report to and be funded through Tourism Lillooet, as the primary tourism organization in the area. That, however, is a decision that must be made by the District of Lillooet and the Tourism Lillooet Board of Directors.

### *Lillooet Familiarization (FAM) Tour*

#### *Introduction*

Lillooet has a tremendous amount to offer and the word is spreading. While Lillooet's popularity is a positive, it will take planning and management to grow the tourism industry. As part of the planning and management, a Familiarization (FAM) Tour was developed for regional tourism professionals. A FAM Tour is meant to show off Lillooet's best visitor features and is a

common practice for tourist destinations. FAM Tours are conducted regularly to show what destinations have to offer and to showcase new attractions and improvements.

Lillooet has welcomed visitors for many years, mostly travelling by personal vehicle or as part of a tour bus group. Given the ongoing road issues that impact the decisions of tour bus routes, it was decided to focus on those tourism professionals that have influence over visitors travelling via personal vehicle or small groups. The marketing aspect was improved by partnering with numerous local businesses to develop a successful itinerary for our FAM Tour. These partnerships made it possible to show off the best of Lillooet and give the visitors an experience by which to remember us. The goal was to give participants a taste of what Lillooet has to offer and leave them wanting more.

### *Purpose*

The purpose of the FAM Tour is to bring tourism professionals from the region to Lillooet and showcase the town as a tourism destination. The attendees would have a hands-on experience that is relatable to their visitors. Lillooet's past, present, and future was displayed, and feedback was received regarding the quality and areas of improvement. Tourism professionals from Squamish, Pemberton, Kamloops, Hope, Bridge River Valley, Destination BC, and Cariboo Chilcotin Coast Tourism Association (CCCTA) were in attendance. Representatives from Gold Country Communities Society, 100 Mile House, Lytton, and Whistler were invited but unable to attend. This FAM Tour gave tourism professionals in Lillooet an opportunity to build relationships with the surrounding tourism organizations. Their feedback would also be used to make decisions and plan strategy for tourism moving forward.

### *Processes & Methodology*

The following processes and methods were used in the planning, scheduling, execution of, and recommended improvements for the 2018 FAM Tour.

- Various social media posts
- Flyers handed out to businesses
- Posters displayed
- Followed up with businesses first hand
- Scheduled tour with businesses
- Reaching out to tourism professionals
- Completion of FAM Tour Participant Survey dated October 5<sup>th</sup>, 2018
- Develop itinerary that represented a variety of experiences and utilizing as many local businesses as possible.
- Reaching out to businesses to identify those interested in participating, including local businesses, Indigenous, and not for profit

### *Results*

Success for this program was measured by the feedback from participating tourism professionals, local businesses, and the execution of the tour within our budgeted means. A 2018 Fam Tour Survey was given to the 12 participants and 10 responses were received. The full survey can be found in the appendix. Highlights of this survey include:

- 80% of responses felt their impression of Lillooet was much better after the tour
- 100% of responses stated they would recommend Lillooet as a destination to their Visitors
- 100% of responses stated their hotel experience was Satisfactory and Very Satisfactory
- Recommended spending minimum of 2 nights to explore local area, and 5 to explore surrounding area

The FAM Tour was considered a rousing success by participants and hosts alike. One guest stated, "The FAM Tour was very well organized, every detail was planned out and coordinated seamlessly." This tour did not come without opportunities for improvement however. In the responses, the following improvements were recommended:

- Not enough time at Seton Beach or Split Rock
- More information at the Old Bridge
- Feeling rushed through the tour
- Felt uncomfortable with a local hotel back entrance as single traveler

The survey for the FAM Tour was overwhelmingly positive. The neutral/negative feedback received is very minor and exceptionally easy to address. Much of the improvement that can be done for the activities are projects that are already in the works. The consensus from the participants is that Lillooet is already on the right track to become a notable tourist destination.

### *Situational Analysis*

The initial goal of the FAM Tour was to show what exists in Lillooet's past, present, and future with regards to tourism. It is meant to give a taste of what Lillooet has to offer so they leave wanting to come back and spend more time. The long-term goal is to network with other tourism organizations and draw more visitors to Lillooet. As stated, the success of this project was measured in the feedback provided by professional participants. In that regard the tour is considered very successful as the feedback was positive.

As stated earlier, the success of this program is contingent on keeping within budget and providing a quality tour. It was created with the invaluable help from local businesses and organizations, their contributions are known and are greatly appreciated.

Survey trends show a strong positive impression of Lillooet as a tourism hot spot. One participant even stated "Not only did the tour offer familiarization with Lillooet, but also guiding values for successful development..." As any successful project shows there is always room for improvement. These are easily addressed which makes them especially important to complete. Some basic security recommendations for accommodations around town and some information at the Old Bridge. As for future tour improvements, simply focusing on an established itinerary and making sure there is enough time will address those concerns. An example of how this affected this tour was the unfortunate inability to visit the Saul T Terry Art Gallery.

The recommendation is that the FAM Tour should be repeated at regular intervals after concerns have been addressed and the town has made improvements that may affect visitor travel here. With improved communication and scheduling, the FAM Tour can become even

more successful and likely draw tourism professionals and visitors from a much broader region to Lillooet. This type of FAM Tour can be expensive and is dependent on the cooperation of local businesses. The FAM Tour held in September cost approximately \$8,000, including wages, accommodation, meals, transportation and attractions. This cost considers the sponsorship/savings realized by working with local businesses.

FAM tours have the potential to become a revenue-generating activity by contracting or partnering with recruitment agencies working to bring physicians, investors and businesses to the area. This tour can easily be expanded to include potential investors and generate revenue.

## *Tourism Lillooet Destination Management Organization (DMO) - Board Development*

### *Introduction*

As previously noted in the Tourism Lillooet Development Plan, the role of Tourism Lillooet is to be the primary organization in charge of the growth, development and management of the tourism industry in the Lillooet region. It will provide a consistent presence and voice that can communicate our needs and wants to tourism entities at all levels, while working with the business community, visitors and others to market our area and help to implement the Destination Development strategies upon completion.

### *Purpose*

The purpose of this project is to complete the beginning stages of development for the Tourism Lillooet DMO. These initial stages include the recruitment, development and training of a Tourism Lillooet Board of Directors, development of the not-for-profit society, and completion of the vision and strategic planning.

As the development of Tourism Lillooet began, the starting point continues to be the mission statement first developed for the Tourism Lillooet Development Plan in 2017:

"Tourism Lillooet is dedicated to bringing sustainable, controlled growth to tourism in Lillooet and the surrounding area by bridging work done by the St'át'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 cooperation understanding and growth to become a premiere location for travelers, whether they are spending time in our area or passing through to their destination." (Tourism Lillooet Development Plan, pg. 13.)

### *Processes & Methodology*

The following processes were used in the development of the Tourism Lillooet Board of Directors and associated project items:

- Participation as the Director of Tourism for the Lillooet Chamber of Commerce
- Participation in a working group focused on the development of the Cultural Centre

- Participation in the Gold Country Communities Society Board of Directors
- Attendance at Board Governance Training, facilitated by Deb McLelland, Executive Director of the Kamloops Chamber of Commerce
- Attendance at various events sponsored by Destination BC, the Cariboo-Chilcotin Coast Tourism Association, Community Futures and local events such as At the Table
- Attendance and participation in Emergency Operations Centre training
- Position as Community Futures Sun Country Business Ambassador for Wildfire Recovery
- Relationship Building with a variety of business and tourism professionals, including those attending the Lillooet FAM Tour and during attendance at a variety of events

In previous plans, it was recommended that the Tourism Lillooet Board of Directors be comprised of a combination of voting and non-voting seats. Voting seats were recommended to be elected seats, representative of various industry sectors (such as accommodation, attractions, etc). The recommendation for non-voting seats was that they were to be appointed and representative of government and other entities that may potentially provide funding to the organization. This includes the District of Lillooet, St'át'imc First Nation government, SLRD and the Lillooet Chamber of Commerce. This follows best practices for Board Governance and avoids any real or perceived conflicts of interest. The non-voting representatives will have the ability to remain informed and have input into the decisions of the organization, although they will be unable to cast a vote.

These recommendations were the starting point for Tourism Lillooet Board recruitment. Terms of Reference for a Nominating Task Force, along with a separate Terms of Reference and Code of Conduct for the Board of Directors were drafted. Copies of all documents mentioned are in the appendix. Once these documents were complete, a request for volunteers to take part in the Nominating Task Force was sent first to the Executive of the Lillooet Chamber of Commerce, then opened to all Chamber. The role of this Task Force was to oversee the recruitment process for the Tourism Lillooet Board of Directors. This was successful, and the Nominating Task Force was formed. The Task Force included Margaret Hohner of TRU, Saul T Terry of Saul T Terry Art Gallery and Melody Thacker of the Miyazaki House Society, along with Angela Bissat, Director of Tourism.

An initial meeting was held to determine the process for recruitment. It was decided that there would be a dual-focused approach. To ensure the issue of transparency was addressed, it was decided that an ad would run in the paper, giving anyone in the community an opportunity to apply. Concurrently, a list of past participants in tourism events and those whom had expressed interest was updated and reviewed. A recruitment package was developed and sent to approximately 30% of the list. Those on the list that represented non-voting entities (such as government), had moved from the area, etc. were not included in the recruitment process.

During this same meeting, the Nominating Task Force decided to alter the recruitment process from the process recommended in past tourism reports, as noted in the previous paragraph. Given the amount of time required for this Board, the limited pool of potential Board members and the number of volunteer projects in which many in the community are involved, it was decided to begin the recruitment process by opening the Board seats to anyone who was interested. While there has been plenty of vocal support for the development of Tourism Lillooet, it was unknown how many applications would be received. As part of the recruitment

process, applications and/or resumes were requested to determine experience and why the application was submitted. The Terms of Reference for the Tourism Lillooet Board of Directors identified a maximum of 11 voting seats. If a large number of applications was received, the Nominating Task Force would be responsible for short-listing the candidates and forwarding the most qualified to the Chamber Executive. If needed, a Competency Matrix was developed to assist with the process.

During the recruitment process, two of the Nominating Task Force members indicated they would be submitting applications for Board positions. At that time, the two members, Saul Terry and Angela Bissat, withdrew from any conversation regarding potential candidates. Debra Neufeld, Chamber of Commerce President, was brought in to work with Marg Hohner and Melody Thacker for recruitment follow-up.

Initially, a total of 10 applications were received, including those of Saul Terry and Angela Bissat. Angela Bissat's application was withdrawn when it became clear that the Lillooet Chamber of Commerce's seat should be a non-voting position. Two additional applicants withdrew for various reasons. The remaining applicant information was sent to the Chamber Executive and approved. Since the initial recruitment, two additional applications have been received and approved. The Tourism Lillooet Board of Directors currently has nine confirmed Board members, representing a diverse set of backgrounds, experience and views. The initial Board members are as follows:

- Rolf de Bruin, Fort Berens Estate Winery
- Karime Jolly, Marketing and Tourism Professional
- Ahmed Magdy, Lillooet IDA Pharmacy
- Pavinder Mahnger, Rugged Bean
- Karen Playfair, Accountant and Tourism Professional
- Linda Quinn, Tour Bus Director
- Dana Sibley, Abundance Artisan Bakery
- Saul Terry, Saul T Terry Art Gallery
- Stefan Zeidler, Texas Creek Ranch

## *Results*

At the writing of this report, several meetings of the Board have been held to discuss ideas and vision for tourism in Lillooet. Board governance training has been scheduled for March 8, 2019 and a timeline for community-focused strategic planning is in the process of being scheduled with Whistler Centre for Sustainability. Funds for training and strategic planning are included in the Rural Dividend grant funding and are available. Once the Board Executive has been decided, the paperwork for the not-for-profit society will be completed. Recruitment continues for two open voting seats and the appointed, non-voting seats.

Conversations regarding funding have begun and will continue. A template/sample budget is included in the appendix. It should be noted, however, that this budget, along with the other documents mentioned, have not been formally adopted by the Board of Directors and have provided a benchmark to be used during this process. It is up to the Board to decide what its priorities are, what funding avenues are acceptable and whether to adopt the documents as is or to make changes. Many of these decisions may not be made until the strategic plan is in

place. Ideally, Tourism Lillooet should have core funding available for a period of three years in order to give the organization a chance to grow and develop. In addition, having core funding will give the organization the ability to leverage funds for grants, increasing its reach and ability to impact the industry. Hiring a dedicated staff member will be critical to the successful implementation of the strategic plan and projects.

### *Situational Analysis*

As previously mentioned in the Tourism Lillooet Development Plan, it is necessary for the Board of Directors to identify and take advantage of revenue-generating opportunities. Already, the Board has been approached to provide a FAM Tour/Event for a hockey tournament that is coming to Lillooet in 2019. The Board is awaiting additional information regarding the tournament plans prior to deciding or moving forward.

FAM Tours should be overseen and developed by Tourism Lillooet. As previously noted, FAM Tours should be used as a recruitment tool for investors and those interviewing for positions (such as doctors) in our area.

Tourism Lillooet should have a mandate from government that supports the organization as the primary tourism entity in the area. This will help to build Tourism Lillooet's reputation and show support to those within the community and outside.

It is recommended that, as Tourism Lillooet grows and develops, that the Visitor Centre and Tourism Ambassador program report to and funds are managed through Tourism Lillooet. This change in reportability will insure that the Visitor Centre grows and develops in line with Destination BC's vision and creates a consistency with messaging and communication.

Tourism Lillooet can create and implement a vision, mission and plan that will benefit everyone in the community. A Board of Directors that is representative of all aspects of the community and stands on its own can provide greater effectiveness in messaging and successful project development and implementation, while acknowledging the various opinions and values within the area.

### *Wrap Up & Final Thoughts*

It is a very exciting time to be in Lillooet and in the tourism industry. The second phase of the tourism development that took place in 2018 continues to show a need and support for these programs. As noted in the 2017 Tourism Lillooet Development Plan, "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." (Tourism Lillooet Development Plan, p31.)

This document provides a guide to moving tourism forward down a strategic, organized path. As the Tourism Lillooet Board of Directors completes its strategic planning, the recommendations given in this report may be adopted, or changed. Regardless, people and relationships continue to be key to the success of these programs.

The foundation is in place. It is necessary to keep the momentum moving forward and embrace the vision and possibilities that tourism represents to Lillooet and the area. We have an opportunity and responsibility to ourselves, our community and our visitors to provide a safe, managed, transformational experience for all.

The total cost of the projects in 2018 was \$130,000 and covered the costs of all three programs. Funding included Rural Dividend Grant funding, support from the District of Lillooet and in-kind donations from TRU. It represents support for this process at various levels of government and an investment in Lillooet's future. The sample budget given for Tourism Lillooet indicates a need for approximately \$50,000 in total funding for 2019. Dependent on the size and scope of future Tourism Ambassador programs or FAM Tours, the costs could vary greatly.

None of this would have happened without the work of many dedicated people and the support of the community. Their work is noted and appreciated, although there are too many to mention here.

"Traveling – It leaves you speechless, then turns you into a storyteller." Ibn Battuta

Let's tell our story.



*Appendix #1a: 2019 Tourism Ambassador Program (Independent Program)  
 – Sample Budget*

| Item                       | Forecast FY<br>2019 |
|----------------------------|---------------------|
| <b>Revenue</b>             |                     |
| Government                 | \$15,000.00         |
| Regional District          | \$15,000.00         |
| Grant Funding              | \$20,000.00         |
| Other                      |                     |
| Total cash revenue         | \$50,000.00         |
| Total in-kind revenue      |                     |
| <b>Total Revenue</b>       | <b>\$50,000.00</b>  |
| <b>Expenses</b>            |                     |
| Contractor Costs           | \$5,800.00          |
| Staff salary and wages     | \$36,000.00         |
| Equipment                  | \$600.00            |
| Ambassador Uniforms        | \$600.00            |
| Supplies                   | \$0.00              |
| Office/Meeting Space       | \$6,000.00          |
| Utilities                  | \$1,000.00          |
| <b>Total cash expenses</b> | <b>\$50,000.00</b>  |
| <b>Total Expenses</b>      | <b>\$50,000.00</b>  |
|                            | \$0.00              |

*Appendix #1b: 2019 Tourism Ambassador Program (overseen by Lillooet Visitor Centre) – Sample Budget*

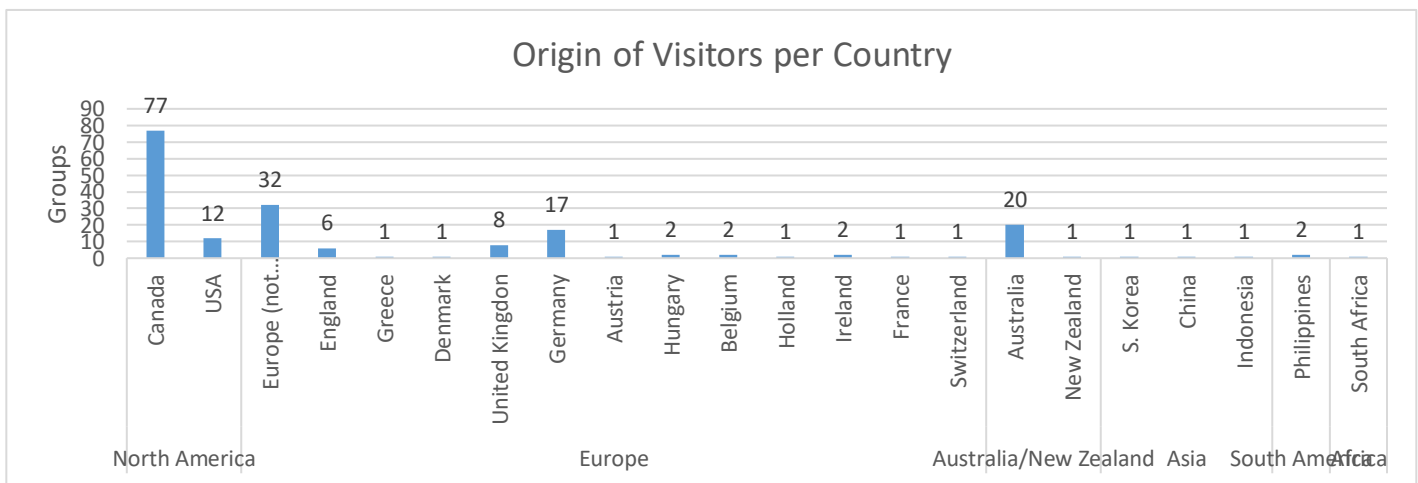
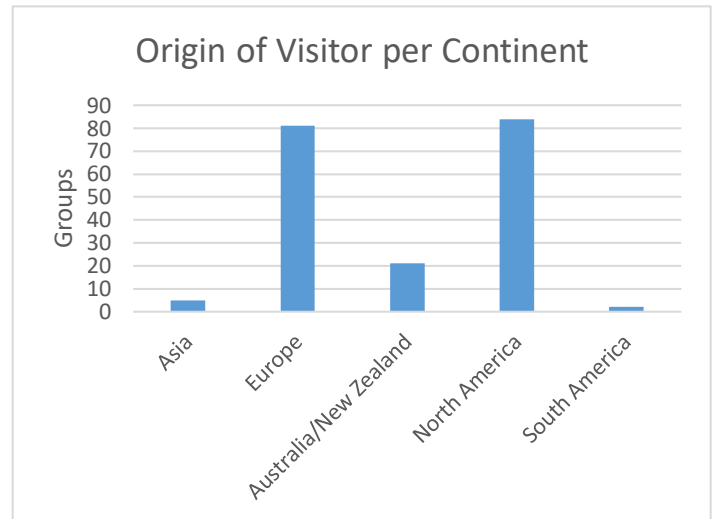
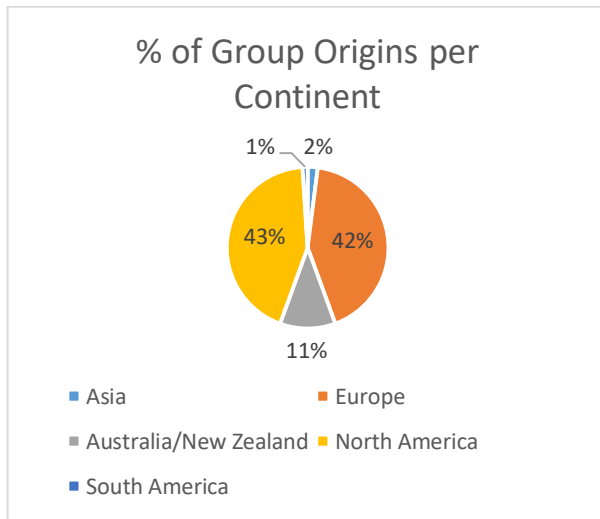
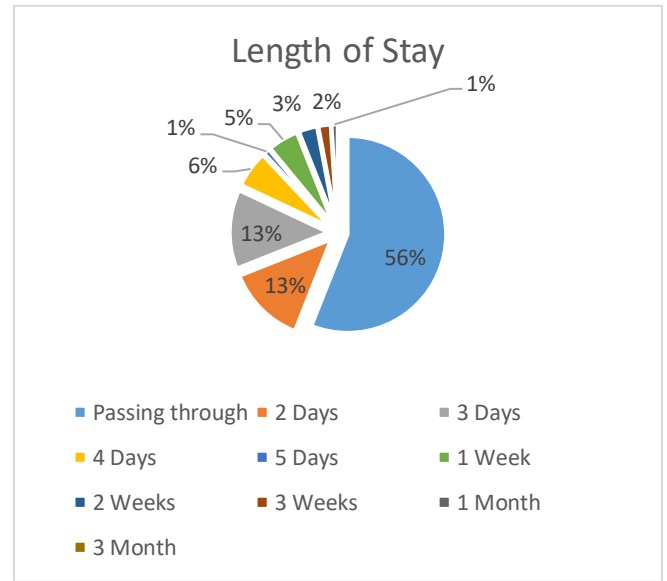
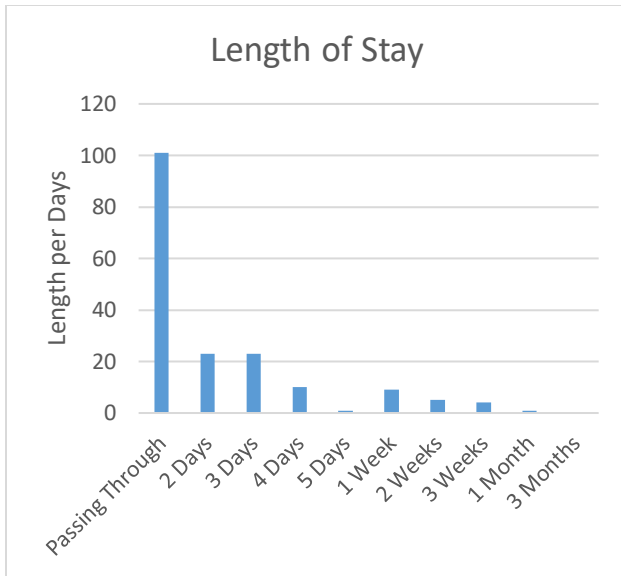
| Item                       | Forecast FY<br>2019 |
|----------------------------|---------------------|
| <b>Revenue</b>             |                     |
| Government                 | \$15,000.00         |
| Destination BC             | \$12,000.00         |
| Other                      |                     |
| In-Kind Revenue            | \$1,000.00          |
| Total cash revenue         | \$28,000.00         |
|                            |                     |
| <b>Total Revenue</b>       | \$28,000.00         |
| <b>Expenses</b>            |                     |
| Staff salary and wages     | \$26,316.60         |
| Equipment                  | \$0.00              |
| Ambassador Uniforms        | \$600.00            |
| Supplies                   | \$500.00            |
|                            |                     |
| <b>Total cash expenses</b> | \$27,416.60         |
|                            |                     |
| <b>Total Expenses</b>      | \$27,416.60         |
|                            | \$0.00              |

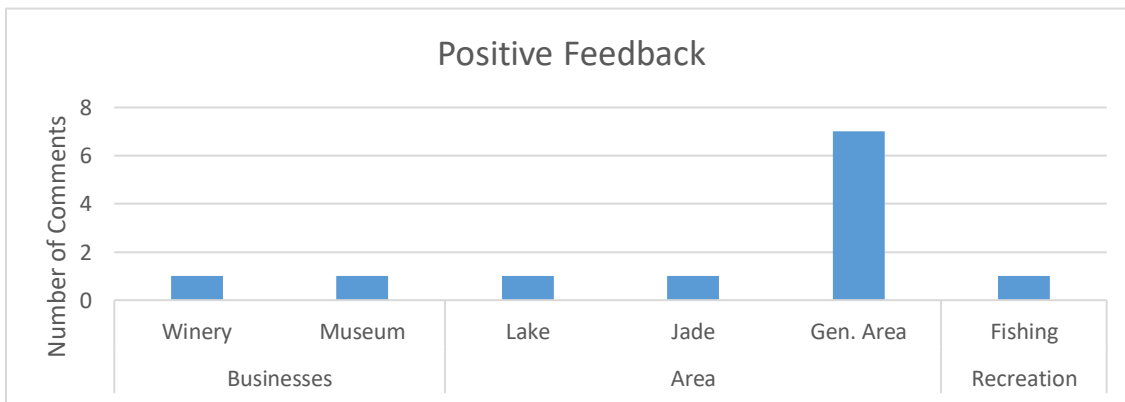
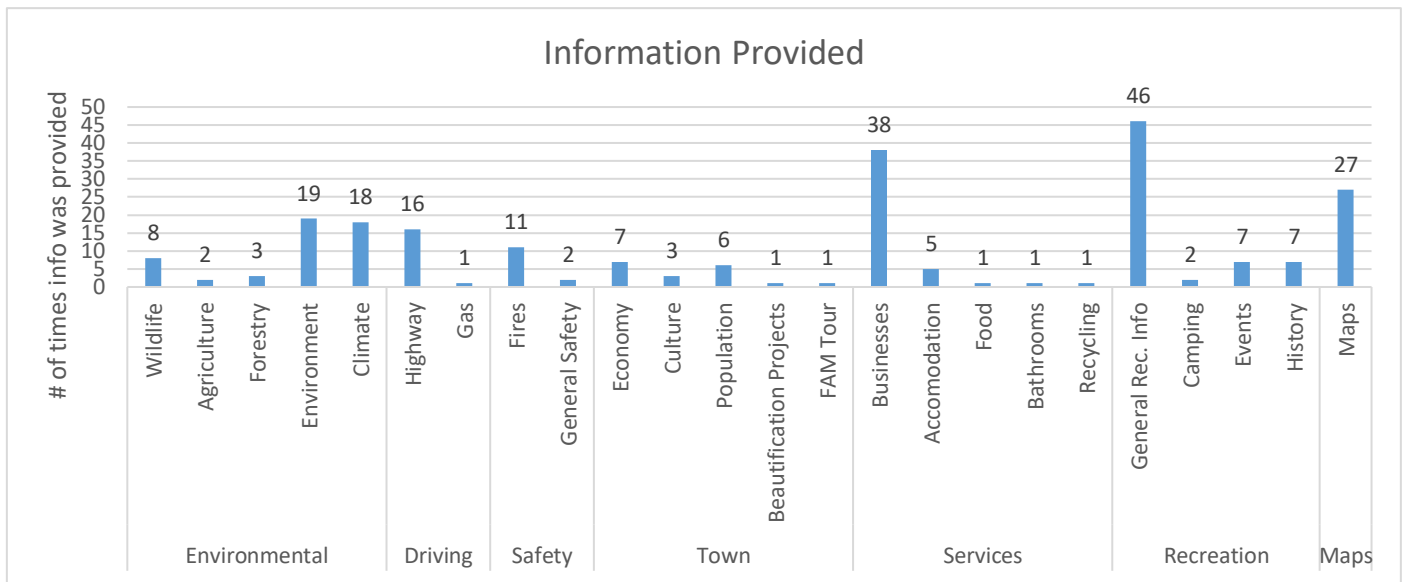
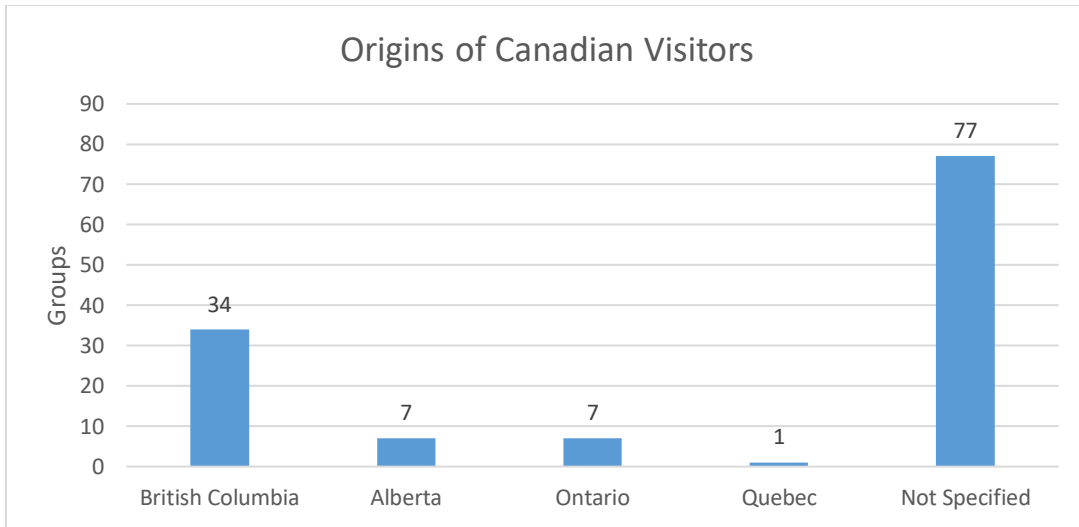
## Appendix #2: Tourism Ambassador Program Statistics

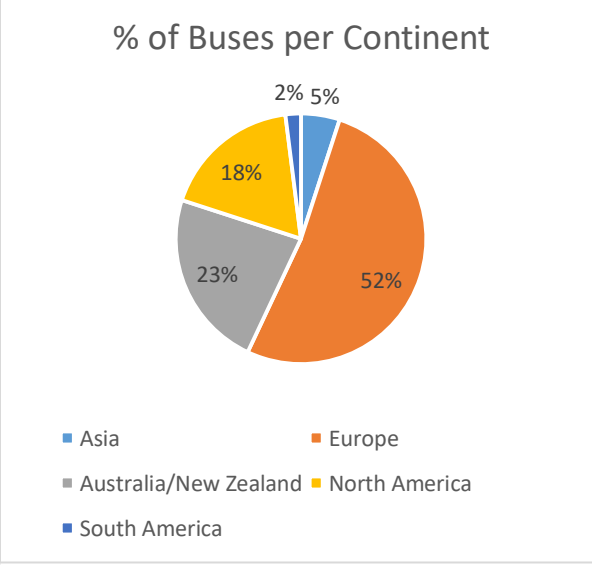
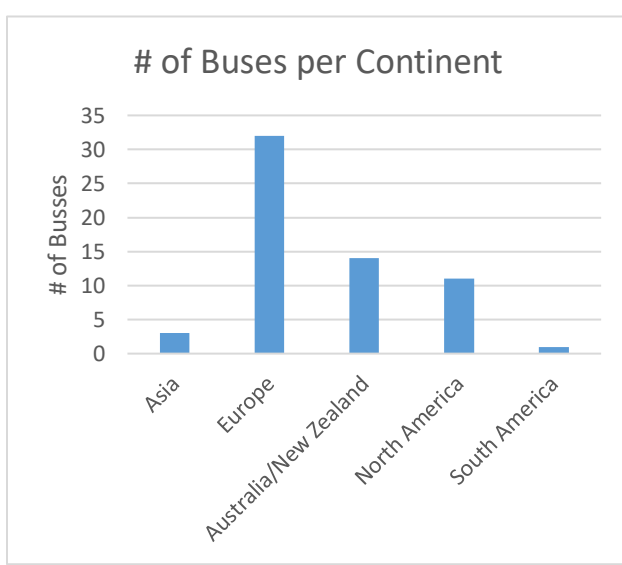
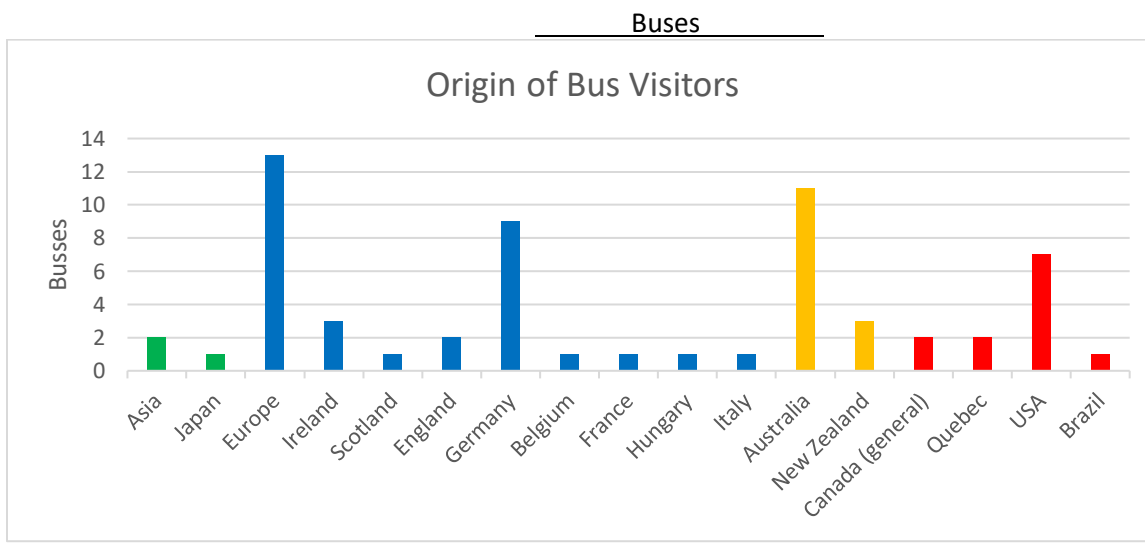
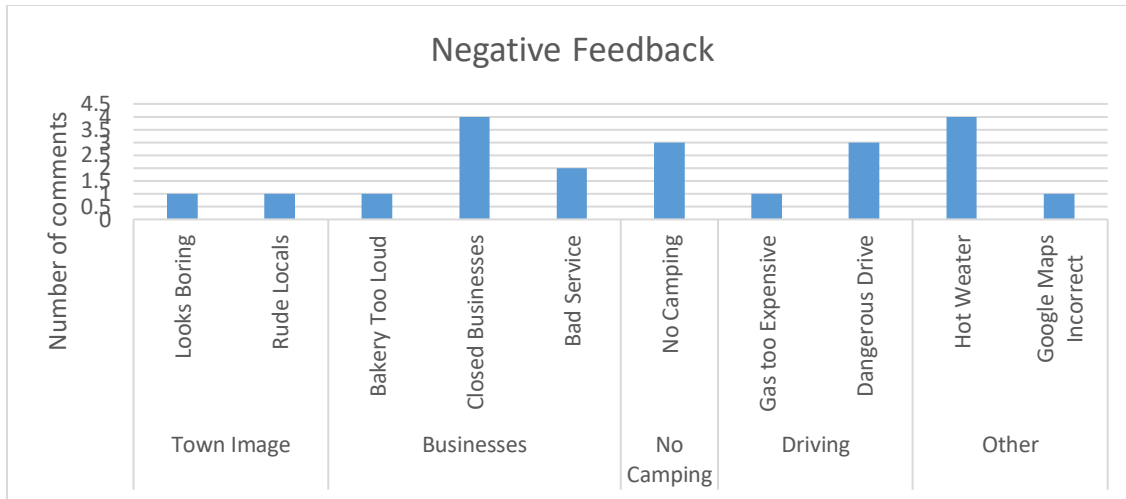
### Visitor Center Statistics of Sep. 2017 and Sep 2018 Year-over-Year

| Categories                  | Sep 2017    | Sep-18      | Y/Y %      |
|-----------------------------|-------------|-------------|------------|
| Administration Parties/Hour | 7.97        | 4.56        | -43%       |
| # of hours                  | 135         | 126         | -7%        |
| # of parties                | 1076        | 1204        | 10%        |
| # of parties-event/roaming  | 0           | 0           | 0%         |
| # visitors                  | 5547        | 4349        | -22%       |
| # visitors-event/roaming    | 0           | 0           | 0%         |
| # of buses                  | 105         | 59          | -44%       |
| <b>Visitor Origin</b>       | <b>1076</b> | <b>1204</b> | <b>11%</b> |
| Local Resident              | 30          | 61          | 51%        |
| BC                          | 238         | 248         | 4%         |
| Alberta                     | 10          | 27          | 63%        |
| Other Canada                | 41          | 47          | 13%        |
| Washington                  | 8           | 4           | -50%       |
| California                  | 9           | 1           | -89%       |
| Other US/Mexico             | 19          | 29          | 34%        |
| Europe                      | 586         | 696         | 14%        |
| Asia/Australia              | 123         | 83          | -33%       |
| Other                       | 12          | 8           | -33%       |
| <b>Nights in Community</b>  | <b>1046</b> | <b>1143</b> | <b>8%</b>  |
| Same Day                    | 752         | 767         | 2%         |
| 1                           | 192         | 259         | 26%        |

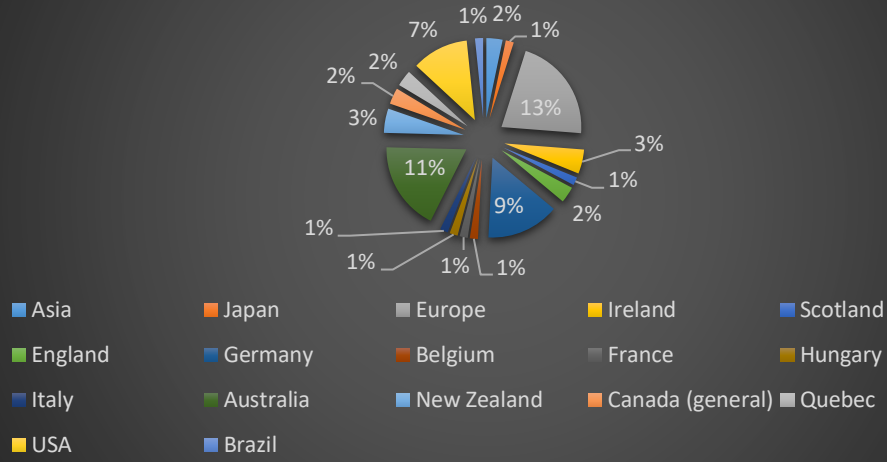
|   |             |             |            |
|---|-------------|-------------|------------|
| 2   | 58          | 65          | 11%        |
| 3   | 30          | 29          | -3%        |
| 4-6 (1 week)                              | 7           | 15          | 53%        |
| 7-13 (2 weeks)                            | 4           | 4           | 0%         |
| 14+                                       | 3           | 4           | 25%        |
| <b>Information Required</b>               | <b>4534</b> | <b>5168</b> | <b>12%</b> |
| Accommodation                             | 134         | 174         | 23%        |
| Adventures Recreation                     | 446         | 497         | 10%        |
| Attractions / Tours                       | 824         | 1015        | 19%        |
| Maps / Directions                         | 557         | 698         | 20%        |
| Events / Conferences                      | 193         | 271         | 29%        |
| Food / Beverage                           | 524         | 719         | 28%        |
| Transportation                            | 67          | 49          | -27%       |
| Shopping                                  | 338         | 335         | -1%        |
| Parks                                     | 240         | 357         | 33%        |
| First Nations                             | 20          | 19          | -5%        |
| Community Services                        | 223         | 222         | -1%        |
| Investment/Moving                         | 1           | 5           | 80%        |
| Site Facilities (e.g. Washrooms)          | 591         | 581         | -2%        |
| Other                                     | 346         | 226         | -47%       |
| <b>Community Specific Info</b>            | <b>17</b>   | <b>27</b>   | <b>37%</b> |
| Asked about local real estate and economy | 17          | 27          | 37%        |



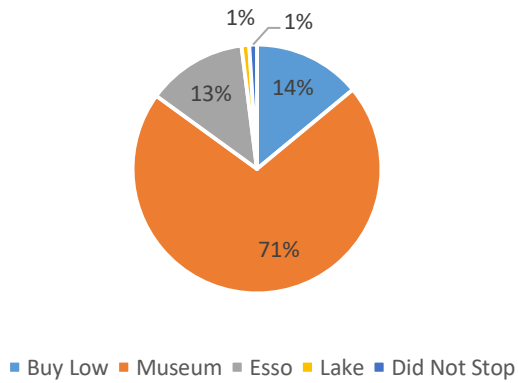




## % of Buses per Country



## Where Busses Stopped



|                              |      |
|------------------------------|------|
| Bus Totals                   | 1754 |
| # of Bus Quantities Reported | 45   |
| Average Patrons per Bus      | 39   |

| Month              | Groups     | Individuals | Children   |
|--------------------|------------|-------------|------------|
| <b>2018 Totals</b> | <b>352</b> | <b>932</b>  | <b>142</b> |
| May                | 91         | 228         | 45         |
| June               | 59         | 147         | 9          |
| July               | 67         | 217         | 17         |
| August             | 59         | 149         | 37         |
| September          | 76         | 191         | 34         |
| Average            | 70         | 186         | 28         |

## *Appendix #3: 2018 FAM Tour Itinerary*

### **Thursday, September 27**

**10:00-11:30am** Coffee and Continental Breakfast with guest speakers

**Location:** Miyazaki House

643 Russel Lane, Lillooet BC, V0K1V0 / Phone:250-256-3883

**11:30am-1:15pm** Xwisten Experience via Passenger Bus

**1:15pm-2:00pm** Lunch at Abundance Artisan Bakery

**2:00pm-4:00pm** Visit various tourism sites around Lillooet

**4:00pm-4:30pm** Return to Miyazaki House

**4:30pm-6:00pm** Guest Check-in at Hotels

**6:00-6:30pm** Bus transportation to Fort Berens Estate Winery

**6:30pm –9:00pm** Vineyard Tour & Dinner at Fort Berens Estate Winery

**9:00 - 10:00** Bus transportation from Fort Berens to Hotels

### **Friday, September 28**

**9:00am-10:00am** Breakfast at the Rugged Bean

**10:00am-12:00pm** Walk to Saul Terry Art Gallery, Farmers Market and downtown. Explore on your own or hang with the group! Meet for a visit to the Museum at noon.

**12:30pm** Meet outside at the Museum Bell for a final wrap-up and good-bye!!

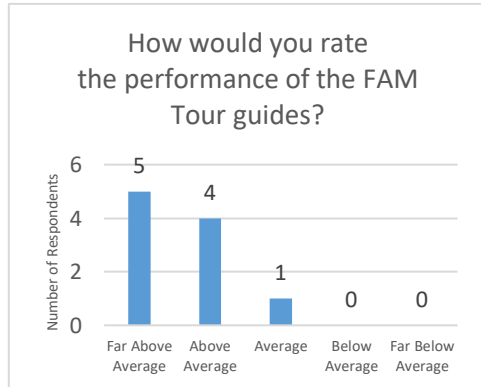


Safe Travels Home!!

This project funded in part by the Province of BC Rural Dividend Program and the District of Lillooet, whose support is greatly appreciated.



## Appendix #4: FAM Tour Survey Results & Budget



### Additional Comments:

The Fam Tour was very well organized, every detail was planned out and coordinated seamlessly. I was very impressed with the performance and energy of the FAM guides from start to finish of the Fam. The Fam guides were local champions and shared their extensive knowledge of the Lillooet area, while ensuring the trip was on schedule and everyone was happy!

I thought everyone was very kind, hospitable and clearly passionate about their community.

A little bit concerned with how fast the bus driver was driving to the Xwisten Experience and felt a little unsafe during that trip. Otherwise it seemed fine.

It seems that each focussed on a handful of guests and made sure that they were included, informed, engaged. Mostly I interacted with Brianne (sp.?), who was knowledgeable, passionate about her town, and very open.

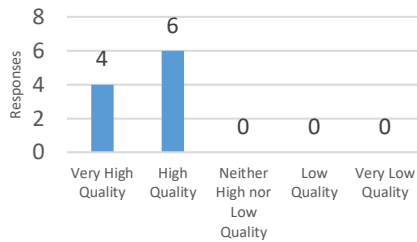


### Additional Comments:

The hotel was clean and quiet.

As a single traveler, I was a little nervous with the back door into the alley way.

How would you rate the quality of the FAM Tour itinerary and activities provided?



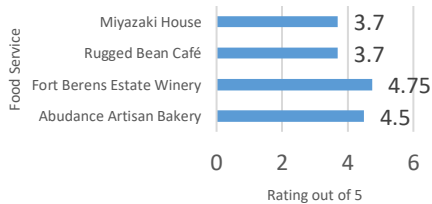
**Additional Comments:**

The itinerary and activities were well coordinated with enough time to see the product offering in the Lillooet offering. I liked the diversity of activities, both outdoor and cultural points of interest and tourism businesses that we visited. I enjoyed the local perspective and meeting a diversity of people from the community while experiencing all the amazing activities that Lillooet has to offer.

I think we were a little pressed for time, but I would have liked more time at Split Rock and a chance to go to the water/beach at Seton Lake.

Excellent choices of things to do, though I confess that by the end of Thursday, I was feeling a bit saturated with information and experiences to digest. Far better than being bored. :D

How would you rate the overall quality of the food provided?

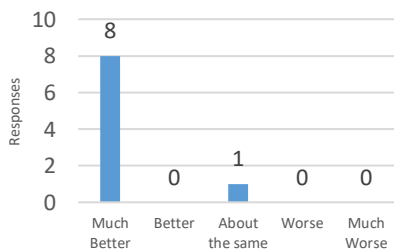


**Additional Comments:**

Wonderful hospitality from all the participants

I thoroughly enjoyed all meals and was grateful for them. Maybe a bit food heavy Thursday morning if anything, a very high-class complaint. I hope the leftovers found good use; I am not used to seeing so much food still on the table, at the end of a meal.

How has your impression of Lillooet changed as a result of the FAM Tour?



**Additional Comments:**

Can now recommend that people stop over and visit It is a very beautiful part of BC

This was my first time spending the night in Lillooet and I feel like my impression of Lillooet changed for the better. I had only passed through Lillooet on the way to Whistler and I did not realise all the diversity of activities Lillooet had to offer. Now, I feel like I can better market the area and I was able to build some great relationships on the trip.

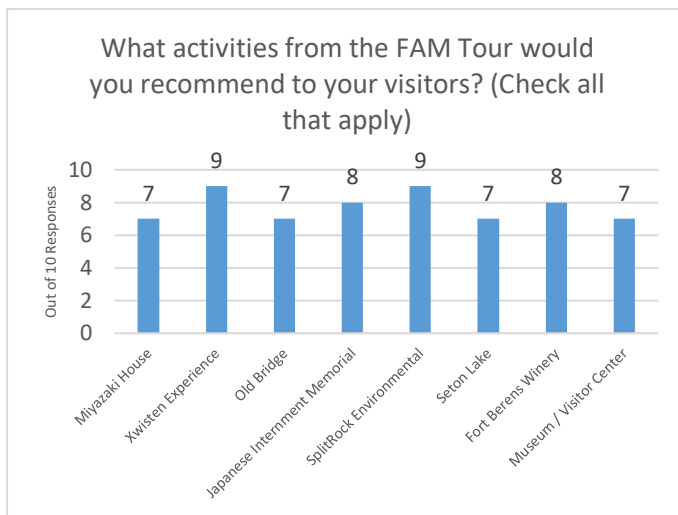
First Fam Tour and was very impressed. Hope to come again.

I loved meeting the people! It created a sense of warmth in the community.

The amount of tourism product in a small community was pleasantly surprising

I have never had a poor impression of Lillooet, but the FAM Tour has opened my eyes to how much it really has to offer and the activities available to do.

Same, only more strongly held, that Lillooet has a strong core of passionate, hard-working people working together to move the town forward.



**Additional Comments:**

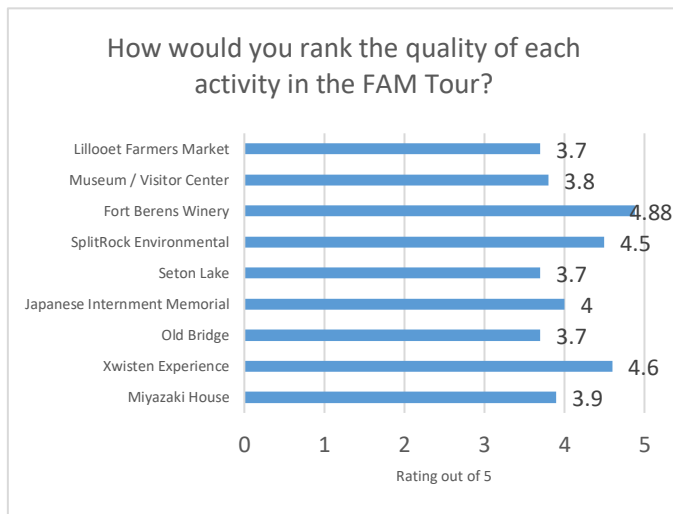
Enthusiastic ambassadors made all the activities extra special

All of them as they were very informative.

The museum was interesting, but I noticed that the artifact descriptions used the word 'Indian' and I think that this could be offensive to some.

I had a wonderful time during every activity, and would highly recommend each of them, as they were all very different and are worth seeing individually.

The farm market too. All stops were significant to ME, but you're asking about visitors. I have not visited the winery myself but include it on recommendation of everyone who's visited.



**Additional Comments:**

Everything was so well organized

More information on the old bridge would have been a nice addition. Again I would have liked to go down to the beach at Seton. I don't believe we had enough time at Splitrock. Great collection at the museum. the Farmer's market was quite expensive.

This is my personal reaction. If I have given a low mark, it is because of feeling rushed and not having enough time to explore or get the full experience: it is not about the quality of the destination per se.

**Would you recommend spending multiple days in Lillooet to your visitors? Why or why not?**

- Accommodation was good where we stayed, and the RV experience looks like it would be very enjoyable
- I would totally recommend people spending at least 2 nights in Lillooet. I feel like there is something for everyone in Lillooet and it is the perfect place to escape the city. The growing food since, local food, indigenous experiences/culture, gold rush history, outdoor activities and beautiful scenery make a Lillooet a prime tourism destination.
- Lots of history in Lillooet and surrounding areas. Need a pool for the summer time.

|  |
|--|
| <ul style="list-style-type: none"> <li>• Yes - you need to spend the night and take the time to find the nuggets - meeting the locals and taking in the scenery and experiences.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Yes, there is so much to do and experience that additional time doing activities would be valuable</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Yes, I would. I think Lillooet is both geographically and culturally interesting in its diversity. There are many activities that would be appropriate for many interests and across demographics. I will definitely visit again with other members of my family to show them some of the interesting things we experienced.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Absolutely! There are so many activities to do and see, and I had an amazing time getting a taste of all of that, but it would be great to spend more time at each of them. There definitely wasn't enough time in a day to do all of it. To really get to sit down and enjoy each and every part of Lillooet, you'd HAVE to spend multiple days (which is not a bad thing!)</li> </ul> |
| <ul style="list-style-type: none"> <li>• To see Lillooet, I would suggest a weekend (two nights). To tour the surrounding area as well, taking day trips in each direction, up to five nights.</li> </ul>  |

| Is there any other feedback you would like to share?  |
|---|
| <ul style="list-style-type: none"> <li>• Drove up the Texas Creek road and visited Spray Creek Ranch Such a beautiful drive Have recommended it to fellow Pembertonians who like myself who have driven through Lillooet too quickly and not stopped to “smell the roses or the coffee” We now know better!</li> </ul>  |
| <ul style="list-style-type: none"> <li>• I want to thank Angela and the team for a job well done! You all were incredible hosts and ambassadors for the area. You should all be proud of the work you are doing.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Great job by all of you in Lillooet. Thanks for the invite. Came back to Gold Bridge with some fantastic ideas. Thank You.</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Your team did a great job - congratulations!</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Beyond expectations</li> </ul>   |
| <ul style="list-style-type: none"> <li>• I think Lillooet is a great destination that is worthy of a stop or an overnight visit. I believe it is a destination that can be made great once there is more development and infrastructure in place, highlighting the many interesting and unique attributes of the city. The indigenous cultural museum sounds very exciting and a great way to connect and give a sense of place for visitors to experience and understand Lillooet's history on a deeper level. Understanding and promoting Lillooet's unique attributes and its distinct anchor activities will help to sell the destination to visitors.</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Overall, I had such a fantastic time there. I was impressed with how much we were able to fit into such a short time. I can't express enough how much I enjoyed this event!</li> </ul>   |
| <ul style="list-style-type: none"> <li>• I attended this, not knowing what was expected of me, nor what I was to do for the hosts, so I prepared a couple of questions that I hoped to have answered and went with an open mind. Guests were spoiled with: - bottomless breakfast at Miyazaki house, with a history of the house, and the hopes and dreams of the society that runs it on a shoestring budget; welcomes from organizer Angela Bissat of the chamber of commerce; from St'át'imc elders Rod Louie and Helen Copeland, speaking of a change of attitude among first nations, opening up to tourism; Vivian Birch-Jones speaking of balancing backwoods tourism with the importance and fragility of the natural environment around Lillooet; and a Community Futures representative, strongly encouraging people to apply for funding for their projects - a trip to the Xwisten fishing</li> </ul> |

rocks, with an explanation of the cultural, nay, existential significance of the salmon runs to the St'át'imc people, a demonstration of preparation of salmon for drying, and a snack of dried salmon, bannock, and Indian ice cream - lunch (three meals in four hours, if anyone's counting) at Abundance Bakery, with Craig speaking to the bakery's capacity to feed busloads of hungry tourists in short order; - a bus tour of local sights and amenities, including Split Rock Nursery and the spawning channel; Seton Lake park; the Old Bridge with its bat and bird human-built nesting sites; the Japanese internment camp memorial on Hwy 12; and Fraser Cove campground - distribution of very generous gift bags - supper at Fort Berens Winery, which I did not attend, having to return home that evening, preferably in daylight and while sober - on Friday there was another all-you-can-eat breakfast buffet at The Rugged Bean, with an address by Mayor Lampman, followed by: - a walking tour to the farmer's market, artist Peter Fraser's studio, KC Health and Antiques, and Grant A Wish - a tour of the Museum - photos, thanks, farewells, and more keepsakes. While few of these places are new to me--some in fact are favourite haunts when I'm in town--the fact that they were highlights of the tour confirms what I feel about Lillooet, that what makes it strong is its people who are fueled by their passion, which is fueled in turn by the sense of place, starting with the St'át'imc people who are and were a part of the land, being dependent on the land and river for their survival since time out of mind, and mastering the balance; and that all human occupation, to be successful and sustainable, must likewise have a respect for the land and a recognition of its power, its possibilities, and also of its limitations. The ethos of respect for place holds true for the success of: - Abundance Bakery, using the absolute minimum of additives, sourcing ingredients locally from three farmers and a forager - Split Rock Nursery, that propagates native plants for restorative plantings - the spawning channel, which is reclaimed (formerly a bulldozed area full of illegally dumped junk), restored habitat not only for salmon, but for a whole range of interdependent plants, animals, and other organisms (every time I visit, the variety of life there is richer and more diverse, reminding me that we don't know what we've lost if we were never familiar with it; but the increasing richness of a returning ecosystem is a real eye-opener, as to what can be incrementally lost without notice) - the Old Bridge bat and osprey nesting site, supporting and encouraging the local bat population; bats are a threatened species on a national scale - Fraser Cove campground--very simple--the deep sturgeon pool in the smooth and powerful river being the dominant attraction - presumably Fort Berens, which makes use of the favourable climate, to grow wine grapes, and purchases local produce to prepare meals - the farmer's market, featuring a great deal of organic, locally produced goods, often specialty goods, such as jams made from local saskatoons, chokecherry, and Oregon grape, unavailable at any store; the farmer's market includes a strong contingent of Lillooet Area Food Security members, focussed on sustainable local food production - artist Peter Fraser, who works with natural, local materials, finding the tension point between what the materials will do and what they won't, and setting his will aside to go where his materials want to take him - two enthusiastic young tour guides, Lillooet-raised, with a passion for the history of the place, the lives of those who have gone before them, and the potential of the land that raised them to make their own kids strong in knowledge and healing...I don't believe they were first nations, themselves, but they had integrated a lot of indigenous wisdom and culture into their daily lives. The common denominator of challenges that our group guests faced and were wary of inviting in inadvertently--through promotion without education or capacity to handle--was travelers with a lack of respect, generating problems from motor vehicles tearing up the alpine, to bushes at scenic stops full of toilet paper and worse. Reckoning with the past also comes into play, not simply in noting the difference in how things were done in the olden days, but in acknowledging wrongs that were done, and might still be happening: reckoning and reconciliation with First Nations, with Japanese Canadians, with the Chinese workers. These wrongs are confronted in Xwisten Experience, both in the site tour and in the Xwisten tour guides' personal history; at the Japanese internment camp memorial; with Miyazaki house history; at Split Rock Environmental and the spawning channels; and in the tour at the

museum. The takeaway for me, from this familiarization tour, was that honouring and connecting with one's immediate environment empowers, nourishes, and protects a community; and that this ability to connect is not unique to first nations people, either: partnering with place is a secure way forward, even if moving in non-familiar ways. Acknowledgement of past mistakes and awkward history, whether with land or with people, helps prevent making those mistakes in future. Not only did the tour offer familiarization with Lillooet, but also guiding values for successful development, to bring back home.

### *Appendix #5: 2018 FAM Tour Budget*

| Item                         | Cost        |
|------------------------------|-------------|
| <b>Revenue</b>               |             |
| Rural Dividend               | \$10,000.00 |
| Total cash revenue           | \$10,000.00 |
| <b>Total Revenue</b>         | \$10,000.00 |
| <b>Expenses</b>              |             |
| Staff Wages                  | \$4,232.00  |
| Meals                        | \$1,570.00  |
| Transportation               | \$300.00    |
| Accommodation                | \$1,125.20  |
| Events                       | \$1,010.60  |
| Miscellaneous                | \$330.00    |
| Contractor Costs             | \$1,432.20  |
| <b>Total cash expenses</b>   | \$10,000.00 |
| <b>Total Expenses</b>        | \$10,000.00 |
| <b>Revenue over Expenses</b> | \$0.00      |

*Appendix #6: Tourism Lillooet Recruitment Table of Contents (full package available upon request)*

**Table of Contents**

|  |   |    |
|--|---|----|
| <u>Application Information</u> .....                             | → | 3  |
| <u>Board Responsibilities &amp; Accountabilities</u> .....       | → | 4  |
| <u>Role of the Board</u> .....                                   | → | 4  |
| <u>Board Member Personal Attributes &amp; Competencies</u> ..... | → | 4  |
| <u>Board Member Responsibilities</u> .....                       | → | 4  |
| <u>Manage Board Affairs</u> .....                                | → | 4  |
| <u>Organization's Development &amp; Mandate</u> .....            | → | 5  |
| <u>Strategy &amp; Plans</u> .....                                | → | 5  |
| <u>Human Resources</u> .....                                     | → | 5  |
| <u>Financial &amp; Not-for-Profit Issues</u> .....               | → | 5  |
| <u>Monitor &amp; Report</u> .....                                | → | 5  |
| <u>Board Representation</u> .....                                | → | 5  |
| <u>Time Commitment</u> .....                                     | → | 5  |
| <u>Term</u> .....  | → | 5  |
| <u>Board Renewal</u> .....                                       | → | 6  |
| <u>Compensation</u> .....  | → | 6  |
| <u>Code of Conduct &amp; Conflicts of Interest</u> .....         | → | 6  |
| <u>Declaration of Interest</u> .....                             | → | 7  |
| <u>Conflict of Interest</u> .....                                | → | 7  |
| <u>Pecuniary Interest</u> .....                                  | → | 7  |
| <u>Board of Directors Terms of Reference</u> .....               | → | 8  |
| <u>Structure</u> .....   | → | 8  |
| <u>Appointment and Duration</u> .....                            | → | 8  |
| <u>Board Reporting</u> .....                                     | → | 8  |
| <u>Board Mandate</u> .....                                       | → | 8  |
| <u>Board Responsibilities</u> .....                              | → | 8  |
| <u>Director Responsibilities</u> .....                           | → | 8  |
| <u>Timelines</u> .....   | → | 9  |
| <u>Meeting Dates</u> .....                                       | → | 9  |
| <u>Tourism Lillooet Board of Directors Code of Conduct</u> ..... | → | 10 |
| <u>Board of Directors – Privacy &amp; Confidentiality</u> .....  | → | 12 |
| <u>TOURISM-LILLOOET-BOARD-OF-DIRECTORS- APPLICATION</u> .....    | → | 13 |

## *Appendix #7: Tourism Lillooet Nominating Task Force Terms of Reference*

### **Nominations Task Force**

#### **Terms of Reference**

Initiated August 16, 2018

#### **Structure:**

- Chair: Chamber Director of Tourism
- Participants: 3 additional Board Members

#### **Appointment and Duration:**

- Through October 31, 2018

#### **Reporting:**

- To entire Board during each step of the process
- to membership at regular monthly meetings beginning September 2018

#### **Mandate:**

- To oversee the nominations process for the inaugural board of directors for Tourism Lillooet

#### **Responsibilities:**

- Identify available positions
- Review applications and recommend potential directors for positions
- Interview and recommend potential directors to the Chamber Executive
- Interview and recommend potential executive members to the Chamber Executive
- Preside over the elections process
- 

#### **Goals for the Current Timeline:**

- Identify recommended board competencies
- Interview and nominate potential Board Members and Executive
- Board Members elected

#### **Committee Meetings 2018:**

- August 2018
- September 2018 TBD
- October 2018 TBD

#### **Timeline 2018:**

- August 2018 – Update terms of reference
- August/September 2018 - Review competency matrix
- September 2018 – Develop & initiate application process for potential directors
- September 2018 – Recruit, receive and review applications
- September/October 2018 – Interview potential directors
- October 2018 – Present nominations to board and Finalize
- October Chamber Meeting – Preside over elections process
- November – New director orientation





## *Appendix #9: Tourism Lillooet Board of Directors Orientation Agenda*

### **Tourism Lillooet New Director Orientation – October 25, 2018**

Facilitator: Angela Bissat, Director of Tourism, Lillooet Chamber of Commerce

#### **AGENDA**

- A. Tourism Lillooet Background
- B. Board Binders
- C. Board structure
- D. Committees and task forces
- E. Board work plan
- F. Bylaws & internal policies
- G. Strategic Plan / Business Plan
- H. Budget
- I. Governance Training
- J. Board calendar
- K. Board assessments
- L. Your first board meeting
- M. Questions

## *Appendix #10: Advertisement for Board Members*

The Lillooet Chamber of Commerce is seeking several Board Members who will serve one (1) and two (2) year terms and assist with the development and operation of the Tourism Lillooet Destination Management Organization. The Board will meet bi-monthly or more often to govern and oversee the development and management of this not-for-profit organization. All Board Members are expected to participate in Committee activities and attend Committee meetings as required.

### **The Organization:**

Once in place, Tourism Lillooet will provide management and marketing services, focused on the tourism sectors in Lillooet and the surrounding area. This destination management organization is responsible for promoting the area as an attractive travel destination and enhance its public image as a dynamic place to live and work.

### **The Role:**

- Serve as a member of a Board that is committed to the advancement of tourism in the Lillooet region.
- Provide technical and professional input, advice and guidance to the direction of Tourism Lillooet.
- Participate fully in decision making activities.
- Raise the profile of Tourism Lillooet in and outside of the community.
- Build relationships with all interested parties.
- Funding development activities for Tourism Lillooet sustainability.
- **THIS IS A VOLUNTEER POSITION.**

### **Qualifications:**

- An understanding of our community and a passion for manageable, sustainable tourism.
- Cultural knowledge and understanding.
- Tourism awareness and knowledge.
- Business/Entrepreneurship experience or expertise.
- Ability to build positive relationships with all concerned parties.

### **Application Process:**

- Applicants are required to submit a personal resume/cv, which will be circulated to members of the Nominating Task Force.
- It is the responsibility of the Nominating Task Force to review all applications and report to the Lillooet Chamber of Commerce Board of Directors (Chamber Executive) on or before the next scheduled Chamber Executive meeting.
- For those applicants recommended for a Board position, he/she will be invited to attend an orientation with the Chairperson of the Nominating Task Force, or their designate and a member of the Chamber of Commerce Executive.
- The Chairperson will notify in WRITING (either Canada Post or email) those applicants who are NOT selected.
- If, after attending the orientation, the applicant is committed to a position on the Board, the applicant name will be forwarded to the Chamber of Commerce membership for confirmation.

**How to Apply:**

To request additional information or to submit your resume/CV and cover letter, please contact Angela Bissat,

Director of Tourism, Lillooet Chamber of Commerce at [angela@al-i.ca](mailto:angela@al-i.ca) or at 778.209.0349.

The Lillooet Chamber of Commerce is committed to diversity and welcomes applications from all individuals.

The project is made possible through the Province of BC Rural Dividend Fund and the District of Lillooet, whose support is greatly appreciated.

## Appendix #11: Tourism Lillooet Sample Budget

| Item                             | Forecast FY<br>2019 |
|----------------------------------|---------------------|
| <b>Revenue</b>                   |                     |
| Government                       | \$15,000.00         |
| Regional District                | \$15,000.00         |
| Grant Funding                    | \$20,000.00         |
| Individual contributions         | \$0.00              |
| Fundraising events & products    | \$0.00              |
| Other                            |                     |
| Total cash revenue               | \$50,000.00         |
| Total in-kind revenue            |                     |
| <b>Total Revenue</b>             | <b>\$50,000.00</b>  |
| <b>Expenses</b>                  |                     |
| Staff salary and wages           | \$25,000.00         |
| Insurance                        | \$1,500.00          |
| Fringe benefits & payroll taxes  | \$4,000.00          |
| Sub-grants to partner orgs       | \$0.00              |
| Consultant and professional fees | \$4,000.00          |
| Travel and meetings              | \$2,500.00          |
| Equipment                        | \$2,000.00          |
| Supplies                         | \$500.00            |
| Staff development                | \$2,100.00          |
| Printing & copying               | \$1,000.00          |
| IT/telephone                     | \$1,200.00          |
| Postage & delivery               | \$200.00            |
| Memberships                      | \$6,000.00          |
| Other                            |                     |
| <b>Total cash expenses</b>       | <b>\$50,000.00</b>  |
| <b>Total in-kind expenses</b>    |                     |
| <b>Total Expenses</b>            | <b>\$50,000.00</b>  |
| <b>Revenue over Expenses</b>     | <b>\$0.00</b>       |

*Appendix #12: Mix n' Mingle Event Poster*



LILLOOET CHAMBER OF COMMERCE

## MIX & MINGLE

Event to Include:

An Introduction of the Inaugural Board of Directors for  
Tourism Lillooet

A Tourism Presentation by Angela Bissat, Director of  
Tourism, Lillooet Chamber of Commerce

WEDNESDAY NOVEMBER 21, 2018

6 PM - 8 PM

LILLOOET REC CENTRE, MEZZANINE

This Project is made possible through the Province of BC Rural Dividend Fund and the District of Lillooet, whose support is greatly appreciated.



## References

7+ Non-Profit Budget Templates. <https://www.sampletemplates.com>.

(2015). Destination BC Tourism Planning Workshop: Lillooet & Implementation Workshop.

Bissat, A. (October 2017) Tourism Lillooet Development Plan

Cariboo Chilcotin Coast Tourism Association. (November 2018). 2018 Tourism Summit and AGM: Building Resilience PowerPoint presentations.

Destination BC. (9, October 2018). Regional Tourism Profile: Vancouver, Coast & Mountains. Retrieved from [https://www.destinationbc.ca/getattachment/Research/Research-by-Region/vancouver-coast-and-mountains/Vancouver-Coast-Mountains-Regional-Tourism-Profile\\_2017.pdf.aspx](https://www.destinationbc.ca/getattachment/Research/Research-by-Region/vancouver-coast-and-mountains/Vancouver-Coast-Mountains-Regional-Tourism-Profile_2017.pdf.aspx).

Destination BC. (9, October 2018). Regional Tourism Profile: Cariboo Chilcotin Coast. Retrieved from [https://www.destinationbc.ca/getattachment/Research/Research-by-Region/Cariboo-Chilcotin-Coast/Cariboo-Chilcotin-Coast-Regional-Tourism-Profile\\_2017.pdf.aspx](https://www.destinationbc.ca/getattachment/Research/Research-by-Region/Cariboo-Chilcotin-Coast/Cariboo-Chilcotin-Coast-Regional-Tourism-Profile_2017.pdf.aspx).

Destination BC. (October 2018). 2017 Marks an impressive year for tourism in British Columbia. Retrieved from <https://www.destinationbc.ca/News/Local/2017-marks-an-impressive-year-for-tourism-in-Brit.aspx#.W-XVKpNKiUI>.

Destination BC. (October 2018). Industry Forum Workshop.

"Destination British Columbia Corporate Web Site." Destination British Columbia - Provincial Tourism Indicators, Sep. 2018, <https://www.destinationbc.ca/Research/Industry-Performance/Tourism-Indicators.aspx>

"Destination British Columbia Corporate Web Site." *Destination British Columbia - Provincial Tourism Strategy and Policy*, Nov. 2017, [www.destinationbc.ca/International-Arrivals-By-Province.aspx](http://www.destinationbc.ca/International-Arrivals-By-Province.aspx).

Destination Canada. (9, October 2018). Millennial Travel Program: 2017 Case Study. Retrieved from.

Destination Canada. (October 2018). National Tourism Indicators: March to June (Q2) and January to June (H1) 2018. Retrieved from [https://www.destinationcanada.com/sites/default/files/archive/783-National%20Tourism%20Indicators%20-%20Q2%202018/Natonal%20Tourism%20Indicators%20-%20Highlights%202018\\_Q2%20and%20H1.pdf](https://www.destinationcanada.com/sites/default/files/archive/783-National%20Tourism%20Indicators%20-%20Q2%202018/Natonal%20Tourism%20Indicators%20-%20Highlights%202018_Q2%20and%20H1.pdf)

Environment, Ministry of. "Impacts of Climate Change." *Province of British Columbia*, Province of British Columbia, 31 Mar. 2017. [www2.gov.bc.ca/gov/content/environment/climate-change/adaptation/impacts](http://www2.gov.bc.ca/gov/content/environment/climate-change/adaptation/impacts)

Indigenous Tourism Association of Canada (November 2018). Accelerating Indigenous Tourism Growth in Canada, Five-Year Strategic Plan Update 2019-2024. Retrieved from <https://indigenoustourism.ca/corporate/wp-content/uploads/2018/11/18-10-Accelerating-Tourism-Growth-Booklet-v5-WEB-1.pdf>.

International Arrivals. (July 2018). Tourism Industry Association of Canada. Retrieved from [www.tiac-aitc.ca/cgi/page.cgi/zine.html/TIAC Talk Blog/July 2018 - International Arrivals](http://www.tiac-aitc.ca/cgi/page.cgi/zine.html/TIAC_Talk_Blog/July_2018_-_International_Arrivals).

Rosen, Eric. "New Rankings Of The World's Fastest-Growing Tourism Destinations." *Forbes*, Forbes Magazine, 6 Sept. 2018, [www.forbes.com/sites/ericrosen/2018/09/06/new-rankings-of-the-worlds-fastest-growing-tourism-destinations/#4abb18e057ea](http://www.forbes.com/sites/ericrosen/2018/09/06/new-rankings-of-the-worlds-fastest-growing-tourism-destinations/#4abb18e057ea).

Statistics Canada. Tourism. (6 Jan. 2015). [www.statcan.gc.ca/eng/nea/gloss/tourism](http://www.statcan.gc.ca/eng/nea/gloss/tourism).

The Transformational Travel Council. (October 2018). [www.transformational.travel](http://www.transformational.travel).

The Ultimate Guide on How to Start a Nonprofit Organization. <https://blog.capterra.com>.  
Published on April 17, 2017.

Visitor Services Network Statistics Program Year Over Year Report 2017

Visitor Services Network Statistics 2018

World Tourism Organization (2018), UNWTO Tourism Highlights, 2018 Edition, UNWTO, Madrid, DOI: PDF File, <https://doi.org/10.18111/9789284419876>