

A scenic landscape at sunset with two mountain bikers riding a trail through tall grass. The sun is low on the horizon, casting a warm, golden glow over the scene. The background features rolling hills and mountains under a clear sky. The foreground is filled with tall, dry grass. Two bikers are riding away from the viewer on a dirt trail, kicking up a small cloud of dust. The overall mood is adventurous and serene.

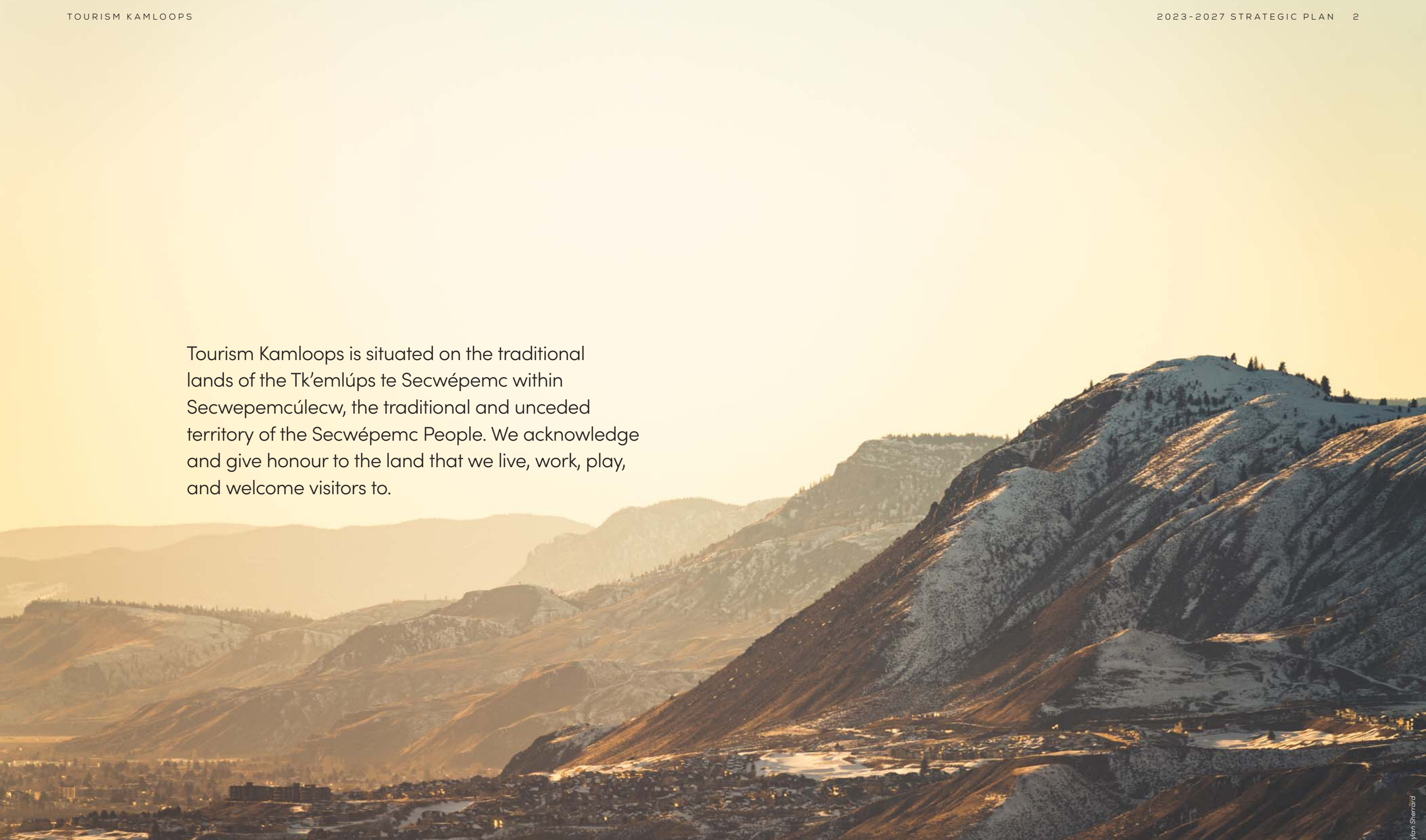
TOURISM KAMLOOPS

STRATEGIC PLAN

2023-2027

kamloops
BOLDLY UNSCRIPTED

Tourism Kamloops is situated on the traditional lands of the Tk'emlúps te Secwépemc within Secwepemcúlecw, the traditional and unceded territory of the Secwépemc People. We acknowledge and give honour to the land that we live, work, play, and welcome visitors to.

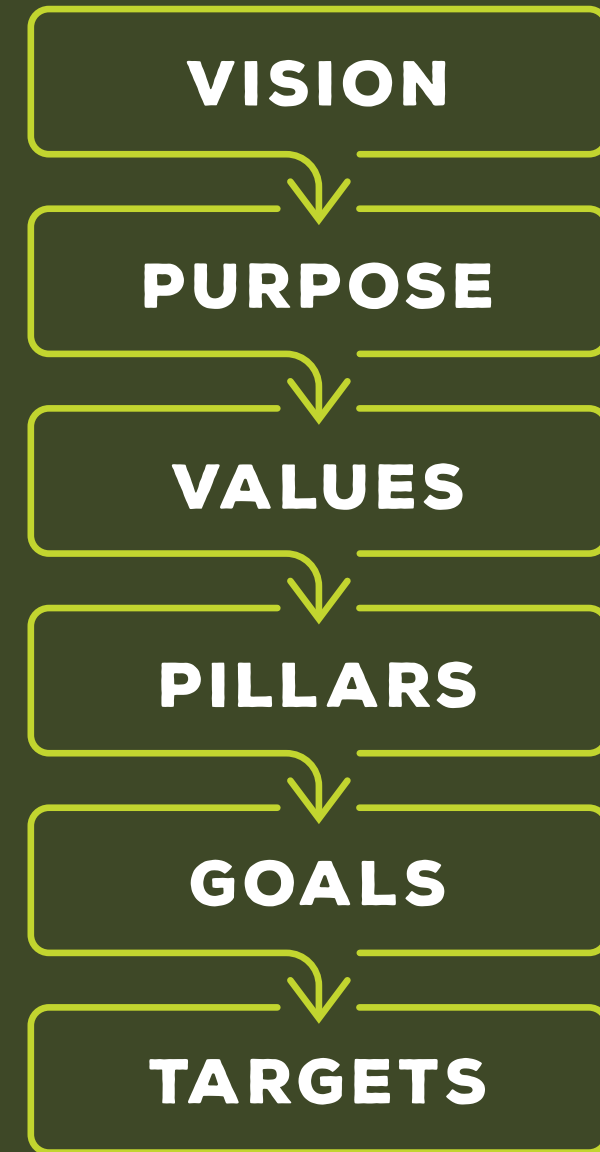


On February 10, 2023, Tourism Kamloops gathered its Board of Directors and senior staff for a full-day planning session facilitated by MMGY NextFactor.

The objective of the session was to review the organizational direction and strategic plan and make relevant updates.

The session also included an overview of the tourism industry from global and provincial perspectives.

STRATEGIC PLAN ELEMENTS



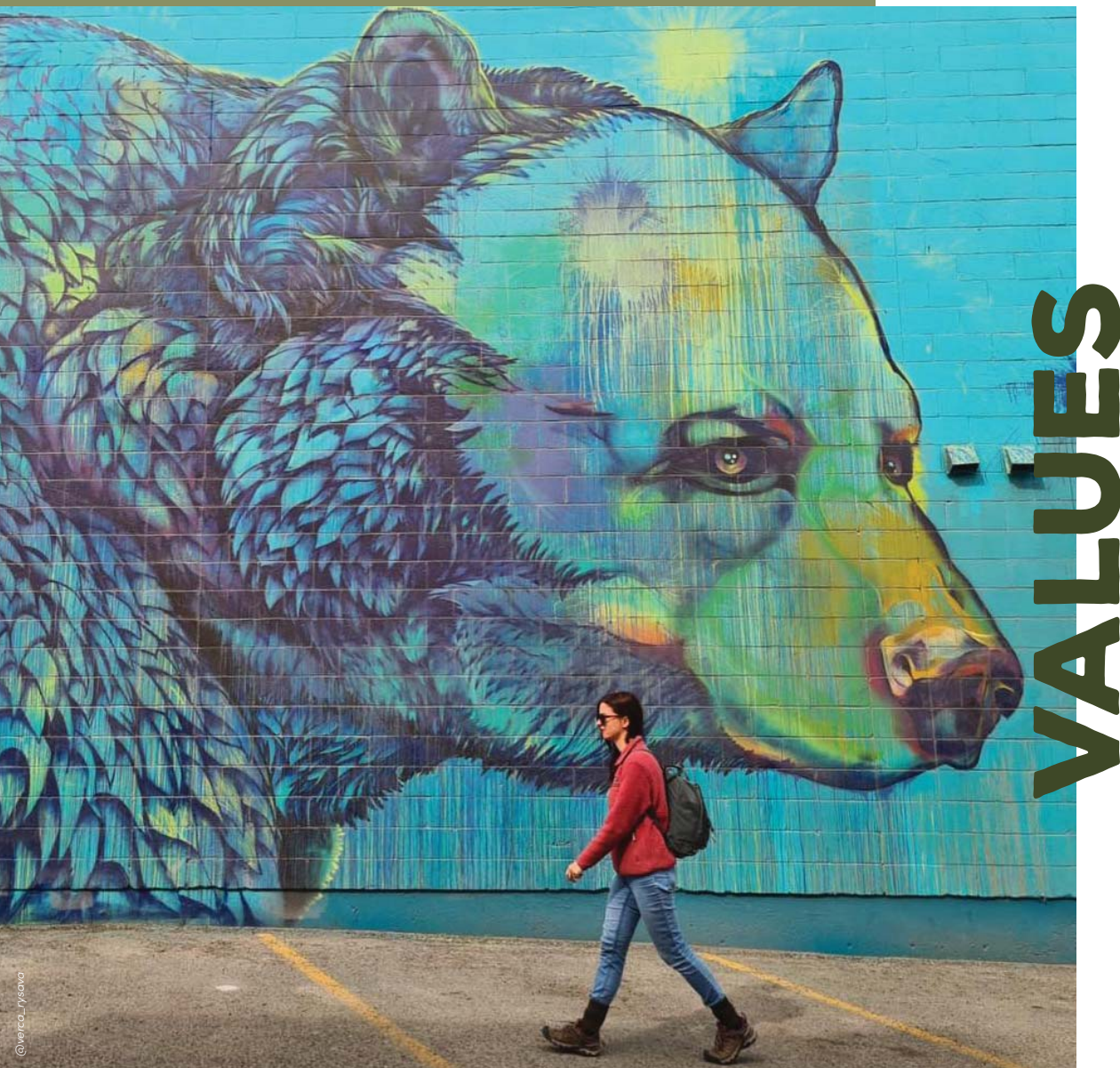
VISION

Come share the experience and play like a local.

PURPOSE

Amplify our community with intention, unleashing the power of our BOLD, REAL people and spaces.



**BE REAL. BE BOLD. BE YOU.**

Act inclusively, live diversely.

**OUR COMMUNITY IS OUR SOUL.
CREATE GREATNESS TOGETHER.**

Be the voice for this valley. If you are loud enough, it will echo.

LIVE WITH INTENTION & RESPECT.

Fiercely protect the spaces we live and play in.



ORGANIZATIONAL GOALS

Increase visitation by 3% from October to April

Launch new Tourism Kamloops Website by 2025

Increase hotel occupancy by 3% annually

Grow Economic Impact – 2% increase in visitor spending annually

STRATEGIC PILLAR

BRAND & MARKETING

Our marketing is impactful, and data driven, creating curiosity and connection to our special place. Our approach is collaborative and visitor-focused. We foster innovative partnerships to effectively reach and convert target audiences. Our boldness drives our competitive spirit and reinforces our brand essence.



STRATEGIC PILLAR

COMMUNITY FIRST

Tourism Kamloops puts our community at the core of all we do. We align government, community, and industry priorities by uniting and engaging community and industry partners inclusively. We champion industry engagement, communication, and collaboration.



STRATEGIC PILLAR

RESILIENCE & ADVOCACY

Tourism Kamloops advocates relentlessly for our important and valuable tourism economy. Our organization is rooted in innovation, data, highly skilled people, fiscal prudence, and agility so that we can withstand global disruptions and crises.



STRATEGIC PILLAR

DESTINATION DEVELOPMENT

Tourism Kamloops leads meaningful collaborations and creative ideation. We identify, create, and enhance partnerships to develop immersive destination experiences, grow visitation and economic impact. We strive to improve our environment and elevate our quality of life and place for both residents and visitors.





VISION

Come share the experience and play like a local.

PURPOSE

Amplify our community with intention, unleashing the power of BOLD, REAL people and spaces.

VALUES

- Be real. Be bold. Be you.
- Live with intention and respect.
- Community is our soul.
- Create greatness together.

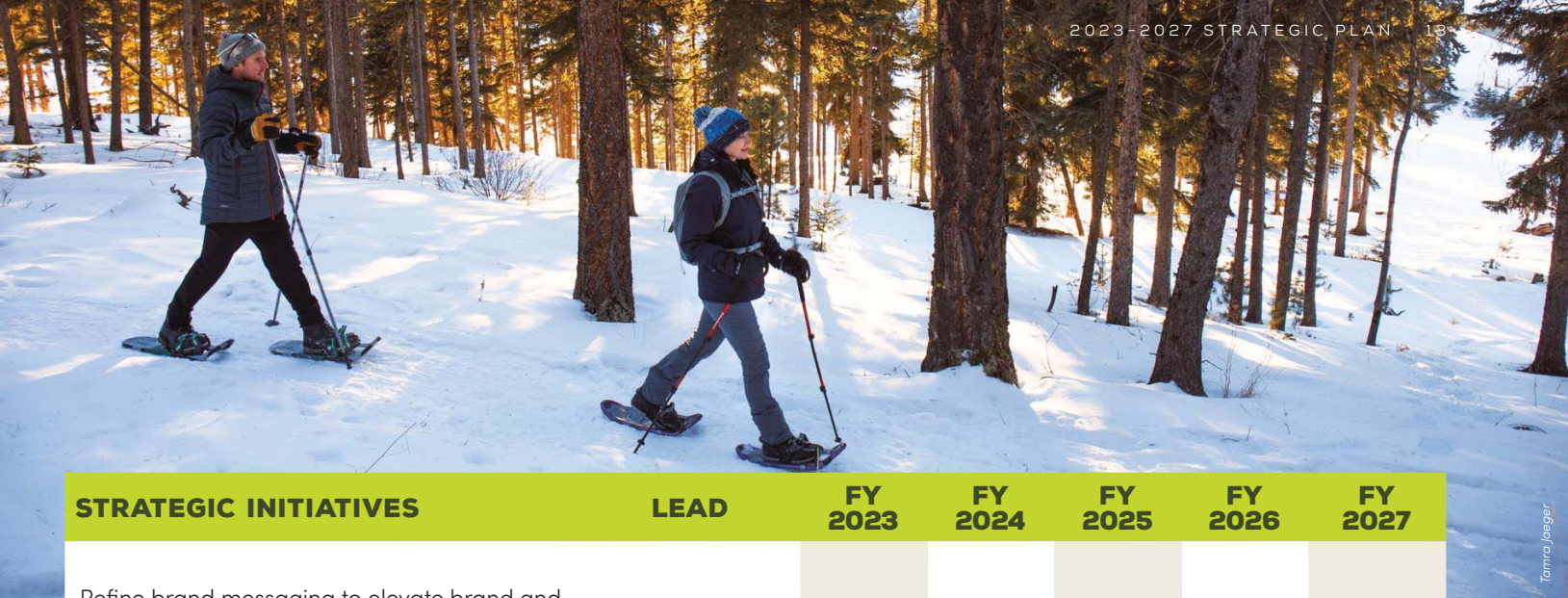
2023-2027 STRATEGIC GOALS

BRAND & MARKETING	COMMUNITY FIRST	RESILIENCE & ADVOCACY	DESTINATION DEVELOPMENT
2023-2027 KEY INITIATIVES			
<p>Refine brand messaging.</p> <p>Enhance online presence.</p> <p>Share brand positioning with stakeholders to lead a BOLD brand approach.</p> <p>Focus 80% of marketing investment on increasing visitation from October to April.</p> <p>Leverage powerful marketing partnerships and funds.</p> <p>Enhance consumer personalization and increase conversion.</p>	<p>Include robust stakeholder engagement strategies in overall business plan.</p> <p>Deliver immersive and impactful visitor experiences.</p> <p>Provide accurate reporting to stakeholders.</p> <p>Continue to build strong relationships with community leaders and stakeholders.</p> <p>Focus on understanding stakeholder priorities to inform advocacy efforts and program support.</p>	<p>Maintain annual data/research strategy to share insights and inform decision making.</p> <p>Implement technology that delivers on dynamic strategies.</p> <p>Educate to ensure exceptional Board Governance.</p> <p>Purposefully seek out grants and funding for all operational, marketing and development goals.</p> <p>Enrich Value of Tourism initiatives.</p>	<p>Co-create a Destination Master Plan to identify opportunities to deliver tourism and enhance destination competitiveness.</p> <p>Develop a Winter Events Strategy securing 2 – 3 new annual destination events from November through February.</p> <p>Develop a Sport Tourism Strategy in partnership with the City of Kamloops.</p> <p>Support new product and experience development.</p> <p>Focus on Reconciliation, Sustainability & Inclusiveness.</p>
KEY PERFORMANCE INDICATORS			
<ul style="list-style-type: none">Launch new Tourism Kamloops websiteRefine brand messagingStrengthen influencer marketingTighten digital marketing KPIs to focus on higher quality traffic and conversions	<ul style="list-style-type: none">Increase stakeholder satisfactionVisitor experience KPIsPositive resident sentimentEstablish a base Net Promoter Score	<ul style="list-style-type: none">Acquisition and use of new technology platformsBoard engagement and increase in annual Board survey scoresNumber of advocacy positions developedEmployee satisfactionSelf-earned revenue growth	<ul style="list-style-type: none">Destination Master Plan completedFive new experiences developedFour new annual events developed between November and FebruaryPositive resident sentimentIncrease stakeholder satisfaction

BRAND & MARKETING

TARGETS

- Launch a new Tourism Kamloops Website
- Refine and strengthen brand messaging and visuals with more robust focus on what makes Kamloops unique
- Strengthen influencer marketing strategy with more frequent partnerships
- Digital Marketing KPIs
 - Shift focus on attracting higher quality web traffic, via Page View optimization
 - Drive full-funnel marketing campaigns with a focus on conversions



STRATEGIC INITIATIVES	LEAD	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Refine brand messaging to elevate brand and drive competitiveness.	Marketing	•	•			
Enhance online presence – redevelop the Tourism Kamloops website, create interactive app, grow following and engagement in social channels and newsletter.	Marketing	•	•			
Share brand positioning with stakeholders to lead a BOLD, elevated and cohesive brand approach.	Marketing & Community Development		•	•	•	•
Focus 80% of marketing investment on increasing visitation from October to April.	Community Development & Marketing	•	•	•	•	•
Leverage powerful marketing partnerships and funds.	Marketing & Community Development	•	•	•	•	•
Enhance consumer personalization and increase conversion.	Marketing		•	•	•	•

COMMUNITY FIRST

TARGETS

- Increase Stakeholder Satisfaction Score
- Visitor Experience KPIs
- Resident Sentiment
- Net Promoter Score
- Economic Impact
 - 2% increase in visitor spending annually

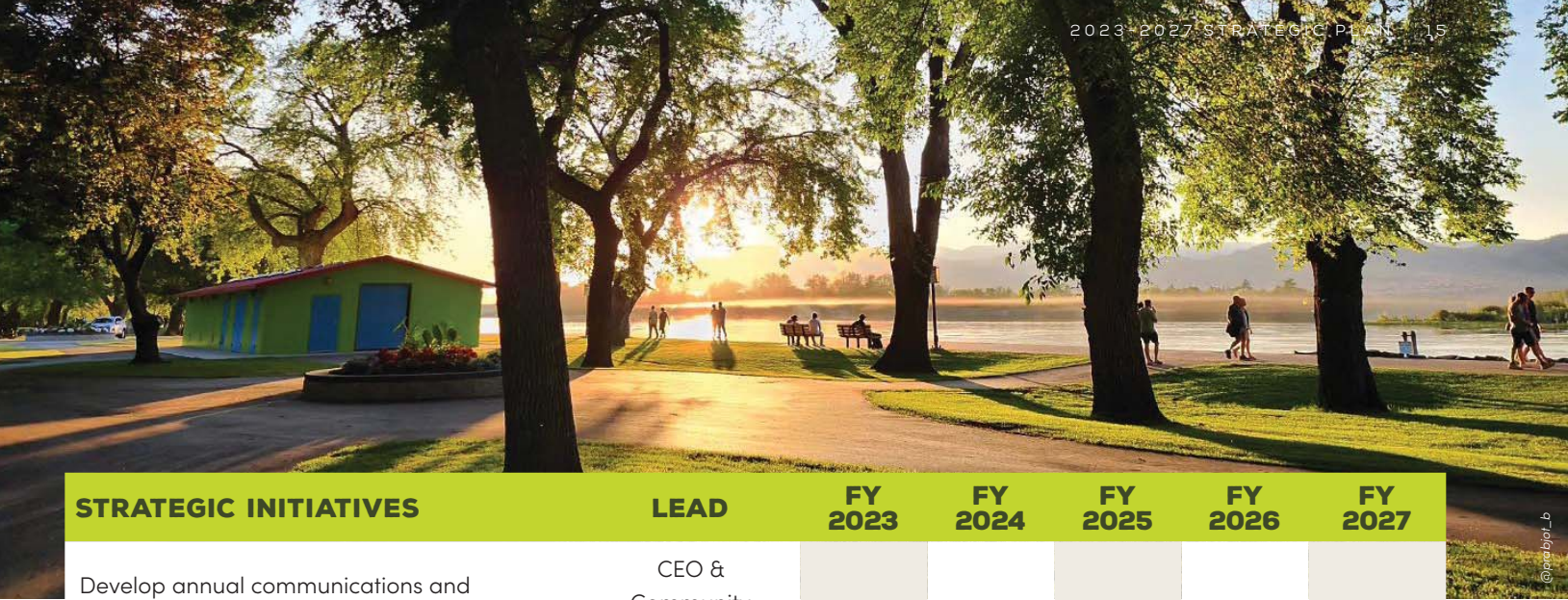


STRATEGIC INITIATIVES	LEAD	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Create an annual stakeholder relations plan.	Community Development	•	•			
Deliver immersive and impactful visitor experiences.	Community Development	•	•	•	•	•
Provide accurate and transparent reporting to relevant stakeholders in a timely manner.	CEO & Community Development		•	•	•	•
Continue to build strong relationships with community leaders and stakeholders.	CEO & Community Development	•	•	•	•	•
Focus on understanding stakeholder priorities to inform advocacy efforts and program support.	Destination Development & Trade Relations		•			

RESILIENCE & ADVOCACY

TARGETS

- Acquisition and use of new technology platforms
- Board engagement and increase in annual Board survey score
- Number of advocacy positions developed
- Employee satisfaction
- Self-earned revenue growth



STRATEGIC INITIATIVES	LEAD	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Develop annual communications and advocacy strategy.	CEO & Community Development		•	•	•	•
Maintain annual data/research strategy to share insights and inform decision making.	Community Development		•	•	•	•
Implement technology that delivers on dynamic strategies.	All	•	•	•	•	•
Educate to ensure exceptional Board Governance.	CEO		•	•	•	•
Purposefully seek out grants and funding for all operational, marketing and development goals.	Admin	•	•	•	•	•
Enrich Value of Tourism initiatives engaging and educating stakeholders and residents on benefits of our strong visitor economy.	CEO & Community Development	•	•	•	•	•

DESTINATION DEVELOPMENT

TARGETS

- Destination Master Plan completed
- Five new experiences developed
- Four new annual events developed between November and February
- Resident Sentiment
- Stakeholder Satisfaction



STRATEGIC INITIATIVES	LEAD	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Co-create a Destination Master Plan to identify opportunities to deliver tourism aligned goals in the City of Kamloops’ city plans and seek opportunities for gaps enhancing destination competitiveness.	CEO & Destination Development		•	•	•	
Develop a Winter Events Strategy securing 2 – 3 new annual destination events from November through February.	Destination Development	•	•			
Develop a Sport Tourism Strategy in partnership with the City of Kamloops elevating and supporting the “Canada’s Tournament Capital Brand”	Destination Development		•			
Support new product and experience development.	Destination Development		•	•	•	•
Focus on Reconciliation, Sustainability and Inclusiveness.	All		•	•	•	•
Develop a targeted trade relations strategy.	Destination Development & Trade Relations	•				