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1) What role do you see tourism playing in Kamloops' economic growth, and how would you support the sector?

Tourism can play an important role in Kamloops' economic growth because the benefits extend well beyond the tourism sector itself. Visitors coming for events, recreation, sports, arts and culture, or simply to experience Kamloops spend money in our hotels, restaurants and local businesses.

I see particular opportunity in regional and event tourism. Kamloops is well positioned as a central meeting point in the Interior, and our recreation and cultural facilities can serve our residents while also attracting tournaments, competitions, performances, conferences and other events that bring outside dollars into our community. When we invest in facilities, we should be looking at how those investments can provide value to residents while also creating opportunities for economic activity.

One example from my own experience is competitive dance. Kamloops has a strong competitive dance community, yet our teams routinely travel to other communities in the Interior for commercial dance competitions. I would like to understand why those events are choosing other communities rather than Kamloops, and whether there are barriers we can address to make our city more attractive to organizers.

I also see value in strong partnerships with Tourism Kamloops and in looking for opportunities where tourism funding and investment can help accomplish multiple community goals.

From the City's perspective, I would want to hear directly from organizers and tourism businesses about where the bottlenecks are, whether that's permitting, access to facilities, regulations, costs or other municipal processes, and determine where we can reduce unnecessary friction while maintaining appropriate safety and community standards.

2) How would you support events, sports tournaments, and other initiatives that attract visitors to Kamloops?

I would start by talking directly with event organizers to understand why events choose Kamloops, and why others choose neighbouring communities instead. If the barriers are things the City can influence i.e. facility availability and cost, permitting, scheduling, regulations or other municipal processes, I would look for ways to reduce unnecessary friction while maintaining appropriate standards.

I would also be open to exploring more flexible approaches to facility pricing where there is a demonstrable benefit to the community. For an established event willing to commit to Kamloops for several years, for example, a competitive facility rate could make sense in exchange for the predictability and economic activity that a multi-year commitment provides.

For a new event, I would be interested in exploring models that share some of the risk of bringing something new to Kamloops. Rather than necessarily charging a large fixed facility fee, could we identify the City's baseline costs and then structure part of the fee around the success of the event? That could protect the City from actively losing money while reducing the financial risk for an organizer trying Kamloops for the first time, with the City benefiting as the event becomes more successful.

I don't think there needs to be one incentive model for every event. I would rather understand the economics, identify what is preventing

worthwhile events from coming here, and look for partnerships where the benefit to Kamloops can be demonstrated and measured.

3) What infrastructure or municipal investments do you think are most important for supporting both residents and the Kamloops visitor economy?

The City has already identified significant recreation and cultural infrastructure needs, and many of those are being addressed through Build Kamloops. I think the opportunity now is to make sure those investments work as hard as possible for both residents and the visitor economy.

Through my work in both dance and sport, I have seen firsthand how the availability and quality of facilities directly affects the events a community can host. Sometimes the barrier is the facility itself. For example, Kamloops does not currently have the infrastructure required to host some higher-level diving events. In martial arts, the quality of the flooring and mats can affect the level and safety of competition that a venue can accommodate. Similar technical requirements exist across many sports and performing arts.

But infrastructure is also about access. Community halls can provide excellent spaces for affordable events, but some have limited parking and no transit access, excluding people who cannot drive. City facilities may be physically suitable but require upfront deposits that can be difficult for a small community organization trying to offer an event for \$5 or \$10 per person.

So, I would look at infrastructure through several lenses: Do we have facilities capable of hosting the events we want to attract? Can residents and visitors actually get to them? Can community organizations afford to use them? And when we make major capital investments, are we designing and operating them in ways that maximize both community use

and opportunities to bring events and outside economic activity into Kamloops?

The most valuable municipal investments are ones that can accomplish several of those goals at once.

4) What role do you believe the City of Kamloops should play in supporting the attraction, expansion, and long-term sustainability of air service at YKA to strengthen tourism, events and regional economic growth?

I think the City has a role in supporting YKA, but I would start by building on the work and partnerships that already exist. The City is already supporting airport development through initiatives such as the Airport Development Revitalization Tax Exemption, and YKA LINK brings together the airport, Tourism Kamloops, Tourism Sun Peaks and regional tourism partners to support route development and increased air service.

I would also look at this from the perspective of the people actually choosing whether to use YKA. When I travel, I don't look only at the price of the flight. I compare the cost of flying from Kamloops with Kelowna or Vancouver, but I also consider the cost of getting to another airport, parking, whether I can get a ride, how many connections the flight requires and what those choices do to the length of my travel day. Understanding why local travellers choose YKA (or why they choose to drive elsewhere to fly) can help identify where we can make Kamloops more competitive.

Sustainable air service ultimately needs people to use it. I would support continued collaboration between the City, YKA, tourism organizations, airlines and regional partners to understand where demand exists, what barriers are causing passengers to choose other airports, and where municipal advocacy or investment can make a meaningful difference.

I would also continue looking for creative ways to expand the economic

activity associated with the airport itself. At the Chamber forum, my slightly tongue-in-cheek first suggestion was skydiving. While that may or may not be the answer, the thinking behind it is serious: when we have an important community asset, I want us to ask what else it could support and whether there are opportunities we haven't explored yet.

5) How would you work with Tourism Kamloops and local tourism businesses to strengthen Kamloops as a destination?

I would start by listening to Tourism Kamloops and the businesses and organizations that work directly with visitors. I would want to understand what they are already doing successfully, where they see opportunities for growth, and what barriers the City can realistically help address.

I also think strengthening Kamloops as a destination means looking beyond what gets someone here in the first place. A visitor may come for a tournament, dance competition, conference, festival or other event, but what experience do they have once they arrive? Are there restaurants open when they want to eat? Are there affordable activities for families? If we are attracting young adults, are there social and entertainment opportunities that appeal to them and fit their budgets? Different events attract different demographics, and we should understand what those visitors want to do outside of the event itself.

The more reasons visitors have to explore Kamloops, stay another night and return in the future, the more broadly tourism spending can benefit local businesses.

I would work with Tourism Kamloops and local businesses to identify those gaps and opportunities, and then determine where the City has a useful role. It could be through municipal processes, infrastructure, transportation, partnerships or by removing unnecessary barriers.

Ultimately, many of the things that make Kamloops a great destination

are the same things that make it a place where people want to live. I would look for opportunities where improving the visitor experience also improves the quality of life for the people who live here.

6) What do you see as the biggest opportunity for Kamloops' tourism sector over the next four years?

I think one of our biggest opportunities over the next four years comes from the broader shift happening in Canada. Canadians are increasingly making choices to support Canadian businesses and travel within Canada, and I think Kamloops has an opportunity to capitalize on that.

We already encourage people to be tourists in their own city. I would like to expand that thinking: be a tourist in your own province, and be a tourist in your own country.

That means looking beyond Kamloops itself and working with Tourism Kamloops, the TNRD, neighbouring communities, regional tourism organizations and provincial partners to encourage both intraprovincial and interprovincial travel. Rather than every community competing independently for the same visitors, there are opportunities to connect experiences and give people reasons to travel throughout our region and stay longer.

There is also a larger opportunity internationally. As Canada strengthens its presence and identity on the global stage, tourism gives us an opportunity to showcase Canada as a destination. I want to make sure Kamloops is part of that story.

Over the next four years, I see an opportunity to position Kamloops at all three levels: encouraging British Columbians to explore more of their own province, encouraging Canadians to travel within their own country, and ensuring that when Canada is marketed internationally, Kamloops and our region are part of what visitors are invited to discover.