



# REVELSTOKE.

A THRIVING COMMUNITY FUTURE



# DESTINATION MANAGEMENT PLAN.

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**This plan presents our community's long-term vision to make Revelstoke the best place it can be for residents, visitors, and the next generations.**

Tourism brings benefits to Revelstoke, but it also brings challenges and changes. The role of destination management is to ensure that tourism activity has a lasting, positive impact. Tourism has to lead to the future that locals need and believe in. The management effort is being led by Tourism Revelstoke with the support of the City of Revelstoke and the Revelstoke Chamber of Commerce. However, this plan's success requires the support of all who want to contribute to what our city can become. As residents, it's time to take our future into our own hands without taking Revelstoke for granted.

“My ideal situation would be the perfect mixture of tourism where the economy is thriving and diverse... Strong community and diverse culture. I picture the positive aspects of tourism, but almost capped... not having lost that sense of community that we have.”

*- Resident Survey Respondent*





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## **TIMELINE.**

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A lot can change in 50 years. Looking at our town's history and broader world history in 50 year increments shows how drastically we've changed, and it demonstrates our potential. We can determine our future together. We can be intentional about what it means to evolve our community in a way we can be proud of.

## **CHARTER.**

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These are the values that will bring Revelstoke into the future. A vibrant community life is vital. One positive action inspires another, creating compounding effects that make life better for everyone. We recognize that a healthy community doesn't happen by itself. It takes every single one of us working together every day and a commitment to growing and adapting together.

## **AUDACIOUS GOAL.**

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This is the signal flare for all those looking to make a difference. It kickstarts the momentum needed to build the world we want, and it reflects the purpose of Revelstoke's visitor economy: to fully support the needs of people and environment for the long term. Building a holistically sustainable and thriving place for humanity and all the other forms of life in Revelstoke is no small task. It can be overwhelming to think about. The Audacious Goal is a highly impactful community priority and provides a clear call to action.

## **STRATEGIC FRAMEWORK.**

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There are four vital strategies that bring Revelstoke's vision for 2073 closer to reality. Together, they allow for the full impacts of tourism to be addressed and shaped in a way that improves visitor experiences and the local quality of life. Environmental, economic, social, and cultural aspects are all represented.

## **ACTION PLAN.**

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Several tactics follow each of the four categories in the strategic framework strategy. The initial actions necessary for success are plotted across a timeframe with short- and long-term milestones. Desired outcomes are listed at five and 50 years. These tactics are a starting point. Some of them will need to be modified as we learn more, and new tactics will need to be added as we progress.



# TIMELINE.



## TIME IMMEMORIAL.

The beautiful place known today as Revelstoke was first inhabited by four First Nations whose people and cultures are vital to the city's future: the Sinixt, the Secwepemc, the Syilx and the Ktunaxa.



## 1923. 100 YEARS AGO

The Chinese Exclusion Act came into place, bringing about an unprecedented and dark period in Canadian history that has largely been forgotten. The Anti-Chinese movement took root after the first wave of Chinese immigrants began arriving in BC for the gold rush of 1858. Many more immigrants arrived for the construction of the Canadian Pacific Railway (1881-85). The legally sanctioned racial discrimination engendered by the Exclusion Act was systemic and sustained.



## 2023. TODAY

We continue to feel the impacts of a global pandemic that brought our modern, connected world to a halt. Inflation and supply chain disruptions are ongoing and are being exacerbated by war. Labour shortages are impacting employers worldwide, and this is amplified in Revelstoke by the high cost of living. Second-home owners, remote workers and short-term rentals are contributing to housing affordability issues, which is just one example of the impacts of inequality. The need for reconciliation is prominent as Canada reels from further public revelations of atrocities at residential schools that began nearby in Kamloops. In Revelstoke, we are at the beginning of our journey to build relationships and properly honour the four Nations that have claim to this unceded territory. We've never had more opportunity and agency to build a thriving Revelstoke.



## 1873. 150 YEARS AGO

There was a scandal involving bribery for the rail contract that led to Canada's prime minister resigning. This rail link would come to define Revelstoke's future. Our town was called Farwell.



## 1973. 50 YEARS AGO

The Mica dam had just completely reshaped Revelstoke both physically and economically, making this place a literal powerhouse for much of BC. Across the Pacific, the King of Bhutan had just put in place Gross National Happiness as a primary objective of its economy, which included the strict management of tourism for public benefit. And an early projection of global warming came from John Sawyer at the UK's Met Office. His warming estimate for the year 2000 was nearly spot on.

## VISION FOR 2073. IN 50 YEARS



Revelstoke is a sustainable mountain community that balances environmental, economic, social, and cultural values within a local, regional, and global context. We are a world-class destination while being an authentic and vibrant community for our residents.



# REVELSTOKE DESTINATION CHARTER.

These community values lead Revelstoke to its brightest future.

## INTENTION.

We proactively cultivate relationship building, providing residents and visitors opportunities to connect and contribute.

## GENEROSITY.

We look to give before we take and are regularly contributing to the wellbeing of the community and the people around us.

## INCLUSIVITY.

We welcome and celebrate a diversity of interests, lifestyles and identities, and we are stronger for their coexistence. We are committed to truth and reconciliation with Indigenous peoples.

## SUPPORTING LOCAL.

We support local initiatives, businesses, and ownership.

## STEWARDSHIP.

We learn from and respect First Nations principles and wisdom, particularly stewardship for the land.

## RESILIENCY.

We value resilience and resourcefulness. When tackling challenges, we come together to find solutions.

## EVOLVING.

We are open to new ideas and are committed to improving together.

“I believe anyone who comes into a community with the intention of contributing is a local.”

- *Cathy English*

“A thriving Revelstoke in 2073 in my eyes is a Revelstoke with greatly increased cultural diversity that maintains the identity that makes the town unique.”

- *Resident Survey Respondent*





# AUDACIOUS GOAL.

## WE WILL MAKE SIGNIFICANT STRIDES WITHIN THE NEXT FIVE YEARS TO ENSURE THAT EVERYONE WHO IS IN REVELSTOKE TO BUILD COMMUNITY WILL HAVE ADEQUATE HOUSING.

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Housing is the foundational challenge in Revelstoke. After being immersed in community dialogue and stakeholder conversations, it became clear that addressing Revelstoke's housing challenge is the number one priority for residents, and it is interrelated with many other ambitions to create the best possible version of Revelstoke in 2073. There is no mental well-being without shelter. There is no path to equity without accessible and affordable housing. There is no visitor economy without housing for the workforce. And we cannot effectively consider the long-term without first addressing our city's basic needs.

There are no silver bullets. This effort will require the cooperation and collaboration of a broad range of partners and community members. We will need to look outwards to source best practices from around the world and look inwards to leverage the ingenuity and resourcefulness of our community.



### **Does this mean unbridled development?**

*No. Overdevelopment will only create more problems. We are not necessarily assuming that the only solution requires is to housing units. Regardless, reaching this goal requires a creative and coordinated approach. We will need to consider the carrying capacity of Revelstoke from a visitation, resident and environmental perspective.*





## KEY INITIATIVES TO ACHIEVE THIS GOAL

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Establish a diverse DMP working group that is focused on implementing actions outlined in this plan and develop a formal process for updating and adapting the actions as required.

Undertake a thorough housing vacancy survey to identify opportunities and existing vacancies.

Host an annual housing conference to understand impacts, share knowledge and expertise, and to employ progressive housing solutions in Revelstoke.

Determine optimal visitation patterns to ensure that the environment and the city are not overly burdened by tourism activity.

Advocate to the province for an expansion of the vacant home tax to include our community.

Obtain data to understand the implications of short-term rentals and how they affect our local economy.

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**These initiatives are not exhaustive and future stakeholder engagement around this topic will inform additional strategies and tactics. More information on the initiatives related to this goal and how they interrelate with the broader plan can be found in the Action Plan section.**

“In town [in 2073], we have housing programs that make the housing crisis non-existent. We’ve outsmarted it. Employees have full staff housing.”

*- Resident Survey Respondent*



# STRATEGIC FRAMEWORK.

There are four strategies to reach Revelstoke's vision for 2073. Each strategy and their corresponding actions have been developed to meet our community's needs and align with the renewed purpose of tourism in Revelstoke.

## PURPOSE OF THE VISITOR ECONOMY.

**Tourism is a positive and regenerative force that supports the community environmentally, economically, socially, and culturally.**





## Thriving People

Community members of all abilities, backgrounds, and identities are welcomed and have their needs met.



## Pristine Environment

Tourism protects and regenerates the local environment, and its participants take climate action for the benefit of generations to come.



## Vibrant Culture

Artists and cultural practices thrive in Revelstoke, which makes a rich environment for diversity, creativity, community connection, and satisfying visits.



## Equitable Economy

Tourism takes responsibility for its holistic impact, including the positive and negative externalities resulting from visitation.

The sector pays its way, addresses economic leakage, and operates within its carrying capacity.



## Key Performance Indicators

1. Availability of secure housing based on job vacancies and rental occupancy.
2. Resident sentiment towards the quality of life in Revelstoke, ascertained through ongoing community surveying.
3. Carbon emissions per tourism dollar spent in the community.
4. Visitor sentiment ascertained through Net Promoter Score or comparable data.



# ACTION PLAN.

This is a living document. The initiatives outlined below are suggested actions and are subject to change. A diverse working group will be established to carry out initiatives and update the actions as needed.

TIME FRAME		SHORT TERM	MEDIUM TERM	
THRIVING PEOPLE		1. Release 2073 Survey results to help residents understand mutual goals. <span>A</span>	8. Bring Back the Burger Challenge. <span>C</span>	
		2. Direct 2% of MRDT budget to Community Connections' Food Bank Program through a marketing campaign in 2023. <span>C A</span>	6. Connect digital nomads and remote workers with volunteer opportunities. <span>C</span>	
		3. Formalize an ongoing process for supporting community events. <span>A</span>	9. Host Local Love month in November. <span>F C</span>	
		5. Re-launch and expand the Thanksgiving Back program. <span>A</span>		
		4. Promote Tourism Revelstoke's longstanding support for community events. <span>F</span>		
PRISTINE ENVIRONMENT		14. Continue to provide climate, environmental, and responsible travel education to the community and visitors. <span>A</span>	20. Establish a plan for climate resilience. <span>C A</span>	
		15. Work with environmental NPOs to promote and further their work. <span>C F</span>	22. Empower the Tourism Revelstoke Sustainability Committee to create a plan to achieve Greenstep Goals. <span>A</span>	
		16. Host a Climate and Tourism 101 session for locals and visitors. <span>C A</span>		
		19. Perform region-wide emergency response scenarios. <span>C</span>		
		18. Engage in City-wide emergency response planning and identify gaps. <span>A</span>		
		17. Support development of infrastructure for active, public, and accessible transportation. <span>C A</span>		
VIBRANT CULTURE	Reconciliation	24. Reach out to neighbouring First Nations to better understand opportunities for collaboration on events and programming. <span>A</span>	26. Enable community leaders and members to attend First Nations events and programming in our community and neighbouring communities <span>C F</span>	
	Art and Creatives	25. Establish sustainable funding for Arts Revelstoke events. <span>A</span>		
EQUITABLE ECONOMY	Economic Dispersal	30. Advocate to support OCP goal of encouraging small scale, locally owned stores downtown through the Downtown Plan. <span>C A</span>	37. Establish a Local Love program, allowing locals to access benefits of living in Revelstoke. <span>C A</span>	
		33. Support an annual housing conference to understand impacts, share knowledge and expertise, and to employ progressive housing solutions in Revelstoke. <span>C A</span>	39. Collaborate with City and community to allocate budget to affordable and social housing initiatives, pressing housing needs, and effective communications. <span>C A</span>	
	Brand & Competitiveness	31. Review Tourism Revelstoke's budget and allocate funds in alignment with the true purpose of the visitor economy. Every dollar spent will support holistic strategies that go beyond promotion. <span>A</span>	36. Begin marketing initiatives that highlight responsible travel and visitor contributions to Revelstoke. <span>A</span>	38. Promote the Revelstoke Destination Charter foundation to second homeowners. <span>A</span>
			32. Advocate to the Province for better consideration of visitor impacts on municipal infrastructure. <span>A</span>	
		35. Collaborate to establish a foundation to support Revelstoke Destination Charter values and these initiatives. <span>F</span>		
		34. Support a City-wide parking strategy, considering enforcement challenges and opportunities to implement a visitor parking fee. <span>A</span>		





Read the up-to-date Action Plan in greater detail or submit additional actions at [DestinationRevelstoke.com](https://DestinationRevelstoke.com).

SHORT TERM	LONG TERM	5-YEAR GOAL	50-YEAR VISION
<p>7. Work with senior focused non-profits to better connect older and younger generations. <span style="float: right;">F C</span></p> <p>10. Implement the GiveStoke program. <span style="float: right;">C</span></p> <p>11. Reestablish the volunteer fair. <span style="float: right;">C F</span></p>	<p>13. Staff LUNA with visitors from the Thanksgiving Back program. <span style="float: right;">C F</span></p> <p>12. Collaborate to establish Dine Out style for locals to enjoy local restaurants during shoulder seasons. <span style="float: right;">C F</span></p>	<p>All Revelstoke residents are able to access the advantages of living here.</p>	<p>Revelstoke's unique sense of place lives on. Our resilient community is inclusive, diverse, and locals are committed to improving together.</p>
<p>21. Establish annual benchmarks for carbon emissions, tourism revenue, and other measures needed to assess this plan's KPIs. <span style="float: right;">A</span></p>	<p>23. Identify and begin to implement a hero project to combat environmental degradation in Revelstoke. <span style="float: right;">C A</span></p>	<p>Revelstoke is on track to align with international agreements (Paris, Sustainable Development Goals).</p>	<p>Revelstoke still has snow and all seasons remain enjoyable.</p>
<p>27. Integrate First Nations history into tourism experiences, particularly in the guiding context. <span style="float: right;">C F</span></p> <p>28. Host arts media members to highlight Revelstoke's cultural experiences. <span style="float: right;">A</span></p>	<p>29. Endeavour to include First Nations culture, history, and language on local signage, cultural assets, and in public art. <span style="float: right;">A C</span></p>	<p>Indigenous names for local landmarks are known or have been established.</p> <p>Revelstoke is a recognized hub for arts and culture in BC.</p>	<p>First Nations culture is celebrated and local First Nations benefit from the visitor economy.</p> <p>Revelstoke is a community for creatives; artists are able to make a living and thrive here.</p>
<p>40. Complete a survey to establish the number of vacant rooms in Revelstoke. <span style="float: right;">C F</span></p> <p>41. Obtain data to understand the implications of short term rentals and how they affect our local economy. <span style="float: right;">C A</span></p> <p>42. Seek to better understand the impacts of tourism through a socio-economic impact study. Investigate tourism's economic leakage, impacts on the social sector, and Revelstoke's carrying capacity. <span style="float: right;">C A</span></p>	<p>44. Advocate to the province for an expansion of the vacant tax to include our community. <span style="float: right;">A</span></p> <p>45. Set goals for optimum visitation based on leakage, carrying capacity, and cost/benefit studies. Consider total number of hotel beds and a dynamic visitor fee. <span style="float: right;">C F</span></p>	<p>Everyone who contributes to our community has secure housing.</p>	<p>Money spent in Revelstoke stays in Revelstoke.</p>
<p>43. Set year-over-year funding expectations for Tourism Revelstoke's contributions to visitor facing and tourism impacted non-profits. <span style="float: right;">A</span></p>	<p>46. Work with First Nations to attract and support the development of Indigenous Tourism experiences for visitors and support their creation. <span style="float: right;">C F</span></p>	<p>Revelstoke is a sought-after vacation destination with high occupancy rates and province-leading room rates.</p>	<p>There is a minimum requirement for visitor length of stay in Revelstoke.</p>

Tourism Revelstoke's role in each action:

A Activate

A Advocate

F Facilitate

C Collaborate



# REVELSTOKE.



The actions and priorities listed in this destination management plan are expected to change as the Revelstoke community moves toward its goals and vision. Scan the QR code to visit [DestinationRevelstoke.com](https://DestinationRevelstoke.com), where you will find updates, resources, and learn how to get involved.

## DESTINATION MANAGEMENT PROJECT PARTNERS



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