



REVELSTOKE.

**Five-Year Strategic Business Plan
2023 - 2028**

TOURISM

REVELSTOKE.

Strategic Business Plan

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SECTION ONE:

Five-year Strategic Overview

Purpose of this strategy

This strategic business plan is how Tourism Revelstoke will work towards achieving our vision. It serves as a guide for the upcoming five years, and we will refer to it when evaluating investments and priorities. In tandem, stakeholders can use it to make informed business decisions. Each year, an annual plan will be created to move everyone collectively closer to the long-term vision for tourism in Revelstoke. This strategy will support continued collaboration across the community to sustainably move tourism forward in a way that benefits everyone in Revelstoke and CSRD Area B. It builds upon current tourism strengths, marketing trends, marketing research and key learnings from tourism activities and investments made by Tourism Revelstoke over the past five years, as well as, considering Kootenay Rockies Tourism's Regional Strategy, Destination BC's Provincial Tourism Strategy, and Destination Canada's Federal Tourism Strategy.

Process to develop strategic plan

This strategic plan was developed with guidance from the Tourism Revelstoke board and representatives from:

- City of Revelstoke
- Arts Revelstoke
- Wildsight
- Parks Canada
- Revelstoke Mountain Resort
- Revelstoke Property Services

Participants provided initial feedback through an online survey that identified strengths, weaknesses, opportunities, and threats impacting tourism. They assessed areas of focus from Tourism Revelstoke's previous strategic plan (both where progress had been made and where there needed to be more focus). Survey input helped to inform the strategic planning workshops to develop this strategic plan.

While this strategic plan is organized by five priorities, it is important to note that these priorities are not distinct, and that strong inter-connections exist between them. Although strategies may be defined under one particular priority, in many cases, they address multiple priorities. Goals describe the desired outcome in 5-10 years if Tourism Revelstoke is successful at addressing each priority. The strategies are the 3-5 year directions that will guide operational planning for the organization, and help meet the identified goals. Key actions will be determined on an annual basis as part of the required annual tactical planning.

Stakeholder Engagement

During the creation of this plan, significant efforts were made to ensure it accurately represents the diversity of Revelstoke's tourism sector. To accomplish this goal, key tourism stakeholders from Revelstoke and the CSRD Area B were invited to participate in tourism planning workshops designed to identify our shared tourism priorities, goals, and strategies. In addition, all tourism stakeholders were given the opportunity to provide feedback on the draft plan online and at an in-person open house. The plan was also open for public input and feedback.

Inter-Community and Provincial Collaboration

Tourism Revelstoke works collaboratively with nearby communities through Kootenay Rockies Tourism and the DBC co-operative marketing partnerships program. We would like to thank Destination BC for their ongoing support. We have been involved with the provincial programs below and look forward to continued collaboration on future strategies:

- Co-operative Marketing Partnerships Program
- DBC Visitor Services Base Funding
- Content Production Initiative
- Value of Tourism Study
- Destination Development- Invest in Iconics

About Tourism Revelstoke

Tourism Revelstoke is a member driven Destination Marketing Organization (DMO). It is governed by a board of directors and led by an Marketing & Destination Director and staff team. Tourism Revelstoke is the public facing name of the Revelstoke Accommodation Association and works in close collaboration with the City of Revelstoke, the CSRD Area B, the Revelstoke Chamber of Commerce, and tourism stakeholders.

Tourism Revelstoke Roles

Marketing / Storytelling

Destination Development / Management

Stakeholder Relations & Stakeholder Support

Advocating for tourism

Managing the brands

VISION + MISSION

Vision: Revelstoke is a world-class destination while being an authentic and vibrant community.

Mission: To inspire value-aligned visitors to experience Revelstoke and to grow sustainable tourism opportunities that benefit the community.



REVELSTOKE.

Strategic Context

Revelstoke was founded when the Canadian Pacific Railway was built through the area and the main industry was mining. Since then, tourism has become a major economic driver due to the development of Revelstoke Mountain Resort and the proximity of the town to national parks and mountains, rivers, and lakes, and a vibrant and attractive downtown core.

The previous 5 year Strategic Business Plan was developed in 2017 with six defining pillars: A Year-Round Destination, A Multi-Day Stay, A Recognizable Destination Brand, Long Term Tourism Planning, Exceptional Visitor Services & Remarkable Visitor Experiences, Visitor Access, and Financial Stability.

The foundation is now rock solid. We have developed a modern brand that has been embraced by the community, we have experienced staff who are motivated to execute on activities, we have built strong relationships with our local industry, and we have been recognized with a DMO professional excellence award from the Tourism Industry Association of British Columbia.

Highlights of the work done to date to achieve the goals set out in the previous five year plan:

A Year-Round Destination

- MRDT growth in 2018 & 2019 (+20% in 2019)
- Additional RMI Funding (\$136,000) in 2019 due to MRDT success

A Multi-Day Stay

- High profile television spots secured highlighting Spring/Summer/Fall: Amazing Race (2019), Epic Trails (2020)
- High profile media mentions: Avenue Calgary, New York Times, The Globe & Mail, The Toronto Star, Forbes
- New Media Residencies program developed for longer media stays
- Product Growth RMR: Winter Stellar Chair, Summer MTB & High Ropes

A Recognizable Destination Brand

- New brand launched January 2019 and has now been adopted by many businesses and non profits
- Incorporated into the new Wayfinding Strategy in partnership with the City of Revelstoke and CSRD Area B
- Kiosks were rebranded and updated with destination specific information aligning with brand pillars
- Branded tents distributed throughout the community and branded swag sold through the Visitor Information Centre

Long Term Tourism Planning

- Developed a Destination Management Framework
- Created “Sustain the Stoke” campaigns and Thanksgiving Back Regenerative tourism campaign
- Implemented data solutions: STR reports, Telus, Air DNA, Symphony, Value of Tourism 2019 Study
- MRDT OAP affordable housing stream was implemented in 2018 (accrued \$325,000 since inception)
- Capacity building: Two new full time employees (Digital Marketing Coordinator & Media/Communications Coordinator)
- Moved into a new collaborative office space with Economic Development

Exceptional Visitor Services & Remarkable Visitor Experiences

- Net Promoter Score up 17% YoY (NPS of 80, considered world class)
- Roaming visitor services were implemented (Van in Mount Revelstoke National Park and at Revelstoke Mountain Resort)
- New Revelstoke Ambassador Program to train front line staff in the service industry was created

Visitor Access

- Resort Shuttle: Increased routes and increased evening service
- YLW: Stoke Shuttle service increased routes, funded and staffed a visitor arrival booth at YLW
- Kicking Horse Canyon GetIntoBC.com Hwy #1 consortium was created: partnered with Golden & Shuswap Tourism

Financial Stability

- Grants secured: \$3500 CBT tech grant, \$7500 DBC content grant, \$16,500 DBC grant for DMF & VOT study, \$16,000 annual DBC coop grant, \$120,000 annual Google Search Grant, \$135,000 DMP grant, \$100,000 MICES grant

The Impact of COVID-19

The opportunity of creating a new Five-Year strategic business plan means there is also an opportunity to reimagine, address challenges, and leverage opportunities from a fresh perspective. The longer-term impacts of the pandemic won't be known for some time, with many industry experts forecasting a recovery timeline to 2019 levels between 2023-2025. So far in 2022, we are seeing a 1% increase in occupancy and a 12% increase in revenues above 2019 levels YTD. This is good news, and shows that if we keep on this pace, Revelstoke will actually surpass 2019 levels in 2022, well ahead of industry predictions.

What is clear, is that tourism in Revelstoke and virtually every other place in BC and the rest of the world, will look different. Visitors might be different as well. A continued lack of air access could negatively affect the number of long-haul visitors whereas the price of gas may affect short haul visitation. When the crisis is over and the tourism industry in Revelstoke has a full understanding of COVID-19's impact on the city and industry, it will be crucial to reassess this strategy again, through regular evaluation and on how it will continue to apply to annual tactical plans.

The Current State of Tourism

Globally, tourism has gone through a decade of growth. The United Nations World Tourism Organization (UNWTO) estimates that tourist arrivals (overnight visitors) worldwide grew by 4% in 2019 to reach a staggering 1.5 billion. Prior to 2020, the UNWTO believed that its prediction that global tourism revenues would double between 2014 and 2030 was on track. We now know this has changed in unimaginable ways due to the global health crisis. We will continue to monitor new research and global trends during quarterly planning reviews that we can leverage and action as global travel restrictions and sentiment ebb and flow.

Shifting Visitor Trends

- Sustainability (driven by natural areas & regions)
- Domestic tourism (close to home travel)
- Safety and hygiene (people are likely to prefer private solutions when travelling)
- Digitalisation in tourism services (including automation, contactless payments, virtual experiences)
- Flexibility (tourism providers will need to be more agile and allow for flexible bookings)
- Nature experiences (people are craving wide open spaces with less congestion)
- Traveling like a local (staycations, workcations, road trips)

Strengths

Environment / Natural Products

- Natural products (National Parks, water, trails); big mountains – vertical, etc.; physical geography is BIG
- Numerous attractions/recreational experiences
- Low-impact outdoor options
- Snow quantity and quality/deep snow - powder destination with diverse winter experiences
- Rare and unique environment
- Legendary mountain resort

Community

- Incredible (strong sense of) community, vibe; passionate community; authentic community as backdrop; high engagement by residents in quality of life; existing wisdom - from long-time residents to newcomers
- Engagement with NPOs and other tourism stakeholders who offer programming; strong NPOs
- Strong business community
- Economic Diversity - rounds out community
- Brand loyalty/advocacy from the community - proud to call Revelstoke home

Town assets

- Strong heritage remains within the town of Revelstoke
- Electric car charging stations
- Proximity to Highway 1

Tourism Revelstoke (organization)

- Good team at Tourism Revelstoke; excellent organization and financial oversight, and management
- Effective branding, media relations and marketing; new website
- Shifting focus from solely marketing to include destination management
- Unique partnership with City and Chamber, strong partnerships with RMR, Parks Canada, NPOs, etc.

Visitor experience/offerings

- Excellent Visitor Experience (NPS of 80)
- Revelstoke Ambassador program
- Invested in arts and culture events & offerings
- Increased accessibility in town & in the outdoors

Opportunities

- Tourism growth trends, e.g., popularity of nature & wilderness / mountain sports
- Workations/longer stays, meaningful travel experiences
- Easing Covid restrictions and pent-up demand for travel and outdoor recreation
- DBC focus on 'high potential' destinations & geographic dispersion, allure of unfamiliar destinations Growing world interest in environmental stewardship and responsible travel (affecting travel choices)
- Desire to support local communities through "philantourism"
- Tourism as a gateway to entrepreneurship & resident attraction
- Golf will become a significant market segment with the launch of Cabot Revelstoke in 2024

Weaknesses

Offerings

- Limited shoulder season offerings
- Limited offerings for people with accessibility issues
- Few low-budget opportunities for low-income individuals/offerings cater to elite demographic
- Lack of diverse market
- “Just a stop on a road trip” / not a destination in the summer
- Lacking a voice around city revitalization needs and capital projects

Tourism Revelstoke (organization)

- A need for more diversity on the board with more stakeholders involved in decision making and a new board/membership model

Affordability and labour

- Lack of affordability and affordable housing
- Income disparity
- Labour/staffing shortages

Infrastructure and access

- Limited infrastructure (e.g., parking, highway access, transportation options to, from and within)
- Parts of town are worn out and tired
- Infrastructure older and failing
- Revelstoke is outside range of e-vehicle charge
- Lack of sustainable funding for trails, water access, etc.
- Lack of direct air access

Other

- Undefined carrying capacity
- Polarization between development and industry vs conservation and environmental stewardship
- Lack of planning for visitor management in highway closures

Threats

- Climate change; wildfires; floods
- Community resistance to tourism and over-tourism concerns
- High cost of living / lack of affordable housing / staff accommodation
- Labour shortages
- Increase in backcountry access without compliance/knowledge; illegal camping
- Power grid threats
- Supply chain issues
- Possible environmental or conservation restrictions (e.g., Caribou closures)
- Rising gas costs/taxes
- Economic instability
- EV trend and range anxiety



Priorities

Goals, Strategies, KPI's

Strategic Planning Priorities

Our five Priorities are the areas that we will focus our work over the next five years.

A Year-Round Destination

While tourism in Revelstoke and CSRD Area B continues to grow, most of the growth is still occurring in the peak seasons. We wish to increase visitation throughout the year and position us as a place to visit year-round.

A Multi-Day Stay

In the winter months, most of our destination traffic comes from skiers/snowboarders and snowmobilers who generally stay for 2+ nights. However, in the summer and shoulder season months, our visitors tend to visit just for the day, or for one night. We wish to increase the length of stay of all our visitors.

Remarkable Visitor Experiences

Remarkable visitor experiences are what will bring visitors back over and over, and what will encourage others to come for the first time. To deliver remarkable visitor experiences, we must set our ensure our services, programs and offerings are the highest standards and meet our visitors' needs and desires. We will offer visitors with information to support longer lengths of stay and increased spending. We will educate and train stakeholders and the community at-large to deliver remarkable experiences. The visitor experience function will also serve as the core support center for stakeholder marketing opportunities and brochure development.

Holistic Destination Stewardship

As the role of DMOs shift from destination marketing to destination management, we will continue to shift our approach to one of holistic destination stewardship, including stewardship by tourism stakeholders, visitors and the community, and to be leaders in sustainable tourism. We will direct our energy towards a balanced long term tourism vision for the community. Our tourism growth will be co-created responsibly across sectors and industries through collaboration and alignment. We will take a lead role in the management and development of tourism in our destination.

Organizational Excellence

We strive for organizational excellence in governance, service delivery and financial sustainability.

A Year-Round Destination

GOALS:

Goal 1: Maximize visitation in the summer and winter while considering carrying capacity.

Goal 2: Increase visitation in the shoulder season (specifically late spring and early fall: May, June, Sept, Oct).

STRATEGIES:

Strategy 1: Identify, support, and promote activities, events/festivals, corporate tourism, and new product development opportunities in the shoulder season to extend the peak summer season.

Strategy 2: Work with arts and culture partners to support, develop, and expand year-round programming.

Strategy 3: Actively pursue larger events to come to Revelstoke and CSRD Area B at all times of year.

Strategy 4: Develop, support, and promote activities and programming that are not weather dependent.

Strategy 5: Identify, support, and promote shoulder season outdoor activities with weather expectations.

KEY PERFORMANCE INDICATORS:

Indicator	Direction	Reporting Period
1. MRDT revenues	Growth from baseline	Annual
2. Daily average room rate	Grow	Monthly
3. Shoulder season (May, June Sept, Oct) MRDT revenues	Grow	Monthly
4. Dollar value of the visitor economy	Grow	Every 2-3 years

A Multi-Day Stay

GOALS:

Goal 1: Increase summer and shoulder season length of stays (from day visitors to one or multi-night stays and from one-night stays to multi-night stays).

Goal 2: Increase number and length of mid-week stays in the winter.

Goal 3: Increase visitor spend

STRATEGIES:

Strategy 1: Identify key target segments and market more multi-day stays.

Strategy 2: Develop and market new and more packages between operators.

Strategy 3: Identify and better market under-utilized assets and activities.

Strategy 4: Grow our day offerings, multi-day offerings, and deeper, immersive experiences.

KEY PERFORMANCE INDICATORS:

Indicator	Direction	Reporting Period
5. Average number of nights that visitors stay	Grow	Annual
6. Number of hosted key media outlets/influencers	Grow	Annual
7. Number of hosted media residencies	Grow	Annual
8. Number of earned media impressions	Grow	Annual
9. Newsletter sign ups	Grow	Annual
10. Number of SeeRevelstoke.com website sessions (owned)	Grow	Annual
11. Number of SeeRevelstoke.com website traffic from social	Grow	Annual
12. Number of uses of #TheRealStoke	Grow	Annual
13. Social media impressions (paid & earned)	Grow	Annual
14. Social media community size	Grow	Annual
15. Average engagement rate across social channelts	Maintain	Annual
16. Online referral engine, referrals	Grow	Annual
17. Online referral engine, dollar value	Grow	Annual
18. Stakeholder referrals from SeeRevelstoke.com	Grow	Annual
19. SeeRevelstoke.com event calendar visits	Grow	Annual

Remarkable Visitor Experiences

GOALS:

Goal 1: Grow positive word of mouth.

Goal 2: Grow the number of repeat visitors.

Goal 3: Increase accessibility of our tourism services and experiences.

Goal 4: Maximize all visitor experiences and meet a greater diversity of visitor interests.

Goal 5: Share our local friendliness, passion, and spirit with our visitors.

STRATEGIES:

Strategy 1: Highlight the full range of remarkable destination experiences, including the lesser-known ones.

Strategy 2: Regularly monitor and evaluate visitor feedback and improve visitor experience.

Strategy 3: Support improvement of businesses' ability, including front-line worker knowledge, to maximize the visitor experience.

Strategy 4: Identify and offer more accessible and inclusive experiences and services.

Strategy 5: Work with tourism partners to attract talent, and support employee needs and workforce housing.

Strategy 6: Work with local event producers to provide additional animation around events that enhance the visitor experience.

Strategy 7: Contribute tourism knowledge and expertise to ensure visitor perspective is considered in all significant local projects/ventures.

Strategy 8: Increase the use of digital technology and multi-media content.

KEY PERFORMANCE INDICATORS:

Indicator	Direction	Reporting Period
20. Number of visitors to the visitor centre	Grow	Monthly
21. Net Promoter Score	Maintain 80	Seasonally
22. Tourism Sentiment Score	Grow	Quarterly

Holistic Destination Stewardship

GOALS:

Goal 1: Support the establishment of strong and stable tourism infrastructure.

Goal 2: Ensure tourism enriches the community and preserves our small-town character.

Goal 3: Ensure our important natural areas are protected and enhanced.

Goal 4: Commit to and support Reconciliation with Indigenous peoples through all tourism initiatives.

Goal 5: Be a destination leader in sustainable tourism.

Goal 6: Foster community support and pride for tourism.

STRATEGIES:

Strategy 1: Engage and work with local Indigenous peoples to strengthen relationships and to better understand interest and roles in tourism and explore collaborative opportunities.

Strategy 2: Facilitate relationship building and innovative community building tourism initiatives between residents and visitors.

Strategy 3: Maintain strong, collaborative partnerships to ensure investment in cultural and recreation infrastructure.

Strategy 4: Increase visitor awareness of and respect for the natural environment.

Strategy 5: Increase sustainability and resiliency of our tourism practices and offerings/experiences.

Strategy 6: Regularly engage with the community to ensure tourism aligns with shared community goals.

Strategy 7: Ensure we are capturing appropriate destination insights.

KEY PERFORMANCE INDICATORS:

Indicator	Direction	Reporting Period
23. Resident Sentiment Index	Maintain	Annual
24. Percent of businesses certified in a sustainable tourism business program	Grow	Annual
25. Visitor recollection of environmental education messaging	Grow	Annual
26. Sentiment of membership based organizations - Arts, Rec, NPO's, etc.	Maintain	Annual

Organizational Excellence

GOALS:

Goal 1: Ensure diverse tourism stakeholder representation in, and contributions to, Tourism Revelstoke.

Goal 2: Secure the ongoing resources required to deliver on our mandate.

Goal 3: Be a stable, effective, and resilient organization with happy and fulfilled staff.

STRATEGIES:

Strategy 1: Build a strong and trusting relationship with the City of Revelstoke/City Council and CSRD Area B to secure stable funding from the province.

Strategy 2: Build strong and trusting relationships with Tourism Stakeholders in Revelstoke.

Strategy 3: Ensure there are sufficient resources, funding, and staff capacity

Strategy 4: Cultivate a culture of continuous improvement and best practices.

Strategy 5: Advocate on issues that will strengthen and support tourism in Revelstoke.

Strategy 6: Regularly monitor and report on progress toward tourism goals.

KEY PERFORMANCE INDICATORS:

Indicator	Direction	Reporting Period
27. Financial reserves dollar level	Maintain	Annual
28. Funding in dollars from DBC (cooperative marketing/events)	Grow	Annual
29. Percent of successful grant applications	Grow	Annual
30. Sentiment of members and stakeholders	Grow	Annual
31. Tourism Advocacy Instances	Maintain	Annual

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R. Station, Revelstoke, B.C.

Brand Positioning

SPRING/SUMMER/FALL: Wild Spaces. Small Town Charm. Big Mountain Terrain.



WINTER: Legendary Powder. Small Town Charm. Big Mountain Terrain.



Investing in Iconics

In travel and tourism there are certain locations that achieve iconic status and become synonymous with a destination. In alignment with Destination BC's strategic focus, we have identified locations in Revelstoke and the CSRD Area B that are worthy of iconic status. Content will focus on promoting these places in order to establish and reinforce their iconic status in the visitor's psyche.

Revelstoke Iconics:

- Mount Begbie
- Mackenzie Avenue
- Mount Revelstoke & Glacier National Parks
- Lake Revelstoke
- Alpine Biking - Frisby Ridge
- Revelstoke Mountain Resort

Target Markets



Demographic

Active Families

Key travel market for summer & holiday travel, good potential to lengthen overnight stops

- Crave adventure travel and nature with active experiences, type 1 & 2 fun enthusiasts
- Discriminating, passionate, and particular
- Want to explore further; interested in popular tourism attractions
- Looking for a holiday that offers a diverse range of activities
- Often on a budget, need a destination that offers good value
- Influenced by peers, social media and reviews, word of mouth

Millennials

Key winter traveler

- Passionate about their winter sports (skier, snowboarder, sledder), type 2 & 3 fun enthusiasts
- Strong visitor demographic to Revelstoke and CSRD Area B with significant social advocacy
- Highly engaged in social media, post details of trips
- Would rather spend money on a desirable experience or event than buying something
- Comfortable working remotely, can take last minute trips (to chase the snow etc.)
- Activities may include craft beer, unique experiences, supporting local
- More conscious of their environmental impact, seek more sustainable experiences
- Looking for health and wellness opportunities (which could include participating in their passion)
- Looking for unique, local experiences
- Environmentally conscious

Mature Traveler

Key FIT traveler for summer and shoulder season

- New empty nesters looking to keep active and meet like minded people, type 1 & 2 fun enthusiasts
- Looking for 'softer' adventure experiences, but they want to stay active
- Prefer to travel spring, summer, fall
- Interested in arts, culture, nature, health, wellness
- Are tech savvy, or becoming more tech savvy with each year
- Spend a lot of time in the research/planning phase
- Take multiple trips per year
- Will splurge on 'bucket list' trips and experiences, desires excellent dining experiences

Geographic

Revelstoke:

Primary: Canada (BC, AB), US (WA, CA)

Secondary: Canada (ON, QC)

Secondary: International (AUS, UK, GER)

Destination British Columbia:

Primary: Canada (BC, AB, ON)

Secondary: US (WA, CA), UK, Germany

Monitor: China, Australia, Mexico

Future monitor: Japan, South Korea, India

Passionographic

Passion-based marketing focuses on a niche demographic with specific interests. Visitors who travel for a passion spend more money and stay longer. Passionography will help us attract the right type of visitor while developing the right travel experiences. These visitors are our best sustainable opportunity - they are steps above average or have aspirations to excel at their passions. This audience is not generic and fits into our community of like-minded people who are just as committed to the mountains and associated activities.

NATURE AND WILDERNESS

Seasons for attraction: Summer and Shoulder

Target Demographic: ALL

Looking for:

Hiking

National Parks (Inland Temperate Rainforest Experiences, Wildflowers)

Mountain Biking

Lake Revelstoke & Water Activities (Paddle sports (Rafting, Canoeing, Kayaking, SUP), Fishing)

Golf

SKI/SNOWBOARD & SNOWMOBILE

Season for attraction: Winter

Target Demographic: Millennials

Looking for:

Lift Skiing (Revelstoke Mountain Resort)

Heli Skiing

Cat Skiing

Nordic Skiing

Backcountry Skiing (Guided & Independent)

Snowmobiling (Guided/Rentals & Independent)

CULTURAL INTEREST

Seasons for attraction: Summer and Shoulder

Target Demographic: ALL

Looking for:

-Health & Wellness Experiences

-Music and Arts Festivals, Arts and Culture Downtown

-Craft Brewing / Distilling & Culinary Experiences

Management, Governance, and Administration



Management, Governance, and Administration

The City of Revelstoke has designated the RAA / Tourism Revelstoke to oversee the management, governance and administration of tourism in Revelstoke, including marketing and destination management efforts supported by MRDT funds. Tourism Revelstoke is a not-for-profit organization with a board of directors that represent our diverse tourism sector. Online Accommodation Platform MRDT will go to the City of Revelstoke for affordable housing initiatives (Refer to Appendix 1.8).

Members of the Tourism Revelstoke Board include:

- Traditional Accommodators
- Non-Traditional Accommodators (such as: Campgrounds, Short-term rentals, Property Management, B&B's)
- Experience Providers (such as: A tourism operation, a recreational activity, an arts & culture experience, a food & beverage establishment, a transportation service, a retail service, a non-profit organization, an event, Parks Canada, Indigenous representation)
- Revelstoke Mountain Resort

Depending on the annual plan, informed by current priorities and most effective tactics, the DMO will use judgement to distribute its resources. As such, Tourism Revelstoke will lead some initiatives, take a supporting role in others, and participate where needed. The DMO will always work towards an aligned and successful industry by using industry-leading destination marketing and social media tactics; and expanding its relationship network (and funding) beyond tourism through non-traditional partnerships.

Destination marketing is a collective effort. That's why this strategy wasn't created exclusively by Tourism Revelstoke, but by many industry stakeholders from across Revelstoke and the CSRD Area B. This strategy intentionally leaves a lot of room for our collective imagination because we will need everyone to execute it.

Sources of Funding

In addition to MRDT, Tourism Revelstoke secures funding from other sources to:

- increase the competitiveness of the budget,
- diversify the risk of something catastrophic, like a sustained travel advisory due to a pandemic, or a natural disaster, making the DMO financially vulnerable,
- demonstrate commitment to sourcing new and incremental sources of investment,
- leverage non-tax revenues to support the visitor economy in Revelstoke and the CSRD Area B region

City of Revelstoke

The City of Revelstoke has allocated \$90,000 for the operation of Visitor Services in 2023. This funding is allocated for the new term of the MRDT agreement on a yearly basis as part of the City of Revelstoke's financial plan.

Grants (COVID recovery, business development, destination development, CBT, technology upgrades)

-Varies

-We have received a \$135,000 PacifiCan grant to support a Destination Management Plan, of which \$100,000 needs to be spent by March 2023.

Destination BC Cooperative Marketing Partnership Program open pool funds

-Approximately \$30,000 annually