# DESTINATION MANAGEMENT PLAN FRAMEWORK

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TOURISM
**REVELSTOKE.**

# Table of Contents

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# 1.0  EXECUTIVE SUMMARY

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The Destination Management Plan Framework provides a best practice roadmap to achieve community alignment around destination management.

# 1.0 Executive Summary

### 1.1 OVERVIEW

The objective of the destination management plan is to provide a common vision and framework for a holistic approach to destination management. The plan will guide the individual administrative bodies to align to the common goals, objectives, and timelines of the plan, while maintaining their mandates, roles, and accountabilities to their own organizations. The following framework will guide next steps to align the stakeholders toward the development of the destination management plan.

### 1.2 LEADERSHIP AND STAKEHOLDER ALIGNMENT

It is recommended a Revelstoke Tourism Alliance be established as the destination-wide collaborate group to represent tourism interests in Revelstoke. This alliance captures all official organizations roles as well as individual stakeholders.

### 1.3 DESTINATION MANAGEMENT PLAN FRAMEWORK

The Revelstoke Tourism Alliance will then work collectively to develop a destination management plan, using the destination management framework as a guide. The process for destination management planning will include a destination audit which will identify gaps and opportunities, resource allocation, partnerships, and communications.



**Destination Management Framework by Key Function**

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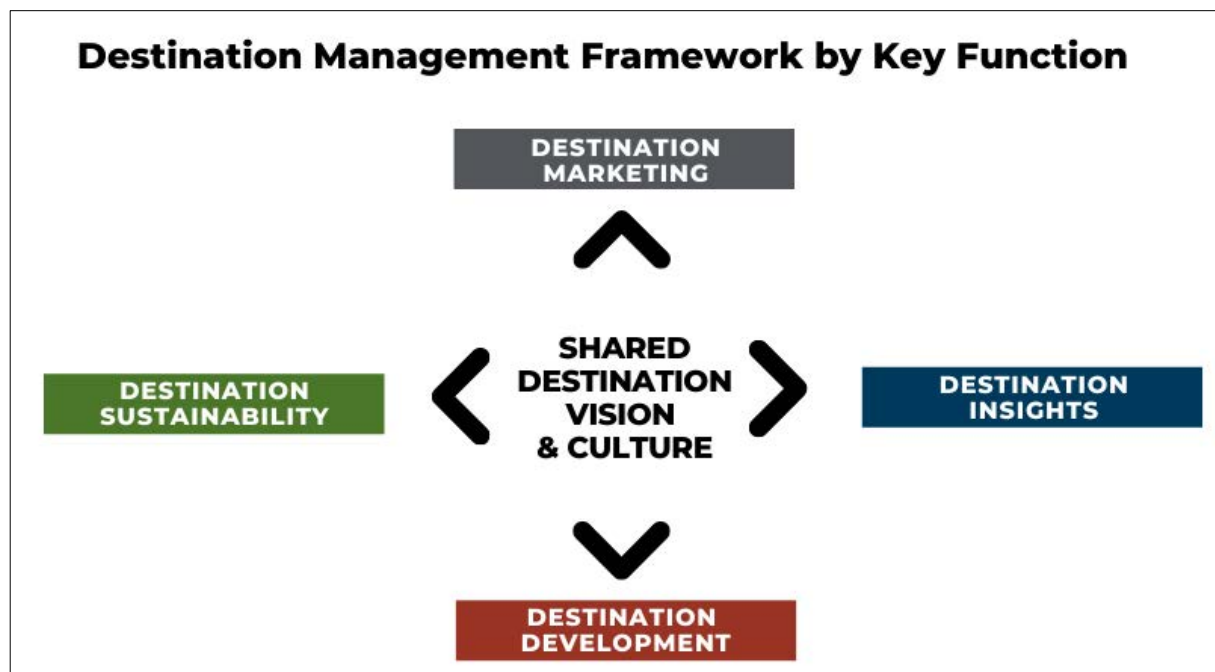
### 1.1.1 Simplified Definitions of Key Function:

**Destination Insights:** gathering and utilizing research and insights about the destination, the markets, and internal and external factors to inform strategic planning and ultimately the performance measures.

**Destination Sustainability:** balancing tourism's economic, social, and environmental impacts, while addressing the needs of visitors, the industry, the environment, and the community.

**Destination Development:** strategic planning for and advancement of tourism supply by providing compelling experiences, quality infrastructure, and remarkable services to entice visitation.

**Destination Marketing:** identifying visitor experiences and promoting the destination to attract visitors.

### 1.1.2 Performance Measurement

As the destination management plan is developed, performance measurement will be determined. Measuring and reporting performance ensures accountability to the plan, its targets, and associated resources by all stakeholders. Typically, key performance indicators (KPIs) will be included from the following areas: Planning and research, Partnerships and team building, Leadership and coordination, Marketing and promotion, Product/experience development, Community and stakeholder relationships and involvement and visitor management.

## 1.4    NEXT STEPS
1. Mobilize stakeholders to form the Revelstoke Tourism Alliance
2. Identify baseline research and information to inform the planning stage
3. Develop a Terms of Reference for the Destination Management Plan
4. Secure funding and confirm timing for Destination Management Plan
5. Prepare and issue a Request for Proposal

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# 2.0 INTRODUCTION

The objective of the destination management plan is to provide a common vision and framework for a holistic approach to destination management.

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# 2.0 Introduction

Tourism Revelstoke has commissioned Carlysle & Co. led by Simone Carlysle-Smith with Lori Sly and Steve Nicol, to create a framework for a destination management function for the community of Revelstoke, BC.

The project summarizes the current destination development and marketing management roles and outlines best practices for a Destination Management model that will further align stakeholders in a unified approach. This framework supports the next stage in the process which is the creation of the destination management plan for the community of Revelstoke. Currently the administrative bodies work together to deliver tourism management within the scope of their own mandates. The objective of the destination management plan is to provide a common vision and framework for a cooperative approach to destination management. The plan will guide the individual administrative bodies to align to the common the goals, objectives, and timelines of the plan, while maintaining their own organizational independence.

## 2.1    PROJECT OBJECTIVES
The destination management plan framework is expected to fulfill the following objectives:

- To support the evolution from destination development and destination marketing functions to an integrated destination management model unique for Revelstoke
- To articulate the role of the tourism sector within the broader community planning context
- To provide a foundation for discussion to engage all stakeholders
- To provide project scope and estimated costs associated with the development of a destination management plan and next steps

## 2.2    METHODOLOGY
The consultant team conducted in-depth information interviews with Tourism Revelstoke and City of Revelstoke Community Economic Development representatives to assess the current situation in destination management.

A literature review of the organizational roles, vision, goals, and objectives, plans and strategies that exist for destination development and marketing was conducted. Destination management desk research was conducted for best practices to identify opportunities and gaps that will support recommended next steps in planning.

Sources for best practices include the United Nations World Tourism Organization (UNWTO), Destination International, the Province of BC and Destination BC (DBC).

Key resources reviewed and referenced in this document include:

1. UNTWO Guidelines for Institutional Strengthening of Destination Management Organizations – Preparing DMOS for new challenges
2. Destination International Destination NEXT Futures Study 2019 edition
3. UNTWO Recommendations on Tourism and Rural Development
4. A framework for rural tourism destination management and marketing organisations, by Samuel Folorunso Adeyinka-Ojo, Procedia Social and Behavioral Sciences (2014)
5. The Competitive Destination, Ritchie and Crouch
6. Marketing and Managing Tourism Destinations, Morrison 2019 edition

## 2.3   RATIONALE FOR DESTINATION MANAGEMENT

Destination management is critical for resort communities like Revelstoke where tourism serves as an economic base sector. The economic base is built on export and trade sectors like forestry, mining, energy, agriculture, and manufacturing. Tourism is unique, however, in two important ways:

- The market is imported rather than the product exported. The economic effect is the same—export industries create wealth that fuel spinoff activities such as retail and personal services (i.e., it creates a multiplier effect). If the economic base is growing, local wealth will increase, if it declines then the reverse occurs, with potentially dire consequences like outmigration and population loss. A scan of BC's natural resource industries over the last four decades shows a gradual, continuing decline in investment, employment, and household incomes in many areas. Tourism on the other hand is growing smartly and, COVID notwithstanding, remains a prime growth generator in the years ahead.

- The tourism product is sometimes a single destination or attraction but more often it is a composite of experiences involving attractions, accommodators, food and beverage services, transportation providers and the community itself, natural, built, and human. The visitor experience is fundamentally influenced by the sum of numerous interactions throughout the course of the trip where the community and all its visitor-facing services and amenities is as important as a single demand generator. From this perspective, it is obvious that a successful destination must be actively and strategically managed to deliver remarkable and memorable experiences, not by a single attraction, or hotel or tour operator, but by all the key actors and influencers that compose the tourism offer.

### UNWTO

As defined by the UNWTO, Destination Management is "the coordinated management of all the elements that make up a tourism destination (attractions, amenities, access, marketing and pricing). Responsible and sustainable destination management (sometimes referred to as destination stewardship) should entail a process that effectively and harmoniously addresses the interactions between the visitors, the industry that serves them, the community that hosts them and the environment in a broad sense (natural and cultural resources).

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The purpose is to coordinate with various authorities, stakeholders, and professionals to facilitate and support the industry itself and engage all relevant public and private stakeholders as well as the residents and local communities in the design and implementation of a wider strategic thinking with a final goal: to ensure the competitiveness and sustainability of the destination in the short, medium, and long term.

Destinations with an effective destination management function present a higher capacity to keep pace with tourism trends, to innovate and to adapt to consumer patterns. These destinations are also more resilient to challenges, experience ongoing product development and stay agile in decision-making.

Two requirements to building a competitive edge are:

1. Establishing a strong and unique positioning (i.e., offering a different experience compared to other destinations) by developing the destination's attractions and resources in a way that highlights its authenticity and unique characteristics; and

2. Delivering excellent quality experiences and superior value for money, by ensuring that all aspects of the visitor experience are of the highest standard and effectively coordinated.

## Destination NEXT

Destinations International Foundation produces the Destination NEXT Futures Study to support destination marketing and management organizations around the world. While all destinations will be re-developing their strategic plans as a result of the COVID-19 global pandemic, the trend toward a holistic and inclusive approach to destination management is becoming mainstream. In the latest release, the 2019 report notes three transformational opportunities. Together, they provide an integrated framework to formulate strategic decision-making in any destination organization of any size or budget.

| DESTINATION STEWARDSHIP | COMMUNITY ALIGNMENT | DIGITAL CONVERSION |
|---|---|---|
| Building public-sector coalition between the visitor industry, economic development agencies, academic institutions, and civic and philanthropic organizations. The goal is to curate more immersive destination experiences, manage sustainable visitor growth, promote equitable economic development, and elevate quality of life and quality of place. | Improving resident sentiment and government support around a shared vision for the future to accelerate important destination development initiatives, protect public funding, and improve hospitality culture. The value of the visitor economy and role of destination organizations must be better understood and appreciated. | Developing more video and personalized digital strategies on mobile platforms to improve marketing effectiveness and drive higher sales in real time. Advancements in artificial intelligence, chat and other technologies are connecting industry and visitor audiences in new ways to accelerate conversion in our on-demand world. |

# 3.0  STRATEGIC LEADERSHIP

Destination management requires strategic leaders to align community stakeholders towards achieving a collective destination vision.

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# 3.0 Strategic Leadership

As communities embark on a more inclusive approach, strategic leadership forms part of that foundation for success. According to the UNWTO, strategic leadership means harnessing stakeholder efforts and energy towards a collective vision, mapping a strategy for achieving the vision, communicating, and advocating the advantages and principles of effective tourism management.

Leadership also entails setting forth short-term and long-term policy for decision making, and for facing possible challenges and crises. For this reason, it is essential to collect and analyze data and trends, anticipate events and act promptly and responsibly towards them.

Consider the following characteristics of effective leaders for evaluation and visioning to develop the Revelstoke Tourism Alliance.

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## 3.1    KEY LEADERSHIP INDICATORS

The following key leadership indicators are necessary for success in Destination Management and are provided for inclusion in the Revelstoke Management Model for evaluation of the alliance.

## Key Leadership Indicators

**INTEGRATE**
Provide a scope for collective action and common goalsetting with an integrated approach

**ENGAGE**
Engage in serious conversation and communication with all tourism stakeholders fostering partnerships between them

**COORDINATE**
Coordinate mediation by harmonizing (sometimes) divergent interests and seeking solutions to existing problems

**BUILD UP**
Build up a confidence environment between parties and reduce discrepancies

**ARTICULATE**
Articulate roles and responsibilities in order to position the leadership team as a knowledgeable and expert group

**INFLUENCE**
Act as an influencer in the tourism sector in the destination

**DEVELOP**
Take part in product development processes by boosting fund-raising and resource mobilization

**INTEGRATE**
Integrate local communities in a participative process in order to assure a mutually beneficial relationship

**PROMOTE**
Promote a tourism culture in the destination and among its residents

**ALIGN**
Secure alignments in the pursuit of its collective destination vision by signing agreements and partnerships with relevant stakeholders to ensure synergies and build stronger bonds among them from an inclusive perspective

**FORMULATE**
Formulate a strategic plan for the destination that incorpoates all stakeholders' priorities and concerns

**MONITOR**
Monitor and evaluate the process and outcomes for strategy adjustments and reporting

**VALIDATE**
Validate the strategy by agreements and partnerships with all parties responsible for its implementation (public sector; accommodation, transportation, etc.; academia, clusters, NGOs and representatives of local communities and residents)

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## 3.2    COMMUNITY STAKEHOLDER ALIGNMENT

### Destination NEXT

According to DestinationNEXT, the most effective destination organizations strive to enhance the competitiveness and sustainability of their destination within a harmonious relationship between the residents and visitors. In addition, they have the support of government officials and area residents who believe that the visitor industry positively impacts the local economy and elevates the overall quality of life. Progressive destination organizations are visionary, innovative, and aspirational, with the best interests of their communities at heart. But without a high level of community alignment, support, and engagement, it can be challenging to implement new strategic initiatives that elevate the destination experience for travellers and improve livability for residents.

When government and residents agree on the value of the visitor industry to accelerate long-term economic and community development, then it is much easier to build support for new destination stewardship initiatives that benefit locals and visitors.

## Community Alignment Trends

Communities are more engaged in the development and management of the destination experience

Organizations are increasingly developing strategic alliances across multiple economic sectors in order to leverage resources

More communities and municipal governments are aware of the importance of tourism to local economy and job growth.

Governments dealing with tourism from an integrated, multi-departmental perspective, focused on economic development

Business events increasingly shifting to be regarded as agents of long-term economic development for communities

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## UNWTO

According to the UNWTO, sustainability of tourism in rural areas will only be successful if a comprehensive, inclusive planning strategy is adopted and implemented based on a multi-action and multi-stakeholder participatory approach. Further, the UNWTO recommendations on Tourism and Rural Development aim to support governments at various levels, as well as the private sector and the international community in developing tourism in rural territories in a way that contributes to inclusive, sustainable and resilient development.



The inclusive planning process requires leadership, stakeholder engagement and alignment to the management model. The inclusive process enables the gathering and exchanging of information and intelligence, and to garner buy in from the community on the shared vision. The resulting community pride, awareness of the value of tourism and welcoming community lead to a positive visitor experience. Government at all levels are contributors and partners to destination management activities .

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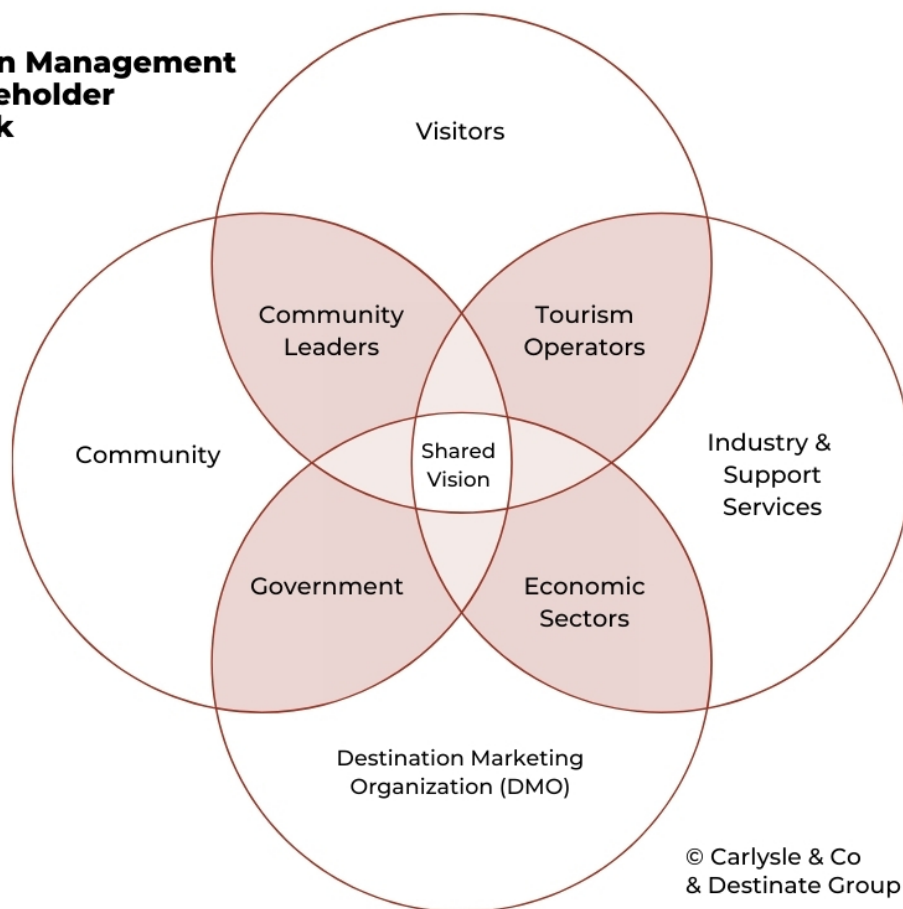& Co.

## 3.3 MULTI-STAKEHOLDER DESTINATION MANAGEMENT

To encourage stakeholder buy in, a committee can be formed that will take ownership of the process to be known as the **Revelstoke Tourism Alliance**. The alliance elevates stakeholder engagement from administrative entity roles by function to a community-wide view as a destination.

From this process, the new Revelstoke Tourism Alliance will be established as the destination-wide collaborate group to represent tourism interests in Revelstoke. The Alliance is not a new legal entity, but a cooperative group comprised of existing stakeholders.

A successful tourism management process should identify who needs to be included in the process and what their role will be. A framework for Revelstoke should draw lines between destination management functions to partners and stakeholders.

The following diagram illustrates the interconnectivity of the stakeholders who make up a community tourism destination management framework for collaboration.

**Destination Management Multi-stakeholder Framework**

Visitors

Community Leaders

Tourism Operators

Community

Industry & Support Services

Shared Vision

Government

Economic Sectors

Destination Marketing Organization (DMO)

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## 3.4   STAKEHOLDER REPRESENTATION

Stakeholders are defined as groups and individuals that have a direct or indirect interest in the management and impacts of tourism in a destination.

Existing committees involved in some aspect of destination management could be utilized for efficiencies and effectiveness, with additional committee members identified where appropriate. Not all stakeholders need to be on the committee but would be consulted and informed to contribute to the overall vision.

Streamlining visitor input with a single link to a visitor experience online survey, (that provides optional levels for input), would allow consistency for an overall destination experience feedback loop.

The following table summarizes the stakeholder types to form the Revelstoke Tourism Alliance. The detailed list can be found in the Appendix 7.1.

| Stakeholder Type | Includes |
|---|---|
| Visitors | Local, Regional, Provincial, Rest of Canada, International, Leisure, Business, Visiting Friends and Relatives, Other |
| Community | Residents, Clubs, Organizations, Consortiums |
| Community Leaders | First Nations, Community Advocates |
| Destination Marketing / Management Organizations | Tourism Revelstoke (local), Kootenay Rockies (regional), Destination BC (Provincial), Destination Canada (National) |
| Tourism Operators | Local, Regional, Provincial, Federal |
| Economic Sectors | Other than tourism / Local, Regional, Provincial, Federal |
| Industry & Support Services | Businesses, Sector Groups, Business Organizations |
| Government | Municipal, Regional, Provincial, Federal, Other Agencies |

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## 3.5    STAKEHOLDER ENGAGEMENT AND COLLABORATION

Stakeholder commitment to achieve agreed outcomes is only possible through strategic engagement. It is recognized as a fundamental accountability mechanism since it obliges an organization (or in this case the Alliance) to involve stakeholders in identifying, understanding, and responding to tourism related issues and concerns, and to report, explain and answer to stakeholders for decisions, actions, and performance. (Source: Adapted from AccountAbility 1000 Stakeholder Engagement Standard).

The benefits of stakeholder engagement and collaboration includes stakeholder contribution to the collective responsibility for the vision and implementation of the tourism strategy, sharing and exchanging of knowledge with subject matter experts, development of strategic alliances and resource efficiencies, increased community pride and welcoming culture.

In Revelstoke, the Revelstoke Accommodation Association (RAA) and the Tourism Marketing department of the Revelstoke Chamber of Commerce (RCOC) work in cooperation with the City of Revelstoke, Community Economic Development, Revelstoke Mountain Resort, Parks Canada, local clubs, local tourism stakeholders, events promoters, Kootenay Rockies Tourism (KRT), Destination British Columbia (DBC), and Destination Canada (DC).The three primary administrative entities that manage tourism have a positive working relationship between the Chamber of Commerce for visitor services aligned with destination marketing of Tourism Revelstoke and tourism development with the City of Revelstoke. Tourism planning documents cross-reference these entities in the context of their own planning process.

Within the new model, ongoing two-way communications and engagement with the stakeholder groups will enhance destination management as a collective. The terms of reference, a communications plan and timeline for planning is required for the groups to contribute to the process and self-identify their role and priorities for their resource allocation to contribute to the common vision.

## 3.6    STAKEHOLDER SELF-EVALUATION

To understand the baseline from which the stakeholders are currently engaged and their level of satisfaction now, contacts identified from the stakeholder list will be encouraged to self-evaluate the level of engagement in, and satisfaction with, their role with tourism. Gaps and opportunities should be identified. Further, stakeholders need a mechanism to determine their satisfaction with the process and outcomes of the new alliance model. Key performance indicators would include a satisfaction component. While this would be addressed in the planning process an initial self-assessment could commence using the framework provided in this document as a baseline for discussion.

Best Practice assessment tools include Destination NEXT, Destination Marketing Accreditation Program, UNWTO Quest Program, and for operators a sample self-assessment tool from Ontario is provided as a reference. The American Marketing Association offers a research assessment tool as well.

# 4.0 DESTINATION MANAGEMENT PLAN FRAMEWORK

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A guiding vision sets the stage for the destination management framework. From here, multiple stakeholders come together to deliver the destination's marketing, insights, development and sustainability programs.

# 4.0 Destination Management Plan Framework

The Destination Management Plan is intended to be a guiding document that supports the community's tourism vision, identifies destination management roles while supporting broader community values for quality of life, destination stewardship and economic prosperity.

The Plan should address, as other plans do, goals, strategies, actions, resource requirements, potential partners, and a performance measurement component. The planning horizon should be for the next 5 years with priorities for the next 2-3 years.

The Plan would lead to resource allocation by each individual administrative entity within the scope of their mandate as well as their contribution to shared projects.

## 4.1 VISION STATEMENT

A vision statement sets the direction for the community to achieve desired outcomes. A single tourism vision statement creates the foundation for stakeholder buy in. The tourism vision should align with the Official Community Plan (OCP) and other municipal visions. The mission of each entity contributing to that vision can identify their purpose or role to achieve it. The following vision statements require review in the destination management context.

### City of Revelstoke

The City of Revelstoke in currently undergoing an Official Community Plan update. The updated OCP will be presented to Council for consideration and adoption winter 2021. At the time of writing the following is the updated vision statement.

> *"Revelstoke will pursue a sustainable mountain community by balancing environmental, social economic and cultural values within a local, regional and global context. Our rich heritage and stunning natural environment inspire us to be forward thinking, inclusive, resilient, and welcoming. We will create a supportive, vibrant community for those that live, work and visit here today and in the future."*

### Revelstoke Chamber of Commerce Vision

> *"We represent our members' interests in promoting the progress and development of Revelstoke to continuously strive to make it a better place in which to do business, live, work and play"*

### Resort Development Strategy Vision

> *"To grow into an exceptional and unique all-season resort community in partnership with local stakeholders, by developing and supporting high quality visitor experiences that embrace the authenticity of the community and contribute to the sustainability of Revelstoke."*

### Tourism Revelstoke

- *Our Vision: Successfully facilitate the development of a unique four-season destination while protecting the integrity of the community.*
- *Our Brand Promise: The quintessential BC getaway - spectacular nature, compelling history, authentic charm, and endless adventure.*
- *Our Sustainability Pledge: We will market Revelstoke in a sustainable way and actively protect our natural assets to ensure their continued preservation.*

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## 4.2 DESTINATION MANAGEMENT BY KEY FUNCTIONS

The Destination Management Framework is represented in the following diagram by four functional areas: Destination Insights; Destination Sustainability, Destination Development and Destination Marketing.

### Destination Management Framework by Key Function

**DESTINATION MARKETING**

**VISITOR FOCUSED:**
destination brand
visitor experience
visitor promotional strategy
visitor digital presence

**COMMUNITY DRIVEN:**
destination brand
communications & public relations
industry communications
community digital presence

**DESTINATION SUSTAINABILITY**

**VISITOR FOCUSED:**
visitor commitment

**COMMUNITY DRIVEN:**
community commitment
crisis management
policy & funding
sustainable programs:
*social wellbeing & culture*
*economic impact*
*environmental stewardship*

**SHARED DESTINATION VISION & CULTURE**

**DESTINATION INSIGHTS**

**VISITOR FOCUSED:**
visitor profiles
market profiles
key performance indicators

**COMMUNITY DRIVEN:**
engagement
resident sentiment
destination profile
key performance indicators

**DESTINATION DEVELOPMENT**

**VISITOR FOCUSED:**
product development
industry development
visitor services

**COMMUNITY DRIVEN:**
asset management & infrastructure
workplace development
economic development

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### 4.2.1  Destination Insights

Research and insights inform decision making in effective destination management. Gathering and utilizing information about the destination, the markets and internal and external factors will influence strategic planning and ultimately the performance measures. Destinations must be adaptive to the changing external environment and community aspirations. Further, collecting and sharing information with stakeholders will drive holistic value. The long-term research strategy and annual plans include ongoing, periodic, and as needed (by project) research. The process for identifying, resourcing, collecting, managing, and ultimately sharing research is a collective responsibility of the stakeholders. Adapted from The Competitive Destination (Ritchie, Crouch), key research and information to collect, includes but is not limited to:

1. Destination awareness and image measurement
2. Environmental scanning
3. Industry and sector performance
4. Information affecting tourism policy
5. Evolving research methods
6. Internal destination information
7. Internal DMO information
8. Management issues
9. Monitoring of competitive destinations
10. Monitoring of destination performance
11. Monitoring of markets and target audiences
12. Technology advances
13. Visitor experience feedback
14. Visitor impacts (positive/negative)

| Focus Areas | Destination Insights | Best Practice: Examples |
|---|---|---|
| **Visitor Focused** | | |
| *Visitor Profiles* | Identify and define previous and current visitors by experience clusters and motivation for travel. Segment by volume, origin, life-stage, values, demographics, psychographics, geographics, seasonality, trip satisfaction and loyalty. Monitor visitor sentiment of the destination. Quantify visitation by origin, volume, seasonality, spend, etc. | Whistler |
| *Market Profiles* | Identify visitor experiences that will enhance the destinations offerings based on research and insights. Define growth markets that have potential for future travel based on the destination appeal and changing external environment. | Similkameen Valley |
| *Key Performance Indicators* | Identify and measure indicators over time for trend analysis and adjustments to the strategy. KPIs are determined based on the objectives of the destination management plan and will be contributed by multiple partners. | Industry Standards |

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| Focus Areas | Destination Insights | Best Practice: Examples |
|---|---|---|
| **Community Driven** | | |
| *Engagement* | Stakeholder outreach methods and two-way communications for exchange of ideas, contribution, acceptance, and adoption of the strategy. | Whistler |
| *Resident Sentiment* | Residents' perception and views for the support of, or challenges with tourism growth and development. Impacts (both positive and negative) on quality of life by resident segments (permanent, seasonal, and second homeowner.) | Whistler |
| *Community Profiles* | Social-economic indicators of the local community and economic baseline. | Abbotsford |
| *Place* | Define the destination by visitor experience clusters, not geopolitical boundaries as visitor attractions nearby can draw people into the community. Identify areas by destination base, service centric, or flow-though traffic areas for gap and opportunity analysis. Identify infrastructure and services required to support a positive experience. | Haida Gwaii |
| *Product/Experiences* | Identify the current product offerings, unique selling proposition, gaps, and opportunities. Align with resident values, community vision and brand promise. Develop experience-based themes based on life stage and ability to deliver on the brand promise. | Kelowna |
| *People/Partnerships* | Identify the stakeholders that will contribute to and be affected by the visioning and brand positioning of the destination. Identify the roles and responsibilities for the collective community to deliver on that vision and brand promise. | Whistler |
| *Labour/Skills* | Determine changing labour and skills required year-round to support tourism and related services. | Fernie |
| *Key Performance Indicators* | Identify and measure indicators over time for trend analysis and adjustments to the strategy. KPIs are determined based on the objectives of the destination management plan and will be contributed by multiple partners. | Whistler |

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### 4.2.2 Destination Sustainability

As the tourism sector recovers and continues to grow, collective efforts to ensure its long-term sustainability are essential. Destination sustainability supports tourism as a force for good, thereby ensuring that tourism does not come at the expense of the environment, local economies, and the community wellbeing.

The World Commission on Environment and Development (CMMAD) defines the concept of sustainable development as *"one that meets the needs of the present generation without compromising the ability of future generations to meet their own needs".* When establishing the concept of sustainable development, CMMAD included a threefold view of sustainable development: (1) environmental dimension; (2) economic dimension; and (3) socio-cultural dimension.

UNWTO defines sustainable tourism as "Tourism fully aware of its current and future economic, social and environmental impact, taking into account the needs of visitors, the industry, the environment and local communities."

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Sustainability is a circular commitment that is driven by visitors, and by the community.

Biosphere Tourism, one of many sustainability certifications available that follows the SDG priorities, has well articulated the involvement and role of each interest group in its Biosphere Cycle[1].

Figure 1: The Biosphere Cycle, Biosphere Tourism

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[1] Biosphere Certification, granted by the Responsible Tourism Institute (RTI) is a founding member of the Global Sustainable Tourism Council (**GSTC**), sponsored by the United Nations Foundation.

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Other areas within the destination sustainability function include the planning for and response during crises, and the development of policies in support of sustainability. Further, there are specific initiatives within the triple bottom line (economic prosperity, social wellbeing and diversity and environmental stewardship) to best align with the United Nations Sustainable Development Objectives (SDG)s[2].

| Focus Areas | Destination Sustainability | Best Practice: Examples |
|---|---|---|
| **Visitor Focused** | | |
| *Visitor Commitment* | Tourists must generate sustainable trends through the choice, recommendation and consumption of sustainable tourism products and experiences. | *Biosphere Tourism Traveler's manifesto; New Zealand (Tiaki Promise)* |
| **Community Driven** | | |
| *Community Commitment* | The Destination, its tourism companies and the community ambassadors much align to the sustainability commitment. | *Biosphere Tourism; British Columbia Regional Tourism Secretariat (including Kootenay Rockies Tourism Association)* |
| *Crisis Management* | As an industry that is susceptible to mass impacts of crisis, crisis prevention, preparation, management, communications, and recovery are areas that require proactive crisis management. | *UNWTO Toolbox for Crisis Communications in Tourism[3]; Province of BC Toolkit* |
| *Sustainable Funding Sources* | DMOs are not-for-profits that require steady, reliable, and sustainable streams of funding. This includes a mix of visitor levy, municipal funding, and other sources. | *Most communities in BC are supported with core funding by their local/regional government with incremental funds from the MRDT and or RMI funds.* |
| *Policy Development* | Tourism policies and associated action move a destination towards sustainable development. Policies also help favor the development of sustainable products and experiences, positioning the destination and its companies towards sustainable tourism. | *Vitoria-Gasteiz, Spain (Green City 2019)* |

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[2] The 17 Sustainable Development Goals (SDGs), United Nations, https://sdgs.un.org/goals
[3] https://www.e-unwto.org/doi/book/10.18111/9789284413652

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| Focus Areas | Destination Sustainability | Best Practice: Examples |
|---|---|---|
| *Sustainable Programs* | Tourism can support sustainable development initiatives at the community and visitor levels. Sustainable programs support the 17 SDGs and include areas within 1. social, 2. economic and 3. environment. | *Biosphere Tourism; Sustainable Tourism 2030; Global Sustainable Tourism Council; United Nations SDGs* |
| *1. Social Wellbeing & Culture* | Social SDGs:<br>- 1. Inclusive economic growth and eradication of poverty<br>- 2. Welfare, safety, and health<br>- 4. Promotion of education and inclusivity, as well as quality training<br>- 5. Gender equality and female empowerment<br>- 17. Cooperation in sustainable tourism<br>Culture SDGs:<br>- 11. Sustainable tourist destinations and heritage<br>- 16. Promote peaceful and inclusive companies for sustainable development and tourism | *Canadian Transportation Agency Accessibility Standards; Anti-discrimination & anti-racism policies; Incorporation of official languages and other languages; Thompson Okanagan Tourism inclusive experience design, accessibility audits* |
| *2. Economic Impact* | Economy SDGs:<br>- 2. Food security and quality<br>- 8. Promotion of sustained inclusive and sustainable economic growth and decent employment<br>- 9. Sustainable and resilient tourism infrastructures and promotion of innovation<br>- 10. Reduction of inequality | *Ottawa Tourism Economic Impact Study[4]; Twentytu Hi-Tech hostel* |
| *3. Environmental Stewardship* | Climate Change SDGs:<br>- 7: Guarantee access to sustainable energy<br>- 13: Adopt urgent measures to combat climate change<br>Environmental Protection SDGs:<br>- 6: Use and sustainable water management<br>- 12: Production and responsible consumption<br>- 14: Sustainable uses of aquatic ecosystems and marine resources<br>- 15: Biodiversity and protection of land ecosystems and natural and urban landscapes | *The Cape Breton Highlands of Nova Scotia; City of Kelowna shared bike and e-scooter program* |

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[4] https://ottawatourism.ca/en/destination-development/research/economic-impact-study

### 4.2.3  Destination Development

Destination BC defines destination development as strategic planning for and advancement of tourism supply by providing compelling experiences, quality infrastructure, and remarkable services to entice repeat visitation.

Revelstoke has positioned itself as a resort destination, but it is also a working community where residents share space and amenities with visitors. The community must therefore strive to be simultaneously a place where people want to visit but also live. This can only be achieved through the strategic provision of infrastructure, built attractions, natural assets, and soft programming such as events and festivals that cater to residents and visitors alike.

Economic, social, and cultural change is constant so ongoing investment to update and diversify the product offer (i.e., local experiences) is essential for remaining viable and competitive as a destination. Expanding product availability can broaden the mix of visitors, increase yield, and diversify seasonality to support sustainable growth. The development of Revelstoke Mountain Resort and the investment that flowed into real estate and facilities was based on catering to the lucrative, but competitive, international downhill skill market.

Destination development can be broken down into several component parts that work in unison but can be targeted individually for care and improvement, as seen in the following table. Visitor-focused elements include products that generate visitor spending, the industry that furnishes the capital and resources for those products, events and festivals, packaging that entails aggregating individual experiences into a marketable product and visitor services. There is also a critical role played by the public sector and local government as advocates and infrastructure providers.

Community-focused elements include asset management, infrastructure, workforce, and economic development. As tourism consists mainly of small businesses that face many limitations on their capacity and growth potential the relationship with government and the community at large is an important one. Public and community investments in natural and cultural resources, infrastructure, education and training and economic development programming can facilitate, amplify, and leverage private sector investment if done smartly.

| Focus Areas | Destination Development | Best Practice: Examples |
|---|---|---|
| **Visitor Focused** | | |
| *Product Development* | Products are the attractions, experiences, facilities, and amenities offered to travellers. Products include both direct visitor experiences such as tours but support services such as hospitality that enables travel. Products attract visitor demand and spending that generates employment, householder income and taxes. | *Tumbler Ridge (TR Global Geopark)* |
| *Industry Development* | Industry development refers to the support network for private sector businesses, often small and medium size, that invest capital in tourism products and services. They also pay taxes, hire employees, and get involved in socio-community affairs. Tourism require access to capital, labour, and other business inputs to be successful. | *Kelowna (Big White Resort)* |
| *Events* | Sport, culture/heritage, and other events play a critical role in supplementing product and destination development. They directly attract new visitors, stimulate business and economic growth, build brand recognition, assist with seasonal diversification, and can contribute to community pride and wellbeing. | *Northern FanCon (various communities)* |
| *Packaging* | The entire destination presents a visitor experience composed of a variety of interactions and market transactions throughout the trip. Packaging combines at least two or more service elements such as airfare, accommodation, transfers, meals, gear rental and tours. Packaging can make the visitor experience seamless, user-friendly, and cost effective. | *Tourism Summerland (Bottleneck Drive)*<br><br>*Nanaimo (Cedar Yellow Point Artisan Association)* |
| *Visitor Services* | The key role of visitor services is to provide tourists with information and assistance prior to, during and after their trip experience. It is commonly delivered through bricks and mortar Visitor Information Centres but can also involve coordination with local tourism operators. Increasingly, it is being influenced by digital technologies and changing consumers needs/tastes. In BC, DBC manages the Visitor Information Centre Network and partially funds community facilities. | *Tourism Tofino (mobile visitor kiosk)* |

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| Focus Areas | Destination Development | Best Practice: Examples |
|---|---|---|
| **Community Driven** | | |
| *Asset Management* | Many visitor experiences rely on land, natural resources and cultural/heritage assets that fulfill a variety of functions and serve many user groups, not just tourists. In British Columbia, the abundance of nature-based experiences and emerging products like Indigenous tourism, gives asset management heightened importance. | *Village of Cumberland (Mountain biking trail building and access agreements with Timber West)* |
| *Infrastructure* | Most tourism activity would be impossible without municipal, transportation, utility, communication, and other infrastructure. According to the World Tourism Council, infrastructure is the single most important key to tourism growth and performance. It is a critical component of sustainability and local quality of life as well. | *City of North Vancouver (Shipyards)* |
| *Workforce Development* | Labour is a key input for any tourism operator, whether skilled or unskilled. Labour closely influences productivity as well as the nature of interactions with tourists. A skilled workforce is valuable in building quality tourism businesses and a quality destination. As most tourism businesses are small and medium-size their ability to undertake skills development is limited. Consistent, quality training is particularly relevant for communities reliant on tourism as an economic base sector. | *Sun Peaks (Above market compensation packages)* |
| *Economic Development* | In the municipal context economic development involves policies directed at affecting the business climate through a variety of programs and initiatives. It is about enhancing the factors of productive capacity - land, labour, capital, and technology – of a local economy and attracting investment. | *City of Quesnel (Business Support Team)* |

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### 4.2.4  Destination Marketing

Destination Marketing is the function of identifying visitor experiences and promoting the destination to attract visitors. As well, the development and delivery of the destination brand promise is intended to be in alignment with the visitor experiences. The marketing process includes the identification of the target audiences that are a fit for the destination's market-ready product and experiences and the promotional strategy to reach them. Visitors are segmented by travel purpose to ensure relevant strategies are a fit for the target audiences. People travel for business, events, conferences, medical reasons, family matters, leisure (visiting friends and relatives, weddings, family events, etc.). Visitor services is considered part of the destination marketing framework to support visitors throughout the purchase funnel.

The speed at which technology changes consumer behaviour requires monitoring of these changes and being responsive to them. According to DestinationNEXT, the goal of personalized, real-time, digital connectivity with travel and other consumer brands is much more of a reality than it was even two years ago. The big shift has been the growing sophistication of artificial intelligence (AI) and its more complex subset, machine learning. AI is the personalization engine powering digital conversion across all industries, giving brands the ability to deliver the right message to the right customer at the right time to drive purchase behavior. Some of the primary use cases for AI in travel include destination and product search, social media targeting, the sharing economy, conversational commerce (voice and text chat), augmented reality, autonomous systems, live inventory management, dynamic pricing, and all kinds of hyper-personalized brand messaging. Travel suppliers of all sizes have more opportunities to increase e-commerce sales. Therefore, destination organizations can drive higher traffic to those companies, helping increase conversion for a wider and more equitable breadth of local travel providers.

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| Focus Areas | Destination Marketing | Best Practice: Examples |
|---|---|---|
| **Visitor Focused** | | |
| *Destination Brand* | The position that potential visitors or current visitors hold in their minds are relative to their own perceptions, values, and experiences. Creating a positive impression in the awareness stage that is demonstrative of their unique "personas" can lead prospects through the purchase cycle. Also changing negative perceptions needs to be considered. The brand promise must be in alignment with the visitor experience. | *New Zealand, Australia* |
| *Visitor Experience* | The visitor experience itself is subjective to each individual based on their values and expectations even though they may encounter the same tangible and non-tangible elements of places and people. While the visitor experience is a result of many touchpoints and encounters by numerous contributing factors, in marketing, the messaging does not "over promise" visitor expectations. Further, the "touch points" of a visitor experience must be mapped and accounted for throughout the purchase cycle or funnel to ensure visitor satisfaction and positive word-of-mouth sharing of experiences. | *Tourism Ireland Doors of Thrones* |
| *Visitor Promotional Strategy* | People have access to information by digital means now more than any time is our history. Traditional and digital methods make up the promotional strategy framework with the dominance of digital channels exceeding traditional channels. Channel identification is led by consumer research and monitoring and evaluation of current strategies. Content development and digital assets are baseline activities in any strategy. Content planning is essential to tell the brand story and to inspire visitors to advocate on behalf of the destination. The outgoing information is targeted to the audiences. | *South Africa Tourism "24 Hours of Wow"* |
| *Visitor Digital Presence* | Use of digital media and advances in technology will continue to change the way destinations interact with visitors. Demand for personalization needs to be balanced with privacy issues. Monitoring of digital usage and habits is required to stay current with how visitors engage with content. | *Faroe Island Sheep View Map* |

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| Focus Areas | Destination Marketing | Best Practice: Examples |
|---|---|---|
| **Community Driven** | | |
| *Branding* | Community input and adoption of the destination brand by the community stakeholders is essential as the community as whole is host to guests. Evidence of community pride and a welcoming culture supports the brand promise which contributes to the visitor experience. Monitoring the brand position over time by select target audiences supports marketers to continue to appeal and attract these target groups. As defined by Ritchie & Ritchie, the destination brand is a name, symbol, logo, trademark, or other graphic that both identifies and differentiates the destination; furthermore, it conveys the promise of a memorable travel experience that is uniquely associated with the destination. It also serves to consolidate and reinforce the post travel recollection of pleasurable memories of the destination. | *Greenland* *Greenland.com* |
| *Visitor Promotional Strategy* | Community alignment of the brand promise and corresponding marketing messages need to be consistent amongst all partners in promoting the message. Partnerships with stakeholders will amplify messages and leverage resources. | *Tallin, Estonia* *Off-season travelling* |
| *Communications /PR Strategy* | Identifying community stories of those individuals and families who make up the host ambassadors for tourism experiences create authenticity and connectivity to storytelling. These stories provide content to appeal to non-paid media and public relations channels of communication. | *Africa* *Unite 4 West Africa* |
| *Industry Communications* | Stakeholder communications ensures alignment with the vision and brand promise for marketing efforts to work collectively with the brand ambassadors throughout the community. | *Greece* *EcoClub* |
| *Community Digital Presence* | Digital presence is the single most important asset to manage given the importance of the official destination website and social media channels to create awareness and interest in a destination. Alignment of destination marketing messaging through digital channels are amplified by the host community businesses and organizations. Further the evolution and application of digital technologies are profoundly changing the way people live, work, travel and do business, and in the process, they are transforming and reshaping tourism. | *Helsinki, Finland* *WeChat Mini Program* |

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## 4.3   STAKEHOLDER ENGAGEMENT BY FUNCTION

Each destination management function needs the role and responsibility of the administrative body identified, defined, and clarified for cross-functional or departmental projects and processes with other stakeholder groups/organizations.

### RACI Responsibility Chart

RACI is a project management and change management tool that can be used for identifying and assigning roles and responsibilities. For this context, the RACI assignments would be:

- **R: Responsible** – What entity is responsible for the function
- **A: Accountable** – Who is accountable – which department, person
- **C: Consulted** – Who needs to be consulted (entity/department/stakeholders)
- **I: Informed** – Who needs to know about the projects and status (entity/department/stakeholders)

A RACI chart, demonstrated below, will form a task for the Revelstoke Tourism Alliance as the process moves forward.

| Function | Audience | Responsible | Accountable | Consult | Inform |
|---|---|---|---|---|---|
| Destination Marketing | Community | | | | |
| | Visitor | | | | |
| Destination Insights | Community | | | | |
| | Visitor | | | | |
| Destination Development | Community | | | | |
| | Visitor | | | | |
| Destination Sustainability | Community | | | | |
| | Visitor | | | | |

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## 4.4 PLANNING CYCLES

One of the challenges of Alliance planning will be coordinating and aligning the different partner and stakeholder planning cycles. The following table shows key partner plan timelines. Each administration role for the destination management function should be reflected in a planning cycle for 3-5-year strategic planning, with updates as required and annual work plans.

| Stakeholder Plans | Lead Entity | Planning Cycle | Reporting Cycle | Renewal Timing | Strategic Direction |
|---|---|---|---|---|---|
| *Destination Tourism Strategy* | Tourism Revelstoke and City of Revelstoke, Economic Dev. | 2018-2022 | Annual Reports due May 31 each year<br><br>Tactical Plans due November 30 each year | 2022<br><br>MRDT Plan – renewal timeframe | 1. Year-round destination<br>2. Multi-day stay<br>3. Recognizable destination brand<br>4. Long-term tourism planning<br>5. Exceptional Visitor Servicing & Remarkable Visitor Experiences<br>6. Annual Marketing Plan/Digital Strategies<br>7. Visitor Access<br>8. Financial Stability |
| *Resort Development Strategy* | Resort Municipality Initiative City of Revelstoke, Economic Dev. | 2019-2021 | Annual Reports due June 30 each year<br><br>Quarterly Reports due month following each quarter | 2021 | 1. Maximize peak seasons<br>2. Increase event opportunities<br>3. Increase year-round cultural tourism product<br>4. Create consistent destination story through maps, signage, wayfinding<br>5. Create exceptional visitor experiences<br>6. Integrate research and data into tactical plans<br>7. Improve transportation into and around Revelstoke<br>8. Ensure financial sustainability |
| *Official Community Plan* | City of Revelstoke | Currently being updated | | | 1. A range of housing options and affordability<br>2. Environmental protection and stewardship<br>3. Climate change action<br>4. Personal and community economic growth and stability<br>5. A responsive and caring social support system<br>6. Opportunities for lifelong learning<br>7. Fostering of diverse cultural and spiritual values<br>8. A range of recreation and activities for residents and visitors |

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| Stakeholder Plans | Lead Entity | Planning Cycle | Reporting Cycle | Renewal Timing | Strategic Direction |
|---|---|---|---|---|---|
| *Revelstoke Community Economic Development Plan* | City of Revelstoke | 2017-2021 | Annual Reports due April 31 – tied to annual budget for City Council (timelines can vary) | | 1. A diverse and strong community economy<br>2. A future focused community<br>3. Strong transportation infrastructure within & beyond Revelstoke<br>4. Protected and enhanced access to affordable living<br>5. Engagement through collaboration and partnerships<br>6. Social wellbeing |
| *City of Revelstoke Infrastructure Planning* | City of Revelstoke | | | | |
| *Parks, Facilities, and Recreation Master Plan* | City of Revelstoke Parks and Recreation | Currently being developed | | | |
| *Wayfinding Strategy* | City of Revelstoke Engineering | Phase 1 March 2020- November 2021 | | | Phase 1 wayfinding strategy includes: Gateway, Welcome, vehicle directional, Park Identification, Social Engagement and community banners. |
| *Housing Action Plan* | City of Revelstoke Dev. Services | Currently being developed | | | |
| *Transportation Master Plan* | City of Revelstoke Engineering | Currently being developed | | | |
| *Strategic Plan* | Revelstoke Chamber of Commerce | 2018-2020 | June 2021 | | Member Engagement: Reaching out to current and future members with enhanced services; developing strategies to improve the retention of our members.<br><br>Business Community Relations: Understand mandates and identify needs of various strategic partners to determine collaborative opportunities<br><br>Advocacy: Working with our membership to identify and develop positions on prominent business |

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| Stakeholder Plans | Lead Entity | Planning Cycle | Reporting Cycle | Renewal Timing | Strategic Direction |
|---|---|---|---|---|---|
| | | | | | issues and advocating on their behalf.<br><br>Board and Staff Development: Ensuring continuous growth in our organization's governance model and staff capacity. |
| *RMR Master Plan Update* | Revelstoke Mountain Resort | Master plan update 2019 | | 2024 (every 5 years) | 1. To create a successful, year-round recreational resort that would become a global destination<br>2. Stabilize and revitalize the Revelstoke economy<br>3. Add recreational, cultural, and commercial opportunities |
| *Parks Canada Draft Management Plan* | *Parks Canada* | Currently being developed (engage phase) | | | *Management Plans for:*<br><br>1. Mount Revelstoke<br>2. Glacier National Parks<br>3. Rogers Pass Historic Site |

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# 5.0 MEASUREMENT AND REPORTING

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Measuring and communicating progress ensures the destination is seeing a return on investment that is aligned with the destination's vision and strategy.

# 5.0 Measurement and Reporting

## 5.1 MONITORING, EVALUATION AND REPORTING

Tourism organizations understand how important it is to measure performance. Measuring performance helps ensure that they spend their time on high-value activities and helps partners, particularly funders, know what they are receiving in return for their investment.

An effective tourism management plan will ultimately be measured by tracking performance; but, what to track, what data to use and how to communicate to audiences is not always obvious or straightforward. Even the choice of an evaluation framework can be confusing. The Balanced Scorecard, Base of the Pyramid Model, Key Performance Indicators, and SWOT (Strengths. Weaknesses, Opportunities, Threats) analysis are all valid frameworks though some are more commonly used than others. The approach recommended here is referred to as the logic model because of its adaptability and flexibility in multi-stakeholder environments.
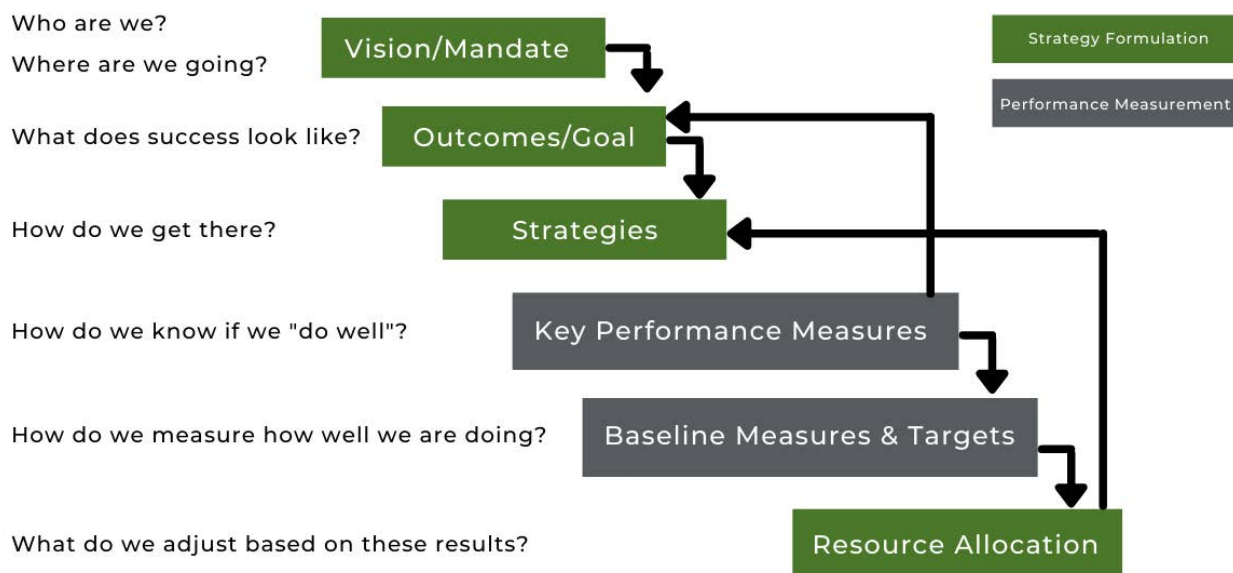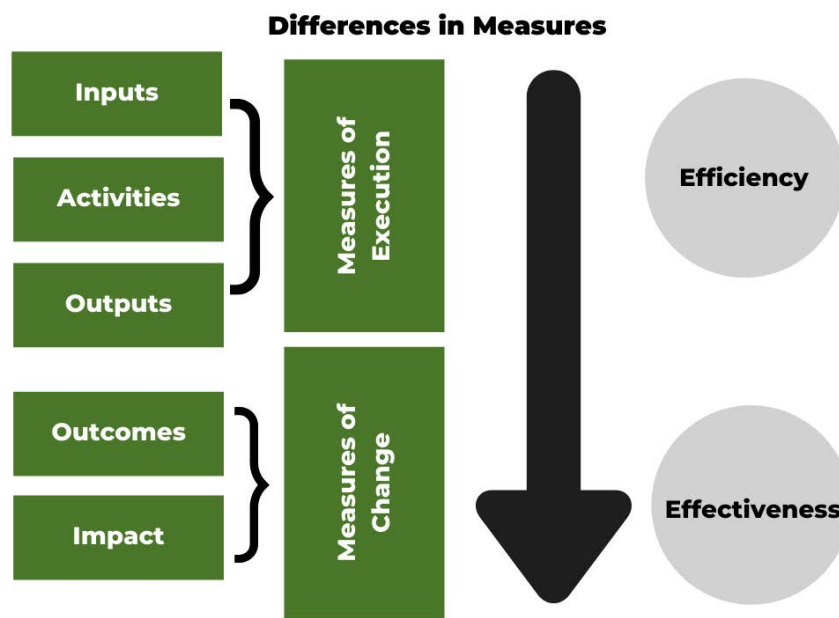


The logic model was developed in the 1970s and it is widely used in the field of economic development and program evaluation. It is based on four dimensions of measure, including inputs (the resources used), activities (the actions taken through a program or services), outputs (a delivered quantity such as the number of visitors served) and outcomes (change in conditions that indicate progress toward achieving vision, mission, and goals). It is the outcomes that represent the principle direction pursued by the organization or partnership.

There are four steps to developing a performance measurement framework: initiate the plan, build consensus on roles and responsibilities, create the logic model, and implement (measure). It is particularly important that key stakeholders involved in plan development are

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on board and on the same page. They need to agree on the desired outcomes, the actions that will be taken to get there and the time and resources to be invested in both. When developing measures, it is essential that key stakeholders discuss the desired outcomes and the measurement framework in the context of their own organizations. Shared values and outcomes should create alignment and support for the destination management plan. A key objective of the process is to share ownership of the performance measures and build credibility for the values being reported.

The logic model will take shape once the strategic direction of the plan is set out and show clearly the 'if – then' logical relationship between inputs/activities/outputs and outcomes. It will allow Revelstoke to see if it is allocating the right resources and inputs and implementing the right activities to reach the desired outcomes.

Ultimately the logic model will facilitate measuring of execution and change, as seen in the following graphic.

**Differences in Measures**

| Inputs | | |
|---|---|---|
| Activities | Measures of Execution | Efficiency |
| Outputs | | |
| Outcomes | Measures of Change | Effectiveness |
| Impact | | |

The key steps in developing performance measurement framework will entail the following:

- design the model (input, activities, outputs, outcomes)
- agree on clear, desired outcomes, and make sure they have been linked back to goals
- ensure outcomes are measurable
- divide outcomes into short-term, medium-term and long-term
- develop a short list of measures to drive benchmarking and tracking

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## 5.2    KEY PERFORMANCE INDICATORS

The fuel that drives the logic model are the indicators, which should be targeted, relevant, accessible, and convenient. Common failings in selecting indicators are believing more is better, over-emphasizing inputs, activities and outputs and under-emphasizing outcomes.

Typically key performance indicators (KPIs) will be included from the following areas: Planning and research, Partnerships and team building, Leadership and coordination, Marketing and promotion, Product/experience development, Community and stakeholder relationships and involvement and visitor management.

Common measures often seen in destination management include:

- room rates
- occupancy rates
- RevPar (revenue per available room)
- number of visitors
- season of visitation
- expenditures
- employment
- household income

There are many others that could conceivably be built into the plan but as noted above this would be contingent on overall plan direction and anticipated outcomes. It is noted that some of these measures are already being captured, for example in MRDT and RMI tracking and reporting, so would not require an incremental effort.

A major issue in performance measurement is known as the degree of attribution, that is the degree to which a change in outcome can be attributed to the intervention in question (i.e., the activities and outputs). The longer the time-period involved the greater the likelihood that other events and drivers outside of the control of the organization may be influencing the cause-effect linkage. Generally, multiple lines of evidence built around performance stories is the best way to argue and prove attribution by the organization.

Finally, performance measurement is about communicating progress to important audiences. That can include an internal dimension that supports strategic planning, program development and resource allocation, or it can be externally focused such as informing and educating the public, community organizations and importantly partners and funders.

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## 6.0  NEXT STEPS

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Moving to a destination management framework is a journey. The journey begins with aligning community stakeholders for support and action.

# 6.0 Next Steps

## 6.1 PHASE 1 – NEXT STEPS

Revelstoke has demonstrated a capacity for cooperation amongst stakeholder groups, however converting to a destination management model will increase the need for a collective approach to charting the future of the community.

The following steps are recommended to lay the groundwork for a destination management planning process led by the three primary administrative entities to commence the process. (City of Revelstoke, Tourism Revelstoke, Revelstoke Chamber of Commerce).

### 6.1.1 Mobilize stakeholders to form the Revelstoke Tourism Alliance

a. Identify contacts from the stakeholder list
b. Determine an engagement strategy
c. Determine a communications strategy
d. Commence outreach to generate interest
e. Identify what expertise each stakeholder group can contribute to the research and information gathering stage (pre-planning)
f. Develop a draft terms of reference for the alliance
g. Finalize agreements to establish the alliance
h. Review the self-assessment tools
i. Establish a website presence that summarizes the vision for a community tourism management model in one location that is the main source of information about the alliance and ensure each stakeholder group promotes it in their communications

### 6.1.2 Identify baseline research and information to inform the planning stage

Tailored, local research would help quantify the impacts of tourism in Revelstoke, help with communications activities and get a jump start on performance measurement for the destination management plan.

a. Summarize COVID-19 Recovery Plans (Government at all levels, Destination Canada, Destination BC, Kootenay Rockies Tourism)
b. Prepare local COVID-19 impact assessments
c. Evaluate the basic Value of Tourism Model (currently in progress with DBC) and determine whether any enhanced modelling is required, for example through a custom run of the provincial input-output model.
d. Consider visitor profile analysis utilizing existing TELUS Insights data and the new release of the Environics Analytics data sources for personification by EQ/ PRIZM market segmentation
e. Consider market analysis utilizing Environics Analytics data sources for new market opportunities by EQ/PRIZM market segmentation
f. Consider an integrated approach to research and insights through a partnership model (ROVE)
g. List qualitative measures that can be directly attributed to the organization such as engagement with members and residents, collaborative initiatives with community groups

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## 6.2    PHASE 2 – DESTINATION MANAGEMENT PLAN DEVELOPMENT

The following steps are recommended for producing the destination management plan.

### 6.2.1 Develop a Terms of Reference for the Destination Management Plan

| A.  Establish scope and content |
| --- |
| The main components of a DMP would be: <ul><li>The benefits of tourism and its role in positioning Revelstoke as a resort community</li><li>The organizational setting</li><li>The planning, policy, and partnership setting</li><li>Brand description and marketing</li><li>Market and demand-side profile</li><li>Destination and supply-side profile</li><li>Product-market match</li><li>Strategic direction consisting of principle, vision, mission, and goal statements</li><li>Strategy recommendations for moving forward, arranged according to focus areas such as products & experiences, infrastructure & amenities, destination attractions, events & festivals, labour market, investment attraction, sustainability & partnerships</li><li>Action plan outlining roles, responsibilities, timing, and resource requirements</li><li>Performance evaluation</li></ul> |
| **B.  Define deliverables** |
| <ul><li>A current situation assessment or baseline that presents demand and supply-side conditions as of today as well as an industry and destination outlook</li><li>Comprehensive engagement with government, partners, industry, and the public</li><li>The DMP with all strategic content as outlined above</li></ul> |
| **C.  Identify budget** |
| <ul><li>A budget range of $80,000 to $100,000 is recommended, which would be finalized according to the amount of engagement to be undertaken by the consultants.</li></ul> |
| **D.  Identify timing** |
| <ul><li>A carefully crafted and vetted DMP would take ~ one year to complete.</li><li>Include a phased approach to deliverables based on confirmed and contingent funding, according to each of the three deliverables identified above.<ul><li>Current Situation Assessment -$30,000-$35,000 (contingent on customized data purchases)</li><li>Engagement Program - $20,000-$30,000</li><li>DMP Development - $30,000-$35,000</li></ul></li></ul> |

### 6.2.2  Secure funding and confirm timing for Destination Management Plan

    a.  Identify major funders and secure core funding for the DMP; and
    b.  Identify and recruit key partners for funding, either for cash or in-kind contributions. Parks Canada and Revelstoke Mountain Resort is recommended to be included in this recruitment.

### 6.2.3  Prepare and issue a Request for Proposal

# 7.0 APPENDICES

Many plans, materials, and best practice resources support the transition to a destination management model.

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# 7.0 Appendices

## 7.1    STAKEHOLDER REPRESENTATION

| Stakeholder Type | Includes |
|---|---|
| Visitors | Local, Regional, Provincial, Rest of Canada, International |
| Community | Residents, Clubs, Organizations, Consortiums |
| Community Leaders | First Nations, Community Advocates |
| Destination Marketing / Management Organizations | Tourism Revelstoke (local), Kootenay Rockies (regional), Destination BC (Provincial), Destination Canada (National) |
| Tourism Operators | Local, Regional, Provincial, Federal |
| Economic Sectors | Other than tourism / Local, Regional, Provincial, Federal |
| Industry & Support Services | Businesses, Sector Groups, Business Organizations |
| Government | Municipal, Regional, Provincial, Federal |

| Visitors | | |
|---|---|---|
| Stakeholder | Primary Role in Tourism | Comments |
| *Hyper-local* | Supports local economy Local/regional area | Identify ideal visitors by values and alignment with community vision |
| *Intra-provincial* | Supports local economy Rest of BC | |
| *Inter-provincial* | Supports local economy Alberta | Secondary: Ontario, Saskatchewan |
| *International* | Supports local economy USA (PNW), WA, CA; Europe (UK, Germany) | Secondary: USA (TX,CO,FL,NY); Australia, New Zealand, Europe (Netherlands) |

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| Community | | |
|---|---|---|
| **Stakeholder** | **Primary Role in Tourism** | **Comments** |
| *Residents at-large* | Acceptance of tourism, welcoming attitude, benefactors of positive tourism (recreation, etc.), negative impacts can affect attitude toward tourism. | Residents: Local, part-time, full-time, seasonal. Consider volunteers, event holders, multi-generational family with history, historians, seniors/elders, youth |
| *Community Resident Groups* | Lifestyle Revelstoke Mountain Resort / Revelstoke Mountain Homeowners Association | |
| *Community Clubs/ Associations/ Societies* | Recreation Revelstoke Snowmobile Club, Revelstoke Golf Club, Revelstoke Cycling Association, Revelstoke Nordic Club, Revelstoke Paddle Sports Association, Revelstoke ACC ,social service organizations, Arts Council, Heritage Society | |
| *Community Environment Groups* | Wildsight | |
| *Community Alliances – Consortiums* | Community tourism stakeholders in regional corridor plans / Corridor destination development plans | Destination BC destination development plans include Highway 1 and West Kootenays Regional areas |
| | Migrate travel concerns around Kicking Horse Canyon closure with Tourism Golden & Sicamous *Get Into BC* consortium | |

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| Community Leaders | | |
|---|---|---|
| **Stakeholder** | **Primary Role in Tourism** | **Comments** |
| *First Nations Indigenous Friendship Society* | Traditional lands, history, culture, tourism development | Ktunaxa Regional Branding initiative, Shuswap Lake Tourism Interpretive Story board development along hwy 1 |
| *Sinixt Nation* | | |
| *Ktunaxa* | | |
| *Secwépemc* | | |
| *Syilx (Okanagan)* | | |

| Destination Marketing and Management Organizations (local, regional, provincial, and federal) | | |
|---|---|---|
| **Stakeholder** | **Primary Role in Tourism** | **Comments** |
| ***Tourism Revelstoke*** (Revelstoke Accommodation Association) | Destination Marketing, stakeholder and community engagement, advocacy | Aligned with Chamber of Commerce for visitor services and City of Revelstoke Community Economic Development for tourism development. Manages Municipal Regional District Tax revenues |
| *Board of Directors* | Approve MRDT budget allocation by vote from annual tactical strategy each fall | Board composition seven accommodators |
| *Revelstoke Tourism Advisory Committee (RTAC)* | Advisory body, provides recommendations on tourism development, promotion, and marketing | Multi-stakeholder approach supports the broader vision of tourism in Revelstoke. Aligns with Destination Management Model. Representation from tourism, businesses, government, and businesses |
| *Tourism Revelstoke Staff* | Strategic Planning and execution of annual plans Liaison with other stakeholders | Implementation of 5-year and 1-year operating plans. |
| ***Kootenay Rockies Regional Tourism Association*** | Delivers various Destination BC services, additional supports via BC Regional Tourism Secretariat, other services unique to each region | <ul><li>Regional destination management organization</li><li>Regional Strategy</li><li>Community consortium tourism development plans with Destination BC</li></ul> |
| ***Destination BC/*** Government of BC | Provincial destination management organization | Destination marketing and development mandate with corresponding programs; Destination Stewardship programs - Biosphere Destination Certification |
| ***Destination Canada/***Government of Canada | National destination marketing organization | Destination marketing mandate with corresponding programs |

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| Government (from local, regional, provincial, and federal) | | |
|---|---|---|
| Stakeholder | Primary Role in Tourism | Comments |
| *City of Revelstoke* | | |
| *Mayor & Council* | Leadership, advocacy, municipal infrastructure, land use and zoning | Mayor and council develop and evaluate municipal policies, programs, and other directions, including establishing standing committees and appointing people to those committees<br>Revelstoke Integrated Community Sustainability Plan<br>Revelstoke Food Security Strategy<br>Revelstoke Technology Strategy |
| *Economic Development Commission* | EDC objectives include:<br>Supporting long-term economic stability and growth in the area.<br>Increase economic diversity in the area.<br>Increase local employment opportunities.<br>Encourage financial investment in the area.<br>Promote local control and benefits. | The City of Revelstoke and Electoral Area B through the Revelstoke Sub-Regional Economic Development Commission of the Columbia Shuswap Regional District (CSRD) wish to participate in the achievement of economic growth and stability of Revelstoke and area. To support this objective, there is a continuing need for public input and advice. Currently updating ToR for the EDC |
| *Community Economic Development* | Manages Resort Municipality Initiative (RMI- Province of BC funding) – Implement Revelstoke Resort Development Strategy (RDS) (capital projects, services (programs, events); economic development | RDS Tourism Initiatives Committee Aligned with Tourism Revelstoke.<br>Revelstoke Community Economic Development Plan, 2017-2021 |
| *Planning & Development* | Official Community Plan, vision, economic development, and tourism goals; development policy | OCP currently being updated, new vision complete |
| *Corporate Administration* | Support Mayor and council, contract, and records | |
| *Finance* | Budgets and annual financial plan | |
| *Engineering* | Infrastructure (plan, design, budget & administer) | |
| *Parks, Recreation and Culture* | Facilities, Parks, Trails Strategy, Museums; Parks, Recreation and Cultural Master Plan | |
| *Social Dev. Committee* | Poverty Reduction | |

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| Stakeholder | Primary Role in Tourism | Comments |
|---|---|---|
| *Columbia Shuswap Regional District* | Tourism Shuswap CSRD Area B (Rural Revelstoke)* | Kicking Horse Canyon Highway project |
| *Province of BC* | | |
| *Ministry of Tourism, Arts, Culture and Sport* | Supports the resiliency and sustainable growth of British Columbia's tourism economy. | Service Plan includes support for Destination BC, Resort Municipality Funding, Regional DMOs, infrastructure funding, policy development, Tourism Events programming |
| *Forests, Land, Natural Resource Operations and Rural Development* | Responsible for the stewardship of provincial Crown land and ensures the sustainable management of forest, wildlife, water, and other land-based resources. Works with Indigenous and rural communities to strengthen and diversify their economies. Includes Rec Sites & Trails BC. | Numerous departments involved in tourism, including tenure, heritage, access and resource roads, recreation sites and trails and various backcountry policies. |
| *Ministry of Transportation and Infrastructure* | Highway signage, subdivision development and highway access in rural areas. | |
| *BC Ministry of Agriculture, Food & Fisheries* | High level agritourism & local food discussion. | |
| *BC Ministry of Finance* | MRDT/OAP | MRDT reports required to DBC and this Ministry administers the program |
| *BC Parks / West Kootenay Parks* | Campgrounds | |
| *BC Wildlife Management Branch* | | Major employer |
| *Government of Canada* | Travel and tourism policy, Tourism Growth Strategy | Includes support for Destination Canada (see DMOs) |
| *Parks Canada* | Mount Revelstoke National Park – manage, promote, and experience development | Management plans State of the park assessments Major Employer |
| *Western Economic Diversification (WED)* | Economic diversification funding for Western Canada | New delivery agency for BC forthcoming |
| *Avalanche Canada* | Work with them for all things backcountry | Avalanche Canada |

*\* visitor sites and amenities located outside City of Revelstoke boundaries: lake access, ferry landing, recreational real estate, trails*

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| Tourism Operators | | |
|---|---|---|
| **Stakeholder** | **Primary Role in Tourism** | **Comments** |
| *Revelstoke Mountain Resort* | Full-service year-round mountain resort | Master Resort Plan<br>Longest descent in North America<br>Major employer |
| *The Regent Hotel* | Accommodation, 112 Restaurant, River City Pub | Also owns The Stoke Hotel & Revelstoke Best Western |
| *Hillcrest Hotel* | Accommodation | Major employer |
| *Big Chubby Idiot* | Food & beverage | 3 major restaurants in town owned by the same person |
| *La Baquette* | Food & beverage | Major employer |
| *Revelstoke Property Services* | Visitor Services | Large Vacation Rental property management company |
| *Revelstoke Dam Visitor Centre* | Visitor Services - Seasonal | Summer only |
| *SkyTrek Adventure Park & Enchanted Forest* | Attraction | Highway between Revelstoke & Sicamous |
| *Museums & Gallery Collective* | Attractions:<br>Revelstoke Railway Museum<br>Revelstoke Museum & Archives<br>BC Interior Forestry Museum<br>Revelstoke Art Gallery | |
| *Revelstoke Golf Club* | Golf | Summer only |
| *Revelstoke Snowmobile Club* | Snowmobiling | Winter only |
| *Heli Ski Operators* | Hel-skiing:<br>Selkirk Tangiers<br>Mica Heli<br>Eagle Pass Heli<br>Canadian Mountain Holidays (CMH) | Major employer<br><br>Major employer |
| *Everything Revelstoke / Stoke Shuttle* | Transportation: runs current shuttle from YLW to Revelstoke, contracted to run local resort shuttle and contract for BC transit | |

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| Economic Sectors of Focus (Non-tourism) | | |
|---|---|---|
| Stakeholder | Primary Role in Tourism | Comments |
| *Transportation (Rail)* | CP Rail | Major Employer |
| *Agriculture* | Agri tourism, Farmers Markets, Local Food Initiative | |
| *Construction* | | |
| *Education* | | School District 19, Ecole des Glaciers, Okanagan College |
| *Entrepreneur* | | |
| *Forestry* | Downie Timber | Major Employer |
| *Health & Safety* | Interior Health- Rural/Remote Physicians; RCMP | Major Employer |
| *Hydro* | Mica and Revelstoke DAMS | Major employer |
| *Non-profit* | social development, community connections, childcare society | |
| *Retail* | Downtown core, Save on Foods, Retail committee (Chamber) | No downtown association Major employer |
| *Technology* | | |

Figure 2: Revelstoke Sectors of Focus

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| Industry & Support Services | | |
|---|---|---|
| **Stakeholder** | **Primary Role in Tourism** | **Comments** |
| *Chamber of Commerce* | Visitor Experience Services – Visitor Centre, (print materials), Business Advocacy | Membership based. Aligned with Tourism Revelstoke and CED, business resource links online |
| *Community Futures Revelstoke* | Business development and support service. Funding access. | Vision: Through Community Futures' leadership in sustainable community economic development, Revelstoke becomes the best place to choose to live and work. |
| *Revelstoke Arts Council* | Development, promotion, stimulation, and support of arts & cultural heritage. | |
| *Indigenous Tourism BC (ITBC)* | Grow and promote a sustainable, cultural rich indigenous tourism industry. Business and community development. | |
| *Tourism Industry Association of BC (TIABC)* | Membership advocacy group for the interests of the BC tourism industry. | Advocacy & Policy Development Membership & Strategic Alliances Strategic Communications & Government Relations Operational Sustainability & Excellence |
| *Tourism Industry Association of Canada (TIAC)* | Membership advocacy group for the interests of the Canadian tourism industry. | |
| *CP Rail* | Access for rafting companies | |
| *BC Hotel Association (BCHA)* | Membership advocacy group for hotel sector | Membership open to all accommodation types |
| *BC Destination Marketing Organization Association (BCDMOA)* | Membership advocacy group for the BC community DMO sector and MRDT communities | |
| *Columbia Basin Trust* | Resident and community grants and programs for the Columbia Basin region | |
| *Museums & Galleries Collective* | Development, promotion, stimulation and support of history and heritage. | |
| *Imagine Kootenay* | Regional Economic Development, marketing | |

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| Stakeholder | Primary Role in Tourism | Comments |
|---|---|---|
| *BC Sector Organizations* | Provincial / sector marketing groups BC Ale Trail, Fishing BC, BC Golf, BC Mountain Bike, BC Snowmobile Federation, Canada's West Ski Areas (Alpine, Cat, Nordic), | |
| *Basin Business Advisors* | Supports and inspires entrepreneurship and builds economic capacity in Basin communities by strengthening and supporting existing businesses. | |
| *WorkBC* | Business and workforce support /job postings | |

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## 7.2    DOCUMENT REVIEW

Resources used for this report include:

1. UNTWO Guidelines for Institutional Strengthening of Destination Management Organizations – Preparing DMOS for new challenges
2. Destination International Destination NEXT Futures Study 2019 edition
3. UNTWO Recommendations on Tourism and Rural Development
4. A framework for rural tourism destination management and marketing organisations, by Samuel Folorunso Adeyinka-Ojo, Procedia Social and Behavioral Sciences (2014)
5. The Competitive Destination, Ritchie and Crouch
6. Marketing and Managing Tourism Destinations, Morrison

Client supplied online sources include:

1. Tourism Revelstoke – Consumer website
2. Revelstoke Chamber of Commerce
3. City of Revelstoke - Economic Development
4. City of Revelstoke - Development Services & Planning

Client supplied documentation include:

1. Destination BC – Highway 1 Corridor Destination Development Strategy
2. Destination BC – West Kootenay Revelstoke Destination Development Strategy
3. Revelstoke Sustainability Presentation
4. City of Revelstoke – Resort Development Strategy 2019-2021
5. City of Revelstoke – Resort Municipality Initiative Annual Report – 2019
6. Revelstoke Mountain Resort – Master Plan Update – 2019
7. Revelstoke Brand Identity – 2018
8. Working with Tourism Revelstoke
9. Revelstoke and Area B: Community Well-being Survey Results – 2020
10. Revelstoke Sustainability Framework – 2013 (Parts 1 & 2)
11. Columbia River Treaty: Local Governments Committee Recommendations Update – Jan 2021
12. Analysis of a Living Wage for Revelstoke – 2016
13. Climate Change Coordinator Workplan – 2019
14. Revelstoke Community Economic Development Plan – 2017-2021
15. City of Revelstoke Official Community Plan Vision Check-in Report – Jan 2020
16. Revelstoke Investor Profile – Why Revelstoke
17. Revelstoke Economic Development Report – 2017
18. City of Revelstoke Official Community Plan Engagement Strategy – March 2021
19. Revelstoke Annual Tourism Tactical Plan - 2021
20. Revelstoke Annual Tourism Report – 2019
21. Tourism Revelstoke Tourism Stakeholders Open House Presentation – Fall 2020
22. Revelstoke Tourism Advisory Committee Terms of Reference – 2020
23. City of Revelstoke Department Role and Responsibilities
24. City of Revelstoke – Community Economic Development Chart – 2021
25. Kootenay Rockies COVID-19 Resident Sentiment Survey on Tourism –Revelstoke -  2020
26. Research: STR Report, TELUS Insights, Visitor Centre and MRDT