



CITY OF
REVELSTOKE

RESORT DEVELOPMENT STRATEGY

City of Revelstoke

2019-2021



**Resort Municipality
Initiative**

Investing in B.C. Resort Communities

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- Kevin Manuel/Veronika Stevenson
- Peter Nielsen
- Rick Reynolds
- Stephen Jenkins
- Steve Bailey

Additional Tourism stakeholders from the following organizations also provided valuable input to the Resort Development Strategy:

- Tourism Revelstoke Executive Director Meghan Tabor
- Chamber of Commerce Executive Director Jana Thompson
- City of Revelstoke Director of Parks and Recreation Laurie Donato

1.0 BACKGROUND

Revelstoke is located within the Columbia Mountains in the Interior of British Columbia 641 km east of Vancouver, B.C. and 415 km west of Calgary, Alberta. Situated on the Columbia River between the Selkirk and Monashee Mountain Ranges, Revelstoke has a spectacular setting on the main east-west transportation corridor, the Trans-Canada Highway, through British Columbia. Revelstoke has transportation and economic ties with neighbouring geographic regions such as the Kootenays, the Shuswap and the North Okanagan. Approximately 7,600 people live in Revelstoke as of the 2016 Census, though recent estimates from Telus Insights indicate that this number could be much higher.

Four business sectors - forestry, tourism and transportation, hydro-electric power generation - as well as public services and government transfers are the major sources of income in the community.

- The forest industry accounted for 21 % of basic employment income in Revelstoke in 2006 (Stats Canada, 2006).
- Transportation, both rail and highway, continues to be a significant employment generator.
- The growth and development of the tourism and hospitality sector over the past thirty years has contributed to the diversification of the local economy. This sector provided 9% of Revelstoke's base employment income as recorded in the 2006 census data and has increased in the past decade with the development of various outdoor amenities trail systems (mountain bike, Nordic, snowmobile, dirt bike) and Revelstoke Mountain Resort.

The number of business licenses issued by the City has increased steadily in the past few years since the development of Revelstoke Mountain Resort, from an average annual total of 700 to an annual total of over 1,000. The value of building permits for renovation and new construction issued by the City of Revelstoke has also increased since the inception of the Resort Municipality Initiative (RMI) program. From an average of about \$13 million in building permit values in the period leading up to 2007, the average annual value for the past five years has doubled to about \$25 million.

Revelstoke is quickly developing its tourism sector into an all season playground. Outdoor adventures take advantage of our breathtaking scenery in the form of back country hiking, ski touring, heli-skiing, snowmobiling, downhill skiing, snowboarding, mountain biking, river rafting, dirt biking, fishing, rock climbing, canoeing and kayaking. Formal recreational activities include a full service community centre and senior's activity centre, an 18-hole golf course, bowling lanes, fitness centres, tennis courts, skating arena, curling rink, skateboard park and indoor aquatic centre. The area boasts two national parks, three provincial parks, several municipal parks, hot springs developments, and an abundance of camping opportunities.

A major four season resort, Revelstoke Mountain Resort (RMR), opened in 2007 and continues to develop. The resort, only minutes from the downtown core, boasts the longest vertical ski run in North America at 5,620 feet. A new gondola and high-speed quad have been operational since the 2007-08 winter season, and a second new quad was added in 2009. Accommodation properties at the base of the resort were added in 2010-11. The resort is in the process of updating its Master Development Agreement and development phasing with the Province.

Although Revelstoke is located on the Trans-Canada Highway and the main Canadian Pacific Rail (CPR) railway, transportation to the community can be challenging, particularly during the winter months when the highway is subject to avalanches and to road closures to prevent avalanches. These closures affect the highway both east and west of the community. This can be problematic for the tourism sector as the highway is the main link to major markets and to the main airports.

As there is a large volume of traffic on the Trans-Canada, and it is only a two-lane highway both east and west of Revelstoke, the highway can also be closed at other times of the year due to accidents. CPR operates the main railway that passes through Revelstoke. Despite lobbying by the municipal government and the business community, there is very little incentive for CPR to consider leasing its track for passenger rail service to the community. CPR's main business is moving freight. If rail time was offered for a passenger service, this would displace freight trains. To compensate for revenue foregone by displacing freight trains, CPR would have to charge a lease rate to the passenger train operator that makes the cost of the service prohibitive.

There is a small, local airport with charter flights by Pacific Coastal Airlines between Vancouver and Revelstoke in the winter months from January 4th to March 18th, but airport limitations and the viability of the service in future limit the reliability of this mode of transportation.

Finding ways to maximize peak seasons and shift /grow visitation during the shoulder (spring and fall) seasons is a high priority along with turning summer and shoulder season visits into multiday stays. Providing exceptional visitor services and remarkable experiences through consistent levels of service is core to the success of Revelstoke.

2.0 TOURISM INDUSTRY CONTEXT

Tourism is one of the largest and fastest-growing economic sectors in the world. In 2016, international tourist arrivals (ITAs) grew 3.9% over 2015 to reach 1,235 million. Long-term continued growth is expected over the next two decades. According to the UNWTO's Tourism Towards 2030, global ITAs are expected to increase by an average of 3.3% per year from 2010 to 2030.

Over the past decade, there has been steady growth in the economic performance of the Canadian tourism industry. The tourism industry continues to play a significant role in the BC economy. In 2017, the BC tourism industry generated \$18 billion in revenue, a 40% increase from 2007. Also, the tourism industry contributed \$9 billion of value added to the BC economy, as measured through GDP (in 2012 constant dollars). This represents 7% growth over 2016 and 33% growth since 2007. Tourism employed 137,800 people in 2017, a 6.9% increase over 2016. The fourteen RMI communities¹ contributed 29% (\$265M) of the tourism taxes in the province and generated 30% of the tourism export revenues (\$1.97B) in 2015.

Over the past decade, there have been considerable shifts in the tourism marketplace that have resulted in the growing importance of the delivery of outstanding travel experiences. High satisfaction with travel experiences is critical to achieve increased visitor spending, longer stays, repeat visits, and most importantly positive word of mouth marketing via the growing social media channels.

Revelstoke Target Markets

As per both visitor centre and online stats, our primary geographic interest is from the BC and AB markets and will continue to be the major focus of our primary marketing efforts. We do not believe these markets are yet saturated. We believe targeting a few key primary markets and going after them relentlessly will be our key to success. We will also be working with our key tourism operators (RMR and Parks Canada) as well as regional and provincial partnerships in order to effectively reach potential visitors from secondary and opportunity markets.

¹ Fernie, Golden, Harrison, Invermere, Kimberley, Osoyoos, Radium, Revelstoke, Rossland, Sun Peaks, Tofino, Ucluelet, Valemount, Whistler

The geographic target markets we will focus on for the next five years are as follows:

| | |
|---|---|
| Primary Summer Markets: Canada (BC, AB), Europe (UK, Germany), USA PNW (WA, CA) | Primary Winter Markets: Canada (BC, AB), Europe (UK, Germany), USA PNW (WA, CA) |
| Secondary Summer Markets Canada (ON, SK), USA (TX, CO, FL, NY), Australia, Europe (Netherlands) | Secondary Winter Markets: Australia/NZ, UK |

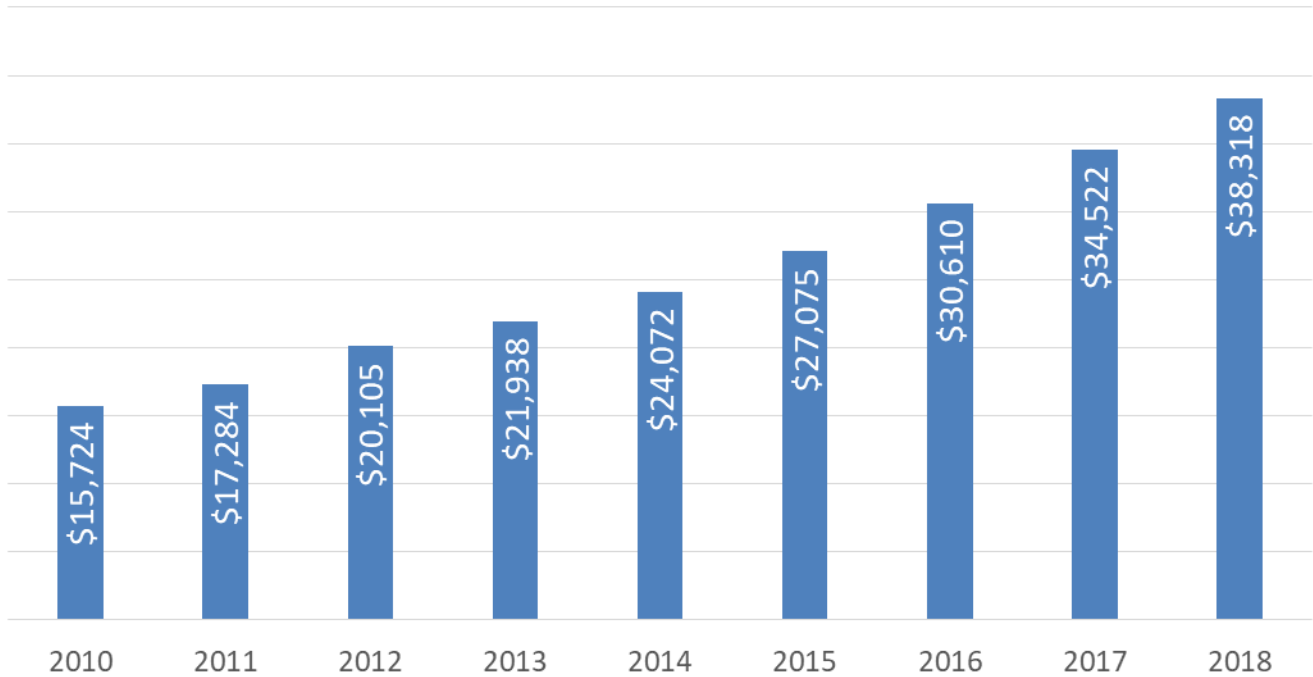
Marketing to extreme and outdoor sports enthusiasts in mostly the younger millennial demographic remains an important focus to maintain market share in the peak winter season but there is an opportunity to diversify the tone and showcase Revelstoke to a broader audience, particularly active families and baby boomers “zoomers” in the spring, summer, and fall months.

| | | |
|---|---|---|
| <p>ACTIVE FAMILIES (25-50 year old) - Key travel market for summer & holiday travel, good potential to lengthen overnight stops</p> <p>Experiences:</p> <ul style="list-style-type: none"> • They crave adventure travel with active experiences • Nature/Wilderness Touring, Non-Expert Trails • They want cultural immersion in destinations that educate and enrich them • Looking for a holiday that offers a diverse range of activities | <p>MATURE TRAVELLER/ ZOOMERS - Key frequent independent traveller for summer and shoulder season travel</p> <p>Experiences:</p> <ul style="list-style-type: none"> • Cultural Interest • Nature/Wilderness Touring, Non-Expert Trails • Looking for long-term stays, plenty of amenities • The “bucket list” trip is becoming more popular - personalized and about meeting a goal | <p>MILLENNIALS - Key winter traveller and fastest growing travel segment</p> <p>Experiences:</p> <ul style="list-style-type: none"> • Cultural Interest • Strong visitor demographic to Revelstoke with significant social advocacy • Would rather spend money on a desirable experience or event than buying something |
| <p>Revelstoke Activities</p> <ul style="list-style-type: none"> • Hiking/National Parks • Mountain Biking • Trail Running • Dirt Biking/ATV • Inland Temperate Rainforest Experiences (Mushroom Picking, Foraging, National Parks) • Lake Revelstoke & Water Activities (Rafting, Canoeing, SUP, Fishing) • Golf | <p>Revelstoke Activities</p> <ul style="list-style-type: none"> • Health & Wellness Experiences • Music and Arts Festivals • Hot Springs • Craft Brewing / Distilling & Culinary • Bird Watching • Arts and Culture Downtown • Hiking/National Parks • Mountain Biking • Trail Running • Dirt Biking/ATV • Inland Temperate Rainforest Experiences (Mushroom Picking, Foraging, National Parks) • Lake Revelstoke & Water Activities (Rafting, Canoeing, SUP, Fishing) • Golf | <p>Revelstoke Activities</p> <ul style="list-style-type: none"> • Lift (Revelstoke Mountain Resort) • Heli Skiing • Cat Skiing • Nordic Skiing • Backcountry Skiing (Guided & Independent) • Backcountry Snowmobiling (Guided/Rentals & Independent) • Health & Wellness Experiences • Music and Arts Festivals • Hot Springs • Craft Brewing / Distilling & Culinary • Arts and Culture Downtown |

Tourism Growth

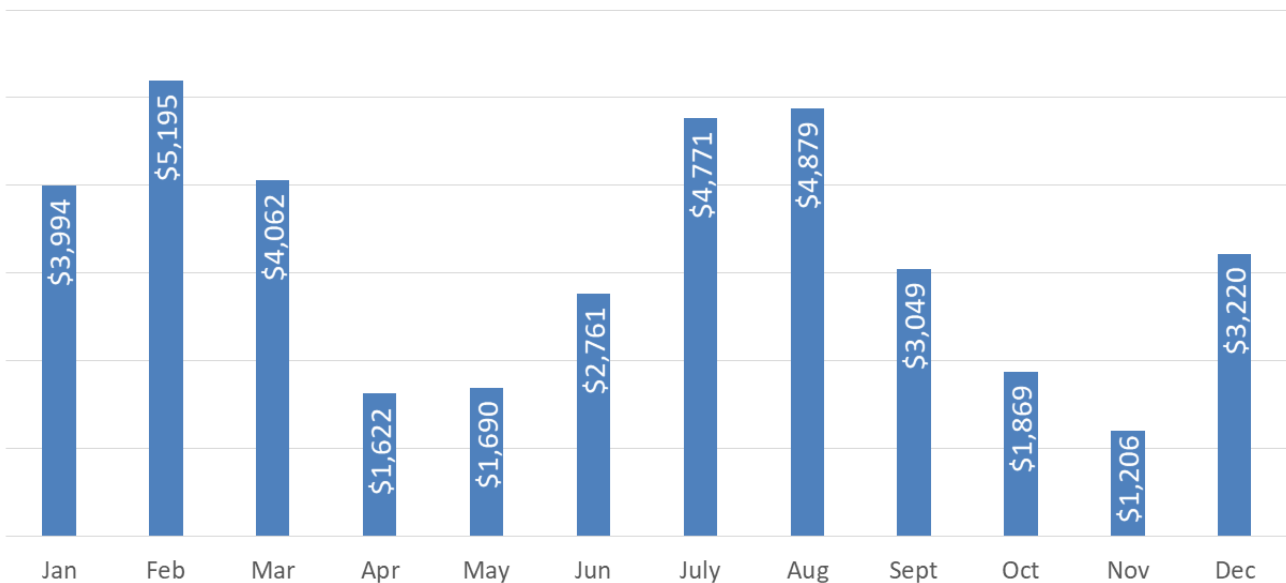
Revelstoke has experienced almost a doubling of room revenue over the past 5 years in both summer and winter seasons.

Revelstoke Annual Room Revenue (000s)



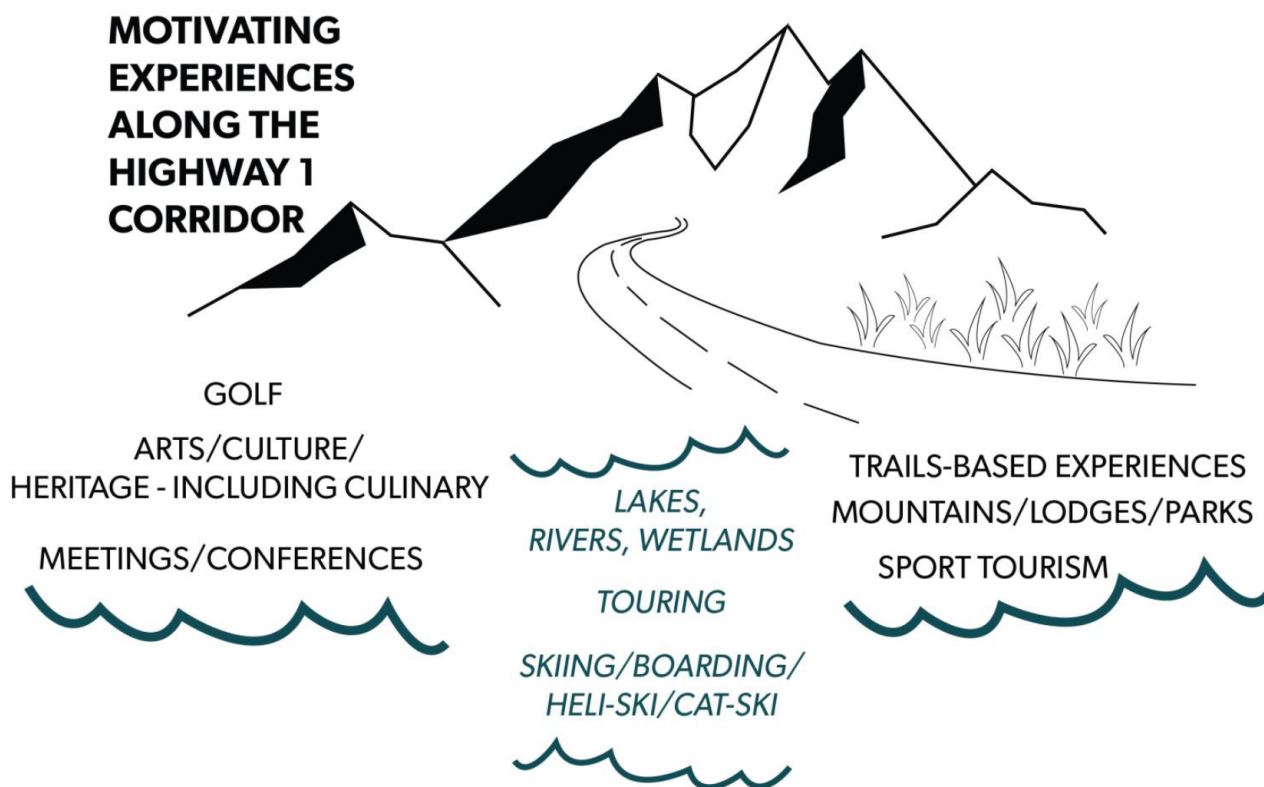
Room revenues are relatively balanced throughout the winter (Nov-Apr) and summer seasons (May-Oct) but there is still room to maximize visitation in the summer/winter slower periods and build up visitation in the shoulder times. The chart below shows the spread of room revenue throughout 2018.

Revelstoke 2018 Monthly Room Revenue (000s)



Drivers for Vistation

In addition to the activities and experiences aligned with the Revelstoke target markets, the following are primary motivators of those travelling the HWY 1 corridor. Many reflect Revelstoke.



3.0 DESTINATION TOURISM PLAN

Revelstoke's Destination Tourism Plan (RDTP) 2018-2022² is a 5-year Strategic Business Plan for Revelstoke developed by Tourism Revelstoke and the City of Revelstoke Community Economic Development with input from local tourism stakeholders. It provides a clear direction for tourism in Revelstoke as well as background context and direction for this Resort Development Strategy (RDS). 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, in addition to Kootenay Rockies' Regional Strategy, Destination BC, and Destination Canada.

The Destination Tourism Plan has been guided by a Tourism Planning Advisory Committee which is comprised of members representing our diverse tourism sector. This group will continue to be involved in providing direction for our ongoing tourism strategy. During the creation of this plan, significant efforts were made to ensure it accurately represents the diversity of Revelstoke's tourism sector. Key tourism stakeholders were invited to participate in tourism planning workshops designed to identify shared tourism priorities and goals. In addition, tourism stakeholders provided feedback through online surveys and feedback was collected through face to face surveying.

² A 5-year Strategic Business Plan for Revelstoke Developed by Tourism Revelstoke & Economic Development with input from local Tourism Stakeholders

4.0 SWOT ANALYSIS

STRENGTHS, WEAKNESSES, TRENDS - OPPORTUNITIES, THREATS

A SWOT is a compilation of strengths (existing assets, programs, policies, etc. in the community) that have a positive impact on tourism; weaknesses (gaps, challenges in the community) that need to be addressed or strengthened; external trends as opportunities (positive trends, circumstances) that can be leveraged to benefit the community; and external trends as threats (negative trends and risks) that need to be mitigated or managed. By analyzing a community’s SWOT, we match up the key strengths with opportunities while reducing the risks and weaknesses that may have a negative influence on tourism.

The input for the SWOT came from the Revelstoke Destination Tourism Plan and past Resort Development Strategies (RDS).

| EXTERNAL TRENDS – Opportunities or Threats | |
|---|--|
| Environmental Trends -Expectations and regulations regarding reduction of carbon emissions -Increased demand for responsible/eco-tourism -Increased impacts of Climate Change (forest fires, floods, shifting precipitation, etc.) -Wildlife management – closure of the backcountry | Social & Cultural Trends -Increased number of retiring baby boomers interested in travel -Emerging global middle class travelling -Increased number of individuals choosing lifestyle values -More demand for inclusiveness |
| Tourism Business Trends -Growing dependence on domestic market -Tourism stakeholders forced to provide shorter booking window & length of stay -Increased number of vacation rentals | Economic Trends -Increased household debt -Volatile exchange rates affect choice of destination -Rising fuel prices |
| Political/Legal Trends -Volatility of world and domestic politics can significantly affects choice of destination -Land use framework, specifically for cat & heli skiing, snowmobiling, mountain biking - Tourism from China, declining perhaps due to current tensions | Tourism Industry Trends -Reduced investment in product development - Increased expectations and ability to collaborate regionally - Highway closures |
| Technology Trends -Influence of social media and mobile applications on both marketing and purchasing -Increased use of online booking tools -Changing visitor expectations regarding availability of technology resources | Competitive Trends -Increased competition between tourism destinations -Increased differentiation between mountain communities |
| Sharing Economy -Increased desire from citizens to leverage underutilized assets or revenue -Increased desire from visitors to access shared assets/services | |

| <i>Strengths/Opportunities</i> | <i>Weaknesses/Threats</i> |
|--|---|
| <p>Winter Positioning</p> <ul style="list-style-type: none"> • Snow quality and quantity • Revelstoke Mountain Resort continues to be the lead in winter product development, marketing, and promotion • Diverse winter experience expansion (cat skiing, heli skiing, & snowmobile) <p>Excellent Natural Product</p> <ul style="list-style-type: none"> • Two National Parks within close proximity • Selkirk and Monashee mountain ranges • Development of waterfront (Columbia River and Lake Revelstoke) • Less busy in peak seasons than neighbouring Okanagan and Rockies areas • Less expensive than neighbouring Rockies resort destinations • Growth interest in health, wellness, and nature experiences • Increasing demand for ecotourism <p>A Vibrant Downtown Core</p> <ul style="list-style-type: none"> • Campbell Avenue creek down to the river • Improved trails and wayfinding signage (boulevards, pedestrianized, revitalized) <p>Location on the TransCanada Highway</p> <ul style="list-style-type: none"> • High volume of traffic on this route assists the service sector businesses such as food & beverage, fuel stations, convenience stores • Opportunity to draw people into our downtown core • Easier to get to Revelstoke than ever before <p>Excellent Visitor Experiences</p> <ul style="list-style-type: none"> • Tourism Infrastructure Fund and various community projects • Passionate locals who co-create the destination experience • Creative economy strength in arts, food, makers • Increasing demand for experiential product and learning experiences that allow the visitor to connect with our destination • "The Real Stoke Locals" Revelstoke Ambassador program for locals and those in the service industry | <p>Seasonality of tourism and slower shoulder season months</p> <ul style="list-style-type: none"> • Weather is a factor, the spring and fall seasons can be wet and less appealing • Business shut down in slower months due to lack of tourism (chicken & egg situation) <p>The Summer One Night Stand</p> <ul style="list-style-type: none"> • Revelstoke remains a 1night stop (or pass thru) with the majority of summer guests • We are not yet viewed as a summer destination • We currently have no system in place for packaging multiple activities <p>A disjointed Destination Brand</p> <ul style="list-style-type: none"> • Wayfinding signage around Revelstoke is outdated and inadequate • First impression and welcome visuals are not appealing • Access signage at entry points makes downtown Revelstoke obscure from highway • Highway signage, in general, is inadequate • Directional signage on Victoria to businesses are outdated • Roundabout signage is nonexistent (i.e. Calgary this way, Revelstoke 'drive thru') <p>Lack resiliency in knowledge and funds for maintaining tourism assets</p> <p>Difficulties bringing all entities together and collaborating on big picture items</p> <ul style="list-style-type: none"> • Integrating partners, city wide branding, new destination portal, etc. <p>Reliability of transportation in and out of Revelstoke</p> <ul style="list-style-type: none"> • TCH as an important factor in the growth/consistency of access and repeat visitation • Real and perceived issues with winter road access • Limited transportation options from key gateway airports of Kelowna & Calgary • Airport limitations (instrumentation improvements, visual landing only) |

| | |
|--|--|
| <p><i>Strengths/Opportunities</i></p> <p>Collaborative Tourism Efforts</p> <ul style="list-style-type: none"> • Unified tourism organization through the Revelstoke Accommodation Association and the Revelstoke Chamber of Commerce to effectively market the region • Strong stakeholder and community support for tourism activities • Strong partnerships with the City of Revelstoke and Community Economic Development, Revelstoke Mountain Resort, Parks Canada, local clubs and groups, local tourism stakeholders, Kootenay Rockies Tourism (KRT) and Destination British Columbia (DBC) • Local businesses offering innovative experiences and strong collaboration with each other <p>Aboriginal Tourism Opportunities</p> <ul style="list-style-type: none"> • Initial discussions with indigenous groups about tourism | <p><i>Weaknesses/Threats</i></p> <p>Labour issues and the growing gap between supply and demand</p> <ul style="list-style-type: none"> • General lack of staff in all areas, finding true and committed year round employees • Impact of service levels • Housing issues and the lack of long-term rentals for tourism and hospitality staff • Illegal Short Term Vacation Rentals are compounding the issue exponentially by taking away from the long term rental pool. There is a lack of agreement on policy and enforcement is very resource <p>Environmental Impacts & Economic Situation</p> <ul style="list-style-type: none"> • Global warming/Climate Change affecting our winter tourism offerings • Avalanches/Forest Fires/Natural Disasters and the sensationalized perception, especially when exacerbated in the media • Fragile business environment with given tax structure • Maintaining current tourism assets (trails, infrastructure, etc.) • Competition between tourism products, destinations, and countries is intense |
|--|--|

5.0 RDS VISION

The RDS vision considers both the community vision from the Official Community Plan and the vision of Tourism Revelstoke that is embedded in the Destination Tourism Plan.

REVELSTOKE OFFICIAL COMMUNITY PLAN VISION

An Official Community Plan (OCP) is a blueprint and map for the community's future. It is created to guide decisions on planning and land use management by establishing a long-term vision, supporting goals, and policies to achieve them.

Local governments also use OCPs to help guide and support decision-making on a number of other important community matters including economic development, transportation, recreation, environmental protection, climate change, arts and culture and more.

OCP VISION

Revelstoke will be a leader in achieving a sustainable community by balancing environmental, social and economic values within a local, regional and global context.

Building on its rich heritage and natural beauty, this historic mountain community will pursue quality and excellence. Revelstoke will be seen as vibrant, healthy, clean, hospitable, resilient and forward-thinking. It will be committed to exercising its rights with respect to decisions affecting the North Columbia Mountain Region.

Community priorities include: opportunities for youth; economic growth and stability; environmental citizenship; personal safety and security; a responsible and caring social support system; a first-class education system; local access to life-long learning, spiritual and cultural values; and diverse forms of recreation. All residents and visitors shall have access to the opportunities afforded by this community.

TOURISM REVELSTOKE VISION

The City of Revelstoke has designated the RAA to oversee the management, governance and administration of Tourism Revelstoke, including marketing efforts supported by MRDT funds towards tourism marketing. The RAA is a not-for-profit organization with a board of directors comprised of 23 accommodators that collect the MRDT. The process for the Destination Tourism Plan articulated the following vision for Tourism Revelstoke.

*Tourism Revelstoke is committed to successfully market and **facilitate the development of a unique all-season resort community. This will be accomplished in partnership with local stakeholders, by facilitating and promoting high quality visitor experiences that embrace the authenticity of the community.***

RDS 2019-2021 VISION

The following RDS vision statement was approved after considering the OCP and Tourism Revelstoke visions

Our Tourism Vision is 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.

REVELSTOKE DESTINATION PLAN PRIORITIES AND GOALS

In considering the vision and the current context The Revelstoke Destination Tourism Plan articulates the following priorities representing broad groups of goals over the next 3-5 years from 2018-2021/22. These goals in '**bold**' are the goals for the RDS.

Priority #1: A Year-Round Destination

- **Goal 1: Maximize our peak (summer and winter) seasons, so that visitors are more likely to come during the quieter months.**
- **Goal 2: Increase event opportunities, corporate tourism, and cultural tourism product development in the spring and fall**

Priority #2: A Multi-Day Stay

- Goal 1: Increase awareness regarding all of our activities in the trip-planning phase.
- **Goal 2: Increase year-round cultural tourism product development and growth.**
- Goal 3: Increase traveler advocacy by proactively sourcing and hosting key media & influencers to Revelstoke.

Priority #3: A Recognizable Destination Brand

- Goal 1: Amplify a recognizable destination brand that truly reflects our uniqueness. Strengthen our identity through recognition and equity.
- **Goal 2: Create a consistent destination story through maps, signage, and wayfinding, that leads visitors seamlessly through their in-destination experience.**

Priority #4: Long Term Tourism Planning

- **Goal 1: Coordinate efforts with stakeholders and regional/provincial partners to develop a balanced long term tourism approach.**

Priority #5: Exceptional Visitor Servicing and Remarkable Visitor Experiences

- **Goal 1: Ensure that visitors have the best possible experience while they are here through exceptional and proactive visitor servicing and remarkable visitor experiences.**

Priority #6: Annual Tactical Marketing Plans & Robust Digital Marketing Strategies

- Goal 1: Create clear and concise annual tactical marketing plans that include a robust digital marketing strategy and align with the overall 5-year strategy.
- **Goal 2: Integrate research and data collection into annual tactical plans.**

Priority #7: Visitor Access

- **Goal: Improve the ease of transportation into, out of, and around Revelstoke.**

Priority #8: Financial Stability

- Goal 1: Secure optimal financial support for the duration of the 5-year Destination Tourism Strategy.
- **Goal 2: Ensure a financial sustainability plan is in place for maintaining our tourism assets.**

6.0 RDS GOALS

| Goal | Measurement |
|--|---|
| Goal 1: Maximize our peak (summer and winter) seasons, so that visitors are more likely to come during the quieter months | <ol style="list-style-type: none"> 1. Room revenue growth by an average of 6% per year overall (By 5% per year specifically for the months of April, May, June, October, and November) 2. Daily room rate growth by an average of 1% per year 3. Visitor Centre visits growth by an average of 3% per year 4. Attraction and retention of one new annual event in the spring (e.g. Grandfondo, Half-Ironman) 5. Attraction and retention of one new annual event in the fall (e.g. Tough Mudder, Adventure Race) 6. Attraction of three new meetings, conferences, or incentive trips |
| Goal 2: Increase event opportunities, corporate tourism, and cultural tourism product development in the spring and fall | <ol style="list-style-type: none"> 1. Length of stay from one to 2+ night's growth by 5% in the summer and shoulder seasons. 2. Expanded Revelstoke summer product to encourage longer stays 3. Expanded shoulder season product to re-inforce four season destination messaging |
| Goal 3: Increase year-round cultural tourism product development and growth. | <ol style="list-style-type: none"> 1. Room revenue growth by an average of 6% per year overall (By 5% per year specifically for the months of April, May, June, October, and November) |
| Goal 4: Create a consistent destination story through maps, signage, and wayfinding that leads visitors seamlessly through their in-destination experience. | <ol style="list-style-type: none"> 1. Improve our Net Promoter Score (NPS)* by 3% year over year |
| Goal 5: Coordinate efforts with stakeholders and regional/provincial partners to develop a balanced long term tourism approach. | <ol style="list-style-type: none"> 1. Continued support from residents for tourism as measured by proposed resident survey by Tourism Revelstoke |
| Goal 6: Ensure that visitors have the best possible experience while they are here through exceptional and proactive visitor servicing and remarkable visitor experiences. | <ol style="list-style-type: none"> 1. Improve our Net Promoter Score (NPS)* by 3% year over year |
| Goal 7: Integrate research and data collection into annual tactical plans. | <ol style="list-style-type: none"> 1. Annual visitor surveying |
| Goal 8: Improve the ease of transportation into, out of, and around Revelstoke. | <ol style="list-style-type: none"> 1. Increase Resort Express shuttle to offer late night and year round service |
| Goal 9: Ensure a financial sustainability plan is in place for maintaining our tourism assets. | <ol style="list-style-type: none"> 1. Source long term granting opportunities for maintenance of tourism assets |

7.0 STAKEHOLDER CONSULTATION

The development of this RDS, focused heavily on the aforementioned public and stakeholder engagement completed for the Revelstoke Destination Tourism Plan and the following consultation was completed specifically for creating and reviewing the RDS.

Tourism Initiatives Committee

The City of Revelstoke has a Tourism Initiatives Committee (TIC) made of members from the City, Regional District and tourism stakeholder experts (See RDS Acknowledgements). Committee membership ensures a high-level of tourism stakeholder engagement in the process and the membership includes:

- Four (4) members of the Revelstoke Accommodation Association.
- One representative from the Chamber of Commerce
- One representative from Tourism Revelstoke
- One representative from Revelstoke Mountain Resort
- Two members of the public at large who shall be appointed by Revelstoke City Council.
- One member of City Council

The **Committee** met four times over the course of the RDS Development:

- (i) Kick-off meeting #1, January 15th – reviewed RDS process and launched public background material and online communications.
- (ii) Committee workshop #1, February 7th – reviewed process with a larger group, reviewed actions from the last RDS, determined project selection process for RDS 2019-2021.
- (iii) Engaged tourism and NGO member based organizations to solicit high-level RDS project ideas (survey and focus groups for Arts/Culture Heritage Groups and City Staff)
- (iv) Committee workshop #2, March 5th reviewed the Revelstoke context, RDS vision & goals; reviewed current and proposed new projects; prioritized projects with relative spending/allocated budget and scheduled general timing for projects and budgets.
- (v) Committee review of Draft RDS

Other Stakeholders

Beyond the TIC engagement the draft RDS is also being made available to the following organizations for comment.

- Local First Nations
- General Public
- Environmental organizations
- Ministry of Tourism, Arts and Culture
- City of Revelstoke Staff

Letters of support from key tourism stakeholders are attached in the Appendix.

8.0 LINKAGES TO OTHER PLANS

The following related planning documents were reviewed for inputs into this iteration of Revelstoke’s Resort Development Strategy:

- ✓ City of Revelstoke OCP 2009 - supports the vision, economic development and tourism goals
- ✓ City of Revelstoke Resort Development Strategy 2015-2017 – updated the vision, goals, background and projects.
- ✓ Highway 1 Corridor Destination Development Strategy – ensured alignment of the RDS associated goals and directions
- ✓ Tourism Revelstoke Destination Plan used to inform the visitor profiles, context, goals and vision
- ✓ Williamson Lake Community Park and Campground – Concept Plan
- ✓ Revelstoke Trails Strategy
- ✓ Parks, Recreation & Culture Master Plan (2011)
- ✓ Forthcoming Wayfinding Strategy and Implementation Plan

In addition to these plans the Revelstoke RDS reflects the RMI program objectives and outcomes which were guided by the Provincial Tourism Strategic Framework. The RMI program objectives and outcomes and therefore this RDS Strategy support the implementation of the Strategic Framework in the following areas:

| | |
|---|---|
| <p>Supporting People and Communities Supporting people and communities to improve the quality of life and increase support and celebration of Indigenous cultures through tourism.</p> | <ul style="list-style-type: none"> • Help people get the skills they need • Help communities grow and manage tourism through destination development • Continue to invest in arts, culture, heritage, sport and multicultural events and festivals • Building capacity to support more inclusive and accessible tourism products, services and experiences |
| <p>Sustainably Growing the Visitor Economy Sustainably growing the visitor economy through innovative marketing and destination, and community development.</p> | <ul style="list-style-type: none"> • Encourage more year-round tourism and regional travel • Support sustainable tourism growth through destination development including new product development and enhanced tourism infrastructure and amenities • Improve transportation access to support sustainable tourism growth • Create a seamless visitor experience for travellers |
| <p>Respecting Nature and the Environment Respecting nature and the environment by strategically guiding and managing tourism growth while preserving B.C.’s natural spaces.</p> | <ul style="list-style-type: none"> • Reduce tourism emissions and waste • Foster responsible visitor travel • Ensure long-term sustainability of B.C.’s outdoor recreation experiences including Parks and provincial recreation sites and trails |

9.0 RMI PROJECTS

Due to the dynamic nature of tourism in British Columbia it is recognized that new projects may be identified by stakeholders over the life of the 3-year strategy that better suit the program goals and objectives. To ensure the continued relevance of the strategy and to be reflective of current priorities, over the course of the RDS the projects as detailed below may change. Any proposed project change will be vetted through the TIC and if it is deemed that change is warranted a request detailing the justification for a modification of the RDS will be referred to the Province and Council for consideration of approval.

For the updated 2019-2022 RDS, overall anticipated revenue (minus annual administration funds) of \$2,460,000 has been apportioned roughly in the following manner:

- 75% - Resort Infrastructure (Capital Projects) totalling \$1,835,000
- 25% - Resort Services (Programs and Events) totalling \$625,000

Revelstoke's RDS 2019-2021 includes four Tourism Infrastructure/Amenities/Capital projects and four Tourism-related Programs/Services/Events projects.

Infrastructure/Amenities/Capital projects:

1. Wayfinding Signage Implementation
2. Intracommunity Connectivity
3. Williamson Lake
4. Visitor Experience and Parks
5. Recreation Trails and Infrastructure
6. Arts/Culture Infrastructure and Downtown Beautification
7. Water Access

Tourism-related Programs/Services/Events projects:

1. Festivals, Events and Animation
2. Ambassador Program

| Project Title | Wayfinding Signage Implementation | |
|--|--|--|
| RMI Project Goal | Tourism Infrastructure | |
| Project description | <p>Fabricate and install signage at our gateway and throughout the community to better inform tourists of parking, amenities and attractions. The following signage will be considered and prioritized in order to have the greatest impact for the visitor.</p> <ul style="list-style-type: none"> • Entrance (monument) signs; • Way-finding (pedestrian, cycling and vehicular) signs; • Facility signage; • Signage for recreational/cultural assets and visitor experiences; • Parks and Trails signage (including kiosk signs); • Street signage; • Highway signage; • Municipal facility and building signage; • Future destinations; • Interpretive signage (including historical landmark signs). | |
| Project rationale | Revelstoke's current signage is in need of upgrades and alignment with the new tourism brand. Tourism studies have indicated the importance of quality signage to assist tourists find their way into the community and locate various amenities and attractions. Signage highlights the community's main tourism attributes, and helps to attract and retain visitors in the community. | |
| Project status | ongoing project | |
| Project milestones | Anticipated Start Date | 2019 |
| | Anticipated Completion | 2021 |
| Project goal and how relates to the Program's Outcomes | Project Goal(s): To install comprehensive signage around Revelstoke to create a welcoming experience and provide adequate directions to the downtown and around the community RDS Goal 4: Create a consistent destination story through maps, signage, and wayfinding that leads visitors seamlessly through their in-destination experience. | |
| | Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> • Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community. • Deliver remarkable visitor experiences | |
| Accessibility-related project | International Accessible Sign Standards | |
| Additional benefits (describe) | Community beautification Reduced traffic as it is easier to get around the community Brand Identity Sense of Place | |
| Performance Measurement (please include measures used to evaluate project) | - wayfinding signage throughout the city, including gateway signage - Improve our Net Promoter Score (NPS)* by 3% year over year - % of trail heads with adequate signage (from the trails strategy) | |
| Project Lead/Manager | Director of Parks, Recreation and Culture, Director of Community Economic Development | |
| Funding sources | Total RMI funding | \$480,000 + \$70,000 carryover/2018 |
| | MRDT funding | \$ 35,000 (for Strategy development) |
| | Other Provincial funding | |
| | Municipal funding | \$ 35,000 (for Strategy development) Installation, on-going maintenance |
| | Other (please identify) | |
| | Total cost of project | TBD |

| | | |
|--|--|-----------|
| Project Title | Intracommunity Connectivity – Shuttle Bus | |
| RMI Project Goal | Tourism Infrastructure | |
| Project description | This project includes purchasing larger resort shuttle buses. The shuttle bus service transports visitors and resort workers from accommodation properties in the downtown to the ski hill during the winter months on a daily basis and is very successful. | |
| Project rationale | Ensure quality shuttle bus service is operational to transport tourists from the community to the resort. This will help reduce the need for single occupant vehicles. | |
| Project status | New | |
| Project milestones | Anticipated Start Date | 2019 |
| | Anticipated Completion | 2022 |
| Project goal and how relates to the Program's Outcomes | Project Goal(s): | |
| | <ul style="list-style-type: none"> Increase number of skiers and snowboarders who use the resort shuttle service in Revelstoke RDS Goal 7: Improve the ease of transportation into, out of, and around Revelstoke. | |
| Accessibility-related project (describe) | Develop and/or enhance tourism infrastructure and amenities | |
| | <ul style="list-style-type: none"> Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community. | |
| Additional benefits (describe) | Deliver remarkable visitor experiences | |
| | <ul style="list-style-type: none"> Develop and deliver programs to attract and retain labour to improve tourism business operations and visitor experience. | |
| Performance Measurement (please include measures used to evaluate project) | Implement sustainable tourism projects and initiatives | |
| | <ul style="list-style-type: none"> Implement sustainability projects that minimize tourism impacts, mitigate climate change, and strengthen or restore our natural environment and communities. | |
| Additional benefits (describe) | Depending on the buses selected we may be able to attract kneeling buses. The operator also runs Handidart so the shuttle supports the overall operator success. | |
| Performance Measurement (please include measures used to evaluate project) | <p>Improved air quality, reduced traffic, improved safety and reduction of greenhouse gas emissions, brand identity</p> <p>Increase Resort Express shuttle to offer late night and year round service and track number of users of the shuttle bus service.</p> <p>Track hrs of service</p> <p>Monitor hotel visitation and room revenues.</p> | |
| Project Lead/Manager | Director of Community Economic Development; Engineering & Public Works, Development Services & Parks, Recreation & Culture | |
| Funding sources | Total RMI funding | \$400,000 |
| | MRDT funding | |
| | Other Provincial funding | |
| | Municipal funding | |
| | Other (please identify) | |
| | Total cost of project | TBD |

| | | |
|--|---|--------------------------------------|
| Project Title | Intracommunity Connectivity –Trail Strategy | |
| RMI Project Goal | Tourism Infrastructure | |
| Project description | This project includes connecting commuter trails to help people get to key visitor attractions. | |
| Project rationale | Ensure the community provides safe active travel routes connecting key visitor attractions throughout the community. These will help reduce the need for single occupant vehicles. | |
| Project status | New | |
| Project milestones | Anticipated Start Date | Project milestones |
| | Anticipated Completion | 2022 |
| Project goal and how relates to the Program’s Outcomes | Project Goal(s): <ul style="list-style-type: none"> • Increase the number of visitors getting around by bike/walking • RDS Goal 7: Improve the ease of transportation into, out of, and around Revelstoke. | |
| | Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> • Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community. Deliver remarkable visitor experiences <ul style="list-style-type: none"> • Deliver accessible tourism-related services, programs or events that will contribute to a positive visitor experience and/or show cases local and Indigenous cultural tourism. • Develop and deliver programs to attract and retain labour to improve tourism business operations and visitor experience. Implement sustainable tourism projects and initiatives <ul style="list-style-type: none"> • Implement sustainability projects that minimize tourism impacts, mitigate climate change, and strengthen or restore our natural environment and communities. | |
| Accessibility-related project (describe) | Accessible paths and trails for an inclusive community. | |
| Additional benefits (describe) | Improved air quality, reduced traffic, improved safety and reduction of greenhouse gas emissions, brand identity | |
| Performance Measurement (please include measures used to evaluate project) | Monitor number of visitors using the trails/pathways | |
| Project Lead/Manager | Director of Community Economic Development; Engineering & Public Works, Development Services & Parks, Recreation & Culture | |
| Funding sources | Total RMI funding | \$165,000 + \$130,000 carryover/2018 |
| | MRDT funding | |
| | Other Provincial funding | |
| | Municipal funding | Connector trail maintenance |
| | Other (please identify) | |
| | Total cost of project | TBD |

| | | |
|--|--|-------------------------------------|
| Project Title | Williamson Lake Park Upgrade | |
| RMI Project Goal | Tourism Infrastructure | |
| Project description | Improve infrastructure at a major tourism attraction. Desired improvements include new, accessible day use building, campground shower facility, docks, fishing facilities, wheelchair accessible pathways, and landscaping. Priority projects for this term include the accessible pathway and campground shower facility. | |
| Project rationale | Williamson Lake is a major tourist attraction in summer, with the only outdoor swimming area in town, a children's play area, and a city-operated campground. The facility is run down and needs significant improvements, which are identified along with budget in the Williamson Lake Park and Campground – Concept Plan. | |
| Project status | ongoing project | |
| Project milestones | Anticipated Start Date | 2019 |
| | Anticipated Completion | 2022 |
| Project goal and how relates to the Program's Outcomes | Project Goal(s): Improve the park facilities to encourage additional visitation. Increase number of tourists that stay in the community. RDS Goal 6: Ensure that visitors have the best possible experience through exceptional visitor servicing and visitor experiences. | |
| | Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community. Deliver remarkable visitor experiences <ul style="list-style-type: none"> Deliver accessible tourism-related services, programs or events that will contribute to a positive visitor experience. Develop and deliver programs to attract and retain labour to improve tourism business operations and visitor experience. Implement sustainable tourism projects and initiatives <ul style="list-style-type: none"> Implement sustainability projects that minimize tourism impacts, mitigate climate change, and strengthen or restore our natural environment and communities. Increase awareness of sustainable practices and influence responsible tourism from visitors. Develop plans and mechanisms to ensure the local tourism industry is well positioned to respond to and recover from natural events, such as floods and fires. | |
| Accessibility-related project | Accessible buildings, paths and docks for an inclusive community | |
| Additional benefits | Upgraded facilities enhance quality of life for existing residents and encourage new residents. Landscaping will help restore degraded areas. Brand identity through signage and sense of place. | |
| Performance Measurement | Monitor number of visitors using the park Expanded Revelstoke summer product to encourage longer stays Improve our Net Promoter Score (NPS)* by 3% year over year | |
| Project Lead/Manager | Director of Parks, Recreation and Culture | |
| Funding sources | Total RMI funding | \$200,000 + \$64,020 carryover/2018 |
| | MRDT funding | |
| | Other Provincial funding | |
| | Municipal funding | Operations, maintenance |
| | Other (please identify) | |
| | Total cost of project | TBD |

| Project Title | Visitor Experience Arrival and Parks | |
|--|--|----------------------------------|
| RMI Project Goal | Tourism Infrastructure | |
| Project description | This project focuses on creating a welcoming visitor arrival experience in Revelstoke throughout the year. The emphasis for the project is on enhancing visitor arrival points in Revelstoke at the Visitor Information Centre (VIC) parking area, RV sani-dump, and Woodenhead Park. VIC improvements include improved access/more washrooms, potable water, picnic tables, parking and signage. The RV arrival improvements include upgrading it to 4 season capability. Woodenhead Park upgrades include improving arrival area and amenities such as washrooms, picnic tables, shade and trails. | |
| Project rationale | The arrival experience sets the tone for a visit to the community and these particular locations are already experiencing high demand by visitors particularly in the summer months. Both the VIC and Woodenhead Park are gateways to Revelstoke and receive a significant amount of visitor traffic. Both locations are currently overwhelmed at peak times and as welcoming areas will benefit from upgrades and additional visitor services. The RV arrival location is relatively basic and in need of arrival enhancements and 4 season services to provide access for RVs. | |
| Project status | New | |
| Project milestones | Anticipated Start Date | 2019 |
| | Anticipated Completion | 2020 |
| Project goal and how relates to the Program's Outcomes | Project Goal(s): To enhance the arrival experience for visitors To encourage off peak visitation RDS Goal 6: Ensure that visitors have the best possible experience while they are here through exceptional and proactive visitor servicing and remarkable visitor experiences. | |
| | Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community Deliver remarkable visitor experiences Implement sustainable tourism projects and initiatives | |
| Accessibility-related project (describe) | Will be part of any permanent services, washrooms, picnic tables and trails and considered for any temporary facilities or amenities | |
| Additional benefits (describe) | | |
| Performance Measurement | Number of visitors to the VIC annually and per season VIC survey Net promoter scores | |
| Project Lead/Manager | Director of Parks, Recreation and Culture; Engineering; and Community Economic Development | |
| Funding sources | Total RMI funding | \$265,000 |
| | MRDT funding (if applicable) | |
| | Other Provincial funding | |
| | Municipal funding | Operations, on-going maintenance |
| | Other (please identify) | |
| | Total cost of project | TBD |

| | | |
|--|---|--|
| Project Title | Recreation Trails and Infrastructure | |
| RMI Project Goal | Tourism Infrastructure | |
| Project description | This project includes the maintenance upgrades of previously RMI funded trails as well as the development of new trails and staging infrastructure (parking, washrooms, signage) for trails. | |
| Project rationale | Trail experiences are a motivating experience in the region and especially in Revelstoke. Existing trails (bike, Nordic etc.) require work to ensure the trail integrity and sustainability of trails, and an increased focus on building specific bike trails provides earlier trail access in the Spring to help drive visitation in the shoulder seasons. Staging zones in newer bike trail areas will help to ensure limited impact on the natural environment as well as a consistent arrival experience for bikers. | |
| Project status | New | |
| Project milestones | Anticipated Start Date | 2019 |
| | Anticipated Completion | 2022 |
| Project goal and how relates to the Program's Outcomes | <p>Project Goal(s):</p> <p>To ensure the sustainability of the trail network</p> <p>To enhance the early season riding experience and connect trail networks</p> <p>To provide a consistent arrival experience for trail users and reduce impacts of users on the natural environment</p> <p>RDS Goal 6: Ensure that visitors have the best possible experience while they are here through exceptional and proactive visitor servicing and remarkable visitor experiences.</p> <p>Develop and/or enhance tourism infrastructure and amenities</p> <ul style="list-style-type: none"> Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community Deliver remarkable visitor experiences <p>Implement sustainable tourism projects and initiatives</p> <ul style="list-style-type: none"> Implement sustainability projects that minimize tourism impacts, mitigate climate change, and strengthen or restore our natural environment and communities. | |
| Accessibility-related project (describe) | | |
| Additional benefits (describe) | Provides early season access to visitor attractions leading to overnight stays earlier in the season | |
| Performance Measurement (please include measures used to evaluate project) | <p>Metres of trail maintained</p> <p>Metres of new trail built</p> <p>Usage of the new areas – trail forks</p> <p>Net Promoter Scores</p> | |
| Project Lead/Manager | Director of Parks, Recreation and Culture; Director of Community Economic Development; Engineering; Recreation Sites BC; and recreation trail groups | |
| Funding sources | Total RMI funding | \$150,000 |
| | MRDT funding (if applicable) | |
| | Other Provincial funding | |
| | Municipal funding | |
| | Other (please identify) | RCA, Nordic Centre, etc. \$ for operations and maintenance |
| | Total cost of project | \$150,000 |

| | | |
|--|---|------------|
| Project Title | Arts, Culture & Event Infrastructure/Beautification | |
| RMI Project Goal | Tourism Infrastructure | |
| Project description | This project focuses on enhancing arts/culture and event infrastructure as well as downtown beautification initiatives. High priority projects include enhancing downtown winter experience with high quality festive/seasonal lighting, infrastructure for hosting events (barricades, recycling, lighting, etc.), supporting new exhibits at heritage facilities, and other downtown projects. | |
| Project rationale | Cultural and heritage facilities across the community are important for diversifying the visitor experiences and attracting visitors in the shoulder seasons. Ensuring the integrity and appearance of these facilities as one enters the community is important. Revelstoke's downtown area is one of the most visited areas in the community and enhancing the winter experience with festive lighting will help to make the space even more inviting and vibrant. Additional event infrastructure will make it easier to host events downtown. | |
| Project status | New | |
| Project milestones | Anticipated Start Date | 2019 |
| | Anticipated Completion | 2022 |
| Project goal and how relates to the Program's Outcomes | <p>Project Goal(s):</p> <p>To protect the integrity of the heritage buildings and collections</p> <p>To enhance the arrival experience</p> <p>To enhance the vibrancy of the visitor experience downtown</p> <p>RDS Goal 3: Increase year-round cultural tourism product development and growth.</p> <p>Goal 6: Ensure that visitors have the best possible experience while they are here through exceptional and proactive visitor servicing and remarkable visitor experiences.</p> <p>Develop and/or enhance tourism infrastructure and amenities</p> <ul style="list-style-type: none"> Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community. <p>Deliver remarkable visitor experiences</p> | |
| Accessibility-related project (describe) | | |
| Additional benefits (describe) | Additional benefits include drawing more visitors to downtown, enhancing spending at local businesses, increasing the sense of pride/place in the community and showcasing our important areas. | |
| Performance Measurement (please include measures used to evaluate project) | <p># of visitors to museums and arts/cultural amenities</p> <p>Days in which festive lighting is used</p> <p>Net promoter score</p> <p>Room revenue growth by an average of 6% per year overall (By 5% per year specifically for the months of April, May, June, October, and November)</p> | |
| Project Lead/Manager | Director of Parks, Recreation and Culture in partnerships with Arts, Culture and Heritage organizations, & Economic Development | |
| Funding sources | Total RMI funding | \$125,000 |
| | MRDT funding | |
| | Other Provincial funding | |
| | Municipal funding | Operations |
| | Other (please identify) | |
| | Total cost of project | \$125,000 |

| Project Title | Water Access | |
|--|--|----------|
| RMI Project Goal | Tourism Infrastructure | |
| Project description | This project includes enhancing the existing water access to the lake and/or river. Enhancements may include staging areas within and north of Revelstoke with appropriate ramps, parking, bathrooms, picnic areas and other visitor amenities. | |
| Project rationale | Better access to 'Lake' Revelstoke and staging on the Columbia River will make it safer and more attractive for visitors to experience water based activities. Water access is one of Revelstoke's unique attractions and is increasingly relevant with hotter, drier summer periods where visitors tend to seek out water based activities as part of their experience. The current access sites do not provide a consistent arrival experience or access to the water and needs to be improved in order to better utilize and highlight these areas. | |
| Project status | New or ongoing project (from previous RDS) | |
| Project milestones | Anticipated Start Date | 2020 |
| | Anticipated Completion | 2022 |
| Project goal and how relates to the Program's Outcomes | Project Goal(s): To improve access to water based experiences in Revelstoke RDS Goal 6: Ensure that visitors have the best possible experience while they are here through exceptional and proactive visitor servicing and remarkable visitor experiences. | |
| | Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community beyond its main draw. Deliver remarkable visitor experiences Implement sustainable tourism projects and initiatives | |
| Accessibility-related project (describe) | Will be part of implementation. | |
| Additional benefits (describe) | | |
| Performance Measurement (please include measures used to evaluate project) | # of boat ramp users Increase in water activity participation Net promoter score | |
| Project Lead/Manager | Director of Community Economic Development , MFLNRO Regional Director, Department of Fisheries and Oceans, BC Hydro | |
| Funding sources | Total RMI funding | \$50,000 |
| | MRDT funding (if applicable) | |
| | Other Provincial funding ((i.e. provincial agencies such as DBC or Creative BC) | |
| | Municipal funding | |
| | Other (please identify) | |
| | Total cost of project | TBD |

| | | |
|--|---|-----------|
| Project Title | Festivals, Events, Animation | |
| RMI Project Goal | Tourism Programs, Service or Events | |
| Project description | Events, festivals and animation activities will be developed and facilitated through service partnerships with key community organizations. RMI funding will also be available on an application basis to respond to new opportunities that have the potential to build the resort economy. Application criteria will be updated to reflect the increased focus on events/festivals in non-peak periods and/or times that activities can lead to desired incremental room nights. Some activities expected to continue include LUNA and Street Fest with expanded programming. Other events that may be leveraged include: Revelstoke's 120 th birthday activities, a Winter Carnival, Indigenous cultural events, and a bike event. | |
| Project rationale | Cultural tourism is an important growth sector of the tourism market. Festivals and special events help attract new visitors to the community which benefits the tourism sector. The community has potential to enhance the experiences and leverage the strong local support for events and festivals to help attract visitors at non-peak periods. Animation activities will enhance the experience for visitors already in the community ensuring a more memorable experience. | |
| Project status | New or ongoing project (from previous RDS) | |
| Project milestones | Anticipated Start Date | 2019 |
| | Anticipated Completion | 2022 |
| Project goal and how relates to the Program's Outcomes | Project Goal(s): Attract more visitors to attend festivals and events Improve the variety of tourism offerings to visitors in Revelstoke. Organize and promote high quality festivals and events RDS Goal 2: Increase event opportunities, corporate tourism, and cultural tourism product development in the spring and fall Goal 3: Increase year-round cultural tourism product development | |
| | Deliver remarkable visitor experiences <ul style="list-style-type: none"> Deliver accessible tourism-related services, programs or events that will contribute to a positive visitor experience and/or show cases local and Indigenous cultural tourism. | |
| Accessibility-related project | | |
| Additional benefits | | |
| Performance Measurement (please include measures used to evaluate project) | Seasonal room revenues increases Number of participants at events Number of festivals and events Increase in shoulder season events Length of stay from one to 2+ night's growth by 5% shoulder seasons. Room revenue growth by an average of 6% per year overall (By 5% per year specifically in the months of Apr, May, Jun, Oct, Nov) | |
| Project Lead/Manager | Director of Parks, Recreation and Culture and Revelstoke Arts Council | |
| Funding sources | Total RMI funding | \$564,109 |
| | MRDT funding (if applicable) | |
| | Other Provincial funding | |
| | Municipal funding | |
| | Other (please identify) | |
| | Total cost of project | TBD |

| | | |
|--|--|----------|
| Project Title | Ambassador Program | |
| RMI Project Goal | Tourism Programs, Service or Events | |
| Project description | This program delivers regional information and offers training intended to build capacity within our local service industry. Training offered will provide service and leadership skills to employees, residents and business owners to benefit the service industry and the local economy. Education will include indoor and outdoor components and local knowledge as well as customer service skills. The course will promote local history, cross cultural understanding, business and activities introductions, good host etiquette and civic information. Program participants may receive discounts or specials from local businesses to encourage patronage of those establishments thereby further enhancing knowledge of and familiarity with the community. | |
| Project rationale | Service industry training will create a welcoming environment for visitors by having a knowledgeable workforce engaged in the local community and will help to provide a better overall experience. | |
| Project status | New) | |
| Project milestones | Anticipated Start Date | 2019 |
| | Anticipated Completion | 2022 |
| Project goal and how relates to the Program's Outcomes | Project Goal(s): Goal 6: Ensure that visitors have the best possible experience while they are here through exceptional and proactive visitor servicing and remarkable visitor experiences. | |
| | Deliver remarkable visitor experiences <ul style="list-style-type: none"> • Deliver accessible tourism-related services, programs or events that will contribute to a positive visitor experience and/or show cases local and Indigenous cultural tourism. • Develop and deliver programs to attract and retain labour to improve tourism businesses' operations and the visitor experience. Implement sustainable tourism projects and initiatives <ul style="list-style-type: none"> • Implement sustainability projects that minimize tourism impacts, mitigate climate change, and strengthen or restore our natural environment and communities. • Increase awareness of sustainable practices and influence responsible tourism from visitors. | |
| Accessibility-related project (describe) | | |
| Additional benefits (describe) | Enhance the sense and understanding of place | |
| Performance Measurement (please include measures used to evaluate project) | # of businesses participating in rewards # of participants in the programs Visitor Surveys – Net promoter scores | |
| Project Lead/Manager | Director of Community Economic Development, Tourism Revelstoke, Revelstoke Chamber of Commerce, RAA | |
| Funding sources | Total RMI funding | \$60,000 |
| | MRDT funding (if applicable) | |
| | Other Provincial funding | |
| | Municipal funding | |
| | Other (please identify) | |
| | Total cost of project | TBD |

10.0 THREE-YEAR FINANCIAL PLAN

| | 2019 | 2020 | 2021 | Potential 2021 Carryover | | Total RMI Allocation |
|---|--------------------|------------------|------------------|--------------------------|------|----------------------|
| | | | | 2022 | 2023 | |
| Carry-over from previous year | 614,993 | 253,808 | 0 | | | |
| Interest earned on carry-over | 9,026 | 3,807 | 0 | | | |
| Anticipated RMI Funding | 747,223 | 692,540 | 692,540 | | | |
| Total Funds Available | 1,371,242 | 950,155 | 692,540 | | | |
| Anticipated Spending | | | | | | |
| Carry Over Projects from 2015-18 RDS: | | | | | | |
| Multi use Trail | 130,000 | | | | | 130,000 |
| Wayfinding | 70,000 | | | | | 70,000 |
| Williamson Lake | 64,020 | | | | | 64,020 |
| Shooting Range | 5,000 | | | | | 5,000 |
| Revy Riders | 2,000 | | | | | 2,000 |
| Tourism Infrastructure, Amenities, or Capital Purchases: | | | | | | |
| Wayfinding Signage | 225,000 | 255,000 | | | | 480,000 |
| Intracommunity Connectivity – Shuttle Bus | 200,000 | 100,000 | 100,000 | | | 400,000 |
| Intracommunity Connectivity – Trail Strategy | 55,000 | 55,000 | 55,000 | | | 165,000 |
| Williamson Lake | | 50,000 | 150,000 | | | 200,000 |
| Visitor Experience Arrival/Parks | 165,000 | 100,000 | | | | 265,000 |
| Recreation Trails/Infrastructure | 50,000 | 50,000 | 50,000 | | | 150,000 |
| Arts & Culture Infrastructure | 50,000 | 25,000 | 50,000 | | | 125,000 |
| Water Access | | 50,000 | | | | 50,000 |
| Sub Total (Minimum 70% over 3 year term) | 1,016,020 | 685,000 | 405,000 | | | 2,106,020 |
| Tourism Services, Programs or Events: | | | | | | |
| Festivals, Events, Animation | 71,414 | 235,155 | 257,540 | | | 564,109 |
| Ambassador Program | 20,000 | 20,000 | 20,000 | | | 60,000 |
| Sub Total (Maximum 30% over 3 year term) | 91,414 | 255,155 | 277,540 | | | 624,109 |
| Administration (if applicable): | | | | | | |
| Program staff | 9,000 | | | | | 9,000 |
| Travel to Spring RCC | 1,000 | 1,000 | 1,000 | | | 3,000 |
| Performance Measurement | | 9,000 | 9,000 | | | 18,000 |
| Sub Total (up to \$10,000 per year) | 10,000 | 10,000 | 10,000 | | | 30,000 |
| Total Spending: | \$1,117,434 | \$950,155 | \$692,540 | | | \$2,760,129 |
| Carry forward (if any): | \$253,808 | 0 | 0 | | | |