

REVELSTOKE.

One-Year Tactical Plan

Designated Recipient: City of Revelstoke
Designated Accommodation Area: Revelstoke
Date Prepared: November 30, 2021
MRDT Repeal Date: May 1, 2023
Five Year Period: May 1, 2018 – May 1, 2023

Section 1: Overview and Update to Five-year Strategic Context

Strategic Direction	<p>Mission: To inspire visitors to experience Revelstoke.</p> <p>Vision: 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.</p> <p>Five-Year Strategic Business Plan Priorities:</p> <ol style="list-style-type: none">1. A Year-Round Destination GOALS:<ul style="list-style-type: none">-Annual room revenue growth of 6% per year (by 5% specifically in the shoulder months)-Annual occupancy rate growth by 3% per year (by 5% specifically in the shoulder months)-Daily room rate growth by 1% per year-One (1) new annual event in the spring or fall-Three (3) new meetings, conferences, or incentive trips2. A Multi-Day Stay GOALS:<ul style="list-style-type: none">-2+ nights' growth by 5% in the spring/summer/fall-Expanded product growth at Revelstoke Mountain Resort-Expanded summer and shoulder season product-Actively host 15 key media outlets/influencers per year-Annual travel media impressions increased by 5% per year3. A Recognizable Destination Brand GOALS:<ul style="list-style-type: none">-Embraced by the whole community-Implementation of a comprehensive city-wide wayfinding strategy4. Long Term Tourism Planning & Effective Governance GOALS:<ul style="list-style-type: none">-Improve the value as a DMO to our stakeholders by 5%-Increase representation of Tourism Revelstoke to represent a diverse sector of stakeholders from all tourism industries
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-Increase the capacity and effectiveness of Tourism Revelstoke in the following areas – governance, engagement, staff capabilities, policies & procedures

5. Exceptional Visitor Services & Remarkable Visitor Experiences

GOALS:

- Annual Visitor Centre visits growth by 3% per year
- Improve our Net Promoter Score by 3% year over year
- Increase roaming Visitor Servicing opportunities to include Mount Revelstoke National Park and Revelstoke Mountain Resort

6. Annual Tactical Marketing Plan & Digital Strategy

GOALS:

- Distributed to tourism stakeholders each fall
- Website sessions (owned) growth by 10% per year
- Website traffic from social growth by 15% per year
- Uses of #TheRealStoke increased by 20% per year
- Social community size growth by 15% per year
- Maintain average engagement rate as a % across Instagram and Facebook

7. Visitor Access

GOALS:

- Increase Resort Express shuttle to offer late night and year-round service
- Rocky Mountaineer or other passenger rail service stop in Revelstoke
- Trans Canada Highway twinned from Vancouver to Calgary

8. Financial Stability

GOALS:

- Obtain funding through DBC from the coop marketing pool and Events Funding Pool
- Source long-term granting opportunities for maintenance of tourism assets

Key Learnings & Conclusions	<p>2021 was another year plagued with COVID, and although that impacted many of our core initiatives, it also offered a good opportunity to reflect on the state of tourism and what the future could look like.</p> <p>Update on current initiatives:</p> <p>A Year-Round Destination:</p> <p>We continue to use data as the backbone of all our marketing. 72% of the rooms of local accommodators report their data through STR, in which we get the aggregate, giving us a strong sense of how the accommodation sector is performing. In 2021, DBC also added us to their STR Weekly Data round up, which has been extremely helpful in obtaining real time occupancy levels. We survey guests on location to determine the quality of their experiences and to get our baseline Net Promoter Score, and we received mobility data from the City of Revelstoke from Telus Insights. Together – this helps to inform key marketing decisions for our team. Destination insights will continue to be a key priority in 2021 and beyond.</p> <p>Traditionally we would use MRDT data as a benchmark from which we base operational decisions from, but we have begun relying more on the STR data. STR data to date (August 2021) indicates revenues to date are down 17% YOY and down 33% from 2019. This aligns with what we are seeing through the MRDT room revenue data. Average daily room rates are down 12% YOY. Occupancy rates are currently down 12% YOY and down 31% from 2019 (January – August inclusive). Based on early predictions, we anticipate MRDT ending up approximately flat from 2020 overall.</p> <p>A Multi-Day Stay:</p> <p>Events did not recover in 2021, as anticipated. However, we did support some community events to animate the visitor experience. Most major events were cancelled but the summer showed some promise of events when restrictions on outdoor gatherings were loosened. We were able to move the Saturday night Guerilla Gigs (live music originally scheduled as a 50-pax ticketed event) to Queen Elizabeth Park, opening it up for the entire community and visitors. The second annual Wildflower Festival also came to fruition, which was unfortunately impacted by heavy smoke in the area. Finally, a brand-new event was launched – Dark Horse (a women's freeriding mountain bike event that is slated to return to Revelstoke year after year).</p> <p>All campaigns that were run in 2021 encouraged visitors to book direct and stay 2+ nights by offering visitors additional value. In the summer, we also added activity providers to our online referral engine, which produced over 1600 click throughs (estimating over \$15,600* for our activity providers)</p> <p>*Based on a 5% conversion rate.</p> <p>Finally, our media residency program, which hosts media for longer stays, has been very successful in immersing them in our destination. There has been a lot of positive feedback on this program, and we intend to continue it as the focal point of our media strategy.</p> <p>A Recognizable Destination Brand:</p> <p>Phase 1 of our community wide wayfinding strategy was implemented in 2021. Although there was public consultation done on the program in 2019, we have seen</p>
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some concern from residents about funding such a large project for signage. To ensure the long-term viability of the program and to garner resident support, we'll need to support the City of Revelstoke on a better communications strategy if Phase 2 comes to fruition in future years.

Long Term Tourism Planning & Effective Governance

In 2021, we engaged Carlyle & Co Consulting to create a Destination Management Plan Framework for next steps moving forward along the path to a full Destination Management Plan (DMP). We partnered with the City of Revelstoke Economic Development and have applied for further funding opportunities to pursue the next step of a full DMP that we will hopefully take shape in 2022. 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. We are aligning our tourism vision with the OCP and other municipal visions.

We also moved into a new office space that is shared with the City of Revelstoke Community Economic Development department to collaborate on tourism initiatives.

Exceptional Visitor Services and Remarkable Visitor Experiences:

We continued to invest in the visitor experience in 2021, running a bricks & mortar visitor centre, a roaming van program in Mount Revelstoke National Park, and an ambassador program to train front line service staff in all things Revelstoke ahead of the winter season. We recognize that the success of our industry relies on the movement of people, which is created through experiences, animation, and programming.

Visits to the visitor centre & roaming services were down 6% YOY and down 69% from 2019 (January – August inclusive).

Annual Tactical Marketing Plan and Digital Strategy:

Our consumer site, SeeRevelstoke.com, continued to perform in 2021 with our commitment to digital. Organic traffic increased by 6% YOY to date, with referral traffic increasing by 8% YOY to date. However, both direct traffic and social traffic were down significantly YOY to date (60% and 74%, respectively). Total website traffic is currently down 16% YOY. We have seen over 66,500 uses of #TheRealStoke to date. In 2021 thus far, our online referral engine has produced over 7000 click throughs (estimating over \$62,500* in revenues for our properties). Estimated revenues are down 73% YOY.

*Based on a 5% conversion rate.

One of our most successful digital marketing campaigns was around the hashtag #TakeOutRevy. Throughout April, we launched a digital campaign that drove revenue, customers, and social media engagement to local businesses during a time of need. The #TakeOutRevy campaign allowed Revelstoke locals to receive a \$25 gift voucher to local restaurants in return for posting a picture of a meal enjoyed in a scenic location. 250 locals participated in the campaign, leading to over \$6,000 spent in the community.

Impact: While the obvious impact of #TakeOutRevy is the money spent through gift vouchers, there were several other aspects that made this a particularly impactful campaign for us and our community.

Media Value: Locals who purchased a meal in Revelstoke and shared it on Instagram received a \$25 gift voucher to spend at participating restaurants. By the end of the campaign, 250 pieces of content were shared on social media, leading to approximately 3,384 engagements (likes, comments, shares). *Assuming a cost per click of \$0.85, a similar media spend would normally cost us \$2,876.*

Photography Assets: Who better to show off the scenic locations and variety of meal options that Revelstoke boasts than its locals? These 250 photography assets are now available to access through CrowdRiff's UGC platform, and can be utilized for future campaigns and initiatives. *Assuming a cost of \$50 per photo for amateur photographers, \$100 per photo for semi-professional photographers, and \$0 per photo for low-quality photos, we would have spent \$5,900 to acquire these assets.*

Revenue for Partners: In addition to the \$25 voucher, additional revenue was directed to restaurants at two other points during the campaign. Firstly, to receive the voucher, locals had to purchase a meal to create a post. *Given an average cost of \$22.50 per meal in Revelstoke, this means \$5,625 was spent to receive the vouchers.* In addition, studies show that 65% of consumers spend 38% more than the face value of the gift card on their final purchase. Using that assumption, an additional \$1,432 would have been spent at restaurants during this campaign.

Partner Engagement: On top of the quantitative benefits described above, one of the most impactful elements of the #TakeOutRevy campaign was the community engagement it drove. Locals were supportive and the restaurant sector was fully engaged. It was one of the first times that we saw an entire sector collaborating to share content.

Ultimately, the #TakeOutRevy campaign led to \$21,634 of benefits to us and our community. Based on \$6,250 worth of campaign costs, **this equates to a 3.5x ROI.**

Visitor Access:

In 2021, we worked in partnership with Tourism Golden & Shuswap Tourism to drive awareness to our factual microsite, GetIntoBC.com. This was based on a communication outreach campaign regarding the Kicking Horse Canyon Highway Expansion Project. The local ski shuttle was still operational, but with a reduced route. We also piloted the ski shuttle going up to the Nordic Centre. Unfortunately, this was not well used due to COVID and we hope to continue the program next year to see if we can bolster ridership.

Financial Stability

We rebuilt staff capacity in July 2021, bringing our core tourism marketing team back to three full time employees. This was made possible through the CEWS. Successful grants received included: DBC coop Hwy #1 consortium, content creation grants and the Community Adaptation Funding grant, as well as a Columbia Basin Trust Tech grant. We are also awaiting response from the WD tourism relief fund.

Overall Goals, and Objectives	<p>Although the overall objectives and targets remain the same as the Five-year Strategic Business Plan, 2022 will focus on both rebuilding tourism and adjusting resource allocations to skew more heavily towards Destination & Produce Experience Management. For example, significant investment will be placed towards the planning priority of “Long Term Tourism Planning” (rationale below) as we look to move towards a more regenerative tourism model.</p>
Strategies	<p>No significant difference from the Five-year Strategic Business Plan in terms of high-level priorities. Our core tactics for 2022 will be routed in stakeholder engagement, shared community values/resident empowerment, and digital excellence.</p> <p>Our marketing mix will continue to include branding, data, earned media, content, and digital (social, website) with a goal of having every dollar we spend having a value over and above just ‘marketing’.</p> <p>We will begin to incorporate more Destination Management initiatives and Resident Engagement campaigns as we move towards a Destination Management Plan for Revelstoke in tandem with our MRDT renewal in 2023.</p> <p>In 2022, we will be allocating significant resources towards the planning priority of “Long Term Tourism Planning & Effective Governance” as that is one area that we have failed to move the dial on throughout this 5-year strategy. Our 2020 tourism stakeholder survey results showed that 41% of our own industry said that our performance on long term tourism planning, including a shift from destination marketing to a holistic destination management approach had been poor or average. This demonstrates an increased desire to manage our destination sustainably, even from within our own tourism industry.</p> <p>Our key content themes for the year include:</p> <p>Winter: Legendary Powder. Small Town Vibes. Big Mountain Terrain. (Core Attractions - Ski, Snowmobile, Backcountry Touring)</p> <p>Summer: Wild Spaces. Small Town Charm. Big Mountain Adventure. (Core Attractions - Mountain Biking, Hiking, National Parks, Water Sports, Arts & Culture)</p>

Target Markets	<p>The right visitor overall:</p> <ul style="list-style-type: none"> -Respects and, to a degree, fits into the local way of life -Aligns with the ethos of the destination -Respects, and is prepared to deal with the challenges of mountain experiences -Shares a respect for the environment and knows how to be a low-impact traveler <p><u>GEOGRAPHIC</u></p> <p>Primary: Canada (BC, AB) The Near-In Recreational Visitor - What they lack in spending, they make up for in numbers and repeat visitation. These visitors don't cause significant disruption because they aren't in the local's way. They camp in designated campgrounds and use recreation amenities that have capacity to support tourism.</p> <p>Secondary: Canada (ON, QC, SK*), USA* (Ikon Pass: California, CO) <i>*Winter geo targets; these could expand and are dependent on travel restrictions due to COVID-19</i></p> <p><u>DEMOGRAPHIC</u></p> <p>Primary: Millennials / Adventures (Key winter traveler) -Fastest growing travel segment, account for 20% of all global trips, strong visitation to Revelstoke, significant social advocacy, motivated by experiences</p> <p>Secondary: Mature Travelers / Zoomers (Key summer/shoulder season traveler) -Take approximately 4-5 trips per year, longer-term stays, they want amenities with affordability, tech savvy, motivated by "Bucket List" trips</p> <p>Secondary: Active Families (Key summer/holiday traveler) -Good potential to lengthen stays, they need a diverse range of activities, budget conscious and want good value, influenced by peers and social media, well-traveled and seeking unusual places off the beaten track</p> <p><u>PASSION/INTEREST BASED</u></p> <p>Best sustainability opportunity (those who are steps above average or aspire to excel at their passions)</p> <p>Nature & Wilderness Based Experiences – National Parks, Hiking, Mountain Biking, Hot Springs, Lake Revelstoke / Water Activities</p> <p>Ski/Snowboard & Snowmobile – Lift Skiing/Snowboarding (RMR), Heli & Cat Skiing/Snowboarding, Backcountry Skiing/Snowboarding, Snowmobiling</p> <p><i>Desired length of stay from all target markets is 2+ nights. One of our planning priorities is to lengthen the overall year-round destination stay, specifically in the spring/summer/fall.</i></p>
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Section 2: One-Year Tactical Plan with Performance Measures

Major Category: Marketing

Activity Title: Destination Awareness

Tactics: Collateral Production & Distribution, Media Advertising and Production, Consumer Shows

Implementation Plan

Description: Establish a strong destination identity, with a buy-in from the entire community. We will ensure consistent messaging that aligns with the core of Revelstoke through strong alignment with the City of Revelstoke, Revelstoke Mountain Resort, and Destination BC. We will leverage #TheRealStoke and the power of our destination brand.

Quantifiable Objectives:

- Number of stakeholders using the destination brand
- Revy branded sales revenues

Rationale: Travelers are gravitating towards authentic tourism destinations and true destination branding is about ownership within. Our place brand belongs to the locals and residents.

This activity is in alignment with our Destination Planning Priority:

#3 – A Recognizable Destination Brand

Action Steps:

- Ensure our branding is incorporated into all marketing collateral and communications
- Work with the Chamber of Commerce to obtain more widespread adoption of the brand
- Support local stakeholders and sectors with opportunities to adopt our brand into their marketing initiatives, when applicable
- Branded in-destination brochures: MTB, Hiking, Nordic, Snowshoe, Dirt Bike, Visitor Experience Guide
- *Less advertising and more brand awareness on signature destination pieces
- Visitor Experience Guide racking throughout AB corridors between Banff/Canmore/Calgary/Edmonton
- Visitor Experience Guide racked in Mount Revelstoke & Glacier National Parks and key locations around town
- Billboard: Highway #1 at Griffith Creek, CTA downtown Revelstoke
- YLW Presence: Branded doors at the Kelowna Airport
- Branded Marketing swag: Winter BUFFS, Stickers, Hats
- Resort Shuttle Branding: Shuttle bus wrap, schedules, and signs all aligned with destination brand
- Consumer Ski & Sled Shows partnered with the Revelstoke Snowmobile Club & Revelstoke Mountain Resort
- Assess opportunities for “Grown in Revelstoke” brand piece
- Work with Indigenous tourism partners on cultural signage opportunities
- Introduce our brand to new audience(s) and educate them about what makes us different

Potential Partnerships: Revelstoke Chamber of Commerce, City of Revelstoke, Economic Development, Revelstoke Mountain Resort, Revelstoke Snowmobile Club, Tourism Stakeholders, Parks Canada

Resources: Staff Time, Brand Guidelines & Voice

Sources of Funding: MRDT

Timeframe: Ongoing, Year-Round

Budget: \$91,000

(Includes \$9,000 earmarked directly for Consumer Shows)

Major Category: Marketing

Activity Title: Digital Excellence – A Seamless User Experience

Tactic: Website – Hosting, Development, Maintenance

Implementation Plan

Description: After a successful website redesign in 2020 and completion of Phase 2 tactics in 2021, we will be moving on to Phase 3 of our website plan.

Quantifiable Objectives:

- Website Sessions on SeeRevelstoke.com growth by 10%
- Website Page Visits on SeeRevelstoke.com growth by 10%
- Website Traffic from social growth by 15%
- Online Booking Engine Referrals growth by 5%
- Value of bookings referred through the referral engine growth by 5%
- Overall Stakeholder referrals from website growth by 15%
- Tourism Subscriber Newsletter Sign Ups growth by 10%
- Average Subscriber Newsletter Click Rate, maintain 18%

Rationale: The website is performing extremely well, as we move into Phase 3, we will continue to look to make things more useful, inspiring, and easy to navigate for users.

This activity is in alignment with our Destination Planning Priorities:

- #1 – A Year-Round Destination
- #2 – A Multi-Day Stay
- #3 – A Recognizable Destination Brand
- #6 – Annual Tactical Marketing Plan & Digital Strategy

Action Steps:

- Work with LIFT to accomplish Phase 3 planning priorities: Revelstoke 150 page, more ‘eat & drink’ content, improved events calendar integration
- Implement additional activities onto the online referral engine and increase conversions to the online referral engine
- Provide useful content for travelers, being the go-to resource for Revelstoke information
- Continue to optimize for speed and mobile
- Increase user acquisition

Potential Partnerships: Revelstoke Chamber of Commerce

Resources: Staff Time, LIFT web agency, Brand Guidelines & Voice

Sources of Funding: MRDT

Timeframe: Ongoing, Year-Round

Budget: \$24,000

Major Category: Marketing

Activity Title: Digital Excellence – Investing in Iconics & Bookable Experiences

Tactics: Social Media, Consumer Focused Asset Development

Implementation Plan

Description: Aligned with DBC's "Invest in Iconics" and "Travel Offers" strategies, we will be marketing our own Iconics and Bookable Experiences with a focus on digital excellence, lengthening stays, and direct bookings.

Quantifiable Objectives:

- Uses of #TheRealStoke increased by 20% per year
- Social media impressions growth by 1% per year
- Social community size growth by 10% per year
- Maintain 3% average engagement rate across channels (Instagram, Facebook, Twitter)

Rationale: We have learned a lot from DBC's strategy and are using it to create our own Iconics strategy at the local level. We have also seen success with our direct booking campaigns, so we will continue this tactic in 2022. This activity is in alignment with our Destination Planning Priorities:

#1 – A Year-Round Destination

#2 – A Multi-Day Stay

Action Steps: ICONICS

- Obtain new content of, and inspire visitation to, our key Iconics: Mount Begbie, Mount Revelstoke National Park, Revelstoke Mountain Resort, Frisby Ridge/Whole Teriyaki, Mackenzie Ave, Lake Revelstoke
- Promote bookable experiences and encourage direct bookings
- Partner with relevant groups on iconic experiences: Parks Canada (Mount Revelstoke NP), ACC (Mount Begbie), RCA (Frisby Ridge), City of Revelstoke (Mackenzie Avenue), RSTBC (Lake Revelstoke), RMR

Action Steps: BOOKABLE EXPERIENCES

- Create Summer & Winter Campaigns that focus on direct bookings & bookable experiences

Action Steps: BOTH

- Targeted Social Media Ads (Facebook, Instagram, YouTube) & Targeted Search Ads
- Determine metrics/KPIs that are quantitative targets (search, social, conversion rates, sign ups)
- Instagram Stories: Best of #TheRealStoke, Information on our Iconics, look before you book
- Apply for renewal of the nonprofit Google Adwords Grant (up to \$10,000/month in Search Ads)
- Crowdriff UGC generation - Encouraging UGC and social engagement through stoke contributors' program
- Subscriber Newsletters: Monthly to subscribers (reinforcing brand message and promoting destination campaigns, upcoming events, blogs posts, videos)

Potential Partnerships: Revelstoke Chamber of Commerce, local sector organizations, tourism stakeholders

Resources: Staff Time, Social Media Contractor, Digital Agency for Search and Google Adwords management

Sources of Funding: MRDT

Timeframe: Ongoing, Year-Round

Budget: \$151,000

Major Category: Marketing
Activity Title: Earned Media
Tactic: Travel Media Relations

Implementation Plan

Description: Obtain earned media through travel media initiatives & media residencies.

Quantifiable Objectives:

- Media mentions increased by 5%
- Maintain 18 Travel Media Hosted
- Maintain 2 Media Residency Placements

Rationale: Gaining positive and consistent coverage in the media has an incredible impact. It provides us with greater credibility, helps create awareness about our destination, and helps to build our destination brand.

This activity is in alignment with our Destination Planning Priorities:

#1 – A Year-Round Destination

#2 – A Multi-Day Stay

Action Steps:

- Target journalists, media, and influencers with a niche passion and those who are on a positive mission that aligns with the core value of our destination
- Optimize ROI for all hosted visits and track the distribution/re-distribution of media coverage on Revelstoke
- Work to host better quality visits through media residencies (a more immersive, community experience to make each media piece/mention valuable & targeted) *focus on the multi-day trip and letting them explore
- Develop and implement public relations and communications campaigns
- Identify, engage, and develop relationships with media from target markets & key outlets
- Manage Tourism Revelstoke's media database, distribution lists, media clippings/mentions/articles
- Proactive outreach to media: Develop, write, and distribute press releases & pitches (story ideas/news/upcoming events)
- Fulfill all media requests (image library, fact checking, b-roll, etc.)
- Support tourism stakeholders who wish to host media in helping to vet media, helping to arrange targeted press trips, and supporting with in-destination hosting
- Maintain travel media tools (Media Kit: flat sheets, itineraries, story starters)
- Host media/travel trade visits from target markets that align with DC, DBC, and KRT
- Work with KRT/DBC, other DMO's, RMR and other tourism stakeholders to support press trips in the area
- Work with qualified media for online content, secure coverage of shoulder season experiences, and around areas of perceived weakness in the destination (i.e., Getting Here, Culinary Experiences)
- Leverage funding through DBC's Visiting Journalist Program, when possible, to help offset media travel costs
- Incorporate clear KPIs (spreadsheet for spend and outputs): Track media activity that resulted from hosted trips

Potential Partnerships: RMR, Parks Canada, Tourism Stakeholders, Other DMOs, KRT, DBC, DC

Resources: Staff time, Brand Swag, Accommodation/tours/activities for visiting media

Sources of Funding: MRDT, RMR, Local Stakeholder contributions, DBC (Visiting Journalist Program)

Timeframe: Year-Round, Ongoing

Budget: \$27,000

Major Category: Destination & Product Experience Management

Activity Title: Effective Governance

Tactic: Destination Development Project

Implementation Plan

Description: Govern the organization effectively and assist in managing collaborative partnerships with local, regional, and provincial stakeholders.

Quantifiable Objectives:

- Complete the 3% MRDT renewal application package (due end of October 2022, implemented in May)
- Engage more tourism stakeholders to be a part of the Tourism Revelstoke board
- Improve the awareness of the DMO amongst the community

Rationale: Strong and effective governance is key to ensuring organizational sustainability and stakeholder support. We want to offer increased opportunities for community input and diverse tourism stakeholder representation.

This activity is in alignment with our Destination Planning Priorities:

#4 – Long Term Tourism Planning & Effective Governance

Action Steps:

- Conduct monthly board meetings as needed
- Engage tourism stakeholders in an annual strategic planning review, and prepare all documentation as required by DBC
- Work in tandem with the RMI Resort Development Strategy and DBC Destination Development Strategies that include Revelstoke (West Kootenay Revelstoke & Hwy #1)
- Research and leverage funding available through KRT, DBC, DC, and other sources
- Engage a consultant to support the research in a new operational model for Tourism Revelstoke
 - Board governance and best practices/new structure recommendations
 - A robust stakeholder engagement process
 - Updating MOU's and Terms of Reference documents with the Chamber of Commerce and City of Revelstoke
 - MRDT renewal at 3%
 - Investigate moving from a membership model to a stakeholder model
 - A new tourism membership structure and/or new funding model (diversify the model to avoid relying too heavily on one source, the MRDT)

Potential Partnerships: Tourism stakeholders, Economic Development/City of Revelstoke, Regional and Provincial DMO partners, KRT, DBC, DC

Resources: Staff time, DMO Consultant

Sources of Funding: MRDT, Local government contributions, grants

Timeframe: Year-Round, Ongoing

Budget: \$25,000

Major Category: Destination & Product Experience Management

Activity Title: A Destination Management Plan

Tactic: Destination Development Project

Implementation Plan

Description: 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 tourism vision should align with the OCP and other municipal visions.

Quantifiable Objectives:

- The successful creation of a Revelstoke Tourism Alliance
- The creation of a full-scale Destination Management Plan for Revelstoke

Rationale: Effective destination management will be a prerequisite for the management of further growth of tourism. Our 2020 tourism stakeholder survey results showed that 41% of our own industry said that our performance on long term tourism planning including a shift from destination marketing to holistic destination management approach had been poor or average. This demonstrates an increased desire to manage our destination sustainably, even from within our own industry. 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, and are also more resilient to challenges.

This activity is in alignment with our Destination Planning Priorities:

#4 – Long Term Tourism Planning & Effective Governance

Action Steps:

- Present the Destination Management Framework to various stakeholder groups to get initial buy-in on the project
- Mobilize a Revelstoke Tourism Alliance to jointly lead the process
- Identify baseline research to inform the planning stage
- Develop a Terms of Reference for the Destination Management Plan
- Present the Destination Management Framework and Terms of Reference for the Destination Management Plan to Revelstoke City Council
- Secure funding and confirm timing for a full-scale Destination Management Plan
- Prepare and issue a Request for Proposal for the Destination Management Plan

Potential Partnerships: Economic Development/City of Revelstoke, Revelstoke Tourism Alliance, Regional and Provincial DMO partners, KRT, DBC, DC

Resources: Staff time, Consultant

Sources of Funding: MRDT, Economic Opportunity Fund, WD Tourism Relief Grant*

*Funding has been applied for but not confirmed

Timeframe: January – October

Budget: \$25,000

Major Category: Destination & Product Experience Management

Activity Title: Destination Insights

Tactics: Research, Evaluation, Analytics

Implementation Plan

Description: Determining the best types of research and insights for our destination, the markets, and internal/external factors, and using it to inform and ultimately determine performance measures.

Quantifiable Objectives:

- Collect key research and information obtained through various programs and partnerships including, but not limited to:
 - MRDT
 - Hotel STR data: Occupancy, room rates, revenues
 - Telus Insights / Environics Analytics: Mobile Data
 - Visitor Data: RMR, Parks Canada, Visitor Centre/Roaming Van (# of visitors, geo, season of visitation, expenditures)
 - Sector Data: Trail Forks, Snowmobile Club
 - Visitor Experience Feedback: Net Promoter Score
 - Digital Data: social media, Google Analytics
 - Other data as deemed relevant by the Destination Management Plan

Rationale: Research and insights inform decision making in effective destination management. Destinations must be adaptive to the changing external environment and community aspirations. Further, collecting and sharing information with stakeholders will drive holistic value.

This activity is in alignment with our Destination Planning Priorities:

#4 – Long Term Tourism Planning & Effective Governance

Action Steps:

- Complete the Value of Tourism study through Destination BC to determine a baseline VOT
- Collect research and data to better inform our marketing and destination management decisions
- Create benchmarks for where we are currently at and assess future goals for where we would like to be

Potential Partnerships: Tourism stakeholders, RTA & RMI Committees, Economic Development/City of Revelstoke, Regional and Provincial DMO partners, KRT, DBC, DC

Resources: Staff time, DMO Consultant, Hired contractor, Data software/monitoring tools

Sources of Funding: MRDT, WD Tourism Relief Grant*

*Funding has been applied for but not confirmed

Timeframe: Year-Round, Ongoing

Budget: \$10,500

Major Category: Destination & Product Experience Management

Activity Title: Shared Community Values

Tactic: Other - Resident Engagement, Giving Back, Community/Visitor Dispersion Campaigns

Implementation Plan

Description: We want to better integrate with our community, to bolster our reputation, and to ensure that tourism offers the maximum benefit to our residents and businesses. Our spring and fall shoulder seasons offer a great opportunity to run campaigns that offer both a direct impact on the local community and a marketing ROI. Similarly, these types of campaigns can be used to deliberately guide the visitor experience, dispersing and directing visitor volume. We can use these types of unique campaigns to both attract visitation in the slower period, and to have a positive impact on community, attracting visitors who share our community values.

Quantifiable Objectives:

- Demonstrate the marketing ROI (proxy off followers & engagement, average costs for photography, etc.)
- Direct investment of marketing funds towards local initiatives
- Number of assets derived from community UGC
- Number of residents signed up to an email database
- Campaign media recognition within Revelstoke (mentions in local papers, radio, etc.)
- Visitor dispersion metrics

Rationale:

The tourism of tomorrow must adopt a win-win perspective, adding positive value for industry stakeholders, visitors, residents, and our planet. We must embrace this holistic perspective of tourism as a force for good. We must continually assess what type of impact we have on our destination, what types of visitor values are aligned to our community values, and under what circumstances tourism makes Revelstoke a better place. In this tactic, we ask ourselves how our marketing is making a difference in the community beyond its traditional value.

This activity is in alignment with our Destination Planning Priorities:

#4 – Long Term Tourism Planning & Effective Governance

Action Steps:

- Determine which types of campaigns will have the most community impact and drive the most marketing ROI
- Use funding to reinvest in the community by creating campaigns that are rooted in tourism as a force for good (Giving back campaigns: Avalanche Canada, Revelstoke Cycling Association Ten for the Trails, Thanksgiving Back)
- Identify local ambassadors (who participate frequently) to collaborate with and create community advocates
- Improve User Generated Content from key areas and attractions where we have content gaps
- Build a resident email database for future communication and engagement
- Disperse visitation to lesser-known areas that would enhance the visitor experience
- Demonstrate the marketing ROI of using tourism as a force for good
- Begin to determine the process of what a resident engagement/empowerment strategy will look like

Potential Partnerships: Tourism Stakeholders, Non-Profit Sectors, Residents

Resources: Staff time, Volunteer time

Sources of Funding: MRDT, 'buy-local' grants

Timeframe: Year-Round, Ongoing

Budget: \$30,000

Major Category: Destination & Product Experience Management

Activity Title: 'Stakeholder Engagement - Together in Tourism

Tactic: Industry Development and Training

Implementation Plan

Description: Ensure that we are in service to our tourism stakeholders, engaging consistently and frequently. Partner with Destination BC, Kootenay Rockies Tourism, Regional DMO partners, Indigenous partners, and tourism stakeholders to increase collaborative marketing efforts and strengthen stakeholder partnerships.

Quantifiable Objectives:

- Improve the value of the DMO by 5%
- Stakeholder Newsletter click through rate maintained at 18%
- Nonprofit tourism & sector support (dollar value) growth by 5%
- Maintain 12 Tourism Advocacy instances
- Maintain 6 Tourism Talks columns

Rationale: Continued product growth at Revelstoke Mountain Resort, with our tourism stakeholders, and through our non-profit sectors is key to the continued growth of the destination. Local and provincial partners allow us to leverage their impact on specific audiences or activities and make our dollars go further.

This activity is in alignment with our Destination Planning Priorities:

- #1 – A Year-Round Destination
- #4 – Long Term Planning & Effective Governance
- #5 – Exceptional Visitor Servicing & Remarkable Visitor Experiences

Action Steps:

Destination BC:

- Maximize www.hellobc.com – work with Destination BC's Travel Information Management team to ensure Revelstoke content is up to date and reflective of branding, messaging, and unique selling proposition
- Engage with Destination BC's social media channels
- Participate in Destination BC workshops, webinars, and learning opportunities
- Share story ideas with Destination BC's Travel Media Team, and secure representation through their staff at key media events

Kootenay Rockies Tourism:

- Seize opportunities to educate RDMO staff on the Revelstoke brand and experience
- Participate in regular Kootenay Rockies Tourism DMO meetings and consultations

Neighboring Community DMOs:

- Continue to explore mutually beneficial partnerships and share information with neighboring communities / regions
- Continue to work with neighboring communities and regional campaigns (Kootenay Dirt, Sled Kootenay)
- Work collaboratively with neighboring communities to identify opportunities to access available Destination BC open pool marketing funds
- Strengthen relations with neighboring communities to amplify messaging (capitalize on existing programs/create new programs)

Provincial Industry Associations:

-Participate in provincial key “passion” sectors and related industry associations that align with our target markets:

- o Golf BC / Trans Canada Golf Trail
- o Mountain Bike BC / Kootenay Dirt
- o BCSF / Sled Kootenay
- o BC Ale Trail
- o CWSAA (Nordic)
- o Tourism Association memberships: BCDMOA, BCHA, TIABC

Tourism Stakeholders, Indigenous Partners & Local Non-Profit Sector Engagement, Collaboration, Partnerships:

-Revelstoke Mountain Resort: Quarterly marketing meetings with the marketing team to align campaigns and marketing tactics (support collaborative marketing initiatives and cost sharing opportunities to help support the growth of RMR), continue to develop the ski sector in partnership with RMR

-Parks Canada: Biannual meetings with external relations team to ensure marketing alignment

-Rec Sites & Trails BC: Biannual meetings with Rec officer to ensure alignment

-Local tourism stakeholders and Indigenous Partners: Increase co-op marketing initiatives and make available to all, continue to develop an integrated online referral system on SeeRevelstoke.com accessible to all, improve referrals, partner on media visits, explore digital partnership opportunities, increase opportunities for face-to-face engagement by offering annual meetings

-Local sector partnerships: Support key sectors through digital partnerships (Revelstoke Snowmobile Club, Revelstoke Cycling Association, Revelstoke Golf Club, Revelstoke Nordic Ski Club)

-Partner with key user groups and relevant tourism stakeholders to share booth space at consumer shows

-Conduct an annual Stakeholder Survey

-Send monthly tourism industry e-newsletters to keep stakeholders informed on Tourism Revelstoke & industry happenings

-Host two stakeholder open houses (Spring/Fall)

-Generate leads for stakeholders and strengthen stakeholder partnerships

-Provide opportunities for stakeholder engagement (through workshops, newsletters, spring & fall open houses, meetings)

-Engage with stakeholders who do not have the resources or expertise to stay ahead of the technological trends by helping to increase their digital expertise through deeper engagement over the long term and consistent coaching/training

Potential Partnerships: Tourism stakeholders, Indigenous Partners, Revelstoke Mountain Resort, Parks Canada, BC Parks, Rec Sites & Trails BC, Non-Profit Sectors (Cycling Association, Snowmobile Club, Nordic Club, Golf Club, Arts Council, Museums & Galleries etc.), City of Revelstoke Economic Development, Visitor Information Centre/Revelstoke Chamber of Commerce, DBC, KRT, Neighboring DMO's

Resources: Staff time, Constant Contact, Survey tools

Sources of Funding: MRDT, Stakeholder contributions, Local government contributions

Timeframe: Year-Round, Ongoing

Budget: \$70,000

Major Category: Destination & Product Experience Management

Activity Title: Visitor Access

Tactics: Other (Co-op Consortium), social media, website

Implementation Plan

Description: Improve the perceived ease of access into and out of Revelstoke.

Quantifiable Objectives:

- DBC Coop Funding secured on an annual basis
- Website visits to GetIntoBC.com growth by 10%
- UGC Assets that are road trip related growth by 10%
- Website visits to SeeRevelstoke.com Getting Here page growth by 10%

Rationale: Visitor access to Revelstoke remains a key hurdle in visitor attraction and retention.

This activity is in alignment with the overarching destination development goals that have been identified to support the 10-year vision for the Highway #1 Corridor and with our Destination Planning Priority:

#7 – Visitor Access

Action Steps:

- Attend consumer shows with dedicated “Getting to Revelstoke” banner and collateral pieces
- Explore the feasibility of a Revelstoke Booth (VIC/RMR/EvRev) at YLW to improve the visitor arrival experience
- Partner with Tourism Golden & Shuswap Tourism on an awareness and factual communication outreach campaign regarding the Kicking Horse Canyon Highway Expansion Project
- Promote consortium website (getintobc.com), that is a factual microsite outlining closure schedule, improved traveler safety, improved capacity, links to DMO sites/drive BC/KHC project landing page
- Develop the KHC Consortium Phase 2 marketing plan
- Offer improved winter travel planning through digital campaigns to shift the conversation away from how hard it is to access Revelstoke
 - Blogs which focus on the journey (top tips for making your road trip a breeze)
 - Produce a “Getting Here in Winter” Video with reinvigorated “Getting Here” website page
 - Use CrowdRiff for UGC travel content, specifically Rogers Pass photos
 - Targeted social media campaigns that highlight the journey to Revelstoke
- Partner with Parks Canada:
 - Avalanche control program awareness
 - What to expect with driving Rogers Pass, how to be prepared, and tips for planning your drive

Potential Partnerships: City of Revelstoke, Revelstoke Mountain Resort, Tourism Golden, Shuswap Tourism, Drive BC, Parks Canada, Everything Revelstoke

Resources: Staff time

Sources of Funding: MRDT, DBC Co-op Consortium, Funding from Tourism Golden & Shuswap Tourism, RMI funding

Timeframe: Year-Round, Ongoing

Budget: \$30,000*

*net zero – coop funds received through DBC & partners

Major Category: Visitor Services

Activity Title: Exceptional Visitor Servicing & Remarkable Visitor Experiences

Tactic: Visitor Services Activities

Implementation Plan

Description: Support the Visitor Centre through both bricks & mortar, roaming van, and online visitor servicing. Be a visitor friendly community by providing quality information and exceptional customer service to the guests we welcome through all avenues of visitor servicing and visitor experiences.

Quantifiable Objectives:

- Visitor Centre Visits (Including Roaming VC) growth by 3%
- Roaming VC Visits Only growth by 3%
- Net Promoter Score growth by 3%
- Revelstoke Ambassador program, number of people trained growth by 5%

Rationale: Revelstoke's Visitor Centre plays a pivotal role in visitor services. It is operated in partnership with the City of Revelstoke and the Revelstoke Chamber of Commerce. It is often the first point of contact that people have with our community. Exceptional visitor services and remarkable visitor experiences are one of our core business planning priorities in the 5-year Destination Strategy.

This activity is in alignment with our Destination Planning Priority:
#5 – Exceptional Visitor Services and Remarkable Visitor Experiences

Action Steps:

- Support the Visitor Centre for all services including Bricks & Mortar, Roaming, and online to improve the visitor experience at all touch points
- Stimulate visitor circulation to extended stay and increase spend post-arrival
- Provide visitors with friendly, motivating, accurate, and up to date travel information and services
- Online Visitor Servicing (through Trip Advisor and SeeRevelstoke.com "contact us" visitor enquiry forms)
- Utilize Visitor Centre staff to capture visitor data and encourage guests to experience more during their visit
- Visitor Experience Programs & Projects:
 - Wayfinding Strategy implementation and awareness in partnership with the City of Revelstoke
 - Revelstoke Ambassador Program development and implementation
 - Collateral development – including new Lake Revelstoke & campgrounds map
 - Activity brochures – including update of hiking & mountain biking
 - Expand visitor education campaigns (leave no trace, backcountry safety, respecting the environment, cultural awareness/Indigenous)
 - Explore the feasibility of a Revelstoke Booth at YLW to improve the visitor arrival experience
 - Coordinate BVIC accessibility upgrades under the approved Enabling Accessibility Fund grant (2021-2023 timeframe)

Potential Partnerships: Revelstoke Chamber of Commerce, Parks Canada

Resources: Revelstoke Chamber of Commerce, with support from Tourism Revelstoke and the City of Revelstoke

Sources of Funding: MRDT, Local Government Contributions, RMI, Staff Time

Timeframe: Year-Round, Ongoing

Budget: \$105,000

Major Category: Meetings, Conventions, Events and Sport

Activity Title: Enhance the visitor experience through MICES

Tactics: Support for Meetings, Incentives, Conferences, Events, Sport

Implementation Plan

Description: We will support events that are in line with our place brand, that enhance the visitor experience, that increase length of stay, and that attract new visitors to the destination. We have allocated funding to events that we know can happen and will continue to build on this as the situation evolves. Our role as the DMO is to provide financial and marketing support while acting as a resource for event delivery.

Some of the key MICES that we anticipate being able to support include:

- Arts & Culture Events: Grizzly Plaza Summer Street Festival Extension (Revy. Live), LUNA, Winter Festival, Forestry Museum Events, Indigenous Day Events
- Nature Based Events: Revelstoke Wildflower Festival

Quantifiable Objectives:

- Event Calendar Webpage visits

Rationale: MICES are a huge draw for a wide range of visitors (who may not have previously considered the destination). They are a great way to align with place brand, increasing visitor volumes of the 'right visitors' and animating the visitor experience of those already in destination.

This activity is in alignment with our Destination Planning Priorities:

- #1 – A Year-Round Destination
- #2 – A Multi-Day Stay

Action Steps:

- Work collaboratively with event organizers and tourism stakeholders to support safe events through COVID-19
- Work collaborative with the Chamber of Commerce and Economic Development to determine event roles and to identify potential gaps
- Populate a detailed Events Calendar on SeeRevelstoke.com
- Promote accommodation options through SeeRevelstoke.com and other things to do while visiting Revelstoke
- Create and distribute a weekly "What's Up" to inform visitors on all the events and on goings in the community
- Coordinate digital campaigns to promote upcoming events through our platforms
- Maintain on-going collaboration with event partners to ensure a consistent approach to marketing and communications
- Identify media opportunities that align with in-destination events
- Encourage event organizers to capture data about participants and create a measurement system to track impact

Potential Partnerships: Revelstoke Arts Council, Revelstoke Mountain Resort, Revelstoke Museums Collective, City of Revelstoke, Economic Development, Local Stakeholders, Event Companies

Resources: Staff time

Sources of Funding: MRDT, RMI, DBC Tourism Event Grant, BC Festival & Events Recovery Fund

Timeframe: Year-Round, Ongoing

Budget: \$68,000

Performance Measures

OUTPUT MEASURES:

Media Mentions
Travel Media Hosted
Media Residency Placements
Event Calendar Webpage visits
Stakeholders using the destination brand
Value of the DMO
Stakeholder Newsletter click through rate
Nonprofit tourism & sector support
Tourism Advocacy instances
Tourism Talks columns
Revelstoke Ambassador program, number of people trained
DBC Coop Funding secured
Website visits to GetIntoBC.com
UGC Assets that are road trip related
Website visits to SeeRevelstoke.com Getting Here page
Website Sessions on SeeRevelstoke.com, overall
Website Page Visits on SeeRevelstoke.com, overall
Website Traffic from social growth
Online Booking Engine Referrals
Overall Stakeholder referrals from website
Tourism Subscriber Newsletter Sign Ups
Average Subscriber Newsletter Click Rate
Uses of #TheRealStoke
Social Media Impressions
Social Community Size
Average engagement rate across social channels (FB, Insta, Twitter)

OUTCOME MEASURES:

Room Revenue (MRDT)
Room Revenue (MRDT), shoulder only
Room Revenue (MRDT), OAP
Accommodation Occupancy Rate
Accommodation Occupancy Rate, shoulder only
Average Daily Room Rate
Increase length of stay to 2+ Nights (Spring/Summer/Fall)
Revy Branded sales revenues
Visitor Centre Visits (Including Roaming VC)
Roaming VC Visits Only
Net Promoter Score
Value of bookings referred through the referral engine