

WEST KOOTENAY / REVELSTOKE DESTINATION DEVELOPMENT STRATEGY



DESTINATION
BRITISH COLUMBIA



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EXECUTIVE SUMMARY

DESTINATION DEVELOPMENT IS THE CONSCIOUS AND CONTINUOUS PROCESS OF COORDINATING AND DEVELOPING THE TOURISM INDUSTRY TO STRENGTHEN THE VISITOR ECONOMY.

Tourism is a pillar of British Columbia's economy employing more than 127,500 people annually through 19,000 businesses that, together with the support of government, generate \$15.7B¹ in revenue annually with \$7.4B of value added to the BC economy as measured through GDP (in 2007 constant dollars).

The Destination Development Program is a critical part of Destination BC's corporate strategy to facilitate the collaboration of local, regional and provincial agencies, First Nations, destination marketing organizations (DMOs), tourism operators, and other community interests to guide the long-term growth of tourism experiences and revenues.

The West Kootenay/Revelstoke strategy is one of 20 provincial strategies that will be produced. In total,

four planning area strategies will be facilitated in the Kootenay Rockies tourism region: West Kootenay/Revelstoke, the Columbia Valley, Highway 1 Corridor and the Highway 3 Corridor. Together these will form the foundation for a regional destination development strategy. This regional destination development strategy will inform a provincial strategy.

Launched in July 2016, this project involved an iterative research methodology of stakeholder interviews, community

¹Government of British Columbia. (2017, March). Jobs plan tourism sector profile.pdf. A publication of the Ministry of Jobs, Tourism and Skills Training.

meetings, online surveys, and working group discussions that complemented the review of multiple plans, studies, documents, and research. There are three key outputs created through this process:

1. An asset inventory of accommodation, tourism businesses and attractions, tourism organizations, food and beverage establishments, parks and recreation sites, sports and arts facilities, meeting facilities, transportation, and visitor services.
2. A Situation Analysis that provides detailed insights of the industry and Kootenay Rockies tourism context. The situation analysis also includes a planning area assessment which led to planning considerations that informed the strategy.
3. The Destination Development Strategy.

A. THE WEST KOOTENAY/REVELSTOKE AREA – A DISTINCTIVE DESTINATION

The West Kootenay/Revelstoke planning area offers visitors a magnetic combination of natural and cultural experiences — a truly unique vibe alongside access to an immense natural playground. Epic powder snow, mountains and trails, lakes, and rivers form the core of its natural advantage. Cultural strengths lie in the depth of the area's arts, culture and heritage, including an emerging agri-tourism and culinary scene. The area also provides an immersive, rejuvenating experience by providing access to natural and resort style hot springs, spas and wellness practitioners. This experience is strengthened by enjoying the area's backcountry and the delight offered through the zen sports of paddling, hiking, and climbing.

FIGURE 1:
Motivating
Experiences

LOVE & LIVE
LOCAL

EMBRACE
DIVERSITY

QUIET

SLOW DOWN
& BREATHE

FREEDOM
TO BE

THE WEST KOOTENAY WELLNESS



B. DESTINATION DEVELOPMENT IN THE WEST KOOTENAY/REVELSTOKE AREA – A DISTINCTIVE DIRECTION

Five community meetings, two webinars, two stakeholder surveys, numerous one-on-one interviews and working group discussions, led to the creation of a vision story for the area:

“The West Kootenay/Revelstoke area is a destination of awe-inspiring beauty — a place to be nurtured and that, in return, nurtures those who visit, and those who remain. Passionate travellers with a sense of adventure, and those seeking discovery both beyond the horizon and within themselves, are drawn here for the area’s remarkable outdoor recreation and the welcoming eccentricity of its many small communities — each offering their own interpretation of the ever-present “Kootenay vibe.”

This vibe is expressed vividly in the many cultural, artistic, and culinary offerings shared with visitors. The vibe is rooted in its rich history and heritage that continues to be celebrated. This is a place of storytelling. These stories include those of the Ktunaxa and Sinixt who have a visible presence in their traditional territory. Relationships with these First Nations are caring, strong, and respectful.

Residents of the West Kootenay/Revelstoke area relish living here but also understand the importance of the visitor economy. They support efforts to share this special place with those that like themselves are passionate, value kindness, and accept diversity. They extend their welcome to those visitors who wish to contribute to the stewardship of the land and waters,

while renewing themselves and reconnecting through physical activity, quiet contemplation, and cultural expression.

There is a spirit of innovation here — entrepreneurs who share community values are welcomed and supported. The visitor economy is embraced by many as a means to sustain their lifestyle through a steady flow of multi-night stays of travellers through the region. Service standards are high and the area leads British Columbia in Net Promoter Score.

West Kootenay/Revelstoke visitor experiences are many and varied. Yet they share a commitment to authenticity and that which is real and local. And that which is local, is world-class. World-class deep snow and big mountain adventure. World-class trail networks for mountain biking, hiking, and road biking. World-class field to table culinary experiences. World-class health and wellness that includes the area’s remarkable hot springs and spas. The area’s health and wellness extends to include zen sports and backcountry immersive experiences where deep personal reflection and growth can occur.

Everyone, from residents, to seasonal staff, to elected officials, understands that the delivery of world-class is a

shared responsibility — collaboration is essential and is the norm — collaboration between individuals, between businesses, between users of the land base, and between communities. There is no need to compete with each other. Our competition is other international ecotourism destinations. Keeping the visitor within the West Kootenay/Revelstoke area, and moving them from one community to the next, is always at the top of everyone's mind.”

AS THE JOURNEY TO REALIZE THIS VISION STORY PROGRESSES CHOICES WILL NEED TO BE MADE AND PRIORITIES SET.

The following guiding principles were developed, by partners, to guide the area's decision-making. Destination development in the West Kootenay/Revelstoke planning area will be guided by:

- Respect for all residents and visitors, including First Nations
- Appreciation and respect for community values and community distinctiveness
- Understanding of the essential need to protect the environment and maintain ecosystem health

- The need for visitors and residents alike to retain the ability to reconnect through nature and find peace/quiet
- The need to retain the essence of discovery and adventure that defines this place
- Innovative thinking
- Understanding of the power of collaboration

The established destination development goals for the area are aspiring, yet realistically achievable. There are eight overarching goals to be monitored as implementation proceeds:

1. Increase the economic value of tourism
2. Increase overnight stays in the shoulder season
3. Increase average length of stay in the planning area
4. Increase average visitor yield
5. Increase awareness of West Kootenay/Revelstoke as a preferred travel destination
6. West Kootenay/Revelstoke communities are ranked among the top Net Promoter Scores in British Columbia
7. Increase number of tourism businesses open and viable at least 9 months of the year
8. Increase number of year-round tourism job opportunities

FIGURE 2:

Strategic Priority Areas

STRATEGIC PRIORITY AREAS	SPECIFIC TARGETS
1 ACCESS/SIGNAGE/ INFRASTRUCTURE	<p>Secure reliable and timely access to and within the West Kootenay/Revelstoke area</p> <p>Offer accurate, visitor-friendly wayfinding and signage</p> <p>Develop well planned, well-located amenities and infrastructure to support quality travel experiences</p>
2 CREATE AN ATTRACTIVE BUSINESS CLIMATE FOR NEW AND EXPANDING TOURISM BUSINESSES	<p>Year-round skilled staff</p> <p>Access to affordable housing</p> <p>Supportive communities/local governments</p>
3 ENHANCE EXPERIENTIAL QUALITY AND VARIETY	<p>Invest in service excellence and offer affordable training programs to employers/staff</p> <p>Develop and offer additional year-round, memorable experiences true to the Kootenay vibe</p> <p>Trail based experiences (hiking, mountain biking, trail running, mechanized in identified zones)</p> <ul style="list-style-type: none"> • Water based experiences on lakes and rivers (boating, paddling, angling) • Health and wellness experiences (hot springs, spa, zen sports, backcountry, etc.) • Agriculture and agri-tourism including local cuisine, field to table experiences • Arts, culture, heritage including festivals and events and Indigenous cultural experiences • Soft adventures
4 PROTECT THE ENVIRONMENT, EDUCATE AND PURSUE ENVIRONMENTAL SUSTAINABILITY	<p>Land use plans that recognize sensitive zones</p> <p>Adequate monitoring and enforcement of use of resources</p> <p>Air and water quality are being measured</p> <p>Strong working relationships between tourism industry and local environmental groups and First Nations</p>
5 VALUE AND MAINTAIN SMALL TOWN CHARACTER AND COMMUNITY SUSTAINABILITY	<p>Tourism is documented in official community plans</p> <p>Residents understand and support tourism</p> <p>Low commercial vacancy rates in downtown cores</p> <p>Strong volunteer base to support experience delivery</p>
6 MANAGE THE DESTINATION COLLABORATIVELY AND EFFECTIVELY FOR THE BENEFITS OF RESIDENTS, TOURISM BUSINESSES, AND VISITORS	<p>Increase in the number of inter-community collaborative projects</p> <p>Increase in the value of leverages resources that are deployed</p>

FIGURE 3:
Destination
Success

STRATEGIC PRIORITIES



Within these six strategic priority areas are 98 recommended objectives. For each objective, a success network of organizations is identified to advance implementation.

Success networks represent the clusters of businesses and organizations (private sector, government, and not-for-profit) who will have shared responsibility of bringing the opportunity to fruition.

ACRONYMS

AGRI Ministry of Agriculture

CBT Columbia Basin Trust

DBC Destination British Columbia

DC Destination Canada

DMO Destination Marketing Organization

ENV Ministry of Environment & Climate Change Strategy

FIN Ministry of Finance

FLNR Ministry of Forests, Lands, Natural Resource Operations & Rural Development

IRR Ministry of Indigenous Relations and Reconciliation

ITBC Indigenous Tourism Association of British Columbia

KRT Kootenay Rockies Tourism

MRDT Municipal Regional District Tax

OCP Official Community Plan

RMI Resort Municipality Initiative

TAC Ministry of Tourism, Arts & Culture

TIABC Tourism Industry Association of British Columbia

TRAN Ministry of Transportation & Infrastructure

VC Visitor Centre

WD Western Diversification

1

FOREWORD AND ACKNOWLEDGEMENTS

FOREWORD

The West Kootenay/Revelstoke Destination Development Strategy was guided by input from over 100 tourism partners, representing diverse communities, organizations, businesses, interests, and passions.

We thank the First Nations on whose traditional territories we traveled and gathered for our community meetings including Ktunaxa Nation and Sinxt Nation.

THANK YOU TO THOSE
TOURISM PARTNERS,
WHO ATTENDED
PLANNING WORKSHOPS,
CONDUCTED INTERVIEWS,

PARTICIPATED IN
WEBINARS, HOSTED
SITE VISITS, AND
RESPONDED
TO SURVEYS.

The participation of all partners throughout the process was invaluable, but it is important to note that no endorsement of this strategy or any action listed within was obtained.



ACKNOWLEDGEMENTS

Members of the West Kootenay/Revelstoke Destination Development Working Group provided final recommendations for the strategies and prioritizations:

- Dianna Ducs, Executive Director, Nelson Kootenay Lake Tourism
- Andrea Ryman, Marketing Coordinator, Destination Castlegar
- Lisa Cannady, Project Coordinator, Imagine Kootenay/Community Futures
- Kristi Calder, Marketing Coordinator, Tourism Rossland
- Amanda Murphy, Recreation and Cultural Services Coordinator, Village of New Denver
- Jan McMurray, President, Slocan and District Chamber of Commerce
- Meghan Tabor, Manager, Tourism Revelstoke
- Wendy Anderson, Instructor, Selkirk College
- Richard Toperczer, Regional Manager, Economic Development Division Ministry of Jobs, Tourism and Skills Training
- Rebeckah Hornung, Manager, Sales and Marketing, Whitewater Ski Resort
- Gina Medhurst, President, Kootenay Lake Chamber of Commerce

Special thanks are offered to the facilitator of the West Kootenay/Revelstoke destination development process: Suzanne Denbak, Cadence Strategies.

2

INTRODUCING THE STRATEGY

KOOTENAY ROCKIES
Photo: Ryan Creary

2.1 DESTINATION DEVELOPMENT DEFINED

The West Kootenay/Revelstoke Destination Development Strategy was developed as part of Destination BC's Destination Development Program. Destination BC's Destination Development Program offers planning assistance to support the ongoing viability of BC's tourism sector.

This strategy is intended to enhance the planning area's competitiveness as a tourism destination over the next 10 years. Destination BC completed an extensive consultation process to gather input into the program and its process. The destination development planning process is led by consumer insights and behaviours. The planning process is flexible and able to meet the distinct needs of tourism regions.

Destination development is the mechanism that ensures the natural life cycle of a destination is managed to remain desirable and competitive for the ever-changing consumer. Destination development happens when industry and government work together to enhance the quality of visitors' experiences by ensuring tourism products, services, amenities, and practices meet and exceed visitor expectations.

FIGURE 4: Tourism Revenue Drivers



Tourism has two primary revenue drivers — supply and demand. Creative marketing efforts strive to generate short-term demand for a destination and create immediate urgency for people to want to visit. Destination development focuses on the supply side of tourism by providing compelling experiences, quality infrastructure, and remarkable services to attract new visitors and entice repeat visitation.

IN THIS AGE OF NEAR INSTANTANEOUS SHARING VIA SOCIAL MEDIA NETWORKS LIKE FACEBOOK AND TWITTER AND THE ABILITY OF TRAVELLERS TO REVIEW THEIR DESTINATION EXPERIENCES ON THIRD-PARTY PLATFORMS LIKE TRIPADVISOR, THE QUALITY OF THE DESTINATION AND THE EXPERIENCES IT OFFERS IS NOW AN ESSENTIAL ELEMENT OF THE MARKETING TOOLBOX.

There are four dimensions to supply that are considered in destination development planning: infrastructure (which is often public in nature and used by residents as well as visitors), the regulatory environment, the visitor experience, and the state of the industry's ability to compete (Figure 5).

The Destination Development Program is a critical part of Destination BC's corporate strategy and facilitates the collaboration of local, regional and provincial agencies, First Nations, destination marketing organizations, tourism operators, and other community interests. By considering all four of supply dimensions, destination development is able to guide the long-term growth of tourism experiences and revenues.

2.2 PROGRAM VISION

At the provincial level, the program's vision is to ensure that:

BC is a world-class tourism destination that offers remarkable products and experiences that are authentic, driven by visitor demand, exceed expectations, and align with BC's brand.

2.3 PROGRAM GOALS

The purpose of the 20 destination development strategies is to provide underlying support for the goals of the provincial destination development program, which are:

- To make British Columbia the most highly recommended destination in North America.
- To create strategic 10-year plans for tourism development and improve return-on-investment for government and private sector investments in tourism assets.
- To elevate British Columbia's ability to compete as a premium destination while making the province more attractive for investment.

At its core, destination development is all about bringing together planning, policy, and capacity building efforts to:

- Ensure that a destination is well positioned to make future strategic decisions.
- Address impediments to growth and capitalize on opportunities.
- Outline key assets of a destination including the main product themes/experiences available.
- Outline key priorities for new product, infrastructure and amenity development.
- Identify impediments to development and tourism growth (e.g., potential policy or capacity issues, available funding, access to funding, etc.).

The West Kootenay/Revelstoke Destination Development Strategy will guide tourism partners as they proceed with implementation. This strategy should be reviewed and updated as necessary to reflect changing tourism objectives, priorities, and market conditions. Also, results should be tracked regularly to ensure lessons learned can help future implementation activities to be even more effective in increasing economic, social, and cultural benefits to the entire area.

FIGURE 5:
Five Dimensions
of Supply — the
Visitor Experience





The area's strategy supports the goals of the provincial destination development program as well as:

- Provides strategic direction for the region and guidance for local and regional planning.
- Enhances stakeholders' ability to leverage their resources and programs.
- Provides a platform for continuing collaboration, alignment and leveraging of resources amongst the many contributors to the quality of the destination experience.

2.4 METHODOLOGY — PLANNING PROCESS

This strategy has been tailored to the West Kootenay/Revelstoke planning area and embraces its strengths, recognizes its constraints and current weaknesses, and perhaps, most importantly, respects the vision and values of the distinct tapestry of communities and residents that choose to call this area their home.

THIS BOTTOM-UP,
CUSTOMIZED APPROACH
REQUIRED EXTENSIVE
CONSULTATION AND
COLLABORATIVE
DIALOGUE DURING A
10-MONTH PROCESS.

HALFWAY RIVER HOT SPRINGS

Photo: Kari Medig



This consultative and collaborative approach resulted in a situation analysis report and developed implementation objectives by a Working Committee. A full process outline is provided in Appendix A. Appendix B offers a summary of the various planning considerations that informed these discussions. While the focus of discussion was the planning area, many of the opportunities and constraints identified may warrant consideration at a larger regional or provincial level.

2.5 KEY OUTPUTS

The key outputs of this planning process are:

- A comprehensive situation analysis of the planning area
- Vision Story and Guiding Principles for Destination Development
- General Goals for Destination Development in the Planning Area
- Strategic Priorities and associated Objectives for each Strategy Area
- Catalyst Projects and Actions

3

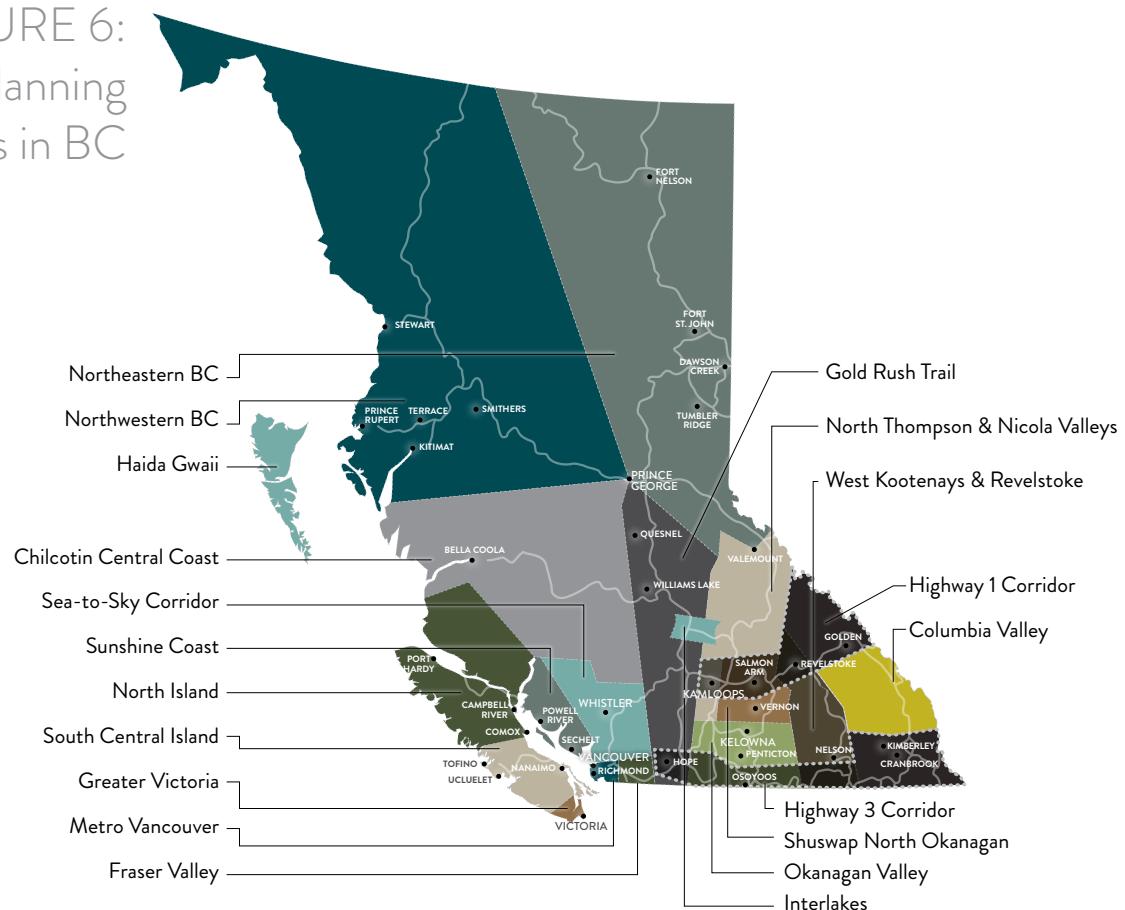
ALIGNMENT

REVELSTOKE AND COLUMBIA RIVER
Photo: Andrew Strain

The destination development strategy for the West Kootenay/Revelstoke planning area is one of four that will be prepared for the Kootenay Rockies Tourism region, and one of 20 for the province as a whole. Over the course of

the program, each tourism region will integrate their sub-regional destination development strategies into a regional destination development strategy that will underpin and inform a provincial destination development strategy.

FIGURE 6:
Planning
Areas in BC

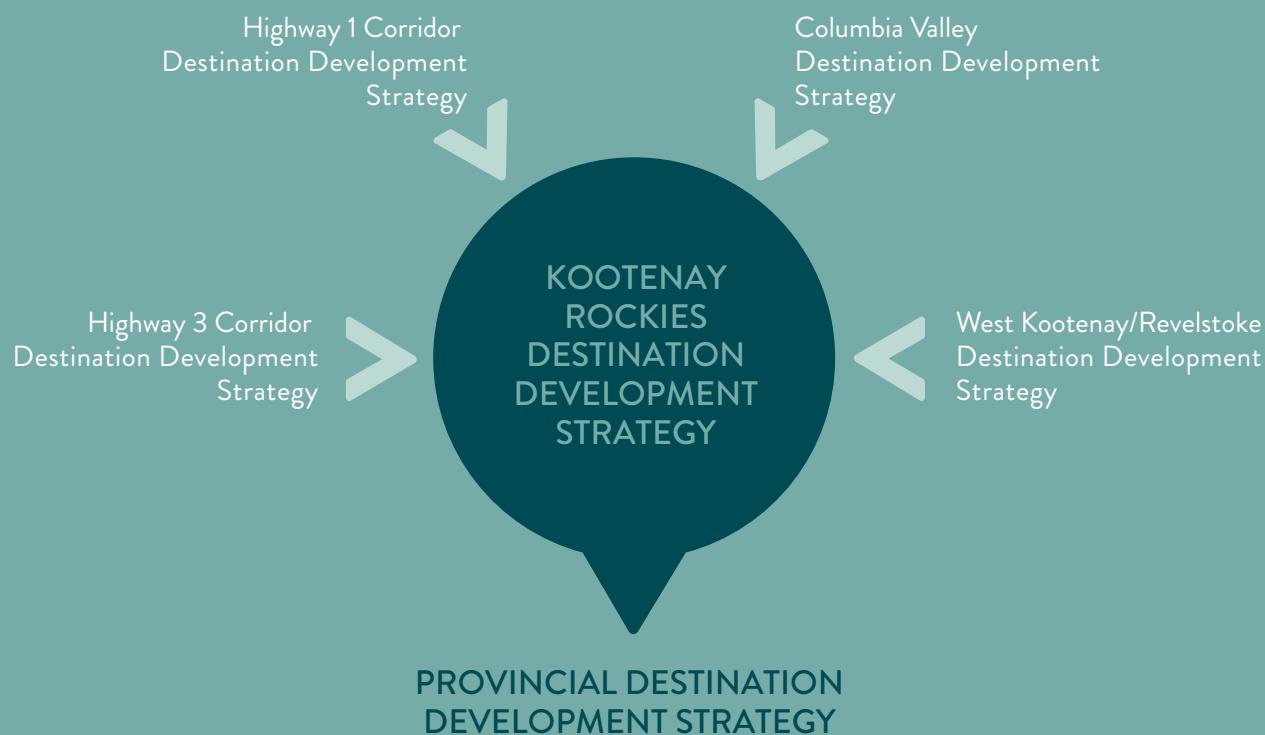


The destination development strategies themselves will be influenced by, and where appropriate reflect, complement and leverage, other planning initiatives. At the senior government level, tourism strategies developed by the Government of Canada, the Canadian Tourism Commission (now Destination Canada), and the Government of British Columbia, can provide high-level guidance on the changing tourism landscape and how domestic industry (and communities) can adapt and thrive.

Two other layers of planning are relevant to the destination development process. First, associations and agencies representing different tourism sub-sectors (e.g., adventure tourism, mountain biking, skiing) and services (e.g., advocacy,

human resources, and marketing) play an important role in many aspects of demand-side development, specifically in relation to the involvement and interests of the private sector. The promotional (and in some cases broader development) efforts of DMOs have a clear connection to the destination development process as each represents an essential element of market transactions we call tourism. And second, local community and regional plans, whether for tourism, economic development, community development, infrastructure, services or land use are foundational for destination development. Current, relevant plans and how they interact with destination development were identified in the Situation Analysis.

FIGURE 7:
Levels of Destination
Development Planning



4

SUCCESS NETWORK

NEW DENVER
Photo: Kari Medig

SUCCESS NETWORKS REPRESENT THE CLUSTERS OF BUSINESSES AND ORGANIZATIONS (PRIVATE SECTOR, GOVERNMENT AND NOT-FOR-PROFIT) WHO ARE ENCOURAGED TO COLLABORATE AND WORK IN HARMONY TO BRING THE OPPORTUNITY TO FRUITION.

Successful destination development implementation recognizes that “we all have a role to play”. The recommendations contained within this Destination Development Strategy form the foundation for additional focused and aligned discussions regarding implementation locally, regionally, and provincially. Organizations identified within each tactical success network will be able to review the potential for growing tourism, by leading, or supporting implementation, and action. It does not imply the organizations have committed or endorsed the tactic. This strategy is intended to inform conversations that may lead to future investments and actions, or that will contribute to growing this planning area’s and British Columbia’s visitor economy.

Joint strategy ownership among all planning area tourism partners is a critical component of this program’s success. The planning process identifies a suggested success network of tourism partners to champion and move actions within each objective forward. However,

during implementation, leads and involved parties would need to be verified. In many instances, executing on an initiative may require sharing responsibilities and entities listed will be responsible to lead their own areas. It is believed that only by working collaboratively in the continued planning and implementation of destination development, the full potential of the West Kootenay/Revelstoke planning area can be realized. As this planning process is not intended to duplicate ongoing efforts or create new organizational or administrative structures, the implementation of this strategy should first be executed through existing organizations, where possible.

A number of tourism partners have already articulated their desire to work cooperatively on destination development initiatives. The following partners have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward:

FIGURE 8: Key Governmental and Management Organizations

FEDERAL	FIRST NATIONS	PROVINCIAL	REGIONAL	LOCAL
<ul style="list-style-type: none"> • Destination Canada • Western Economic Diversification • Parks Canada • Department of Ocean and Fisheries 	<ul style="list-style-type: none"> • Ktunaxa Nation • Sinixt Nation 	<ul style="list-style-type: none"> • Destination BC • Indigenous Tourism BC • go2HR • Ministries/ Agencies: <ul style="list-style-type: none"> - Tourism, Arts and Culture - Jobs, Trade and Technology - Transportation and Infrastructure - Forests, Lands, Natural Resource Operations and Rural Development - Indigenous Relations and Reconciliation - Environment and Climate Change Strategy - Agriculture - Municipal Affairs & Housing 	<ul style="list-style-type: none"> • Regional Airports • Regional Districts • Regional Chambers of Commerce • Economic Development Organizations • Funding Organizations and Trusts • DMOs • Post-Secondary Education Institutions 	<ul style="list-style-type: none"> • Local Governments • Community DMOs • Chambers of Commerce • Visitor Centres • Tourism Operators • Arts, Culture, Heritage Organizations • Clubs/Volunteer Groups • Residents

Over time, this destination development strategy should inform and become embedded in local, regional, provincial, and federal decision-making processes. The result will be an integrated system of priorities that will achieve better development and investment decisions, drive greater tourism

revenues and benefits to businesses and communities, while respecting community values and their commitment to environmental and social sustainability. This integration will contribute to a thriving, vibrant, and growing economy.

5

A DISTINCTIVE DESTINATION

NAKUSP
Photo: Kari Medig

5.1 OVERVIEW OF THE PLANNING AREA

The West Kootenay/Revelstoke planning area stretches from Rossland, Trail, and Castlegar in the west, to Revelstoke in the north, and Creston in the south-east. The southern boundary is the United States border.

The planning area includes the communities of Revelstoke, Nakusp, New Denver, Silverton, Slocan, Kaslo, Creston, Nelson, Castlegar, Salmo, Rossland, Trail, Montrose, Fruitvale, Warfield, and all areas of the Regional District of Central Kootenay, Areas A and B of the Regional District of Kootenay Boundary, and Area A of the Columbia Shuswap Regional District.

The West Kootenay/Revelstoke planning area is part of the traditional territory of the Ktunaxa First Nation. The Sinixt First Nation (Arrow Lakes

people), although declared extinct by the Federal government in 1956 are currently pursuing a reversal of this decision. Sinixt traditional territory also overlaps with the West Kootenay/Revelstoke planning area.

Tourism and recreation opportunities as well as amenity migration have begun to shift the dependence from a resource based to a more diversified economy. Alongside tourism, forestry, mining, and agriculture remain important sectors. There is also a significant service sector that includes health and

education in the planning area. Recently the number of technology-based companies choosing the West Kootenay/Revelstoke area as their base of operations has increased. The MIDAS Centre in Trail recently opened offering the latest digital fabrication technology (with a focus on metal technology and fabrication) and is open to the public through membership.

Columbia Power and the Columbia Basin Trust (CBT) have a long history and partnership in the planning area. Columbia

Power's role is to develop, build and operate these projects on behalf of the partnership. Income from these projects is distributed equally to the Trust and Columbia Power. CBT uses its income to support efforts by residents of the region to create social, economic and environmental well-being in the Basin. Columbia Basin Trust reported in July 2016 that it had delivered \$31 million in funding to projects in the last year. CBT has thirteen strategic priorities, many of which align well with destination development.

5.2 CORE ATTRACTORS/DEMAND GENERATORS

The West Kootenay/Revelstoke planning area is best known for its outdoor activities and access to nature, in particular its backcountry. In winter, the planning area capitalizes on its epic powder and has a density of ski resorts and backcountry lodges.

The area's heli-ski, and cat-ski operators provide strong visitation to communities such as Revelstoke, Nelson, and Rossland. With five cat-ski companies in the Nelson Kootenay Lake and Slocan Valley areas (Baldface, Selkirk Snowcat Skiing, Retallack, White Grizzly, and Valhalla Powder Cats) this region has earned the designation of Cat Ski Capital of the World. The majority of BC's backcountry lodges are found here. Public recreationalists also come to the area in winter for its accessible backcountry ski touring and the networks of nordic trails maintained by community clubs.

In spring through to fall, the combination of provincial and national parks and associated trail systems offers exceptional camping and hiking opportunities. Kokanee Creek Provincial Park is one of the most visited parks in the Kootenays.

VALHALLA PROVINCIAL PARK IS WORLD-RENNED FOR ITS BACKCOUNTRY EXPERIENCE. THE NETWORK OF TRAILS INCLUDE RAIL

TRAILS AND BOARDWALKS, AS WELL AS MORE ADVENTUROUS MULTI-NIGHT BACKCOUNTRY ROUTES.

Mountain biking has grown in popularity in recent years with rides like the Seven Summits in Rossland achieving epic status from IMBA (International Mountain Biking Association). Alpine climbing, cragging, and bouldering enthusiasts can find many great spots.

Also compelling, particularly to the large Alberta volume of visitors, is the abundance of freshwater in the planning area. The region has drawn generations of visitors for summer vacations "at the lake" as well as those who seek to paddle, kayak, standup paddleboard, or experience whitewater runs. Nelson Kootenay Lake, Slocan Lake, and the Arrow Lakes are iconic natural assets. Communities such as New Denver, Silverton, and Kaslo are very busy during the summer months. Rivers draw travellers for angling, rafting, floating, and other paddling experiences. The Columbia River, the Kootenay

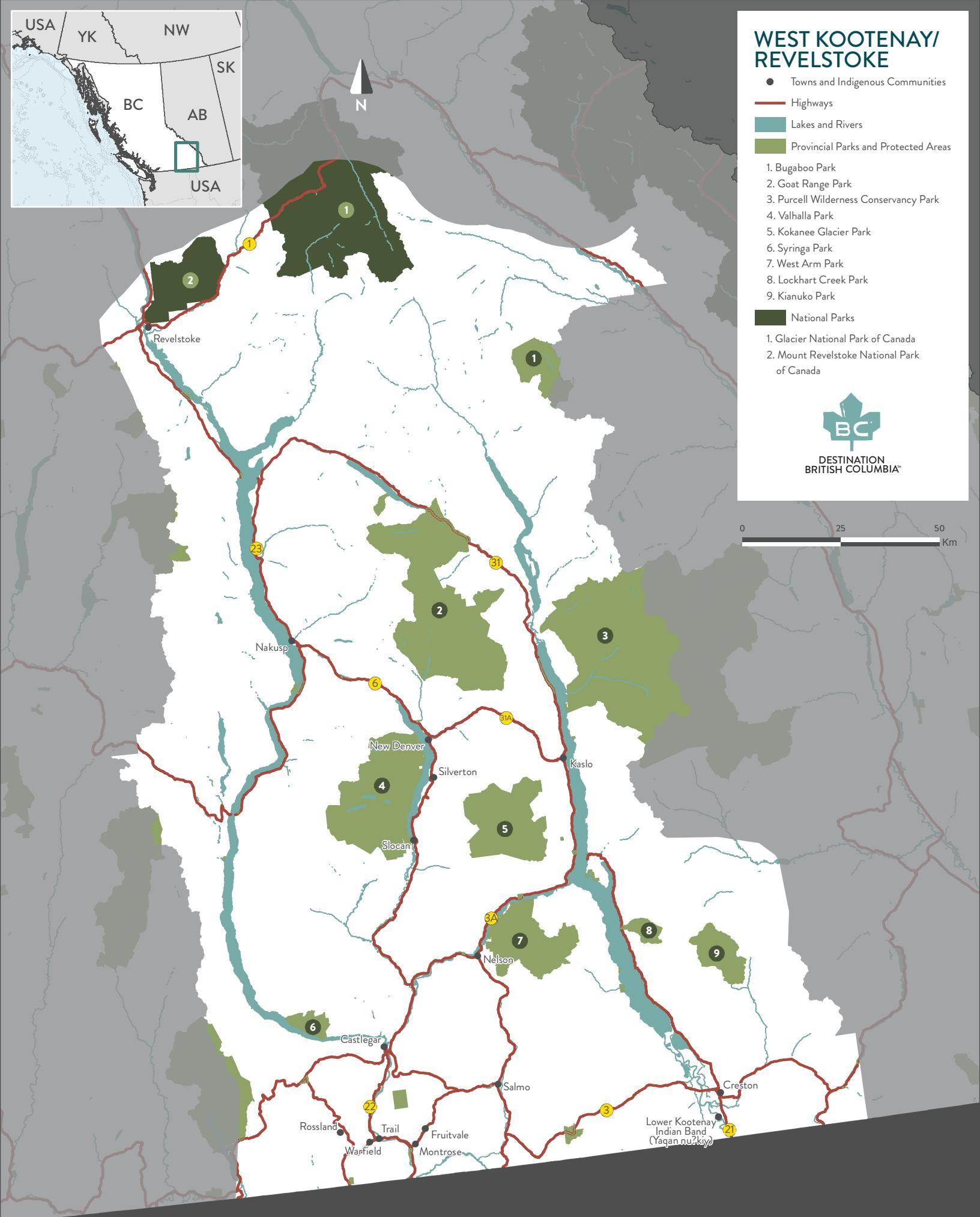
WEST KOOTENAY/ REVELSTOKE

- Towns and Indigenous Communities
 - Highways
 - Lakes and Rivers
 - Provincial Parks and Protected Areas
1. Bugaboo Park
 2. Goat Range Park
 3. Purcell Wilderness Conservancy Park
 4. Valhalla Park
 5. Kokanee Glacier Park
 6. Syringa Park
 7. West Arm Park
 8. Lockhart Creek Park
 9. Kianuko Park
- National Parks
1. Glacier National Park of Canada
 2. Mount Revelstoke National Park of Canada



DESTINATION
BRITISH COLUMBIA™

0 25 50 Km





River, and the Slocan River are the best known. Yet there are countless other rivers in the planning area.

The area also has a number of hot springs experiences that draw visitors from near and far including Ainsworth Hot Springs (recently purchased by the Ktunaxa Nation who intend to incorporate Indigenous cultural interpretation into this spiritual site), Halcyon Hot Springs (recently purchased by a private investor with plans to expand), Nakusp Hot Springs owned by the Village of Nakusp and several “hidden treasures” — natural hot spring pools for those seeking a natural setting. While many destinations in BC offer incredible outdoor adventure, far fewer can pair this with the healing quality of these hot springs.

The planning area also benefits from a significant artistic community found throughout the entire planning area, with dense clusters found on the East Shore of Kootenay Lake (Crawford Bay), Nelson, Balfour, and Kaslo area. The history and heritage of the Ktunaxa Nation will become more visible as the Nation pursues its objectives for both tourism and cultural sharing. This First Nations history, the settlement of the area by Russian Doukhobours around Castlegar, the silver and gold mining stories of Trail, Rossland and Trail’s Italian heritage and covered stairways, ghost towns of today found at Sandon, and the Japanese internment history at the Nikkei Centre in New Denver (a National Historic Site), create a distinct tapestry that motivates travel for some. It also adds memorable texture to the destination experience for all.

BRIDGING BOTH NATURE AND CULTURAL EXPRESSION, ARE THE PLANNING AREA’S AGRICULTURAL AND CULINARY OFFERINGS. LOCAL, ORGANIC PRODUCE AND PRODUCTS ARE SOUGHT AFTER BY LOCALS AND VISITORS ALIKE WITH ALMOST RELIGIOUS ZEAL.

Creston reigns supreme as the agricultural capital of the West Kootenays. However, smaller local producers are found throughout including the Slocan Valley, Castlegar, and Trail. Exceptional culinary experiences rivalling large urban centres are available in the planning area, with Nelson leading the restaurant scene. Plentiful boutiques and colourful local retail experiences are available in Rossland, Nelson, Nakusp, and Kalso.

All of these natural and cultural elements give rise to what is frequently called the Kootenay Vibe — a near tangible feeling found throughout the Kootenays, but particularly beloved in the West Kootenays. While almost impossible to define, it is the expression of residents’ freedom-loving, diversity embracing, slowing — down, and set of values, that is attractive to urban dwellers seeking refuge and rejuvenation. The West Kootenay/Revelstoke area offers travellers the opportunity for wellness.



5.3 ACCESS AND KEY INFRASTRUCTURE

While the West Kootenay/Revelstoke planning area is accessible by air, the majority of visitors arrive in private vehicles by road. Visitors arriving by air will fly to Cranbrook, to Castlegar, or to Trail. Pacific Coastal Airlines has also launched winter service to Revelstoke. The closest United States airport is in Spokane, Washington.

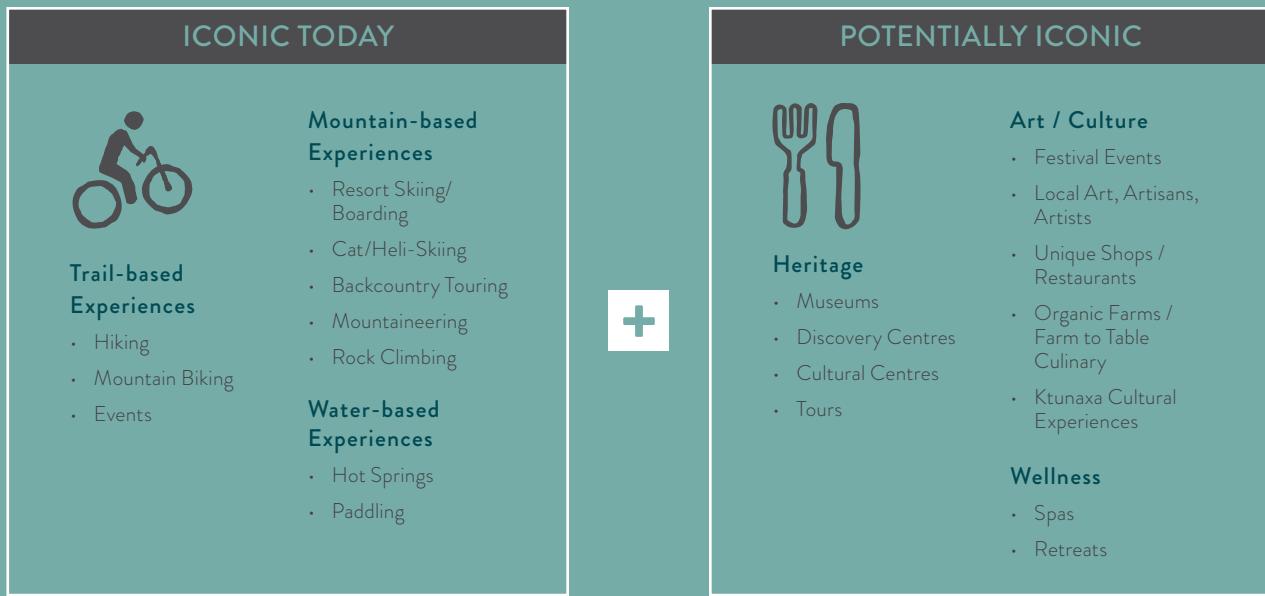
TRAVEL BY ROAD IS SCENIC; DRAWING MOTORCYCLE AND SPORT CAR TOURING, AS WELL AS RVS AND TRAILERS.

The primary east-west highway is Highway 3 in the south. Revelstoke is situated on the Trans-Canada Highway 1 in the north. North to south connections include use of inland ferries at Kootenay Bay – Balfour and Shelter Bay – Galena Bay. Travellers arriving from the Okanagan area utilize the inland ferry at Needles/Fauquier. There are visitor centres in most communities that provide visitor information, assistance, and advice.

5.4 SWOT SUMMARY

There are currently multiple iconic demand generators and an abundance of additional experiences which have the potential to increase visitor interest in the West Kootenay/Revelstoke planning area.

FIGURE 9: Iconic Today vs. Potentially Iconic



OF NOTE IS THE FACT THAT MUCH OF TODAY'S "ICONIC" IS NOT READILY MONETIZED AND IS ACCESSIBLE FREE OF CHARGE BY THE GENERAL PUBLIC. THIS IS BOTH AN OPPORTUNITY AND A CHALLENGE THAT MUST BE CONSIDERED IN DESTINATION DEVELOPMENT FOR THE AREA.

While these iconic demand generators are developing, it must be acknowledged that the West Kootenays is a relatively remote destination. Today's visitor volumes allow most businesses to survive rather than flourish and there are gaps in its experiential offerings to visitors. The ability to address these gaps is compounded by resource challenges: a relatively small population with limited financial and human resource capacity.

There are clusters of tourism experiences that have succeeded in creating a critical mass of remarkable experiences that motivate travel to these destinations — Revelstoke, Nelson, and Rossland are examples of the kind of year-round tourism success that is possible in the West Kootenay/Revelstoke planning area. These communities, through the public and private sector collectively, have made investments in year-round infrastructure, amenities, and experiences that leverage the wealth of natural and manmade assets. By creating opportunities to monetize their assets (gear rental, guided tours, lift capacity) and complimenting these outdoor experiences with infrastructure, amenities, and cultural/heritage experiences protected from weather, these communities have been able to broaden the audience.

However, in-between these destinations are rural areas struggling to secure a level of visitation that can support business viability. There are isolated successful operations such as Retallack between Nakusp and Kaslo, and Ainsworth Hot Springs between Kaslo and Nelson. Other businesses and communities may first need to consider destination development opportunities that are collections of



experiences, which when combined offer a scope and scale necessary to motivate travel. To develop new opportunities, collaboration and a foundational investment in education for all residents will be required. This collaboration and investment will build a common understanding of the value of tourism and generate support for its development.

5.5 DESTINATION POTENTIAL

Any destination when considering its potential and its future will need to consider the visitor perspective. The visitor engages in a variety of destination experiences, some of which are offered by the private sector, and some of which arise from the efforts of community groups and non-governmental organizations.

All of these experiences occur within the natural and cultural environment of the destination. Surrounding this experience delivery and environmental context is the “policy box” — local, regional, provincial and national policies and regulations which inform, support, limit or otherwise shape the natural and cultural environment. This “policy box” may also support, limit or influence how the private sector and community groups deliver visitor experiences.

Destination potential identifies the current, developing, and potential destination strengths for priority consideration in destination development. Destination potential also indentifies key assets in the natural and cultural environment that offer points of leverage. In addition, it highlights the critical policy considerations required for successful destination development.

FIGURE 10: Private Sector vs. NGO/Community Delivered

In the West Kootenay/Revelstoke planning area, the experiences offered by the private and NGO/community sector can be categorized as follows:

	CURRENT STRENGTH	DEVELOPING STRENGTH	POTENTIAL STRENGTH
PRIVATE SECTOR DELIVERED	<p>Continue to Support through Destination Development</p> <ul style="list-style-type: none"> Ski Resorts Heli /Cat Ski Operations Backcountry Lodges 	<p>Support and Invest as part of Destination Development</p> <ul style="list-style-type: none"> Restaurants Retail Shops Hotels Spas 	<p>Consider for Investment as part of Destination Development</p> <ul style="list-style-type: none"> Guided Tours Equipment Rental Private Galleries Farm/Agritourism Experiences
NGO/ COMMUNITY DELIVERED	<ul style="list-style-type: none"> Trail Networks 	<ul style="list-style-type: none"> Festivals Museums Galleries Performance 	

FIGURE 11: Key Assets

The key assets found in the natural and cultural environments of the West Kootenays, that offer leveraging opportunities, for destination development are:

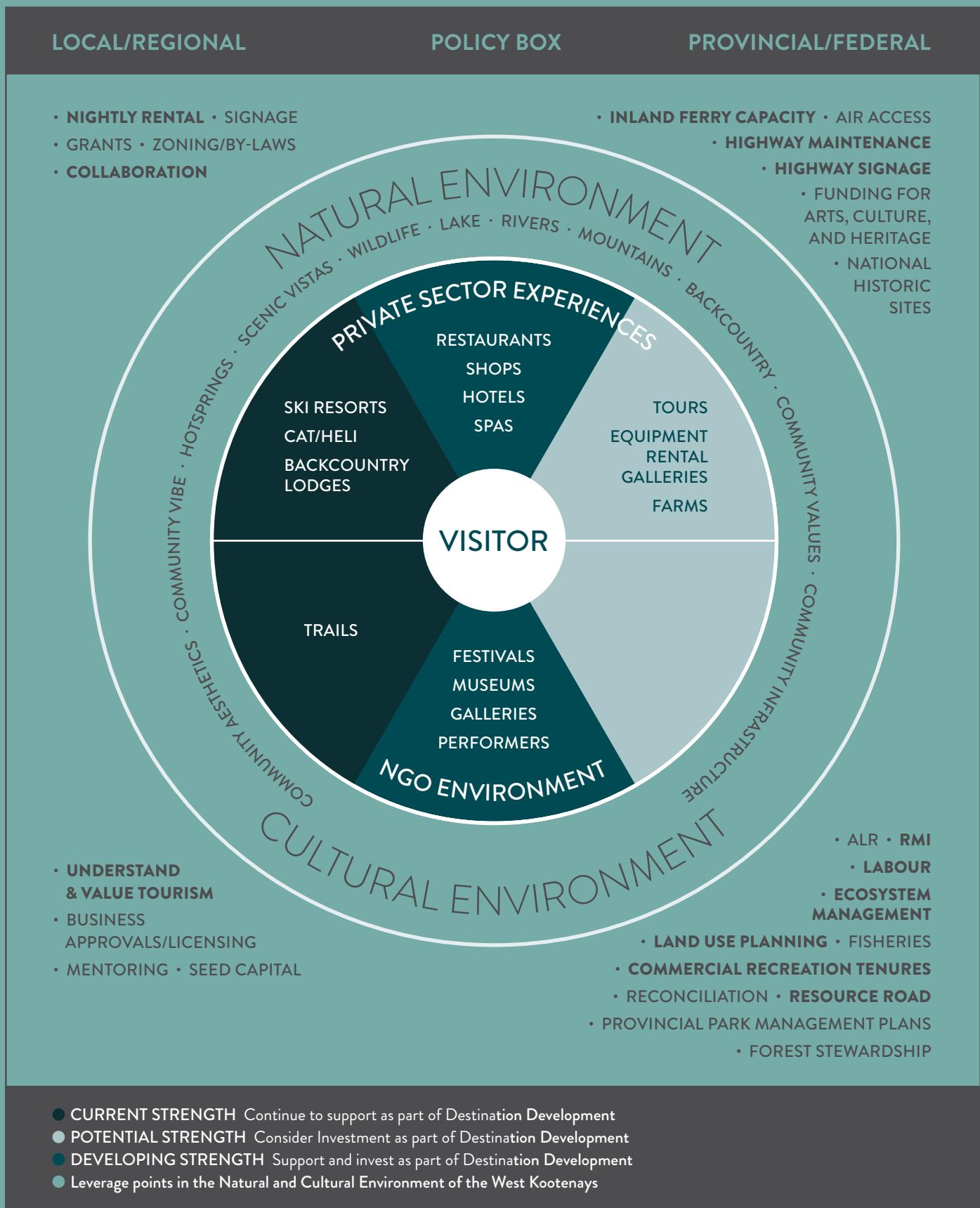
NATURAL ENVIRONMENT	CULTURAL ENVIRONMENT
<p>Assets to Leverage in Destination Development</p> <ul style="list-style-type: none"> Mountains Lakes/Rivers Hot Springs Backcountry Access 	<p>Assets to Leverage in Destination Development</p> <ul style="list-style-type: none"> Community “Vibe” Community Values

FIGURE 12: Key Policy Considerations

The key policy considerations of primary relevance to the West Kootenay planning area are:

Key LOCAL / REGIONAL Policy Considerations of Primary Relevance to the West Kootenay Planning Area	Key PROVINCIAL AND FEDERAL Policy Considerations of Primary Relevance to the West Kootenay Planning Area
<ul style="list-style-type: none"> Policies that support local/regional collaboration Policies that address nightly rental/sharing economy Policies that educate on the value of tourism and embed tourism values in local/regional planning 	<ul style="list-style-type: none"> Ecosystem Integrity and Sustainability Land Use Planning Assessment/Access to Commercial Recreation Tenures Resource Road Maintenance/Access Labour Supply Highway Maintenance Highway Signage Inland Ferry Capacity/Scheduling

FIGURE 13: Destination Assessment



6

A DISTINCTIVE DIRECTION

REVELSTOKE MOUNTAIN RESORT
Photo: Andrew Strain

6.1 A STRATEGIC VISION FOR TODAY AND TOMORROW

A vision story for the West Kootenay/Revelstoke planning area was created as a compass for its destination development journey. It reflects the aspirations of tourism partners and describes the West Kootenay planning area as a destination in ten years' time. Key descriptors, highlighted in bold, were felt to capture the essence of this destination. The goals, objectives, and actions within this strategy have been prioritized to achieve the elements identified within this vision. Planning process participants did not feel it appropriate to condense this vision story into a short statement, as they felt shorter versions lost the intention and depth needed to inform destination development.



THE WEST KOOTENAY/REVELSTOKE AREA IS A DESTINATION OF AWE-INSPIRING BEAUTY – A PLACE TO BE NURTURED AND THAT, IN RETURN, NURTURES THOSE WHO VISIT AND THOSE WHO CHOOSE TO STAY. PASSIONATE TRAVELLERS WITH A SENSE OF ADVENTURE AND THOSE SEEKING DISCOVERY BOTH BEYOND THE HORIZON AND WITHIN THEMSELVES ARE DRAWN HERE FOR THE AREA'S REMARKABLE OUTDOOR RECREATION AND THE WELCOMING ECCENTRICITY OF THE AREA'S MANY SMALL COMMUNITIES, EACH OFFERING THEIR OWN INTERPRETATION OF THE EVER-PRESENT "KOOTENAY VIBE".

KOKANEE MOUNTAIN ZIPLINE
Photo: Kari Medig



THIS VIBE IS EXPRESSED VIVIDLY IN THE MANY CULTURAL, ARTISTIC AND CULINARY OFFERINGS SHARED WITH VISITORS. IT HAS ITS ROOTS IN A RICH HISTORY AND HERITAGE THAT CONTINUES TO BE CELEBRATED. THIS IS A PLACE OF STORYTELLING.

These stories include those of the Ktunaxa and Sinixt who have a visible presence in their traditional territory. Relationships with these First Nations are caring, strong and respectful.

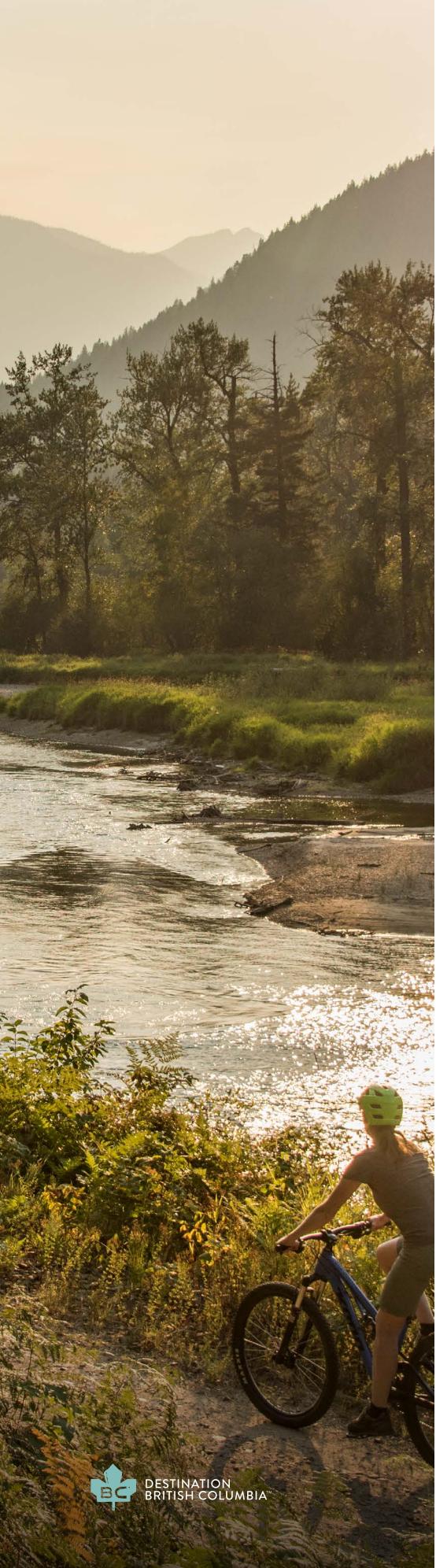
Residents of the West Kootenay/Revelstoke area relish living here but also understand the importance of the visitor economy. They support efforts to share this special place with those that like themselves are passionate, value kindness, accept diversity and wish to contribute to the stewardship of the land and waters while renewing themselves and reconnecting through physical activity, quiet contemplation and cultural expression.

There is a spirit of innovation here — entrepreneurs who share community values are welcome and supported. The

visitor economy is embraced by many as a means to sustain their lifestyle through a steady flow of multi-night stays of visitors travelling through the region. Service standards are high and the area leads British Columbia in Net Promoter Score.

West Kootenay/Revelstoke visitor experiences are many and varied yet they share a commitment to authenticity and that which is real and local. And that which is local, is world-class. World-class deep snow and big mountain adventure. World-class trail networks for mountain biking, hiking and road biking. World-class field to table culinary experiences. World-class health and wellness that includes the area's remarkable hot springs and spas but extends beyond to zen sports and backcountry immersion where deep personal reflection and growth can occur.

Everyone from residents to seasonal staff to elected officials understands that delivery of "world-class" is a shared responsibility — collaboration is essential and is the norm — collaboration between individuals, between businesses, between users of the land base and between communities. There is no need to compete with each other — the competition is other international ecotourism destinations. Keeping the visitor within the West Kootenay/Revelstoke area and moving them from one community to the next is always at the top of everyone's mind."



6.2 OVERARCHING GOALS

The established destination development goals for the area are aspiring, yet realistically achievable. There are eight overarching goals to be monitored as implementation proceeds:

1. Increase the economic value of tourism
2. Increase overnight stays in the shoulder season
3. Increase average length of stay in the planning area
4. Increase average visitor yield
5. Increase awareness of West Kootenay/Revelstoke as a preferred travel destination
6. West Kootenay/Revelstoke communities are ranked among the top Net Promoter Scores in British Columbia
7. Increase number of tourism businesses open and viable at least 9 months of the year
8. Increase number of year-round tourism job opportunities

To achieve these overarching goals, strategic priority areas for destination development in the West Kootenay/Revelstoke planning area have been identified, each with their own, more specific targets to be monitored.

6.3 GUIDING PRINCIPLES FOR DESTINATION DEVELOPMENT

As the journey of destination development continues in the West Kootenay/Revelstoke planning area, choices will have to be made and priorities set. The following principles were developed to guide the area's decision-making. Destination development in the West Kootenay/Revelstoke planning area will be guided by:

- Respect for all residents and visitors, including First Nations
- Appreciation and respect for community values and community distinctiveness

- Understanding of the essential need to protect the environment and maintain ecosystem health
- The need for visitors and residents alike to retain the ability to reconnect through nature and find peace/quiet
- The need to retain the essence of discovery and adventure that defines this place
- Innovative thinking
- Understanding of the power of collaboration

6.4 PLANNING CONSIDERATIONS

Some of the key areas to be addressed in the destination development strategy for the West Kootenay/Revelstoke planning area include:

- Increased collaboration and cooperation amongst all public and private stakeholders will ensure efforts across and within industries are focused and aligned.
- Reliable access to the planning area is essential. Large urban population centres are a significant distance away (Vancouver and Calgary are both a 7–8 hour drive). Road safety and road maintenance, particularly in winter, on all routes are fundamental to success. As travellers consider alternate, green modes of travel, measures to accommodate bicycles and electric vehicles should be considered. Air access should be convenient, reliable and affordable. Appropriate seasonal capacity and reliability of the inland ferries in the planning area will support destination success.
- Ease of movement and connectivity within the planning area is also important. Expanded transit and shuttle services between airports and destinations, between towns and nearby attractions and activities, and between communities, will enhance the density of visitor experiences that can be accessed and enhance the appeal of the destination.
- There is significant opportunity to fill capacity in the shoulder season and increase the utilization of existing and planned infrastructure and assets. The planning area needs to overcome multiple hurdles to be a true, four-season destination, including offering consistent business hours in existing operations, and providing additional, attractive year-round activities and services, some of which are not weather-dependent to support spring and autumn visitation.
- Due to the diversity of outdoor adventure activities, there are numerous potential issues that could curtail growth in any one area. Potential barriers include land access challenges (use and maintenance of resource roads, tenure of other sectors like forestry and mining as well as potential conflicts between public and commercial use, motorized and non-motorized use), and other government regulatory requirements related to use of reservoirs, access to dyking districts, etc.
- The current strength of outdoor activities (and potential for growth) must be balanced with the natural carrying capacity of the affected land and water-based ecosystems. This will ensure that the very factors that attract visitors are not undermined and that long-term environmental sustainability is considered throughout destination development.
- Many of the outdoor activities rely on networks of trails. The rationalization and/or expansion of trail networks must be considered across communities alongside potential links and connections between communities. Destination development must balance the need to legalize trails alongside the efforts required to maintain them, given limited resources and volunteer time to do so.
- Signage and wayfinding strategies are needed in the front, mid, and backcountry. While signage has improved in recent years, many of the planning area's experiences remain difficult to locate and navigate.
- Significant opportunity exists to enhance Indigenous cultural products and experiences and the visible presence of First Nations in their traditional territories.
- The West Kootenay/Revelstoke planning area has a growing depth of arts and culture offerings (East Shore of Kootenay Lake artisans, Nelson as a cultural hub, Castlegar Sculpture Walk, etc.). This is complimented by intriguing heritage interpretation (Trail's Italian heritage, Castlegar's Doukhobour history, Revelstoke's railway history, and the mining history of the entire area). Collaboration and cooperation amongst existing experiences will be required to create the depth and density needed to motivate travel. Collaboration and cooperation will also be needed to support new experiences and contribute to destination success.
- The planning area also has a compelling mix of health and wellness experiences including hot springs (fully commercial with resort accommodation to remote, natural settings), spas, retreats, and opportunities for back country immersion and the associated opportunities to “reconnect



by disconnecting.” Collaboration and cooperation amongst existing experiences to combine to create depth and density to motivate travel, as well as support for new experiences, contribute to destination success.

- The planning area has a growing agriculture, agri-tourism and culinary scene (craft breweries, locally sourced, organic menus, etc.) but these experiences individually are too isolated and limited to truly contribute to destination growth. Collaboration and cooperation amongst existing experiences to combine to create depth and density to motivate travel as well as support for new experiences, will contribute to destination success.
- There are many existing festivals and events; however the roster across communities is not well coordinated creating conflicts around dates. While many events are at capacity, in terms of footprint, resources, and volunteer capacity, there is significant potential to enhance shoulder season and grow year-round visitation from festivals and events.

- There are significant human resource challenges that need to be addressed, including:
 - access to adequate, skilled staff (including the potential need for foreign workers and educating youth about tourism career opportunities)
 - affordable training programs to enhance skill levels
 - affordable housing where staff or entrepreneurs
- These factors are critical to business success and the ability to enhance visitor experiences.
- Lack of sufficient support (or lack of knowledge of the support that is available) for small businesses/entrepreneurs is considered an ongoing constraint to tourism growth. Business support includes:
 - offering guidance through processes and approvals
 - mentoring, business planning, and grant assistance
 - providing access to affordable liability insurance

6.5 STRATEGIC PRIORITIES

These planning considerations are distilled into six strategic priorities for destination development in the West Kootenay planning area:

STRATEGIC PRIORITY AREAS	SPECIFIC TARGETS
1. ACCESS/SIGNAGE/INFRASTRUCTURE	Secure reliable and timely access to and within the West Kootenay/Revelstoke area Offer accurate, visitor-friendly wayfinding and signage Develop well planned, well located amenities and infrastructure to support quality travel experiences
2. CREATE AN ATTRACTIVE BUSINESS CLIMATE FOR NEW AND EXPANDING TOURISM BUSINESSES	Year-round skilled staff Access to affordable housing Supportive communities/local governments
3. ENHANCE EXPERIENTIAL QUALITY AND VARIETY	Invest in service excellence and offer affordable training programs to employers/staff Develop and offer additional year-round, memorable experiences true to the Kootenay vibe <ul style="list-style-type: none">• Trail based experiences (hiking, mountain biking, trail running, mechanized in identified zones)• Water based experiences on lakes and rivers (boating, paddling, angling)• Health and wellness experiences (hot springs, spa, zen sports, backcountry, etc.)• Agriculture and agri-tourism including local cuisine, field to table experiences• Arts, culture, heritage including festivals and events and Indigenous cultural experiences• Soft adventures
4. PROTECT THE ENVIRONMENT, EDUCATE AND PURSUE ENVIRONMENTAL SUSTAINABILITY	Land use plans that recognize sensitive zones Adequate monitoring and enforcement of use of resources Air and water quality is being measured Strong working relationships between tourism industry and local environmental groups and First Nations
5. VALUE AND MAINTAIN SMALL TOWN CHARACTER AND COMMUNITY SUSTAINABILITY	Tourism is documented in official community plans Residents understand and support tourism Low commercial vacancy rates in downtown cores Strong volunteer base to support experience delivery
6. MANAGE THE DESTINATION COLLABORATIVELY AND EFFECTIVELY FOR THE BENEFITS OF RESIDENTS, TOURISM BUSINESSES AND VISITORS	Increase in the number of inter-community collaborative projects Increase in the value of leverages resources that are deployed

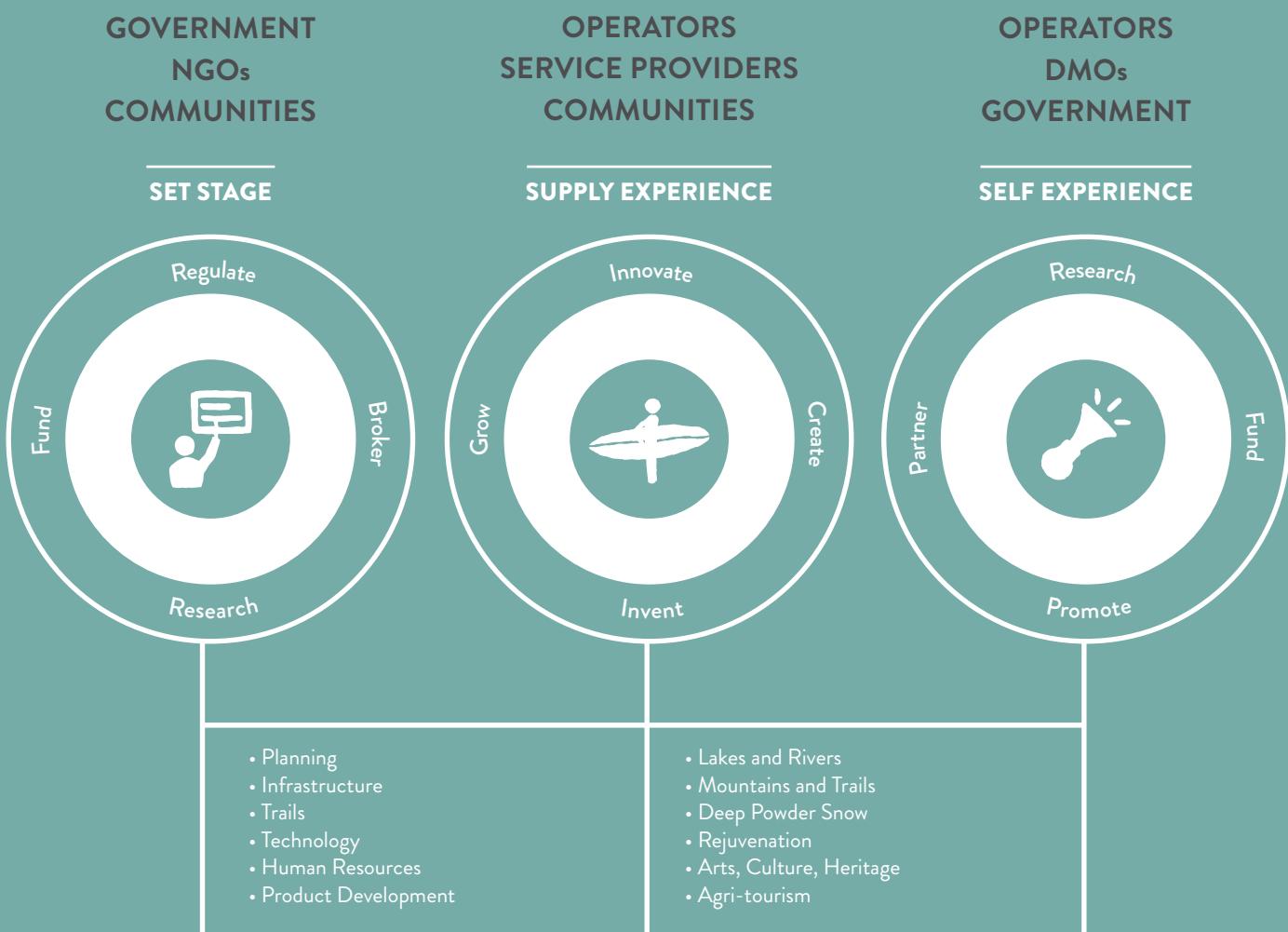
6.6 INTERACTION OF DEVELOPMENT THEMES AND EXPERIENCES

For a destination development strategy to achieve its goals, there must be coordinated interaction with the other components of the tourism development process.

This strategy is specifically focused on the “setting the stage” phase of destination development in which regulations, land use, infrastructure, and amenities are structured to encourage investment and business development. The private sector and communities then supply the tourism products and services that create the visitor experience. The West Kootenay/

Revelstoke area has two core dimensions — embracing nature-based and cultural-heritage experiences. The promotion and selling phase leads to purchase decisions which result in visitation and a cycle of investment, competitiveness, sustainability, and community wealth is set in motion.

FIGURE 14: Interaction of Development Themes and Experiences



7

STRATEGY AT A GLANCE

KOKANEE CREEK PROVINCIAL PARK

Photo: Dave Heath

7.1 OVERVIEW

The strategy has a total of 98 initiatives that collectively support the strategic goals and vision, while contributing to the six priority areas and destination experiences. These are discussed in depth in the following section.

VISION STORY							
GENERAL GOALS							
Economic Value of Tourism	Overnight Stays	Average Length of Stays	Average Visitor Yield	Market Awareness	Net Promoter Score	Number of Viable Tourism Business	Year Round Job Opportunities
STRATEGIC PRIORITIES							
Access/Signage & Infrastructure	Business Climate	Experimental Quality & Variety		Environmental Sustainability	Community Sustainability	Collaboration	
Reliable & Timely Access Accurate & Visitor Friendly Signage Well-planned & Well-located Amenities & Infrastructure	Year-round Skilled Staff Affordable Housing Understanding of Value of Tourism	Service Excellence Water-based Experiences Health & Wellness Experiences Soft Adventure Trail-based Experiences	Arts, Culture & Heritage Including Festivals Agriculture Agri-tourism & Culinary Experiences	Protect the Environment Educate & Pursue Environmental Sustainability	Value & Maintain Small-town Character Educate & Pursue Social Sustainability	Collaborate Locally Collaborate Regionally Within & Across Industries	
98 DETAILED STRATEGIES							
Mountains and Trail	Lakes and Rivers	Arts, Culture, & Heritage		Regeneration	Deep Powder Snow	Agri-tourism	

8

STRATEGIC PRIORITIES

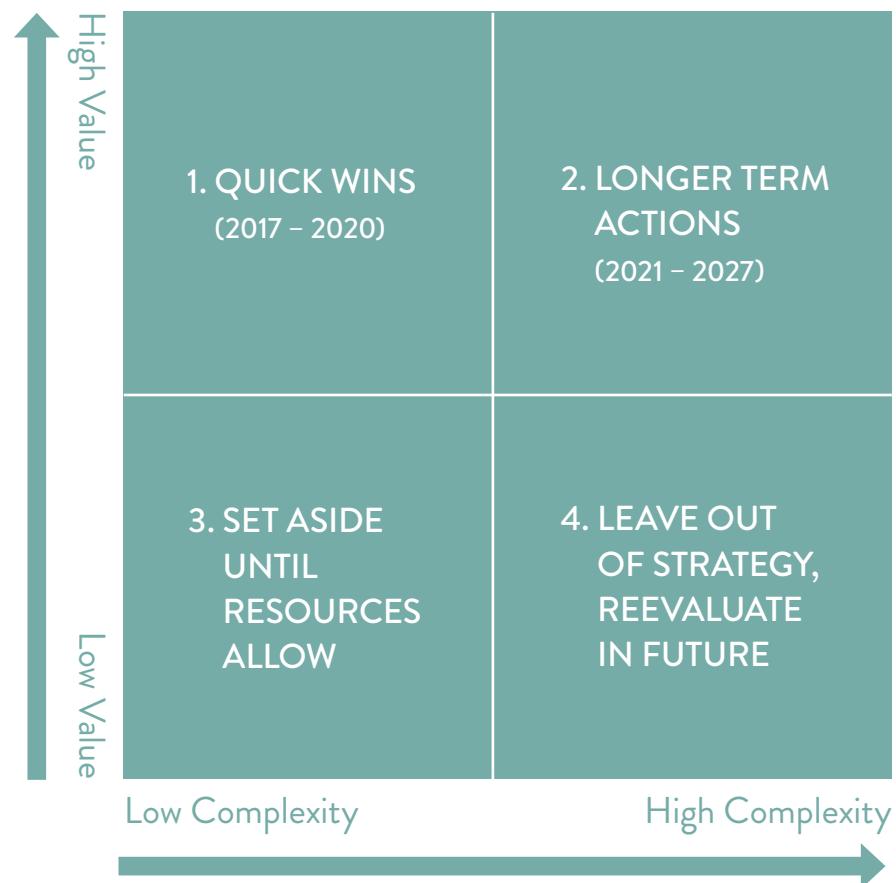
FRAMEWORK

The West Kootenay/Revelstoke Destination Development Working Committee utilized a framework to determine the prioritization of each objective and the relative timing for implementation:

- 1. QUICK WINS** high value tactics with low complexity and can be achieved within 3 years (2017–2020).
- 2. LONGER TERM ACTIONS** high value, high complexity that require 4 to 10 years to achieve the result (2021–2027) albeit activities can begin immediately to achieve the outcome.
- 3. SET ASIDE UNTIL RESOURCES ALLOW** low complexity and low value, address when time/resources exist.
- 4. LEAVE OUT OF STRATEGY, RE-EVALUATE IN FUTURE** high complexity and low value, not realistically achieved in the 10-year time frame of this strategy.

Presenting the destination development objectives with a consistent framework will allow the province and the West Kootenay/Revelstoke planning area to examine the various priorities across all planning areas to identify those which belong within a regional or provincial strategy. The success network is identified¹, and where the proposed objective has provincial or regional scope beyond the planning area, it is noted. This list does not represent all the opportunities that emerged during the planning process, but those that emerged as a higher priority for tourism destination development.

¹Organizations and partners listed under the success networks have been identified collectively through the strategy development process as likely playing a role in moving a potential objective or action forward. In no way is this meant to suggest any form of commitment or endorsement of the objective or action.



8.1 THEME 1 – IMPROVE ACCESS, SIGNAGE AND INFRASTRUCTURE

There are three aspects to this theme: Access (8.1.1); Signage (8.1.2) and Infrastructure (8.1.3).

8.1.1 ACCESS

Secure reliable and timely access to and within the West Kootenay/Revelstoke planning area

The West Kootenay/Revelstoke area is not near any major urban population. While this distance contributes to its charm and sense of place, it is vital that

access to and within the area not be perceived as overly difficult. This perception could become a barrier to travel. Road maintenance is essential to address both winter driving conditions and summer cycling. Wait times at inland ferries should be considered by visitors to be acceptable and any

associated dissatisfaction with peak season delays alleviated with services and amenities like wifi, food/beverage options, etc. Resource roads that provide access to important back-country recreation opportunities must be open and maintained. While visitors arriving by air to regional airports are in the minority compared to private vehicles, the perception and the reality of air access should be one of reliability. As well, over the ten-year planning window, there is a desire to develop alternative transit or shared economy options for movement in the area.

Access Goal Statement:

The West Kootenay/Revelstoke area requires intention on the part of travellers to access but this intention is supported by reliable air access, adequate ferry service, well-kept roads a maintained network of resource roads, cycle friendly routes and an innovative network of transportation options connecting airports, communities and activities/attractions/ experiences.

Measurable Access Goals:

- West Kootenay Airport (Castlegar) achieves industry standards for on-time arrivals/departures
- Inland ferry system offers reliable service and contributes positively to destination experience
- One or more viable shuttle operators operate to connect airports, communities and experiences
- Winter tires are widely available on rental vehicles
- Highway maintenance conditions support visitation (by auto, RV, bicycle, motorcycle or other means of transport)
- Resource roads that lead to exceptional and established recreation areas are open and maintained

OBJECTIVES	PRIORITY
8.1.1.1 Complete study of West Kootenay Airport reliability and secure funding to implement recommendations. SUCCESS NETWORK Local governments	2.LONGERTERM ACTIONS
8.1.1.2 Review optimization and potential rationalization of regional air access (Castlegar/Trail airports). SUCCESS NETWORK Local governments	2.LONGERTERM ACTIONS REGIONAL SCOPE
8.1.1.3 Monitor wait times at inland ferries in peak season and survey impact on visitor intention to return-provide data and findings to TRAN to help guide capacity and scheduling. SUCCESS NETWORK TRAN, CBT, RDI, Nakusp Balfour Local Business Associations and KRT as part of regional visitor satisfaction survey	1.QUICK WINS CATALYST
8.1.1.4 Communicate the opportunity and facilitate the approval/licensing process with the intention of attracting private sector investment in additional services (café, etc.) at inland ferries. SUCCESS NETWORK Imagine Kootenay, Community Futures, local governments	1.QUICK WINS CATALYST
8.1.1.5 Work together with TRAN to ensure wi-fi available at all ferry landings, information kiosks, dog runs etc. SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), visitor centres, possible partnership with Invasive Species groups, TRAN	2.LONGERTERM ACTIONS

OBJECTIVES	PRIORITY
8.1.1.6 Create a B2B and B2C platform to share shuttle needs and support feasibility assessment of a viable business model for a private shuttle operator operating both within the planning area connecting communities/experiences and transfers from Spokane, Kelowna, Castlegar, Trail airports.	2.LONGERTERM ACTIONS
SUCCESS NETWORK Kootenay Ride Share, DMOs, chambers (DMO + chamber collaborative)	
8.1.1.7 Identify network of resource roads considered essential for access to trail heads/recreation areas and negotiate long-term certainty and funding commitments.	1.QUICK WINS PROVINCIAL SCOPE
SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), community organizations, trail societies, user groups, KRT, FLNR	
8.1.1.8 Identify 1-2 iconic road cycling routes and work together with TRAN to look for opportunities for shoulder widening and cyclist friendly improvements.	1.QUICK WINS REGIONAL SCOPE
SUCCESS NETWORK Local governments, Community Energy	
8.1.1.9 Install electric vehicle charging stations at regular intervals based upon typical vehicle range.	3.SET ASIDE UNTIL RESOURCES ALLOW
SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), KRT, TRAN	
8.1.1.10 Continue to communicate road conditions accurately and on a timely basis through tools such as Drive BC.	1.QUICK WINS Ongoing
SUCCESS NETWORK TRAN, local governments, chambers and DMOs	
8.1.1.11 Manage volume of traffic on local roads.	2.LONGERTERM ACTIONS
SUCCESS NETWORK Local governments, chambers, DMOs	
8.1.1.12 Present information on increasing cycle and motorcycle usage and the associated tourism potential to TRAN with the objective of influencing road maintenance contract standards to secure early and more frequent road sweeping.	1.QUICK WINS CATALYST REGIONAL SCOPE
SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), local and regional governments, KRT, TRAN	
8.1.1.13 Create/enhance an existing tool to communicate road conditions (the equivalent of Trailforks or Drive BC for secondary roads, resource roads).	3.SET ASIDE UNTIL RESOURCES ALLOW
SUCCESS NETWORK DMOs, chambers, (DMO + chamber collaborative), KRT, TRAN, Drive BC	

8.1.2 SIGNAGE

Offer accurate, visitor-friendly wayfinding and signage

While signage and wayfinding within the area has been improving, it is recognized that more can be done to integrate and align front, mid, and backcountry signage from maps to apps to signage. Accurate location and route finding on various GPS and Apps are essential. Further, the many intriguing stories of the area can be showcased through interpretive signage, beacons that communicate to mobile devices, etc. These stories will add depth and texture to the travel experience.

Signage and Wayfinding Goal Statement:

The West Kootenay/Revelstoke travel destination is perceived by travellers as easy to get around and offers seamless wayfinding to visitors in the front, mid, and backcountry that includes both route finding and interpretation of the people, events, and stories of the area.

Signage and Wayfinding Measurable Goals:

- Wayfinding is in place throughout all Apps, Maps and Signage for an identified set of core attractions
- Experiences are accurately located on all key Apps and through GPS
- Interpretive signage (physical or delivered via technology) is in place telling the authentic stories of the West Kootenays/Revelstoke area

OBJECTIVES	PRIORITY
<p>8.1.2.1 Develop a visitor-informed assessment of signage needs and gaps — categorize within a hierarchy of signage and wayfinding.</p> <p>SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), TRAN, FLNR, DBC, business operators, local and regional governments</p>	<p>1. QUICK WINS</p> <p>PROVINCIAL SCOPE</p>
<p>8.1.2.2 Advocate for a province-wide review of highway signage to improve business visibility and assist visitor wayfinding.</p> <p>SUCCESS NETWORK TRAN, DBC, KRT, DMOs, chambers, business operators</p>	<p>2. LONG TERM ACTIONS</p> <p>PROVINCIAL SCOPE</p>
<p>8.1.2.3 Provide training to experience providers in Google listings/maps, Apple maps to increase presence, accuracy of locations.</p> <p>SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), DBC</p>	<p>1. QUICK WINS</p>
<p>8.1.2.4 Manage Trip Advisor presence for West Kootenay Revelstoke.</p> <p>SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative)</p>	<p>1. QUICK WINS</p>
<p>8.1.2.5 Provide Interpretation and storytelling in key locations through signage and technology platforms including development of a best practice guide for community groups considering interpretive signage investments.</p> <p>SUCCESS NETWORK Local governments, first nations, local arts, culture, heritage groups</p>	<p>2. LONG TERM ACTIONS</p>

8.1.3 INFRASTRUCTURE

Develop well-planned and well-located amenities and infrastructure to support quality travel experiences

The quality and appropriateness of infrastructure and amenities is recognized as a critical component of the visitor experience. While individual jurisdictions and organizations continue to make improvements, there is opportunity to consider these investments more collaboratively and through the lens of the visitor journey.

Infrastructure and Amenity Goal Statement:

- The West Kootenay/Revelstoke area is a destination that offers visitors well planned and well-located amenities and infrastructure to support the quality of their travel experience while managing impacts on local residents and the environment.

Measurable Infrastructure goals:

- Search and rescue services are appropriately funded to meet demand

- High speed internet and wifi is available and not available strategically throughout the area
- Core visitor attractions are well maintained and accessible
- There are sufficient pump-outs available on select lakes
- River and lake access points have been strategically improved
- Water-based experiences are safe
- Central source for information on water levels, water safety
- Number and location of public washrooms is sufficient
- Parking at trailheads and in downtown cores is adequate

OBJECTIVES	PRIORITY
8.1.3.1 Create a planning area map of high use areas (land and water) to be used to inform plans for infrastructure in these areas (rest stops, lookouts, washrooms, parking, signage, boat launches, pump-outs, shelters, wifi/connectivity etc.). SUCCESS NETWORK KRT, local governments, DMOs, chambers, private operators, TRAN, FLNR, ENV	1. QUICK WINS
8.1.3.2 Lobby for and direct resources toward implementation of high priority infrastructure as per agreed "map". SUCCESS NETWORK Local governments, DMOs, chambers, private operators, TRAN, FLNR, ENV	2. LONGER TERM ACTIONS
8.1.3.3 Explore sustainable funding model (user fees, etc.) to support search and rescue and improve relationships between tourism industry and search and rescue organizations. SUCCESS NETWORK SAR organizations, DMOs, chambers, local and regional governments	2. LONGER TERM ACTIONS
8.1.3.4 Educate and communicate to visitors about backcountry safety — include in backcountry code of conduct. SUCCESS NETWORK Local NGOs (stewardship groups, SAR organizations) DMOs, chambers	1. QUICK WINS

OBJECTIVES	PRIORITY
8.1.3.5 Continue to expand high season camping capacity in strategic locations. SUCCESS NETWORK ENV, BC Parks, FLNR, Recreation, Sites & Trails, local governments	1. QUICK WINS Ongoing
8.1.3.6 Conduct feasibility and make investments in performance space maintenance, capacity, quality. SUCCESS NETWORK Local NGOs (arts and culture) DMOs, chambers	3. SET ASIDE UNTIL RESOURCES ALLOW
8.1.3.7 Conduct feasibility and make investments in heritage and public attraction building maintenance, refurbishment. SUCCESS NETWORK Local NGOs (heritage), DMOs, chambers	3. SET ASIDE UNTIL RESOURCES ALLOW
8.1.3.8 Communicate target visitor markets and their needs and expectations to all those planning infrastructure. SUCCESS NETWORK DMOs, chambers	1. QUICK WINS Ongoing
8.1.3.9 Include accessibility requirements, family needs in all infrastructure planning. SUCCESS NETWORK Local governments, BC Parks, Recreation, Sites & Trails, TRAN	1. QUICK WINS Ongoing
8.1.3.10 Build relationships and knowledge of value of tourism with local governments to incorporate anticipated visitor growth and demand into capacity planning for water, sewer etc. SUCCESS NETWORK DMOs, chambers, local governments, KRT	1. QUICK WINS Ongoing
8.1.3.11 Revisit need for additional conference space in Nelson. SUCCESS NETWORK Local governments, DMO, chamber	3. SET ASIDE UNTIL RESOURCES ALLOW
8.1.3.12 Consider a tiered framework of user fees related to use of community infrastructure. SUCCESS NETWORK Local governments, DMOs, chambers	2. LONGER TERM ACTIONS
8.1.3.13 Create a central source of information for residents and visitors regarding water levels and water safety. SUCCESS NETWORK Local NGOs, local governments, DMOs, chambers, ENV, BC Hydro	1. QUICK WINS REGIONAL SCOPE
8.1.3.14 Lobby for increased enforcement of laws on lakes and rivers to enhance safety. SUCCESS NETWORK Local governments	1. QUICK WINS

8.2 THEME 2 – IMPROVE BUSINESS OPERATING CONDITIONS

Create an attractive business climate for new and expanding tourism businesses including year-round skilled staff, access to affordable housing and supportive communities/local governments

A challenging business climate is considered a significant constraint to tourism growth, including the time/process to get tenure, permits and development approvals. An adequate pool of skilled labour that can access affordable housing and services and amenities, like daycare, is considered vital for future growth. Business support also includes ensuring a robust understanding of the social, cultural, and economic value of tourism to assist with local government and resident support for tourism growth and investment attraction.

Business Climate Goal Statement:

The West Kootenay/Revelstoke area offers an attractive business climate for entrepreneurs wishing to launch or expand tourism experiences that align with the community's vision and values and, as a consequence, visitors are offered a richness of year-round experiences and invested capital is growing.

Business Climate Measurable Goals:

- Tourism values are incorporated in local/regional planning processes such as OCP's/ICSP's
- There is a streamlined and clear local government process and policies for approval of tourism business start-ups, expansions and timely responses to inquiries throughout this process
- Mentoring and seed capital available through organizations (Community Futures, Columbia Basin Trust, Canada Development Bank, Rural Dividend Fund) to tourism entrepreneurs is growing
- Year round, skilled pool of labour available
- Staff and new entrepreneurs are housed locally and affordably

OBJECTIVES	PRIORITY
<p>8.2.1 Benchmark and communicate the value of tourism in each community and collectively.</p> <p>SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), DBC, KRT</p>	1. QUICK WINS CATALYST REGIONAL SCOPE
<p>8.2.2 Continue to educate local government on value of tourism.</p> <p>SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), KRT, DBC, TAC</p>	1. QUICK WINS CATALYST Ongoing
<p>8.2.3 Create a source of best policies and practices for consideration by local and regional governments wishing to create a supportive policy and regulatory framework for tourism businesses.</p> <p>SUCCESS NETWORK Selkirk College, Rural Development Institute, TAC, FLNR</p>	3. SET ASIDE UNTIL RESOURCES ALLOW PROVINCIAL SCOPE

OBJECTIVES	PRIORITY
8.2.4 Summarize various approaches being adopted around the province to manage and monitor nightly rentals being offered through platforms such as VRBO, Airbnb (possible UBCM presentation). SUCCESS NETWORK Local governments, FIN, TAC, TIABC	1.QUICK WINS PROVINCIALSCOPE
8.2.5 Advocate for local government policies related to the sharing economy (Airbnb, etc.) to protect inventory of longer term rentals available for employees, new entrepreneurs. SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative)	1.QUICK WINS Ongoing
8.2.6 Gauge interest in launching a platform to match empty rooms/beds with employees needing housing (e.g. senior with a spare bedroom and if interest warrants, proceed). SUCCESS NETWORK Chambers	1.QUICK WINS
8.2.7 Create a cross-season/cross-business job pool to support year-round staff retention within communities. SUCCESS NETWORK KRT, go2HR, Selkirk College, tourism operators	1.QUICK WINS Ongoing
8.2.8 Improve communications regarding and continue to promote existing business support programs available through Community Futures, Imagine Kootenay for investment attraction, business mentoring, matching and research to support business development and investment attraction. SUCCESS NETWORK Community Futures, Imagine Kootenay	1.QUICK WINS Ongoing
8.2.9 Create an inventory of current visitor experiences and identify experience gaps that could be filled by entrepreneurs. SUCCESS NETWORK Imagine Kootenay, local economic development organizations, DMOs, chambers, TAC, FLNR, ENV	1.QUICK WINS Ongoing
8.2.10 Investigate possible pooled liability insurance programs for land based and water-based activity operators — identify sector organizations who have or are working on pooled programs (Paddle Canada, Backcountry Lodges). SUCCESS NETWORK TIABC, KRT, sector organizations	1.QUICK WINS PROVINCIALSCOPE
8.2.11 Develop a local, regional, and province wide affordable housing strategy. SUCCESS NETWORK Local and regional governments, MAH, TAC, KRT, DMOs, chambers, private operators	2.LONGER TERM ACTIONS PROVINCIALSCOPE
8.2.12 Advocate for changes in grant eligibility criteria for non-profits (arts, culture, heritage) to support funding for operating costs (not just capital or programming costs) leading to sustainable and predictable funding. SUCCESS NETWORK NGOs, proposed NGO collaborative, DMOs, chambers, local governments	2.LONGER TERM ACTIONS PROVINCIALSCOPE

8.3 THEME 3 – ENHANCE EXPERIENTIAL QUALITY AND VARIETY

There are two aspects to enhancing experiential quality and variety: Experiential Quality (8.3.1) and Experiential Variety (8.3.2).

8.3.1 EXPERIENTIAL QUALITY

Invest in service excellence and offer affordable training programs to employers and staff

To rank among the highest Net Promoter Score in British Columbia, a focus on service excellence is considered essential so that experiences are consistently delivered to standards that exceed visitor expectations.

Service Excellence Goal Statement:

The West Kootenay/Revelstoke area recognizes the importance of delivering remarkable experiences and invests in service excellence.

Service Excellence Measurable Goals:

- West Kootenay communities ranked among the highest Net Promoter Scores in British Columbia

OBJECTIVES	PRIORITY
<p>8.3.1.1 Work closely with post-secondary institutions to ensure curriculum offered and industry needs align.</p> <p>SUCCESS NETWORK go2HR, KRT, chambers, DMOs, private operators, DBC</p>	1. QUICK WINS PROVINCIAL SCOPE REGIONAL SCOPE Ongoing
<p>8.3.1.2 Identify and develop training opportunities that are relevant, affordable and can be delivered on the business premises and promote to operators (e.g., 3-hour modules) including a regional train the trainer program to support reach and affordability of training.</p> <p>SUCCESS NETWORK go2HR, local chambers, Imagine Kootenay, DBC, KRT, TAC</p>	1. QUICK WINS PROVINCIAL SCOPE Ongoing
<p>8.3.1.3 Visitor Centre staff from across the region are cross-educated (fam tour, experience showcase, fun bus).</p> <p>SUCCESS NETWORK Visitor centres (proposed VC collaborative), KRT, DMOs, tourism operators</p>	1. QUICK WINS CATALYST

OBJECTIVES	PRIORITY
8.3.1.4 Create opportunities for staff, business owners and residents to experience local and regional visitor offerings (and become ambassadors themselves).	1. QUICK WINS
SUCCESS NETWORK Visitor centres, DMOs, chambers, tourism operators, KRT, DBC	CATALYST
8.3.1.5 Develop an easy reference guide with Top 15 Must Dos in each community and promote widely amongst residents, businesses.	1. QUICK WINS
SUCCESS NETWORK Visitor centres (VC collaborative), DMOs, chambers, KRT	
8.3.1.6 Develop and promote use of a regional calendar of events.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers, (DMO+ chamber collaborative), KRT	CATALYST
8.3.1.7 Launch a service excellence award in tourism or other form of incentive for staff and business owners.	3. SET ASIDE UNTIL RESOURCES ALLOW
SUCCESS NETWORK Chambers, DMOs, KRT	
8.3.1.8 Conduct ongoing business education (informed by business walks to identify top operator concerns).	1. QUICK WINS
SUCCESS NETWORK Chambers, DMOs, local economic development agencies	Ongoing
8.3.1.9 Design and launch secret shopper programs to provide constructive feedback on service quality.	3. SET ASIDE UNTIL RESOURCES ALLOW
SUCCESS NETWORK DMOs, chambers (DMO+ chamber collaborative)	

8.3.2 EXPERIENTIAL VARIETY

Develop and offer additional year-round, memorable experiences true to the Kootenay vibe including:

- Trail based experiences (hiking, mountain biking, trail running, mechanized in identified zones)
- Water based experiences on lakes and rivers (boating, paddling, angling)
- Health and wellness experiences (hot springs, spa, zen sports, backcountry, etc.)
- Agriculture and agri-tourism including local cuisine, field to table experiences
- Arts, culture, heritage including festivals and events and Indigenous cultural experiences
- Soft adventures

Opportunity exists, during the 10-year planning horizon, to expand the depth and diversity of year-round experiences available to visitors in the West Kootenay/Revelstoke planning area. These new experiences should build on current experiential strengths in outdoor recreation, health and wellness and in arts, culture, and heritage while considering new opportunities for weather-insensitive and soft adventure activities. Existing and new experiences can be linked together and collaboratively packaged according to traveller passions and interests.

Visitor Experience Goal Statement:

The West Kootenay/Revelstoke travel destination offers a wide range of year-round, memorable experiences true to the Kootenay vibe.

Measurable Visitor Experience Goals:

- Minimum nine months of steady visitation with seasonal peaks
- Growing/strengthening the number of tourism businesses open and viable year-round
- Growing number of market-ready authentic Indigenous experiences
- 10–12 signature festivals and events that motivate travel scheduled throughout the year in coordination
- Minimum one iconic trail in each community with strategic interconnectivity
- Strong global awareness and intention to travel amongst skiers, climbers, mountaineers, mountain bikers and hikers
- Improved water access and growing inventory experiences offering a range of day, multi-day, guided and self-guided excursions
- Strong domestic and pacific northwest awareness and intention to travel for health and wellness in its most comprehensive form including hot springs, spa, local cuisine, backcountry immersion and full disconnection in order to reconnect
- Growing number of memorable culinary experiences and successful agriculture and agri-tourism operators
- Growing number of packages and experiences that link existing experiences together
- Art, culture, and heritage is valued and celebrated as a contributor to the destination experience

OBJECTIVES	PRIORITY
<h4>8.3.2.1 TRAIL BASED TOURISM</h4> <p>8.3.2.1.1 Expand current trail forum to include regional trail planning; share information, lessons learned, review and optimize local trail planning efforts, identify the iconic and create appropriate strategic linkages.</p> <p>SUCCESS NETWORK Trail societies, KRT, DMOs, chambers, FLNR, ENV, Recreation, Sites and Trails</p>	<p>1. QUICK WINS</p> <p>CATALYST</p>
<p>8.3.2.1.2 Identify and invest in at least one iconic trail experience in each community in the planning area and in strategic linkages between communities.</p> <p>SUCCESS NETWORK Local governments, KRT, Trail societies, DMOs, chambers, FLNR, ENV, Recreation, Sites and Trails</p>	<p>2. LONGER TERM ACTIONS</p> <p>CATALYST</p> <p>REGIONAL SCOPE</p>

OBJECTIVES	PRIORITY
8.3.2.1.3 Advocate for sustainable funding to support volunteer efforts around trail building and maintenance and for greater allocation of funds to support those trails deemed “iconic” (trail maintenance and associated visitor infrastructure).	2.LONG TERM ACTIONS PROVINCIAL SCOPE
SUCCESS NETWORK Trail societies, DMOs, chambers, local governments, FLNR, ENV, Recreation, Sites and Trails	
8.3.2.1.4 Identify inventory of current offerings and promote business opportunities for gear rental (bikes, etc.) and shuttling services where needed.	1.QUICK WINS Ongoing
SUCCESS NETWORK Local and regional economic development agencies, DMOs, chambers, Imagine Kootenay, Community Futures	
8.3.2.2 WATER BASED TOURISM	
8.3.2.2.1 Identify inventory of current offerings and promote business opportunities for gear rental, guided tours where needed.	1.QUICK WINS Ongoing
SUCCESS NETWORK Local and regional economic development agencies, DMOs, chambers, Imagine Kootenay, Community Futures	
8.3.2.3 HEALTH AND WELLNESS TOURISM	
8.3.2.3.1 Inventory and identify themed routes and experiences to incorporate critical mass of health and wellness experiences including hot springs, spas, backcountry immersion, zen sports, etc.	1.QUICK WINS
SUCCESS NETWORK DMOs, chambers (DMO+ chamber collaborative)	
8.3.2.4 AGRI-TOURISM AND CULINARY TOURISM	
8.3.2.4.1 Identify inventory of current offerings and promote business opportunities for the development of additional value-add experiences that feature local products, farm to plate, restaurants featuring local products, craft breweries, wineries, etc.	1.QUICK WINS Ongoing
SUCCESS NETWORK Local and regional economic development agencies, DMOs, chambers, Imagine Kootenay, Community Futures	
8.3.2.4.2 Create a platform to connect local growers to local buyers (e.g. restaurants/chefs).	3.SET ASIDE UNTIL RESOURCES ALLOW
SUCCESS NETWORK Local NGO of food producers, Kootenay Co-op Store, restaurants	

OBJECTIVES	PRIORITY
8.3.2.5 ARTS, CULTURE, HERITAGE INCLUDING INDIGENOUS CULTURAL TOURISM, FESTIVALS & EVENTS	
INDIGENOUS CULTURAL TOURISM	
8.3.2.5.1 Provide market intelligence and guidance to local Indigenous entrepreneurs to start their own tourism businesses — facilitate connections to ITBC for capacity building, business planning support.	1. QUICK WINS Ongoing
SUCCESS NETWORK ITBC, KRT, DMOs, chambers, Selkirk College, College of the Rockies	
8.3.2.5.2 Secure a regional indigenous resource within KRT to work with First Nations communities and support tourism development.	1. QUICK WINS
SUCCESS NETWORK KRT, ITBC, DBC, DMOs, chambers	
FESTIVALS & EVENTS	
8.3.2.5.3 Convene a strategic forum to review the nature and timing of events that would advance collective tourism objectives (including desire for growth in shoulder season visitation etc.).	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers, (DMO+ chamber collaborative), local government, community groups, KRT	
8.3.2.5.4 Create a coordinated regional plan for festivals and events that aligns with strategic agreements.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers (DMO+ chamber collaborative)	
8.3.2.5.5 Investigate model for shared staffing and infrastructure — festival and event coordinator across multiple communities.	2. LONGER TERM ACTIONS
SUCCESS NETWORK DMOs, chambers (DMO+ chamber collaborative), KRT, local governments, community groups	
HERITAGE	
8.3.2.5.6 Coordinate various heritage stories being told like “chapters in a book” and develop a “heritage tour” throughout the entire planning area.	1. QUICK WINS Ongoing
SUCCESS NETWORK DMOs, chambers (DMO+ chamber collaborative), KRT, local governments, community heritage groups, Heritage BC	
ARTS, CULTURE	
8.3.2.5.7 Review timing and format of Columbia Basin art and culture tour with possible move to autumn. Enhance to include harvest and culinary experiences to create a motivating event for travel in the fall.	3. SET ASIDE UNTIL RESOURCES ALLOW
SUCCESS NETWORK CBT, local arts organizations, artisans, DMOs, chambers, KRT	

8.4 THEME 4 – PROTECT THE ENVIRONMENT AND PURSUE ENVIRONMENTAL SUSTAINABILITY

All partners in the planning process agreed that preserving the quality of the environment is fundamental to destination success as the area's current and future visitor base is and will be primarily motivated to travel here for the many outdoor experiences (complimented by the intriguing collection of communities each with their own unique take on art, culture, history, and heritage in the Kootenays).

This respect for the environment, monitoring of impacts, and a culture of stewardship is also essential to collaborative and supportive relationships with local residents who choose to live here for the quality of the natural environment.

Environmental Goal Statement:

The West Kootenay/Revelstoke area is recognized around the world as a model for environmental sustainability. Environmental carrying capacity is managed for the long-term and the sustainable use of land and water-based ecosystems is viewed as essential for the long-term success of the tourism industry.

Measurable Environmental Goals:

- Land use plans are in place that recognize sensitive zones, appropriate uses in various zones
- Adequate monitoring of use and enforcement resources are in place to abide by these plans
- Air quality is measured against a baseline and limits have been established that will not be exceeded
- Water quality is measured against a baseline and limits have been established that will not be exceeded
- Indicator species is measured against a baseline and limits have been established that will not be exceeded
- Strong working relationships exist between the tourism industry and local environmental/stewardship groups and First Nations

OBJECTIVES	PRIORITY
8.4.1 Educate local governments that tourism is a land and water-based industry requiring proactive management of shared use to avoid conflicts that detrimentally affect the quality of the visitor experience. SUCCESS NETWORK DMOs, chambers, KRT, DBC	1. QUICK WINS REGIONAL SCOPE Ongoing
8.4.2 Local governments to lobby Province for a process to discuss land and water use management framework. SUCCESS NETWORK Local governments	1. QUICK WINS PROVINCIAL SCOPE

OBJECTIVES	PRIORITY
8.4.3 Lobby the Province to develop a land management framework (including lakes and rivers) to provide certainty for development, environmental protection, motorized and non-motorized use, public and commercial recreation uses and viewscapes.	1. QUICK WINS PROVINCIAL SCOPE
SUCCESS NETWORK Local government, DMOs, chambers, tourism and community stakeholders	
8.4.4 Lobby ENV to identify and monitor key indicators of ecosystem health — establish a baseline for air, water, indicator species.	1. QUICK WINS PROVINCIAL SCOPE
SUCCESS NETWORK Local stewardship groups, local governments, ENV	
8.4.5 Lobby ENV and TAC to measure and communicate the impacts of tourism on ecosystem health leading to recommendations for mitigation and management.	2. LONG TERM ACTIONS PROVINCIAL SCOPE
SUCCESS NETWORK Local governments, local NGO (stewardship groups), local colleges, KRT, DBC, ENV, FLNR, TAC	
8.4.6 Create and communicate a code of respectful conduct for backcountry for residents and visitors (both public recreationalists and distributed to guests via operators).	1. QUICK WINS REGIONAL SCOPE
SUCCESS NETWORK Local NGOs (invasive species and stewardship), DMOs, chambers, VCs	
8.4.7 Continue to offer invasive species education and signage and assist in messaging to visitors.	1. QUICK WINS Ongoing
SUCCESS NETWORK Local government, DMOs, chambers, tourism and community stakeholders	
8.4.8 Identify sensitive areas (not to be promoted to visitors) and areas where trail networks should not be extended.	1. QUICK WINS Ongoing
SUCCESS NETWORK First Nations, DMOs, chambers, local trail societies, local stewardship groups, ENV, FLNR	
8.4.9 Conduct trail building and trail maintenance to highest standards and best practices relative to environmental impacts.	1. QUICK WINS Ongoing
SUCCESS NETWORK Local trail societies, stewardship groups, other community groups, DMOs, chambers, local governments	

8.5 THEME 5 – VALUE AND MAINTAIN SMALL-TOWN CHARACTER AND COMMUNITY SUSTAINABILITY

Hand in hand with stakeholders' overwhelming commitment to environmental sustainability is recognition of the essential need to respect and protect the small-town character and unique community personalities so that interpretation of the ever-present Kootenay vibe remains intact and continues to contribute to the destination's appeal to visitors.

Community Sustainability Goal Statement:

The West Kootenay/Revelstoke area is a destination where small town character and values are maintained and celebrated.

Measurable Community Sustainability Goals:

- Community values with respect to tourism have been documented in community plans
- Residents understand and support the value of tourism and function as visitor ambassadors Increase in % of residents

that support tourism (every community has a value of tourism baseline and monitors regularly)

- Visitor intercept research confirms that visitors value and remember the “vibe” and “off the beaten path” feel of the planning area
- Low commercial vacancy rates/turnover in downtown core
- Strong volunteer base to support experience delivery

OBJECTIVES	PRIORITY
8.5.1 Continue to beautify and invest in vibrancy of downtown core areas. SUCCESS NETWORK Local government, BIAs, community groups	1. QUICK WINS Ongoing
8.5.2 Lobby TAC to continue RMI funding to support resort communities of Rossland and Revelstoke's ability to deliver visitor services, amenities despite small resident and property tax base. SUCCESS NETWORK Local government, tourism operators	1. QUICK WINS Ongoing
8.5.3 Consciously align target markets to be pursued with community values. SUCCESS NETWORK DMOs, chambers, tourism operators	1. QUICK WINS Ongoing

OBJECTIVES	PRIORITY
8.5.4 Educate local residents on tourism industry and its value. SUCCESS NETWORK DMOs, chambers, KRT, DBC, local colleges, local economic development agencies, local governments	1. QUICK WINS Ongoing
8.5.5 Embed community values, aspirations and limits on extent and nature of tourism in policy documents such as OCP's and encourage new developers and new businesses to pursue a "no surprises" relationship with the community and its residents. SUCCESS NETWORK Local government	1. QUICK WINS Ongoing
8.5.6 Develop a quantitative understanding of the relationship between visitation and experiential capacity and quality. SUCCESS NETWORK DBC, educational institutions, DMOs, chambers, VCs, TAC	3. SET ASIDE UNTIL RESOURCES ALLOW PROVINCIAL SCOPE
8.5.7 Consider policy and incentives for warm beds, occupied rooms to ensure vibrancy and use of asset base for community benefit. SUCCESS NETWORK Local governments	2. LONGER TERM ACTIONS
8.5.8 Investigate funding tools for local governments to pay for visitor induced strain on infrastructure. SUCCESS NETWORK Local governments	1. QUICK WINS Ongoing

8.6 THEME 6 – MANAGE THE DESTINATION COLLABORATIVELY AND EFFECTIVELY FOR MUTUAL GAIN

While the beauty and individuality of each community in the planning area is a strength, this local independence has limited the extent of strategic collaboration that has occurred throughout the tourism industry.

While there is evidence of increasing collaboration across the planning area, tourism stakeholders have identified the need for more collaboration to build momentum, leverage resources and ensure that individual investments are aligned to a greater regional vision.

Collaboration Goal Statement:

The West Kootenay/Revelstoke planning area is a model of destination collaboration amongst residents, business operators, community representatives from government

(staff and elected officials), and the not-for-profit sector (staff and volunteers).

Measurable Collaboration Goals:

- Increase in number of inter-community collaborative projects (e.g., Spokane ski shuttle, DBC co-op marketing, etc.)
- Increase in \$ value of leveraged resources deployed

OBJECTIVES	PRIORITY
8.6.1 Convene a facilitated workshop to discuss roles and responsibilities and the collaborative model for working together moving forward. SUCCESS NETWORK KRT, DMOs, chambers, local governments, Community groups, NGOs	1. QUICK WINS REGIONAL SCOPE
8.6.2 Create a regional collaborative of DMOs and chambers who meet regularly to communicate, align and leverage. SUCCESS NETWORK DMOs, chambers, KRT	1. QUICK WINS REGIONAL SCOPE
8.6.3 Create a regional collaborative of arts and culture NGOs who meet annually to communicate, align and leverage. SUCCESS NETWORK Local NGOs (arts/culture), BC Museums Association, KRT, TAC, local government, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
8.6.4 Create a regional collaborative of Heritage NGOs who meet annually to communicate, align and leverage. SUCCESS NETWORK Local NGOs (heritage), FLNR, Heritage Branch, BC Museums Association, KRT, local governments, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE

OBJECTIVES	PRIORITY
8.6.5 Create a regional collaborative of stewardship groups who meet annually to communicate, align and leverage. SUCCESS NETWORK Local NGOs (stewardship), ENV, KRT, local governments, DMOs and chambers	1. QUICK WINS REGIONAL SCOPE
8.6.6 Create a regional collaborative of trails groups who meet annually to communicate, align and leverage. SUCCESS NETWORK Local NGOs (trails), FLNR, ENV, Recreation, Sites and Trails, BC Parks, KRT, local governments, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
8.6.7 Promote attitude of “together we are stronger” rather than inter-community competition. SUCCESS NETWORK Local governments, Imagine Kootenay, DMOs, chambers	1. QUICK WINS Ongoing
8.6.8 Participate regularly in cross-ministry regional staff meetings to share tourism priorities and perspectives on land and resource use, visual quality, etc. SUCCESS NETWORK TAC, DBC, KRT, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
8.6.9 Continue dialogue between local trail societies and forest license holders regarding impacts of cut-blocks on trails; consider implementation of tourism, recreation and forestry groups in conflict-resolution committee under FLNR (as in Discovery Islands, Campbell River Forest District). SUCCESS NETWORK FLNR, trail societies, licensees	1. QUICK WINS Ongoing
8.6.10 Conduct Indigenous cultural awareness training and continue to build relationships between First Nations, local communities and tourism operators. SUCCESS NETWORK First Nations groups, ITBC, KRT, DMOs, chambers, local governments, tourism operators	1. QUICK WINS REGIONAL SCOPE
8.6.11 Build relationships with local environmental stewardship groups, search and rescue groups, trail societies and others supporting and/or being impacted by visitation to educate and understand both benefits and challenges of the tourism economy. SUCCESS NETWORK DMOs, chambers, local NGOs (stewardship, trails, search and rescue)	1. QUICK WINS
8.6.12 Enhance communication and access to opportunities for communities without a DMO; consider adding unincorporated areas to existing community destination marketing organizations. SUCCESS NETWORK KRT, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
8.6.13 Undertake a value of tourism baseline in each community and communicate to local governments and residents. SUCCESS NETWORK DMOs, chambers, KRT, DBC	1. QUICK WINS

8.7 CATALYST PROJECTS

The following twelve actions were identified as catalyst projects for immediately moving the West Kootenay/Revelstoke Destination Development Strategy into implementation:

TOP PRIORITY CATALYST PROJECTS

1. Benchmark and communicate the value of tourism in each community and collectively
2. Continue to educate local government on value of tourism
3. Develop an easy reference guide with Top 15 Must Dos in each community and promote widely amongst residents, businesses
4. Cross-educate Visitor Centre staff from across the region (fam tour, experience showcase, “fun bus”)
5. Provide training to experience providers in Google listings/maps, Apple maps to increase presence, accuracy of locations
6. Create a planning area map of high use areas (land and water) to be used to inform priority setting of public sector plans for infrastructure in these areas (rest stops, lookouts, washrooms, parking, signage, boat launches, pumpouts, shelters, wifi/connectivity, etc.)
7. Present information on increasing cycle and motorcycle usage and the associated tourism potential to TRAN with the objective of influencing road maintenance contract standards
- to secure early and more frequent road sweeping
8. Monitor wait times at inland ferries in peak season and survey impact on visitor intention to return — provide data and findings to TRAN to help guide capacity and scheduling
9. Communicate the opportunity and facilitate the approval/licensing process with the intention of attracting private sector investment in additional services (café, etc.) at inland ferries on Arrow Lake
10. Educate and communicate to visitors re: backcountry safety — include in backcountry code of conduct
11. Expand current trail forum to include regional trail planning; share information, lessons learned, review and optimize local trail planning efforts, identify the “iconic”, and create appropriate strategic linkages
12. Identify and invest in at least one iconic trail experience in each planning area community and in strategic linkages between communities

9

MEASURING AND MONITORING SUCCESS

FOR EASE OF REFERENCE, THE PLANNING AREA'S OVERARCHING GOALS ARE INCLUDED BELOW WHEN CONSIDERING SPECIFIC TOOLS TO MEASURE AND MONITOR SUCCESS:

GOALS	INDICATORS	SOURCES
Increase the economic value of tourism	Value of Tourism estimated in each community	DBC Value of Tourism Model; Regional Profiles
Increase overnight stays in the shoulder season	Occupancy levels in shoulder season	Commercial Accommodation Survey
Increase average length of stay in the planning area	Average length of stay	Visitor Intercept Survey
Increase average visitor yield	Average visitor spending	Visitor Intercept Survey
Increase awareness of West Kootenay/Revelstoke as a preferred travel destination	Perceptions and intentions to travel	In-market primary research
West Kootenay communities are ranked among the top Net Promoter Scores in British Columbia	Net Promoter Score or similar tools	Visitor Intercept Survey
Increase number of tourism businesses open and viable at least 9 months of the year	Business licenses; Results from chamber walkabouts	Local Governments; Chambers of Commerce
Increase number of year-round tourism job opportunities	Tourism employment by month	Business Survey

10

PROVINCIAL INITIATIVES

A KEY DELIVERABLE

A key deliverable of the Destination BC Destination Development Program is the creation of regional and provincial strategies. Objectives and actions that are shared commonly across the Kootenay Rockies tourism region will inform the creation of a Regional Destination Development Strategy.

This West Kootenay/Revelstoke Destination Development Strategy, together with all the other strategies from around the province, will then inform the creation of a single provincial destination development strategy.

It is recommended the following West Kootenay/Revelstoke objectives be considered for provincial initiatives within the Provincial Destination Development Strategy:

1. Develop destination experiences that attract at least nine months of steady visitation and spending to support viability of tourism businesses — a steady “hum” of business is preferred to large peaks and valleys that may add to the same totals but create operational challenges.
2. Create an entrepreneur-friendly business climate that supports new investment and expansion of existing tourism businesses — this is not an open invitation for any and all experiences to the detriment of local values, but rather an understanding that provincial, regional districts, and municipal government processes surrounding approvals, licenses, insurance, etc. can be clearly documented, communicated with staff providing timely responses to inquiries, processing of applications, and supportive guidance along the way.

3. Communicate the value of tourism to local residents and build a supportive culture that values the visitor while respecting the small-town character and values (provide assurances that local values will be respected in tourism development through local planning processes such as Official Community Plans and Community Sustainability Plans).
4. Address need for qualified staff through programs that support awareness of tourism careers, tourism training in partnership with educational institutions, and tourism recognition and awards. Access to foreign workers may also continue to be a necessary element of this strategy. The availability of affordable housing and daycare for both staff and entrepreneurs should also be considered.
5. Attract incremental private sector capital — the destination development process could be complimented by a provincial advisory group of leading entrepreneurs and investors from across North America who can provide specific guidance on their triggers for investment.
6. Improve reliability of access to the destination and once there provide connectivity amongst experiences, communities. This would include working closely with TRAN to secure continued financial support for regional airport improvements, and to ensure that the capacity and wait times for inland ferries are monitored so as not to become deterrents to visitation. Winter road maintenance standards managed by TRAN should remain high and consider visitor expectations as well as the needs of residents and commercial traffic.
7. Review signage and wayfinding in an integrated manner that considers the wide range of information sources now available to travellers (apps, maps, and physical signage). The objectives of this strategy are to provide a comprehensive, branded approach to wayfinding that seamlessly translates through all media, as well as to secure resources for continued investment in additional signage that supports visitors to find their destination in the front, mid and backcountry. This review would ideally include a level of interpretation of local history, culture, including engagement with local First Nations, providing a platform for them to have a visible presence in their traditional territory through sharing of traditional place names and oral histories.
8. Invest in infrastructure to support cycling opportunities that includes shoulder widening along a series of iconic road-biking routes (recognizing that the costs of shoulder widening along all highways would be prohibitive due to topography; this objective focuses on a limited number of truly world-class routes).
9. Create a framework to support and enhance trail networks — this is a multi-layered objective that considers the following:
 - a. Create a network of iconic trail routes for non-motorized activities (hiking, mountain biking) that collectively creates a long-stay tour of a destination or region
 - b. Consider strategic interconnectivity of these routes — many trail planning processes are insular in that they consider trails around a community without looking more broadly to select linkages between local trail networks
 - c. Identify high-value and strategic resource roads that provide access to trail networks, iconic features (waterfalls, hot springs) or important recreation areas and achieve agreements related to road opening, maintenance and cost sharing
 - d. Convene user groups to discuss and agree upon areas of use for motorized, non-motorized uses and thereby manage conflicts that detract from the visitor experience. This discussion of appropriate uses of the land base can also expand to include other extractive industries (forestry, and mining) as well as environmental and stewardship values
 - e. Develop sustainable financial tools to support trail maintenance and development which today, is currently managed through volunteer groups all of whom report levels of burn out.
10. Continue to support local arts, culture, and heritage organizations who deliver visitor experiences in the form of festivals and events, museums, cultural centres, performance venues, etc. This support includes capital funding (facilities) and program funding (specific exhibits and programs) which is currently available through various grants, but could expand to include additional funding for core operations that today is extremely challenging to secure. Elements of this support



should also consider tools that facilitate cross-community connections and the development of tours and routes informed by visitor demand and visitor passions to ensure that the current somewhat insular and local focus expands to create “chapters in a book” that entice the visitor to travel through a destination and stay longer. These tours or routes would be considered in the signage and wayfinding objective noted above.

11. Continue to engage and support the development of authentic Indigenous cultural experiences by providing community and entrepreneur level capacity building (in accordance with ITBC’s Capacity Building Strategy).
12. Proactively consider limits to growth in terms of environmental carrying capacity as well as in terms of experiential carrying capacity. There is broad support and understanding that the quality of the natural environment is fundamental to tourism success and requires sustainable usage levels. Beyond this environmental carrying capacity, experiential capacity reflects of the quality of the visitor experience that also requires management to ensure expectations are met and exceeded (e.g., remote and quiet trails should have limited numbers daily).
13. Continue to encourage local, regional, and provincial collaboration and alignment to maximize return on investment. Political boundaries often create artificial barriers to collaboration that are irrelevant to visitor travel plans and inhibit the activation of opportunities to create collections of experiences that offer sufficient depth and density to motivate travel and lengthen stay.

11

IMPLEMENTATION AND FUNDING

JOINT STRATEGY OWNERSHIP AMONGST ALL PLANNING AREA TOURISM PARTNERS IS A CRITICAL COMPONENT OF THIS STRATEGY'S SUCCESS.

The planning process identifies a success network to move actions within each priority area forward. However, during implementation, leads and involved parties should be established. In many instances the strategy execution is a shared responsibility and the entities listed are responsible to lead their own areas.

Over the course of developing this strategy for the West Kootenay/Revelstoke planning area, participants repeatedly identified the need to inform, educate, communicate, and work more collaboratively to create and enhance experiences, attract visitors, and retain them for longer lengths of stay. While individual communities, sectors, and marketing organizations are effectively planning and executing on their own visions and mandates, and some limited collaboration is occurring, this destination development strategy offers a platform to truly unite the area and create a more disciplined approach to ongoing dialogue.

In many cases, when determining the recommended lead for implementation of an identified priority area, the best organization appeared may not be just one entity, but a group of like entities that are already in place, are already resourced (albeit often inadequately) and already experienced in the area in question. Moving into strategy implementation, a series of informal collaboratives are recommended — groups that would meet at least annually to share and update each and more often as specific initiatives unfold.



These recommended collaboratives are:

- DMOs and chambers collaborative (all organizations that currently lead on destination marketing)
- Visitor Centre collaborative (all organizations running Visitor Centres)
- NGO collaborative — Arts and Culture organizations
- NGO collaborative — Heritage organizations
- NGO collaborative — Local food producers organizations
- NGO Collaborative — Stewardship groups
- NGO Collaborative — Search and rescue organizations

The costs to convene and facilitate these regularly scheduled collaboration and education sessions may be eligible for funding support from Columbia Basin Trust. Guest speakers can be invited on relevant topics (e.g., speakers from relevant provincial ministries, speakers that can share better practices in other jurisdictions, etc.). Kootenay Rockies Tourism will also have an ongoing support and facilitation role in destination development.

The West Kootenay/Revelstoke area is within the Columbia Basin Trust funding catchment and CBT has been and will remain an important funding partner. To further assist planning areas such as West Kootenay/Revelstoke in their implementation efforts, Destination BC has compiled a list of additional potential funding programs.

The different funding options highlighted include: Municipal and Regional District Tax (MRDT), Destination BC programs, Western Economic Diversification Canada (WD), Ministry of Transportation and Infrastructure Programs, Community Gaming Grants, Community Trusts, Resort Municipality Initiative (RMI), Municipal Funding and Business Levies.

Contact Destination BC for a copy of this information sheet.

FLNR Regional Economic Operations also has an online tool on their website to find funding options.

New and continuing BC Government funding options identified in 2017 include:

- Southern Interior Development Investment Trust (SIDIT), which provides funding assistance and supports regional economic collaboration for southern interior communities/regions.
- Continuation of the annual \$25 million in funding for the Rural Dividend Program, to 2019/20.
- \$40 million in additional funding for the Connecting British Columbia program, which extends high-speed internet access to rural and remote communities.

APPENDIX

APPENDIX A – PLANNING PROCESS

The following planning process was followed to ensure this strategy was developed based on a thoughtful process with consistent participation from a diverse group of industry partners that impact tourism either directly or indirectly. The process follows a semi-structured design by Destination BC that was customized specifically for the West Kootenay/Revelstoke planning area.

1. Session 1 – Kick-off Meeting on July 13, 2016
 - a. Introduced the program, engaged tourism partners and began to gather information that assisted in understanding the context of the destination.
2. Review of 68 reports, strategies, and plans, as well as additional information, e.g., websites.
3. Session 2 – working sessions with representative tourism partners on September 20, 2016 (Ainsworth Hot Springs), September 21, 2016 (Nakusp), and September 22, 2016 (Trail)
 - a. Reviewed the operating context and captured participant's input on constraints and opportunities.
4. Tourism partner interviews and site visits
 - a. Over 25 interviews were conducted to develop a deeper understanding of the operating context, constraints and opportunities.
 - b. Over the past ten years the facilitator has been a visitor in the planning area on more than 30 occasions in all seasons and has experienced all aspects of access, infrastructure, accommodation, activities, restaurants and retail through the perspective of a traveller — understanding first-hand what makes the region such a unique and special place to visit, as well as experiencing some of the challenges and opportunities.

5. Industry Engagement — Survey 1

a. A broader group of participants were engaged in the process through a survey to validate and provide further input into the constraints and opportunities identified in Session 2. There were 68 survey responses from 170 invites.

6. Session 3 — Vision Creation on November 29, 2016 (Nakusp) and November 30, 2016 (Nelson)

a. Reviewed the planning considerations, discussed shared vision and goals, and identified destination development themes.

7. Industry Engagement — Survey 2

a. A broader group of participants were invited to

participate in a survey to validate and provide further input into the vision, goals and development themes that were identified in Session 3.

8. Session 4 — Working Committee in-person meeting on February 27, 2017(Castlegar) followed by three – 2 hour conference calls with Working Committee members on March 3rd, March 13th and April 7th, 2017.

a. The smaller Working Committee continued to draft the strategy and provide recommendations.

9. Participants were invited to provide feedback on the draft situation analysis and draft strategy.

APPENDIX B: PLANNING ISSUES AND CONSIDERATIONS

This section summarizes the planning context and provides the key direction(s) the West Kootenay/Revelstoke planning area destination development strategy should address.

1. The West Kootenay/Revelstoke planning area is home to many small communities and passionate individuals. While this passionate individualism and pride in community is a strength, the current limited density of motivating travel experiences across the entire planning area requires that where needed to motivate visitor travel, collaboration should occur. This collaboration can include planning for infrastructure and amenities as well as creating a sufficient depth and density of experiences to motivate travel (longer stay and higher yield passion driven visitors are preferred) to the West Kootenay/Revelstoke corridor and maximize length of stay and associated spending.

2. However, this collaboration and increase in depth and density of visitor experiences must be carefully and proactively managed within the framework of local values and community carrying capacity to ensure that the small town charm, unique flavor and distinctiveness of each is protected and preserved.

3. There is potential to both celebrate the individuality of each community in the planning area while contributing to a collective identity for the West Kootenays that would serve as

a guide for entrepreneurs, potential new residents as well as travellers to self-identify with the nature of the experiences on offer.

4. Transportation to and within the West Kootenay/Revelstoke planning area is considered a major constraint to the ability to grow tourism. This includes reliable air access, sufficient capacity on inland ferries and adequate levels of winter road maintenance. Transportation options to connect communities to airports, as well as transportation options to connect communities to various activities and to each other must also be addressed.

5. While signage and wayfinding has been improving in recent years, continued improvements in the front, mid and back country will support destination development and ideally should include an element of interpretation of the history, heritage of the area. Investments made should be integrated so that there is consistency and visual reinforcement as the traveller moves through maps and apps to physical signage.

6. There is significant opportunity to fill capacity in the shoulder season and increase the utilization of existing and

planned infrastructure and assets. A strong focus on developing the destination in a way that attracts visitation and business more consistently for at least nine months of the year in a steadier flow is desired in order to support small business viability. Offering appropriate and consistent business hours of operation and increasing attractive year-round, weather protected infrastructure, weather insensitive activities, soft adventures offerings, and services suitable for all ages and levels of expertise and fitness will be necessary.

7. The West Kootenay/Revelstoke planning area is already mecca for passionate travellers with high degrees of experience and skill in their chosen activity (mountaineering, backcountry skiing, mountain biking etc.). However, to achieve 9–10 months of year-round visitation, experiences that appeal to a wider market segment must also be enhanced and developed such as rail trails, hot springs, wellness and arts, culture, and heritage. A network of themed experiences throughout the planning area will also support linkages to anchor destinations such as Revelstoke, Nelson, and Rossland.

8. Due to the diversity of outdoor adventure activities, there are numerous potential issues that could curtail growth in any one area. Potential barriers include land access challenges (tenure to other sectors, resource road deactivation and maintenance), government regulatory requirements, and climate change impacts (e.g., declining snow packs). It was acknowledged that the high season summer camping capacity challenges in the area may be alleviated by the recent BC Parks announcements related to investments in additional campsites. As well, investments being made through Recreation, Sites and Trails can be leveraged for maximum return to visitors as well as residents.

9. It is expected that between motorized and non-motorized recreation and between public recreation and commercial tenure holders will continue and there is a strong desire to convene a table to discuss these various interests and determine zones of use that could be adopted by all (land and water-based).

10. Trails are a significant motivator for the entire planning area with strong community support and robust planning work ongoing, strategies and actions are being implemented. These efforts should continue to be enhanced and supported. Sustainable funding sources for trail maintenance remain

elusive however and volunteer burn-out is a concern. As well, additional engagement and dialogue is needed with regard to resource road access and maintenance to ensure that strategic resource roads providing access to important trail heads or recreation areas are identified and agreements and intentions related to deactivation, ongoing maintenance are addressed.

11. Cyclists are coming to the area, and there is opportunity to grow road cycling visitation. However, shoulder widening is needed to enhance cyclist safety. The terrain of the planning area creates challenges and significant costs for shoulder widening (roads are described by TRAN staff as being squeezed between rivers and cliffs with little room for wider shoulders except at significant cost). However, the opportunity to identify a limited number of iconic cycling routes and focus on shoulder widening specific to these routes has been identified as worthy of further consideration.

12. Water-based activities and experiences have been identified as a priority sector, yet there are gaps in infrastructure and services that are necessary to fully capitalize on the opportunity. There is need for additional access points, boat launches, safe harbours, fuel, and pump-outs to both enhance the visitor experience and ensure that the quality of the resource and environmental impacts are appropriately managed. Additional equipment rentals, guided tours are felt necessary yet it will be up to the private sector and free market economy to identify and activate many of these opportunities.

13. Significant opportunity exists to enhance the Indigenous cultural product and experience. It is widely recognized that the Indigenous tourism development needs to come from the First Nation communities. There is interest to support Indigenous experiences as part of a destination stay.

14. Many existing festivals and events are nearing capacity in terms of their footprint, resources and volunteer capacity. There continues to be date conflicts but the need for better coordination is understood and solutions are manifesting in growing support for a region-wide calendar. Some events are already travel motivators and other existing (or new) events are believed to have potential to draw overnight visitation. However, there is concern about additional burden on volunteers and a growing interest in resourcing a paid position to represent and support multiple communities in the planning area as an event coordinator.

15. The West Kootenay/Revelstoke planning area has demonstrated that arts and culture are a tourism draw (East Shore/Crawford Bay, Nelson, Castlegar Sculpture Walk, Creston Bus Wine Art Tour, etc.) and offer potential for further growth. Existing events can be expanded, and there is room to create an even stronger creative economy connecting the many small communities. Creative tourism is a growing trend and visitors are increasingly seeking authentic opportunities to witness, experience and develop new skills and expand existing skills.
16. There is potential for developing a collection of heritage-related experiences to support longer stays. Each community has its own interesting heritage story to tell and the opportunity to work collaboratively to create themed routes that combine these experiences offers potential.
17. The underlying lifestyle choices of residents themselves in the planning area support continued development of the health and wellness sector of the travel market. The planning area's many hot springs, retreats, resorts and spas combined with a commitment to local, organic agriculture and relatively accessible backcountry immersion can be leveraged to create a portfolio of collective wellness experiences that will motivate travel.
18. There is an opportunity to create a supportive business climate for tourism entrepreneurs — one that leads the Province. Existing support and resources through organizations like Community Futures, as well as the efforts of Imagine Kootenay, Lower Columbia Initiatives Corporation and others are recognized and valued but navigating these resources is still felt to be somewhat complex. Desired business support includes handholding through processes and approvals, mentoring, business plan development and grant assistance, etc. Opportunities exist to streamline government process, and to address specific challenges such as prohibitive costs associated with liability insurance.
19. There are significant opportunities to improve local government and community support of tourism and tourism businesses. Resident support is an important part of the development of the destination, yet not everyone understands what tourism is, the benefits and the support needed. As well, local governments and their resident taxpayers want a revenue stream to offset the costs of providing infrastructure of visitors (only Revelstoke and Rossland currently receive RMI funding)
20. The capacity of small towns to retain and preserve their character throughout destination development is of paramount importance to many. The needed support for tourism and tourism businesses will only occur if there is confidence that this character is being honored and protected.
21. The visitor services offerings in the planning area all operate independently with no formal shared strategy for servicing visitors to the area (informal relationships exist). There are opportunities to work cooperatively, educate each other, and enhance visitor services so that visitors remain within the entire planning area longer.
22. There are significant human resource challenges that need to be addressed, including available labour pool, staff skillsets and affordable and relevant and accessible training that are all critical elements to business success and the visitor experience. go2HR working together with Kootenay Rockies Tourism can be a valuable resource to assist in HR related plans and strategies. Affordable housing for employees and small business owners must also be addressed through policy tools (sharing economy bylaws, zoning enforcement) and various possible incentives/development charges on the private sector.
23. There is a strong need to understand and manage environmental impacts in the West Kootenay/Revelstoke planning area and ensure the destination is managed for responsible, sustainable tourism growth.

APPENDIX C: OBJECTIVES BY PRIORITY AND IMPLEMENTATION TIMING

In total, 98 objectives to support the goals have been identified for the West Kootenay/Revelstoke planning area as a tourism destination for the next ten years.

These same 98 objectives are listed below based upon their priority category:

1. QUICK WINS – high value actions that can be readily initiated with results anticipated in the near-term (1–3 years)
2. LONGER TERM ACTIONS – high value however once initiated, the associated complexity will likely require a

longer timeframe to complete and secure desired results (3 or more years)

3. SET ASIDE UNTIL RESOURCES ALLOW – having value and while contributing to destination success, is not considered to have the priority of “Quick Wins” or “Longer Term Actions”

12.1.1.1 – QUICK WINS

High value actions that can be readily initiated with results anticipated in the near-term (1–3 years)

OBJECTIVES	PRIORITY
7.1.1.3 Monitor wait times at inland ferries in peak season and survey impact on visitor intention to return—provide data and findings to TRAN to help guide capacity and scheduling. SUCCESS NETWORK TRAN, CBT, RDI, Nakusp Balfour local business associations, KRT	1. QUICK WINS
7.1.1.4 Communicate the opportunity and facilitate the approval and licensing process with the intention of attracting private sector investment in additional services (café, etc.) at inland ferries. SUCCESS NETWORK Imagine Kootenay, Community Futures, local governments	1. QUICK WINS
7.1.1.7 Identify network of resource roads considered essential for access to trail heads and recreation areas and negotiate long-term certainty and funding commitments. SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), community organizations, trail societies, user groups, KRT, FLNR	1. QUICK WINS PROVINCIAL SCOPE
7.1.1.8 Identify 1–2 iconic road cycling routes and work together with TRAN to look for opportunities for shoulder widening and cyclist friendly improvements. SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), KRT, TRAN	1. QUICK WINS REGIONAL SCOPE

OBJECTIVES	PRIORITY
7.1.1.10 Continue to communicate road conditions accurately and on a timely basis through tools such as Drive BC.	1. QUICK WINS
SUCCESS NETWORK TRAN, local governments, chambers, DMOs	Ongoing
7.1.1.12 Present information on increasing cycle and motorcycle usage and the associated tourism potential to TRAN with the objective of influencing road maintenance contract standards to secure early and more frequent road sweeping.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers (DMO + Chamber Collaborative), local and regional Governments, KRT, TRAN	REGIONAL SCOPE
7.1.2.1 Develop a visitor-informed assessment of signage needs and gaps — categorize within a hierarchy of signage and wayfinding.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers (DMO + Chamber Collaborative), DBC	PROVINCIAL SCOPE
7.1.2.4 Manage Trip Advisor presence for West Kootenay Revelstoke.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative)	
7.1.3.1 Create a planning area map of high use areas (land and water) to be used to inform plans for infrastructure in these areas (rest stops, lookouts, washrooms, parking, signage, boat launches, pump-outs, shelters, wi-fi and connectivity, etc.)	1. QUICK WINS
SUCCESS NETWORK KRT, local governments, DMOs, chambers, private operators, FLNR, ENV	REGIONAL SCOPE
7.1.3.4 Educate and communicate to visitors regarding backcountry safety — include in backcountry code of conduct.	1. QUICK WINS
SUCCESS NETWORK Local NGOs (stewardship groups, SAR organizations) DMOs, chambers	
7.1.3.5 Continue to expand high season camping capacity in strategic locations.	1. QUICK WINS
SUCCESS NETWORK ENV, BC Parks, FLNR, Recreation, Sites and Trails, local governments	Ongoing
7.1.3.8 Communicate target visitor markets and their needs/expectations to all those planning infrastructure.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers	Ongoing
7.1.3.9 Include accessibility requirements, family needs in all infrastructure planning.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers	Ongoing
7.1.3.10 Build relationships and knowledge of value of tourism with local governments to incorporate anticipated visitor growth and demand into capacity planning for water, sewer etc.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers, local governments, KRT	Ongoing

OBJECTIVES	PRIORITY
7.1.3.13 Create a central source of information for residents and visitors regarding water levels and water safety.	1. QUICK WINS
SUCCESS NETWORK Local NGOs, local governments, DMOs, chambers, ENV, Hydro	REGIONAL SCOPE
7.2.1 Benchmark and communicate the value of tourism in each community and collectively.	1. QUICK WINS
SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), DBC, KRT	REGIONAL SCOPE
7.2.2 Continue to educate local government on value of tourism.	
SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), KRT, TAC, DBC	1. QUICK WINS
7.2.4 Summarize various approaches being adopted around the Province to management and monitoring of nightly rentals being offered through platforms such as VRBO, Airbnb (possible UBCM presentation).	PROVINCIAL SCOPE
SUCCESS NETWORK Local governments, FIN, TAC, TIABC	1. QUICK WINS
7.2.5 Advocate for local government policies related to the sharing economy (Airbnb, etc.) to protect inventory of longer term rentals available for employees, new entrepreneurs.	
SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative),	1. QUICK WINS
7.2.6 Gauge interest in launching a platform to match empty rooms and beds with employees needing housing (e.g. senior with a spare bedroom and if interest warrants, proceed).	
SUCCESS NETWORK Chambers	1. QUICK WINS
7.2.7 Create a cross-season and cross-business job pool to support year-round staff retention within communities.	
SUCCESS NETWORK go2HR, KRT, Selkirk College, tourism operators	1. QUICK WINS
7.2.8 Improve communications regarding and continue to promote existing business support programs available through Community Futures, Imagine Kootenay for investment attraction, business mentoring, matching and research to support business development and investment attraction.	Ongoing
SUCCESS NETWORK Community Futures, Imagine Kootenay	1. QUICK WINS
7.2.9 Create an inventory of current visitor experiences and identify experience gaps that could be filled by entrepreneurs.	Ongoing
SUCCESS NETWORK Imagine Kootenay, Local Economic Development Organizations, DMOs, chambers, TAC	1. QUICK WINS
	Ongoing

OBJECTIVES	PRIORITY
7.2.10 Investigate possible pooled liability insurance programs for land based and water-based activity operators — identify sector organizations who have or are working on pooled programs (Paddle Canada, Backcountry Lodges).	1. QUICK WINS PROVINCIAL SCOPE
SUCCESS NETWORK TIABC, KRT, sector organizations	
7.3.1.1 Work closely with post-secondary institutions to ensure curriculum offered and industry needs align.	1. QUICK WINS PROVINCIAL SCOPE REGIONAL SCOPE Ongoing
SUCCESS NETWORK go2HR, KRT, chambers, DMOs, private operators, DBC	
7.3.1.2 Identify and develop training opportunities that are relevant, affordable and can be delivered on the business premises and promote to operators (e.g., 3-hour modules) including a regional train the trainer program to support reach and affordability of training.	1. QUICK WINS PROVINCIAL SCOPE Ongoing
SUCCESS NETWORK go2HR, local chambers, Imagine Kootenay, DBC, KRT, TAC	
7.3.1.3 Visitor Centre staff from across the region are cross-educated (fam tour, experience showcase, fun bus).	1. QUICK WINS
SUCCESS NETWORK Visitor Centres, VC collaborative, KRT, DMOs, tourism operators	
7.3.1.4 Create opportunities for staff, business owners and residents to experience local and regional visitor offerings (and become ambassadors themselves).	1. QUICK WINS
SUCCESS NETWORK Visitor centres, DMOs, chambers, tourism operators, KRT, DBC	
7.3.1.5 Develop an easy reference guide with Top 15 Must Dos in each community and promote widely amongst residents, businesses.	1. QUICK WINS
SUCCESS NETWORK Visitor centres, VC collaborative, DMOs, chambers, KRT	
7.3.2.1.1 Expand current trail forum to include regional trail planning; share information, lessons learned, review and optimize local trail planning efforts, identify the iconic and create appropriate strategic linkages.	1. QUICK WINS
SUCCESS NETWORK Trail societies, KRT, DMOs, chambers, FLNR, Recreation, Sites and Trails	
7.3.2.1.4 Identify inventory of current offerings and promote business opportunities for gear rental (bikes etc.) and shuttling services where needed.	1. QUICK WINS Ongoing
SUCCESS NETWORK Local and regional economic development agencies, DMOs, chambers, Imagine Kootenay, Community Futures	

OBJECTIVES	PRIORITY
7.3.2.2.1 Identify inventory of current water-based offerings and promote business opportunities for gear rental, guided tours where needed. SUCCESS NETWORK Local and regional economic development agencies, DMOs, chambers, Imagine Kootenay, Community Futures	1. QUICK WINS Ongoing
7.3.2.3.1 Inventory and identify themed routes and experiences to incorporate critical mass of health and wellness experiences including hot springs, spas, backcountry immersion, zen sports etc. SUCCESS NETWORK DMOs, chambers, (DMO + chamber collaborative)	1. QUICK WINS
7.3.2.4.1 Identify inventory of current agri-tourism and culinary offerings and promote business opportunities for the development of additional value-add experiences that feature local products, farm to plate, restaurants featuring local products, craft breweries, wineries, etc. SUCCESS NETWORK Local and regional economic development agencies, DMOs, chambers, Imagine Kootenay, Community Futures	1. QUICK WINS Ongoing
7.3.2.5.1 Provide market intelligence and guidance to local Indigenous entrepreneurs to start their own tourism businesses — facilitate connections ITBC for capacity building, business planning support. SUCCESS NETWORK ITBC, KRT, DMOs, chambers, Selkirk College, College of the Rockies	1. QUICK WINS Ongoing
7.3.2.5.2 Secure a regional indigenous resource within KRT to work with First Nations communities and support tourism development. SUCCESS NETWORK KRT, ITBC, DBC, DMOs, chambers	1. QUICK WINS
7.3.2.5.3 Convene a strategic forum to review the nature and timing of events that would advance collective tourism objectives (including desire for growth in shoulder season visitation, etc.). SUCCESS NETWORK DMOs, chambers, (DMO + chamber collaborative) local governments, community groups, KRT	1. QUICK WINS
7.3.2.5.4 Create a coordinated regional plan for festivals and events that aligns with strategic agreements. SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), KRT, local governments, community groups	1. QUICK WINS
7.3.2.5.6 Coordinate various heritage stories being told like “chapters in a book” and develop a “heritage tour” throughout the entire planning area. SUCCESS NETWORK DMOs, chambers (DMO+ chamber collaborative), KRT, local governments, community heritage groups, Heritage BC	1. QUICK WINS Ongoing
7.4.1 Educate local government that tourism is a land-based and water-based industry requiring proactive management of shared use to avoid conflicts that detrimentally affect the quality of the visitor experience. SUCCESS NETWORK DMOs, chambers, KRT, DBC	1. QUICK WINS REGIONAL SCOPE Ongoing

OBJECTIVES	PRIORITY
7.4.2 Local governments to lobby Province for a process to discuss land and water use management framework.	1. QUICK WINS
SUCCESS NETWORK Local governments	PROVINCIAL SCOPE
7.4.3 Lobby the Province to develop a land management framework (including lakes and rivers) to provide certainty for development, environmental protection, motorized and non-motorized use, public and commercial recreation uses and viewscapes.	1. QUICK WINS
SUCCESS NETWORK Local governments, DMOs, chambers, tourism and community stakeholders	PROVINCIAL SCOPE
7.4.4 Lobby ENV to identify and monitor key indicators of ecosystem health — establish a baseline for air, water, indicator species.	1. QUICK WINS
SUCCESS NETWORK Local stewardship groups, local governments, ENV	PROVINCIAL SCOPE
7.4.6 Create and communicate a code of respectful conduct for backcountry for residents and visitors (both public recreationalists and distributed to guests via operators).	1. QUICK WINS
SUCCESS NETWORK ITBC, KRT, DMOs, chambers, Selkirk College, College of the Rockies	REGIONAL SCOPE
7.4.7 Continue to offer invasive species education and signage and assist in messaging to visitors.	1. QUICK WINS
SUCCESS NETWORK Local NGO (invasive species and stewardship), DMOs, chambers, VCs	Ongoing
7.4.8 Identify sensitive areas (not to be promoted to visitors) and areas where trail networks should not be extended.	1. QUICK WINS
SUCCESS NETWORK First Nations, DMOs, chambers, local trail societies, local stewardship groups, ENV, FLNR	Ongoing
7.4.9 Conduct trail building and trail maintenance to highest standards and best practices relative to environmental impacts.	1. QUICK WINS
SUCCESS NETWORK Local trail societies, stewardship groups, other community groups, DMOs, chambers, local governments	Ongoing
7.5.1 Continue to beautify and invest in vibrancy of downtown core areas.	1. QUICK WINS
SUCCESS NETWORK Local governments, BIAs, community groups	Ongoing
7.5.2 Lobby TAC to continue RMI funding to support resort communities of Rossland and Revelstoke's ability to deliver visitor services, amenities despite small resident and property tax base.	1. QUICK WINS
SUCCESS NETWORK Local governments, tourism operators	Ongoing

OBJECTIVES	PRIORITY
7.5.3 Consciously align target markets to be pursued with community values. SUCCESS NETWORK DMOs, chambers, tourism operators	1. QUICK WINS Ongoing
7.5.4 Educate local residents on tourism industry and its value. SUCCESS NETWORK DMOs, chambers, KRT, DBC, local colleges, local economic development agencies, local governments	1. QUICK WINS Ongoing
7.5.5 Embed community values, aspirations and limits on extent and nature of tourism in policy documents such as OCP's and encourage new developers and new businesses to pursue a "no surprises" relationship with the community and its residents. SUCCESS NETWORK Local governments	1. QUICK WINS Ongoing
7.5.8 Investigate funding tools for local governments to pay for visitor induced strain on infrastructure. SUCCESS NETWORK Local government	1. QUICK WINS Ongoing
7.6.1 Convene a facilitated workshop to discuss roles and responsibilities and the collaborative model for working together moving forward. SUCCESS NETWORK KRT, DMOs, chambers, Local government, Community groups and NGOs	1. QUICK WINS REGIONAL SCOPE
7.6.2 Create a regional collaborative of DMOs and chambers who meet regularly to communicate, align and leverage. SUCCESS NETWORK DMOs, chambers, KRT	1. QUICK WINS REGIONAL SCOPE
7.6.3 Create a regional collaborative Arts and Culture NGOs who meet annually to communicate, align and leverage. SUCCESS NETWORK Local NGOs (arts/culture), BC Museums Association, KRT, TAC, local government, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
7.6.4 Create a regional collaborative of Heritage NGOs who meet annually to communicate, align and leverage. SUCCESS NETWORK Local NGOs (heritage), FLNR, Heritage Branch, BC Museums Association, KRT, local governments, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
7.6.5 Create a regional collaborative of stewardship groups who meet annually to communicate, align and leverage. SUCCESS NETWORK Local NGOs (stewardship), ENV, KRT, local governments, DMOs and chambers	1. QUICK WINS REGIONAL SCOPE

OBJECTIVES	PRIORITY
7.6.6 Create a regional collaborative of trails groups who meet annually to communicate, align and leverage. SUCCESS NETWORK Local NGOs (trails), FLNR, ENV, Recreation, Sites and Trails, BC Parks, KRT, local governments, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
7.6.7 Promote attitude of “together we are stronger” rather than inter-community competition. SUCCESS NETWORK Local government, Imagine Kootenay, DMOs, chambers	1. QUICK WINS Ongoing
7.6.8 Participate regularly in cross-ministry regional staff meetings to share tourism priorities and perspectives on land and resource use, visual quality etc. SUCCESS NETWORK TAC, DBC, KRT, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
7.6.9 Continue dialogue between local trail societies and forest license holders regarding impacts of cutblocks on trails; consider implementation of tourism/rec and forestry groups in conflict-resolution committee under FLNR (as in Discovery Islands, Campbell River Forest District). SUCCESS NETWORK FLNR, trail societies, licensees	1. QUICK WINS Ongoing
7.6.10 Conduct Indigenous cultural awareness training and continue to build relationships between First Nations, local communities and tourism operators. SUCCESS NETWORK First Nations, ITBC, KRT, DMOs, chambers, local government, tourism operators	1. QUICK WINS REGIONAL SCOPE
7.6.11 Build relationships with local environmental stewardship groups, search and rescue groups, trail societies and others supporting and/or being impacted by visitation to educate and understand both benefits and challenges of the tourism economy. SUCCESS NETWORK DMOs, chambers, local NGOs (stewardship, trails, search and rescue)	1. QUICK WINS
7.6.12 Enhance communication and access to opportunities for communities without a DMO; consider adding unincorporated areas to existing community destination marketing organizations. SUCCESS NETWORK KRT, DMOs, chambers	1. QUICK WINS REGIONAL SCOPE
7.6.13 Undertake a value of tourism baseline in each community and communicate to local governments and residents. SUCCESS NETWORK DMOs, chambers, KRT, DBC	1. QUICK WINS

12.1.2 2 – LONGER TERM ACTIONS

High value however once initiated, the associated complexity will likely require a longer timeframe to complete and secure desired results (three or more years)

OBJECTIVES	PRIORITY
7.1.1.1 Complete study of West Kootenay Airport reliability and secure funding to implement recommendations. SUCCESS NETWORK Local governments	2.LONGERTERM ACTIONS
7.1.1.2 Review optimization and potential rationalization of regional air access (Castlegar/Trail airports). SUCCESS NETWORK Local government	2.LONGERTERM ACTIONS REGIONAL SCOPE
7.1.1.5 Work together with TRAN to ensure wi-fi available at all ferry landings, information kiosks, dog runs, etc. SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), visitor centres, invasive species groups, TRAN	2.LONGERTERM ACTIONS
7.1.1.6 Create a B2B and B2C platform to share shuttle needs and support feasibility assessment of a viable business model for a private shuttle operator operating both within the planning area connecting communities and experiences and transfers from Spokane, Kelowna, Castlegar, Trail airports. SUCCESS NETWORK Kootenay Ride Share, DMOs, chambers (DMO + chamber collaborative)	2.LONGERTERM ACTIONS
7.1.1.11 Manage volume of traffic on local roads. SUCCESS NETWORK First Nations, ITBC, KRT, DMOs, chambers, local government, tourism operators	2.LONGERTERM ACTIONS
7.1.2.2 Advocate for a Province-wide review of highway signage to improve business visibility and assist visitor wayfinding. SUCCESS NETWORK TRAN, DBC, KRT, DMOs, chambers, business operators	2.LONGERTERM ACTIONS PROVINCIAL SCOPE
7.1.2.5 Provide Interpretation and storytelling in key locations through signage and technology platforms including development of a best practice guide for community groups considering interpretive signage investments. SUCCESS NETWORK Local governments, First Nations, local arts, culture, heritage groups	2.LONGERTERM ACTIONS
7.1.3.2 Lobby for and direct resources toward implementation of high priority infrastructure as per agreed map. SUCCESS NETWORK Local governments, DMOs, chambers, private operators, TRAN, FLNR, ENV	2.LONGERTERM ACTIONS

OBJECTIVES	PRIORITY
7.1.3.3 Explore sustainable funding model (user fees, etc.) to support search and rescue and improve relationships between tourism industry and search & rescue organizations. SUCCESS NETWORK SAR organizations, DMOs, chambers, local and regional governments	2.LONGERTERM ACTIONS PROVINCIALSCOPE
7.1.3.12 Consider a tiered framework of user fees related to use of community infrastructure. SUCCESS NETWORK Local governments, DMOs, chambers	2.LONGERTERM ACTIONS
7.2.11 Develop a local, regional, and Province wide affordable housing strategy. SUCCESS NETWORK Local and regional governments, MAH, TAC, KRT, DMOs, chambers, private operators	2.LONGERTERM ACTIONS PROVINCIALSCOPE
7.2.12 Advocate for changes in grant eligibility criteria for non-profits (arts, culture, heritage) to support funding for operating costs (not just capital or programming costs) leading to sustainable and predictable funding. SUCCESS NETWORK NGOs, NGO collaborative, DMOs, chambers, local governments	2.LONGERTERM ACTIONS PROVINCIALSCOPE
7.3.2.1.2 Identify and invest in at least one iconic trail experience in each community in the planning area and in strategic linkages between communities. SUCCESS NETWORK Local government, KRT, Trail Societies, DMOs, chambers, FLNR, Recreation, Sites and Trails	2.LONGERTERM ACTIONS REGIONALSCOPE
7.3.2.1.3 Advocate for sustainable funding to support volunteer efforts around trail building and maintenance and for greater allocation of funds to support those trails deemed iconic (trail maintenance and associated visitor infrastructure). SUCCESS NETWORK Trail societies, DMOs, chambers, Local government, FLNR, Recreation, Sites and Trails	2.LONGERTERM ACTIONS PROVINCIALSCOPE
7.3.2.5.5 Investigate model for shared staffing and infrastructure — festival and event coordinator across multiple communities. SUCCESS NETWORK DMOs, chambers, (DMO + chamber collaborative), KRT, local governments, community groups	2.LONGERTERM ACTIONS
7.4.5 Lobby ENV and DBC to measure and communicate the impacts of tourism on ecosystem health leading to recommendations for mitigation and management. SUCCESS NETWORK Local governments, local NGO (stewardship groups), local colleges, KRT, DBC, ENV, FLNR, TAC	2.LONGERTERM ACTIONS PROVINCIALSCOPE
7.5.7 Consider policy and incentives for warm beds, occupied rooms to ensure vibrancy and use of asset base for community benefit. SUCCESS NETWORK Local governments	2.LONGERTERM ACTIONS

12.1.3 3 – SET ASIDE UNTIL RESOURCES ALLOW

Having value and while contributing to destination success, is not considered to have the priority of “Quick Wins” or “Longer Term Actions”.

OBJECTIVES	PRIORITY
7.1.1.9 Install electric vehicle charging stations at regular intervals based upon typical vehicle range. SUCCESS NETWORK Local governments, Community Energy	3. SET ASIDE UNTIL RESOURCES ALLOW
7.1.1.13 Create/enhance an existing tool to communicate road conditions (the equivalent of Trailforks or Drive BC for secondary roads, resource roads). SUCCESS NETWORK DMOs, chambers (DMO + chamber collaborative), KRT, TRAN, Drive BC	3. SET ASIDE UNTIL RESOURCES ALLOW
7.1.3.6 Conduct feasibility and make investments in performance space maintenance, capacity, quality. SUCCESS NETWORK Local NGOs (arts and culture), DMOs, chambers	3. SET ASIDE UNTIL RESOURCES ALLOW
7.1.3.7 Conduct feasibility and make investments in heritage and public attraction building maintenance, refurbishment. SUCCESS NETWORK Local NGOs (heritage), DMOs, chambers	3. SET ASIDE UNTIL RESOURCES ALLOW
7.1.3.11 Revisit need for additional conference space in Nelson. SUCCESS NETWORK Local government, DMO, chamber	3. SET ASIDE UNTIL RESOURCES ALLOW
7.2.3 Create a source of best policies and practices for consideration by local and regional governments wishing to create a supportive policy and regulatory framework for tourism businesses. SUCCESS NETWORK Selkirk College, Rural Development Institute, TAC, FLNR	3. SET ASIDE UNTIL RESOURCES ALLOW PROVINCIAL SCOPE
7.3.1.6 Develop and promote use of a regional calendar of events. SUCCESS NETWORK DMOs, chambers, (DMO + chamber collaborative), KRT	3. SET ASIDE UNTIL RESOURCES ALLOW
7.3.2.4.2 Create a platform to connect local growers to local buyers (e.g., restaurants/chefs). SUCCESS NETWORK Local NGO of food producers, Kootenay Co-op Store, restaurants	3. SET ASIDE UNTIL RESOURCES ALLOW
7.5.6 Develop a quantitative understanding of the relationship between visitation and experiential capacity and quality. SUCCESS NETWORK DBC, educational institutions, DMOs, chambers, VCs, TAC	3. SET ASIDE UNTIL RESOURCES ALLOW PROVINCIAL SCOPE

