

Tourism Pemberton

Strategic Plan – 2021 - 2023

Executive Summary

Tourism Pemberton is committed to fostering sustainable, responsible tourism that benefits the residents of the Village of Pemberton and Area C of the Squamish Lillooet Regional District (SLRD). Through effective management of available resources, Tourism Pemberton is committed to delivering measurable results in three strategic areas:

#1 - Effective Destination Marketing

Invest in marketing campaigns to grow shoulder season visitation to those visitor experiences having capacity for growth

#2 - Strong Relationships and Partnerships

Build relationships and partnerships to leverage marketing investments, enhance the destination experience and maximize ROI

#3 - Responsible Destination Management

Together with various partners, invest in infrastructure and its maintenance to benefit visitors and residents and create remarkable experiences for all

Each of these three strategic areas is described more fully below:

Destination Marketing

Tourism Pemberton will invest in targeted marketing campaigns and events that promote reasons to visit outside of peak season when the accommodation sector has low occupancies and infrastructure and visitor experiences have unused and available capacity. In this way, Tourism Pemberton will contribute to reducing the peaks and valleys that business operators currently experience and will foster economic resilience and community sustainability.



Tourism Pemberton's focus will be on shoulder season experiences including:

- Spring/fall touring
- Spring/fall/winter weddings
- Spring/fall corporate groups seeking unique activities
- Spring/fall mountain biking
- Winter snowmobiling
- Winter backcountry touring
- Pemberton and Area C accommodation as an alternative to Whistler for downhill skiing enthusiasts

Relationships and Partnerships

Tourism Pemberton recognizes that there is much to be gained by working in mutually beneficial partnerships. Today Tourism Pemberton participates in the Sea to Sky Mountain Biking Cooperative and the Sea to Sky Cultural Corridor. Should additional resources from local/regional governments be approved, it will be to make further investments in these cooperative marketing campaigns and amplify Pemberton's presence. As well, there are additional marketing cooperatives such as the northern SLRD circle tour opportunities and partnerships with Lillooet, the Fraser Canyon and Fraser Valley as a touring route that can be explored.

There is also an important opportunity to work closely with Lil'wat and N'Quatqua First Nations and assist and support their discussions related to the development of authentic Indigenous cultural experiences and a visible presence on their territory. Indigenous cultural tourism is one of the fastest growing segments of the travel market. Visitors are seeking these experiences and Pemberton and Area C would benefit from the introduction of additional market-ready, authentic experiences. Tourism Pemberton understands that these stories and experiences are not the organization's to share, but it can play a role in supporting the Lil'wat and N'Quatqua Nations by providing market research, advice and possible resources for qualified initiatives. Tourism Pemberton recognizes that local experiences are enjoyed on the unceded Territory of the Lil'wat Nation.

Tourism Pemberton also realizes that many of the experiences offered to visitors rely on individuals and volunteer groups that work tirelessly to develop and maintain trails and other recreational experiences. Tourism Pemberton intends to engage proactively with these groups to ensure that the focus of organizational efforts is beneficial to residents as well as visitors.

Finally, Tourism Pemberton understands that advocacy related to land use and management is critical and will promote the interests of the Village of Pemberton and Area C residents and visitors with Ministries such as BC Parks/Ministry of the Environment and with Forests, Lands, Natural Resource Operations and Rural Development. These agencies are making decisions daily that affect the quality of the experience for residents and visitors alike and Tourism Pemberton will advocate consistently for stakeholder/member interests.

Destination Management

Tourism Pemberton recognizes that the majority of the travel-motivating visitor experiences in the area occur in nature, on the lands and waters around the Village itself. As awareness grows of our remarkable



home, it is important to responsibly manage the impacts of visitation. This means making marketing investments that direct visitors where *we* want them to go – to places that have the capacity to accept

incremental visitation. It also means investing in infrastructure and maintenance such as washroom facilities in key locations, signage and trail clearing and maintenance. Tourism Pemberton will identify priority investments in infrastructure essential to grow tourism sustainably and work in partnership with others to secure the necessary budgets for these investments to proceed.

To make progress and deliver measurable results in each of these three strategic areas, funding and resources will be required. An annual budget is funded through memberships fees and local/regional government recognition of the importance of the tourism sector to Pemberton and Area C's local economy:

Village of Pemberton/SLRD	\$ 50,000
Tourism Pemberton Memberships	\$ <u>8,250</u>
Total estimated annual budget	\$ <u>58,250</u>

This annual operating budget will be supplemented by marketing grant applications such as Destination BC's Open Pool which for 2021, as part of COVID recovery, is not requiring a minimum contribution of \$20,000 and infrastructure grant applications.

Tourism Pemberton – The Organization

Tourism Pemberton is an independent not-for-profit Destination Marketing Organization (DMO) dedicated to promoting sustainable tourism and travel for Pemberton, BC and surrounding region.

Destination Vision

Pemberton is real and rooted – the backcountry is our backyard – the valley is our farmyard. We are 'Pemby', 'Pemberdise' – Come Get your PemberTime.....PembertonProud

Destination Muse

Travellers to Pemberton and District are looking for real people living in a real town living real passions – they value nature and solitude, local and organic – their hands get dirty but their minds stay sophisticated and true....

Tourism Pemberton Vision

Tourism Pemberton leads the development of a responsible and sustainable tourism economy for the benefit of local residents and visitors.

Tourism Pemberton Mission

Tourism Pemberton promotes Pemberton and District as a year-round destination for responsible travel and makes a positive contribution to the District's economy and to residents' lifestyle.



Tourism Pemberton Values

In pursuing this vision and executing this mission, Tourism Pemberton’s Board, staff and contractors will conduct themselves in a manner that is:

- Respectful of our community, our stakeholders, our partners and the environment
- Inclusive and Collaborative
- Transparent and Accountable

Tourism Pemberton – Measurable Goals/Key Performance Indicators

In order to monitor progress and remain accountable to members and funders, in addition to specific measures of marketing campaigns, Tourism Pemberton will measure the following indicators of success:

- Number of members
- Value of tourism economy (updated every 3 - 5 years)
- Increasing visitor overnight stay
- Accommodation occupancy level growth in defined need periods
- Highway traffic counters – capture of traffic from highway into Village retail core

History and Background

With the support of the Village of Pemberton and the SLRD, Tourism Pemberton has historically delivered significant returns for its members and the tourism economy of Pemberton, however it has also had to direct significant time and resources to the process of securing annual funding. The Board of Directors has studied better practices in destination marketing organizations around the Province and has recognized an opportunity to enhance the returns it delivers to its members through the creation of a sustainable funding model. Sustainable funding that is both reliable and sufficient would permit Tourism Pemberton to make multi-year commitments to invest in priority target markets and fully commit its resources to destination marketing efforts, to building relationships and partnerships and to investing in destination infrastructure and its maintenance.

The March, 2019 study conducted by Pacific Analytics documented and confirmed that tourism is a significant contributor to the local Pemberton/Area C economy. Visitor direct, indirect or induced spending was estimated at \$26.6 million in 2018 resulting in a direct contribution of \$12 million to GDP and \$8.5 million in Labour Income. This spending generated 234 jobs with \$5.6 million in taxes (of which \$2.8 million accrued to the provincial government and \$306,000 to local governments).¹ Consequently, public support and investment of public funds in this sector of the local economy is both strategic and defensible. Indeed, many local governments in B.C. invest in their tourism economy as part of their economic development portfolio. Examples from these communities have been documented in this report.

Tourism Pemberton is currently funded by membership fees (~\$8,250 in 2020) and contributions from the Village of Pemberton and the SLRD ranging from \$8,000 to \$13,000 in any given year. Revenues from Tourism Pemberton’s most notable event, the Slow Food Cycle, have been sufficient to fund the event

¹ Village of Pemberton/Area C Value of Tourism Study, March 2019 by Pacific Analytics



itself with a small subsidy covered by sponsorships. The total budget for destination marketing (outside of events) at only ~\$15,000 has been successfully invested in a variety of marketing programs with a focus on lower cost, higher reach digital and social media engagement. This annual budget is however, both small and uncertain, relying upon membership renewal and upon an annual review by local government.

Moving forward, it is recommended that Village of Pemberton and the SLRD make a to multi-year investment commitment of a minimum of \$50,000 annually to support the growth of a responsible tourism economy.

Tourism Pemberton - Historical Investments and Returns

Tourism Pemberton has successfully delivered measurable returns for its members and with sustainable and adequate funding will be empowered to continue to do so at an even greater level. These returns are measured by the value of the overall tourism economy noted above as well as more specifically related to the following marketing investments made annually (based upon the Tourism Pemberton 2018 Year in Review and other sources as noted):

Investment Description	Measure
Slow Food Cycle Sunday	13 farms; 31 vendors participated in 2019
	Est. participants: 3,150
	Instagram account established – 547 followers
Sea to Sky Mountain Bike Campaign	Media coverage – advertising equivalency
	\$1,500 invested in a campaign valued at \$30,000 in 2018
	7.35 million campaign impressions
Sea to Sky Cultural Connector Campaign	8,660 page visits to www.seatoskybiking.com
	\$500 invested in a campaign valued at \$81,000
	31.1 million campaign impressions (print and online)
Tourism Pemberton App	49,000-page visits to www.whistler.com/seatoskyarts/
	272 business profiles; 123 community events listed
Tourism Pemberton website	1302 downloads since launch in 2016
	Redesigned and relaunched in 2019
Pemberton Hiking/Trail Guide	34,689 users since April 2019
	5,000 tear away maps printed - continue to distribute at Visitor Centre
Pemberton Map	10,000 copies distributed at Visitor Centre and BC Visitor Centers. Reprint in early 2020
Pemberton Visitor Guide	Annual publication by Pique guided by Tourism Pemberton – 14,000 copies printed

Value of Tourism to the Pemberton Economy

Historically, the Pemberton Valley's economy has been 'mixed' with contributions arising from the agricultural sector (farm gate receipts for 2016 at 7.5mil) and forestry (industry estimates at 30mil) as well as from tourism. In the last 20 years as BC's tourism economy has grown exponentially and the resource economy has proven less reliable, the relative importance of the tourism sector to the Pemberton Valley has become apparent. In 2019, Tourism Pemberton commissioned a study to quantify the value of tourism using statistically valid and defensible models and methodology. Pacific Analytics, a leading econometric modelling consultancy in the Province frequently employed by Destination BC, was engaged. Their findings revealed that the tourism economy in Pemberton is indeed a vital sector generating \$26.6 million in visitor spending in 2018:

Table 1: Detailed Visitor Spending by Visitor Group

	Roofed Accommodation	Campgrounds	VFR	Day Visitors	TOTAL VISITORS
NIGHTS	89,504	31,209	15,540	190,000	326,254
Accommodation	\$6,500,000	\$450,000	\$0	\$0	\$6,950,000
Daily Cost/Person	\$72.62	\$14.42			
Restaurants	\$2,939,411	\$372,827	\$167,841	\$1,702,306	\$5,182,385
Groceries	\$894,258	\$559,747	\$160,915	\$2,555,775	\$4,170,695
Shopping	\$991,568	\$215,026	\$50,370	\$236,267	\$1,493,231
Gasoline & Car Repairs	\$1,138,312	\$674,746	\$312,829	\$3,080,854	\$5,206,740
Other	\$100,622	\$56,685	\$13,717	\$0	\$171,024
Recreation	\$1,615,496	\$332,836	\$6,595	\$1,519,710	\$3,474,636
TOTAL SPENDING	\$14,179,666	\$2,661,866	\$712,267	\$9,094,912	\$26,648,712
Daily Spending/Person	\$158.42	\$85.29	\$45.83	\$47.87	\$81.68

Overall, Pacific Analytics estimated that total tourism spending in the Pemberton-SLRD C region in 2018 reached \$26 million, resulting in a direct contribution of \$10 million to GDP and \$6.9 million in labour income, and generated 214 jobs with \$5.2 million in taxes (of which \$2.7 million accrued to the provincial government and \$228,000 to local governments). The total impacts (direct, indirect and induced) on the Squamish-Lillooet Regional District, of course, are higher: GDP increases to \$12.0 million, labour income to \$8.5 million, jobs to 234, and Taxes to \$5.6 million (\$2.8 million to provincial coffers and \$306,000 to local governments). For the province as a whole, the total impacts reached over \$17.5 million in GDP, \$12 million in labour income, 292 jobs, and almost \$6.7 million in taxes.

The significant value of the tourism economy in the Village of Pemberton and Area C of the SLRD warrants the investment of local and regional government to ensure the necessary foundations for continued success are in place through formalization of the historical public/private partnership between Tourism Pemberton, the Village and the SLRD and a multi-year minimum commitment of funding.

Visitor Experiences

In Pemberton and Area C, visitors can access a wide-range of experiences that are sufficient to support multi-night stays in Pemberton and Area C at all times of year. The current experience base includes the following:

Activity	Visitor Experience
Heritage	Pemberton Museum - Open daily May to September
Arts and Culture	Pemberton Arts Council representing 45 local artists
Festivals and Events	Slow Food Cycle Sunday – August 17 th ; home grown Festival – Sept 12-14 th – health, wellness, yoga, whole foods; The Raven Backcountry Festival (winter)
Cycling Trails	Amongst others: Mosquito Lake North; Happy Trail; Giv'r; Upper and Lower Indy 500; Blood, Sweat and Fear; Lower Mackenzie; Creampuff; Grumpy Grouse; Middle Earth; Big NIMBY; Stimulus; Bob Gnarly; Meat Grinder; Mackenzie FSR; Mission Impossible/Radio Tower/Moosejah/Crosstown Traffic; One Mile Lake Trails; Waco Connector; Econoline; Upper Mackenzie Cruise; Cop Killer; Graviton/Gravitrout; Overnight Sensation; Rusty Trombone; PhD
Hiking Trails	Joffre Lakes Trail; Tenquille Lake; Owl Lake; part of the Sea to Sky Trail system which when complete will connect Squamish to D'Arcy over 180 km of non-motorized multi-use trails also suitable for mountain biking; Friendship Trail
Parks	One Mile Lake; Birkenhead Provincial Park; Nairn Falls Provincial Park;
Boating	Jet Boating along the Lillooet River or Green River; rafting on the Green River
Kayaking/Canoeing/SUP	One Mile Lake; Birkenhead Lake; Gates Lake; Anderson Lake; Lillooet Lake
Angling/Hunting	Lake fishing (Blackwater Lake, Ivey Lake, Tenquille Lake, Lillooet Lake, Birkenhead Lake, Ogre Lake, Owl Lake, Fowl Lake); river fishing – Birkenhead River, Guided Fishing Experiences. Gun Range
Golf	Pemberton Meadows; Big Sky Golf & Country Club
Horseback Riding	Adventures on Horseback; Copper Cayuse Outfitters, Back country horseman of BC, Dreamcatcher meadows, Riverlands
Cat Skiing	In the region –operator along the Hurley
Downhill Skiing	Whistler Blackcomb 30 minutes away
Backcountry Ski Touring	Duffey Lake, Hurley, Upper Lillooet and D'Arcy/McGillvary pass provide sought after road and fly in access ski touring.
Cross country/Nordic	Nairn Falls Trail; Meadows Road Trail (13 km); Spud Valley Loppet (12 km)
Snowmobiling	Access to the Pemberton Ice Cap
Culinary/Agri Tourism	North Arm Farm; Pemberton Distillery; Beer Farmers; Wednesday Farmers' Market from early June to late October; 'Zero Mile Diet' – organic fruits, vegetables, beef,

	dairy all grown locally - www.pembertonfarmers.com lists 23 members
Motocross	Green River Moto Cross Racing Centre
Air Activities	paragliding; sky diving, Heli tours, drop offs and custom flights, offered through Blackcomb Helicopters from the Pemberton airport
Wedding Services	Venues, caterers, commissioners, florists, photographers, event rentals, DJ services, musicians, planners.

Strengths/Weaknesses/Opportunities/Threats

The strategies that Tourism Pemberton will pursue are designed to leverage local strengths; address critical weaknesses in order to seize opportunities and insulate against threats:

Strengths

- Scenery and nature - rivers, farmland, wide open valley, towering mountains
- Access to backcountry – Duffey Lake, Joffre Lakes, Pemberton Ice Cap etc.
- Fertile agricultural lands/Farmers’ Institute – Slow Food reputation; Zero Mile Diet; organic fruits, vegetables, meats; local coffee, pick-your-own etc.
- Wealth of outdoor activities for all ages and abilities; all seasons; land/water
- Artists/culture/heritage – Pemberton Arts Council
- Proximity to Lower Mainland/Whistler – easily accessed on Highway #99 – part of several iconic circle tours
- 3 million visitors already coming to Whistler – Pemberton is only 25-30 minutes away
- Family friendly – water park, skate park, trails – hiking, biking
- Range of accommodations, dining options
- Events –Slow Food Cycle, PORCA, Pemberton of Opportunities
- Adventure begins here – brand/logo
- Built infrastructure
 - Airport, Museum, Library, Barn
 - BMX track
 - Water park, world class Kayak facility
 - Green River Moto cross dirt bike track
 - 4x4 rally ground, stock car race track
- Focused marketing by Tourism Pemberton – growing awareness – delivering ROI
- Friendly, hospitable town – unique vibe and feel – only 20 minutes from Whistler but very different experience
- Real and authentic
- Established robust wedding destination with established vendor businesses

Weaknesses

- Not all community members and understand value of tourism; not all are ambassadors promoting everything to see and do to visitors
- Limited resources for marketing/promotion including lack of sustained local government funding
- Reliance on volunteers and donated resources – volunteer burnout
- Downtown is closed at 6:00 p.m. – visitors arrive just as village begins closing



- Lack of group focused on protecting & managing our local assets, threat to asset and guest experience.

Opportunities

- Build a sustainable and responsible tourism economy in Pemberton and Area C
- Growing awareness of Pemberton as a destination in shoulder seasons – growth in website visits, social media, media coverage
- Partnership opportunities – Lil’wat Nation, N’Quatqua Nation Destination BC, Mountain Bik BC, Fishing BC, event organizers

Threats

- Economic uncertainties affect disposable income and travel plans
- Increased cost of fuel affects number, distance of drive/touring vacations
- Growth in visitation levels at certain sites like Joffre Lakes are impacting the experiential and environmental carrying capacity
- Risk of avalanches, slides and floods

Target Markets

Given these strengths and opportunities, the highest return target markets for Pemberton and Area C are noted in the table below. In light of COVID-19, the focus of efforts for the next 1-2 years minimum will be on BC residents and domestic Canadian travellers. (Note: All target markets are identified in the table below but Tourism Pemberton will selectively invest in target markets offering high potential returns that are not being addressed already by other groups/organizations – Tourism Pemberton target markets are highlighted in green):

Target Market	Description	Messaging
Hiking	BC Residents; Post COVID: US drive market; Europe/UK	Pemberton is the ideal base for an epic hiking vacation – Joffre Lakes; Mount Currie (new trail); Tenquille Lake – return each day to enjoy great accommodation, dining, beautiful scenery and laid back Pemberton lifestyle
Culinary/Slow Food/ Agri Tourism	Lower Mainland; Ontario; Post COVID: PNW States, California,	Experience the best of slow food, organic and BC grown – idyllic scenery, no crowds, accessible but ‘away’ (unlike the Fraser Valley which retains an underlying urban feel)
Family and group Vacation	BC Residents; Other Canada; Post COVID: US drive market	Pemberton is a peaceful, safe base for your family vacation – cycling, horseback riding and overnight touring, hiking, water sports; guided fishing, visit Whistler– stay in Pemberton – sample adventures of all types

Touring	Lower Mainland circle route – Fraser Valley – Fraser Canyon – Lillooet – Pemberton; Calgary-Banff-Whistler-Vancouver touring traffic;	Stop and stay in Pemberton – great base to explore the region – focus on May, June, September, October touring
Private Planes/Pilots	BC/AB/Domestic Post COVID: PNW, California	Pemberton is a peaceful, safe base for your family vacation – cycling, horseback riding and overnight touring, hiking, water sports; guided fishing, visit Whistler– stay in Pemberton – sample adventures of all types
Winter Getaways	Lower Mainland	Experience winter soft adventure – snowshoeing, cross-country skiing
Downhill Skiing	Skiers looking for quality accommodation and great value; willing to commute 30 minutes to lifts	Pemberton is great value for winter accommodation and access to Whistler Blackcomb
Mountain Biking – Short Haul	Lower Mainland/ Washington State and other short-haul markets motivated to travel specifically for mountain biking	Pemberton ‘goes beyond’ – beyond the experiences you’ve already had on the North Shore, Squamish or Whistler – single track trail system, descents, epic rides etc. Feature specific events like Nimby Fifty
Mountain Biking – Long Haul	BC residents, Other Canada, US, Other International	World’s best mountain biking – Squamish, Whistler and Pemberton mountain biking (consider North Shore as well as South Chilcotin Mountain Park)
Road Biking – Novice to Intermediate	Novice to intermediate road bikers – all markets but primarily Lower Mainland, Washington State	Flat, safe terrain ideal for newcomers to road biking; routes for intermediate bikers – Anderson Lake or Lillooet
Road Biking - Expert	Expert bikers looking for training venue – all markets	Range of safe routes, elevations
Weddings	Lower Mainland; long haul destination weddings	Close enough to Vancouver but a world away – rural, authentic, scenic with all amenities and services for your special day – focus on spring and fall weddings

Paragliding	All markets – travellers specifically motivated by this activity	Optimum conditions for paragliding;
Snowmobiling	BC Residents; Alberta; Ontario; US – travelers specifically motivated by this activity	Pemberton is the best base to access epic sledding on the Pemberton Ice Cap – long season
Back Country Ski Touring	All geographic markets – travelers specifically motivated by this activity	Pemberton is the best base to access day, multi-day ski touring terrain; huts

Strategies

#1 - Effective Destination Marketing

Invest in marketing campaigns to grow shoulder season visitation to those visitor experiences having capacity for growth

#2 - Strong Relationships and Partnerships

Build relationships and partnerships to leverage marketing investments, enhance the destination experience and maximize ROI

#3 - Responsible Destination Management

Together with various partners, invest in infrastructure and its maintenance to benefit visitors and residents and create remarkable experiences for all

Area #1 – Effective Destination Marketing:

- 1.1 Create a stronger brand/brand voice for Pemberton
- 1.2 Secure signature images aligned with new Pemberton brand and Destination BC branding
- 1.3 Engage travellers on social media channels with intriguing, on brand content
- 1.4 Design and execute digital campaigns for need periods (e.g. mid-week, spring, fall, winter)
- 1.5 Maintain website and Pemberton App – accurate, intriguing content
- 1.6 Produce collateral – Visitor Guide; Map
- 1.7 Participate in marketing cooperatives with strong ROI - Cultural Cooperative; Sea to Sky Mountain Biking Cooperative; possible new circle tour
- 1.8 Invest in festivals and events that will attract visitors in need periods – e.g. Raven Backcountry Festival

Area #2 – Strong Relationships and Partnerships

- 2.1 Work with local First Nations communities to create an Indigenous art showcase (digital on website; physical location – airport?)
- 2.2 Continue to build a strong and respectful relationship with the Village of Pemberton and the SLRD
- 2.3 Work with Pemberton Valley Trails Association
- 2.4 Work with Pemberton Arts Council on public art opportunities e.g. mural board

Area #3 – Responsible Destination Management

- 3.1 Provide financial support for parking lot snow clearing/trail maintenance for Nordic skiing at various locations e.g. Nairn Falls; golf course
- 3.2 Apply for grant funding to supply/install backcountry outhouses in high use areas
- 3.3 Invest in e-bikes to transfer visitors from airport to Village core along Friendship Trail
- 3.4 Enhance Visitor Centre presence along the Highway

Accountability

Tourism Pemberton recognizes that any investment of public funds must come with accountability and reporting. Every year the Board of Directors of Tourism Pemberton will review and approve priority strategies. A detailed annual tactical operating plan will be developed that specifies the activities to be undertaken and the budget assigned thereto. This detailed tactical plan will also be reviewed and approved by the Board. If the Village and SLRD commit to multi-year minimum funding, a representative from local/regional government can be invited to join Board and directly participate in planning and Board deliberations.

Appendix A – Resource Allocation

The following table is indicative of the sequence of investments to be made over the next three years by Tourism Pemberton. The Board of Directors will review the annual detailed operating plan and make adjustments as necessary in light of changing marketing conditions and opportunities.

Sources of Funds:		2021	2022	2023
PDIF Funding		\$50,000	\$60,000	\$60,000
Slow Food Cycle Sunday – Net			\$ 2,000	\$ 4,000
Memberships		\$ 8,250	\$10,500	\$12,500
Total Funds		\$58,250	\$72,500	\$76,500
Uses of Funds:				
Destination Marketing:				
• Marketing Program Manager		\$18,000	\$18,000	\$24,000
• Brand development		\$5,000	\$10,000	
• Signature images		\$3,000		\$ 3,000
• Social media engagement/digital campaigns		\$12,000	\$14,000	\$19,000
• Website/App		\$ 2,000	\$ 2,000	\$ 2,000
• Collateral – Visitor Guide/ Map		\$1,500		
• Coop Marketing Campaigns x 2		\$2,000		
Partnerships/Relationships:				
• Indigenous Art Showcase				\$10,000
• Arts Council Mural		\$1,500		
Destination Development:				
• Grant Writing		\$2,000	\$ 3,500	\$3,500
• Festivals		\$ 4,750	\$ 9,000	\$ 9,000
• Snow Clearing		\$1,000	\$ 1,000	\$ 1,000
• E-Bikes			\$10,000	
• Visitor Centre improvements				
• Washroom Maintenance		\$5,000	\$5,000	\$5,000
Misc Admin		\$500		
Total Uses of Funds		\$58,250	\$72,500	\$76,500