



# ARTS REVELSTOKE

2026 - 2029 STRATEGIC PLAN

A photograph of two musicians performing outdoors. On the left, a woman wearing a large, wide-brimmed hat with a floral pattern is playing a violin. On the right, a man wearing a baseball cap and a dark shirt is playing a ukulele. They are both seated on a wooden bench. In the foreground, there is a large, black, cylindrical object, possibly a speaker or a piece of equipment. The background is a blurred green field.

## HISTORY

Arts Revelstoke, formerly the Revelstoke Arts Council, has supported arts and culture in Revelstoke for over 60 years. Re-incorporated in 1997, the organization evolved from a volunteer-led council into a professional arts presenter and producer. A major milestone was the opening of the Revelstoke Performing Arts Centre in 2012, enabling expanded programming. Today, Arts Revelstoke produces key events such as REVY.Live Outside and LUNA Arts Festival, alongside year-round performances, film, and public art initiatives. Through community partnerships, artist support, and accessible programming, the organization plays a central role in fostering a vibrant, inclusive cultural scene in Revelstoke.

# VISION

We cultivate inspiring experiences for an engaged community where arts and culture are accessible, celebrated, and shared by all.



# VALUES

## INTEGRITY

- Excellence
- Professionalism

## CULTURE CREATION

- Animation & activation
- Vibrancy
- Community
- Developing place and identity

## TENACITY

- Strength of purpose

## ARTISTIC INNOVATION

- Visionary
- Empowerment/uplifting
- Cultivating creative voices

## COLLABORATION

- Diversity
- Co-creation

# SWOT ANALYSIS

A man wearing a brown cowboy hat and a light-colored shirt is standing on a stage, holding a large black circular object (possibly a drum or a sign) and addressing a large audience seated in a theater. The audience is diverse in age and appearance, and the scene is dimly lit, focusing on the speaker.

## Strengths

- Leadership/Staff
- Programming – diversity, known, community known
- Tenacity
- Credibility/integrity
- Collaboration

## Opportunities

- Programming (RLO/LUNA)
- Stable financial base
- Living wage for staff
- Diversity of financial (social enterprise)
- Supporting artist development

## Weaknesses

- Capacity/training – staff
- Diversity of funding
- Building awareness/marketing
- Engagement – volunteer base
- Learning to say no (have a framework)

## Threats

- Financial – city/MRDT basefunding
- Capacity & staff turnover
- Lack of Board engagement
- Community relationships
- Lost track of tourism relationships



## STRATEGIC FOCUS COMMUNITY LEADERSHIP

Arts Revelstoke will continue to position ourselves as the leading organization in Revelstoke's Arts and Culture ecosystem.

We aim to clarify our brand, maintain visibility, and implement a consistent marketing strategy that distinguishes core programming from venue and equipment rentals. We will foster collaboration with other nonprofits and diverse cultural groups, leverage the Sound Cellar through cross-promotion and audience engagement, and integrate audience insights into programming decisions. Advocacy with city council and alignment with the city's cultural strategy will guide our growth. Operational priorities, including liquor licensing and facility improvements, will support sustainable, accessible arts experiences.

# ACTION PLAN

## COMMUNITY LEADERSHIP

Short Term	Medium Term	Long Term
Finalize audience analysis project	Develop a marketing and brand strategy	Be the lead advocate in the City of Revelstoke's Arts and Culture plan
Move to a twice yearly council presentation	Establish a REVY.Live Outside to Sound Cellar performance pipeline	Continue to build partnerships with regional, provincial, and national arts organizations
Advocate for an engaged City of Revelstoke representative	Engage broad community representation in curation committees	Be a resource and role model for all arts and culture organizations in Revelstoke
Set up a summer Rock Camp program	Work with Indigenous Friendship Society to bolster their capacity	
Connect with Economic Development on the Cultural Economic Impact Report	Explore opportunities to integrate Indigenous languages into Art Galleries	



## METRICS

# COMMUNITY LEADERSHIP

- Return audiences
- Marketing engagement
- Number of memberships
- Audience survey results
- Economic impact on businesses
- Number of collaborative events
- Number of students at The Sound Cellar

# STRATEGIC FOCUS

## FINANCIAL SUSTAINABILITY

**Arts Revelstoke will build a strong and resilient financial foundation to support sustainable operations and vibrant arts experiences in our community.**

We will develop a proactive fundraising and sponsorship plan, combining individualized donor approaches with broader campaigns, and host signature, arts-specific fundraising events. Revenue growth will be supported by expanding rentals, recording opportunities at the Sound Cellar, and creative partnerships with local hotels and venues for intimate concerts. Investments in staff training, retention, and technical upgrades, including improved payment systems, will enhance operations. Marketing and engagement through inventive signage and special events will amplify support and strengthen community connections, ensuring sustainable arts experiences for years to come.

# ACTION PLAN

## FINANCIAL SUSTAINABILITY


Short Term	Medium Term	Long Term
Develop a sponsorship outreach strategy	Develop a financial plan	Explore a partnership with hotels/heli intimate concerts
Develop a donor outreach strategy	Expand rentals and recording for Sound Cellar	Create a specific fundraising event that Arts Revelstoke is known for
Improve signage/marketing around fundraising	Build greater depth in sponsorship pool	Explore technical training as an off season revenue generator.
Explore opportunities to have a beer garden at REVY.Live Outside	Create targeted sponsorship package. For real estate/development sector	
Offer creative stickers for donations	Review ticket/membership prices and do cost comparison/analysis	



## METRICS

# FINANCIAL SUSTAINABILITY

- Ticket sales
- Number and amount of sponsorships
- % of funding from different sources
- Event costs vs. expenses
- Total intake from grants
- Grants applied vs grants awarded
- Number and amount of donations
- Retention of donors and sponsors
- Salary statistics
- Rental income



# STRATEGIC FOCUS

## ORGANIZATIONAL EXCELLENCE

**Arts Revelstoke will continue to strengthen organizational excellence through engaged leadership, skilled staff, and a culture of collaboration and accountability.**

We will advance organizational excellence by strengthening governance, staff capacity, and community engagement. We will invest in staff development through training programs, skill-building, and leadership opportunities. Board engagement will be enhanced through active participation, refined committee structures, and strategic recruitment. We will create meaningful pathways for volunteer involvement and recognition. Data-informed decisions will guide operations. By fostering a collaborative, well-supported team and strong community connections, we will build a resilient organization equipped to deliver high-quality arts programming.

# ACTION PLAN

## ORGANIZATIONAL EXCELLENCE

Short Term	Medium Term	Long Term
Finalize audience analysis project	Develop a marketing and brand strategy	Retain more Sound Cellar instructors, particularly in piano and violin
Move to a twice yearly council presentation	Establish a REVY.Live Outside to Sound Cellar performance pipeline	Develop a technical training program
Shift to bi-monthly board meetings, alternating with monthly committee meetings	Develop a better funnel for volunteer applications along with appreciation gifts	Position Arts Revelstoke as a lead/model organization for attracting, and delivering art and music in rural communities
Effectively engage our council representative	Acquire an organization vehicle	Engage in organizational decolonization efforts
	Explore opportunities to host regional cultural meetings/conferences	



# METRICS

## ORGANIZATIONAL EXCELLENCE

- Board and staff retention
- Staff satisfaction
- # of training events or hours attended
- Expenditures in Truth and Reconciliation
- Total volunteer hours
- Performer Reviews
- Number of policies reviewed by year
- Number of times strategic plan is reviewed