



ECONOMIC DEVELOPMENT ACTION PLAN



MAY 2010

Economic Development Action Plan

THE VILLAGE OF HARRISON HOT SPRINGS

INTRODUCTION

This Municipal Economic Development Action Plan provides a framework to coordinate the economic development strategies to be pursued in 2010-2014. This document serves to focus Village's community economic development activities over the next four years. The Economic Development Action Plan builds upon other municipal and regional initiatives including the Village's Official Community Plan, the Village's Resort Development Strategy, the Fraser Valley Regional District Growth Strategies and the Harrison Hot Springs & District of Kent Tourism Plan. This plan outlines five economic development goals:

- Build a More Positive Business Climate
- Work Cooperatively and Strengthen Links with Partners at all Levels
- Establish Harrison Hot Springs as a Premier Resort Location and a Great Community
- Develop a Sustainable Economy
- Increase Awareness of Harrison Hot Springs

PURPOSE OF THE ECONOMIC DEVELOPMENT ACTION PLAN

This Economic Development Action Plan is a comprehensive but practical strategic document that outlines and prioritizes the community economic development policy tools. The purpose of the plan is to provide guiding principles for positive community economic development, and direct actionable items to assist the newly formed Economic Development Commission and the Village staff in attracting and retaining businesses and labour force that will secure municipal economic future. This document is a strategic action plan for building capacity to foster the local economy.

PROCESS OF THE ECONOMIC DEVELOPMENT ACTION PLAN

The Economic Development Action Plan is based on a SWOT analysis (see Appendix 1) and a community assessment conducted by the Village of Harrison Hot Springs Economic Development Commission, which thoroughly evaluated the Village's economic development assets and identified areas of strength, weaknesses, opportunities, and threats for growth. The consultation process also involved key informant interviews. Significant research and analysis have led to this action plan.

FORMAT OF THE ECONOMIC DEVELOPMENT ACTION PLAN

The Action Plan consists of guiding principles, goals, and actions. The guiding principles outline the vision and the desirable community economic development outcomes. The goals provide the desirable list of achievements. Each goal has a series of action items to be completed by the Village and other identified parties. Each action item will be monitored and tracked through stages of completion.

OVERVIEW OF VILLAGE OF HARRISON HOT SPRINGS' ECONOMY

It is an exciting time for economic development in the beautiful Village of Harrison Hot Springs. The community is experiencing growth in housing and is making key investments in improving municipal infrastructure and services to enhance the quality of life and aid appropriate development. The Village is a world-famous tourist destination, with year-round visitors exploring Village life and taking advantage of the hot springs, boating, swimming, golfing, hiking, cycling, fishing, festivals, events, various organized tours, and an amazing array of other leisure activities. The Village is committed towards strengthening and diversifying the economic base, and building a resilient local business economy. Here are top reasons for investing in the Village of Harrison Hot Springs:

- open, accessible, transparent, responsive, and friendly local government
- well established municipal infrastructure to accommodate business and residential needs
- affordability of land, labour, energy, and other business costs
- easy transportation access to markets and customers
- array of recreational and cultural opportunities with a well established tourism base
- vibrant and strong Village core
- availability of development opportunities
- wonderful lifestyle and community quality of life

This section of the plan outlines current and future demographic, economic, and market conditions in the Village of Harrison Hot Springs. These trends provide a perspective on the Village's economic strengths, weaknesses, and opportunities. It also provides context to the Goals and Action items outlined later in the document.

For more information please also refer to the Economic Development Commission SWOT Analysis (attached as Appendix 1).

DEMOGRAPHIC TRENDS

Harrison Hot Springs Quick Facts

Population: 1,573 (2006)

Unofficial Population: 1,800 (2010)

Location: Southwest British Columbia (BC)

Total Private Dwellings: 934

Area: 5.47 km² or 547 hectares (1351.7 acres)

Population Density Per Square Kilometre: 287.4 people

Building Permit Value 2009: \$348,000 thousand

Building Permit Value 2008: \$1,099,000 million

Business License Issued: 131 (2010)

Labour Force: 725 people or 54% participation rate (2006)

Labour Base: Services, Retail Trade, Manufacturing, Government, Construction, Transportation

Median Household Income: \$40,313 (2006)

Employment: 8.3% unemployment rate (2006)

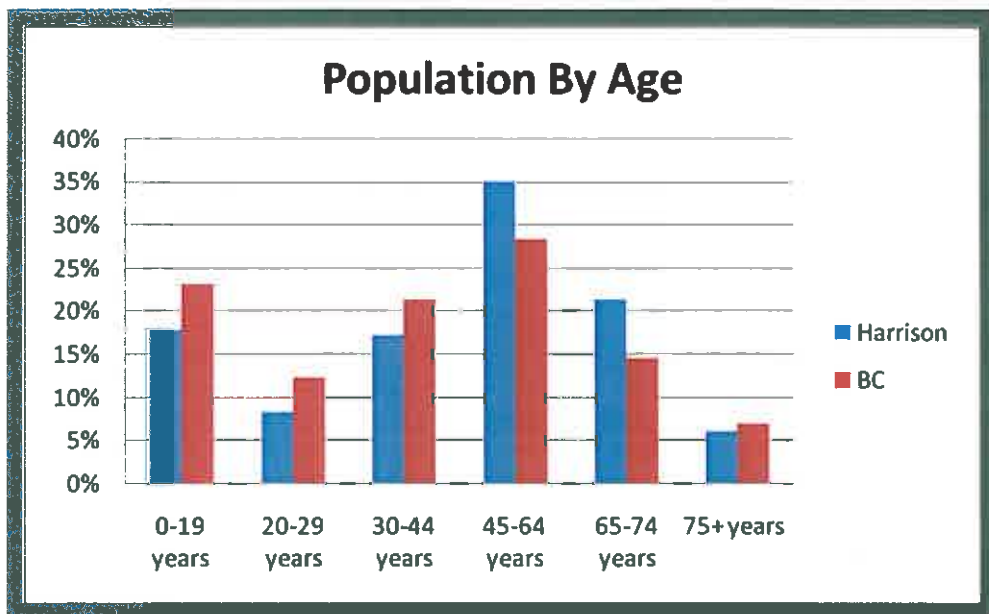
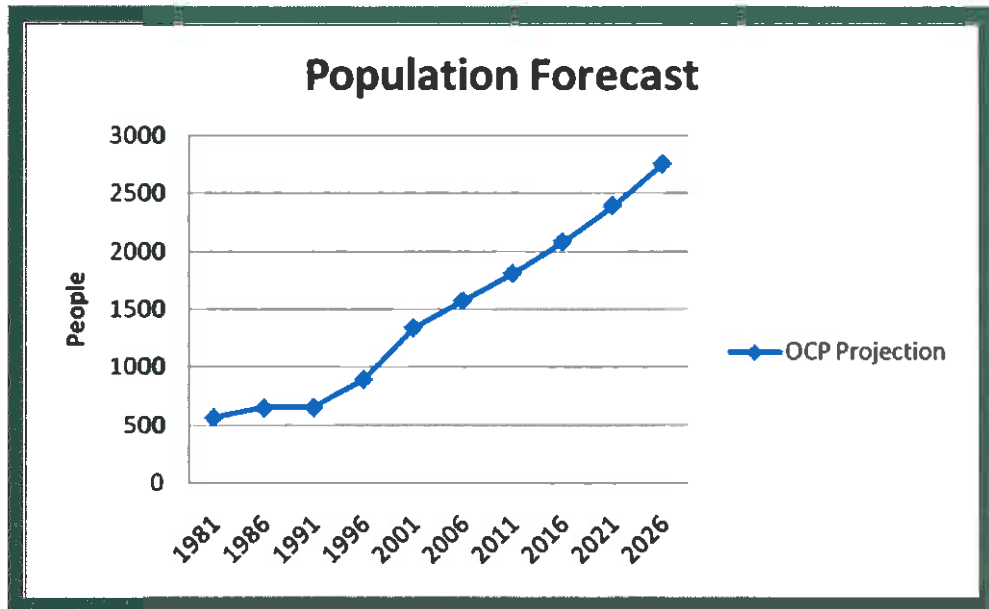
Growth: 23.4% population growth (2001-2006)

Population

The Canada Census shows that the Village of Harrison Hot Springs is a small resort community which grew at a much faster rate than the province over the last census period. Between 2001 and 2006, Harrison Hot Springs' population grew from 1,343 to 1,573 people, an increase of 17.1 percent. In contrast the population of the province only grew 5.3 percent over the same period.

This strong growth is expected to continue over the next 15 years. Currently, the Official Community Plan (OCP) estimates that the Village's population will reach approximately 2,400 people by the year 2021, based on a three percent per year population growth forecast.

Demographic analysis suggests that the community has become popular with the above 45 years old segment of the population. The Village is struggling in attracting and keeping the under 45 years old segment and young families. The median age in the Village is nine years older than province wide, 49.8 percent compared to 40.8 percent. This suggests both challenges and opportunities.

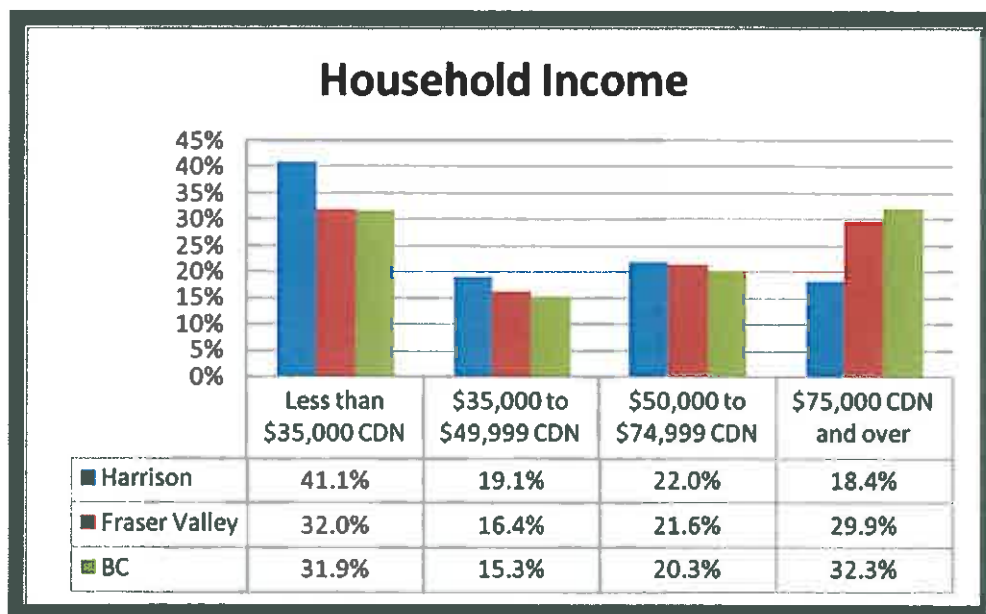


Source: Statistics Canada, Census, 2006.

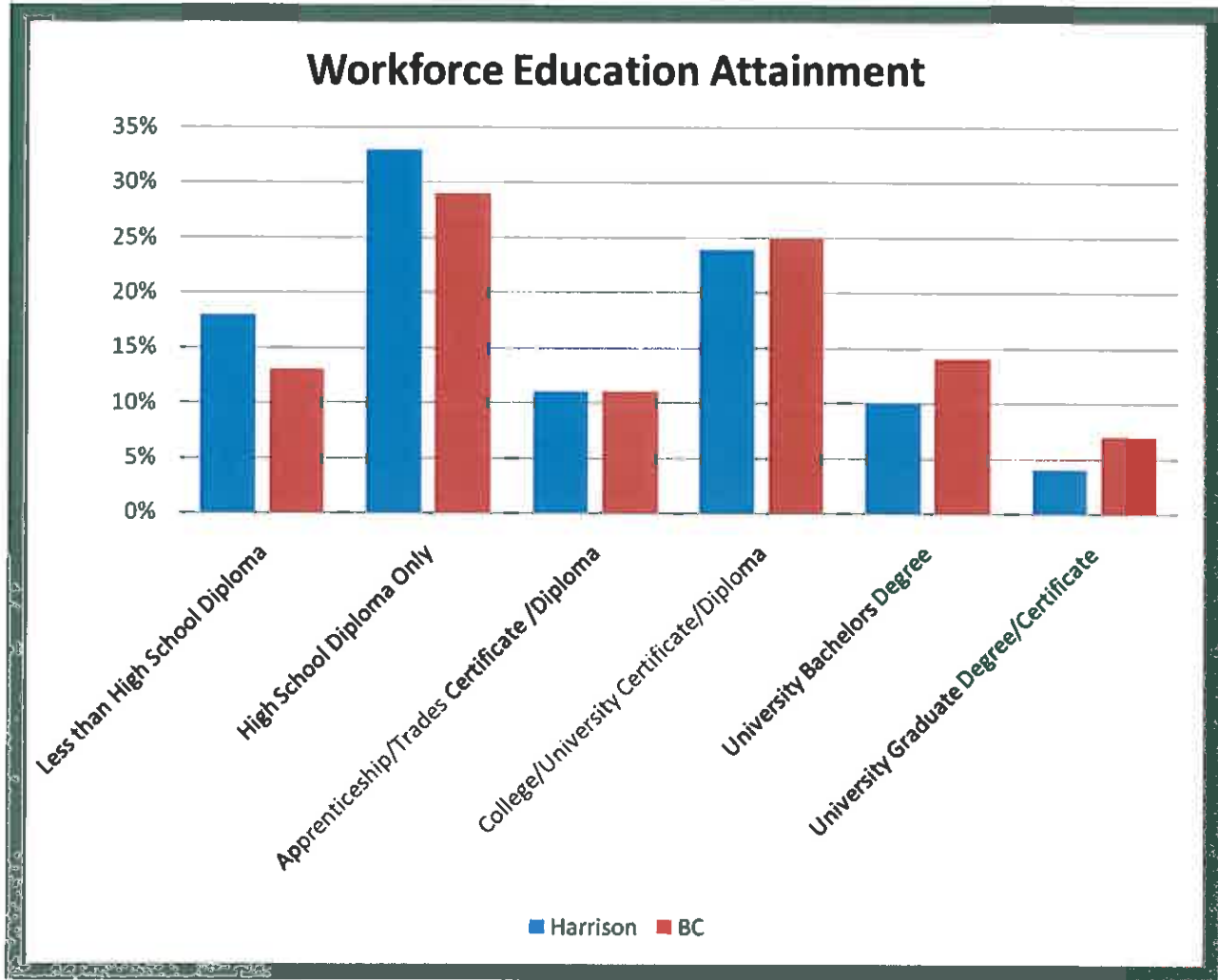
Income, Education, and Housing

The Village of Harrison Hot Springs' median family income is \$49,726. In comparison, the provincial median family income is \$65,787 but although the household income is lower that income is relatively more stable. This can be explained in part due to the larger retired/semi-retired households on a fixed income. With many educational opportunities in the region, there are lots of possibilities for Harrison Hot Spring residents' to upgrade their training and gain new knowledge and skills locally. This requires some attention as currently workforce education attainment slightly lags compared to the provincial average. However, the Village has higher housing ownership rates, more affordable housing rental rates, and more affordable value of housing than in the rest of the province. The housing stock within the Village is also younger than in the province.

As the Fraser Valley grows and expands, the Village of Harrison Hot Springs is increasingly finding itself more integrated with the surrounding communities. This greater socio-economic integration with the region provides an array of opportunities to the Village. As the region continues to grow the Village may find itself becoming a "higher-end bedroom community" to regional economic centres like the Cities of Chilliwack and Abbotsford, and the District of Hope where there is greater potential for growth and expansion for land intensive businesses. In such a scenario the great quality of life within Harrison Hot Springs will become a critical selling point.



Source: Statistics Canada, Census, 2006.



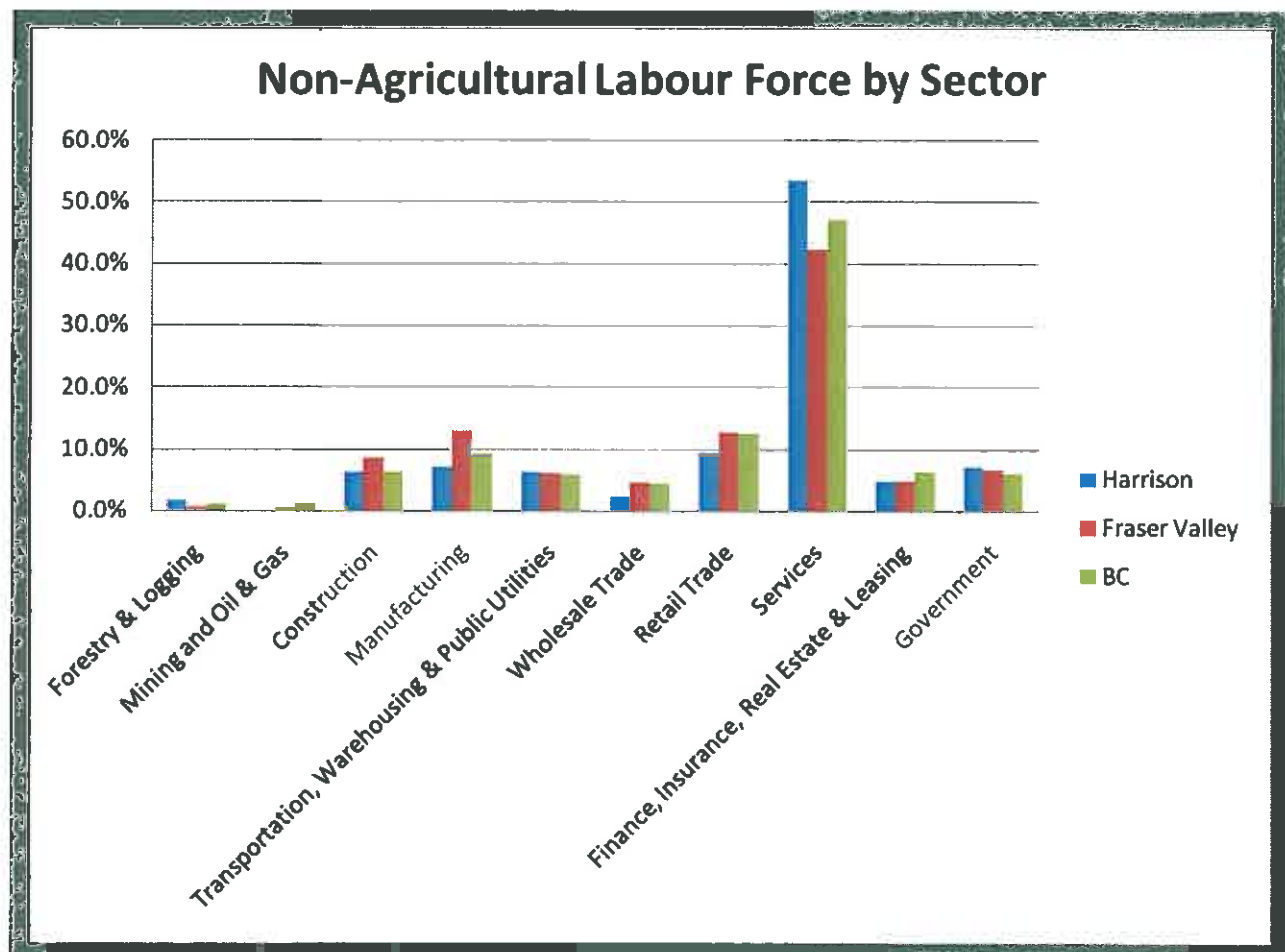
Source: Statistics Canada, Census, 2006.

Implications of Demographic Trends

Harrison Hot Springs’ demographic profile suggests strong potential for economic development in the Village. In terms of new retail, service, and tourism development, the Villages’ rapid growth projections, attractiveness to retired population (which is rapidly growing in the world) with a relatively stable income source, and the housing advantages are all positive indicators. The Village’s demographic profile also matches the labour force needs of many local businesses, particularly in the service industry. Overall, the community is experiencing incredible growth which presents economic opportunities.

EMPLOYMENT TRENDS

Data from the 2006 Census indicates that the Village of Harrison Hot Springs has a labour force of 805 individuals. The service industry plays a key role in Harrison Hot Springs' economy, making up 53.5 percent of total employment. This strength of the service industry is consistent with Village's tourism based resort community focus. The retail trade provides employment for 9.3 percent of the population, which although substantial is below the regional and provincial averages (Fraser Valley is 12.6% and BC is 12.4). Interestingly, the government sector is stronger in the Village than in the Fraser Valley or the province. The government sector provides 7 percent of total employment in the community (6.6% in the Fraser Valley and 6 percent in BC). Manufacturing sector should not be underestimated, as it also provides 7 percent of employment for the Village (Fraser Valley is 12.8% and BC is 9.2). The construction sector makes up 6.2 percent, the transportation, warehousing and public utilities sector another 6.2 percent, finance, insurance, real estate and leasing sector 4.7 percent, wholesale trade 2.3 percent, and forestry and logging sector 1.6 percent of the total employment.



Source: Statistics Canada, Census, 2006.

ECONOMIC DEVELOPMENT

MUNICIPAL CONTEXT

Global factors such as globalization and shifting markets are often the main factors pointed to when explaining why some local economies are doing better than others. However, local economies are also affected by local factors such as local identities and cultural and natural environments, as well as population dynamics. Naturally, how a community responds to global and local changes and whether that response is effective is conditioned by a number of internal variables. A community's local leadership, history, institutions and internal and external networks can all affect its capacity to respond to change. The Village of Harrison Hot Springs is no exception.

Historically, some local governments have participated in economic development planning and related activities. Municipal government can play a role in nurturing and sustaining a vibrant local economy by providing high quality, cost-effective local government services that are focused on meeting the needs of businesses and residents throughout the jurisdiction.

Harrison Hot Springs' Economic Development Action Plan focuses on the areas where municipality can make the greatest impact and create tangible benefits in the local economy. To achieve this the Village has a number of tools and instruments that can be use to support local economic development. The policy tools are listed in four categories and are briefly explained below. The first two categories of policy tools (regulations and voluntary instruments) do not necessarily require extensive monetary support. However, the latter two (expenditure and financial incentive) can be costly. All these instruments can be used in conjunction with one another. Use of these tools requires a vision, creativity, outside-the-box thinking, determination and perseverance.

POLICY TOOLS

1) Regulations:

- Local governments can regulate certain activities in order to discourage negative activities and encourage positive activities.
- Governments issue licences and permits and create standards that address everything from zoning to rent control.
- Too much regulation can burden and create inefficiencies. Lack of regulation can produce similar results.
- Some regulatory arrangements are flexible and allow for alternative arrangements. For example, with density bonusing, developers are allowed to increase density in exchange for a public amenity.

2) Voluntary Instruments:

- Voluntary instruments aim for cooperation from residents.
- With voluntary instruments, governments often lead by example.
- Informational and educational campaigns are examples of voluntary instruments geared towards shifting public behaviors.
- Community buy-in can be achieved by working with existing networks.
- Marketing and promotional materials can aid and promote cooperation.

3) Expenditures:

- Local governments spend money on a number of goods and services.
- Local governments can influence the local economy through the money they spend.
- Local governments have the ability to influence local businesses through local procurement strategies.
- Local governments can establish their own community businesses and public corporations (these may or may not be monopolies).
- Local government can enter into Public-Private Partnerships.
- Local Governments can establish amenities and services that support the local economy.

4) Financial Incentives:

- Pricing and monetary incentives can shift consumption, investment, and development patterns and influence behavior.
- Local governments can offer financial incentives through pricing, taxes, grants and rebates.
- Local government can establish revitalization tax exemption zones

This Municipal Economic Action Plan comprehensively utilizes all of the above policy tools to achieve its economic development goals. Still, goals require an economic vision and guiding principles for development.

ECONOMIC DEVELOPMENT GUIDING PRINCIPLES

For most communities the local economic development processes are not ends in themselves, but rather a means to a better community for all. Thinking about the economy within the Village of Harrison Hot Springs at the local level means focusing on how goods and services are produced, consumed, exchanged, and distributed within the Village and how these systems might be improved for the benefit of the community at large. As such, the guiding principles for economic development within the Village of Harrison Hot Springs must consider proactive actions, participation, local capacity building and long-term sustainability of the community.

The following is the outline of the guiding principles for community economic development within the Village of Harrison Hot Springs. These principles outline desirable economic development outcomes within the Village. These principles also complement the goals outlined within the Village of Harrison Hot Springs Official Community Plan (OCP). These guiding principles assist in answering the following questions:

- What type of local economy should the Village of Harrison Hot Springs have?
- What does community economic development mean for the Village?
- How is the Village going to achieve economic development?

The Village of Harrison Hot Springs Community Economic Development Principles:

1) Local Participation

- Support local control over the local economy and participation of all community in the economy and the decision making
- Build on local strengths that further increase skill development and creativity
- Accept the notion of interdependence among communities at the regional, national and international levels
- Support economic diversification, minimization of local economic leakages and maximization of local production and consumption

2) Asset-Based Development

- Stress the importance of an economic strategy that focuses on and highlights the strengths and resources, rather than weaknesses, of community assets
- Support local business, skill development, local organizations, local institutions, local culture, and the local environment

3) Community Building

- Focus on communal idea sharing and understanding of local needs and barriers
- Encourage active local citizen involvement in all stages of development initiatives
- Work to establish local capacity for communities to understand and resolve local issues via local relationship building

4) High Quality of Life

- Encourage sufficient community resources and support services
- Support a healthy economy with good paying jobs
- Provide equity in treatment and access to opportunities
- Support reduction of both relative and absolute poverty measures
- Encourage socially, culturally, and physically active community

5) Strong Internal and External Social Networks

- Support inclusion and participation of residents
- Encourage interactions between local residents
- Support cultural, social, political and economic connections and interactions between the Village residents and different localities and their people

6) Low Environmental Impact

- Continuously work to reduce ecological footprint and waste
- Strive towards complete carbon neutrality
- Support waste reduction and reusing, as well as recycling techniques and strategies

7) Strong Policy Capacity

- Support the ability to effectively formulate and deliver public policies
- Support an increased capacity for public policy information
- Encourage public participation and input in public policy decisions

ECONOMIC DEVELOPMENT GOALS AND ACTIONS

The strategic goals in the action plan represent priority areas that are intended to build upon the unique strengths in order to foster economic development in the Village of Harrison Hot Springs and the region. The community has many strengths and opportunities that, if managed effectively, will result in the future economic prosperity for the Village and its residents.

Goal 1: Build a More Positive Business Climate

In today's competitive environment providing good business climate is crucial. Promotion of business friendly regulations, flexibility, as well as a quick response to business needs is vital. Business is driven by the bottom line but other factors such as availability of labour, housing costs, quality of life, accessibility to markets, and many others do play important roles. Building a more positive business climate while streamlining policy and regulatory processes is important to retaining and encouraging business growth and expansion in the Village of Harrison Hot Springs.

Action 1: Establish a Village Centre Revitalization Tax Exemption

Lead Responsibility: CEDO

Liaison Committee/Commission: Economic Development Commission, Bylaw and Policy Review Committee

Project Timing: June - July 2010

Degree of Priority: High

Action 2: Develop Sector Specific Business Attraction Strategies (hotels, outdoor businesses, retail etc.)

Lead Responsibility: CEDO

Liaison Committee/Commission: Economic Development Commission

Project Timing: July - August 2010

Degree of Priority: Medium

Action 3: Review Abilities to Leverage Amenities from New Developments

Lead Responsibility: CAO and CEDO

Liaison Committee/Commission: Economic Development Commission, Advisory Planning Commission

Project Timing: Ongoing

Degree of Priority: High

Action 4: Host Business Networking Event/ Economic Development Forum

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Fall 2010
Degree of Priority: Medium
Estimate Cost: \$200

Action 5: Help Establish Connections Between Local Food Producers and the Local Restaurant Industry

Lead Responsibility: CEDO, Events Coordinator
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: Medium

Action 6: Develop a Program for Tracking and Responding to Business and Development Enquires

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: High

Action 7: Institute a Business Visitation Program

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: Medium

Goal 2: Work Cooperatively and Strengthen Links with Partners at all Levels

Inevitably, local economic development is about partnerships and cooperation. This includes partnerships with all levels of government, professional associations, social groups, and of course the business community. Communication and interaction can open doors to funding opportunities for community economic development as well as provide ideas and partnership opportunities for more effective and efficient delivery of programs. Communication assures a degree of community buy-in and participation. Often the best chance of creating new jobs for community comes from existing businesses within the community. Communication provides for better understanding of local employment history, expansion needs, barriers to growth and a comprehensive approach for addressing issues.

Action 8: Support Regional Collaboration and Attend Regional Meetings Related to Community Economic Development and Filming

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: Medium
Estimate Cost: \$500

Action 9: Participate in Conferences and Association Events Related to Economic Development (EDABC, EDAC, etc)

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: Medium
Estimate Cost: \$1,500

Action 10: Develop and Maintain Relationships with the Provincial Ministry of Community and Rural Development

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: High

Action 11: Develop Relationships with Provincial and Federal Agencies that Provide Services and Support to Business and Share the Information on Programs with Local Community

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: Medium

**Action 12: Enhance Working Relationships with Adjoining Community Economic Development Departments
(Chilliwack, Abbotsford, Kent, Mission, Hope)**

Lead Responsibility: CEDO

Liaison Committee/Commission: Economic Development Commission

Project Timing: Ongoing

Degree of Priority: Medium

Action 13: Work to Explore Economic Development Opportunities with Local First Nations

Lead Responsibility: CEDO

Liaison Committee/Commission: Economic Development Commission

Project Timing: Ongoing

Degree of Priority: Medium

Goal 3: Establish Harrison Hot Springs as a Premier Resort Location and a Great Community

The Village of Harrison Hot Spring is already a well-known resort destination. Supporting the development of a beautiful and vibrant Village core, encouraging a diverse year-around economy, provide diverse year-round cultural, social, and recreational opportunities, and working to enhance municipal infrastructure and services will establish Harrison Hot Springs as a premier community.

Action 14: Produce a Waterfront Development Strategy

Lead Responsibility: CAO and CEDO

Liaison Committee/Commission: Harrison Lake Harbour Commission, Economic Development Commission

Project Timing: Ongoing

Degree of Priority: High

Action 15: Support the Redevelopment and the Modernisation of the Public Hot Spring Pool

Lead Responsibility: CAO and CEDO

Liaison Committee/Commission: Economic Development Commission, Advisory Planning Commission, Harrison Lake Harbour Commission

Project Timing: Ongoing

Degree of Priority: High

Action 16: Produce a Village Core Development Strategy

Lead Responsibility: CAO and CEDO

Liaison Committee/Commission: Advisory Planning Commission, Economic Development Commission

Project Timing: Ongoing

Degree of Priority: High

Action 17: Produce a Community Events Plan

Lead Responsibility: CEDO and Events Coordinator

Liaison Committee/Commission: Economic Development Commission

Project Timing: Ongoing

Degree of Priority: Medium

Action 18: Produce an Event Organizing Manual

Lead Responsibility: CEDO and Events Coordinator

Liaison Committee/Commission: Economic Development Commission

Project Timing: Ongoing

Degree of Priority: Low

Action 19: Explore the Idea of a Wi-Fi Village

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: July 2010
Degree of Priority: Medium

Action 20: Explore Strategies for Street Vending and an Open Market

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission, Bylaw and Policy Review Committee
Project Timing: Ongoing
Degree of Priority: Medium

Action 21: Develop a Vision for the Floatplane Terminal

Lead Responsibility: CAO and CEDO
Liaison Committee/Commission: Harrison Lake Harbour Commission, Economic Development Commission
Project Timing: Ongoing
Degree of Priority: Low

Action 22: Regular Review of Best Practices in Other Jurisdictions

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Monthly
Degree of Priority: Medium

Action 23: Support and Help Enhance Existing Events

Lead Responsibility: CEDO and Events Coordinator
Liaison Committee/Commission: Economic Development Commission, Parks and Recreation Commission, Canada Day Committee
Project Timing: Ongoing
Degree of Priority: Medium

Goal 4: Develop a Sustainable Economy

Striving to support a high quality of life for residents, workforce, and visitors through sustainable development that carefully integrates economic, environmental, and social/cultural interests is vital to the long term success of the community. Establishing a local economy that would meet the needs of the present without compromising the ability of future generations to meet their own needs should be a long term objective. However, in a short term environmental conservation and green energy alternatives present economic opportunities for the Village and have great positive brand potential.

Action 24: *Develop a Transportation and Parking Plan*

Lead Responsibility: CAO and CEDO

Liaison Committee/Commission: Advisory Planning Commission, Economic Development Commission

Project Timing: Ongoing

Degree of Priority: Medium

Action 25: *Produce a Trail Network Plan*

Lead Responsibility: CAO and CEDO

Liaison Committee/Commission: Parks and Recreation Commission, Economic Development Commission

Project Timing: Ongoing

Degree of Priority: Medium

Action 26: *Explore Green Energy Opportunities within the Village*

Lead Responsibility: CAO and CEDO

Liaison Committee/Commission: Advisory Planning Commission, Economic Development Commission

Project Timing: Ongoing

Degree of Priority: Medium

Goal 5: Increase Awareness of Harrison Hot Springs

In today's economy it is important to have a positive brand, a brand that is differentiated, trusted, and recognized. The Village of Harrison Hot Springs needs a clear brand that will establish the community as a great place for investment, work, and leisure. Developing a central brand theme and working to develop tailored marketing materials for specific audiences will help to promote the community and all the opportunities within it.

Action 27: Develop a Village Branding and Marketing Plan with a Clear and Consistent Brand

Lead Responsibility: CAO and CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: July 2010
Degree of Priority: High

Action 28: Develop a Corporate Sponsorship and Advertising Policy

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: August 2010
Degree of Priority: Medium

Action 29: Develop of Marketing and Promotional Materials

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: Medium

Action 30: Develop a Community Profile Document

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: July, 2010
Degree of Priority: High

Action 31: Develop a Filming Policy

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: June, 2010
Degree of Priority: High

Action 32: Establish Local Film Production Services

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: June, 2010
Degree of Priority: High

Action 33: Market and Promote the Village for Filming

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: June, 2010
Degree of Priority: High

Action 34: Establish an Assessment of Development Lands and Opportunities Toolkit

Lead Responsibility: CAO and CEDO
Liaison Committee/Commission: Economic Development Commission, Advisory Planning Commission
Project Timing: July, 2010
Degree of Priority: High

Action 35: Partner with the Commercial Real Estate Agency to Establish Bus Real Estate Tours of Harrison Hot Springs

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: August, 2010
Degree of Priority: Low

Action 36: Develop a Welcome Letter/Package Providing Information on Services Available in the Region

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: July, 2010
Degree of Priority: Medium

Action 37: Collect Business Success Stories, Track Business Data, and Become a Regular Contributor to Local Media

Lead Responsibility: CEDO
Liaison Committee/Commission: Economic Development Commission
Project Timing: Ongoing
Degree of Priority: Medium

Action 38: Expand and Update Business Resource Information Available Online

Lead Responsibility: CEDO

Liaison Committee/Commission: Economic Development Commission

Project Timing: Ongoing

Degree of Priority: Medium

PRIORITISATION OF ACTION ITEMS

High Priority Action Items
Action 1: Establish a Village Centre Revitalization Tax Exemption
Action 3: Review Abilities to Leverage Amenities from New Developments
Action 6: Develop a Program for Tracking and Responding to Business and Development Enquires
Action 10: Develop and Maintain Relationships with the Provincial Ministry of Community and Rural Development
Action 14: Produce a Waterfront Development Strategy
Action 15: Support the Redevelopment and the Modernisation of the Public Hot Spring Pool
Action 16: Produce a Village Core Development Strategy
Action 27: Develop a Village Branding and Marketing Plan with a Clear and Consistent Brand
Action 30: Develop a Community Profile Document
Action 31: Develop a Filming Policy
Action 32: Establish Local Film Production Services
Action 33: Market and Promote the Village for Filming
Action 34: Establish an Assessment of Development Lands and Opportunities Toolkit

Medium Priority Action Items
Action 2: Develop Sector Specific Business Attraction Strategies
Action 4: Host Business Networking Event/ Economic Development Forum
Action 5: Help Establish Connections Between Local Food Producers and the Local Restaurant Industry
Action 7: Institute a Business Visitation Program
Action 8: Support Regional Collaboration and Attend Regional Meetings Related to Community Economic Development and Filming
Action 9: Participate in Conferences and Association Events Related to Economic Development
Action 11: Develop Relationships with Provincial and Federal Agencies that Provide Services and Support to Business and Share the Information on Programs with Local Community
Action 12: Enhance Working Relationships with Adjoining Community Economic Development Departments
Action 13: Work to Explore Economic Development Opportunities with Local First Nations
Action 17: Produce and Community Events Plan
Action 19: Explore the Idea of a Wi-Fi Village
Action 20: Explore Strategies for Street Vending and an Open Market
Action 22: Regular Review of Best Practices in Other Jurisdictions
Action 23: Support and Help Enhance Existing Events
Action 24: Develop a Transportation and Parking Plan
Action 25: Produce a Trail Network Plan

Action 26: Explore Green Energy Opportunities within the Village

Action 28: Develop a Corporate Sponsorship and Advertising Policy

Action 29: Develop of Marketing and Promotional Materials

Action 36: Develop a Welcome Letter/Package Providing Information on Services Available in the Region

Action 37: Collect Business Success Stories, Track Business Data, and Become a Regular Contributor to Local Media

Action 38: Expand and Update Business Resource Information Available Online

Low Priority Action Items

Action 18: Produce an Event Organizing Manual

Action 21: Develop a Vision for the Floatplane Terminal

Action 35: Partner with the Commercial Real Estate Agency to Establish Bus Real Estate Tours of Harrison Hot Springs

CONCLUSION AND PERFORMANCE MONITORING

This is an exciting time for the Village of Harrison Hot Springs. The Village has taken a strong focus on economic development in hiring a Community and Economic Development Officer (CEDO) who is working with the Economic Development Commission (EDC) to attract new investment and development to the Village. This document outlines an action plan and provides a framework to coordinate the economic development strategies to be pursued in 2010-2014. This strategic document is designed to assist the work of the CEDO and the EDC. However, for the Economic Action Plan to continue to be relevant and valuable it must be reviewed regularly and updated annually for achievements and additions.

The Village of Harrison Hot Springs, like all municipal governments, faces many competing demands for its financial and other resources. Therefore, the focus in implementing the Economic Development Action Plan needs to be on those goals and actions that have the potential to yield the greatest benefit for Harrison Hot Springs in the long run, recognizing that even the lower priority action items are still important.

The strategic objectives identified in this Economic Development Action Plan represent priority areas that are intended to build upon the unique strengths of Harrison Hot Springs in order to foster economic development and improve the business experience. Within each goal, action activities have been outlined with some implementation already being on the way. With participation and input from the local community, the following groups and individuals will be moving ahead on the action plan implementation over the next twelve to eighteen months:

Ted Tisdale – Chief Administrative Officer (CAO), Village of Harrison Hot Springs
Andre Isakov – Community and Economic Development Officer (CEDO), Village of Harrison Hot Springs
Darlene MacLeod – Events Coordinator, Harrison Festival Society
All members of the Harrison Hot Springs' Economic Development Commission

These individuals will work and coordinate the implementation of the action items within this Economic Development Action Plan. The attainment of the action items in this plan will also involve participation and input from other municipal liaison committees and commissions that will help guide and support the outlined initiatives.

APPENDIX 1

Village of Harrison Hot Springs Economic Development Commission SWOT Analysis April 21, 2010

The SWOT Analysis provides an inventory of the area's strength, weaknesses, opportunities, and threats (SWOT) and assesses the degree to which each factor supports future growth. This analysis of the internal and external environment is an important part of the economic development action plan.

Strengths:

- Natural unspoiled beauty
- Hot springs
- Back country and quads
- Beach and sand
- Lake and water activities
- Parks, trails and hiking
- Skiing, snowboarding
- Car race track
- Golfing
- Provincial campgrounds
- Great amenities and extra entertainment opportunities within neighbouring communities
- Village atmosphere
- Tourism Harrison (marketing)
- Location to Metro Vancouver and the market
- Strong arts and culture
- Resort
- Affordable housing
- Canadian and Global economy recovering
- Village tourism infrastructure funds
- Friendly people
- Lots of social opportunities
- Olympic opportunities
- Weekend getaway place
- Wholesome family destination
- Village staff to help with economic development
- Political will to see economic development
- High quality of life
- Affordable housing and living
- Aging population has stable incomes
- Agri-tourism
- Major nationally recognized festival

Weaknesses:

- Hot Springs experience is disappointing
- Seasonality
- Lower investment business operators
- Higher land value within region
- Not enough quality experiences/activities

- Lack of transportation
- Run down look
- Lack of export ready events
- Lack of infrastructure to support export ready events and programs (bricks and mortar + staff resources)
- Available land that the Village has control over
- Lack of things to do
- Market perception
- Work force
- Lack of clear identity
- Limited funding
- Lack of jobs
- Limited transportation access
- Aging population

Opportunities:

- Hot Springs development
- Seabird Island /Chehalis cooperation
- Nature/trails/lake
- Cycling
- Emerging markets – China, India
- Aboriginal tourism
- Web and online technologies
- Proximity to Vancouver
- Good fit with aging population
- Soft adventure tourism
- Advertising and marketing opportunities by the Village
- Lagoon and the waterfront upgrades
- Plaza and promenade improvements
- Memorial Hall redevelopment
- Multi-purpose space
- Filming
- New community events
- Trails network and trail map
- Trees and green space
- Gold rush and history
- Eco-tourism (zip-lines)
- Green Energy (Geothermal, Solar, Wind)
- Street vending and open markets
- Regional collaboration
- Village core beatification
- Floatplane terminal
- Agri-tourism and local food movement

Threats:

- Lack of tourism diversified product
- HST
- Slow recovery of economy (particularly in the U.S)
- Residents very close to tourism/visitors
- Residential dominance
- Traffic/parking/accessibility
- RV's/Camping replaced by...

Action Item Findings:

- Develop a Village branding and marketing plan with a clear and consistent brand
- Establish a Village Centre Revitalization Tax exemption
- Develop a Corporate Sponsorship and Advertising Policy
- Produce a waterfront development strategy
- Produce a Village centre development strategy
- Development of marketing and promotional materials
- Development of community profile document
- Produce a community events plan
- Produce an event organizing manual
- Renovate the Memorial Hall
- Develop a filming policy
- Establish local film production services
- Market and promote the Village for filming
- Develop a transportation and parking plan
- Produce a trail network plan
- Produce a trail map
- Redevelop the public hot spring pool
- Produce a Village tree inventory
- Produce a "Great Tree Hunt" document
- Develop sector specific business attraction strategies (tour operators, hotels, outdoor businesses..etc)
- Establish an assessment of development lands and opportunities (development toolkit)
- Review abilities to leverage amenities from new developments
- Explore the idea of a Wi-Fi Village
- Explore green energy opportunities within the Village
- Explore strategies for street vending and an open market
- Support regional collaboration and attend regional meetings
- Develop a vision for the floatplane terminal
- Partner with the commercial real estate agency to establish bus real estate tours of Harrison
- Host business networking event/ economic development forum
- Develop a Welcome Letter/Package providing information on services
- Host an annual real estate and development tour
- Participate in conferences and association events related to economic development (EDABC, EDAC, etc)
- Collect business success stories and become a regular contributor to local media
- Expand and add business resource information available online
- Develop and maintain relationships with the Provincial Ministry of Community and Rural Development
- Develop relationships with provincial and federal agencies that provide services and support to business and share the information on programs with local community
- Enhance working relationships with adjoining Community Economic Development departments (Chilliwack, Abbotsford, Kent, Mission, Hope)
- Regular review of best practices in other jurisdictions
- Help establish connections between local food producers and the local restaurant industry
- Develop a program for tracking and responding to business and development enquires
- Institute a business visitation program
- Support and help enhance existing events

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