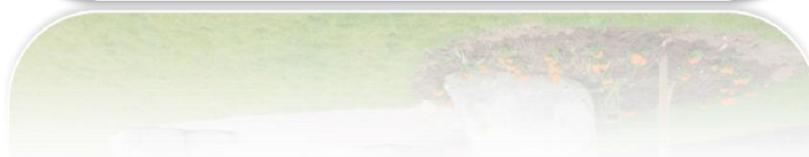




HARRISON HOT SPRINGS

Naturally Refreshed





Resort Development Strategy

2019-2021

Executive Summary

The Village of Harrison Hot Springs (VHHS) Resort Development Strategy (RDS) identifies the long term vision for tourism within the community. This strategy outlines how the VHHS will meet the challenges of extending the tourism season, increase visitation and overnight stays, and enhance the visitor experience to the village. Our strategy over the next three years focuses on building and diversifying our tourism infrastructure, continuing to deliver exceptional visitor experiences, and incorporating sustainable tourism practices and products.





CONTENTS

Executive Summary	2
Background	4
Harrison Hot Springs Quick Facts	4
Completed RMI Projects	5
Market Profile	6
SWOT Analysis	6
Industry Profile	8
Regional and Local Tourism Context	9
VISION AND GOALS	11
Community Long Term Vision	11
Goals	12
Stakeholder and Public Consultation	13
Strategy Alignment	14
Obstacles	15
PROJECTS	15
Synthetic Outdoor Skating Rink	15
Public Art	17
Lagoon Redesign and Development	18
Events	19
FINANCIAL PLAN	21

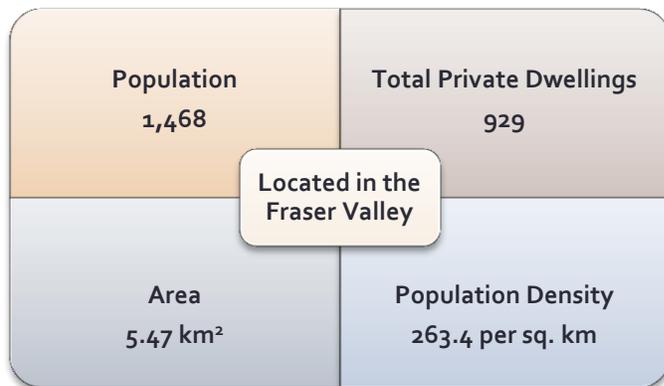


Background

Nestled against Southwestern British Columbia’s magnificent mountains and the sandy beaches of Harrison Lake, a short 90 minutes’ drive east of Vancouver, the village of Harrison Hot Springs is filled with rich history, natural wonders, incredible economic opportunities, and entrepreneurial spirit. Designated a Resort Municipality by the Province of BC, Harrison Hot Springs is a tourism hotspot. Our main markets include visitors from Greater Vancouver Regional District, the Fraser Valley, Washington, USA, and Europe.

As a world-famous tourist destination, the Harrison Hot Springs draws visitors exploring village life to experience the refreshing, natural atmosphere, picturesque views, and mystical (Sasquatch) and historical background that legends are based on. Visitors are attracted to the village to experience the mineral waters of the hot springs, lake boating and swimming, golfing, hiking, cycling, fishing, culinary treats, festivals, events, various organized tours, and an array of other leisure activities. The Sasquatch Museum is a new amenity in the village that attracts visitors and builds on the “sasquatch” theme throughout the community. Because tourism is the main economic driver in the community, the municipality is committed to strengthening this sector.

Harrison Hot Springs Quick Facts



KEY ATTRACTIONS

▲ SPA & WELLNESS

- Hot Springs Pools
- Resort
- Hotels

▲ SPORT FISHING

- Harrison Lake
- Rivers

▲ INFRASTRUCTURE

- Roads
- Plaza
- Memorial Hall
- Boat Ramp
- Docks



▲ NATURE BASED

- Harrison Lake
- Beach
- Green Space
- Trails
- Proximity to Sasquatch Provincial Park

▲ WATER BASED

- Boating
- Sailing
- Windsurfing
- Kiteboarding
- Paddleboarding

At this time, Highway 9 is the only route into the village and it is maintained by the Ministry of Transportation and Infrastructure. Additional means of access are the float plane dock maintained by the VHHS and the Harrison River which is accessible by boat from the Fraser River, which flows to Vancouver and the Pacific Ocean.

The tourism sector to-date has been based around the area’s natural resources – Harrison Lake, the beaches and of course the hot springs. Each plays a key role in attracting visitors to the village along with festivals and events. However, the village has much more to offer and the tourism industry is now recognizing that it can build on these opportunities with a destination approach to product development, management, and marketing through Tourism Harrison. The Village has been able to accomplish a number of infrastructure upgrades and has invested in growing events which has increased tourism year over year.



Completed RMI Projects

Infrastructure	
Plaza Redevelopment & Lakeshore Promenade	Visitor Information Electronic Sign Board
Parks & Trails Development	Community Entrance Sign and Carving
Rendall Park Accessible Washrooms	Lamp Post Banners
Esplanade Avenue Streetscape Improvements	Electric Charging Stations
Miami River Greenway Trail	Beach Erosion Project
Memorial Hall Upgrades	Accessible Washrooms in Plaza
Beach Improvements	Beach Playground
Branded Waste and Recycling Bear Proof Receptacles	Beach Erosion Project



Programing - Events	
Family Day	Sasquatch Days
Canada Day	Harrison Festival of the Arts
Bands on the Beach	Lights By the Lake



Bands on the Beach



Lights By the Lake



Sasquatch Days



Market Profile

The majority of visitors to Harrison Hot Springs arrive from the Greater Vancouver Regional District and the Fraser Valley Regional District. The mix of visitors is changing among other reasons as a result of the introduction of Display ads in new Markets. While the summer will see greater numbers of American, European and Asian visitors the winter and shoulder months are nearly exclusively local visitors with the exception of the American Thanksgiving. The niche target markets that are most likely to visit Harrison Hot springs are Soft Adventure tourists (either day trips or overnight), Heritage Enthusiasts, and Fishing Enthusiasts, and Spa Travelers.

SWOT Analysis

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 this Resort Development Strategy and the Harrison Hot Springs Economic Development Action Plan. The following SWOT Analysis was conducted by the Harrison Economic Development Commission in April 2010. Since many of the conditions remain the same, we have continued to use this foundational document. As such, the focus of the Resort Development Strategy will continue to utilize the results of the SWOT to focus and guide future projects and events development.

Strengths:

- Natural unspoiled beauty
- Hot springs
- Back country and quads
- Beach and sand
- Lake and water activities
- Parks, trails and hiking
- Skiing, snowboarding
- Golfing
- Provincial campgrounds
- Great amenities and extra entertainment opportunities in neighbouring communities
- Village atmosphere
- Tourism Harrison (marketing)
- Proximity to Greater Vancouver Regional District and the market
- Strong arts and culture
- Resort
- Village tourism infrastructure funds
- Friendly people
- Lots of social opportunities
- Weekend getaway place
- Wholesome family destination
- High quality of life
- Aging population has stable incomes
- Agritourism
- Major nationally recognized festival

Weaknesses:

- Hot Springs experience is limiting
- Seasonality
- Lower investment business operators
- Higher land value within region
- Not enough quality experiences/activities
- Run down look
- Available land
- Lack of things to do
- Market perception
- Work force
- Lack of clear identity/brand
- Limited funding
- Lack of jobs
- Limited transportation access
- Aging population



Opportunities:

- Hot Springs development
- Seabird Island/Sts'ailes partnerships
- Nature/trails/lake
- Cycling
- Emerging markets – Asia, Europe
- 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
- Multipurpose space
- Filming
- New community events
- Trees and green space
- Gold rush and history
- Ecotourism (ziplines)
- Green Energy (Geothermal, Solar, Wind)
- Street vending and open markets
- Regional collaboration
- Village core beautification
- Floatplane terminal
- Agritourism and local food movement

Threats:

- Lack of tourism diversified product
- Global economy facing economic challenges
- Frictions between residential and economic development components
- Traffic/parking/accessibility

Action Item Findings outlined in the Harrison Hot Springs Economic Development Action Plan:

- Develop a Corporate Sponsorship and Advertising Policy
- Produce a waterfront development strategy
- Produce a Village centre development strategy
- Development of community profile document
- Produce a community events plan
- Produce an event organizing manual
- Establish local film production services
- Redevelop the public hot spring pool
- Produce a Village tree inventory
- Produce a trail network plan
- Produce a "Great Tree Hunt" document
- Develop sector specific business attraction strategies (tour operators, hotels, outdoor businesses, etc.)
- Develop a vision for the floatplane terminal
- Develop a Welcome Letter/Package providing information on services

Completed action items:

- Develop a Village branding and marketing plan with a clear and consistent brand
- Development of marketing and promotional materials
- Renovate the Memorial Hall
- Develop a filming policy
- Develop a transportation and parking plan
- Market and promote the village for filming
- Explore green energy opportunities within the village
- Explore the idea of a WiFi village
- Explore strategies for street vending and an open market
- Support and help enhance existing events
- Produce a trail map
- Plaza and promenade redevelopment



Industry Profile

The following section provides some recent economic context for the tourism industry in British Columbia and the Resort Communities. These include: significant influences on tourism, and possible influence on the resort community's economies. Each are reported by year and summarized.

2015 - 2018 Tourism Influences

The Village has a strong tourism market leader, Tourism Harrison, with a mission of "leading and working with a group of regional partners, Tourism Harrison will grow tourism through a sustained and innovative marketing program." In 2017, Tourism Harrison continued to build on the 2015 and 2016 marketing strategy with a focus on online marketing and branding and strategic target marketing primarily focused on three geographical areas: Greater Vancouver Regional District, the Fraser Valley and western Washington State. Tourism Harrison has been at the forefront of online tourism marketing and has worked with key stakeholders to leverage these marketing tools. Social media has been an important element in this strategy and each year there has been a steady increase in traffic and engagement on these platforms.

The Village continued to build on existing special events and introduce new initiatives particularly during the slower tourism seasons to help shift the community to a year-round tourism economy. The Village and Tourism Harrison have partnered on a new program that has had great success in increasing visitorship and overnight stays from November to January. The Lights By the Lake program will be expanded over the next two years to build on the success and expand the winter tourism season.



In 2018, the Village of Harrison Hot Springs entered into a service agreement with Tourism Harrison to provide funds for several tourism boosting events. Tourism Harrison and the Village have continued to build on community partnerships to promote the Resort Municipality. Partnerships have been established between neighbouring community organizations and a marketing tool box has been created for local businesses.

Tourism Harrison has developed marketing tools for businesses in the community, however engaging with some businesses to take advantage of these tools can sometimes be a challenge. Language and cultural barriers may play into a business owner's interest or understanding of these marketing opportunities.

The offseason has had its challenges with winter storms and wildfires threatening the community and smoke affecting air quality through the summer. Another challenge in 2018 was that one of the main bridges on Highway #9 was under construction causing traffic delays for most of the year.

Summary of Tourism Influences

During the timeframe in which resort communities have been participating in the Resort Municipalities Initiative, the context for the tourism industry has shifted from somewhat volatile industry to a stable and growing industry. The RMI program provides vital funding to strategize how to plan for tourism development and react to tourism influences beyond our control (wildfires for example).



The United States remained as our most significant international visitor, with a growing number from Asian and European markets. On a regional scale, the majority of visits are from B.C. and Washington State. Proximity to Greater Vancouver Regional District is likely a leading factor for this.



Regional and Local Tourism Context

As the majority of visitors to Harrison travel come from Greater Vancouver Regional District (GVRD), it was important that a strong presence was established in that market. Tourism Harrison has been implementing advertising campaigns through various mediums including television, radio, print, online, social media, and a new app. Focusing on digital platforms drives traffic to the Tourism Harrison website or Tourism Harrison mobile app where visitors can find everything they need to know about the region.

The Village also remains dedicated to the relationship and collaboration with Tourism Harrison as a partnership for event delivery. This presents greater opportunities to strengthen tourism on a local and regional level. This is evidenced through partnerships with the District of Kent and a collaborative effort of communities on the north side of the Fraser River to promote the region.

Vitaly important, the Village has continued to work to improve the municipal infrastructure to enhance visitor experience, increase visitor spending, and increase overnight stays. Improvements to the plaza and lakeshore promenade, street reconstruction in the village core, and improvements to the parks and trails, and other such infrastructure changes have continued to make Harrison a more attractive place for tourists. These improvements are aimed at helping the overall competitiveness of Harrison Hot Springs as a tourism destination.



SEASONALITY

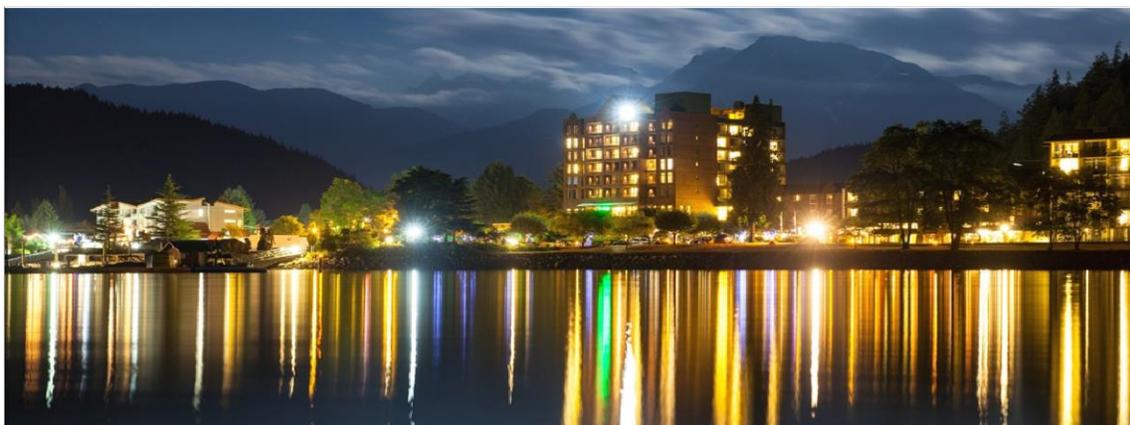
Harrison Hot Springs is a very seasonal destination with visitation heavily concentrated in the summer months (June – September). The warm weather months from June to September will likely continue to be the core tourism season for many types of tourism experiences in BC. While seasonality is a reality for many communities and even major cities like Vancouver, there are initiatives that can lessen its impact. Activities like sport fishing continue to attract visitors to the village in the fall months, while the meetings market presents an opportunity to focus visitation on the non-summer months. The Lights By the Lake program had tremendous success in attracting visitors to the village from November to January and this event will be built upon to further increase winter visitor attraction.

Day visits from the region and GVRD are also concentrated in the June – September period and the weekends, so initiatives and packages that give people a reason (e.g. events) or incentive (e.g. pricing discounts) to visit outside these times should be, and have been, a key focus.

ACCOMMODATION, RETAIL, ENTERTAINMENT, FOOD AND BEVERAGE

Harrison Hot Springs Resort is the village's single largest visitor attraction and drives visitation on a year round basis with over 330 rooms, spa facilities, golf and fishing packages and its famous hot springs pools. While the resort is self-contained it also relies on the village infrastructure and other local operators to provide a more diverse experience for its guests. Many of the resort's customers for example also like to dine out in the village during their stay and utilize local guides for various activities.

The village's entertainment, dining and retail amenities provide visitors with additional activities and experiences during their stay. Although these amenities are not travel generators, they are regarded as an integral part of the overall tourism experience. While there are some excellent retail and dining options in the village, overall there is room for improvement in both sectors by diversifying the experience and raising the quality. Given the success of the arts and culture sectors there is potential for more boutique local products and produce outlets within Harrison. The other concern within this sector are the hours of operation outside of the peak season months, where many businesses are closed midweek or shut down altogether for periods of the off season. With the success of Lights By the Lake and the plan to expand the program and build a synthetic ice rink, there is new commitment from business owners to remain open during the winter season and extend their business hours.





TRANSPORTATION INFRASTRUCTURE

While access is excellent via road to the region and it is located in close proximity to Vancouver and Abbotsford international airports, there is a lack of regional transportation options for the visitor. The taxi and public bus services are limited and there are also no car rental companies located in the village. Parking is also becoming a major issue for the Harrison Village, particularly during peak tourist season.



The Village of Harrison Hot Springs is committed to Active Transportation Planning and expects to receive a master plan in 2019 that will be used to inform active mobility, travel, and transport throughout the village.

VISION AND GOALS

The below outlined longterm vision and goals for the development of the resort community, provide guidance for this Resort Development Strategy.

Community Long Term Vision:

"A residential and resort community with an attractive and inviting village core of shops and services. A strong commitment to maintaining the scenic qualities, the environment, the quality of life and the vibrant and cultural life combined with a high standard of development."

Village of Harrison Hot Springs Official Community Plan (OCP), Section 2.3



Goals

1. Enhance Visitor Experience and Satisfaction

Key Objectives:

- Improve the quality and quantity of tourism services and amenities
- Improve tourism related infrastructure
- Enhance customer experience
- Increase repeat customer visitation rates
- Extend customer visitation

Rationale:

A more positive visitor experience is linked with longer stays and repeat visits. In order to raise awareness, measure, and track changes in visitor attitudes towards tourism, various survey tools are to be developed and employed over the next 3 years.

Tourism Harrison operates the Harrison Hot Springs Visitor Information Centre according to the Ministry of Jobs, Tourism and Innovation standards. This complements the marketing efforts of the organization and provides consistent information to visitors. To ensure that our Visitor Centre meets or exceeds visitor's expectations Tourism Harrison will:

- Continue to develop and implement innovative ways of meeting visitor's information needs including the use of new technology and remote visitor centre initiatives.
- Support stakeholders to be well informed, proud ambassadors of Harrison Hot Springs.
- Utilize tools to compile and analyse tourism user experience feedback.

2. Support the Development and Enhancement of Local Tourism Assets

Key Objectives:

- Provide a broad range of social, cultural, and recreational tourism opportunities
- Invest in tourism infrastructure to enhance the aesthetics of the community in key tourism areas
- Increase the number of tourism and arts assets
- Increase attendance at events
- Further improve on visitor perception of B.C. as a travel destination

Rationale:

Local tourism assets, such as infrastructure, festivals and events, help enhance visitor satisfaction, support the duration and the rates of stay. In order to raise awareness, measure, and track changes in public attitudes towards tourism, various survey tools are to be developed and employed over the next 5 years.

3. Diversify Seasonal Nature of the Tourism Industry

Key Objectives:

- Develop shoulder season programming and tourism assets that assist in prolonging the tourism season
- Develop infrastructure that would support shoulder and off season tourism



- Increase the number of tourism and arts assets
- Increase attendance at events
- Increase tourism visits through October to March

Rationale:

Diversification strategies lead to better customer experiences and more sustainable community economic conditions. Occupancy rates will be tracked to demonstrate if programming activities and events in the shoulders seasons are addressing the seasonal nature of our tourism economy. In order to raise awareness, measure, and track changes in public attitudes towards tourism, various survey tools are to be developed and employed over the next 5 years.

4. Cooperative Partnerships

Key Objectives:

- Increased attendance at Sasquatch Days (a partnership event with the Sts'ailes First Nation)
- Partnerships with Harrison Mills, Sts'ailes First Nation, Sasquatch Mountain, and Agassiz on new and existing events
- Increased number and types of tourism related businesses

Rationale:

The concept of cooperative partnerships focuses on creating a more cohesive foundation from which to build greater understanding and better communication channels for sharing resources and experiences, and enhancing learning. Tourism Harrison has entered into an event service agreement with the Village of Harrison Hot Springs. While Tourism Harrison continues to fund the promotion and marketing of events, the Village provides funds for the operational costs of Family Day, Canada Day, Bands on the Beach, Harrison Festival of the Arts, Sasquatch Days, and Lights By the Lake through the RMI funding. This partnership with Tourism Harrison increases our capacity to look for opportunities with Harrison Mills, Sts'ailes First Nation, Sasquatch Mountain, and Agassiz.

Stakeholder and Public Consultation

The projects identified in this Resort Development Strategy are the result of a formation of a Resort Development Strategy Committee in 2018, consultation with stakeholders of the Harrison Hot Springs tourism industry and the Chamber of Commerce. As well, historical information from the 2010 Harrison Hot Springs Economic Development Commission dialogue regarding the strategic direction of future RMI projects that is still relevant was retained. As part of this process a number of tourism goals were identified and initiatives discussed. The discussion with key tourism stakeholders produced a degree of consensus as to priorities.

The Village of Harrison Hot Springs approved of priority projects at a Special Council Meeting on February 14, 2019 and directed staff to undertake public consultation by means of an online survey. The RDS Survey was posted on the Public Notices section of harrisonhotsprings.ca and twice on the Village of Harrison Hot Springs Facebook page. It was available from February 14-28, 2019 and received 52 responses. All projects that are in this strategy have received positive feedback.

There is ongoing consultation on the annual planning of Sasquatch Days. Sasquatch Days is a successful cultural event that began in 1938 and was reignited in 2012 as an annual event that our communities (the



Village and Sts'ailes) co-host. This intercultural celebration includes canoe races, traditional salmon barbeque, medicine walks, indigenous arts & crafts, and, most importantly, talks on the Sasquatch from Sts'ailes experts and local Harrison Hot Springs Sasquatch investigators.

Emergency service providers are included in the planning of all events that draw a high number of visitors to the area. Environmental and conservation stakeholders will be engaged during the Lagoon Redesign Master Plan.

Strategy Alignment

1. Provincial Tourism Strategic Framework

The Village of Harrison Hot Springs, in partnership with Tourism Harrison, supports the Provincial vision to build a strong, sustainable tourism sector. Tourism is at the heart of our economy but we are also cognisant of the sociocultural and environmental impacts that tourism brings. We are dedicated to ensuring the sustainability of our natural surroundings and our community. For several years, we have enjoyed celebrating aboriginal culture and traditions with the Sts'ailes during Sasquatch Days. We continue to foster this relationship and seek ways to preserve and promote the living culture of the Indigenous peoples through tourism.

2. Fraser Valley Destination Development Plan

The Village of Harrison Hot Springs, on the south shore of the Harrison Lake, is a tourism hot spot in the Fraser Valley. As the Fraser Valley Destination Development Plan is in alignment with the provincial vision for destination development, the Village of Harrison Hot Springs also endeavours to align with this plan by creating compelling visitor experiences that attract new visitors as well as have repeat visitors returning year after year. The goals we have set out to achieve over the next three years that contribute to the vision of the Fraser Valley will increase visitor satisfaction, increase the total number of visitors to the area, and increase the total contribution of the visitor economy. To make Harrison Hot Springs a truly unique visitor experience and increase shoulder and off season tourism, we will install a synthetic skating rink for an outdoor skating experience with festive winter ambiance. Public art and the Harrison Lagoon also make Harrison Hot Springs a unique destination and by improving and expanding upon these amenities, the visitor experience will be greatly enhanced and we will increase the utilization of the existing assets.

3. Destination Marketing Organization, Tourism Harrison

This strategic plan was developed to align with the Vision and Mission Statements for Tourism Harrison.

Tourism Harrison 2019 Marketing Plan

"Welcome the world to the Village of Harrison Hot Springs, a year round resort community on the shores of Harrison Lake offering naturally refreshing experiences for all."

"Leading and working with a group of regional partners, Tourism Harrison will grow tourism through a sustained and innovative marketing program."

4. Official Community Plan (OCP)



The Village of Harrison Hot Springs OCP contains significant reference to tourism, mainly related to commercial and tourism specific development. The Community Vision also refers to tourism through a series of statements that refer to enhancing the character and economic base of the village and the downtown lakeshore area. Within Harrison Hot Springs, tourism is widely acknowledged as the primary industry and key to the community’s economic survival.

5. Regional Growth Strategy for the Fraser Valley Regional District (FVRD)

The 2004 FVRD Regional Growth Strategy outlines eight broad management goals. Tourism is only mentioned once in the entire document where it refers to “supporting transportation improvements to facilitate growth in the tourism industry.” However, the draft growth strategy that focuses on 2014-2041 puts much more emphasis on the importance of tourism. It states, “Ensuring a strong economy also requires anticipating future demand. One example of this is the growing tourism industry. The abundance of and accessibility to nature, the growing demand for recreation, and the close proximity to Vancouver, make the FVRD well situated to tap into the tourism market.”

Economic Strength and Resiliency

1.4 Work to attain the Region’s full tourism potential

- a. Partner with First Nations, member municipalities, the provincial and federal government to develop and coordinate a regional tourism strategy that will promote and protect the region’s natural, cultural, and agricultural heritage and attract both residents and employers to the region.
- b. Partner with Metro Vancouver, First Nations, local businesses and other organizations to realize the vision of the Experience the Fraser initiative and support the development of projects and initiatives that contribute to its long-term success.

The strategic directions contained within our Resort Development Strategy are consistent with the broad growth goals contained in the Regional Growth Strategy.

Obstacles

Seasonal and conflicting attitudes to tourism

- Jobs seasonal and part-time
- Keeping the required people year round
- Seasonal climate limitations and wildfires
- Availability of seasonal labour
- Availability of activities in the off season
- Limited number of tourist activities in general

Under developed relationships with government

- Lack of developed trails due to jurisdictional limits and issues
- Government agencies and regulation causing time delays

Limited access to and within the community

- Only one route in and out of the community
- Parking and traffic management

PROJECTS

RMI Project Title	Synthetic Outdoor Skating Rink
RMI Program Goal (select)	<i>Tourism Infrastructure</i>



Project description	A synthetic outdoor skating rink will be installed at the boat launch parking lot which is currently unused in the winter season. The project includes site prep, the rink and side boards, upgrades to the adjacent building for concession and washroom facilities, fencing, landscaping, seating, lighting, warming areas, skate rentals, storage, and accessories. In addition to public use, this will become a venue for skating performances, live music, and outdoor fitness. The rink has no operational costs, requires very low maintenance, is usable at any temperature, and is unaffected by rain. No admission will be charged.	
Project rationale	This rink will create an additional attraction for visitors in the off season that will be unique to the area. It will expand on the highly successful Lights By the Lake event. It will create a lively atmosphere at the east end of our main street which currently has no activity in the winter. The beautification of the site will enhance the visitor experience.	
Project status	<i>New Project</i>	
Project milestones	Anticipated Start Date	Fall 2019
	Anticipated Completion	Fall 2020
Project goal and how it relates to the Program's Outcomes	Project Goal(s): <ul style="list-style-type: none"> Diversify Seasonal Nature of the Tourism Industry Enhance Visitor Experience and Satisfaction 	
	Program Outcome(s): <ul style="list-style-type: none"> Support off season tourism. Increase overnight stays from November to February. Improving the overall aesthetics of our front street. Create vibrancy to the street and a sense of place. 	
Accessibility related project (if yes, please describe)	Yes, access to the rink will be accessible and there will be accessible seating for spectators. There will also be "sled chairs" to be used on the ice surface for anyone needing support.	
Additional Benefits (please describe)	Economic benefits will include increased number of visitors in the off season that will stay and shop in the village. Social benefits will include having a place to be active and socially interactive.	
Performance Measurement (please include measures used to evaluate project progress)	<ul style="list-style-type: none"> Increase overnight stays from November to February as based on the MRDT reporting. Number of businesses that stay open or increase their hours in the shoulder and off seasons. Assess visitor satisfaction. 	
Project Lead/Manager	Community Services Coordinator	
Funding sources	Total RMI Funding	450,000.00
	MRDT Funding for marketing the rink	5,000.00
	Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	0.00



	Municipal Funding	0.00
	Other (please identify)	0.00
	Total Cost of Project	\$455,000.00

RMI Project Title	Public Art	
RMI Program Goal (select)	<i>Tourism Infrastructure</i>	
Project description	The Village of Harrison Hot Springs will acquire public art, in consultation with a jury committee of stakeholders. A map of the art locations will be developed to create an “art walk” experience.	
Project rationale	Public art will enhance the visitor experience by telling the story of Harrison Hot Springs history, culture, and values through artistic expressions. The tasteful art will create unique opportunities to identify Harrison Hot Springs in pictures, with the goal that they will be shared on social media to increased exposure. The pieces may be placed throughout the community to create an “art walk” as an additional activity for visitors to partake in during the shoulder and off seasons.	
Project status	<i>New Project</i>	
Project milestones	Anticipated Start Date	Spring 2020
	Anticipated Completion	Fall 2021
Project goal and how it relates to the Program’s Outcomes	Project Goal(s): <ul style="list-style-type: none"> • Enhance Visitor Experience and Satisfaction • Diversify Seasonal Nature of the Tourism Industry • Development and Enhancement of Local Tourism Assets • Cooperative Partnerships 	
	Program Outcome(s): <ul style="list-style-type: none"> • Improve the quality and quantity of tourism amenities. • Improve tourism related infrastructure. • Enhance customer experience. • Increase repeat customer visitation rates. • Extend customer visitation. • Create opportunities to partner with First Nations and Museum. 	
Accessibility related project (if yes, please describe)	Yes, art will be installed viewable from accessible pathways.	
Additional Benefits (please describe)	Public art enhances the community, making it a more memorable place and providing opportunities to engage with visitors in a meaningful way.	



Performance Measurement (please include measures used to evaluate project progress)	<ul style="list-style-type: none"> • Increased visitation based on Visitor Information Centre visits. • Number of Art Walk maps requested. • Downloads of the Tourism Harrison app. • Number of businesses that stay open or increase their hours in the shoulder and off seasons. • Assess visitor satisfaction. 	
Project Lead/Manager	Community Services Coordinator	
Funding sources	Total RMI Funding	200,000.00
	MRDT Funding (if applicable)	0.00
	Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	0.00
	Municipal Funding	0.00
	Other (please identify)	0.00
	Total Cost of Project	\$ 200,000.00

RMI Project Title	Lagoon Redesign and Development	
RMI Program Goal (select)	<i>Sustainability Project</i>	
Project description	<p>This project is different from previous RMI projects. While those projects mainly focused on the waterfront, of which the lagoon is a part of, they did not make the necessary changes to the lagoon itself. Revitalizing this area will now be our focus. The Harrison Lake Lagoon is a major identifier of our village and a draw for tourism. The lagoon and surrounding walkway is lacking in beautification and is outdated. It does not match the waterfront upgrades that the village has undertaken. The Village will fund the Lagoon Redesign Master Plan, which will create a vision for this amenity, identify tourism opportunities, and create a plan to improve the current design and esthetics. At this time, environmental and conservation stakeholders will be engaged. RMI funds will only be used to implement the capital projects identified in the master plan.</p>	
Project rationale	<p>The Harrison Lake Lagoon is a major attraction for tourism in the summer for swimming, sun bathing, picnics, and the lagoon walk. A redesign of this outdated amenity is crucial to keeping Harrison Hot Springs a popular destination.</p>	
Project status	<i>New project</i>	
Project milestones	Anticipated Start Date	Spring 2020
	Anticipated Completion	Fall 2021



Project goal and how it relates to the Program's Outcomes	Project Goal(s):	
	<ul style="list-style-type: none"> Invest in tourism infrastructure to enhance the aesthetics of the community in key tourism areas Further improve on visitor perception of B.C. as a travel destination 	
	Program Outcome(s):	
	<ul style="list-style-type: none"> Ensure the long-term sustainability of our outdoor recreation sites. Improve the quality and quantity of tourism amenities. Improve tourism related infrastructure. Enhance customer experience. Increase repeat customer visitation rates. Extend customer visitation. Support off season tourism. 	
Accessibility related project (if yes, please describe)	Accessibility to beach amenities and safety will be a priority of the Lagoon Redesign.	
Additional Benefits (please describe)	Environmental considerations will improve the sustainability of this body of water and take into consideration issues such as milfoil and the goose population. This will contribute to the long-term sustainability of our outdoor recreation sites.	
Performance Measurement (please include measures used to evaluate project progress)	<ul style="list-style-type: none"> Increased visitation based on Visitor Information Centre visits. Downloads of the Tourism Harrison app. Number of businesses that stay open or increase their hours in the shoulder and off seasons. Assess visitor satisfaction. 	
Project Lead/Manager	Community Services Coordinator	
Funding sources	Total RMI Funding	891,900.00
	MRDT Funding (if applicable)	0.00
	Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	0.00
	Municipal Funding (Lagoon Redesign Master Plan)	30,000.00
	Other (please identify)	0.00
	Total Cost of Project	\$921,900.00

RMI Project Title	Events
RMI Program Goal (select)	<i>Tourism Programs, Service or Events</i>



Project description	Events and festivals are an important offering for visitors and a tourism economy. They serve two purposes: the first, they offer a reason for people to visit the Village, and second provide entertainment and/or activities for people already visiting the community. The RMI funded events are: Family Day, Canada Day, Bands on the Beach, Harrison Festival of the Arts, Sasquatch Days, and Lights By the Lake.	
Project rationale	Events are a pull mechanism to attract tourists and to add value to the existing tourism product, in order to diversify and expand the market share.	
Project status	Annual and new events	
Project milestones	Anticipated Start Date	Spring 2019
	Anticipated Completion	Winter 2021
Project goal and how it relates to the Program's Outcomes	Project Goal(s): <ul style="list-style-type: none"> Cooperative continued partnership with Sts'Ailes and new partnerships with Harrison Mills and Agassiz through events and/or business opportunities. Diversify Seasonal Nature of the Tourism Industry 	
	Program Outcome(s): <ul style="list-style-type: none"> Develop shoulder season programming to prolong the tourism season. Market and promote the shoulder season and off season. Promote cultural sustainability. 	
Accessibility related project (if yes, please describe)		
Additional Benefits (please describe)	Economic, Cultural and Social	
Performance Measurement (please include measures used to evaluate project progress)	Site visits, visual documentation (pictures and video), user satisfaction surveys, visitation rates, rates of requests for information at the Visitor Centre.	
Project Lead/Manager	Community Services Coordinator	
Funding sources	Total RMI Funding	270,000.00
	MRDT Funding (if applicable)	0.00
	Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	0.00
	Municipal Funding	0.00
	Other (please identify)	0.00
	Total Cost of Project	270,000.00



FINANCIAL PLAN

	2019	2020	2021	Potential 2021 Carryover		Total RMI Allocation
				2022	2023	
Carryover from previous year	504,589.00	305,462.00	0			
Interest earned on carryover	9,050.00	6,000.00				
Anticipated RMI Funding	514,823.00	485,694.00	485,694.00			
Total Funds Available	1,028,462.00	797,156.00	485,694.00			2,005,850.00
Anticipated Spending						
Carry Over Projects from 2015-18 RDS:						
Beach & Lagoon Improvements	173,000.00					173,000.00
(these improvements are not the same as the Lagoon Development Project)						
Tourism Infrastructure, Amenities, or Capital Purchases:						
Synthetic Outdoor Rink Project	450,000.00					450,000.00
Public Art Project		200,000.00				200,000.00
Lagoon Development		497,156.00	385,694.00			882,850.00
Sub Total (Minimum 70% over 3 year term)	623,000.00	697,156.00	385,694.00			1,705,850.00
Tourism Services, Programs or Events:						
Events listed in Project Description	90,000.00	90,000.00	90,000.00			
Sub Total (Maximum 30% over 3 year term)	90,000.00	90,000.00	90,000.00			270,000.00
Administration (if applicable):						
Program staff	4,000.00	4,000.00	4,000.00			
Travel to Spring RCC	3,000.00	3,000.00	3,000.00			
Performance Measurement	3,000.00	3,000.00	3,000.00			
Sub Total (up to \$10,000 per year)	10,000.00	10,000.00	10,000.00			30,000.00
Total Spending:	723,000.00	797,156.00	485,694.00			2,005,850.00
Carry forward (if any):	305,462.00					