



# VILLAGE OF HARRISON HOT SPRINGS NOTICE OF MEETING AND AGENDA

## RESORT DEVELOPMENT STRATEGY COMMITTEE

**Date:** Thursday, October 11, 2018  
**Time:** 3 p.m.  
**Location:** Council Chambers, 495 Hot Springs Road  
 Harrison Hot Springs, British Columbia

<b>1. CALL TO ORDER</b>	
Meeting called to order by the Chair.	
<b>2. INTRODUCTION OF LATE ITEMS</b>	
<b>3. APPROVAL OF AGENDA</b>	
<b>4. ADOPTION OF MINUTES</b>	
<b>5. ITEMS FOR DISCUSSION</b>	
(a) 2018/19 RMI Funding	Item 5(a) Page 1
(b) Letter dated September 17, 2018 to Tourism Harrison Re: Resort Municipality Initiative (RMI)	Item 5(b) Page 5
(c) Resort Development Strategy 2019/2020 – 2021/2022 Guide for Communities	Item 5(c) Page 7
(d) Terms of Reference	Item 5(d) Page 19
<b>7. ADJOURNMENT</b>	

5(a)

**Admin**

**From:** Madeline McDonald  
**Sent:** Wednesday, October 10, 2018 10:15 AM  
**To:** Madeline McDonald  
**Subject:** FW: 2018/19 RMI Funding - Harrison  
**Attachments:** Modification Agreement\_2nd 1819 Payment - Harrison.doc

Annual RMI funding will now be approximately \$457,659 (\$452,353 +\$5305) for the next 3 years.

**From:** Schneider, Amy TAC:EX  
**Sent:** Friday, June 1, 2018 11:53 AM  
**To:** Debra Key; Madeline McDonald  
**Cc:** Chwist, Tamara TAC:EX; Beck, Adrienne TAC:EX; 'Tracey Jones'; 'community@harrisonhotsprings.ca'  
**Subject:** FW: 2018/19 RMI Funding - Harrison

Hi Madeline and Debra,

I am pleased to provide you with details regarding your second 2018/19 RMI payment. Your second payment is calculated using a new funding formula that was based on RMI community feedback provided at the December 12<sup>th</sup> consultation session. Your second RMI payment will be in the amount of **\$231,481**.

The new funding formula removes the multiplier used in the previous formula to provide more equity across the 14 communities and includes two components:

- Base funding amount (three-year MRDT average for 2015, 2016, 2017 at 2% rate) = \$452,353/2 = \$226,177  
*plus*
- Performance-based lift (annual MRDT growth from 2016 to 2017 multiplied by the base funding amount) = \$5,305

Each community will received a minimum of \$100,000 in base funding each year (or \$50,000 for this ½ year payment).

See below for a full breakdown of the formula for the second payment:

Harrison	FIXED BASE FUNDING					PERFORMANCE LIFT*		Second payment for 2018/19	First payment for 2018/19	Total 2018/19 RMI Funding
	2015 MRDT Totals	2016 MRDT Totals	2017 MRDT Totals	Base Funding (Three Year Average)	Base Funding for 1/2 Year	Annual MRDT Growth	Performance Based Lift for 1/2 Year			
	\$417,145	\$452,007	\$487,907	\$452,353	\$226,177	7.94%	\$5,305	<b>\$231,481</b>	\$133,652	<b>\$365,133</b>

\* The performance-based lift has been equally adjusted across the communities to stay within the program budget for 2018/19.

**Next Steps:**

- We are more than happy to walk you through the above formula over the phone. Let us know if you'd like a call.
- In order to issue your second payment, we require a signed one page modification agreement – we are finalizing these now and will send to you soon.

- We are looking forward to the upcoming RCC in Ucluelet and would like to spend some time discussing other program improvements we are considering.

Lastly, please keep this news confidential while we confirm an appropriate opportunity for announcement.

Thank you, Amy

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**From:** Beck, Adrienne TAC:EX  
**Sent:** Thursday, March 22, 2018 11:07 AM  
**To:** 'Debra Key'; 'Madeline McDonald'  
**Cc:** 'Tracey Jones'; 'community@harrisonhotsprings.ca'; Chwist, Tamara TAC:EX; Schneider, Amy TAC:EX  
**Subject:** 2018/19 RMI Funding - Harrison

Hello all,

In follow up to Minister Bear's email earlier today, I am pleased to confirm the first payment of your 2018/19 RMI funding in the amount of **\$133,652**. Please keep in mind, this first payment is based on the current RMI formula. We may implement changes to the formula for the second payment, so your second amount will be different.

As in previous years, in order to issue your payment, we require a signed Shared Cost Arrangement (SCA). See attached draft SCA.

**Next steps:**

1. Please review the project list we've included in the Schedule A of the SCA. This list is based off recent quarterly reports, but it may need updating. Please do so in track changes.
  - Keep in mind, new projects that weren't identified in your RDS (or subsequent amendments) will require an amendment and stakeholder consultation. If you are looking to add new projects, please let Tamara and I know.
2. Once you have reviewed your project list and the draft SCA, let me know and I will send you a finalized SCA for your signature.
3. Funds will be issued once we have a signed contract back from you.
4. We will be in touch in April regarding the second payment.

I realize this is short notice, but we would really appreciate having the signed SCA back from you by the end of the week.

Let us know if you have any questions.

Sincerely,

**Adrienne Beck**  
Manager, Tourism Policy and Programs  
Tourism Policy and Creative Sector Division  
Ministry of Tourism, Arts and Culture  
Phone | 250.356.2293 Cell | 250.217.5150

**From:** Beck, Adrienne TAC:EX [<mailto:Adrienne.Beck@gov.bc.ca>]

**Sent:** Wednesday, October 10, 2018 10:40 AM

**To:** 'norm.mccinnis@fernle.ca'; 'shirley.mcmahon@fernle.ca'; 'suzanne.garand@fernle.ca'; 'jon.wilsgard@golden.ca'; 'lisa.vass@golden.ca'; 'Carrie.White@golden.ca'; Madeline McDonald; Debra Key; Tracey Jones; Community; 'cao@invermere.net'; 'finance@invermere.net'; 'ssommerville@kimberley.ca'; 'Jhendricks@kimberley.ca'; 'sgoodeve@kimberley.ca'; 'bromanko@osoyoos.ca'; 'jzakall@osoyoos.ca'; 'Mark.Read@radiumhotsprings.ca'; 'Karen.Sharp@radiumhotsprings.ca'; 'achabot@revelstoke.ca'; 'jmayes@revelstokecf.com'; 'cao@rossland.ca'; 'andras@tourismrossland.com'; 'cao@sunpeaksmunicipality.ca'; 'admin@sunpeaksmunicipality.ca'; 'bmacpherson@tofino.ca'; 'afroment@tofino.ca'; 'afortune@ucluelet.ca'; 'mboysen@ucluelet.ca'; 'edo@valemount.ca'; 'sao@valemount.ca'; 'dof@valemount.ca'; 'JJansen@whistler.ca'; 'mfurey@whistler.ca'

**Cc:** Chwist, Tamara TAC:EX; Ferguson, Suzanne A TAC:EX; Schneider, Amy TAC:EX

**Subject:** RMI updates, reminders and news

Hello everyone,

With UBCM and annual reports behind us (thank you very much for your reports!), I wanted to send a quick email with some updates, reminders, and news.

Firstly, thank you to everyone who attended the RCC meeting and reception at UBCM in Whistler. Our Minister and Executive really value the opportunity to meet with such a knowledgeable and passionate group of stakeholders.

As you all know, your revised Resort Development Strategy (RDS) is due to the Ministry in the new year. We recognize the upcoming local elections may cause a delay in consulting with, and getting approval from, a new Council. As such, we have extended the due date for a draft RDS to **March 15, 2019**. In late February, we will have your finalized MRDT totals and will be able to provide you with your 2019/20 RMI allocations for you to incorporate into your draft RDS. For your reference, I have attached the RDS guide with the updated timelines.

A quick reminder that your third quarter financial reports are due at the end of this month (October 31). Those can be sent to Tamara ([tamara.chwist@gov.bc.ca](mailto:tamara.chwist@gov.bc.ca)) as soon as they are available.

I would also like to remind everyone of the program's funding recognition requirements. All communications about RMI funded projects should include Provincial recognition. Communications could include project announcements, press releases, websites, promotional material or signage. In terms of Provincial recognition, I have attached the updated RMI logo for your use. Please send us a mock-up of your materials with the RMI logo before public release so that we can seek approval from Government Communications. Also, please ensure we are aware of any potential project announcements.

Lastly, we wanted to ensure you are aware of two new funding programs under the Investing in Canada Infrastructure Program. During UBCM 2018, the Ministry of Municipal Affairs and Housing announced the launch of the Community, Culture and Recreation fund, and the Rural and Northern Communities fund. The Community, Culture and Recreation program will provide funding for projects that upgrade and build sports facilities, trails, local community centres and spaces for arts and culture. It will also support health and educational facilities that uphold the Truth and Reconciliation Commission's Calls to Action. The Rural and Northern Communities fund is targeted to small, rural and remote communities with populations under 25,000. The fund will support a range of infrastructure priorities, including broadband connectivity; efficient and reliable energy, Indigenous health and educational facilities, local public transit and reliable road, air or marine infrastructure, and improved resilience to natural disasters and environmental quality. Applications are due by January 23, 2019 for both programs. Please visit their website for more information.

As always, feel free to reach out to Tamara or I with any questions.

Cheers,

**Adrienne Beck**  
Manager, Tourism Policy and Programs  
Tourism Policy and Creative Sector Division  
Ministry of Tourism, Arts and Culture  
Phone | 778.698.1800 Cell | 250.217.5150



5(b)



September 17, 2018

File: 870-30-03  
2240-35/8100-20

Robert Reyerse, Executive Director  
Tourism Harrison  
PO Box 255 499 Hot Springs Road  
Harrison Hot Springs, BC V0M 1K0

Dear Robert:


In light of an increase to the Resort Municipality Initiative (RMI) funding Council is in a position to share more RMI monies with Tourism Harrison, enabling your organization to take back overall management of special events within the Village. This includes Sasquatch Days, Canada Day, and the Magic of Christmas in addition to events already managed or proposed by Tourism Harrison such as the Harrison Beer and Wine Festivals and the new Festival of Lights. Council will also transfer funding dedicated for the Harrison Festival of the Arts to Tourism Harrison.

In total, Council is committed to transferring \$90,000 per year in RMI funding, up from the current \$10,000, to fund the following events, including staff time and administrative costs:

Existing Events	\$50,000.00
Annual contribution to the Festival of Lights (3 years)	\$25,000.00
<u>Annual Grant to the Harrison Festival of the Arts</u>	<u>\$15,000.00</u>
Total RMI Funds to be transferred annually to Tourism Harrison for the next three year period:	\$90,000.00

This commitment will be reflected in both the Tourism Harrison Society Lease Agreement for 2019 and the next Resort Development Strategy.

Sincerely,

  
Madeline McDonald  
Chief Administrative Officer



5(c)

# **Resort Development Strategy 2019/20 – 2021/22**

## ***Guide for Communities***

Resort Municipality Initiative  
Ministry of Tourism, Arts and Culture



## Preface

The purpose of this guide is to provide a description of the components that must be included in a Resort Development Strategy (RDS). The RDS is a requirement of the Resort Municipality Initiative (RMI). All RMI communities must develop and receive Ministry approval of a three year RDS for the 2019/20 - 2021/22 program term.

The objectives of the RMI are to support rural resort communities build and diversify their tourism infrastructure, deliver exceptional visitor experiences, and incorporate sustainable tourism practices and products. The RMI supports communities in addressing challenges facing the tourism sector and remaining resilient resort destinations. The RMI supports sustainable growth practices that respect our environment, honour community members and showcase B.C.'s rich cultural history. The outcomes of RMI investments are to extend or diversify communities' tourism season, increase visitation, improve the sustainability of their tourism sector and enhance the visitor experience. Further details on program objectives are provided within this guide.

A community's RDS must identify the long-term vision for the community and what they plan to do to achieve the RMI outcomes. The RDS should also outline how RMI projects align with the community's overall development goals. Consultation with tourism stakeholders is required in the development of the RDS and identification of RMI projects. Local tourism stakeholders must have an opportunity to influence and agree on priorities and the projects that are included in the RDS. All projects identified in the RDS must align with the program's spending parameters. Further details on program spending parameters are in Section 6 of this guide.

## RDS Overview – Checklist:

The RDS should be a concise and succinct document, no longer than 25 pages in length, relative to the size of the municipality, the number of projects and community's goals.

Your RDS must include the following components, each are described in this guide:

✓	<b>Background Section</b>
✓	<b>Community's tourism-related vision and goals</b>
✓	<b>Details of stakeholder consultation</b>
✓	<b>Letters of support from key stakeholders</b>
✓	<b>Linkages to other community plans</b>
✓	<b>RMI Project Overview</b>
✓	<b>Three-year RMI Financial Plan</b>
✓	<b>Performance Measurement Approach</b>

## **1. Background**

In this section, please provide a brief context for your municipality (approximately one page). This can include a short overview of the community, geographic description, population information, and a summary of the main attractions, activities, and other high-level tourism supports (e.g. airport, highway, substantial accommodation providers, etc.). The background section can also include a short assessment of external trends that provide context for interpreting impacts of the RMI, such as the strengths, weaknesses, opportunities and challenges confronting the community in developing the resort economy. If applicable, the community should include a summary of previous RMI investments and what has been achieved.

## **2. Vision**

This section must identify a long-term tourism vision for the development of the resort community. A vision is focused on the future, and is something to be pursued. What will your community's tourism sector look like in the future?

## **3. Goals**

Goals must be included in the RDS, as they are critical in achieving a vision. Goals should be specific, measureable and realistic and they should connect to the outcomes of the program.

Examples of goals that could be used in an RDS include:

- Extend tourism season by x
- Increase visitor traffic by x
- Increase repeat visitation by x
- Increase employment in community by x
- Increase number of accessible/barrier free amenities by x
- Increase sustainable tourism practices by x
- Increase visitor satisfaction by x

Goals should be assessed on a regular basis (at least annually in annual reports) to ensure that the RDS is on track. Performance measurement is a key component of program evaluation and reporting for the RMI. Progress on these goals will need to be included in the community's annual RMI report.

## **4. Stakeholder Consultation**

The RDS must outline stakeholder consultations and support. Please attach letters of support as an appendix to your RDS.

Stakeholder consultations must include:

- Local governments, First Nations and/or Tribal Councils;
- Destination Marketing Organizations (DMO) – DMOs are a key resource in identifying projects that will increase visitation and enhance the visitor experience. A strong connection between the RMI and MRDT program is of strategic benefit. Communities should look for opportunities to collaborate with their DMO's on a regular basis;
- Residents (example: Town hall Meeting or making draft RMI plans available online);

- Emergency service providers (when proposing events and disaster preparedness projects);
- Land owner (if private land is to be used, land acquisition/access must be obtained prior to inclusion of the project in the RDS); and,
- Environmental/conservation stakeholders

Where appropriate, stakeholder consultations should also include:

- Ski resort(s), major attraction(s) and outdoor recreation organizations;
- Hospitality sector; and,
- Local chamber of commerce

## **5. Linkages to Other Plans**

Wherever possible, the RDS should identify linkages to, and be consistent with, key municipal, regional and provincial policy and planning documents. These plans include, but are not limited to:

- Official Community Plan;
- MRDT spending plans (RMI and MRDT should be complimentary, not duplicative);
- New provincial tourism strategy (expected launch late Fall 2018);
- Regional tourism strategies, including Destination Development plans;
- Promotional plans through the DMO; and,
- Regional Growth Strategy

## **6. RMI Projects**

The RMI supports three program objectives (below). These objectives should guide a community's use of RMI funds and offer communities the flexibility to use funding to address the specific challenges in their communities.

The RMI is primarily a tourism infrastructure program; however, communities are also able to undertake tourism-related services, programs or events. Communities should incorporate accessibility and sustainable tourism products and/or practices and support local Indigenous tourism development, where possible. Sustainable tourism supports year-round destination development and forward-looking practices, assists the community in recovering from natural events, supports socio-cultural development and considers visitor impact on the destination.

### **1. Develop and/or enhance tourism infrastructure and amenities**

- Develop, enhance or diversify tourism-related infrastructure and amenities to attract visitors, encourage longer stays or broaden the appeal of the resort community beyond its main draw.
- Ensure or improve accessibility to tourism infrastructure and amenities (barrier free access for visitors of all ages and abilities).

### **2. Deliver remarkable visitor experiences**

- Deliver accessible tourism-related services, programs or events that will contribute to a positive visitor experience and/or show cases local and Indigenous cultural tourism.

- Develop and deliver programs to attract and retain labour to improve tourism businesses' operations and the visitor experience.

3. Implement sustainable tourism projects and initiatives

- Implement sustainability projects that minimize tourism impacts, mitigate climate change, and strengthen or restore our natural environment and communities.
- Increase awareness of sustainable practices and influence responsible tourism from visitors.
- Develop plans and mechanisms to ensure the local tourism industry is well positioned to respond to and recover from natural events, such as floods and fires.

## 6.1 Eligible Use of RMI Funds

**Communities must ensure all RMI funded projects meet the following criteria:**

- The project must have a direct connection to tourism (i.e. spending should contribute to an increase in local tourism revenue, visitation and economic benefits);
- The program or project must be predominantly targeted to or used by visitors, not residents;
- The program or project must be supported by the community (i.e. stakeholders and residents);
- The project must be within the program's spending limits (Section 6.2); and,
- The program or project should not be a general municipal expense (e.g. maintenance of municipal facilities or lands, transit services, policing services, etc.).

**Projects will be deemed ineligible if:**

- The project primarily benefits community residents rather than visitors to the community;
- The project is part of regular community servicing such as policing, fire, water or community recreation facilities for resident use;
- The project is primarily tourism marketing that could be undertaken with MRDT funding;
- The project is not linked to some aspect of the RMI program objectives;
- The project is not supported by stakeholders; and,
- The project is comprised of preliminary project activities (i.e. project bids, strategy development, design or planning).

## 6.2 RMI Spending Limits

**Communities must ensure all RMI funded projects meet the following spending limits:**

RMI Category	Spending Limit
Tourism Infrastructure, Capital and Amenities	Minimum 70% over three years
Tourism Programs, Services, Events	Maximum 30% over three years
Program Administration	Up to \$10,000 per year

### 6.3 RMI Core Projects

Communities should ensure the following core RMI projects are considered and included in the RDS. Please reference the table below to assist in identifying appropriate RMI projects.

The table provides details on core eligible RMI projects within each category. These core projects include the main elements that are typically expected in a resort destination. Communities should identify projects, plan and prioritize spending based on these main elements.

Core RMI Projects	Funding Limit
<p><b>Tourism Infrastructure, Amenities and Capital</b>            Infrastructure projects may include the construction or modification of tourism facilities and amenities such as buildings, trails, beaches, streetscape improvements, signs, or parks. This may include enhancement, accessibility upgrades or restorative maintenance such as renewal, repairs or updates. All projects must be visitor-focused and should include accessibility and sustainability elements wherever possible. Core projects are:</p> <ol style="list-style-type: none"> <li>1. Tourism amenities, infrastructure or capital purchases</li> <li>2. Beautification and streetscape improvements</li> <li>3. Visitor signage</li> <li>4. Visitor-related accessibility improvements</li> <li>5. Climate mitigation projects (i.e. electric vehicle charging station, low energy lighting, biodegradable products, etc.)</li> <li>6. Emergency preparedness capital projects (i.e. evacuation routes, signage, safety kiosks, etc.)</li> <li>7. Visitor impact mitigation or restoration projects</li> </ol>	<p>Minimum of 70% (over three year program term)</p>
<p><b>Tourism-related Programs, Services, or Events</b></p> <ol style="list-style-type: none"> <li>1. Programs (i.e. tourism employment attraction/retention projects, Good Host/tourism ambassador programs, arts &amp; culture tours)</li> <li>2. Services (i.e. tourist shuttle, beach cleaner, trail groomer)</li> <li>3. Events and Festivals</li> <li>4. Visitor awareness initiatives (i.e. “do’s and don’ts” guide to encourage/influence responsible visitor behaviour etc.)</li> <li>5. Emergency preparedness programs (i.e. evacuation planning and information, workshops, education and training for tourism operators etc.)</li> </ol>	<p>Maximum of 30% (over three year program term)</p>
<p><b>Program Administration</b></p> <ol style="list-style-type: none"> <li>1. Program Administration (salaries related to the management of RMI funds)</li> <li>2. Travel to the <u>Spring</u> Resort Collaborative Committee meeting</li> <li>3. Performance Measurement (data collection to monitor community support, visitor satisfaction, and tourism growth)</li> </ol>	<p>Up to \$10,000 annually</p>

## 6.4 RMI Project Overview

Section 6 of the RDS must include a Project Overview for each project. A Project Overview template is provided in Appendix I.

The Project Overview must include details on how the project relates to the objectives of the RMI, how it will support the community's goals and vision, estimated project costs, project lead and timelines. The project overview must identify municipal funding, other provincial funding and/or other sources of funding.

**Note:**

- Projects must meet the program's eligibility criteria and the RMI spending parameters outlined in Section 6.1, 6.2 and 6.3.
- Wherever possible, communities should incorporate accessibility and sustainable tourism products and/or practices and support local Indigenous tourism development.
- Where applicable, projects from a community's previous RDS may continue into the new RDS; however, a Project Overview is required for each continued project.
- No new projects should be started until approved by the Ministry.

## 7. Three-Year Financial Plan

A Three-Year Financial Plan must be submitted with the RDS. A Three-Year Financial Plan template is provided in Appendix II.

The Three-Year Financial Plan must include the following:

- projected RMI funding allocations for each proposed project (note – costs should be net of any rebate the community may receive such as a GST rebate);
- carryover from the previous RDS (where applicable);
- carryover from year to year; and,
- interest earned on carryover.

**Note – Carryover:**

- The Ministry requires that RMI funding be expended within two calendar years of being issued, thus RMI funding may be carried over for two calendar years. This allows the community to accumulate funds for larger projects for up to two years. As such, the Three-Year Financial Plan template extends for an additional two years to account for potential carryover of funds received in 2021.
- Where an exceptional/unforeseen circumstance exists and the community is unable to expend the funding within the two years, the Ministry will work with the community to expend the corresponding funds as efficiently and effectively as possible.
- Interest earned on any carryover must be accounted for and included in the subsequent year's available RMI funding.

## 8. Performance Measurement Approach

As the RDS is developed, consideration must be given to performance measurement. Each Project Overview must include details on performance measurement for the project.

As RMI projects are identified, they should link to at least one of the program's overall outcomes:

- extend/diversify tourism season
- increase visitation/return visitation
- improve sustainability
- improve visitor experience

Measuring performance in relation to the intended outcomes of the program will be a useful tool to demonstrate return on investment and to communicate results. All RMI communities are required to utilize a common approach to report out in order to provide consistent data at the community and program level. A common approach is currently under development through a subcommittee of the Resort Communities Collaborative.

### Note:

- Communities will be required to track progress by submitting quarterly financial reports and a detailed annual report. Assessing progress annually will ensure that the RDS is on track and RMI funding is being put to best use in the community.
- A community may allocate up to \$10,000 in RMI funding per year for Program Administration (including performance measurement). If a community intends to use RMI funds for performance measurement, please provide details here (i.e. approach, lead, measures, etc.).

## 9. Funding Requirements

In order to continue participating in the RMI, a community commits to a number of conditions including:

- RMI funds may only be used for approved projects in the RDS or Project Amendment;
- The community must continue to levy the MRDT for marketing and promotion purposes and review RMI and MRDT spending plans to ensure they are complementary, not duplicative;
- The community must continue to involve the tourism sector in planning and development processes;
- Quarterly Financial Reports and an Annual Report must be submitted; and,
- The community must adhere to contractual program communication requirements by ensuring the Province is aware of and involved in project announcements and communication products such as press releases, websites, or promotional material; acknowledging the Province's support of RMI-funded projects; and ensuring signage at physical locations of RMI projects.

Full details of these requirements are stipulated in the annual Shared Cost Arrangement (contract) that each community signs with the Province.

## 10. Approval Process and Timelines

### Approval Process:

1. Please send your draft RDS, based on estimated RMI allocations, to Adrienne Beck, Ministry of Tourism, Arts and Culture at [Adrienne.Beck@gov.bc.ca](mailto:Adrienne.Beck@gov.bc.ca).

2. The Ministry will review the draft RDS and provide feedback to the community.
3. Once the RDS satisfies RMI program requirements, the Ministry will notify the community.
4. In March 2019, the Ministry will provide finalized RMI allocations for the community.
5. The community will incorporate finalized RMI allocation into the RDS (please ensure project costs and the Three-Year Financial Plan are updated accordingly).
6. Final RDS submitted to the Ministry.
7. Local council approval (as required).

**Timelines:**

- A draft RDS, based on estimated RMI allocations, must be submitted to the Ministry no later than **January 15, 2019** (note: drafts are encouraged well before this date).
- The Ministry will review, provide comments and send finalized RMI allocations in March 2019.
- Your RDS should be complete, reviewed and approved by the Ministry, **by April 1, 2019**.

**Appendices:**

- Appendix I: Project Overview Template  
Appendix II: Three-Year RMI Financial Plan

## Appendix I Project Overview Template

<b>RMI Project Title</b>			
<b>RMI Program Goal (select)</b>	<i>Tourism Infrastructure</i>	<i>Tourism Programs, Service or Events</i>	<i>Sustainability Project</i>
<b>Project description</b>			
<b>Project rationale</b>			
<b>Project status</b>	<i>New Project OR Ongoing Project (from previous RDS)</i>		
<b>Project milestones</b>	Anticipated Start Date		
	Anticipated Completion		
<b>Project goal and how it relates to the Program's Outcomes</b>	Project Goal(s):		
	Program Outcome(s):		
<b>Accessibility-related project</b> (if yes, please describe)			
<b>Additional Benefits</b> (please describe)			
<b>Performance Measurement</b> (please include measures used to evaluate project progress)			
<b>Project Lead/Manager</b>			
<b>Funding sources</b>	<b>Total RMI Funding</b>		
	MRDT Funding (if applicable)		
	Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)		
	Municipal Funding		
	Other ( please identify)		
	Total Cost of Project		

**Appendix II Three-Year RMI Financial Plan**

The following must be included in the RDS.

	2019	2020	2021	Potential 2021 Carryover		Total RMI Allocation
				2022	2023	
Carryover from previous year						
Interest earned on carryover						
Anticipated RMI Funding						
<b>Total Funds Available</b>						
<b>Anticipated Spending</b>						
<b>Tourism Infrastructure, Amenities, or Capital Purchases:</b>						
<b>Sub Total</b> (Minimum 70% over 3 year term)						
<b>Tourism Services, Programs or Events:</b>						
<b>Sub Total</b> (Maximum 30% over 3 year term)						
<b>Administration (if applicable):</b>						
Program staff						
Travel to Spring RCC						
Performance Measurement						
<b>Sub Total</b> (up to \$10,000 per year)						
<b>Total Spending:</b>						
Carry forward (if any):						





## VILLAGE OF HARRISON HOT SPRINGS

5(d)

### TERMS OF REFERENCE

#### Resort Development Strategy Committee

#### PURPOSE

The Resort Development Strategy Committee is a Select Committee of Council delegated to draft a Resort Development Strategy (RDS) to support to goals of the Resort Municipality Initiative (RMI) by identifying events and project to be funded by the RMI for the years 2019 -2022.

#### MEMBERSHIP

The committee shall consist of four members, including one member of Council, one Village staff member, the Chair of Tourism Harrison and the Executive Director of Tourism Harrison. A quorum shall consist of three members.

#### PROCEDURES

1. The Chairperson shall be the Council representative.
2. The Committee may meet as required.
3. Upon adoption, Committee meeting minutes shall be forwarded to Council for information.
4. The time and date of the next Committee Meeting shall be scheduled at the end of each Committee meeting.
5. Committee meetings are open to the public.
6. If a Committee member is absent from a meeting for four (4) consecutive regularly scheduled meetings, a member may be disqualified from holding office as a Committee member. Disqualification will not apply if the absence is due to illness or injury or is with leave of the membership.

#### RESPONSIBILITIES

The Committee shall identify potential events and projects which will support RMI goals including but not limited to:

- Building and diversifying tourism infrastructure
- Delivery of exceptional visitor experiences
- Incorporating sustainable and accessible tourism experiences
- Attracting new and return visitors to the Resort Municipality of Harrison Hot Springs

In undertaking this work, the Committee may hear and consider representations by any individual, organization or delegation of citizens on matters regarding the above or as may be referred to it by Council.

#### **TERMINATION OF THE COMMITTEE**

The Committee exists at the pleasure of Council and may be reconstituted at the first meeting of Council in January of each year.

Save with respect to matters expressly dealt with or provided for in this Terms of Reference document, the rules governing proceedings of the Committee shall be those governing proceedings of the Council under the "Village of Harrison Hot Springs Council Procedure Bylaw No. 1002, 2012".