



NOTICE OF MEETING AND AGENDA RESORT DEVELOPMENT STRATEGY COMMITTEE

Wednesday, February 5, 2025, 9:00 AM
Village Office, 495 Hot Springs Road
Harrison Hot Springs, BC V0M 1K0

THIS MEETING WILL BE CONDUCTED IN-PERSON AND VIA ZOOM VIDEO CONFERENCE

1. CALL TO ORDER
Meeting called to order by Mayor Talen. Acknowledgment of traditional territory of Sts'ailes.
2. INTRODUCTION OF LATE ITEMS
3. APPROVAL OF AGENDA
4. ADOPTION OF MINUTES
(a) THAT the minutes of the March 12, 2019 Resort Development Strategy Committee meeting be adopted. Page 1
5. ITEMS FOR DISCUSSION
(a) Committee Overview / Terms of Reference Page 3
(b) Previous Resort Development Strategy Page 5
(c) RDS Guidelines Page 47
(d) Provincial Timeline / Next Steps
(e) Next Meeting Date
6. ADJOURNMENT

Amanda Graham
Corporate Officer

**VILLAGE OF HARRISON HOT SPRINGS
RESORT DEVELOPMENT STRATEGY
COMMITTEE MEETING**

DATE: March 12, 2019
TIME: 3:00 p.m.
PLACE: Council Chamber
495 Hot Springs Road
Harrison Hot Springs, BC

IN ATTENDANCE: Councillor Samantha Piper, Chair
Tourism Harrison Executive Director, Robert Reyerse
Community Services Coordinator, Rhonda Schell

ABSENT: Tourism Harrison Board of Director's Chair, Tara Ryder

Recording Secretary: Nicole Sather

1. CALL TO ORDER

The Chair called the meeting to order at 3:03 p.m.

2. INTRODUCTION OF LATE ITEMS

None

3. APPROVAL OF AGENDA

Moved by Robert Reverse
Seconded by Rhonda Schell

THAT the agenda be approved.

**CARRIED
UNANIMOUSLY**
RDS-2019-03-01

4. ADOPTION OF MINUTES

Moved by Robert Reverse
Seconded by Rhonda Schell

THAT the Minutes of January 19, 2019 Resort Development Strategy Committee Meeting be adopted.

**CARRIED
UNANIMOUSLY**
RDS-2019-03-02

5. ITEMS FOR DISCUSSION

(a) Draft Resort Development Strategy Review

Draft Resort Development Strategy reviewed and feedback was provided by committee members prior to submitting to Ministry of Tourism, Arts and Culture, Resort Municipality Initiative.

*Village of Harrison Hot Springs
Minutes of the Resort Development Strategy Committee Meeting
March 12, 2019*

7. ADJOURNMENT

Moved by Robert Reyerse
Seconded by Rhonda Schell

THAT the meeting be adjourned at 3:26 p.m.

**CARRIED
UNANIMOUSLY**
RDS-2019-03-03

Councillor Samantha Piper
Chair

Debra Key
Corporate Officer

TERMS OF REFERENCE

**Resort Development Strategy
Committee**

1. PURPOSE

The Resort Development Strategy Committee is a Select Committee of Council delegated to draft a Resort Development Strategy (RDS) to support the goals of the Resort Municipality Initiative (RMI) by identifying events and projects to be funded by the RMI for the years 2025-2027.

2. MEMBERSHIP & MEETINGS

- 2.1 The Committee shall consist of five members, including two members 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.
- 2.2 The Chairperson shall be appointed by the Mayor.
- 2.3 The Committee may meet as required and shall structure its activities to meet at least three (3) times per year.
- 2.4 The Chairperson may call meetings at any time.
- 2.5 The committee meeting schedule will be posted on the Village of Harrison Hot Springs' website. Committee meetings are open to the public.
- 2.6 Meeting minutes will be taken by Village staff. Upon adoption, Committee meeting minutes shall be forwarded to Council for information.
- 2.7 If a Committee member is absent from a meeting for two (2) consecutive regularly scheduled meetings, that member may be disqualified from holding office as a Committee member. Disqualification will not apply if the absence is due to illness, injury or is with leave of the Chair.

3. RESPONSIBILITIES

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

- 3.1 Building and diversifying tourism infrastructure
- 3.2 Delivery of exceptional visitor experiences
- 3.3 Incorporating sustainable and accessible tourism experiences
- 3.4 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.

REPORTING AND AUTHORITY

The Committee Chair will be the spokesperson for the Committee. The Committee does not have the authority to directly change bylaws or policies. All recommendations must be referred to Council.

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. 1164, 2021".

TERM

The Committee exists to develop an RDS and will be dissolved upon Council's final approval of the RDS.



HARRISON HOT SPRINGS

Naturally Refreshed

Resort Development Strategy

2022/23-2024/25



CONTENTS

Background	3
Harrison Hot Springs Quick Facts	3
Completed RMI Projects	5
Profile	6
Market	6
2019 - 2021 Tourism Influences	7
Regional and Local Tourism Context	8
Seasonality	9
Accommodation, Retail, Entertainment, Food and Beverage	9
VISION AND GOALS	10
Community Long Term Vision:	10
Goals	10
Stakeholder and Public Consultation	10
Strategy Alignment	11
PROJECTS	14
FINANCIAL PLAN	15
PERFORMANCE MEASUREMENT APPROACH	16
ATTACHMENTS	17



Background

Nestled against Southwestern British Columbia's magnificent mountains and the sandy beaches of Harrison Lake, the village of Harrison Hot Springs is filled with rich history, natural wonders, incredible economic opportunities, and entrepreneurial spirit. The village is just a short 90 minute drive east of Vancouver. Designated a Resort Municipality by the Province of BC, Harrison Hot Springs is a tourism hotspot with a resident population of approximately 1900. Our main markets include visitors from British Columbia, Alberta, USA, Europe, and Asia.

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 unique 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.

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 enhancing existing tourism infrastructure with a focus on COVID-19 recovery, extending our tourism season, continuing to deliver exceptional visitor experiences, and incorporating sustainable tourism practices and products.

Harrison Hot Springs Quick Facts

At this time, Highway 9 is the only route into the village and is maintained by the Ministry of Transportation and Infrastructure. Additional means of access are the float plane dock,

KEY ATTRACTIONS

▲ SPA & WELLNESS

Hot Springs Pools
Resort and Hotels

▲ SPORT FISHING

Harrison Lake
Rivers

▲ INFRASTRUCTURE

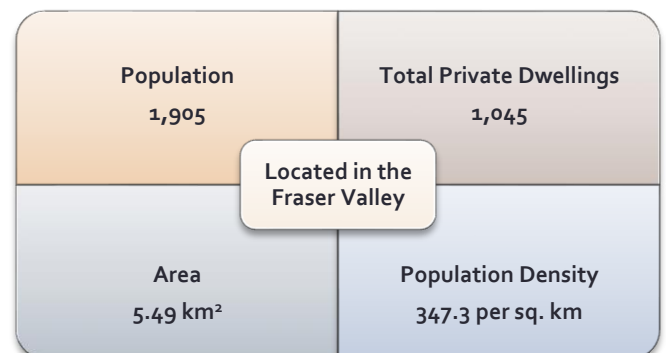
Plaza
Memorial Hall
Boat Ramp
Docks
Outdoor Synthetic Skating R

▲ NATURE BASED

Harrison Lake
Bird Watching
Beach
Green Space
Trails
Forest Bathing
Proximity to Sasquatch
Provincial Park, Sasquatch
Mountain, Kilby Historic Site,
Golfing

▲ WATER BASED

Boating
Sailing
Windsurfing
Kiteboarding
Paddleboarding





maintained by the Village of Harrison Hot Springs (the Village), and the Harrison River which is accessible by boat from the Fraser River.

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 play 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 River Valley. 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	Lagoon Fountain & Aeration
Starlight Skating Rink	Sasquatch Museum Carving



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



Bands on the Beach



Lights By the Lake



Sasquatch Days

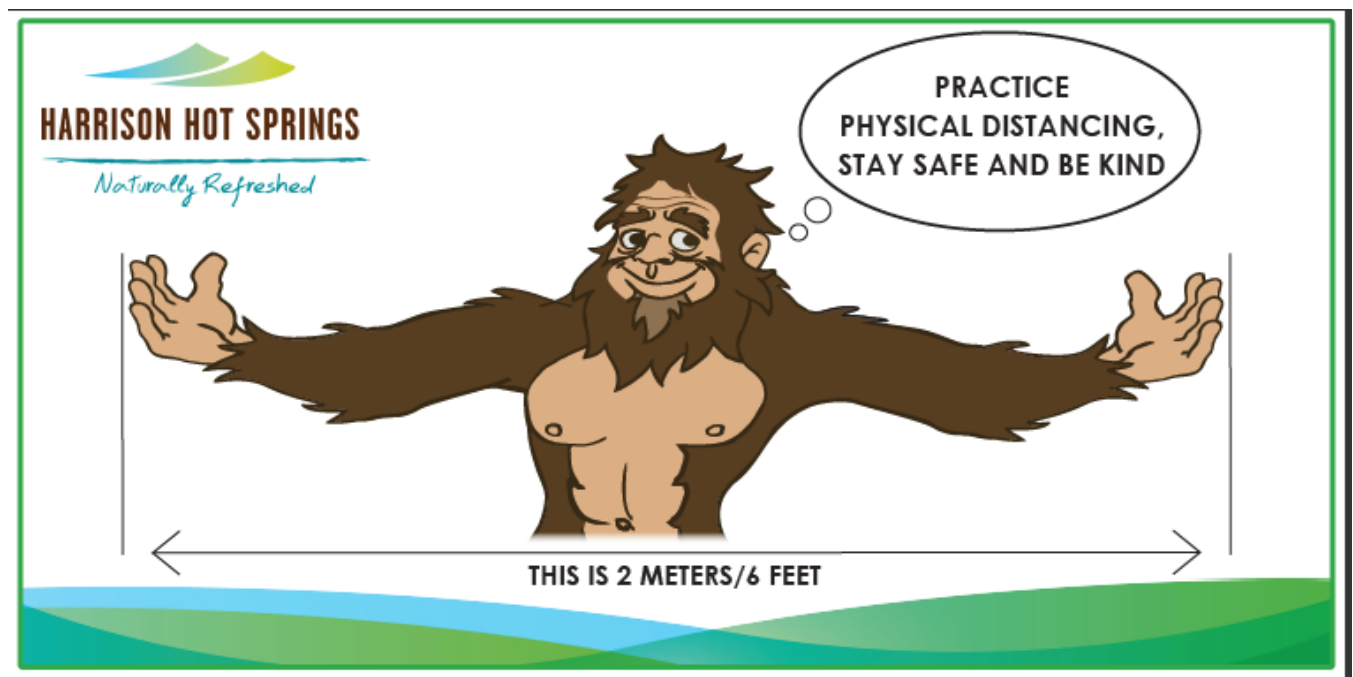


Profile

The following section provides some recent economic context for the tourism industry in Harrison Hot Springs. These include: significant influences on tourism and possible influence on the resort community's economies.

Market

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. However, throughout 2020 – 2022, Harrison Hot Springs was deeply impacted by the COVID-19 pandemic. The necessary public health measures to protect the population (travel restrictions, hotel closures, public health orders, and limited events) dramatically changed the market profile with visitors mainly coming from the Lower Mainland as day trippers. Weather was also an important factor for Harrison Hot Springs due to forest fires, heat domes, and atmospheric rivers damaging roadways that cut off access to Harrison Hot Springs.





2019 - 2021 Tourism Influences

The Village has a strong Destination Marketing Organization with a mission of, “leading and working with a group of regional partners, Tourism Harrison River Valley will grow tourism through a sustained and innovative marketing program.” In 2021, Tourism Harrison River Valley rebranded to Tourism Harrison River Valley (THRV) to reflect the change in MRDT area expansion. Revenue sources now come from the District of Kent and Fraser Valley Regional District Electoral Area C as well as the Village of Harrison Hot Springs.

In 2019, THRV continued to build on the 2018 marketing strategy with a focus on online marketing and branding and strategic target marketing primarily focused on three geographical areas: Lower Mainland, the Fraser Valley and western Washington State. However, almost all marketing was halted due to travel restrictions in 2020. As restrictions were gradually lifted in 2021, THRV worked with key stakeholders to leverage online marketing tools to rebuild a social media presence and increase traffic and engagement on these platforms.



COVID-19 Recovery

The THRV 2022 Tactical Plan states: “COVID-19 has forced us to adjust our strategy slightly and consider which events are going to do the most for our community. We still plan to continue focusing on our key shoulder season events, such as Lights by the Lake, and will investigate introducing new events that will support overnight stays.” Beyond resuming events, the Village will expand on infrastructure that will maximize recent investments and build on the pre-pandemic momentum that was attracting visitors during the slower tourism seasons to help shift the community to a year-round tourism economy.



Regional and Local Tourism Context

As the majority of visitors to Harrison travel come from the lower mainland, it was important that a strong presence was established in that market. Tourism Harrison River Valley 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 River Valley website or Tourism Harrison River Valley 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 River Valley 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.

Vitally 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. A new event was introduced in 2021, the Season of the Wild is a shoulder season focused event that encourages visitors to visit the Harrison River Valley in the fall to view the salmon migration and bald eagle congregation safely and respectfully. 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 lower mainland 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.



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 by improving the quality and quantity of tourism amenities and tourism related infrastructure.
2. Increase number of accessible/barrier free amenities by adding on to existing amenities and installing at least one new amenity.
3. Diversify seasonal nature of the tourism industry by developing shoulder season events/programming and investing in tourism assets that prolong the tourism season.
4. Sustain and grow Cooperative Partnerships by working with partner agencies such as Tourism Harrison River Valley, adjacent communities, and Sts'ailes.

Stakeholder and Public Consultation

The projects identified in this Resort Development Strategy are the result of consultation with the community and stakeholders of the Harrison Hot Springs tourism industry and the Chamber of Commerce. In 2019, the Village developed a Lagoon Area Masterplan, which received positive feedback and support from the community. Environmental and conservation stakeholders were also engaged during the Lagoon Redesign Master Plan. Also in 2019, the Village surveyed the community to determine the level of support for a synthetic outdoor rink. Again, this project received positive feedback and support and the Village continues to expand on this project which has been a successful addition to the Lights by the Lake festival.

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. The Village is currently in the early stages of consultation on a new project that will further reflect Council's commitment to reconciliation and educate visitors and residents about the cultural significance and



history of the unceded territory of Sts'ailes. The consultation process will inform the project to ensure that the idea for the infrastructure that will be installed originates from Sts'ailes.

Strategy Alignment

1. Provincial Strategic Framework for Tourism 2022–2024

The Village of Harrison Hot Springs, in partnership with Tourism Harrison River Valley, supports the Provincial vision to rebuild a strong, thriving tourism sector after the COVID-19 Pandemic. Tourism is at the heart of our economy and took a significant hit from travel restrictions that were put in place for public safety. The projects in our strategy align with the Strategic Framework in several ways. The Synthetic Outdoor Rink Covering will attract people and enhance the tourist experience of this accessible amenity while supporting our community in rebuilding the visitor economy during the shoulder season. The Accessible Playground and Sunshade and Beach Shade Structures will create a more inclusive environment along our popular waterfront destination. For several years, we have enjoyed celebrating Indigenous culture and traditions with 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. StrongerBC Economic Plan 2022

The accessible playground, Indigenous consultation and infrastructure, and Sasquatch Days and other popular events, support the StrongerBC Economic Plan's goals to "host world-class events, support Indigenous tourism, and ensure that the social, cultural, environmental and economic benefits that come with a thriving tourism industry are enjoyed by all".

3. 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 exceptional 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 enhance our outdoor synthetic skating rink area by installing a cover and will continue with the highly successful Lights by the Lake festival that creates a festive winter ambiance. The Accessible Playground and Sunshade and Beach Shade Structures will improve accessibility to visitor amenities and increase the utilization of the existing assets such as picnic tables along the waterfront. To "ensure that the history and cultural expression of Indigenous communities is



embedded in the development, interpretation, and celebration of the Fraser River” the Village will continue with the iconic Sasquatch Days festival in partnership with Sts’ailes and work towards an infrasturcure installation that will celebrate Sts’ailes culture and educate visitors.

4. Destination Marketing Organization, Tourism Harrison River Valley

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

Tourism Harrison River Valley 2022-2027 Strategic Plan

“Welcome the world to experience the beating/vibrant/living heart of the Fraser Valley. Nestled amongst magnificent mountains, lush forests, mighty rivers, pristine beaches and healing hot springs, the Harrison River Valley is a year round destination 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 while managing destination tourism to ensure a great experience for visitors and residents alike.”

Tourism Harrison One Year Tactical Plan 2022

“We still plan to continue focusing on our key shoulder season events, such as Lights by the Lake, and will investigate introducing new events that will support overnight stays.”

5. 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 though 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.

6. 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 looks forward to 2050 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.

7. Indigenous Tourism Accord

Two projects in our RDS (Sasquatch Days and Indigenous Consultation and Infrastructure) align with the goals in the Indigenous Tourism Accord by promoting awareness of Indigenous culture and history, increasing inclusiveness, create culture experiences for visitors.





PROJECTS

<SEE ATTACHED PROJECT PDF'S >

Resort Municipality Initiative 2022-2024 Project Outline

****This form must be submitted as a digital PDF. Scanned forms will not be accepted.****

Project Title Boat Launch Building - Final Phase		Project Lead Community Services Manager	
RMI Program Category Tourism Infrastructure, Amenities, & Capital	Project Status Ongoing	Start Date August 2022	Completion Date November 2022
<p>Project Description Please provide a brief description of the project (max 250 words).</p> <p>The boat launch building is adjacent to the outdoor synthetic skating rink. The building will be expanded and renovated to accommodate a skate rental shop, concession, and public accessible washrooms.</p>			
<p>Detailed Project Works Please describe the detailed project works that will be achieved with the RMI funds.</p> <p>Completion of all construction and landscaping activities for the boat launch building</p>			
<p>Project Goal(s) Please describe which of your RDS goals this project will support.</p> <ol style="list-style-type: none"> 1. Enhance visitor experience and satisfaction by improving the quality and quantity of tourism amenities and tourism related infrastructure. 2. Increase number of accessible/barrier free amenities by adding on to existing amenities and installing at least one new amenity. 3. Diversify seasonal nature of the tourism industry by developing shoulder season events/programming and investing in tourism assets that prolong the tourism season. 			
<p>Program Objectives Please identify the RMI program objective(s) this project supports and describe.</p> <ol style="list-style-type: none"> 1. Develop and/or enhance tourism infrastructure and amenities The rink is an attraction for visitors in the off season and is unique to the area. It ties in with the highly successful Lights By the Lake event. It creates a lively atmosphere at the east end of our main street where the lights festival terminates. Having a concession and accessible public washrooms will enhance the visitor experience. 2. Deliver remarkable visitor experiences The Lights by the Lake Festival and Skating Rink draw over 30,000 visitors between November and January which supports businesses to employ staff year round and remain open in the winter. 			

Performance Measurement Please identify the RMI program outcome(s) this project supports and describe the performance measures that will be used to measure outcome.

Extend and/or diversify communities' tourism season measured by changes in MRDT revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons. Change in number of business licences, businesses that extend hours or businesses that remain open year round that demonstrate growth in the shoulder or off season will also be compared.

Increase new visitation and/or return visitation by tracking Visitor Information Centre statistics, hotel reporting, and pay parking data.

Improve accessibility by tracking the total number of accessible amenities installed to demonstrate growth.

Please indicate if the project supports one or more of the following initiatives. Select all that apply.

☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☐ Sustainability

Please describe how the project supports these initiatives:

Yes, access to the rink is accessible and there will be accessible seating for spectators.

Funding Sources

Total RMI Funding	\$ 13,784
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$ 13,784

Resort Municipality Initiative 2022-2024 Project Outline

****This form must be submitted as a digital PDF. Scanned forms will not be accepted.****

Project Title Lagoon Development - Final Phase		Project Lead Community Services Manager	
RMI Program Category Tourism Infrastructure, Amenities, & Capital	Project Status Ongoing	Start Date July 2022	Completion Date December 2022
<p>Project Description Please provide a brief description of the project (max 250 words).</p> <p>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 funded the Lagoon Redesign Master Plan in 2019, which created a vision for this amenity, identified tourism opportunities, and created a plan to improve the current design and aesthetics. During the development of the plan, citizens and stakeholders were engaged.</p>			
<p>Detailed Project Works Please describe the detailed project works that will be achieved with the RMI funds.</p> <p>Completion of construction and landscaping for the Lagoon Development project.</p>			
<p>Project Goal(s) Please describe which of your RDS goals this project will support.</p> <ol style="list-style-type: none"> 1. Enhance visitor experience and satisfaction by improving the quality and quantity of tourism amenities and tourism related infrastructure. 2. Increase number of accessible/barrier free amenities by adding on to existing amenities and installing at least one new amenity. 			
<p>Program Objectives Please identify the RMI program objective(s) this project supports and describe.</p> <ol style="list-style-type: none"> 1. Develop and/or enhance tourism infrastructure and amenities The Harrison Lake Lagoon is a major identifier of our village and a draw for tourism. A redesign of this outdated amenity is crucial to keeping Harrison Hot Springs a popular destination. 2. Implement sustainable tourism projects and initiatives Environmental consultation will ensure that this amenity is upgraded and maintained in a sustainable and responsible manner. 3. Deliver remarkable visitor experiences The Lights by the Lake Festival encompasses the lagoon and upgrading this area will contribute to the success of that event. 			

Performance Measurement Please identify the RMI program outcome(s) this project supports and describe the performance measures that will be used to measure outcome.

Extend and/or diversify communities' tourism season measured by changes in MRDT revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons. Change in number of business licences, businesses that extend hours or businesses that remain open year round that demonstrate growth in the shoulder or off season will also be compared.

Increase new visitation and/or return visitation by tracking Visitor Information Centre statistics, hotel reporting, and pay parking data.

Improve accessibility by tracking the total number of accessible amenities installed to demonstrate growth.

Please indicate if the project supports one or more of the following initiatives. Select all that apply.

☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☐ Sustainability

Please describe how the project supports these initiatives:

The berm, plaza, and walkway shown in the attached plan are all accessible and environmental consultation is being undertaken to ensure sustainability.

Funding Sources

Total RMI Funding	\$ 258,610
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$ 258,610

Resort Municipality Initiative 2022-2024 Project Outline

****This form must be submitted as a digital PDF. Scanned forms will not be accepted.****

Project Title Synthetic Outdoor Skating Rink – “Cover”		Project Lead Community Services Manager	
RMI Program Category Tourism Infrastructure, Amenities, & Capital	Project Status New	Start Date August 2022	Completion Date November 2022
<p>Project Description Please provide a brief description of the project (max 250 words).</p> <p>A synthetic outdoor skating rink was installed in 2019 to complement the Lights by the Lake festival which runs November to January, providing a much needed draw to the village during the off-season. To expand on this project, a covering will be installed to provide a shelter for users and spectators. This project enhances a vibrant, social, public space that promotes healthy living, happiness, and well-being.</p>			
<p>Detailed Project Works Please describe the detailed project works that will be achieved with the RMI funds.</p> <ul style="list-style-type: none"> - Source a covering (and possible accessories such as lock blocks), additional lighting, and storage facility - Engineering and design if necessary - Installation that may include electrical and pavement modifications for anchors 			
<p>Project Goal(s) Please describe which of your RDS goals this project will support.</p> <ol style="list-style-type: none"> 1. Enhance visitor experience and satisfaction by improving the quality and quantity of tourism amenities and tourism related infrastructure. 2. Increase number of accessible/barrier free amenities by adding on to existing amenities and installing at least one new amenity. 3. Diversify seasonal nature of the tourism industry by developing shoulder season events/programming and investing in tourism assets that prolong the tourism season. 4. Sustain and grow Cooperative Partnerships by working with partner agencies such as Tourism Harrison River Valley, adjacent communities, and Sts'ailes. 			
<p>Program Objectives Please identify the RMI program objective(s) this project supports and describe.</p> <ol style="list-style-type: none"> 1. Develop and/or enhance tourism infrastructure and amenities While the rink itself is unaffected by rain, we have received feedback that the users and spectators would be more likely to stay longer and return if there was a covering during inclement weather. This rink is an attraction for visitors in the off season and is unique to the area. It ties in with the highly successful Lights By the Lake event. It creates a lively atmosphere at the east end of our main street where the lights festival terminates. The covering will enhance the visitor experience. A covering will also enhance the usability of this accessible amenity. 2. Deliver remarkable visitor experiences The Lights by the Lake Festival and Skating Rink draw over 30,000 visitors between November and January which supports businesses to employ staff year round and remain open in the winter. 3. Implement sustainable tourism projects and initiatives The skating rink itself is made from recycled plastic, does not require electricity or chemicals. Adding a covering to this amenity will not only improve the visitor experience, it will lengthen the life expectancy of the asset. 			

Performance Measurement Please identify the RMI program outcome(s) this project supports and describe the performance measures that will be used to measure outcome.

Extend and/or diversify communities' tourism season measured by changes in MRDT revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons. Change in number of business licences, businesses that extend hours or businesses that remain open year round that demonstrate growth in the shoulder or off season will also be compared.

Increase new visitation and/or return visitation by tracking Visitor Information Centre statistics, hotel reporting, and pay parking data.

Improve accessibility by tracking the total number of accessible amenities installed to demonstrate growth.

Please indicate if the project supports one or more of the following initiatives. Select all that apply.

☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☐ Sustainability

Please describe how the project supports these initiatives:

Yes, access to the rink is accessible and there will be accessible seating for spectators.

Funding Sources

Total RMI Funding	\$ 125,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$ 125,000

Resort Municipality Initiative 2022-2024 Project Outline

****This form must be submitted as a digital PDF. Scanned forms will not be accepted.****

Project Title Beach Shade Structures		Project Lead Community Services Manager	
RMI Program Category Tourism Infrastructure, Amenities, & Capital	Project Status New	Start Date January 2023	Completion Date June 2023
<p>Project Description Please provide a brief description of the project (max 250 words).</p> <p>The Village of Harrison Hot Springs will install several shade structures along the beach and popular picnic area which is used by both day trippers and overnight visitors.</p> <p>During the time periods that restaurants were closed or had limited seating due to public health orders, local restaurants began offering take out picnic packages and other meals. Outdoor seating is vital to the success of this strategy.</p>			
<p>Detailed Project Works Please describe the detailed project works that will be achieved with the RMI funds.</p> <p>Engineering and project management Design Construction Landscaping</p>			
<p>Project Goal(s) Please describe which of your RDS goals this project will support.</p> <ol style="list-style-type: none"> 1. Enhance visitor experience and satisfaction by improving the quality and quantity of tourism amenities and tourism related infrastructure. 2. Increase number of accessible/barrier free amenities by adding on to existing amenities and installing at least one new amenity. 3. Diversify seasonal nature of the tourism industry by developing shoulder season events/programming and investing in tourism assets that prolong the tourism season. 4. Sustain and grow Cooperative Partnerships by working with partner agencies such as Tourism Harrison River Valley, adjacent communities, and Sts'ailes. 			
<p>Program Objectives Please identify the RMI program objective(s) this project supports and describe.</p> <ol style="list-style-type: none"> 1. Develop and/or enhance tourism infrastructure and amenities Sun shades will broaden the appeal of the lakefront area and become an additional amenity during the rainy shoulder and off season. <input type="checkbox"/> There are many rainy days in Harrison Hot Springs, but that does not detract from the beauty. To create an additional activity for visitors to partake in during the shoulder and off seasons, shade structures will provide protection while stopping to appreciate the views. 2. Implement sustainable tourism projects and initiatives The COVID-19 pandemic and climate change related weather events such as heat domes and atmospheric rivers, brought the need for shade structures to the forefront. As the temperature increases in the summer, tourists are feeling the need to bring their own tents to the beach. In order to protect our in ground infrastructure and maintain a view of the majestic lake and mountains to be enjoyed by all, permanent shade structures need to be installed and used on a first come, first served basis. 			

Performance Measurement Please identify the RMI program outcome(s) this project supports and describe the performance measures that will be used to measure outcome.

Extend and/or diversify communities' tourism season measured by changes in MRDT revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons. Change in number of business licences, businesses that extend hours or businesses that remain open year round that demonstrate growth in the shoulder or off season will also be compared.

Increase new visitation and/or return visitation by tracking Visitor Information Centre statistics, hotel reporting, and pay parking data.

Improve accessibility by tracking the total number of accessible amenities installed to demonstrate growth.

Please indicate if the project supports one or more of the following initiatives. Select all that apply.

☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☐ Sustainability

Please describe how the project supports these initiatives:

Shade structures will be accessible from accessible pathways and installed near accessible picnic tables. Provision of shade will also influence responsible tourism from visitors mitigating in-ground damage to infrastructure and landscaping.

Funding Sources	
Total RMI Funding	\$ 375,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$ 375,000

Resort Municipality Initiative 2022-2024 Project Outline

****This form must be submitted as a digital PDF. Scanned forms will not be accepted.****

Project Title Accessible Playground and Sunshade		Project Lead Community Services Manager	
RMI Program Category Tourism Infrastructure, Amenities, & Capital	Project Status New	Start Date January 2024	Completion Date May 2024
<p>Project Description Please provide a brief description of the project (max 250 words).</p> <p>The Village has focused on increasing accessible tourism by installing mobi-mats for access to the water, accessible viewing platform, and accessible picnic tables. To create further inclusivity, an accessible playground will be installed adjacent to the newly installed Lagoon Berm and Plaza. In response to climate change and the need for relief from the heat, a sun shade will be installed over the playground.</p> <p>The Harrison Lake Lagoon is a major attraction for tourism in the summer for swimming, sun bathing, picnics, and the lagoon walk. The Village has made this area a focal point for tourism infrastructure investment. An accessible playground will create an additional amenity for tourists with disabilities, which make up approximately 25% of the tourism market (Destination BC: A Growing Tourism Market, 2019).</p>			
<p>Detailed Project Works Please describe the detailed project works that will be achieved with the RMI funds.</p> <p>Remove existing playground Design and engineering Source and installation of accessible playground Source and installation of recycled rubber surface Source and installation of sunshades Landscaping Furnishings</p>			
<p>Project Goal(s) Please describe which of your RDS goals this project will support.</p> <ol style="list-style-type: none"> 1. Enhance visitor experience and satisfaction by improving the quality and quantity of tourism amenities and tourism related infrastructure. 2. Increase number of accessible/barrier free amenities by adding on to existing amenities and installing at least one new amenity. 3. Diversify seasonal nature of the tourism industry by developing shoulder season events/programming and investing in tourism assets that prolong the tourism season. 4. Sustain and grow Cooperative Partnerships by working with partner agencies such as Tourism Harrison River Valley, adjacent communities, and Sts'ailes. 			
<p>Program Objectives Please identify the RMI program objective(s) this project supports and describe.</p> <ol style="list-style-type: none"> 1. Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> 1. Continuing to add accessible amenities to the Village that can be used year round. 2. Implement sustainable tourism projects and initiatives <ul style="list-style-type: none"> 1. Recycled plastic and rubber will be used to ensure that the project is using sustainable material where possible. 			

Performance Measurement Please identify the RMI program outcome(s) this project supports and describe the performance measures that will be used to measure outcome.

Extend and/or diversify communities' tourism season measured by changes in MRDT revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons. Change in number of business licences, businesses that extend hours or businesses that remain open year round that demonstrate growth in the shoulder or off season will also be compared.

Increase new visitation and/or return visitation by tracking Visitor Information Centre statistics, hotel reporting, and pay parking data.

Improve accessibility by tracking the total number of accessible amenities installed to demonstrate growth.

Please indicate if the project supports one or more of the following initiatives. Select all that apply.

☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports these initiatives:

Accessible playground in the heart of the commercial tourism area.

Recycled rubber surfacing will contribute to the long-term sustainability of our outdoor recreation sites.

Funding Sources

Total RMI Funding	\$ 350,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$ 350,000

Resort Municipality Initiative 2022-2024 Project Outline

****This form must be submitted as a digital PDF. Scanned forms will not be accepted.****

Project Title Indigenous Consultation and Cultural Infrastructure		Project Lead Community Services Manager and Sts'ailes	
RMI Program Category Tourism Infrastructure, Amenities, & Capital	Project Status New	Start Date July 2022	Completion Date September 2023
<p>Project Description Please provide a brief description of the project (max 250 words).</p> <p>Inspired by "Reconciliation Crosswalks" in other communities, the Village initiated conversations with Sts'ailes to gauge interest in a project that would promote reconciliation while celebrating the tradition and culture of Sts'ailes, whose traditional territory we occupy and tourists visit. While we are still in the very early stages of consultation, there is excitement and commitment from both communities to collaborate on such an initiative. The Village is committed to Indigenous place making in a prominent, central location, that will not only educate the public but also enhance visitor experience.</p> <p>This project will include consultation activity, planning, artwork, and infrastructure installation. In the spirit of true reconciliation, we are starting with a blank slate to ensure that the project is lead by ideas originating from Sts'ailes and the project will be a direct outcome from the consultation process.</p> <p>Harrison Hot Springs has undertaken several significant projects to include Indigenous culture and presence throughout the village. In 2019, the Sts'ailes flag was permanently raised next to the Harrison Hot Springs flag in the Civic Plaza and a new park was created near the hot springs source, aptly named Qwólts Park, after the village that was occupied by Sts'ailes before settlers arrived. In addition to the name, interpretive signage and traditional artwork was installed in the park. We understand that these are just beginning steps in the reconciliation process and we wish to continue to strengthen the good relationship we have with Sts'ailes and build upon the work that has been completed.</p>			
<p>Detailed Project Works Please describe the detailed project works that will be achieved with the RMI funds.</p> <p>Consultation Commission artist Installation Ceremony</p>			
<p>Project Goal(s) Please describe which of your RDS goals this project will support.</p> <ol style="list-style-type: none"> 1. Enhance visitor experience and satisfaction by improving the quality and quantity of tourism amenities and tourism related infrastructure. 2. Increase number of accessible/barrier free amenities by adding on to existing amenities and installing at least one new amenity. 3. Diversify seasonal nature of the tourism industry by developing shoulder season events/programming and investing in tourism assets that prolong the tourism season. 4. Sustain and grow Cooperative Partnerships by working with partner agencies such as Tourism Harrison River Valley, adjacent communities, and Sts'ailes. 			
<p>Program Objectives Please identify the RMI program objective(s) this project supports and describe.</p> <ol style="list-style-type: none"> 1. Develop and/or enhance tourism infrastructure and amenities 2. Deliver remarkable visitor experiences <p><input type="checkbox"/> Installation of Indigenous infrastructure will enhance the tourism amenities and experience.</p>			

Performance Measurement Please identify the RMI program outcome(s) this project supports and describe the performance measures that will be used to measure outcome.

Extend and/or diversify communities' tourism season measured by changes in MRDT revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons. Change in number of business licences, businesses that extend hours or businesses that remain open year round that demonstrate growth in the shoulder or off season will also be compared.

Increase new visitation and/or return visitation by tracking Visitor Information Centre statistics, hotel reporting, and pay parking data.

Improve accessibility by tracking the total number of accessible amenities installed to demonstrate growth.

Improve Indigenous Tourism demonstrated by the installation of Indigenous infrastructure as a result of consultation with Sts'ailes.

Enhance visitor experience assessed through the Tourism Sentiment Index tool and comparing year over year data of visitor satisfaction.

Please indicate if the project supports one or more of the following initiatives. Select all that apply.

☒ Indigenous Tourism ☐ Diversity & Inclusion ☐ Emergency Preparedness ☐ Sustainability

Please describe how the project supports these initiatives:

Supports reconciliation, Indigenous tourism, and cultural education.

Funding Sources

Total RMI Funding	\$ 25,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	\$ 3,000
Other	
Total Cost of Project	\$ 28,000

Resort Municipality Initiative 2022-2024 Project Outline

****This form must be submitted as a digital PDF. Scanned forms will not be accepted.****

Project Title Events		Project Lead Community Services Manager	
RMI Program Category Tourism Programs, Services, or Events	Project Status New	Start Date January 2022	Completion Date December 2025
<p>Project Description Please provide a brief description of the project (max 250 words).</p> <p>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.</p> <p>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.</p>			
<p>Detailed Project Works Please describe the detailed project works that will be achieved with the RMI funds.</p> <p>Coordination and delivery of events.</p>			
<p>Project Goal(s) Please describe which of your RDS goals this project will support.</p> <ol style="list-style-type: none"> 1. Enhance visitor experience and satisfaction by improving the quality and quantity of tourism amenities and tourism related infrastructure. 2. Increase number of accessible/barrier free amenities by adding on to existing amenities and installing at least one new amenity. 3. Diversify seasonal nature of the tourism industry by developing shoulder season events/programming and investing in tourism assets that prolong the tourism season. 4. Sustain and grow Cooperative Partnerships by working with partner agencies such as Tourism Harrison River Valley, adjacent communities, and Sts'ailes. 			
<p>Program Objectives Please identify the RMI program objective(s) this project supports and describe.</p> <p>2. Deliver remarkable visitor experiences</p> <p><input type="checkbox"/> The events in Harrison Hot Springs enhance the visitor experience by creating a lively atmosphere, provide things to do, encourage repeat visitation, and extend the duration of overnight stays. Events during the shoulder and off season attract visitation.</p>			

Performance Measurement Please identify the RMI program outcome(s) this project supports and describe the performance measures that will be used to measure outcome.

Extend and/or diversify communities' tourism season measured by changes in MRDT revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons. Change in number of business licences, businesses that extend hours or businesses that remain open year round that demonstrate growth in the shoulder or off season will also be compared.

Increase new visitation and/or return visitation by tracking Visitor Information Centre statistics, hotel reporting, and pay parking data.

Improve Indigenous Tourism demonstrated by delivering Sasquatch Days in partnership with Sts'ailes.

Enhance visitor experience assessed through the Tourism Sentiment Index tool and comparing year over year data of visitor satisfaction.

Please indicate if the project supports one or more of the following initiatives. Select all that apply.



Indigenous Tourism



Diversity & Inclusion



Emergency Preparedness



Sustainability

Please describe how the project supports these initiatives:

Sasquatch Day is a cultural event held annually in partnership with Sts'ailes.

All events are held in accessible locations.

Funding Sources

Total RMI Funding	\$ 270,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$ 270,000

	2022	2023	2024	2025	2026	Total RMI Allocation
Carryover from previous year	\$ 1,002,404	\$ 98,876	\$ 40,783	\$ 7,109	\$ -	
Interest earned on carryover	\$ 10,024	\$ 989	\$ 408	\$ 71	\$ -	\$ 11,492
Anticipated RMI Funding	\$ 621,246	\$ 425,918	\$ 425,918			\$ 1,473,082
Total Funds Available	\$ 1,633,674	\$ 525,783	\$ 467,109	\$ 7,180		\$ 2,486,978

Anticipated Spending						
Carry Over Projects:						
Synthetic Outdoor Rink Project	\$ 9,798	\$ -	\$ -	\$ -	\$ -	\$ 9,798
Concession/Boat Launch Building	\$ 276,216	\$ -	\$ -	\$ -	\$ -	\$ 276,216
Lagoon Development	\$ 716,390	\$ -	\$ -	\$ -	\$ -	\$ 716,390
Sub Total	\$ 1,002,404	\$ -	\$ -	\$ -	\$ -	\$ 1,002,404

Tourism Infrastructure, Amenities, or Capital Purchases:

Concession/Boat Launch Building Final Phase	\$ 13,784	\$ -	\$ -	\$ -	\$ -	\$ 13,784
Lagoon Development Final Phase	\$ 258,610	\$ -	\$ -	\$ -	\$ -	\$ 258,610
Rink Covering	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
Beach Shade Structures	\$ -	\$ 375,000	\$ -	\$ -	\$ -	\$ 375,000
Accessible Playground	\$ -	\$ -	\$ 350,000	\$ -	\$ -	\$ 350,000
Indigenous Consultation and Cultural Infrastructure	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Sub Total	\$ 422,394	\$ 375,000	\$ 350,000	\$ -	\$ -	\$ 3,152,202
(Minimum 70% over 3 year term)						92%

Tourism Services, Programs or Events:

Events listed in Project Description	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ 270,000
Sub Total	\$ 90,000	\$ 90,000	\$ 90,000	\$ -	\$ -	\$ 270,000
(Maximum 30% over 3 year term)						8%

Administration (if applicable):

Program staff	14,000	14,000	14,000			42,000
Travel to Spring RCC	3,000	3,000	3,000			9,000
Performance Measurement	3,000	3,000	3,000			9,000
Sub Total	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 60,000
(up to \$20,000 per year)						
Total Spending:	\$ 1,534,798	\$ 485,000	\$ 460,000			\$ 3,482,202
Carry forward (if any):	\$ 98,876	\$ 40,783	\$ 7,109			



PERFORMANCE MEASUREMENT APPROACH

RMI Outcome	Performance Measurement
Extend and/or diversify communities' tourism season	Changes in MRDT revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons.
	Change in number of business licences, businesses that extend hours or businesses that remain open year round that demonstrate growth in the shoulder or off season.
Increase new visitation and/or return visitation	Visitation numbers by Visitor Information Centre statistics, hotel reporting, and pay parking data.
Improve accessibility, sustainability, and/or Indigenous Tourism	Total number of accessible amenities installed to demonstrate growth. Successful delivery of Sasquatch Days. Installation of Indigenous infrastructure as a result of consultation with Sts'ailes.
Enhance visitor experience	Assess visitor satisfaction through the Tourism Sentiment Index tool and compare year over year data.



ATTACHMENTS

Lagoon master plan

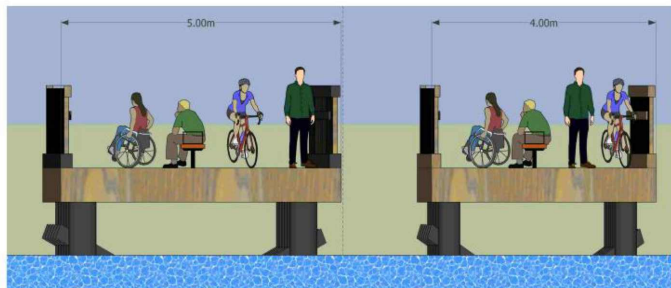
Berm and Plaza rendering

Please take the time to familiarize yourself with the design elements provided in the proposed LAGOON AREA MASTER PLAN.

Feel free to ask staff and the consultants any questions about the project and then complete the survey below. Any comments to help us refine the design are appreciated. Please check your preference only. Please reference large display boards also.

1. Lagoon boardwalk and viewing platform

- ☐ Option 1 1
- ☐ Option 2 3
- ☐ Option 3 3
- ☐ Floating Boardwalk 4
- ☒ No boardwalk 11

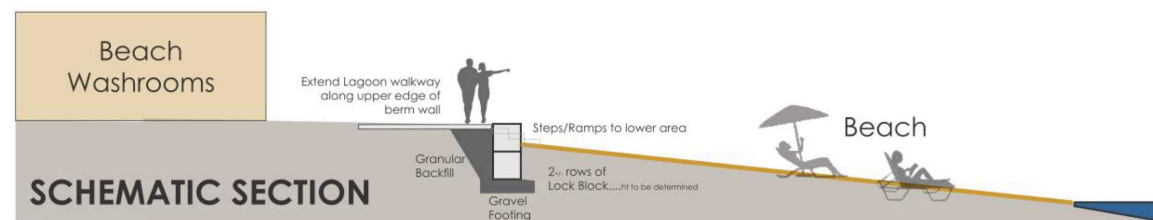


2. If you are in favour of a boardwalk, what is your preferred width?

- ☐ 5.0m 8
- ☐ 4.0m 2
- ☐ other 3 - (1)No (1)3-4m (1) bigger than 5m

3. Are you in favour of connecting the lagoon walkway in front of the beach washrooms and creating a seating wall ?

- ☐ Yes 13
- ☐ No 9



4. Are you in favour of creating a connection from the lagoon to the lake and spanning it with a pedestrian bridge?

- ☐ Yes 14
- ☐ No 9



5. Are you in favour of creating a Water Feature/Fountain/Light display in the Lagoon

- ☐ Yes 16
- ☐ No 7

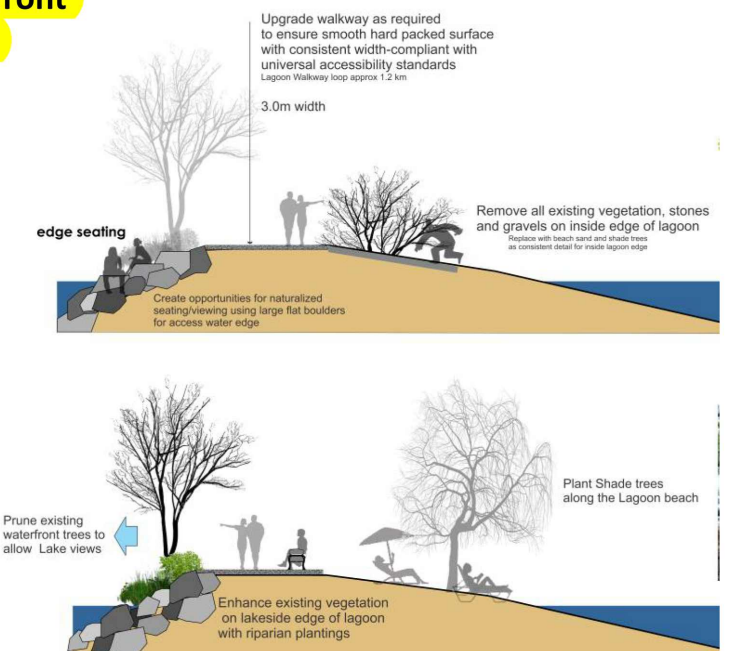


6. Are you in favour of pruning existing lakefront trees /shrubs to open up views and allow for opportunities for naturalized seating areas.

- ☐ Yes 13
- ☐ No 8

7. Are you in favour of removing existing vegetation, rocks, gravel along inside edge of lagoon and adding shade trees.

- ☐ Yes 9
- ☐ No 7

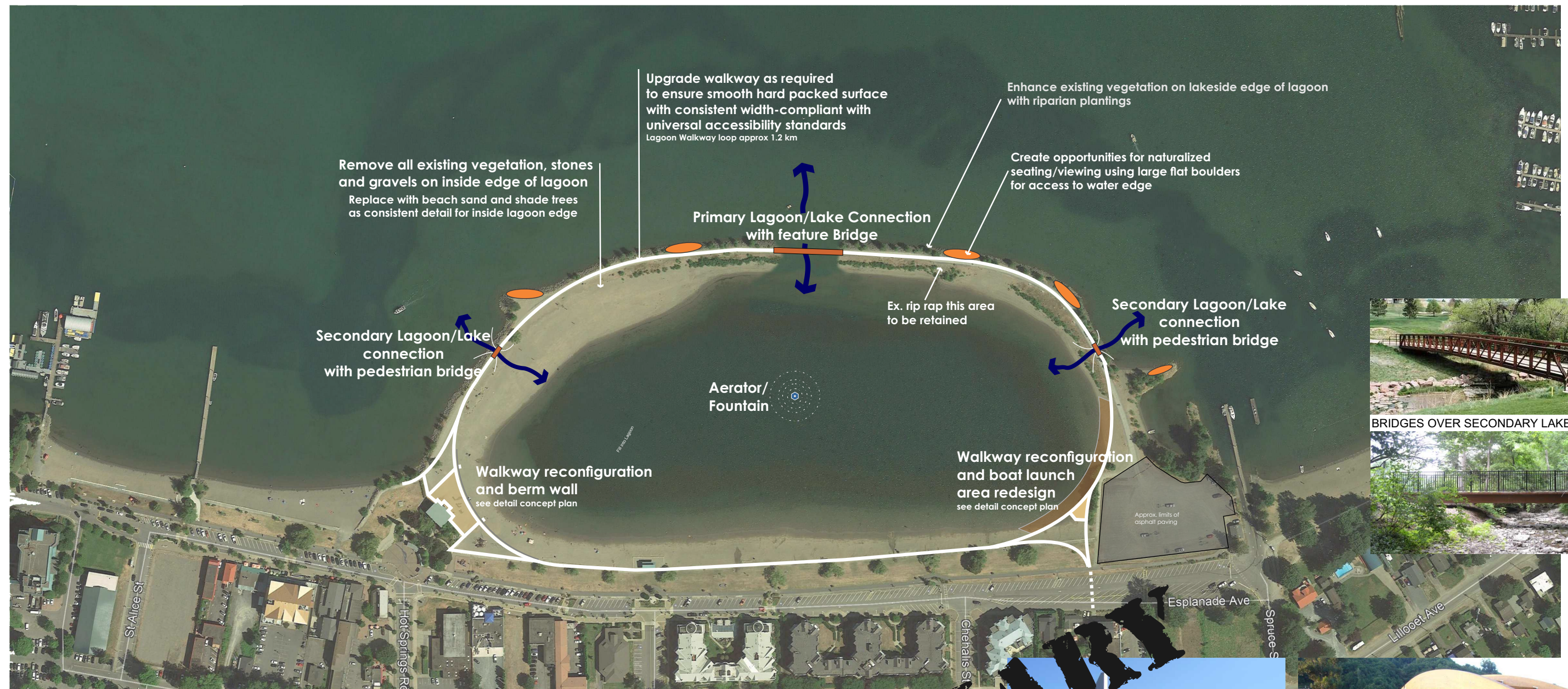


Additional Comments

Harrison Hot Springs – Lagoon Area Master Plan ‘Additional Comments’

- “Good plan’
- “Lagoon needs picnic tables – pay to use so not monopolized. Covered areas for sun sensitive people – shade trees not enough. 2 or 3 covered areas around lagoon with picnic tables and BBQ pit for large group rental.”
- “No walk across the middle. Kids would jump off super big hazard! They won’t understand water levels. Cut the top out of the lagoon and make a floaty bridge across.”
- “GET RID OF LAGOON!” (mentioned this comment throughout the entire survey, no other answers)
- “Get rid of lagoon!!”
- “Trees yes. MORE LANDSCAPING. Open lagoon culvert to lake. Worry about activity facilities.”
- “Boardwalk the complete North side of the Lagoon – deal with D.F.O, preferably get ride of lagoon.”
- “Make lagoon smaller by 2/3. Break lagoon wall in 2 places to allow lake wake in. Bridges of lagoon breaks with water flow – all low cost easy to maintain.”
- “Any tree removal is a bad idea in this time of climate crisis. The existing tree are nature + have taken 20 years to establish, no replacement tree or shrub can equal to long term vegetation. All trees on the inside edge of the lagoon were installed by the VHHS staff with \$ from a BC 7year grant.”
- “Smaller shade- trees only not view blocking.”
- “Open up the lagoon and have fresh water come in.”
- “Open up the lagoon and have fresh water access and an aerator in middle.”
- “The main concern for me, regarding the lagoon is circulation. I feel that should be priority.”
- “All pathways – available for access to wheelchair, etc. Eliminate the tree concept on outer lagoon – blocks views. Clean up lagoon from vegetation and add aerator. People do like swimming in the lagoon (warm than lake) (easier to monitor little children on edge of lagoon).”
- “Water needs cleaning only, for better swimming.”
- “Maintain water level.”
- “Find a way to maintain goose population.”
- “Ensure [that] the swimming area water is healthy + safe at all times.”
- “Portions of the board-walk/floating bridge should be roofed to enable passive viewing during rainy times.”
- “Portion of the board-walk across the lagoon should have covered sitting areas or wider platform areas for sitting 3.”
- “There should be lighting for night safety, and provision of light displays on a fulltime basis with seasonal changes easily permitted.”
- “Placement of strategic sign-posts to highlight geographic or native cultural points of interest, including the Sasquatch themed notes.”
- “True mixing of the water with the lake to enhance water quality. Perhaps the opened area and covered bridge could be moved a bit more central as the proposed far eastern location may be adjacent to a shallow part of the lake.”

- “Be sure to provide platforms or areas on the lakeside of the lagoon for canoeist, windsurfers and kayakers to be able to “park” their boats.”
- “Provide a better walkway connection from the lagoon to the properties at 328 Esplanade.”
- “A waterfowl management program that mitigates the impact on water quality by the geese.”
- “A water park that young kids can use - has active water canons etc (see rainbow park in Whistler and mill Lake in Abbotsford as examples.”
- “I feel we need to accommodate all of the families coming out to spend the day with family on the beach. Currently, in the summer, Randall park apparently fills up early in the morning and is packed all day. This shows the popularity and with so many more families coming to Harrison I feel we need to accommodate them. I feel this would be great for tourism for many local and lower mainland visitors.”
- “I believe we should create more area similar to Randall Park with Picnic tables, BBQ pads, and shade trees.”
- “While the lagoon makes a nice walkway around it and supports some extra area for families including some swimming area, most of the rest of the lagoon really is not utilized. I believe filling in approx. 1/4 to 1/3 of the lagoon on the East side would create more beach and family area and still have a nice walkway around the lagoon.”
- “This would still leave the swimming area and still a nice large area for a fountain in the centre. In the winter months it could also accommodate some of our Lights by the Lake as well.”
- ‘Absolutely Great plan! My one concern is the floating boardwalk. Doesn’t seem necessary since the whole lagoon is a boardwalk and it would be an eye sore. Doesn’t seem like the expense is worth the little gain.”
- ‘We have just reviewed the proposed enhancements to the Lagoon and Lake area and love them. My husband and I love the natural rocks and the planting of trees around the lagoon and feel it will bring a natural feel back to the waterfront. We love the water feature and know it will create a zen feeling for all who visit.”
- “I would urge staff and council to consider putting a new twist on the old lagoon and recreate a great family area which I really feel is needed in Harrison.”
- “I would prefer No boardwalk or viewing platform as we get a great view from all side of the walkway around the lagoon already. I prefer not to give public access to the centre of the lagoon which I have concerns with some people possibly jumping off the boardwalk into the deeper water and weeds.”
- “[The connection of the walkway in front of the beach washrooms and creating a seating wall] would make a wonderful addition to seating for people who come down to the beach with out beach chairs or blankets or are just enjoying a walk.”
- “I don’t think a pedestrian bridge from the lagoon to the lake is something that is needed and I am not sure where it would be intended to be and from what area of the lagoon to what area of the lake.”
- “I don’t think a pedestrian bridge from the lagoon to the lake is something that is needed and I am not sure where it would be intended to be and from what area of the lagoon to what area of the lake.”
- “I am in favour of creating a water feature/fountain/light display in the lagoon for aesthetics and to help circulate the lagoon water.”
- “Some maintenance pruning is fine, but I don’t think removal of trees on the lake side is a good idea. There are currently lots of areas for people to sit on the lake side on the rocks.”
- “I think the existing vegetation is not aesthetically pleasing to look at and we could create a nice area with some shade trees as well.”



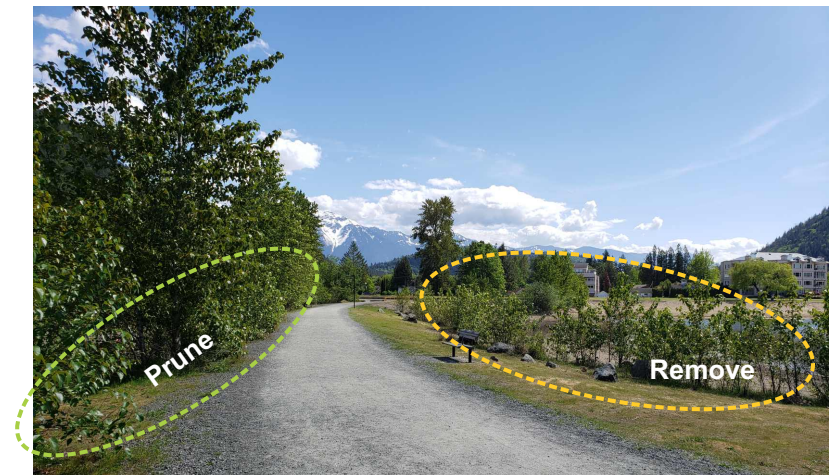
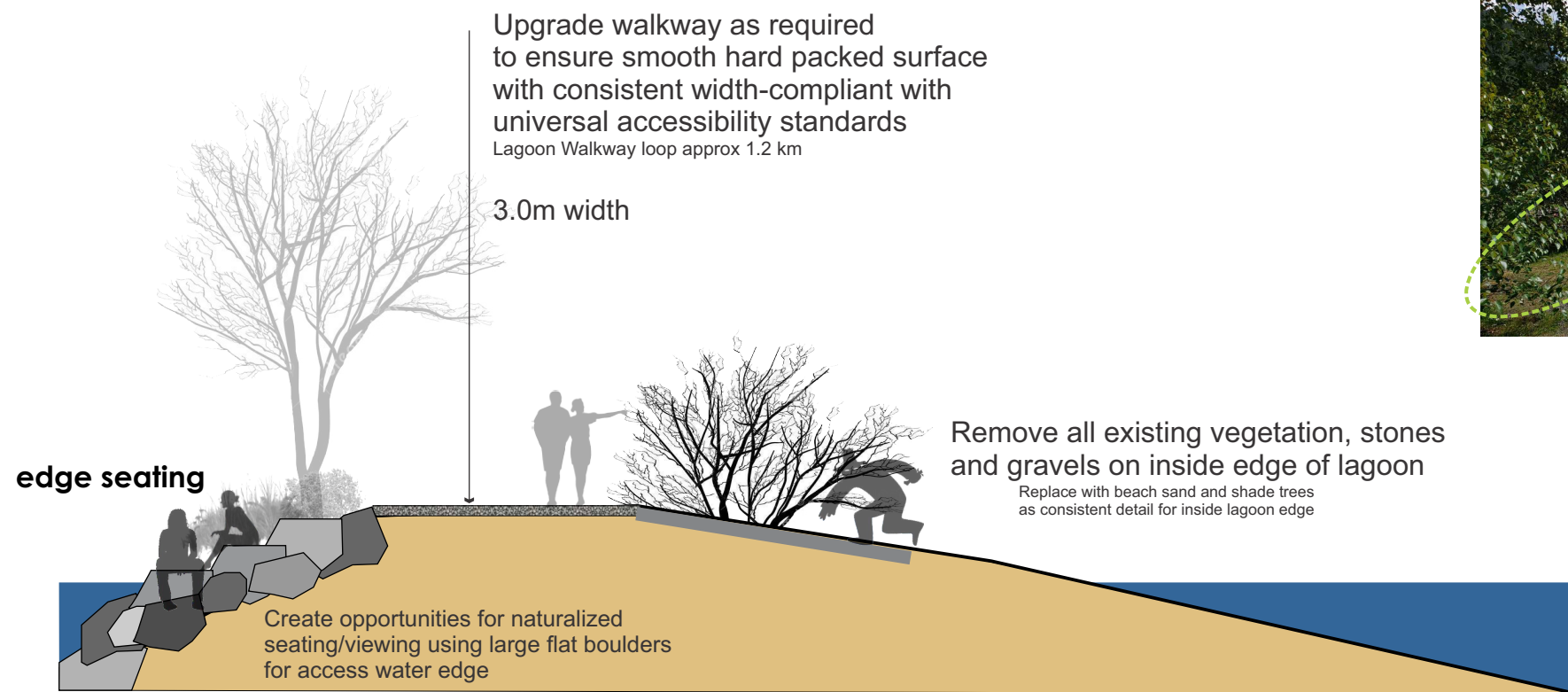
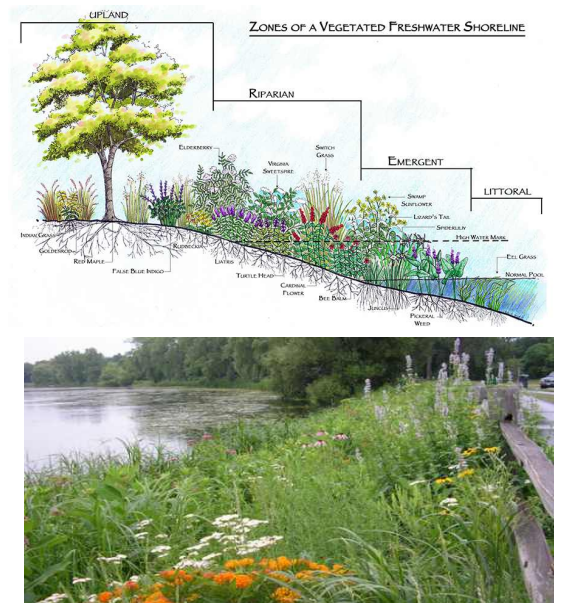
FEATURE BRIDGE OVER CENTRAL LAGOON LAKE CONNECTION



AERATOR/FOUNTAIN

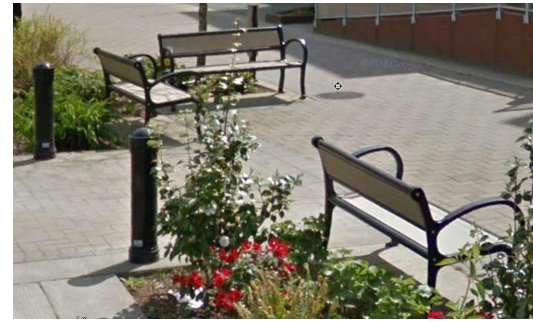
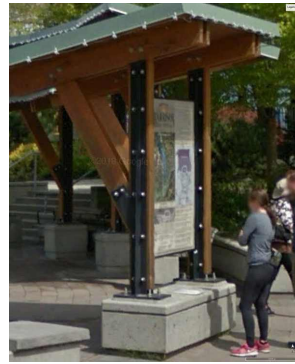
Concept Plan

LAGOON AREA MASTER PLAN



Edge Treatment

LAGOON AREA MASTER PLAN



Wayfinding

Maps and
Interpretive Panels /
Entry Feature

Accessibility



Site Furniture

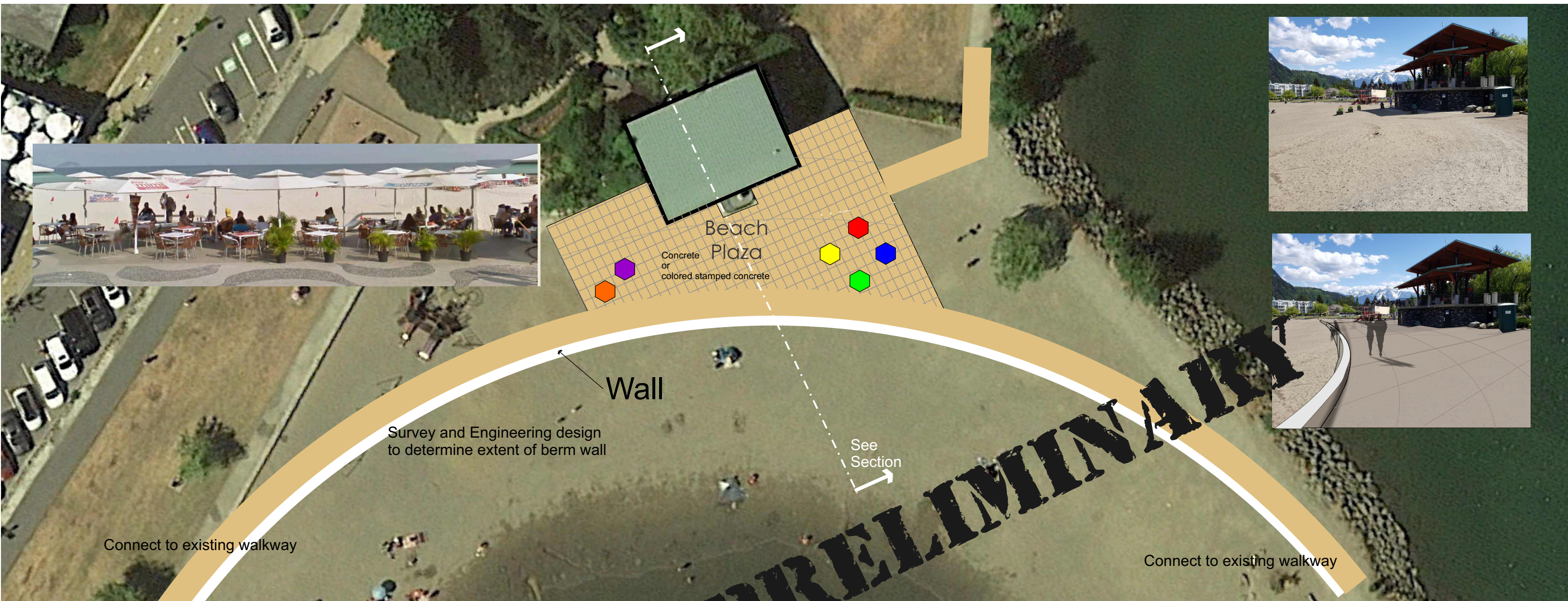
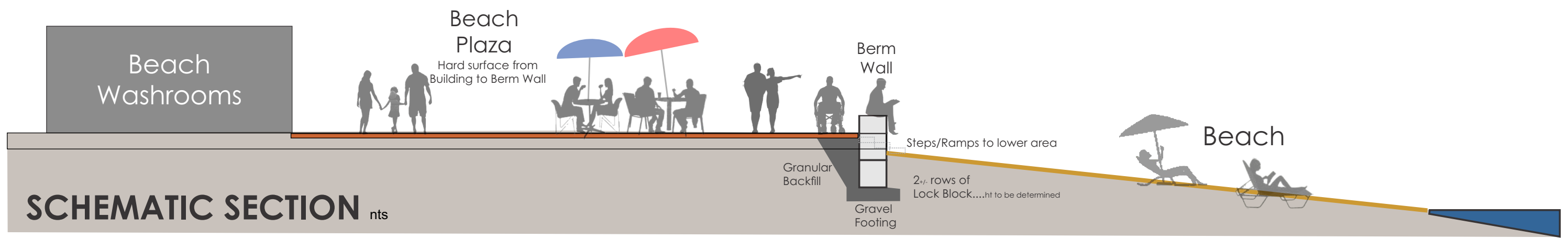
Consistent Design Elements
Consider Color variation to make
the Lagoon unique



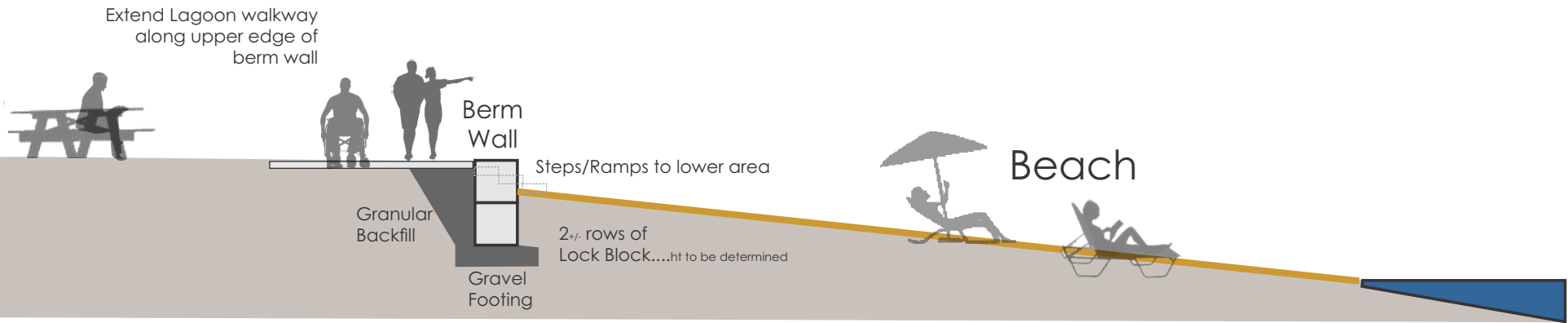
Beach
Furniture



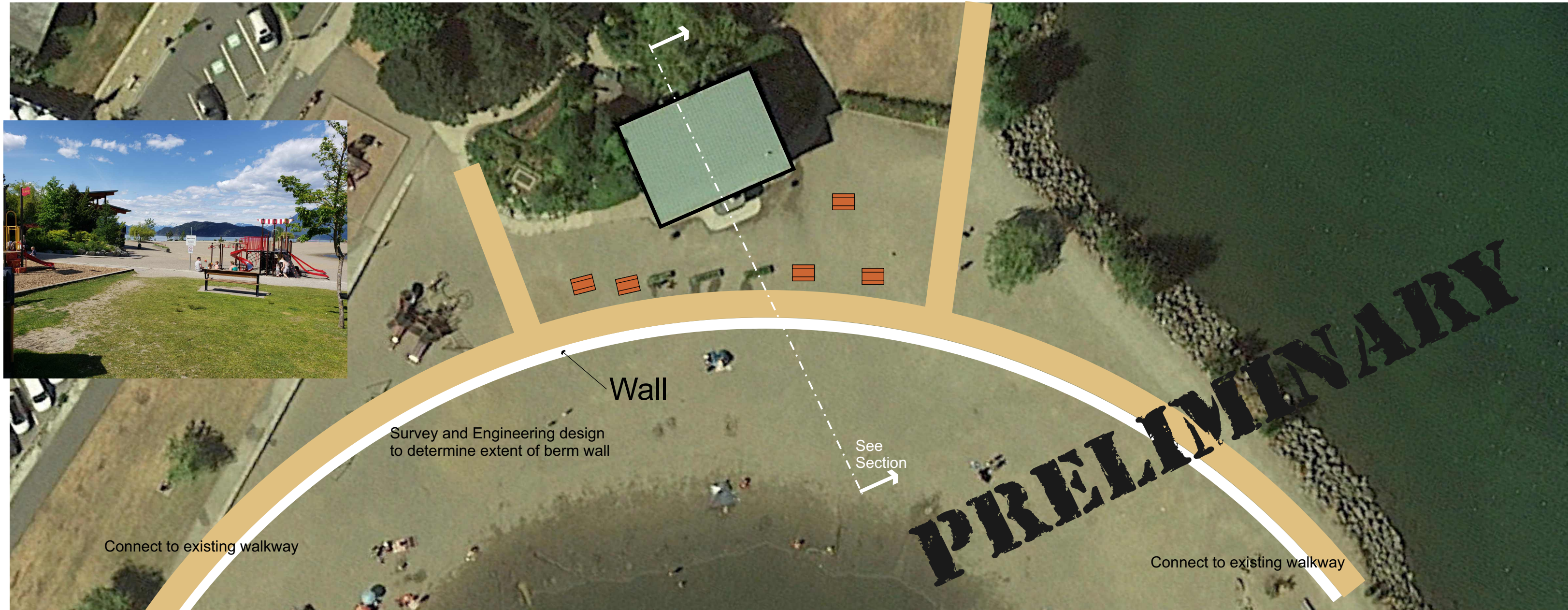
Lighting



Beach Washrooms



SCHEMATIC SECTION nts





Picnic shelter with wheelchair accessible tables



Wheelchair Accessible Picnic Tables



Propane fire pit Open



Propane fire pit Enclosed



Interpretive and wayfinding



Proposed tree planting/landscaping

Interpretive/wayfinding signage

Re-align walkway to create continuous loop

Fill into Lagoon

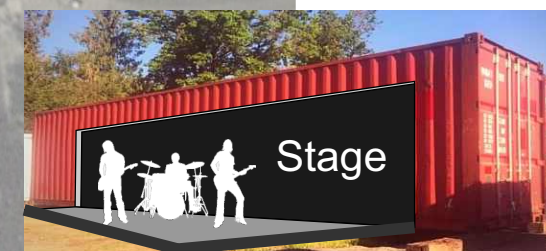
bermed landscape buffer separating parking lot and walkways

Approx. limits of asphalt paving



Rubber Matting

Ice Rink



Storage Container



Seasonal/portable artificial lit trees adjacent ice rink

No asphalt paving within drip line of existing trees

Shelter Picnic Tables/Seating

Propane Tank

Storage Container

Ice Rink Opening with edge seating

Rubber mats at lace up area

Staff Parking

Future building addition

SEASONAL Wheelchair Accessible Picnic tables and colorful lit artificial trees

The background image shows a room with several easels displaying documents titled 'LAGOON AREA MASTER PLAN'. The documents include sections like 'Proposed Walkway Reconfiguration', 'Existing Conditions', 'Option 1', 'Option 2', 'Notes', 'Northward Water Levels', and 'Rising Sea Levels'. In the foreground, a large wooden table is covered with a grid of small, colorful images or maps. The text 'NEXT STEPS' is overlaid on the left side of the image.

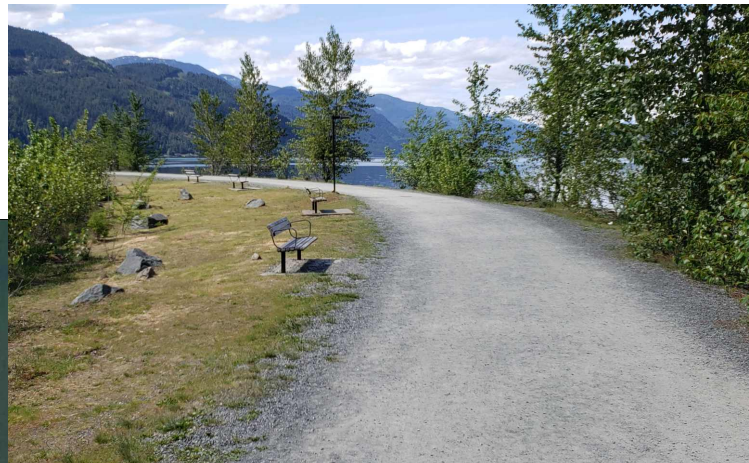
NEXT STEPS

Meet with MOE / Fisheries to discuss the feasibility of a connection/s from the Lagoon to the Lake. This issue was one of the most often discussed items at the Open House and the surveys, with the greatest concern being the water quality, and the perceived stagnant nature of the Lagoon.

CTQ will prepare options which address the various design elements of the Concept Plan and reflect the results from the submitted surveys. In collaboration with Village staff, the options will be reviewed and the preferred options will form the basis of the Final Concept - Lagoon Master Plan.

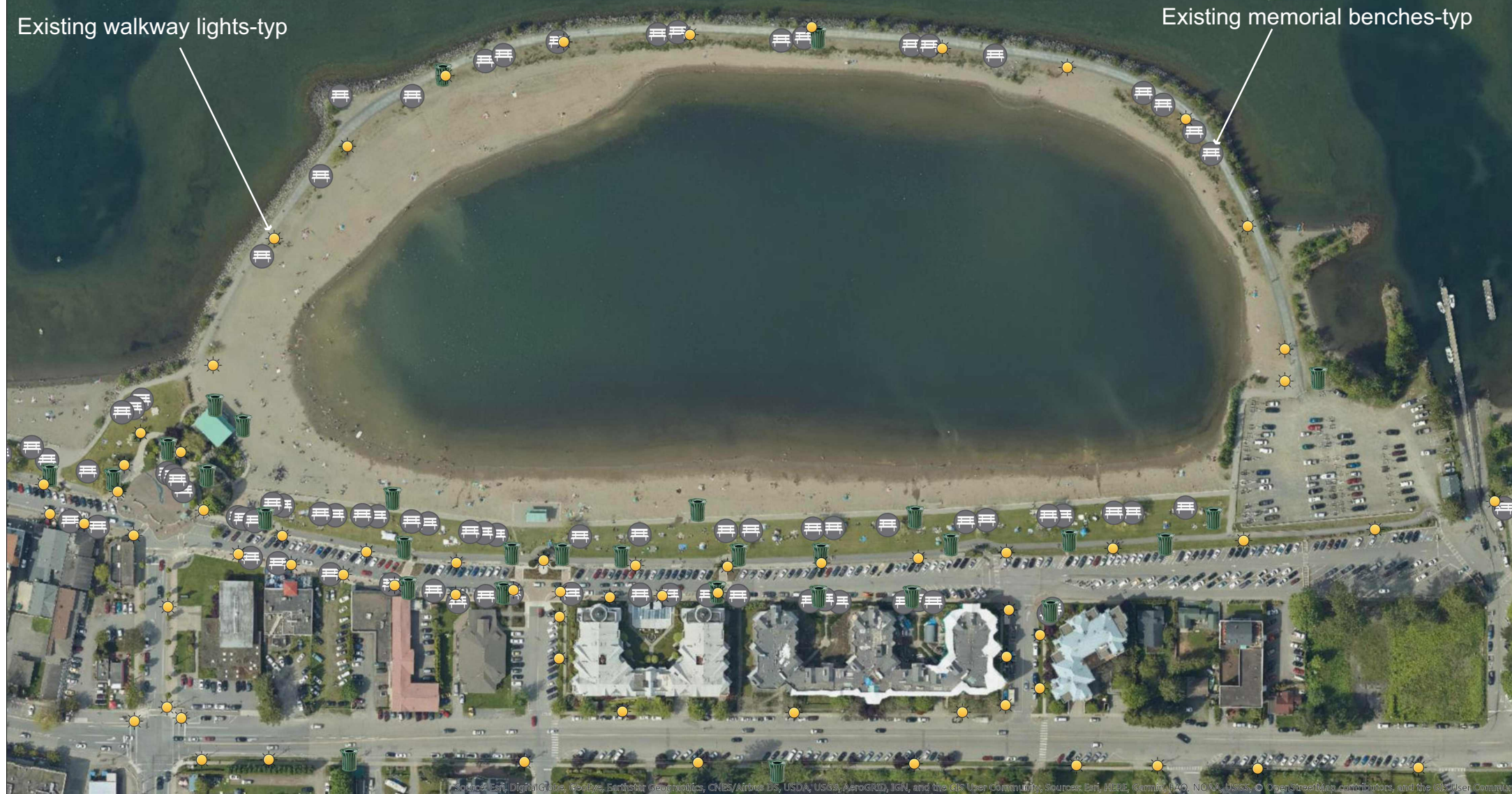
A preliminary Class C cost estimate will be prepared.

A Phasing Plan will be prepared which reflects the priorities for redevelopment and takes into consideration the cost effective and affordable implementation of the capital improvements within the available Village budgets.

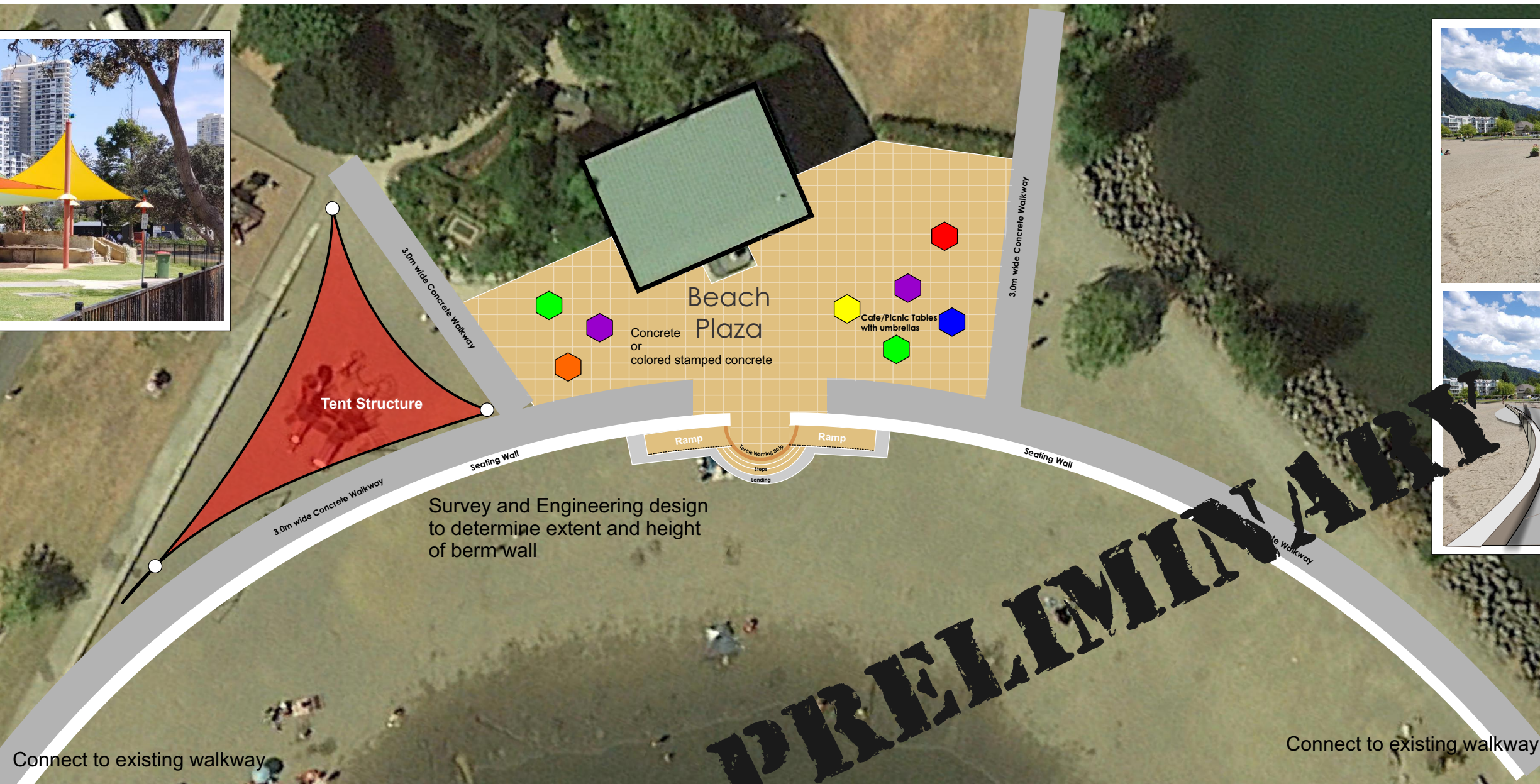
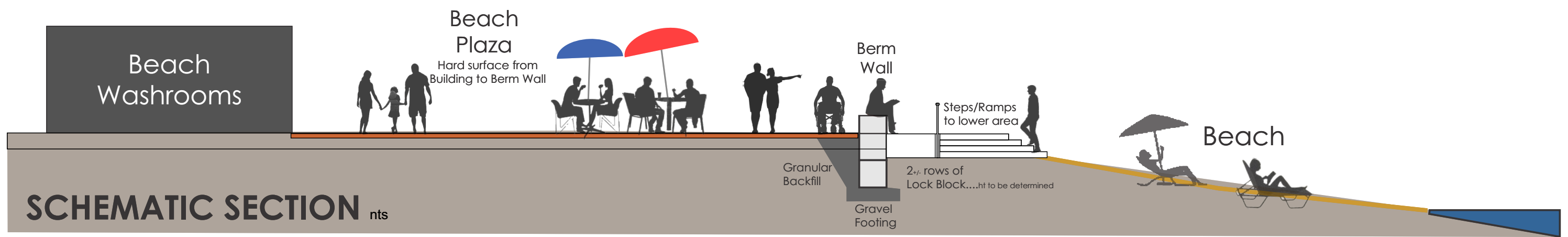


Existing walkway lights-typ

Existing memorial benches-typ



Existing Benches and Lighting



Resort Development Strategy

2022/23 – 2024/25

Guide for Communities

Resort Municipality Initiative
Ministry of Tourism, Arts, Culture & Sport



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 2022/23 - 2024/25 program term.

The objectives of the RMI are to:

- support small tourism-based resort communities build and diversify their tourism infrastructure;
- deliver exceptional visitor experiences; and
- incorporate sustainable tourism practices and products.

The RMI supports resort communities in proactively planning for tourism development and long-term resiliency to ensure they are equipped with the necessary tools to meet the unique demands they face. The RMI supports sustainable growth practices that respect the environment, honour community members and showcase B.C.'s rich cultural history.

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 intended outcomes of the program are to:

- Extend or diversify communities' tourism season;
- Increase visitation;
- Improve the sustainability of the tourism sector; and
- Enhance the visitor experience.

The RDS should have strong community support and outline how RMI projects align with the community's overall development goals. Consultation with community and tourism partners is required in the development of the RDS and identification of RMI projects. Local tourism partners 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 RMI program's spending parameters and the broader BC Government priorities including:

- [Strategic Framework for Tourism in BC 2022-2024](#)
- [Local and Regional Destination Development Strategies](#)
- [StrongerBC Economic Plan](#)
- [CleanBC](#)
- [Diversity & Inclusion](#)

The Province is committed to support Indigenous tourism development as a vehicle for Indigenous community and Provincial development in the spirit of reconciliation as outlined in the [Indigenous Tourism Accord](#).

Each RMI community must clearly demonstrate how they are supporting reconciliation through the projects and goals outlined in their RDS.

RDS Overview – Checklist:

The RDS should be a concise and succinct document, no longer than 20 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 of which are described in this guide:

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

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.

1. 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?

2. Goals

Goals must be included in the RDS, as they are critical in achieving a vision. Goals should be specific, measurable, 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.**

3. Community Consultation

Consultation with community and tourism partners is required in the development of the RDS and identification of RMI projects. The RDS must provide the details of the consultations and demonstrate strong community and partner support. Please attach letters of support as an appendix to your RDS.

Community and partner 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 emergency and disaster preparedness projects);
- Landowner (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 groups or organizations.

Where appropriate, consultations should also include:

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

4. 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 Tactical plans (RMI and MRDT should be complimentary, not duplicative)
- [Strategic Framework for Tourism in BC 2022-2024](#)
- [Local and Regional Destination Development Strategies](#)
- [Indigenous Tourism Accord](#)
- [CleanBC: Roadmap to 2030](#)
- [Diversity & Inclusion](#)

5. RMI Objectives

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 or season to support year-round visitation.
- › 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 showcase 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. RMI Project Overview

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 and visitation, encourage year-round visitation, improve visitor experience and or support long term resiliency of community tourism;
- 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., tourism industry partners 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 tourism industry partners; and,
- The project is primarily comprised of preliminary project activities (i.e., project bids, strategy development, design, or planning).

2. RMI Spending Limits

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

RMI Category	Spending Limit
Tourism Infrastructure, Capital, or Amenities	Minimum 70% over three years
Tourism Programs, Services, or Events	Maximum 30% over three years
Program Administration	Up to \$20,000 per year

3. RMI Core Projects

Communities should ensure the following core RMI projects are considered and included in the RDS.

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
<p>Tourism Infrastructure, Amenities, or Capital</p> <p>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.</p> <p>Note: Up to 15% of project RMI spending can be allocated to preliminary project activities (i.e., project bids, strategy development, design, or planning).</p>
<p>Core projects are:</p> <ol style="list-style-type: none"> 1. Tourism amenities, infrastructure, or capital purchases 2. Beautification and streetscape improvements 3. Visitor signage 4. Visitor-related accessibility improvements 5. Climate mitigation projects (i.e., electric vehicle charging station, low energy lighting, biodegradable products, etc.) 6. Emergency preparedness capital projects (i.e., evacuation routes, signage, safety kiosks, etc.) 7. Visitor impact mitigation or restoration projects
<p>Tourism-related Programs, Services, or Events</p> <ol style="list-style-type: none"> 1. Programs (i.e., tourism employment attraction/retention projects, Good Host/tourism ambassador programs, arts & culture tours) 2. Services (i.e., tourist shuttle, beach cleaner, trail groomer) 3. Events and Festivals

4. Visitor awareness initiatives (i.e., “dos and don’ts” guide to encourage/influence responsible visitor behaviour etc.)
5. Emergency preparedness programs (i.e., evacuation planning and information, workshops, education, and training for tourism operators etc.)

Program Administration

1. Program Administration (salaries related to the management of RMI funds)
2. Travel to the Spring Resort Collaborative Committee meeting
3. Performance Measurement (data collection to monitor community support, visitor satisfaction, and tourism growth)

4. RMI Project Overview

The RDS must include a Project Overview for each project. A Project Overview template will be included in the RDS Package provided.

The Project Overview must include:

- Details on how the project supports to the objectives and outcomes of the RMI
- Links to the community’s goals and vision
- Estimated project costs and detailed project works
- Project lead and timelines
- A list of other funding sources such as municipal funding, other provincial funding, etc.

Each project overview must also identify what performance metric will be used and reported on to measure the project’s achievement of RMI outcomes.

Note:

- Projects must meet the program’s eligibility criteria and the RMI spending parameters outlined in subsections 1 & 2 of Section 6
- 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 with detailed project works is required for each continued project.
- No new projects utilizing RMI funds should be started until approved by the Ministry.

5. RMI Carry-Over Projects

The completed Project Overview documents must also clearly indicate all projects that are being carried over from the previous RDS. Any project that was not marked as completed in the 2021 Q4 Financial Report must be included here.

As per the section below, all RMI funds must be expended within 2 years of being issued. Likewise, all projects listed in the 2021-2023 RDS must be completed within 2 years, by the end of 2023. Please reflect these timelines in your project outlines.

7. Three-Year Financial Plan

A Three-Year Financial Plan must be submitted with the RDS. A Three-Year Financial Plan template has been included within the RDS package provided.

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.** Any funds being carried over from the 2019-2021 cycle must be identified as carry-over in the financial plan and listed separately from the 2022-2024 funds.
- Any projects identified in your previous 2019-2021 RDS that were not completed must be completed no later than December 31, 2023.
- 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 link to at least one of the program's outcomes and include details on performance measurement for the project. Below are the RMI program outcomes and examples of possible performance measurements that can be used.

RMI Outcome	Performance Measurement
Extend and/or diversify communities' tourism season	Changes in MRDT revenues, room stays or tax revenues that demonstrate growth in the shoulder or off season; increased employment in the shoulder/off seasons.
Increase new visitation and/or return visitation	Visitation numbers by community, visitor centre, hotel reporting etc.; average length of stay data; visitor spending data.
Improve accessibility, sustainability, and/or Indigenous Tourism	Number of environmental certifications for tourism businesses; waste reduction data; carbon footprint data.
Enhance visitor experience	Visitor survey data; tourism employment data.

Note:

- RMI program staff will be contacting those communities who receive annual allocations of \$500,000 or more, to provide more robust data to support program performance metrics, such as resident sentiment, visitation, and visitor spending.

- All communities will be required to track progress by submitting bi-annual 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 \$20,000 in RMI funding per year for Program Administration (including performance measurement).
- Additionally, communities will each be responsible for providing their own metrics that align with their specific goals.

9. Funding Requirements

To continue participating in the RMI, a community commits to several 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;
- Bi-annual 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. In late March 2022, the Ministry will provide finalized RMI allocations for 2022 to each community.
2. By April 30, 2022, please send your draft RDS to Dawn Rueckl, Ministry of Tourism, Arts, Culture & Sport at dawn.rueckl@gov.bc.ca.
3. The Ministry will review the draft RDS and provide feedback to the community.
4. Once the RDS satisfies RMI program requirements, the Ministry will notify the community.
5. Local council approval (as required).
6. Final RDS submitted to the Ministry.

Timelines:

- The Ministry will provide 2022 RMI allocations in **late March 2022**.
- A draft RDS, with your projected RMI allocations, must be submitted to the Ministry no later than **April 30, 2022** (note: drafts are encouraged before this date if available).
- The Ministry will review and provide comments in **May 2022**.
- Your RDS should be complete, reviewed and approved by the Ministry by **June 30, 2022**.
- Funding allocations for the 2022/23 year will be distributed in **July 2022**.