NOTICE OF MEETING AND AGENDA
RESORT DEVELOPMENT STRATEGY COMMITTEE

Monday, February 24, 2025, 1:00 PM
Village Office, 495 Hot Springs Road
Harrison Hot Springs, BC V0M 1K0

THIS MEETING WILL BE CONDUCTED IN-PERSON AND BY ZOOM

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 February 5, 2025 Resort Development Strategy Committee meeting be adopted. **Page 1**

5. ITEMS FOR DISCUSSION

(a) Update from the February 18, 2025 Regular Council Meeting **Page 5**

(b) Terms of Reference **Page 7**

(c) 2025-2027 RDS Guide **Page 9**

(d) RDS Project Ideas

(e) Next Meeting Date: March 10, 2025

6. ADJOURNMENT

Amanda Graham
Corporate Officer

VILLAGE OF HARRISON HOT SPRINGS
MINUTES OF THE RESORT DEVELOPMENT STRATEGY COMMITTEE

DATE: Wednesday, February 5, 2025
TIME: 9:00 a.m.
PLACE: Council Chambers, Village Office
495 Hot Springs Road, Harrison Hot Springs, BC

IN ATTENDANCE: Mayor Fred Talen
Councillor Allan Jackson
Stephanie Gallamore, Executive Director, Tourism Harrison River Valley
Christy Ovens, Community Services Manager
Eric Towne, Board Chair, Tourism Harrison River Valley

Amanda Graham, Corporate Officer
Kalie Wiechmann, Communications and Community Engagement Coordinator

ABSENT:

1. **CALL TO ORDER**

   Mayor Talen called the meeting to order at 9:00 a.m.
   Myor Talen acknowledged the traditional territory of Sts'ailes.

2. **INTRODUCTION OF LATE ITEMS**

   None.

3. **APPROVAL OF AGENDA**

   Moved by Councillor Jackson
   Seconded by Stephanie Gallamore

   THAT the agenda be approved.

   CARRIED
   UNANIMOUSLY
   RDS-2025-02-01

4. **ADOPTION OF MINUTES**

   Moved by Councillor Jackson
   Seconded by Stephanie Gallamore

   THAT the minutes of the March 12, 2019 Resort Development Strategy Committee be approved.

   CARRIED
   UNANIMOUSLY
   RDS-2025-02-02

5. ITEMS FOR DISCUSSION

(a) Committee Overview / Terms of Reference

Moved by Stephanie Gallamore
Seconded by Eric Towne

THAT Council approve the appointment of a member of the Harrison-Agassiz Chamber of Commerce to the Committee and that the Resort Development Strategy Committee's Terms of Reference be amended accordingly.

CARRIED
UNANIMOUSLY
RDS-2025-02-03

(b) Previous Resort Development Strategy

(c) RDS Guidelines

The Community Services Manager provided information on agenda items 5(b) and (c), outlining previous projects, funding and fiscal year timelines for both the Village and the Province, and highlighting some of the core RMI projects outlined in the guidelines. It was noted that the indigenous cultural infrastructure project is a carry over project from the current RDS and in discussions with Sts'ailes, the Village has been looking to develop a working group to bring this project to fruition. Previously, the RDS Committee provided input for potential projects, which in turn informed staff's research details, costs, locations and timelines.

(d) Provincial Timeline / Next Steps

The Community Services Manager reported on the following timeline from the Province:
- January – March: draft project ideas
- April – May: finalization of RDS for the Village, base funding amount calculations by the Province
- June: approval of the RDS by Council and submission to the Province
- July: enter into a shared cost agreement between the Village and the Province

Mayor Talen asked the Committee to review the guidelines and submit ideas for future RDS projects to him by email by the end of the day on February 20, 2025 for inclusion in the next Committee meeting's agenda package.

(e) Next Meeting Date

The Committee set meeting dates for 1:00 pm on February 24, 2025 and March 10, 2025.

6. <u>ADJOURNMENT</u>

   <u>**Moved by Christy Ovens**</u>
   <u>**Seconded by Stephanie Gallamore**</u>

   THAT the meeting be adjourned at 9:40 a.m.

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**CARRIED
UNANIMOUSLY**
RDS-2025-02-04

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_____   _____

Mayor Fred Talen, Chair   Amanda Graham
Resort Development Strategy Committee   Corporate Officer

COUNCIL REPORT

HARRISON HOT SPRINGS

Naturally Refreshed

Regular Council

File No: 0360-20-04
Date: February 18, 2025

To: Mayor and Council
From: Amanda Graham, Corporate Officer
Subject: Resort Development Strategy Committee Report

RECOMMENDATION

THAT Council approve the following recommendation from the Resort Development Strategy Committee:

> THAT Council approve the appointment of a member of the Harrison-Agassiz Chamber of Commerce to the Committee and that the Resort Development Strategy Committee's Terms of Reference be amended accordingly.

SUMMARY

To present a resolution on behalf of the Resort Development Strategy Committee for Council's consideration.

BACKGROUND

The Resort Development Strategy Committee met on February 5, 2025 and unanimously passed the above resolution. Currently, the Terms of Reference only allow for two members of Council, a Village staff member, the Chair of Tourism Harrison and the Executive Director of Tourism Harrison to be appointed to the Committee. Through discussion it was determined that having a representative of the local business community would be beneficial. As Mayor Talen is the Council liaison to the Harrison-Agassiz Chamber of Commerce, it was suggested that he bring forward this proposal to the Commerce with a request that they nominate a suitable candidate at an upcoming meeting of their board.

Respectfully submitted:

Amanda Graham
Corporate Officer

Mayor Fred Talen
Chair, 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 six members, including two members of Council, one Village staff member, the Chair and Executive Director of Tourism Harrison and a member of the Harrison-Agassiz Chamber of Commerce. 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.

Resort Development Strategy
2025/26 – 2027/28

Guide for Communities

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

Contents

1.0 Preface

The Resort Municipality Initiative (RMI) supports small, tourism-based resort municipalities to build and diversify their tourism infrastructure, deliver exceptional visitor experiences and incorporate sustainable tourism practices and products. The following guide provides direction for creating a three-year Resort Development Strategy (RDS) for the 2025/26 – 2027/28 program term, which will outline community use of RMI funds and proposed measurement to meet objectives of the program.

2.0 RMI Program Overview

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.

Proposed projects for RMI fund use must be included for Ministry review and approval in each RM community's RDS.

2.1 RMI Objectives

The RMI supports three program objectives. 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.

⟩ Develop and/or enhance tourism infrastructure and amenities
  o 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.
  o Ensure or improve accessibility to tourism infrastructure and amenities (barrier free access for visitors of all ages and abilities).

⟩ Deliver remarkable visitor experiences
  o Deliver accessible tourism-related services, programs or events that will contribute to a positive visitor experience and/or showcase local and Indigenous cultural tourism.
  o Develop and deliver programs to attract and retain labour to improve tourism businesses' operations and the visitor experience.

⟩ Implement sustainable tourism projects and initiatives
  o Implement sustainability projects that minimize tourism impacts, mitigate climate change, and strengthen or restore our natural environment and communities.
  o Increase awareness of sustainable practices and influence responsible tourism from visitors.
  o 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.

2.2 RMI Outcomes

The RMI program funds projects which result in the following key outcomes:
⟩ Extend or diversify communities' tourism season
⟩ Increase visitation
⟩ Improve the sustainability of the tourism sector
⟩ Enhance the visitor experience

3.0 Resort Development Strategy Overview

The RDS should be a concise and succinct document, **no longer than 20 pages in length (not including any appendices)**, 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
- ✓ Community's Tourism-Related Goals
- ✓ Details of Community Consultation & Letters of Support from Key Community Partners
- ✓ Linkages to Other Plans
- ✓ RMI Project Overview
- ✓ Performance Measurement Approach
- ✓ Three-year RMI Financial Plan

3.1 Background

In this section, please provide a brief context for your municipality (approximately one page). This can include:

- ⟩ A short overview of the community
- ⟩ The geographic description
- ⟩ Population information
- ⟩ A summary of the main attractions, activities, and other high-level tourism support (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. This section could include highlights of previous RMI investments and what has been achieved.

3.2 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?

3.3 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 support the outcomes of the RMI program (see Section 2.2).

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

3.4 Performance Measurement Approaches

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

Below are the RMI program outcomes and examples of possible performance measurements that can be used.

RMI Outcome	Performance Measurement Examples
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.

3.5 Community Consultation

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:

⟩ 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).

Where appropriate, consultations **should** include:

⟩ Emergency service providers (when proposing emergency and disaster preparedness projects).
⟩ Landowners (if private land is to be used, land acquisition/access must be obtained prior to inclusion of the project in the RDS).
⟩ Ski resorts, major attractions and outdoor recreation organizations.
⟩ Hospitality sector.
⟩ Local Chamber of Commerce.
⟩ Local governments, First Nations and/or Tribal Councils.
⟩ Environmental/conservation groups or organizations.

Indigenous Engagement

The Province is committed to the support of Indigenous tourism development as a vehicle for Indigenous community and Provincial development, in the spirit of reconciliation, as outlined in the Indigenous Tourism Accord. Where appropriate, each RMI community must demonstrate how reconciliation and indigenous engagement have been considered and supported through the projects and goals outlined in their RDS.

3.6 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

4.0 RMI Project Overview

The RDS <u>must</u> include a Project Overview for <u>each</u> proposed project (*see Appendix A*).

To be approved for funding, all projects must:

〉 Support one or more of the RMI program objectives
〉 Measurably achieve one or more of the RMI program outcomes
〉 Support one or more of the RDS Goals.
〉 Meet the funding eligibility requirements, align with the project categories, and fall within the spending limit parameters.

Note:

〉 Wherever possible, communities should incorporate accessible and sustainable tourism products and/or practices and support local Indigenous tourism development.
〉 Details on how the projects support government priorities should be provided within the Project Overview.
〉 Where applicable, projects from a community's previous RDS may continue into the new RDS; however, a Project Overview with details of new project works is required for each continued project.
〉 No new projects utilizing RMI funds should be started until approved by the Ministry.
〉 All RMI funds must be expended within 2 years of being issued. Likewise, all projects listed in the 2025-2027 RDS must be completed within 2 years, by the end of 2029. Please reflect these timelines in your project outlines.

4.1. 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 (see Section 4.4); 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.) unless the expense is directly related to visitor use (must be pre-approved and have evidence support).

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).

4.2 RMI Project Categories

Communities should ensure the proposed RMI projects fall into one of the three following categories:

Tourism Infrastructure, Amenities, or Capital
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. **Note:** Up to 15% of project RMI spending can be allocated to preliminary project activities (i.e., project bids, strategy development, design, or planning).
Project Examples: 〉 Tourism amenities, infrastructure, or capital purchases 〉 Beautification and streetscape improvements 〉 Visitor signage 〉 Visitor-related accessibility improvements 〉 Climate mitigation projects (e.g., electric vehicle charging station, low energy lighting, biodegradable products, etc.) 〉 Emergency preparedness capital projects (e.g., evacuation routes, signage, safety kiosks, etc.) 〉 Visitor impact mitigation or restoration projects
Tourism-Related Programs, Services, or Events
〉 Programs (e.g., tourism employment attraction/retention projects, Good Host/tourism ambassador programs, arts & culture tours) 〉 Services (e.g.., tourist shuttle, beach cleaner, trail groomer) 〉 Events and Festivals 〉 Visitor awareness initiatives (e.g., "dos and don'ts" guide to encourage/influence responsible visitor behaviour etc.)

〉	Emergency preparedness programs (e.g., evacuation planning and information, workshops, education, and training for tourism operators etc.)
Program Administration	
〉	Program Administration (salaries related to the management of RMI funds)
〉	Travel to the <u>Spring</u> Resort Collaborative Committee meeting
〉	Performance Measurement (data collection to monitor community support, visitor satisfaction, and tourism growth)

4.3 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

5.0 Three-Year Financial Plan

A Three-Year Financial Plan <u>must</u> be submitted with the RDS (*see Appendix B*).

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,
〉 Estimated 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 2022-2024 cycle must be identified as carry-over in the financial plan and listed separately from the 2025-2027 funds.
〉 Any projects identified as carryover from your previous 2022-2024 RDS must be completed and funds expended no later than March 31st, 2027.
〉 Interest earned on any carryover must be accounted for and included in the subsequent year's available RMI funding.

6.0 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 Amendments.
〉 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.
〉 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; 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 Shared Cost Arrangement (contract) that each community signs with the Province.

7.0 Approval Process and Timelines

Approval Process:

1. In April 2025, the Ministry provides finalized RMI allocations for 2025 to each community.
2. By April 30, 2025, community submits draft RDS to Program Team at **tourismpolicy@gov.bc.ca.**
3. The Ministry reviews the draft RDS and provides feedback to the community.
4. Once the RDS satisfies RMI program requirements, the Ministry notifies the community of approval.
5. Community Local council approval is secured (as required).
6. Final RDS submitted to the Ministry.

Timelines:

〉 The Ministry provides 2025 RMI allocations in **April 2025**.
〉 A draft RDS, with projected RMI allocations, is submitted to the Ministry by **April 30, 2025** (note: drafts are encouraged before this date if available).
〉 The Ministry reviews and provides comments in **May 2025**.
〉 Your RDS should be complete, reviewed and approved by the Ministry by **June 30, 2025.**
〉 90% of the funding allocations for the year 2025/26 will be distributed in **July 2025**.

Appendix A: Project Overview Form
Resort Municipality Initiative 2025-2027 Project Outline

Project Title		Project Lead	

RMI Program Category	Project Status	Start Date	Completion Date
Choose an item.	Choose an item.	Click or tap to enter a date.	Click or tap to enter a date.

Project Description & Rationale Please provide a brief description of and rationale for the project.

Detailed Project Works Please describe the detailed project works that will be completed with RMI funds.

Project Goal(s) Please describe which of your RDS goals this project will support.

<u>Program Objectives</u> Please describe which of the RMI program objectives this project supports and how.

<u>Please indicate if the project supports one or more of the following initiatives:</u>

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

Please describe how the project supports the selected initiatives:

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

Appendix B: RDS Financial Plan

	2025	2026	2027	Total RMI Allocation
Carryover from previous year				
Interest earned on carryover				
Anticipated RMI Funding				
Total Funds Available	$ -	$ -	$ -	$ -
Anticipated Spending				
2022 - 2024 Carry Over Projects: (Projects must be complete with all funds spent by March 31s				
				$ -
				$ -
Subtotal	$ -	$ -	$ -	$ -
2025 - 2027 RDS Projects				
Tourism Infrastructure, Amenities, or Capital Purchases:				
				$ -
				$ -
				$ -
				$ -
				$ -
Sub Total	$ -	$ -	$ -	$ -
(Minimum 70% over 3 year term)				
Tourism Services, Programs or Events:				
				$ -
				$ -
				$ -
Sub Total	$ -	$ -	$ -	$ -
(Maximum 30% over 3 year term)				
Administration (if applicable):				
				$ -
				$ -
Sub Total	$ -	$ -	$ -	$ -
(up to $20,000 per year)				
Total Spending:	$ -	$ -	$ -	$ -
Carry forward (if any):	$ -	$ -	$ -	$ -