

Resort Municipality Initiative
2012 to 2016 Resort Development Strategy Guide
Ministry of Jobs, Tourism and Innovation

August 30, 2011

Purpose

This Resort Development Strategy Guide provides a description of the components that should be included in a Resort Development Strategy (RDS). The RDS is a requirement of the Resort Municipality Initiative (RMI) and is needed to form a component of the Memorandum of Agreement. It identifies the long term vision for the community and what and how the resort municipality plans to do to achieve outcomes that support this vision and the objectives of the RMI Program. It also provides the Resort Municipality with direction to sustain and guide future tourism development and promotion for five years.

RDS Component Overview - Checklist

The RDS should:

- be concise and succinct document, approximately 15-25 pages in length, relative to the size of the municipality, the number of projects and goals desired;
- include a background section and an environmental scan;
- demonstrate collaboration, consultation, and engagement;
- include letters of support from key stakeholders;
- identify a vision and goals;
- describe projects;
- include performance evaluation and monitoring methods;
- link to other plans; and
- include a five year financial plan.

Background

Provide brief context for your municipality (approximately one page). This can include a short history, a 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.) in the area.

Environmental Scan

Please include a short (1-2 pages) assessment of external trends in global and provincial tourism that provide important context for interpreting impacts of the RMI. These can include, but are not limited to, existing tourism markets, general economic outlook, world tourism trends, consumer travel trends, and B.C. tourism trends.

If the municipality conducts a SWOT (Strengths/Weaknesses/Opportunities/Threats) analysis, the following questions could be addressed:

- What are the starting points or benchmarks of tourism activity and trends that shape the demand for resort activities in the municipality?
- What are the strengths, weaknesses, opportunities and challenges confronting the resort municipality in developing the resort economy and community?

- What projects and resort amenities will be needed to achieve the vision, capitalize on the strengths, seize opportunities, confront challenges and mitigate weaknesses?

Collaboration, Consultation, and Engagement

Collaboration, consultation and engagement must be demonstrated in the development and implementation of the RDS. This process can assist in the creation of the RDS vision, as well determine and support the goals and projects needed to achieve the vision.

The RDS should address the process of engagement and involvement throughout the duration of the RDS (including both the development and implementation). **Letters of RDS support** from key stakeholders must be included. **A communication plan** must be included and demonstrate how projects, programs and services that will result from the RDS are progressing and to ensure that partners' contributions are acknowledged.

Stakeholders

Stakeholders must be identified in the RDS. Although all Resort Municipalities are unique, stakeholders will generally involve:

- a ski resort or other major attraction;
- outdoor recreation organizations;
- development, hospitality and entertainment industries;
- resort associations;
- cultural associations;
- emergency service providers (especially when proposing large events, such as festivals);
- local chamber of commerce; and
- Regional District.

First Nations Engagement

The opinion of First Nations will be important to the Province's review of the Resort Development Strategy. Engaging First Nations may provide an opportunity to identify common interests and opportunities to partner on economic, community and cultural initiatives.

As part of the engagement process, Resort Municipalities can:

- establish a protocol or memorandum of understanding with neighbouring First Nations that reflect and reinforce the goals of the resort strategy; and,
- access Community to Community Funding through the Union of BC Municipalities to jointly host forums to discuss issues, challenges and opportunities to work together.

Vision

The resort municipality should identify a long-term vision for the development of the resort community. A vision is focused on the future, and is something to be pursued.

Example:

"Idyllica will be an all-season resort destination of choice for visitors and residents, specializing in world-class alpine skiing and recreation facilities with a local historic and cultural focus, nestled in pristine forest terrain and amongst rugged mountain ranges."

Goals

Goals must be identified in the strategy, as they are critical in achieving a vision. Goals should be specific, measurable and realistic. Some examples of realistic and specific goals that could be used in an RDS include:

- Increase visitor traffic by x;
- Increase summer visitor traffic by x;
- Increase visitor traffic from x market by x;
- Increase private investment by x;
- Increase employment in the community by x;
- Increase the local tourism economy by x;
- Increase municipal tax revenue by x; and
- Diversify municipal tax revenue by x.

For a goal to be measurable, benchmarks and measurements on a seasonal, annual, event specific, or completed, as appropriate, can be used to ensure that the RDS is on track. This performance reporting is a key component to the RMI program evaluation and reporting.

Projects

The RDS should identify the capital and program projects that support the goals and the vision. Capital projects are structural modifications/infrastructure, such as murals, convention centres, signage, etc. Program projects are events and programs, such as tours, concerts, festivals, markets.

RMI festivals, events, and programs could include purchase of capital equipment related to events such as portable stages, retrofitting buildings or outdoor structures for events, or renovating space in parks or community facilities. Event related costs such as a portion of event management may be considered but promotional expenses should be funded through the 2% Additional Hotel Room Tax. RMI funding is not to be used for salaries or administration fees and should not be shown as line items in financial related reports.

Each project should be clearly identified and include:

- Title of the project;
- A project description (what is being done);
- A project rationale (why is it being done);
- Milestones - project start, completion, and operational dates;
- Cost of project;
- RDS goal(s) the project supports (e.g. increase summer visitor traffic by 10% over 2008 levels);
- Project goal – what is the goal of the project in relation to the RDS goal (e.g. increase summer visitor traffic by 2% over 2008 levels);
- Additional benefits;
- Performance evaluation and monitoring strategy – identify how the actual outcomes will be measured;
- Funding sources– identify RMI and all other anticipated and/or existing funding sources and amounts, and annual allocation;

- Project Manager– if different staff will be responsible for each project, it is good to identify their title description with each project to ensure staff or a particular department’s time has been planned and budgeted; and
- Operating responsibilities - this is especially relevant to capital projects. Identify who will be responsible for operating the infrastructure and how will operating costs be financed.

To help capture these project components, a project template has been provided in Appendix I. A word version will also be sent with this guide.

Eligible Project Types

- A. Resort Infrastructure (Capital Projects)** - minimum of 70% of annual funds
- B. Resort Services (Programs and Events)** - maximum of 30% of annual funds
- C. Operations/Maintenance** - maximum of 10% of annual funds
 - a. Expectation that opportunities to leveraged operations/maintenance are considered/explored
- D. Evaluation** (up to \$10,000 per year or \$50,000 over the five year period)

Submissions that do not meet the RMI funding guide must to be accompanied by a business case within the Resort Development Strategy outlining a strong rationale for funding allocation.

EXAMPLES:

- A. Resort Infrastructure (Capital Projects)** - minimum of 70% of annual funds
 - 1. Arts and Culture
 - Murals
 - Heritage Conservation
 - Galleries
 - Museums
 - Performing Arts Theatres
 - Community Halls (where larger groups can be offered meeting places)
 - 2. Economic Development
 - Convention Centres
 - Travel Information Centres
 - Wharves, Docks and Piers
 - 3. Parks and Recreation
 - Green Space
 - Trails
 - Beaches
 - Public Meeting Areas
 - Municipal Campgrounds
 - Performance Training Facilities
 - Municipal Golf Courses
 - 4. Transportation Infrastructure and Streetscapes
 - Signage (directional, heritage and trail networks)
 - Travel Corridors (pathways, sidewalks, and multi-use trails)
 - Streetscape Improvements (street lights, benches, and pedestrian-friendly areas)
 - Parking (e.g., recreational vehicle, boat trailer, public facilities)

- Shuttle infrastructure
- 5. Other
 - Other projects with demonstrable impacts on the tourism economy

B. Resort Services (Programs and Events) - maximum of 30% of annual funds

1. Programs
 - Adventure Programs
 - Art and Culture Tours
 - Good Host Programs
 - Other (requires justification)
2. Events
 - Festivals (Bird, Film, Music, Snowmobiles or Wine)
 - Artisan Markets
 - Collector Car Shows
 - Conferences
 - Other (requires justification)

C. Operations/Maintenance - maximum of 10% of annual funds

- Expectation that opportunities to leverage operations/maintenance are considered/explored

D. Evaluation -up to \$10,000 per year or \$50,000 over the five year period

1. Surveys
2. Focus Groups
3. Data Collection
4. Feasibility Studies
5. Research

NOTES:

1. The Projects and Services are not listed in any kind of priority order.
2. Funding should be allocated to projects that involve new or upgraded initiatives (funding is not intended to offset existing ongoing projects)

Performance Evaluation and Monitoring

Each project should have an evaluation and monitoring strategy, which will support the overall performance of the RDS. This information will further strengthen the RMI Annual Municipal and Program reporting requirements. It is also a useful tool to engage and communicate project and RDS results with stakeholders. Evaluation can further strengthen a Resort Municipality by gaining lessons learned to improve on future projects or gain insights about visitors and to understand if there are other tourism needs that the community is lacking.

Design of an evaluation and monitoring strategy will vary according to the size and budget of a project and the overall RDS vision and goals. Quantitative and qualitative monitoring, including interviews, will support the evaluation of a project. Whistler Centre for Sustainability has provided resources in the past to the Resort Collaborative, such as *Monitoring for Success, 2008*, which may assist with the development of an evaluation and monitoring strategy.

Links to Other Plans

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

- Regional Growth Strategy;
- Official Community Plan;
- Annual Resort Municipality Initiative Progress Report; and
- Financial Plan.

5 Year Financial Plan

The RDS should include a Five-Year Expenditure Plan that identifies projects, allocated anticipated RMI funding, municipal funding and other sources of funds. As well, this section should indicate contingencies (should the RMI funding be lower than planned or if cost overruns/other expenditures arise).

Once RDS Draft is Complete – *the next steps...*

Once the RDS is complete, please send it to:

Attention: Tara Tompkins
Policy and Program Analyst
RuralBC Secretariat
Ministry of Jobs, Tourism, and Innovation

Phone: 250-356-7945
Email: tara.tompkins@gov.bc.ca

Once received:

1. The draft will be reviewed by the Province.
2. The Province will provide feedback to the Resort Municipality.
3. Once the RDS satisfies RMI program requirements, the Province will notify the Resort Municipality.

Please note: the goal is to complete the final RDS by late Summer 2011.

Appendix I. Project Template

Project 1.

Project Title		
Project description		
Project rationale		
Milestones	Anticipated Start Date	
	Completion Date	
	Operational Date	
Goal(s) – Identify both the RDS goal(s) the project supports and the project goal(s)	RDS Goal 1:	
	Project Goal:	
	RDS Goal 2	
	Project Goal:	
	RDS Goal 3:	
	Project Goal:	
Additional Benefits		
Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes		
Funding sources	RMI Funding	
	Municipal Funding	
	Other: (identify)	
Cost of project		
Project Manager		
Operating responsibilities	Organization	
	Financing	