

1. Background:

Radium Hot Springs is a working mountain village and gateway to both the Columbia Valley and to Kootenay National Park. Our visitors become part of a pedestrian friendly community graced with an abundance of natural assets. These include our dramatic location, perched on an alluvial plateau above the Columbia River wetlands, with the young Rocky Mountains to the east and ancient Purcells to the west. Added to the scenic and recreational value of the mountains are the historic hot springs, and in close proximity, several world class ski resorts and an abundance of highly rated golf resorts.

Our Visitor Information Centre is one of the busiest in BC, with 70,839 visitors in 2018. The natural hot springs see approximately 250,000 visitors yearly. Radium serves as a double gateway. We welcome Albertans as they enter the Columbia Valley to recreate and holiday, and we welcome visitors, largely traffic from the northwest US, as they enter the National Parks (Kootenay, Yoho, Banff, and Jasper). Kootenay National Park saw 531,009 visitors in the 2017 – 2018 fiscal year.

Radium has a permanent population of approximately 800 people yet we boast a recreational homeowner population, largely Alberta based, exceeding 3000 people. In addition, we have 765 hotel units, and a rental accommodation sector comprised of more than 225 residential units. We tie with Whistler as having the highest ratio of recreational property ownership in B.C. and we probably have the highest ratio of accommodation units to permanent population in the Province, if not in Canada.

Tourism and Forestry are the primary industries in Radium.

Radium has shown significant tourism resilience over time, largely because we possess a wealth of natural, recreational and cultural assets that continue to entice visitation, and because of our proximity to the populations of Calgary and Edmonton. However, with the Alberta economy in an ongoing recession due to the decline in oil prices and pipeline woes, consumer confidence, travel, and spending has been negatively impacted. This can have benefits for us, as it appears that some Albertans are staying closer to home, thereby increasing recreational visitation and investment in the Columbia Valley.

There have been a number of additional trends affecting the Radium tourism economy...

One change involves the increasing demographic of 'millennial' tourism. This seems to be a cultural shift with a focus on so called 'authentic' experiences. This can be described as a desire to see what is 'normal', or, something associated with the genuine. This shift seems to include the growing and widespread practise of individuals planning their own itineraries, as opposed to travel agent planned tourism.

The weakness of the Canadian dollar continues to drive some increased visitation from the United States. International visitation, especially from Asia, has also increased with the primary focus being the National Parks. This has spilled over to Radium with increased numbers of bus tours and hot springs attendance.

Our biggest opportunity, and challenge, continues to be our proximity to the energy based economy of Alberta.

Climate change may have positive ramifications for Radium. Drought in the United States makes our temperate summer golf season more attractive and climate change forecasting predicts greater snowfall for our area. Ski resorts in both the United States and other regions of B.C. have suffered from poor snow seasons in the past few years, which will be to our benefit if the trend continues. Our winter snowmobiling economy continues to grow as the world class Catamount Glacier area becomes better known.

In all of these scenarios, the most critical issue is to attract and accommodate the increasing traffic in a way that doesn't compromise our natural assets.

## 2. Vision:

Radium Hot Springs will be a distinct destination community, with a resilient tourism economy, serving as an inspirational year-round home base for guests seeking to enjoy our natural hot springs, resident wildlife, and cultural amenities, all in a pristine mountain setting. In addition, Radium Hot Springs will continue to be the gateway, to the Columbia Valley, to Kootenay National Park, and to the wider spectrum of wilderness alpine environments, biologically diverse lakes, rivers and wetlands, as well as the ski, spa and golf resorts, that surround us.

## 3. Goals:

- 1) Extend our shoulder tourism season (October – November and January – February) visitation by 1% annually, as defined by the number of nights of accommodation stay.
- 2) Increase annual room revenue by 1% annually, as defined by our municipal regional district tax revenue.
- 3) Increase visitor satisfaction annually, to be determined by a reasonable assessment method, and as defined by feedback received through a visitor survey program.

## 4. Stakeholder Consultation:

The draft Resort Development Strategy ("RDS") was circulated to the business community, as represented by the Radium Chamber of Commerce and DMO Tourism Radium. Discussions resulted in this final version and their letter of support is attached. Additional letters of support are also attached.

Both the Columbia River Boat Access design and the Comprehensive Signage Strategy were developed under the guidance of integrated stakeholder committees. In the case of the river access project, committee membership included representatives from the commercial operators, the Columbia River Stewardship Partnership, the local Rod & Gun Club, Tourism Radium, the Regional District, and the environmental protection organization WildSight. The Akisknuk and Shuswap First Nations were invited to have membership on the committee, but declined.

The signage strategy committee was comprised of members from the business community, the Chamber of Commerce, and Tourism Radium. In addition, the consultant oversaw a stakeholder process which included a public meeting and surveys aimed at the general population.

#### 5. Linkages to Other Plans:

The Village of Radium Hot Springs Official Community Plan supports our Resort Development Strategy with the following goals, strategies and policies:

- OCP Goals:
  - Continue to improve our streetscapes to attract commercial enterprise, encourage our small town sense of pride and ownership, and foster appreciation of our natural and man-made assets.
  - Further develop our sidewalk and pathway network to connect residents to natural amenities, commercial enterprise and residential areas, as well as to adjacent communities.
  - Act to maintain our basic natural resources – clean air and water, healthy landscapes and wildlife populations – as critical assets for existing residents and visitors, and for future generations.
  - Develop additional recreational, park and cultural facilities for the village, including the acquisition of land where necessary.
  - Improve ourselves as a high quality tourist destination with an attractive, pedestrian oriented commercial area offering a range of services for residents and tourists.
  - Reduce the seasonality of our commercial businesses and tourist market.
  
- OCP Strategies:
  - Develop comprehensive and aesthetic signage highlighting village amenities and supporting business interests.
  - Work with the community, non-profit societies, developers, and Parks Canada in acquiring and maintaining parks, recreational trails and publicly accessible open spaces.
  - Pursue opportunities for partnerships and cooperative construction and operation of recreational and cultural facilities with the private sector, and non-profit and community organizations.

- OCP Policies:
  - Continue to enhance and beautify the highway corridors, parks and boulevards to portray the image fitting of a high quality resort municipality.
  - Continue the provision of youth recreation programs, including but not limited to 'Adventure Radium'.

The tourism signage project is a component of the Village of Radium Hot Springs 2018 "Comprehensive Signage Project". This strategy contemplates \$719,000 in new and upgraded signage.

This Resort Development Strategy is in harmony with the "Columbia Valley Destination Development Strategy" adopted by Destination British Columbia. That strategy identifies the need to, enhance the transportation experience, provide additional shoulder season visitor experiences, promote sustainable growth, and enhance tourism infrastructure.

This Resort Development Strategy (RDS) supports the following components of the STRATEGIC FRAMEWORK FOR TOURISM IN BRITISH COLUMBIA 2019 – 2021:

- The challenges associated with a seasonal tourism workforce are supported through the provision of an off-season festival and event.
- Radium Hot Springs continued development as a tourism destination is supported by all components of the strategy.
- The RDS continues our investment in our off-season Headbanger's festival.
- The Columbia River Boat Access project will build capacity and make tourism more accessible for those seeking river trips and wetland tours.
- The RDS supports sustainable tourism growth through destination development and enhanced tourism infrastructure.
- The Columbia River Boat Access project will improve transportation watercraft access to the river corridor and will support sustainable tourism growth.
- Off season festivals encourage more year-round tourism.
- Self-propelled river trips will reduce tourism emissions.
- The Columbia River Boat Access project will support the growth of the adventure tourism market.
- The RDS generally supports the long-term sustainability of B.C.'s outdoor recreation experience.

6. RMI Projects Overview:

<b>Project Title</b>	Adventure Radium Youth Camp	
<b>RMI Program Goal</b>	Tourism Programs, Service or Events	
<b>Project description</b>	An eight week summer youth camp administered by the Village providing recreational opportunities for youth ages 6 to 12 three days each week. Camp curriculum includes team and individual sports, adventure activities, nature education, arts and crafts, and games. The program provides recreational opportunities for visiting youth so as to promote awareness and appreciation of local natural amenities while providing a skill base to foster further development of recreational pursuits. The program also provides parents with the opportunity to enjoy retail spending and recreational opportunities unencumbered by their children.	
<b>Project rationale</b>	This program will introduce youth to activities and pursuits that are representative of the wider landscape of recreational opportunities thereby ‘sowing the seeds’ for sustainable future use and visitation. Records show that attendance by non-resident children is substantial, demonstrating that this service is being used as a program amenity for visitors to the Village. 67% of 2018 attendance was by non-local children (Alberta, Saskatchewan, International and wider BC).	
<b>Project Status</b>	Ongoing Project	
<b>Milestones</b>	Anticipated Start Date	Summer 2019.
	Anticipated Completion	Ongoing program.
<b>Project Goal and how it relates to the Programs Outcomes</b>	Project Goal(s): This program increases visitor satisfaction, also referred to as “the visitor experience” which in turn will lead to increased room revenues.	
	Program Outcome(s): Attendance statistics clearly demonstrate that this program is primarily used by tourists visiting Radium Hot Springs. As such, the program diversifies the community’s tourism offering and serves to enhance the visitor experience. The program is sustainable on a yearly basis, and it develops ongoing visitor loyalty and ‘word of mouth’ promotion, while potentially increasing visitation. This youth camp clearly meets all of the objectives of the RMI program.	
<b>Accessibility-related project</b>	The program is open to participants with accessibility limitations.	
<b>Additional Benefits</b>	A proportion of the staff are usually from outside of Radium Hot Springs, thereby representing the attraction and retention of labour for tourism operations.	
<b>Performance Measurement:</b>	Compilation of attendance statistics, with residency data, so as to demonstrate that the program is largely utilized by visitors, thereby demonstrating that the visitor experience has been enhanced, as well as collection of anecdotal statements from participants and their parents, so	

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	as to demonstrate that the youth camp is meeting their expectations.	
<b>Project Lead/Manager</b>	Program coordinator is hired each year.	
<b>Funding Sources</b>	<b>Total RMI funding:</b>	45,000
	MRDT Funding:	1,600
	Other Provincial Funding:	0
	Municipal Funding:	0
	Other (identify):	0
	<b>Total cost of Project:</b>	46,600

<b>Project Title</b>	Headbanger’s Festival and Christmas Eve Wagon Rides	
<b>RMI Program Goal</b>	Tourism Programs, Service or Events	
<b>Project description</b>	<p>The Village will manage two off-season tourism festivals/events each year. The timing of these has been determined in collaboration with tourism stakeholders, so as to promote additional accommodation stays and local spending when it is needed most. The “Headbanger’s Festival” coincides with the Bighorn Sheep rut in November, which involves the males “banging heads” to establish dominance. This event showcases our resident Bighorn Sheep herd with guest speakers, interpretive displays, and tours. The Christmas Eve horse drawn wagon rides are largely promoted to guests staying at our hotels. This opportunity to tour the Village in quaint style is becoming more popular with each passing year.</p>	
<b>Project rationale</b>	<p>Festivals and events are a key driver for tourism visitation, as they entice new visitors to come to our area, while also improving their experience. Yearly festivals garner visitor loyalty and repeat visitation, thus becoming a critical element in our sustainable tourism objective. Festivals are scalable and programming can be expanded as attendance and popularity increases. Both the Headbanger’s Festival and the wagon rides have expanded in programming and attendance, with each passing year.</p>	
<b>Project Status</b>	Ongoing Project	
<b>Milestones</b>	Anticipated Start Date	Annually.
	Anticipated Completion	Annually.
<b>Project Goal and how it relates to the Programs Outcomes</b>	<p>Project Goal(s): Support one festival and one event, sustainable on a yearly basis (sustainable tourism goals apply), that will enhance the visitor experience and develop ongoing visitor loyalty and ‘word of mouth’ promotion. This festival and event will attract visitors to the Village, provide activities for the enjoyment and interest of visitors, and increase tourism traffic and accommodation stays during the shoulder seasons. This event and festival supports our goals of improving the visitor experience, extending our tourism season, and increasing annual room revenue.</p>	
	<p>Program Outcome(s): This event and festival extends and diversifies our</p>	

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	tourism season and enhances the visitor’s experience, while simultaneously improving tourism sector sustainability, while leading to increased visitation and room revenues.	
<b>Accessibility-related project</b>	This festival and event are open to individuals with accessibility limitations.	
<b>Additional Benefits</b>	The 2019 Headbanger’s Festival will incorporate First Nation’s content, and there are plans to increase this component in each successive year.	
<b>Performance Measurement:</b>	Each festival is monitored separately with attendance records and anecdotal comments from participants and/or the audience being the primary indicators of success. In order to demonstrate success in our primary goal of sustainable tourism, we will endeavor to capture data separating visitor from resident event attendance, wherever possible.	
<b>Project Lead/Manager</b>	Tourism Radium.	
<b>Funding Sources</b>	<b>Total RMI funding:</b>	66,000
	MRDT Funding:	185
	Other Provincial Funding:	0
	Municipal Funding:	0
	Other (identify):	0
	<b>Total cost of Project:</b>	66,185

<b>Project Title</b>	Columbia River Boat Access Area
<b>RMI Program Goal</b>	Tourism Infrastructure
<b>Project description</b>	Develop a canoe and kayak (non-motorized watercraft only) take-out and launch facility on the Columbia River. This project includes flood proofing of the property, improved vehicular egress, ingress and parking, a public washroom, bear proof garbage containment, regulatory and interpretive signage, and river bank fortifications. The project will provide improved access to and from the Columbia River and associated wetlands, for both visitors and commercial operators utilizing watercraft. We will include regulatory and interpretive information for visitors, so that they better understand both the importance of the Columbia River and associated wetlands as a wildlife reserve, as well as how to recreate in those areas in a responsible and sustainable manner. The project will increase use of the Columbia River and associated wetlands as a travelable waterway for recreational, heritage, cultural and environmental purposes. This is phase two of the project.
<b>Project rationale</b>	The Columbia River and Columbia River wetlands are a popular canoeing, kayaking and paddle board destination for recreationalists and naturalists, including commercial rental and tour operators. The property currently used for taking out and launching boats is problematic from both environmental and user safety perspectives. Not only does the property flood each spring, access for boaters is over a mud bank that is subject to

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	erosion. The vehicular access from the property is onto a busy forest service road with inadequate sight lines. Our plan is to redevelop this property so as to resolve these issues and foster increased usage. This project was part of our former Resort Development Strategy; however, detailed engineering revealed that the development costs, especially in light of flood proofing and archeological requirements, would be far in excess of the original budget. Engineering, design, and approvals are now in place and construction has begun at the site.	
<b>Project Status</b>	Amendment to Ongoing Approved Project	
<b>Milestones</b>	Actual Start Date	August 2017.
	Anticipated Completion	November 2019.
<b>Project Goal and how it relates to the Programs Outcomes</b>	Project Goal(s): This project will align with our goal of improving the visitor experience.	
	Program Outcome(s): The improvements to this asset will increase visitation, enhance the visitor’s experience, and improve the sustainability of our tourism sector.	
<b>Accessibility-related project</b>	The site and its features will be fully accessible to individuals with mobility limitations.	
<b>Additional Benefits</b>	The Columbia River was used as a transportation corridor by indigenous people and there are numerous archeological sites located near the access area. There is an opportunity for interpretive information, and a partnership with First Nation’s, regarding this heritage.	
<b>Performance Measurement:</b>	The success of this component is best measured indirectly through quantitative measures like visitor numbers and anecdotal comments referring to the effectiveness of the facility. The commercial operator will be interviewed for additional comments.	
<b>Project Lead/Manager</b>	Village of Radium Hot Springs	
<b>Funding Sources</b>	Assigned RMI Carryover from 2015-2018 RDS:	94,449
	Unassigned RMI Carryover from 2015-2018 RDS:	71,773
	Total RMI Carryover from 2015-2018 RDS:	166,222
	RDS 2019-20122:	131,301
	Total RMI funding:	297,523
	Other Provincial Funding:	183,268
	Total cost of Project:	480,791

<b>Project Title</b>	Tourism Signage
<b>RMI Program Goal</b>	Tourism Infrastructure
<b>Project description</b>	This project involves the installation of street wayfinding signage and public information kiosks. These assets will reflect the new branding and identity that was developed as part of our 2018 “Comprehensive Signage Strategy”. The street wayfinding signage will provide

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	<p>information and direction, to both pedestrians and motorists, to attractions, businesses, public facilities, and areas of interest. The public information kiosks will provide orientation, an area directory, village map and notices for pedestrians moving through our commercial core area. The project will provide improved access to information so as to better inform visitors of our recreational, natural and cultural amenities and opportunities, thereby promoting the increased use and development of these features. The project will enhance visitors and resident’s ability to navigate in the community and to find desired destinations. It will support economic development and the retail and commercial sectors and develop an authentic community appearance for our signage.</p>	
<b>Project rationale</b>	<p>The 2018 “Strategic Signage Strategy” was initiated to develop a wayfinding system that informs and guides visitors towards amenities and attractions within the community and that meets our branding criteria. The strategy proposes to improve existing signage and create unique attractions within Radium to help attract more passersby off of the highways.</p>	
<b>Project Status</b>	Ongoing Project	
<b>Milestones</b>	Anticipated Start Date	2020
	Anticipated Completion	2021
<b>Project Goal and how it relates to the Programs Outcomes</b>	<p>Project Goal(s): This project will primarily improve the visitor experience, which in turn should result in increased visitation during all seasons.</p>	
	<p>Program Outcome(s): This project will extend and diversify our tourism season by identifying assets available for use during the shoulder seasons, while enhancing the visitor experience throughout the year. This is an infrastructure project that will lead to an increase in visitation, and promote the sustainability of our tourism sector.</p>	
<b>Accessibility-related project</b>		
<b>Additional Benefits</b>		
<b>Performance Measurement:</b>	<p>The success of this component is best measured indirectly through quantitative measures like visitor numbers and anecdotal comments referring to the effectiveness of the signage in achieving stated goals.</p>	
<b>Project Lead/Manager</b>	Village of Radium Hot Springs	
<b>Funding Sources</b>	<b>Total RMI funding:</b>	264,000
	Total cost of Project:	264,000

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7. Three-Year Financial Plan:

	2019	2020	2021	Potential 2021 Carryover		Total RMI Allocation
				2022	2023	
Carryover from previous year	164,986	0	0	0	0	164,986
Interest earned on carryover	1,236	0	0	0	0	1,236
<b>Total Carryover</b>	<b>166,222</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>166,222</b>
Anticipated RMI Funding	178,301	179,000	179,000	0	0	536,301
<b>Total Funds Available</b>	<b>344,523</b>	<b>179,000</b>	<b>179,000</b>	<b>0</b>	<b>0</b>	<b>702,523</b>
<b>Anticipated Spending</b>						
<b>Carry Over Projects from 2015-18 RDS:</b>						
Columbia River Boat Access Area (Assigned specifically to project)	94,449	0	0	0	0	94,449
Columbia River Boat Access Area (Unassigned funds from prior RDS)	71,773	0	0	0	0	71,773
<b>Carryover Sub Total</b>	<b>166,222</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>166,222</b>
<b>Tourism Infrastructure, Amenities, or Capital Purchases for 2019-2022 RDS:</b>						
Columbia River Boat Access Area	131,301	0	0	0	0	131,301
Tourism Signage	0	132,000	132,000	0	0	264,000
<b>2019-2022 RDS Sub Total (Minimum 70% over 3 year term)</b>	<b>131,301</b>	<b>132,000</b>	<b>132,000</b>	<b>0</b>	<b>0</b>	<b>395,301</b>
<b>Project Sub Total</b>	<b>297,523</b>	<b>132,000</b>	<b>132,000</b>	<b>0</b>	<b>0</b>	<b>561,523</b>
<b>Tourism Services, Programs or Events:</b>						
Adventure Radium Youth Camp	15,000	15,000	15,000	0	0	45,000
Headbanger's Festival	20,000	20,000	20,000	0	0	60,000
Wagon Rides	2,000	2,000	2,000	0	0	6,000
<b>Sub Total (Maximum 30% over 3 year term)</b>	<b>37,000</b>	<b>37,000</b>	<b>37,000</b>	<b>0</b>	<b>0</b>	<b>111,000</b>
<b>Administration (if applicable):</b>						
Program staff	2,150	2,200	2,250	0	0	6,600
Travel to Spring RCC	1,000	2,300	2,300	0	0	5,600
Performance Measurement	6,850	5,500	5,450	0	0	17,800
<b>Sub Total (up to \$10,000 per year)</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>0</b>	<b>0</b>	<b>30,000</b>
<b>Total Spending:</b>	<b>344,523</b>	<b>179,000</b>	<b>179,000</b>	<b>0</b>	<b>0</b>	<b>702,523</b>
Carry forward (if any):						

8. Performance Measurement Approach:

The Village will continue a performance and monitoring program that is consistent with the layout developed for Resort Municipalities in conjunction with the Whistler Centre for Sustainability. Reporting will relate to our goals with tracking of visitors and will build upon the statistical information that has been compiled to date. Analysis of improvements to 'visitor experience' will largely relate to attendance numbers at core events and programs and anecdotal statements from participants. We plan to implement a visitor survey system in conjunction with our Destination Marketing Organization: Tourism Radium.

9. Contact Information:

Queries regarding the plan can be directed to:

Mark Read, CAO  
Village of Radium Hot Springs  
PO Box 340  
Radium Hot Springs, BC  
VOA 1M0  
(250) 347-6455  
[Mark.Read@radiumhotsprings.ca](mailto:Mark.Read@radiumhotsprings.ca)