



The Harrison Tourism Society

Five-year Strategic Business Plan
2027-2031

Designated Recipient: Harrison Tourism Society

Community Name: Harrison River Valley

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Executive Summary

This Five-Year Strategic Plan outlines the vision, priorities, and actions that will guide Tourism Harrison River Valley from 2027 to 2031. Developed by the Harrison Tourism Society, the plan provides a roadmap to strengthen the Harrison River Valley as a year-round destination while ensuring tourism growth continues to benefit local businesses, residents, and communities across the region.

Tourism plays an important role in supporting the local economy and quality of life throughout the Harrison River Valley. Since its establishment in 2007, the Harrison Tourism Society has worked collaboratively with industry partners and local governments to promote the region and grow visitation. In 2022, the organization expanded its Municipal and Regional District Tax (MRDT) collection area beyond Harrison Hot Springs to include Agassiz, Harrison Mills, and Hemlock Valley, enabling a broader regional approach to destination marketing and development.

Research conducted during the development of this plan confirms that the Harrison River Valley benefits from strong natural assets, established brand recognition, and growing interest in outdoor recreation, agritourism, and cultural experiences. At the same time, the analysis identified several challenges that must be addressed to support sustainable tourism growth. These include strong summer visitation paired with significant seasonal fluctuations, a visitor base that is heavily oriented toward day trips, and limited awareness of the broader regional experiences available beyond Harrison Hot Springs.

This plan responds to these opportunities and challenges through four strategic priorities.

The first priority is to strengthen year-round visitation and disperse economic benefits across the Harrison River Valley. Marketing efforts will focus on attracting visitors who plan their trips in advance, stay longer, and explore multiple communities. This will include developing regional itineraries, strengthening digital trip-planning tools, and expanding partnerships throughout the Fraser Valley.

The second priority is to strengthen destination development and product readiness. Tourism Harrison River Valley will work with partners to support new and enhanced tourism experiences, expand the marketing grant program, encourage Indigenous tourism development, and support events that attract visitors outside the peak summer season.

The third priority focuses on delivering exceptional visitor servicing and strengthening the Sasquatch Museum as a marketable attraction. Initiatives will include enhancing visitor services training, expanding mobile visitor servicing, implementing a refreshed retail strategy that highlights local products, and increasing promotion of the museum experience.

The fourth priority is to strengthen organizational excellence. Tourism Harrison River Valley will continue to invest in staff capacity, technology, governance practices, and performance

measurement to ensure the organization remains responsive, accountable, and effective in delivering results.

Over the five-year period, Tourism Harrison River Valley will focus on measurable outcomes including increasing shoulder-season occupancy, extending average visitor length of stay, growing visitation to the Visitor Information Centre and Sasquatch Museum, and increasing MRDT revenue to support ongoing destination marketing.

Working in collaboration with local governments, tourism businesses, community organizations, and partners such as Destination BC, Tourism Harrison River Valley will continue to position the Harrison River Valley as a welcoming, year-round destination that delivers lasting economic, cultural, and community benefits.

Introduction

The Harrison Tourism Society was established in 2007 as a not-for-profit society with an independent Board of Directors representing the business community with the purpose of:

- Positioning The Harrison River Valley as a premier regional travel destination
- Executing cost effective strategic marketing initiatives for the economic benefit of its stakeholders
- Representing all areas of the Harrison River Valley which include Harrison Hot Springs, Agassiz, the District of Kent and Harrison Mills and adjacent areas.

Since its inception, the Harrison Tourism Society has focused on marketing Harrison Hot Springs locally, regionally and on a limited basis internationally while collecting MRDT solely from accommodation providers in the Harrison Hot Springs. In 2021 the Harrison Tourism Society was successful in our application to expand the area of MRDT collection to include the communities of Agassiz, Harrison Hot Springs, Harrison Mills and Hemlock Valley.

The Society Operates as a Destination Marketing Organization (DMO) under the name Tourism Harrison River Valley. Working collaboratively with local and regional partners Tourism Harrison has effectively executed strategic marketing programs that bring visitors to the area, extend overnight stays, and increase revenues for industry partners in the Harrison River Valley.

Tourism Harrison River Valley has become an integral part of the Greater Harrison Tourism Regions' marketing effort and has played an important role in maintaining a healthy tourism economy.

This document sets out the Business Plan for Tourism Harrison River Valley for the five-year period covering January 1, 2027, to December 31, 2031. During the process of preparing this plan we have consulted with a variety of business and industry partners including Destination BC to ensure we are aligned with each of their visions and strategic planning.

While Tourism Harrison River Valley staff prepared the MRDT renewal package and wrote both the Five Year and 2027 plans, Junction Consulting was contracted to help with the research components that informed the strategies outlined.

Section 1- Five-Year Strategic Overview

Vision & Mission

Tourism Harrison River Valley has revised its vision and mission since our last Five-Year plan.

Vision

A year-round destination where visitors enjoy diverse arts, culture, and recreation experiences, are respectful of the environment, and bring benefits to our unique communities and cultures.

Mission

Collaborating with tourism partners to grow tourism offerings and responsibly steward tourism assets for all.

The vision and mission as set out above form the cornerstone of the strategy that Tourism Harrison River Valley has developed for the coming 5-year period.

Strategic Context (Consulting, 2026)

Situational Analysis

This situation analysis brings together third-party tourism and economic research with first-party insights from local business and community stakeholders across the Harrison River Valley. It reflects conditions and trends observed between 2019 and 2024, with an emphasis on recent post-pandemic dynamics shaping travel behaviour, visitor expectations, and local capacity.

The intent of this analysis is not to prescribe action, but to establish a shared understanding of the environment in which the next 5-Year Plan will operate.

1. Scope and Methodology

This situation analysis synthesizes multiple evidence streams to establish a shared understanding of tourism conditions in the broader Harrison River Valley:

- Macro and regional tourism trends (third-party research)
- Qualitative insights from local tourism businesses and stakeholders
- Quantitative survey results from 26 Harrison River Valley–based businesses across multiple communities

The findings reflect both structural conditions and on-the-ground experience within the visitor economy.

2. Macro Tourism & Economic Context

A. Structural Shift in Tourism Demand

Third-party research confirms that tourism growth is increasingly defined by value over volume, with destinations prioritizing longer stays, higher engagement, and better alignment with community capacity. Destination Canada's Highly Engaged Guest (HEG) framework highlights demand for nature, wellness, culture, and authentic local experiences.

These shifts are particularly relevant for destinations with strong seasonal appeal and peak-period crowding.

B. Digital-First Trip Planning

Trip planning behaviour is increasingly shaped by:

- Social media discovery
- Creator-led storytelling
- AI-assisted itinerary development

Despite growing use of technology, trust remains highest in human-centred, experience-based content, reinforcing the importance of authentic storytelling.

Local survey results support this trend: over 60% of respondents report being familiar or very familiar with Tourism Harrison River Valley's social media channels, and the majority of businesses actively use social platforms, particularly Facebook and Instagram, as marketing tools.

3. Visitor Demand, Trip Structure & Seasonality

A. Persistent Day-Trip Patterns

Stakeholder interviews consistently describe a day-trip dominant visitation pattern, particularly during peak summer months.

Survey data reinforces this dynamic indirectly:

- While 77% of respondents report being satisfied or very satisfied with overall Tourism Harrison River Valley's performance, many still identify growth barriers related to length of stay and seasonal imbalance.
- Nearly half of respondents rated 2025 tourism levels as "the same" as previous years, suggesting limited growth momentum outside peak periods.

B. Strong Summer Performance, Sharp Shoulder Declines

Both third-party data and local input point to strong summer visitation paired with pronounced shoulder and off-season drop-off.

This seasonality creates:

- Peak-period congestion and capacity pressure
- Underutilized assets, labour, and infrastructure outside summer

4. Experience Supply & Perceived Growth Potential

A. High-Potential Experience Categories

Survey respondents identified several tourism products with strong perceived growth potential (rated “strong growth potential” by the majority of respondents):

- Farm-based experiences (92% strong growth potential)
- Indigenous tourism (77%)
- Paddling and water-based activities (77%)
- Hiking and biking (54%)
- Culinary experiences (62%)

These findings closely align with third-party research identifying growth in nature-based, cultural, and Indigenous tourism, as well as stakeholder interview themes highlighting wellness, culture, and agritourism as underdeveloped opportunity clusters.

B. Wellness and Cultural Infrastructure Gaps

Interview participants frequently cite wellness (public hot springs access, saunas, retreats) and arts/culture (festivals, performance venues) as areas of unmet demand.

Survey open-ended responses reinforce this, with respondents identifying new or enhanced attractions, particularly indoor, year-round, and culturally oriented facilities, as potential demand drivers.

5. Regional Identity & Connectivity

Third-party research positions the Harrison River Valley as part of a broader Fraser Valley / Vancouver, Coast & Mountains tourism ecosystem, with opportunities tied to regional trails, waterways, and touring routes.

However, stakeholder interviews and survey responses indicate a persistent perception gap:

- Visitors continue to associate the destination primarily with Harrison Hot Springs, with limited awareness of surrounding communities such as Agassiz, Harrison Mills, and Seabird Island.
- Businesses across the region express interest in stronger connective storytelling and collaboration but note structural and branding limitations.

6. Stakeholder Sentiment & Organizational Perception

A. Overall Sentiment Toward Tourism Harrison River Valley

Survey results show generally positive sentiment:

- 100% of respondents report being satisfied or very satisfied with Tourism Harrison River Valley overall.
- High familiarity with core Tourism Harrison River Valley assets (Visitor Guide, Events, Website) was reported, with weighted averages above 3.5/5 across most channels.

B. Areas of Perceived Constraint

Despite positive sentiment, survey and interview data surface recurring challenges:

- Infrastructure limitations (parking, public facilities)
- Governance and decision-making complexity
- Limited clarity around long-term destination direction
- Need for stronger communication and coordination across the region.

Stakeholders consistently express a high willingness to collaborate but identify systemic constraints beyond individual business control.

7. Synthesis: Current State of the Harrison River Valley Tourism System

Taken together, the evidence suggests:

- The Harrison River Valley benefits from strong core assets and sustained interest, particularly in summer.
- The primary challenges are seasonality, length of stay, experience packaging, infrastructure readiness, and regional identity clarity.
- There is strong alignment between macro travel trends, stakeholder-identified opportunity areas, and perceived product growth potential.
- Community support for tourism is generally positive, with an appetite for thoughtful, well-managed growth.

This analysis establishes the baseline conditions that the Tourism Harrison River Valley 5-Year Plan must respond to, providing a shared factual foundation for future strategic direction.

Other Key Learnings

MRDT and OAP have shown recovery since the impacts of COVID-19 and show an average increase of about 7% year over year. Note - that November 2025 had a large OAP payment reflecting a three-year audit of online accommodation providers. If we average that amount

over three years 2025 should have a total revenue that is approximately \$1,186,000 not \$1,266,000.

Traditional Accommodation Provider Occupancy 2022-2025

The data in this chart reflects the following accommodation providers who report to Tourism Harrison River Valley monthly:

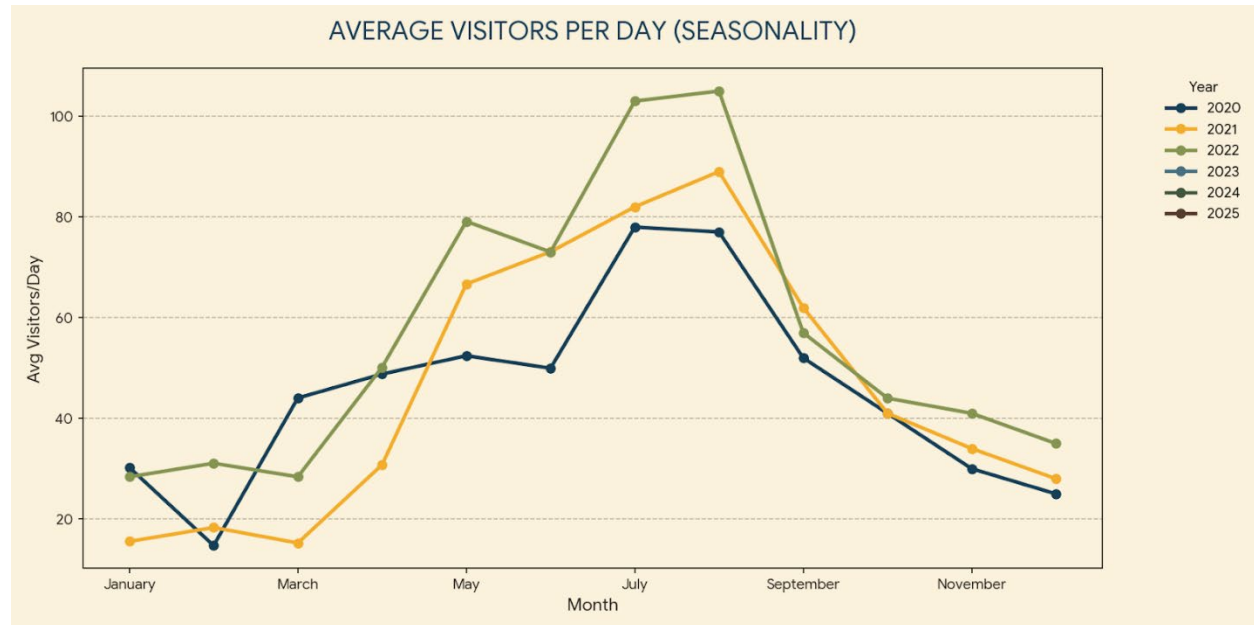
- Harrison Hot Springs Resort and Spa
- Harrison Beach Hotel
- Harrison Lake Hotel
- Hot Spring Villa Hotel
- Bramblebank Cottages
- Glencoe Motel
- Spa Motel
- Harrison Lake View Suites
- Harrison Grand Motel
- Fraser River Lodge
- Pathfinder Camp Resort
- Sandpiper Resort
- Sasquatch Inn
- Sasquatch Crossing Eco Lodge

Total Occupancy													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
2025	53.1%	60.5%	54.5%	57.4%	55.9%	60.1%	72.7%	78.4%	64.9%	52.8%	54.5%	54.0%	59.9%
2024	51.5%	61.8%	63.0%	57.2%	57.2%	61.7%	63.0%	72.5%	66.3%	55.2%	55.5%	57.2%	51.5%
2023	60.2%	66.2%	64.8%	64.5%	65.8%	68.9%	67.7%	73.9%	64.9%	56.9%	58.1%	58.5%	64.2%
2022	37.0%	51.3%	60.1%	63.7%	64.7%	67.0%	74.9%	76.0%	73.2%	67.9%	58.3%	55.7%	62.6%

Visitor Services Statistics

All data below is strictly reflective of statistics collected by our Visitor Information Centre Counsellors, while reflective of the region the data is specific to visitors to our Visitor Information Centre and Sasquatch Museum. It is important to note that in May of 2024, The Visitor Information Centre and Sasquatch Museum moved into a much larger and brand-new building which has helped increase the number of visitors we are seeing.

Average Visitors Per Day (Seasonality)



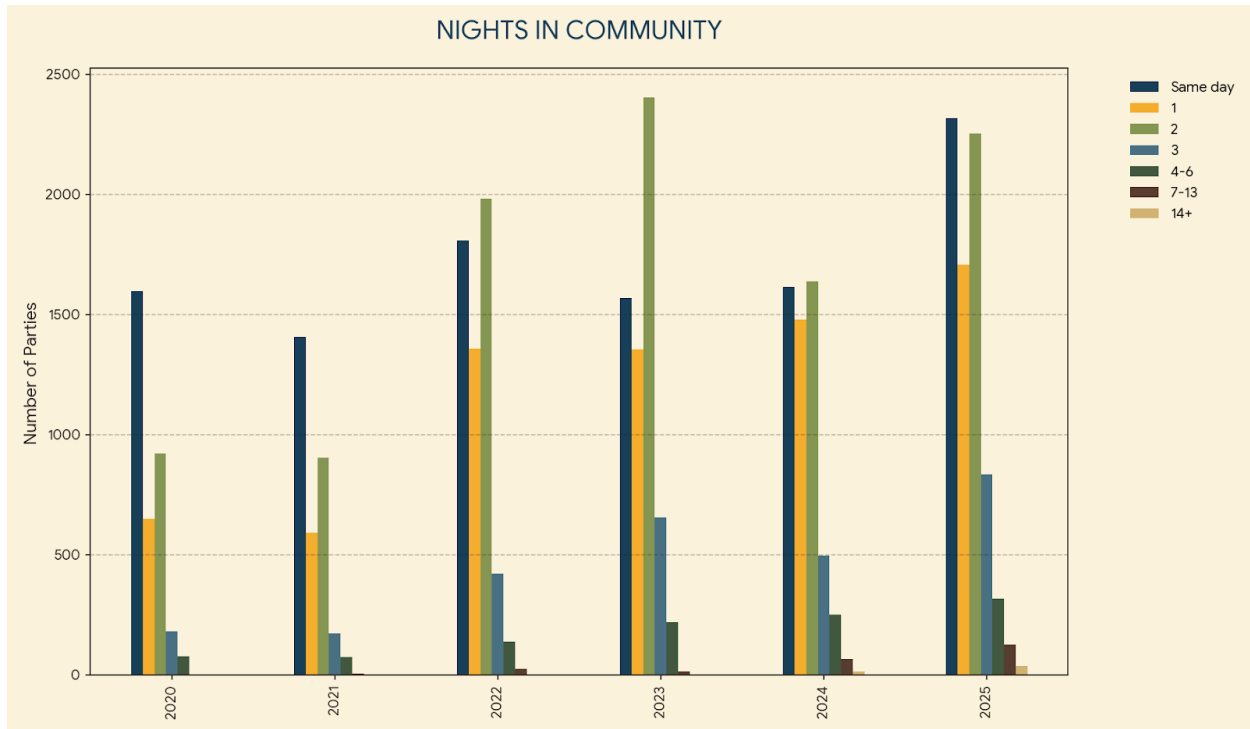
The monthly trend analysis showcases the classic "peak and valley" tourism cycle characteristic of the Pacific Northwest.

Peak Season: July and August consistently see the highest volume of daily visitors.

Growth Trends: Comparing the lines year-over-year, 2025 shows a higher baseline across almost every month compared to 2020 and 2021.

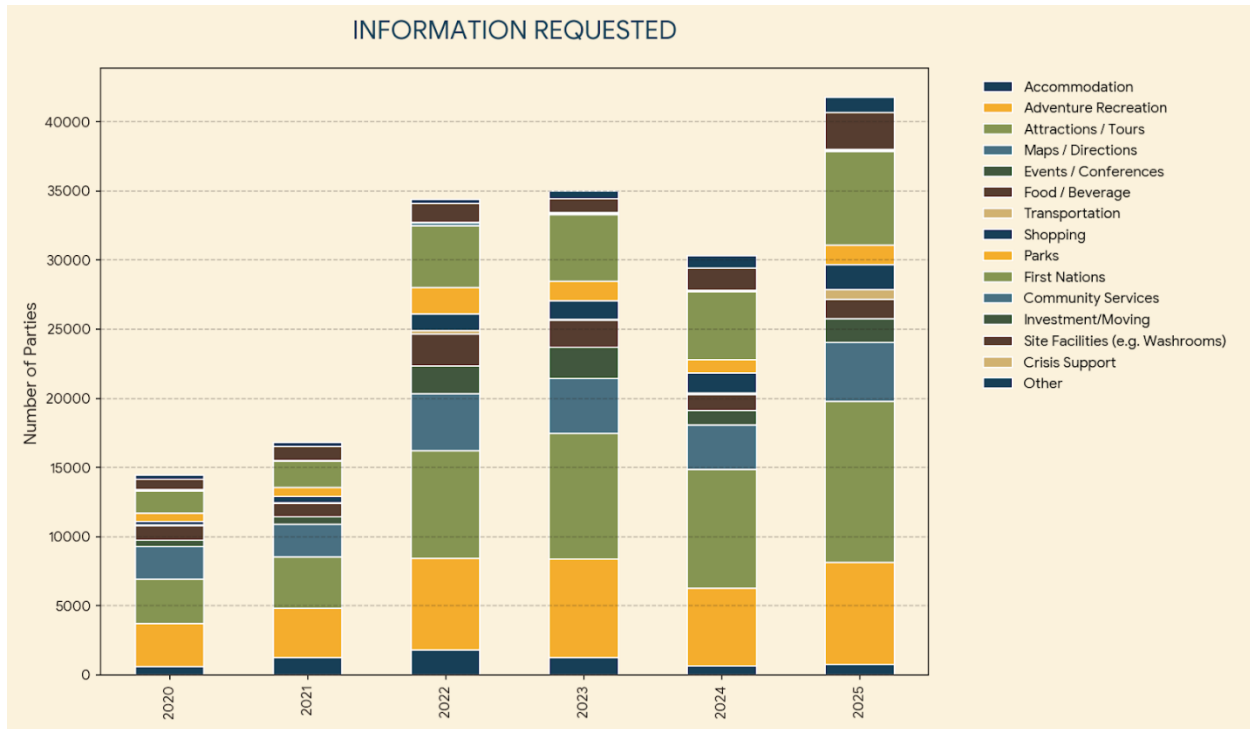
Off-Season Development: There is a visible lift in late autumn (October/November), likely corresponding to Season of the Wild suggesting that the "shoulder seasons" are becoming more robust.

Nights in Community



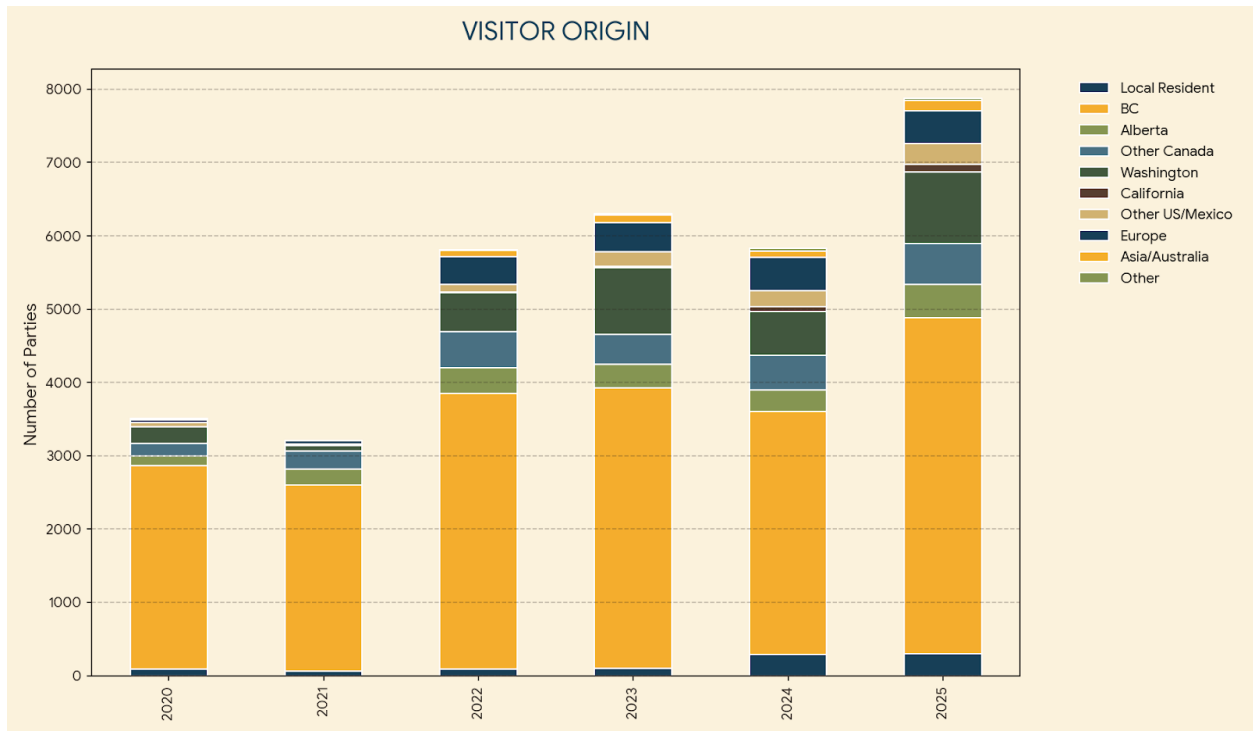
The stay-duration analysis confirms that the region is a strong for **Day-trippers**, but it also highlights a growing trend in overnight stays. While "Same day" visits increased, the growth in **1-night** and **2-night** stays was even more pronounced proportionally. This shift indicates that the region is successfully transitioning from a quick-stop destination into a multi-day getaway, providing more opportunities for local accommodation and food/beverage sectors.

Information Requested



This data highlights a significant shift in visitor interests over the last five years. While basic inquiries like **Maps/Directions** remain steady, there has been an explosive growth in interest regarding **Attractions/Tours** and **Adventure Recreation**, which peaked significantly in 2025. This suggests that visitors are moving beyond "wayfinding" and are actively seeking curated experiences and outdoor activities. Interest in **First Nations** culture also showed a consistent upward trajectory, nearly tripling between 2020 and 2025.

Visitor Origin



The Harrison River Valley remains a primary destination for British Columbians, who represent the largest share of the market throughout the period. However, the data reveals a healthy diversification of the visitor base starting in 2022. While local BC travel stabilized, there was a notable increase in travelers from Alberta, the United States (particularly Washington and California), and Europe. This indicates a successful recovery of international and long-haul domestic tourism post-pandemic.

Goals, Objectives, Targets and Strategies



GOAL 1 –Strengthen Year-Round Visitation and Disperse Economic Benefit Across the Harrison River Valley

Strengthen and position the Harrison River Valley as a compelling, year-round destination by delivering a seamless visitor experience through all stages of travel, a unified regional story, and targeted marketing that attracts high value priority segments while supporting local stakeholders and partners to increase awareness of the Harrison River Valley and generate longer stays.

GOAL 2 –Strengthen Destination Development and Product Readiness

Strengthen the Harrison River Valley’s tourism offering by closing product gaps, elevating market readiness, and investing in experiences, partnerships, and place-making that support year-round visitation, longer stays, and sustainable economic impact.

GOAL 3 - Deliver Exceptional Visitor Servicing and Strengthen the Sasquatch Museum as a Marketable Attraction

Position Visitor Services and the Sasquatch Museum as dynamic, welcoming ambassadors for the Harrison River Valley by strengthening service delivery, enhancing retail and interpretation, and extending our reach beyond our physical location to better meet visitor needs year-round.

GOAL 4 - Strengthen Organizational Excellence

Build a resilient, well governed, and future ready organization that has the people, tools, and insight needed to support sustainable tourism growth and deliver on the Harrison River Valley’s strategic priorities.

GOAL 1- Strengthen Year-Round Visitation and Disperse Economic Benefit Across the Harrison River Valley

Key Objectives
<p>Increase shoulder season occupancy 15% by 2031.</p> <p>Increase MRDT and OAP revenue an average of 6% per year.</p> <p>Increase average length of stay from current baseline to + 0.5 nights by 2031.</p> <p>Increase website session duration 20% by 2031.</p>
Strategies
<p>Redevelop trip planning tools on our website and social media channels.</p> <p>Work with local businesses to update Google Business profiles and social media skills, ensuring consistent info across the web.</p> <p>Shift from a Hot Springs focused narrative to a cohesive Harrison River Valley brand story.</p> <p>Focus on attracting our three identified priority visitor segments of:</p> <ul style="list-style-type: none"> ○ The Accessible Adventurer ○ The Conscientious Connector ○ The Restorative Escapist <p>Develop and promote cross community itineraries that package District of Kent, FVRD Area C and Harrison Hot Springs.</p> <p>Strengthen Fraser Valley partnerships with Abbotsford, Chilliwack and Langley to attract drive market visitors.</p> <p>Leverage regional and provincial partnerships to extend reach beyond the immediate market.</p>
Key Actions Years 1-3
<p>Refresh brand messaging to reflect the full Harrison River Valley.</p> <p>Develop seasonal and themed itineraries highlighting all communities.</p>

Implement joint promotions with Fraser Valley partners.
 Launch targeted digital campaigns aimed at priority segments.
 Track visitation indicators by community to measure dispersion.

Key Actions Years 4-5

Expand successful campaigns.
 Refine target market approach based on performance data.
 Strengthen out of region market penetration if warranted.

Resource Allocation

2027	2028	2029	2030	2031
\$650,000	\$675,000	\$700,000	\$725,000	\$750,000

GOAL 2- Strengthen Destination Development and Product Readiness

Key Objectives
<p>Allocate a minimum of 10 percent of annual marketing investment to support market ready Indigenous tourism experiences by 2027 and maintain through 2031.</p> <p>Expand the Tourism Harrison River Valley marketing grant program to support at least 25 funded initiatives annually by 2031.</p> <p>Implement an event economic impact measurement tool by 2027 and support at least five major events annually in measuring impact by 2029.</p> <p>Integrate Halq'eméylem language elements across core visitor materials and digital platforms by 2028.</p> <p>Together with the Village of Harrison Hot Springs organize a minimum of four events each year that support the goals of the Resort Municipality Initiative.</p> <p>Support at least 10 small operators in developing packaged, bookable experiences by 2031.</p>
Strategies
<p>Identify product gaps and actively support development of new and enhanced tourism experiences.</p> <p>Expand and evolve the current grant program to encourage product development, seasonal activation and collaborative campaigns.</p> <p>Allocate dedicated marketing investment to support market ready Indigenous experiences.</p> <p>Work with stakeholders to create compelling year-round itineraries that extend length of stay and distribute visitation.</p> <p>Support small and emerging operators in packaging and promoting their offerings.</p> <p>Strengthen event sustainability by supporting economic impact measurement.</p> <p>Integrate Halq'eméylem language and Indigenous storytelling into destination materials in a meaningful and respectful way.</p> <p>Develop a balanced annual event portfolio that supports shoulder season growth, midweek visitation and economic impact.</p> <p>Integrate local culture, agriculture and Indigenous storytelling into event programming.</p>

Execute targeted marketing campaigns to drive overnight visitation tied to events.

Develop tools and resources to support stakeholders in attracting corporate and group business.

Key Actions Years 1-3

Conduct a destination product gap analysis to identify priority development areas.

Redesign the current grant program to introduce tiered funding levels and clear eligibility streams (seasonal activation, product development, collaborative campaigns).

Formalize a dedicated marketing allocation to support Indigenous led experiences.

Collaborate with stakeholders to develop seasonal and themed itineraries, including corporate retreat and group focused itineraries.

Refresh itineraries annually and add new ones based on product growth.

Provide workshops or one on one support to small operators on packaging, pricing and distribution

Research and select an event economic impact tool suitable for local organizers.

Launch coordinated promotional campaigns for each event including:

- Website landing pages
- Digital advertising
- Email marketing
- Regional partnerships
- Media outreach

Create bookable or packaged offers tied to each event to drive overnight stays

Begin integration of Halq'eméylem language into website sections and printed visitor guides in consultation with appropriate partners.

Develop corporate attraction support materials in both digital and print formats.

Key Actions Years 4-5

Expand grant funding if results demonstrate measurable return.

Deepen Indigenous tourism promotion as new experiences come online.

Refine itineraries based on performance data and visitor feedback.

Fully integrate economic impact reporting into the annual event planning cycle.

Continue expanding language integration across digital and print assets.

Evaluate overall product readiness and update gap analysis.

Resource Allocation

Note - Budget includes \$90,000 of RMI funding each year

2027 \$180,000	2028 \$180,000	2029 \$190,000	2030 \$200,000	2031 \$210,000
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GOAL 3- Deliver Exceptional Visitor Servicing and Strengthen the Sasquatch Museum as a Marketable Attraction

Key Objectives
<p>Increase retail revenue at the Visitor Information Centre and Sasquatch Museum by 25 percent by 2031.</p> <p>Increase Sasquatch Museum visitation by 20 percent over five years.</p> <p>Achieve 85 percent positive visitor satisfaction rating specific to Visitor Services and Museum experience by 2028.</p> <p>Establish off site or mobile visitor servicing presence at a minimum of 10 high traffic events or peak season days annually by 2029.</p> <p>Deliver annual tourism orientation or resource sessions to local hotel frontline staff beginning in 2028.</p> <p>Increase visitor center traffic by 15% over the next five years</p> <p>Provide a visitor services kiosk at 3 events per year</p> <p>Feature the work of a minimum of 3 local artists each year</p>
Strategies
<p>Align Visitor Services staffing levels and service hours with visitation growth and seasonal demand.</p> <p>Expand and professionalize the role of Visitor Services Counsellors to include itinerary planning, retail knowledge and destination storytelling.</p> <p>Develop and implement a retail strategy that reflects the Harrison River Valley brand and visitor expectations.</p> <p>Extend visitor servicing beyond the physical Visitor Information Centre through kiosks, event presence and seasonal outreach.</p> <p>Position the Sasquatch Museum as a standalone attraction with dedicated marketing support.</p> <p>Strengthen collaboration with hotel and accommodation frontline staff to ensure consistent destination knowledge and messaging.</p>

Refresh Museum experiences through rotating displays and updated storytelling elements.

Key Actions Years 1-3

Conduct staffing capacity review to align service levels with seasonal demand and projected growth.

Formalize expanded Visitor Services Counsellor role descriptions including itinerary building and upselling local experiences.

Develop and implement a retail strategy focused on locally aligned and story driven products.

Pilot seasonal lakeside or event-based visitor servicing kiosks.

Develop a dedicated marketing plan for the Sasquatch Museum including its own social media presence and targeted advertising.

Introduce rotating displays within the Visitor Information Centre and Museum to encourage repeat visitation.

Launch annual tourism briefing sessions or digital toolkits for hotel and accommodation frontline staff.

Implement visitor satisfaction tracking specific to servicing and museum experience.

Key Actions Years 4-5

Expand mobile visitor servicing if pilot results demonstrate increased engagement or revenue.

Refine retail mix based on sales performance and visitor feedback.

Grow Sasquatch Museum marketing reach into priority segments.

Continue professional development for Visitor Services staff with a focus on storytelling, sales and destination knowledge.

Resource Allocation

2027	2028	2029	2030	2031
\$50,000	\$50,000	\$60,000	\$60,000	\$60,000

GOAL 4- Strengthen Organizational Excellence

Key Objectives
<p>Align staffing levels with projected visitation growth, ensuring capacity increases proportionally by 2030.</p> <p>Provide annual professional development opportunities for 100 percent of staff beginning in 2028.</p> <p>Implement updated Board reporting framework and KPI dashboard aligned with strategic goals by 2027.</p> <p>Integrate at least three operational efficiency tools, including AI applications, by 2028.</p> <p>Add a Board of Director role for Indigenous representation by 2028.</p> <p>Achieve an 85 percent stakeholder satisfaction rating in annual surveys by 2030.</p> <p>Conduct resident sentiment surveys every two years beginning in 2028 and maintain or improve positive tourism perception over five years.</p> <p>Consider options to gather Economic Impact Data for the Harrison River Valley by 2028.</p> <p>Increase revenue from non MRDT sources 10% by 2030.</p>
Strategies
<p>Align staffing structure and capacity with organizational growth and expanded programming.</p> <p>Invest in tools, technology and training that improve efficiency and service delivery.</p> <p>Modernize governance and reporting practices to reflect evolving marketing strategy and performance measurement.</p> <p>Strengthen inclusive governance and Indigenous representation at the Board level.</p> <p>Use research and stakeholder feedback to guide decision making and maintain community support.</p> <p>Clearly measure and communicate the economic value of tourism in the Harrison River Valley.</p>

Key Actions Years 1-3

Conduct organizational capacity and staffing review aligned with five-year visitation projections.

Develop a vendor performance review model for all contractors to determine how each is to be being evaluated and what measures are in place to ensure cost control.

Develop and implement a KPI dashboard that tracks visitation, marketing performance, product development and stakeholder engagement.

Introduce AI tools to support content development, reporting and operational efficiency where appropriate.

Formalize Board recruitment process to add Indigenous representation.

Launch annual stakeholder survey.

Conduct first resident sentiment survey in 2028.

Scope, budget and commission a Value of Tourism Study.

Key Actions Years 4-5

Review staffing structure and adjust as required based on growth trends.

Refine KPI reporting based on Board feedback and performance trends.

Continue stakeholder and resident tracking to measure shifts over time.

Communicate results of Value of Tourism Study to residents, stakeholders and elected officials.

Resource Allocation

2027	2028	2029	2030	2031
\$475,000	\$500,000	\$525,000	\$550,000	\$575,000

Brand Positioning

Since the last Five-Year Plan, Tourism Harrison River Valley refreshed the brand to incorporate and reflect each community with the Harrison River Valley. Over the next Five Years the brand won't see significant changes but there is opportunity to refresh and build the brand strategy out further.



Brand Positioning Statement

The "**Harrison River Valley.**" is positioned as an attractive, "**just up the road**" travel destination that leverages the globally recognized "Harrison Hot Springs" name to drive awareness for the entire region.

Our goal is to continue transitioning the identity to a regional collective focus encompassing the **Village of Harrison Hot Springs, District of Kent (Agassiz), Harrison Mills, and Hemlock Valley.**

Rationale for Positioning

- **Leveraging Brand Equity:** Research indicates that "Harrison Hot Springs" has high name recognition; by rebranding as the Harrison River Valley, the organization uses that existing equity to pull visitors into the broader geography.
- **Expansion of the Visitor Value Proposition:** Positioning as a "Valley" rather than just a "Village" allows the brand to showcase an abundance of surrounding activities beyond the hot springs, such as fishing, hiking, and heritage tours.
- **Proximity Marketing:** The "just up the road" messaging specifically targets the Greater Vancouver and Fraser Valley Regional Districts, framing the area as an accessible, short-haul escape for overnight and day-trip visitors.

- **Inclusivity and Natural Healing:** The strategy emphasizes the "Wild" as a core pillar, using dominant messaging such as "**Heal in the Wild**," "**Experience the Wild**," and "**Together in the Wild**."

Direction for Product Development and Promotion

This positioning dictates specific directions for both development and marketing:

- **Product Development:** Focus on "Destination-focused, accessible approaches," including infrastructure like the new accessible beachfront playground, the Visitor Information Centre and Sasquatch Museum, and the Agassiz-Harrison Museum. There is a specific push to develop "shoulder season" events (e.g., "Season of the Wild," "Lights by the Lake") to counteract the seasonal nature of summer-only tourism.
- **Promotional Activities:** Marketing tactics are designed to be "regional and cross-regional." This includes co-op initiatives like **Fraser Valley Group, Ale Trail and the Bird Trail**. Promotion is heavily weighted toward digital platforms (31% of the tactic breakdown) to drive traffic to the regional website and encourage downloads of digital guides (Visitor and Hiking guides).

Regional Clustering

The brand explicitly clusters several distinct communities to form a unified destination:

- **Village of Harrison Hot Springs** (Primary anchor)
- **District of Kent / Agassiz** (Agricultural and heritage focus)
- **Harrison Mills** (Eagle viewing and historical focus)
- **Hemlock Valley** (Winter recreation and adventure focus)

Target Markets (Consulting, 5 Year Research Report, 2026)

Summary

To achieve the 5-year goal of increasing visitor volume while simultaneously extending average length of stay (yield), Tourism Harrison River Valley must evolve its targeting strategy. Historically, the destination has attracted a broad "Fun & Sun" demographic driven by peak-season demand for the beach and hot springs.

While valuable, this existing volume creates congestion without solving the shoulder-season profitability challenge.

We will shift to a Psychographic Targeting Model based on Destination Canada's Traveller Segmentation Program but adapted specifically for the Harrison River Valley's assets. The strategy prioritizes travellers who plan ahead, seek multi-community experiences, and travel off-peak.

The three priority segments are:

1. **The Accessible Adventurer** (Rooted in Outdoor Explorers)
2. **The Conscientious Connector** (Rooted in Purpose Driven Families)
3. **The Restorative Escapist** (Rooted in Simplicity Lovers / Culture Seekers)

Strategic Rationale

This recommendation draws on the intersection of national data and local reality:

- **The Macro Shift (Destination Canada):** The industry is moving from volume to value. We must target "Highly Engaged Guests" (HEGs) who prioritize local culture, sustainability, and disperse their spending.
- **The Local Reality (Research Report):** Harrison faces a "day-trip dominant" pattern with sharp seasonal drop-offs. Stakeholders identify high growth potential in agritourism (92%), Indigenous tourism (77%), and paddling (77%) assets that appeal to specific, not general, audiences.
- **The Marketing Pivot (based on the 2026 Marketing Strategy):** We are moving to a "Planning-Led" strategy. We need audiences who plan trips rather than impulse-drive, as planners stay longer and visit more communities.

Primary Audience Profiles

Segment A: The Accessible Adventurer

- **EQ Basis:** Outdoor Explorers

- **Profile:** These travellers seek challenge, novelty, and the thrill of the outdoors, but within reach. They index 137 for "Adventure and Excitement" and 151 for "Hiking."
- **Why Harrison?** They are the key to geographic dispersion. They are the most likely audience to leave the Hot Springs village to explore Agassiz, Harrison Mills, and the Hemlock Valley/waterway networks. They are resilient to weather, making them ideal for shoulder-season growth.
- **5-Year Strategic Goal:** Convert them from day-trippers to multi-night guests by packaging "River Valley" experiences (e.g., paddle-to-plate tours, multi-day hiking itineraries).
- **Alignment with Assets:** Strong fit for the "River-based experiences" and "Mountain-based product development" priority themes.

Segment B: The Conscientious Connector

- **EQ Basis:** Purpose Driven Families
- **Profile:** Ambitious parents prioritizing education, bonding, and responsibility. They index 133 on selecting destinations that invest in "socially responsible tourism" and 140 on travelling with children.
- **Why Harrison?** They are the key to yield growth. Unlike budget-focused families, this group spends on experiences that offer learning and connection. They align perfectly with the region's burgeoning agritourism (Circle Farm Tour) and Indigenous cultural experiences (Sts'ailes/Stó:lō storytelling).
- **5-Year Strategic Goal:** Establish Harrison as their "annual family tradition" destination, moving beyond the beach to immersive cultural and farm experiences.
- **Alignment with Assets:** They over-index on "Learning about Indigenous culture" (Index 119) and "Nature experiences" (Index 117), supporting the strategy to expand Indigenous tourism inventory.

Segment C: The Restorative Escapist

- **EQ Basis:** Simplicity Lovers & Culture Seekers
- **Profile:** Often older couples or empty nesters seeking peace, safety, and relaxation. They index 139 for "Find much-needed time to relax" and 147 for preferring "Peaceful" destinations.
- **Why Harrison?** They are the key to mid-week and off-season occupancy. They are not bound by school holidays. They value the Hot Springs, the Festival of the Arts, and quiet nature walks.

- **5-Year Strategic Goal:** Stabilize Q1 and Q4 visitation by marketing "Wellness & Water" and "Arts & Culture" packages specifically to this demographic.
- **Alignment with Assets:** They are high consumers of "Festivals and events" and "Local cuisine," supporting the local business ecosystem beyond outdoor adventure.

Strategic Implementation: The "Planning-Led" Approach

To grow average visit length, we must treat these audiences differently than we have in the past and move from "Promotion" to "Guidance."

Target Audience	The "Hook" (Inspiration)	The "Plan" (Conversion Tool)	5-Year Success Metric
Accessible Adventurer	Video content of paddling the Harrison River or hiking the Spirit Trail.	Itinerary: "The 3-Day Water & Woods Challenge" (Maps, gear rentals, camping/lodge combo).	Increased visitation to Harrison Mills and Agassiz; growth in shoulder season outdoor activity bookings.
Conscientious Connector	Imagery of kids learning to fish or harvest food at a local farm.	Itinerary: "The Farm-to-Table Family Weekend" (Agri-tours, Indigenous cultural walks, family suites).	Higher average daily spend; increased participation in paid educational/cultural activities.
Restorative Escapist	Quiet visuals of mist on the lake, spa treatments, and artisan markets.	Itinerary: "The Mid-Week Reset" (Spa access, dining guide, art walk map).	Increase in Sunday–Thursday occupancy rates; growth in Q1/Q4 visitation.

Management, Governance, and Administration

Organizational Structure

The Harrison Tourism Society, operating under the name Tourism Harrison, was formed in 2007 as a not-for-profit society to act as the Destination Marketing Organization for Harrison Hot Springs. In 2022, Tourism Harrison was successful in our application to become the eligible entity for the District of Kent, Village of Harrison Hot Springs, and FVRD Electoral Area C. To reflect this change, we adjusted our branding which included a public facing name change from Tourism Harrison to Tourism Harrison River Valley.

The structure that Tourism Harrison River Valley follows as a not-for profit society has both voting and non-voting stakeholders. To be a voting stakeholder it is a requirement to have an active place of business located in the Harrison River Valley. The stakeholder is obligated to contribute a minimum of \$150 to the society every 12 months, with these funds being used for marketing projects that promote the purposes of the Society.

Select marketing initiatives are structured as buy-in opportunities, but the majority are funded by THRV.

Governance Structure

Tourism Harrison River Valley is an Incorporated Society (S-52425) under the BC Society Act, governed by a volunteer Board of Directors. The Board consists of a minimum of 7 and maximum of 11 directors with up to 6 representing the Hotel sector, 1 representing the Chamber of Commerce, 1 representing the Village of Harrison Hot Springs, 1 representing the District of Kent, 1 representing the FVRD and 1 representing the businesses. Directors are appointed or elected to serve one-year terms that expire at the next annual general meeting.

In addition to these directors there are four non-voting liaison positions on the board to provide representation from: Community Futures North Fraser, Village of Harrison Hot Springs, District of Kent and FVRD Area C.

As the Eligible Entity, the 3% MRDT funds will be collected, managed, and administered by Tourism Harrison River Valley as part of the monthly Provincial transfer and will be accounted for directly by Tourism Harrison River Valley staff.

Tourism Harrison River Valley has the following full-time employees:

- Executive Director
- Event and Visitor Services Coordinator
- Marketing Manager

Tourism Harrison River Valley has the following part time employees:

- Business Liaison
- Three part-time Visitor Information Counsellors

Tourism Harrison River Valley works with contractors for the following roles:

- Media Relations and PR
- Social Media

Human Resources Management

Executive Director

This senior position supports the Board of Directors to fulfill its governance role. They provide organizational leadership and strategic stewardship to ensure the Five-Year Plan is executed with focus, discipline, and accountability. Primary Responsibilities include:

- Own the strategic integrity of the Five-Year Plan
- Managing the operations of THRV on a day to day basis
- Set organizational priorities and protect focus
- Allocate resources in line with strategic intent and capacity realities
- Oversee performance against planning-led KPIs
- Ensure cross-role alignment and remove execution blockers

Business Liaison

The Business Liaison supports Tourism Harrison River Valley's stakeholder engagement and business development efforts. This role focuses on maintaining strong relationships with local tourism operators and community partners while supporting communication between the organization and its stakeholders. Responsibilities include coordinating stakeholder communications such as the monthly newsletter, supporting workshops and industry events, collecting and reporting tourism statistics, and assisting with Tourism Harrison River Valley publications. The position also provides administrative support to the Executive Director and team, helping with board and organizational tasks while ensuring local businesses remain informed, engaged, and connected to tourism initiatives across the Harrison River Valley.

Events and Visitor Services Coordinator

This position supports Tourism Harrison River Valley's role in both destination development and visitor servicing. The Event and Visitor Services Coordinator is responsible for planning and delivering community events that align with the organization's mandate while overseeing the daily operations of the Visitor Information Centre and Sasquatch Museum. The role includes coordinating event logistics, working with partners, sponsors, and volunteers, and collaborating

with the marketing team to promote events. It also involves supervising visitor services staff, ensuring high-quality visitor experiences, maintaining visitor statistics, and managing retail and merchandising within the Visitor Information Centre. The position works closely with local businesses, tourism partners, and community organizations to strengthen tourism experiences across the Harrison River Valley.

Marketing Manager

The Marketing Manager leads the implementation of Tourism Harrison River Valley’s marketing strategy, with a focus on positioning the region as a year-round destination and encouraging overnight stays. This role oversees brand management, campaign development, and digital marketing initiatives, including website improvements and seasonal promotional campaigns. The position monitors performance metrics, manages marketing budgets, and uses research and data to guide marketing decisions. The Marketing Manager also works closely with local tourism partners and to ensure marketing efforts support regional tourism growth and align with the organization’s strategic goals.

Visitor Services Counsellors

The Visitor Services Counsellor provides front-line visitor information and customer service at the Visitor Information Centre and Sasquatch Museum. This role focuses on delivering accurate travel information, promoting local tourism businesses, and helping visitors plan their stay in the Harrison River Valley. Responsibilities include assisting visitors in person, by phone, and online, maintaining visitor statistics, supporting retail sales, and ensuring visitor resources are well stocked and up to date. The position also supports mobile visitor services at local events and contributes to creating a welcoming and informative experience that encourages visitors to explore the region and extend their stay.

Sources of Funding

REVENUE - WITH HEMLOCK VALLEY					
Revenue	2027	2028	2029	2030	2031
MRDT and OAP	\$ 1,327,120.00	\$ 1,406,747.20	\$ 1,491,152.03	\$ 1,580,621.15	\$ 1,675,458.42
Municipal Contributions	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00
Grants/sponsorships	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00	\$ 20,000.00	\$ 20,000.00
Co-Op/Advertising Revenue	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
Retail Sales & Other Revenue	\$ 71,000.00	\$ 75,000.00	\$ 80,000.00	\$ 85,000.00	\$ 90,000.00
Event Revenue	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00
REVENUE - WITHOUT HEMLOCK VALLEY					
Revenue	2027	2028	2029	2030	2031
MRDT and OAP	\$ 1,201,152.00	\$ 1,273,221.12	\$ 1,349,614.39	\$ 1,430,591.25	\$ 1,516,426.73
Municipal Contributions	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00	\$ 21,000.00
Grants/sponsorships	\$ 10,000.00	\$ 15,000.00	\$ 15,000.00	\$ 20,000.00	\$ 20,000.00
Co-Op/Advertising Revenue	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00
Retail Sales & Other Revenue	\$ 71,000.00	\$ 75,000.00	\$ 80,000.00	\$ 85,000.00	\$ 90,000.00
Event Revenue	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00

Affordable Housing

Tourism Harrison River Valley does not have plans to use OAP funds for Affordable Housing.