



COLUMBIA SHUSWAP REGIONAL DISTRICT Shuswap Tourism Advisory Committee Meeting AGENDA

Date: November 4, 2021
Time: 1:00 PM
Location: CSR D Boardroom
555 Harbourfront Drive NE, Salmon Arm

Pages

1. Call to Order

2. Adoption of Agenda

Motion

THAT: the agenda for the November 4, 2021 Shuswap Tourism Stakeholders' meeting be adopted.

3. Meeting Minutes

3.1. Adoption of Minutes

1

The minutes of the August 17, 2021 Shuswap Tourism Stakeholders' meeting were adopted at the September 23, 2021 CSR D Board Meeting.

4. Shuswap Tourism Governance

7

Discussion for the Shuswap Tourism stakeholders including next steps.

5. Next Meeting

TBD

6. Adjournment

Motion

THAT: the November 4, 2021 Shuswap Tourism Stakeholders' meeting be adjourned.



SHUSWAP TOURISM MEETING MINUTES

Note: The following minutes are subject to correction.

Date: August 17, 2021
 Time: 10:00 AM
 Location: Virtual

Participants Present	P. Demenok^	Electoral Area C
	R. Talbot^	Electoral Area D
	R. Martin (Vice Chair)^	Electoral Area E
	J. Simpson^	Electoral Area F
	T. Rysz^	District of Sicamous
	K. Flynn (Chair)^	City of Salmon Arm
	T. Lavery^	City of Salmon Arm
Guests	A. Harrison	City of Salmon Arm, Mayor
	S. Lindgren	City of Salmon Arm, Councillor
Staff Present	C. Hamilton^	Chief Administrative Officer (CAO)
	J. Sham^	Deputy Manager, Corporate Administration
	K. Dearing^	Acting Manager, Shuswap Tourism & Film

^ Electronic participation.

1. Call to Order

The Board Chair called the meeting to order at 10:00 AM. Chair asked if there was any opposition to allowing the Councillors from the participating areas to join the meeting. No objections noted.

2. Adoption of Agenda

Moved By Director Lavery
Seconded By Director Rysz

THAT: the agenda for the August 17, 2021 Shuswap Tourism meeting be adopted.

CARRIED

3. Agenda Items

3.1 Shuswap Tourism Service

CAO gave a summary of the memorandum dated July 12, 2021 after receiving the District of Sicamous' request to withdraw from the Shuswap Tourism service.

Chair reminded the participants that in April 2021 the Board agreed there was value in regional destination marketing through Shuswap Tourism. Three months later, the Board received withdrawal notice from the District of Sicamous (DoS).

Director Rysz said things had changed and there were factors that triggered the notice of withdrawal. DoS Council questioned the value of Shuswap Tourism and the deliverables they receive from the service. DoS has a full-time economic development function run by Carly Procyshyn and they had hoped to see better collaboration with Shuswap Tourism. DoS has looked at the Tourism Golden model and want to try to form their own identity. Director Rysz advised that DoS is not completely out yet, but it all comes down to deliverables and the support Sicamous receives.

Chair reminded Director Rysz the stakeholders agreed that the regional model provides the best value for money. The CAO was given direction from the Board to proceed. These are extremely unusual times with both COVID-19 and wildfire threats impacting tourism. There could not be a worse time to move away from a regional model.

Mayor Harrison respects the autonomy of municipalities when it comes to non-essential things like Tourism. City of Salmon Arm was also asking the same questions with regard to value and deliverables. Shuswap Tourism gave an informative presentation to the Council which educated the Council about the many deliverables that are included with Shuswap Tourism. City of Salmon Arm (CSA) committed to the funding through 2022. Suggested DoS also reach out to the Shuswap Tourism staff to request a presentation to help their Council understand all that Shuswap Tourism does for the municipalities and rural areas. Mayor Harrison stated that he respects DoS' decision either way.

Director Lavery acknowledged tourism and economic development are intricately linked and believes a well functioning regional approach is best. In his opinion, this situation is not about staffing rather the lack of clarity and cohesion that falls solely on the political table.

Director Rysz commented about a conversation he had with Directors Demenok and Simpson. DoS Council is concerned with spending \$30k annually for the tourism service; 15% of the taxes goes to the CSRD. The Council feels it is time to restructure tourism to focus on Sicamous.

Director Demenok noted that the discussion he had with Director Rysz and encouraged Director Rysz invite Shuswap Tourism to make a presentation to Council. He would not support DoS request to withdraw from the service. He asked for clarification because the letter from the DoS requested to withdraw from the service, yet Director Rysz said he could convince Council to reconsider the withdrawal.

Director Rysz replied the withdrawal was the will of Council, however, he does not see it the same way. He wants what is best for Sicamous and welcomes a presentation by Shuswap Tourism staff to Council.

Chair said he was confused as well. There is an existing function that is funded through requisition, and some are questioning value, but the question is about process. Voting participants represent their communities and Chair asked what happens if the participants choose not to let DoS withdraw from the service.

CAO stated it is entirely within the right of the voting participants to deny the withdrawal. Advised the participants to signal if there is any appetite to allow the withdrawal which requires 2/3 votes. If the voting participants are considering this withdrawal, rather than limping along with the remaining participants, this function should be collapsed. Being mindful of the CSRD's regional interests, should tourism be retained as a core function?

Director Simpson voiced that he is not in support of DoS' request to withdraw. Agreed that Shuswap Tourism needs to be re-examined and there requires a plan to re-invigorate the service.

Director Talbot thinks the function is doing a lot for all the areas and is very happy with the function even though there is not a lot in his area. He is not in favour of DoS withdrawing from the service. The function can be made better, but participants need to be in it collectively to make things happen.

Director Martin was not in favour of fracturing Shuswap Tourism, therefore not in favour of DoS vacating from the regional service. We are all going through tough times with regards to tourism and met earlier this year as a Board and gave support to a plan forward which included Sicamous. How can we build something if we have participants going around changing

their minds with a wishy-washy approach? Sicamous would still benefit from all the marketing even if they are not part of the service. It's about relationships and brands and overcoming challenges as a region. Director Rysz was involved in creating the plan and building up tourism, only to request to withdraw from the service. Area E does not contribute as much as DoS, but each tourism operator pays the same per capita. It would cost a lot of money to lose the regional marketing that has excellent branding worldwide.

Chair referenced page 2 of CAO's memo and said the whole objective was to move forward, however, there has been challenges in recruiting the Tourism Leader. Agrees with fellow CSA councillors, if DoS requests withdrawal, but what does that look like for the service. Other regional functions like Shuswap Emergency Program are working well, the tourism sector has had a difficult time in the past two years with a worldwide pandemic.

Councillor Syliva Lindgren (Salmon Arm) commented that as highlighted by the pandemic we do better when we work together. Asked what the DoS feels is wrong or missing regarding service values. Sees Shuswap Tourism as a regional function. Asked why there is no First Nations representation and questioned about including them.

Chair responded that First Nations do not contribute funds to the service but had previously been invited to participate in the industry committee that has since been dissolved.

Director Rysz noted that the economic development officer mentioned communications issues between Shuswap Tourism and Sicamous. The Shuswap Tourism website is lacking Sicamous content and mapping for Highway 97A needs improvement; DoS feels short-changed on representation.

Chair said advised the meeting would not be open to staff, rather asked Director Rysz to invite Shuswap Tourism to make a presentation to the DoS Council.

Director Demenok said a proper tourism plan is needed but it would take time. He compared this to the Shuswap Watershed Council where a five-year term length was agreed upon and at terms end would be reviewed to determine the path forward. Suggested the notice of withdrawal from DoS should be retracted to allow time to create and implement a plan to promote the region. All partners ought to give the plan time to succeed

and should conduct a review in a few years to allow time for tracking and the results to be quantified.

CAO suggested a motion to recommend to the Board to ask Sicamous to withdraw the withdrawal letter. Failing that, the hard vote is the fall-back position with the resolution to the Board to either accept or deny the notice from Sicamous.

Moved By Director Demenok

Seconded By Director Lavery

THAT: the stakeholders recommend the Board request the District of Sicamous withdraw the notice of withdrawal from the Shuswap Tourism service, and setup an appropriate timeframe to create, implement, and measure the results of a plan.

Discussion on the motion:

Director Rysz could not speak to the motion without input from his council; therefore, did not feel that he could vote in favour of the motion presented.

Chair stated that DoS sent the notice for withdrawal to the Board and stakeholders of the Shuswap Tourism service are providing a recommending to the CSR Board in response to the letter. The motion on the floor is advising the CSR Board on how to handle the response to the resolution.

CAO advised that the resolution presented simply allows for a deep breath and gives Shuswap Tourism staff time to present and address the concerns that the DoS has voiced. If stakeholders vote now on the notice of withdrawal submitted by the DoS the vote would likely be to deny the request.

Director Rysz felt that having a cool down period would benefit all and that the DoS Council would benefit from having a presentation from Shuswap Tourism.

CAO asked about next steps as mentioned in the memorandum.

Director Demenok suggested pressing on with the recruiting effort and the creation of a strategic plan. Rhetorically asked why it has been difficult to attract someone to this area and Shuswap Tourism. Preference would be to have someone in place before the strategic plan but not if it creates a standstill. Terms of reference can be established.

Director Martin agreed that having someone in place would be ideal. She suggested that perhaps it's the cost of living that is deterring people.

Director Simpson also agreed it would be best to have the Team Leader in place before moving too far forward.

Director Lavery suggested a meeting of the political partners ought to be conducted in late September to create a steering committee to move this forward.

Chair commented staff time has been spent defending what they are doing instead of doing what they do. Communication is a two-way street and elected officials need to support the work being done by staff and reach out them before beating them up.

Director Demenok agreed with meeting again to discuss the structure of Shuswap Tourism. Suggested the structure should include both a governance and technical committee; governance being the voting/elected officials and the technical consisting of tourism operators.

Chair agrees with the structure outlined by Director Demenok as long as the mandates are clear, and roles are defined to avoid past problems.

CARRIED

4. Adjournment

11:39 AM

Moved By Director Demenok

Seconded By Director Rysz

THAT: the Shuswap Tourism meeting be adjourned.

CARRIED

Corporate Officer

Chair



COLUMBIA SHUSWAP REGIONAL DISTRICT

MEMORANDUM

TO: Shuswap Tourism Participants/CSRD Board
FROM: Charles Hamilton, Chief Administrative Officer
DATE: July 12, 2021
SUBJECT: Shuswap Tourism Update

PURPOSE

The purpose of this memo is to provide the participants in the Shuswap Tourism service with an update on organizational activities that have taken place since the stakeholders last dealt with this matter. The participants in Shuswap Tourism are the City of Salmon Arm, the District of Sicamous, and Electoral Areas C, D, E, and F.

BACKGROUND

At its In-camera meeting on April 15, 2021, the service participants considered several recommendations put forward by the CAO with respect to the future of Shuswap Tourism and the service participants passed the following resolutions:

Shuswap Tourism – Organizational Renewal

THAT: the governance model for destination marketing and development for the Shuswap region remain as a core function of the Regional District and delivered through Shuswap Tourism.

THAT: the Regional District proceed immediately with the recruitment and selection of a new Tourism Manager/Team Leader.

THAT: after a new Tourism Manager/Team Leader is hired, the terms of reference for the Shuswap Tourism Advisory Committee be reviewed, with specific attention being paid to membership and accountability.

AND THAT: as the appointments of all non-elected committee members have expired, the Board does not appoint any new members until after a review has been carried out.

AND FURTHER THAT: in the interim, membership on the Shuswap Tourism Advisory Committee be limited to the seven elected representatives from the six participating service areas.

THAT: the above resolutions and the staff report be authorized for release from the In Camera (closed) portion of the meeting.

CURRENT STATUS

The following activities have taken place since the participants last dealt with this matter.

- A new job description was created to reflect the duties of the new Shuswap Tourism Team Leader/Manager position. The position was advertised in May 2021, with an initial closing date of June 1, 2021. Unfortunately, our recruitment effort did not produce the results staff were hoping for. We interviewed two candidates, neither of whom we were willing to make an offer. As a result, we have elected to extend the posting indefinitely until we have identified and selected a qualified and suitable candidate.
- As recommended by the CAO, a key responsibility of the new Shuswap Tourism Team Leader/Manager is to take the stakeholders through a tourism strategic planning process to ensure that the region's destination marketing, destination development, and visitor services are properly aligned. It was envisioned that the strategic planning process would also address the Terms of Reference for the Shuswap Tourism Advisory Committee, with special attention being paid to membership and accountability.
- Given the delay in our recruitment efforts, the service participants may wish to consider moving forward with developing the tourism strategic plan and reviewing the role of the tourism advisory committee now rather than wait until a new Team Leader/Manager has been hired. To this end, I have asked the A/Manager of Shuswap Tourism to solicit three proposals from qualified consultants to undertake such a project. It may be advantageous for the service participants to proceed in this fashion for the following reasons:
 - It would allow the CSRD to move forward with the vision of organizational renewal for Shuswap Tourism as a core CSRD function.
 - It is unknown when we might be able to attract and hire a new Team Leader/Manager so there may be benefit undertaking these processes simultaneously rather than sequentially.
 - Developing a tourism strategic plan may help us with our recruitment effort.
 - The day-to-day activities of Shuswap Tourism as provided for in the 2021 workplan are being met. The A/Manager's contract has been extended until December 31, 2021, to provide for continuity and to ensure our services are available to the many stakeholders and partners. The A/Manager would be available to coordinate the planning process with the consultant and the service participants.

RECENT DEVELOPMENT(S)

In a letter dated July 2, 2021, the CSRD received written notice from the District of Sicamous that it desires to withdraw from the Economic Development Commission Extended Service Bylaw No. 5168, effective January 1, 2022. The bylaw from which the District of Sicamous wishes to withdraw is the establishment bylaw for the Shuswap Tourism function.

CONSIDERATION(S)

I bring the following issues forward for the service participant's consideration:

1. The notice of withdrawal received from the District of Sicamous is entirely inconsistent with the resolution passed unanimously by the service participants on April 15, 2021, that: the governance model for destination marketing and development for the Shuswap region remain as a core function of the regional district and delivered through Shuswap Tourism. The service participants will need to determinate how they will respond to the notice of withdrawal. From a budgetary perspective, the District of Sicamous contributes \$29,425 or 8.83% toward the \$333,517 tax requisition of Shuswap Tourism. A main rationale for Shuswap Tourism remaining a core function of the Regional District was to help avoid further service fragmentation and the duplication of services by partnering organizations. The effect of the Sicamous' decision to withdraw -- if agreed to by the other service participants -- will probably result in further decentralization, fragmentation, and duplication and tourism related services in the region.
2. A further consideration for the service participants is whether the notice received from the District of Sicamous invalidates or materially affects the resolutions passed by the Board on April 15, 2021 and cited earlier in this memo. If the answer is yes, the previous decisions with respect to staffing and developing a tourism strategic plan should be held in abeyance and properly revisited. If the answer is no, I would ask the services participants to consider whether they wish to embark on strategic plan development now rather than wait until a new staff person is hired.

RECOMMENDATION

It is recommended that a meeting of the seven (7) elected representatives of the Shuswap Tourism Advisory Committee arrange to meet at the earliest possible time to consider the notice of withdrawal received from the District of Sicamous, as well as to provide further guidance on the operational issues related to staffing and plan development.

Respectfully submitted,



Charles A. Hamilton
Chief Administrative Officer

Attachments