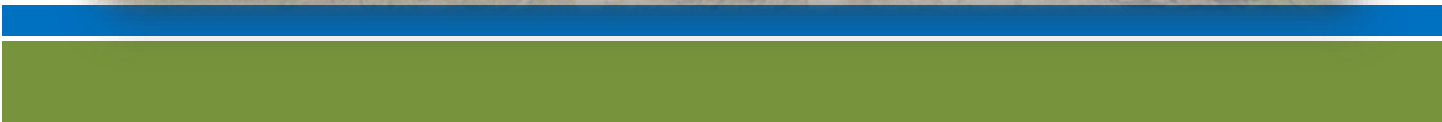




Resort Development Strategy 2019-2022



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1. Background

Golden is located in the spectacular Southern Rocky Mountain Trench flanked by the Purcell Mountain Range to the west and the Canadian Rockies to the east. The community is 2.5 hours (262 kms) west of Calgary on the Trans Canada Highway, 90 minutes east of Revelstoke, and one hour north of Radium Hot Springs. Golden's population is 3,701 and the surrounding rural area is home to another 3,155 residents.

Golden is situated on the traditional territories of the Ktunaxa Nation and the Secwepemc Nation (Shuswap Band). Hunting trails extended throughout the area and tied in with several portage trails all the way north to Boat Encampment and connected with the trail over Athabasca Pass to Jasper House. These trails also connected to the prairies in Alberta where the Ktunaxa hunted buffalo two or three times a year. Many of these passes, such as Howse Pass that connects to Jasper House, are still known today. Another trail branches out and connects to the Selkirk Mountains north of present-day Golden toward Revelstoke (Ktunwakanmituk mižqaqas). These trails preceded mining settlements and are attributable to the Ktunaxa and latterly by the Kinbasket before becoming the highways now travelled by car.

Much of the town's history is tied into the Canadian Pacific Railway and the logging industry. While its industrial heritage – forestry, transportation and mining – still comprises a major part of Golden's economy, the development of Kicking Horse Mountain Resort (KHMR), along with a myriad of outdoor adventures, has created a robust tourism economy. Over 30% of the total workforce is employed in the sales and service industry.

The area's mainstay tourism presence is represented by KHMR, the first new four season resort to be built in BC in the last 25 years. KHMR continues to attract industry accolades and now employs 115 full-time equivalents year round, increasing to 500 during the winter season. Over \$100 million



has been invested in and around the resort since its inception.

Golden offers multiple outdoor adventure activities and experiences to which we can attach the words ‘world class.’ These include: white water rafting on the Kicking Horse River, paragliding and hang gliding from Mount 7, mountaineering in the surrounding Rocky Mountain and Columbia Mountain ranges, heli-skiing and cat skiing, backcountry lodges and backcountry terrain accessed from Rogers Pass, snowmobiling, cross country and downhill mountain biking, and golfing. A growing number of events such as the Golden24, the Freeride World Tour, and the Golden Ultra attract visitors for recreational as well as cultural/culinary experiences.

The continuing multi-million dollar improvements to the Trans-Canada Highway, a fully functioning airport able to accommodate up to and including Dash 8 series aircraft, and over 1,400 bed units in the immediate area are assets that contribute to tourism development.



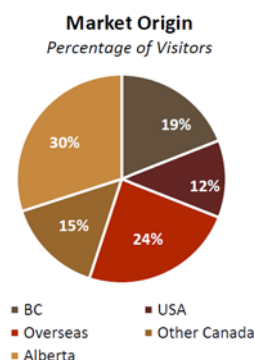
Tourism Industry Context¹

Tourism is one of the largest and fastest-growing economic sectors in the world. In 2016, international tourist arrivals (ITAs) grew 3.9% over 2015 to reach 1,235 million. Long-term continued growth is expected over the next two decades. According to the UNWTO’s Tourism Towards 2030, global ITAs are expected to increase by an average of 3.3% per year from 2010 to 2030.

Over the past decade, there has been steady growth in the economic performance of the Canadian tourism industry. The tourism industry continues to play a significant role in the BC economy. In 2015, the BC tourism industry generated \$15.7 billion in revenue, a 5% increase from 2014, and a 37% increase over 2005. Also, the tourism industry contributed \$7.4 billion of value added to the BC economy, as measured through GDP (in 2007 constant dollars). This represents 6% growth over 2014 and 18% growth since 2007. Tourism employed 127,500 people in 2015, a 1% increase over 2014 and an 18% increase since 2005. The RMI communities contributed 29% (\$265M) of the tourism taxes in the province and generated 30% of the tourism export revenues (\$1.97B).

¹ Destination BC: *Highway 1 Corridor Situation Analysis 2018* and *Destination Development Strategy 2018*; Whistler Centre for Sustainability’s *RMI Key Messages, 2017*.

More recent BC tourism performance indicators showed that 2016 was an exceptional year of growth. There was an increase of 12% in total overnight international visitor arrivals, due to strong growth from the Asia/Pacific (14%), Europe (13%), and the United States (11%) markets. AB residents continue to be Golden’s primary market, followed by BC. Golden has experienced increased visitation in 2016 as shown by Visitor Centre statistics. The number of total parties recorded by the Visitor Centre saw an increase of 36.4% from 2015 to 2,322 parties in 2016.



Over the past decade, there have been considerable shifts in the tourism marketplace that have resulted in the growing importance of the delivery of outstanding travel experiences. High satisfaction with travel experiences is critical to achieve increased visitor spending, longer stays, repeat visits, and positive word of mouth referrals. Golden visitors have rated their overall experience as good-excellent (winter 2017) and the majority (87%) were likely to return.

	Golden
Tourism Revenue	\$71.6 million
GDP (Value Added)	\$56.3 million
Labour Income	\$35.2 million
Employment	900
Taxes	21.6 million

Length of Stay	Golden
Same Day	23505
1 day	7921
2 days	2718
3 days	938
4-6 days	584
7-13 days	142
14+ days	112

While visitation and tourism numbers have been consistently increasing, room revenues are still highest in the summer months, indicating the need to continue to strengthen tourism development in the shoulder seasons.

Room Revenues by Municipal Jurisdiction												
Calculated from Municipal and Regional District Tax (MRDT)												
Room Revenues in \$000, Monthly												
	2017/01	2017/02	2017/03	2017/04	2017/05	2017/06	2017/07	2017/08	2017/09	2017/10	2017/11	2017/12
Columbia Shuswap-Golden/K.H.	1,212	2,156	2,302	1,155	1,453	2,021	5,145	5,320	4,186	1,525	853	1,913

The top five reasons/activities given for visiting Golden were:

Winter

1. Resort Skiing/Snowboarding (72%)
2. Visiting Friends and Relatives (5%)
3. Education/Medical (4%)
4. Cross Country Skiing (3%)
5. Backcountry Skiing (3%)

Summer

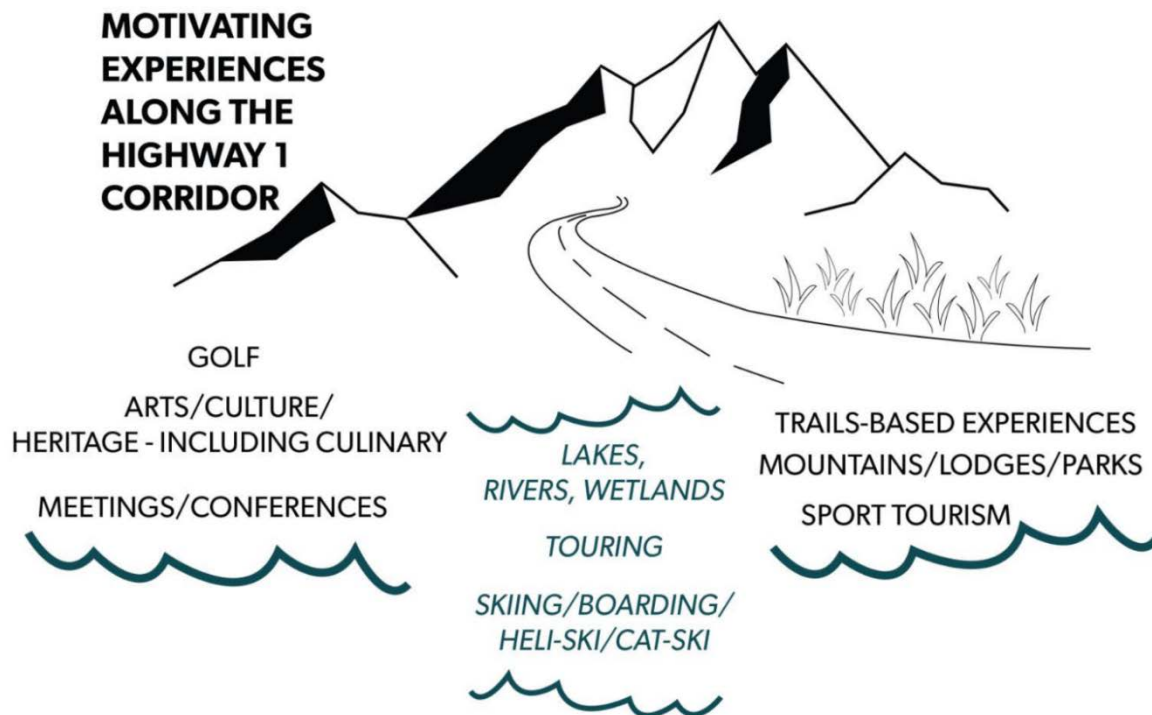
1. Hiking in Golden area (23%)
2. Grizzly Bear at KHMR (22%)
3. Hiking at National Parks (18%)
4. Mountain Biking (15%)
5. White Water Rafting (10%)

The primary EQ (explorer quotient) segments attracted to Golden are the:²

² Tourism Golden Marketing Plan 2018

- ✓ Authentic Experienter – prefers to do their own thing while at a destination, having control over what they see and when they see it;
- ✓ Cultural Explorer – avid traveler, values learning and discovery while traveling, don't want to feel like a 'tourist' and likes to blend in;
- ✓ Free Spirit – loves everything about travel, embracing the experiences it offers;
- ✓ No-hassle travelers – extroverted, flashy people who secure group travel and pampering in luxury.

Destination BC has identified the following nine motivating experiences for travelers visiting the Highway 1 Corridor, which includes Golden and Kicking Horse Mountain Resort.³



1. Lakes/Rivers/Wetlands based experiences.
2. Snow-based experiences – including skiing and snowboarding at Kicking Horse Mountain Resort; backcountry skiing/lodges; heli- and cat-skiing; snowmobiling; and Nordic skiing.
3. Golf experiences.
4. Mountains/lodges/parks – national and provincial parks; camping; and interpretative programs.
5. Trails based experiences – non-motorized and motorized uses supporting hiking, mountain biking, trail running, snowmobiling, snowshoeing and Nordic skiing.
6. Arts/Culture/Heritage including First Nations cultural experiences, and Culinary, Festivals/Events.

³ Destination BC *Destination Development Strategy 2018*

7. Touring the Corridor – the experience of travelling Highway 1 from Alberta to Kamloops provides opportunities for outdoor adventure and exploration of the authentic communities along the way.
8. Sport Tourism – regional, provincial and national scale sporting events.
9. Meetings/Conferences.



SWOT Analysis – Strengths, Weaknesses, Opportunities, Threats

A SWOT is a compilation of strengths (existing assets, programs, policies, etc., in the community) that have a positive impact on tourism; weaknesses (gaps, challenges in the community) that need to be addressed or strengthened; external opportunities (positive trends, circumstances) that can be leveraged to benefit the community; and threats (negative trends and risks) that need to be mitigated or managed. By analyzing a community’s SWOT, we can determine how to take advantage of the key strengths and opportunities while reducing the risks and weaknesses that may have a negative influence on tourism, to better inform the selection of RMI projects.

The input for the SWOT came from the on-line community survey, and data from Destination BC and Tourism Golden.

Internal	Strengths	Weaknesses
	<p>Market</p> <ul style="list-style-type: none"> • Relative strength of high-end tourism market clientele base for destination based activities • Regional and local tourism marketing efforts <p>Natural assets and activities</p> <ul style="list-style-type: none"> • Natural assets (mountains, vistas, rivers) • Wilderness close by • Three national parks • Outdoor amenities (trails, pedestrian bridge, Nordic ski trails) • Diverse (summer and winter) activities (hiking, mountain biking, golf, kayaking, skiing, snowmobiling, rafting) • Events <p>Tourism infrastructure and amenities</p> <ul style="list-style-type: none"> • High quality tourism infrastructure • KHMR and RCR • Tourism Golden + Visitor Centre • Number of accommodation units • Highway 1 access and signage • Downtown development and beautification • Great restaurants • Growing arts/culture/heritage/culinary experiences • General infrastructure improvements in transportation and amenities <p>Community</p> <ul style="list-style-type: none"> • Ability to rent home for short term • Small town community feel; friendly people • Great location; proximity to AB market • Farmers' market; local businesses • Affordability • Golden Cycling Club 	<p>Downtown</p> <ul style="list-style-type: none"> • Lack of character/aesthetic • Empty/derelict buildings downtown • Local business hours of operation; no late night food options; shops closed on Sundays • Lack of retail to support tourism <p>Activities</p> <ul style="list-style-type: none"> • Lack of activities in spring/fall (shoulder seasons) and evenings • Lack of attractions/activities for families <p>Infrastructure</p> <ul style="list-style-type: none"> • Lack of shuttle between downtown and KHMR • CPR blocking river access • Lack of transportation to Golden (buses and air) • Real and perceived safety of highway • Not enough campground space • Parking challenges downtown • Lack of high end accommodation <p>Environment</p> <ul style="list-style-type: none"> • Lack of environmental responsibility initiatives • Impact of tourism on wildlife <p>Community/staff</p> <ul style="list-style-type: none"> • Lack of; expensive employee housing • Tourism jobs don't pay well • Lack of staff in summer; difficulties hiring and retaining staff • Illegal short-term rentals; affecting employee accommodation <p>Other</p> <ul style="list-style-type: none"> • Mosquitoes! • Marketing awareness remains challenging

	Opportunities	Threats
External	<ul style="list-style-type: none"> • Tourism is one of the largest and fastest-growing economic sectors in the world. • BC’s tourism system is evolving to become more aligned in destination development, marketing, and the use of the BC destination brand. • New roles for the Regional DMOs with an increased focus on Destination Development. • New roles for the provincial sector marketing organizations with an increased role in marketing provincially. • Increased funding for Destination Canada, assured funding for Destination BC, a new Tourism Events program, as well as enhanced support for BC Parks. • Growing importance of the delivery of outstanding travel experiences, which is critical to achieve increased visitor spending, longer stays, repeat visits, and positive word of mouth referrals. • Increased interest in mountain biking and road cycling • Increased interest in cultural tourism and Indigenous tourism • Digital disruption – new marketing channels • Alberta economy slowdown driving ‘staycation’ visitors • Millennials have time and money for travel 	<ul style="list-style-type: none"> • High gas prices • Competition from other communities • Highway closures; highway condition between Golden and Revelstoke • Climate change • Wildfires • Visitors may not share community values • Political relationships with AB are sometimes challenging • Labour shortages

2. Vision

Golden's spectacular natural setting, history and tradition inspire visitors from Canada and internationally to discover, explore, and stay in Kicking Horse Country.



3. RDS Goals

1. Improve and enhance the built environment
2. Enhance cultural vibrancy and identity
3. Enhance key existing tourism product infrastructure
4. Diversify municipal tax revenue
5. Increase visitation and length of stay
6. Foster environmental responsibility and sustainability

4. Stakeholder Consultation

The development of this RDS was informed by the active involvement of the RDS Advisory Committee (RAC), and an online community survey that was completed by 133 people.

The RAC continues to serve as both an advisory body and operational partner. As advisors, the members work collectively to strategize and prioritize the tourism infrastructure needs for the general community, balancing community and industry-specific requirements.

Tactically, members of the RAC serve as operational partners, leading or facilitating specific projects independently or in collaboration with the Town of Golden. This serves to keep the RAC both solvent and relevant during the term of the RDS. The RAC members include:

- Charles Hamilton, CAO of the Columbia Shuswap Regional District
- Magi Scallion, President of the Kicking Horse Country Chamber of Commerce
- Joanne Sweeting, Executive Director of Tourism Golden
- Mike Rubenstein, Operations Manager at Kicking Horse Mountain Resort
- Bill Usher, Executive Director of Kicking Horse Culture
- Karen Cathcart, Golden Campus Manager of College of the Rockies

The RAC has met to identify the projects in this strategy, review the input from the community, and finalize the proposed projects in the RDS.

The online survey sought feedback from the broader community, gathering input on community concerns and desired outcomes from tourism growth; helpful and hindering influences on tourism in the community; and ideas for RMI projects. These project ideas were reviewed and considered by the RAC and informed the selection of the projects in this RDS.

Environmental stewardship and review with pertinent stakeholders are a fundamental component to this plan and the projects therein. Appropriate environmental guidance and compliance for projects adjacent to or fronting dikes, water and travel corridors are or will be provided by and for the Province in government to government planning and consultation. Capital and operational projects concerning trails will have met provincial approvals for work on Crown land and shall be consistent with the local Trail Strategy of which local environmental organizations are a stakeholder. All other projects shall undergo internal environmental reviews by the Town of Golden as required under its own bylaws and policies.

The Town of Golden will contact the Ktunaxa Nation and Shuswap Indian Band of the Secwepemc First Nation to present the draft RDS and to seek their feedback and ideas for collaboration.

5. Linkages to Other Plans

The RDS has been created to ensure alignment with the *Strategic Framework for Tourism in British Columbia* as follows, referencing the three pillars and commensurate goals:

Supporting People & Communities

Our projects are targeted to help our community grow as a destination by beautifying it, providing greater breadth of activities, helping our local sub sectors in maintaining their infrastructure, contributing to flood protection infrastructure, investing in our cultural sector, and providing for the ability to preserve and interpret indigenous culture through storytelling when relevant. Our continuing advancements in trails and cultural gathering places are creating better accessibility

Sustainably Growing the Visitor Economy

Our projects are creating new products to better enjoy key elements of our community and enhance a growing base of activity related infrastructure, as well as contributing meaningfully to the innovative research and marketing activities of our Destination Marketing Organization.

Respecting Nature & the Environment

Our projects promote the appreciation of the natural environment and encourage outdoor activity and sustainability of the ways and means to participate in it while also endeavouring to provide safe environments for softer tourism activity that inherently focuses on many non-motorized opportunities. Adventure tourism is the core of Golden's brand and remains highly supported with attention also now given to softer and more accessible adventures.

The RDS also aligns with the following regional and local documents:

- ✓ Town of Golden Official Community Plan
- ✓ Town of Golden Council Strategic Priorities
- ✓ Tourism Golden Strategic Plan 2017-2021
- ✓ Tourism Golden Marketing Plan 2018
- ✓ Destination BC Highway 1 Situation Analysis 2018
- ✓ Destination BC Highway 1 Destination Development Strategy
- ✓ Regional Trail Strategy for Golden and Electoral Area A
- ✓ Past implemented RDS plans

6. RMI Core Projects

For the 2019-2022 RDS, overall anticipated revenue has been allocated as follows:

79% - Resort Infrastructure (capital projects)

20% - Resort Services (operating disbursements)

1% - Program Administration and Performance Measurement

Golden's RDS 2019-2022 includes five Infrastructure projects and three Services projects:

Tourism Infrastructure, Amenities, and Capital:

1. Trail Systems
2. Dikes and Waterfronts
3. Public Spaces and Facilities
4. Vehicle Corridors
5. Pedestrian

Tourism Related Programs, Services, or Events (Operating):

1. Services
2. Events
3. Programs

Program Administration:

1. Meeting Travel
2. Performance Measurement



Project 1

Project Title	Trail Systems	
RMI Program Goal	Tourism Infrastructure / Sustainability Project	
Project description	The project will include several upgrades and finishing components to the Selkirk Connector Trail and surrounding area and otherwise the planning and development of trail system architecture that has not been specifically determined at this time; it will be subject to the priorities to be determined in the <i>Regional Trail Strategy for Golden and Electoral Area A</i> , its administrative team, and community committee. The project was approved for RMI funding in 2018 (\$78,000 carried over from 2018) and new funding of \$62,208 is being added.	
Project rationale	Given the designation of the Golden area as a <i>Resort Region</i> , efforts must be made to ensure a meaningful portion of RMI funds are dedicated to the rural area to address priorities of both the municipality and the regional district as established through broad community processes as has resulted in the plan above. Short term priorities are in the process of development at this time and it is prudent to ensure a portion of development and leveraging funds from RMI be available for implementation.	
Project status	Ongoing project	
Project milestones	Anticipated Start Date	Q4, 2019
	Anticipated Completion	Q3, 2021
Project goal and how relates to the Program's Outcomes	Project Goal(s): 1. Improve and enhance the built environment 2. Enhance key existing tourism product infrastructure 5. Increase Visitation and Length of Stay 6. Foster Environmental Responsibility and Sustainability	
	Program Outcome(s): 1. Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> Attract visitors, encourage longer stays, broaden appeal of resort; Ensure or improve accessibility 	
Accessibility-related project (describe)	Applicability unknown at this time.	
Additional benefits (describe)	Increase to the built quality of trail systems in the area, expansion of experiences, and adherence to local plans.	
Performance Measurement (please include measures used to evaluate project)	Improved visitor experience (net promoter score)	
Project Lead/Manager	Town of Golden – Jon Wilsgard, CAO	
Funding sources	Total RMI funding	\$61,208 plus \$78,000 carry over
	MRDT funding (if applicable)	
	Other Provincial funding ((i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	
	Other (please identify)	
	Total cost of project	\$140,208

Project 2

Project Title	Dikes and Waterfronts	
RMI Program Goal	Tourism Infrastructure / Sustainability Project	
Project description	This project includes beautification of a section of the Kicking Horse River dike and lane adjacent to Golden's downtown. The outcome will be a radically changed 300 m with paving stones, benches, lighting, design aesthetics, and public art if possible. The project was approved for RMI funding in 2018 (\$447,402 carried over from 2018) and new funding of \$122,598 is being added.	
Project rationale	This project is a small part of a much larger initiative that will see this section of dike have its utilities buried and a system of piles and concrete wall raised along its entire length for the purposes of flood protection. In doing so, the former dirty alley will become a pedestrian waterside walkway that serves its functional purpose above, but just as importantly will transform our downtown, introducing a vibrant attraction to our riverfront, and spurring economic diversification and growth in the commercial area along its length.	
Project status	Ongoing project	
Project milestones	Anticipated Start Date	Q4, 2019
	Anticipated Completion	Q3, 2021
Project goal and how relates to the Program's Outcomes	Project Goal(s): 1. Improve and enhance the built environment 2. Enhance key existing tourism product infrastructure 4. Diversify municipal tax revenue 5. Increase Visitation and Length of Stay 6. Foster Environmental Responsibility and Sustainability	
	Program Outcome(s): 1. Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> Attract visitors, encourage longer stays, broaden appeal of resort; Ensure or improve accessibility 3. Implement sustainable tourism projects and initiatives <ul style="list-style-type: none"> Ensure local tourism industry is well positioned to respond to and recover from natural events, such as floods and fires. 	
Accessibility-related project (describe)	The entire length will be accessible by design.	
Additional benefits (describe)	Increased visitation to the downtown, commercial diversification and response of store fronts along this project, increase electrical capacity for development, synergistic development with adjacent community square.	
Performance Measurement (please include measures used to evaluate project)	Improved visitor experience (net promoter score)	
Project Lead/Manager	Town of Golden – Jon Wilsgard, CAO	
Funding sources	Total RMI funding	\$122,598 plus \$447,402 carry over
	MRDT funding (if applicable)	
	Other Provincial funding ((i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	\$5,620,000
	Other (please identify)	
	Total cost of project	\$6,190,000

Project 3

Project Title	Public Spaces and Facilities	
RMI Program Goal	Tourism Infrastructure	
Project description	This project builds upon previous RDS projects to enhance the downtown core and public spaces. It includes creation of the Spirit Square Amphitheatre and Sails and continued community/downtown revitalization. The amphitheatre will be constructed entirely from stone for durability, as an extension of the dike infrastructure.	
Project rationale	While there has been significant revitalization and enhancement of the downtown core, including the creation of Spirit Square, continued revitalization is required to further animate the area, which will help to attract and keep visitors in the downtown core. The amphitheatre is required to accommodate the steadily increasing number of spectators to various concerts and events while the sails will provide the requisite shading desperately needed by both performers and spectators from the hot summer sun.	
Project status	New Project (previously identified but never implemented)	
Project milestones	Anticipated Start Date	Q4 2019
	Anticipated Completion	Q2 2021
Project goal and how relates to the Program's Outcomes	Project Goal(s): 1. Improve and enhance the built environment 2. Enhance cultural vibrancy and identity 3. Enhance key existing tourism product infrastructure	
	Program Outcome(s): 1. Develop and/or enhance tourism infrastructure and amenities 2. Deliver remarkable visitor experiences <ul style="list-style-type: none"> Showcase local and Indigenous culture in both infrastructure and in programming. 	
Accessibility-related project (describe)	N/A. There are sufficient accessibility requirements already built into the community square.	
Additional benefits (describe)	The project will enable a great number of spectators to come to concerts without lawn chairs, increase capacity for concert attendance, and build on the local and visitor popularity of events held in the downtown.	
Performance Measurement (please include measures used to evaluate project)	Increased visitation/return visitation Improved visitor experience (net promoter score) Length of time spent downtown	
Project Lead/Manager	Town of Golden – Jon Wilsgard, CAO	
Funding sources	Total RMI funding	\$95,000
	MRDT funding (if applicable)	
	Other Provincial funding ((i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	
	Other (please identify)	
	Total cost of project	\$95,000

Project 4

Project Title	Vehicle Corridors	
RMI Program Goal	Tourism Infrastructure	
Project description	This project builds in part upon previous RDS projects: the Highway One corridor enhancement and the visitor sign program. This continued project will now focus on the third phase of Highway One landscaping and see the installation of a smaller version of the iconic community entrance sign at the junction of Highways 1 and 95 at the south entrance to the municipality adjacent to Highway 95 as well as upgrading sign boards on existing signs through town.	
Project rationale	Enhancements to the Highway One corridor in previous years has resulted in a marked transformation of the Anywhere USA look to a more welcoming and attracting community. As the gateway, it is critical for this area to showcase a first impression to visitors that will shape their experience in our community. Responses from visitors and residents to past phases have been overwhelmingly positive. The landscaping project represents the highest priority for the advisory committee. Golden requires a final community entrance sign at its south end that aligns in design with the others. The existing (RMI funded) signs through town require upgrades.	
Project status	Ongoing project (from previous RDS) – Phase 3	
Project milestones	Anticipated Start Date	Q4 2019
	Anticipated Completion	Q2 2021
Project goal and how relates to the Program's Outcomes	Project Goal(s): 1. Improve and enhance the built environment 2. Enhance key existing tourism product infrastructure	
	Program Outcome(s): 1. Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> • Attract visitors 	
Accessibility-related project (describe)	The 3 phases include the construction and enhancement of a fully accessible paved path from the corridor to the downtown.	
Additional benefits (describe)	Improve Golden's brand positioning with updated, more visually appealing signage and landscaping	
Performance Measurement (please include measures used to evaluate project)	Increased visitation Improved visitor experience (net promoter score) Improved ease of wayfinding	
Project Lead/Manager	Town of Golden – Jon Wilsgard, CAO	
Funding sources	Total RMI funding	\$1,043,315
	MRDT funding (if applicable)	
	Other Provincial funding ((i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	
	Other (please identify)	
	Total cost of project	\$1,043,315

Project 5

Project Title	Pedestrian	
RMI Program Goal	Tourism Infrastructure	
Project description	The Pedestrian project is focused on encouraging more walking and exploring of the community on foot by improving safety through installation of pathway lighting bollards and improving wayfinding.	
Project rationale	As we increase our initiatives in enhancing the downtown, Spirit Square and the walking trails along the river, more visitors will wish to get around the community by walking. Improving safety and wayfinding for pedestrians is crucial to encourage and support increased walking, improve the visitor experience, and provide additional opportunities for activity that could extend visitation – length of stay as well as time of year.	
Project status	New project	
Project milestones	Anticipated Start Date	Q3 2019
	Anticipated Completion	Q4 2021
Project goal and how relates to the Program's Outcomes	Project Goal(s): 1. Improve and enhance the built environment 5. Increase visitation and length of stay	
	Program Outcome(s): 1. Develop and/or enhance tourism infrastructure and amenities 2. Deliver remarkable visitor experiences	
Accessibility-related project (describe)	N/A	
Additional benefits (describe)	Safety, through adequate lighting of popular areas.	
Performance Measurement (please include measures used to evaluate project)	Extended/diversified tourism season Increased visitation/return visitation Improved visitor experience (net promoter score) Number of visitors using the trails with the lighting bollards	
Project Lead/Manager	Town of Golden – Jon Wilsgard, CAO	
Funding sources	Total RMI funding	\$110,000
	MRDT funding (if applicable)	
	Other Provincial funding (i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	
	Other (please identify)	
	Total cost of project	\$110,000

Project 6

Project Title	Tourism Activity Services	
RMI Program Goal	Tourism Programs, Service or Events	
Project description	This project includes a services that improve recreational opportunities for visitors, such as snowmobile trails grooming, and cycling trails maintenance	
Project rationale	Mountain biking has been identified as one of the top five summer activities and reasons for visiting Golden, and is seen as growth market. Good trail maintenance is essential to the mountain bike experience and for drawing visitors back, as well as for continuing to host popular events such as the Golden24. Similarly, snowmobiling has been identified as a growth market for the winter visitor.	
Project status	Ongoing project (from previous RDS)	
Project milestones	Anticipated Start Date	Q1 2019
	Anticipated Completion	Q4 2021
Project goal and how relates to the Program's Outcomes	Project Goal(s): 3. Enhance key existing tourism product infrastructure 4. Diversify municipal tax revenue 5. Increase visitation and length of stay	
	Program Outcome(s): 1. Develop and/or enhance tourism infrastructure and amenities <ul style="list-style-type: none"> • Attract visitors, encourage longer stays, broaden appeal of resort 2. Deliver remarkable visitor experiences	
Accessibility-related project (describe)	N/A	
Additional benefits (describe)		
Performance Measurement (please include measures used to evaluate project)	Extended/diversified tourism season Increased visitation/return visitation Improved visitor experience (net promoter score) Increased room nights Snowmobile visitation/usage numbers Mountain bike trail visitation/usage numbers	
Project Lead/Manager	Town of Golden – Jon Wilsgard, CAO; Jordan Petrovics MRS	
Funding sources	Total RMI funding	\$177,500
	MRDT funding (if applicable)	
	Other Provincial funding ((i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	
	Other (please identify)	
	Total cost of project	\$177,500

Project 7

Project Title	Events	
RMI Program Goal	Tourism Programs, Service or Events	
Project description	The Events project is about increasing our events programming. It includes increasing shoulder season festivals and activities as well as providing event support for existing events.	
Project rationale	Destination BC has identified “Arts/Culture/Heritage including First Nations cultural experiences, and Culinary” as a primary motivating experience for visitors to the Golden area. The “Cultural Explorer” is also one of the main explorer quotient segments visiting the area. Evidence has shown that arts/culture/competitive events in Golden are very successful; experiential sport competitions such as the Freeride World Tour and Golden 24 and Ultra have been immensely popular, providing economic benefit and sport tourism exposure to Golden.	
Project status	New project	
Project milestones	Anticipated Start Date	Q2 2019
	Anticipated Completion	Q4 202
Project goal and how relates to the Program’s Outcomes	Project Goal(s): 2. Enhance cultural vibrancy and identity 5. Increase visitation and length of stay	
	Program Outcome(s): 2. Deliver remarkable visitor experiences <ul style="list-style-type: none"> • Deliver programs or events that contribute to a positive visitor experience • 	
Accessibility-related project	N/A	
Additional benefits (describe)	Increased event programming will provide additional jobs for the community, and showcase local talent in some of the activities.	
Performance Measurement (please include measures used to evaluate project)	Extended/diversified tourism season Increased visitation/return visitation Improved visitor experience (net promoter score) Number of events/festivals (overall; in shoulder season; in evenings) Attendance at events/festivals (overall; in shoulder season; in evenings)	
Project Lead/Manager	Tourism Golden – Joanne Sweeting, Executive Director	
Funding sources	Total RMI funding	\$150,000
	MRDT funding (if applicable)	\$60,000 (via Tourism Golden)
	Other Provincial funding ((i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	
	Other (please identify)	
	Total cost of project	\$210,000

Project 8

Project Title	Arts, Culture and Heritage Programs	
RMI Programs Goal	Tourism Programs, Service or Events	
Project description	<p>This project area is focused on delivering arts, culture and heritage programming, and includes two main components:</p> <p><i>Project Interpretations</i> is storytelling of our projects from a local cultural, historical, and Indigenous perspective. These stories may be new stories and programs, or new stories about existing projects. The <i>Supergraphics</i> public art program is a curation initiative that will see large scale wall sized outdoor local photos animating buildings, the nature of which will be determined through competition.</p>	
Project rationale	<p>As indicated in the previous project, Destination BC has identified “Arts/Culture/Heritage including First Nations cultural experiences, and Culinary” as a primary motivating experience for visitors to the Golden area. Delivering enhanced arts, culture and heritage programming will help meet the interests of this growing segment of visitors,</p>	
Project status	New project	
Project milestones	Anticipated Start Date	Q4 2019
	Anticipated Completion	Q4 2021
Project goal and how relates to the Program’s Outcomes	<p>Project Goal(s):</p> <p>2. Enhance cultural vibrancy and identity</p> <p>4. Diversify municipal tax revenue</p> <p>5. Increase visitation and length of stay</p>	
	<p>Program Outcome(s):</p> <p>2. Deliver remarkable visitor experiences</p> <ul style="list-style-type: none"> • Deliver programs or events that contribute to a positive visitor experience • Showcase local and Indigenous culture • Provide interpretive venues for stories and information • Establish several locations for large scale photos on building walls. • 	
Accessibility-related project (describe)	N/A	
Additional benefits (describe)	<p>This project will highlight our local and Indigenous culture and art, increase community pride, as well as support local artists.</p>	
Performance Measurement (please include measures used to evaluate project)	<p>Extended/diversified tourism season</p> <p>Increased visitation/return visitation</p> <p>Improved visitor experience (net promoter score)</p> <p>Number of new programs</p> <p>Number of organizations delivering Project Interpretations</p> <p>Number of new public art installations</p> <p>Attendance at programs</p>	
Project Lead/Manager	Kicking Horse Culture – Bill Usher, Executive Director	
Funding sources	Total RMI funding	\$152,954
	MRDT funding (if applicable)	
	Other Provincial funding (i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	
	Other (please identify)	
	Total cost of project	\$152,954

Project 9

Project Title	Program Administration	
RMI Programs Goal	Program Administration	
Project description	Travel allowance to the annual RCC forum to a maximum amount, supplemented by municipal funds as necessary. Measuring performance against stated project outcomes to accurately report on the level of success of projects.	
Project rationale	Measuring performance is a key necessity in establishing the utility of projects and the value of the RMI program in general. The Province has recognized this and provided for an allocation of program funds to ensure it is undertaken adequately.	
Project status	New project	
Project milestones	Anticipated Start Date	Q4 2019
	Anticipated Completion	Q4 2021
Project goal and how relates to the Program's Outcomes	Project Goal(s): Measurement of all stated RDS Goals against projects.	
	Program Outcome(s): Delivery of reports as required evidencing analysis of metrics and surveying of results.	
Accessibility-related project (describe)	N/A	
Additional benefits (describe)	Collectively with the other RCC communities this data will continue to support the viability and longevity of the RMI program.	
Performance Measurement (please include measures used to evaluate project)	All stated in other Project Sheets	
Project Lead/Manager	Town of Golden – Jon Wilsgard, CAO; Tourism Golden	
Funding sources	Total RMI funding	\$30,000
	MRDT funding (if applicable)	\$90,000 (via Tourism Golden)
	Other Provincial funding ((i.e. provincial agencies such as DBC or Creative BC)	
	Municipal funding	
	Other (please identify)	
	Total cost of project	\$30,000

7. Three Year Financial Plan

	2019	2020	2021	Potential 2021 Carryover		Total RMI Allocation
				2022	2023	
Carryover from previous year	\$ 603,702	\$ 518,532	\$ 605,700	\$ 0	\$ 0	
Interest earned on carryover	\$ 13,884	\$ 12,000	\$ 13,115			\$ 38,999
Anticipated RMI Funding	\$ 643,848	\$ 590,714	\$ 590,714			\$ 1,825,276
Total Funds Available	\$ 1,261,434	\$ 1,121,246	\$ 1,209,529	\$ 0	\$ 0	\$ 1,864,275
Anticipated Spending						
Carry Over Projects:						
Trail Systems (Capital)	\$ 78,000	\$ -	\$ -	\$ -	\$ -	\$ 78,000
Dikes & Waterfronts (Capital)	\$ 447,402	\$ -	\$ -	\$ -	\$ -	\$ 447,402
Tourism Infrastructure, Amenities, or Capital Purchases:						
Trail Systems	\$ -	\$ 61,208	\$ -	\$ -	\$ -	\$ 61,208
Dikes and Waterfronts	\$ -	\$ 61,023	\$ 61,575	\$ -	\$ -	\$ 122,598
Public Spaces and Facilities	\$ 10,000	\$ 50,000	\$ 35,000	\$ -	\$ -	\$ 95,000
Vehicle Corridors	\$ 10,000	\$ 133,315	\$ 900,000	\$ -	\$ -	\$ 1,043,315
Pedestrian	\$ 60,000	\$ 20,000	\$ 30,000	\$ -	\$ -	\$ 110,000
Sub Total	\$ 605,402	\$ 325,546	\$ 1,026,575	\$ -	\$ -	\$ 1,957,523
(Minimum 70% over 3 year term)						79%
Tourism Services, Programs or Events:						
Tourism Services	\$ 77,500	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 177,500
Events	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ 150,000
Arts, Heritage and Culture Programs	\$ -	\$ 80,000	\$ 72,954	\$ -	\$ -	\$ 152,954
Sub Total	\$ 127,500	\$ 180,000	\$ 172,954	\$ -	\$ -	\$ 480,454
(Maximum 30% over 3 year term)						20%
Administration (if applicable):						
Travel to Spring RCC	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	\$ -	\$ 3,000
Performance Measurement	\$ 9,000	\$ 9,000	\$ 9,000	\$ -	\$ -	\$ 27,000
Sub Total	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ 30,000
(up to \$10,000 per year)						1%
Total Spending:	\$742,901.77	\$ 515,546	\$ 1,209,529	\$ -	\$ -	\$ 2,467,977
Carry forward (if any):	\$ 518,532	\$ 605,700	\$ 0	\$ 0	\$ 0	

8. Performance Measurement Approach

The Town of Golden recognizes the requirement and necessity for performance measuring application against all projects. Tactical metrics associated with construction and material acquisition will be tracked by the municipality as an exercise in both meeting RMI program obligations but those associated with Asset Management principles for corporate asset management needs.

Metrics measuring performance such as visitor experience including net promoter scores, experiential statements, activity accounts, occupancy and visitation rates, and scope and nature of visitors will be tracked by Tourism Golden as a part of its annual performance measurement program including media channel monitoring, community and event surveys, and acquisition of sector data reports and third party partner research.

Moreover, in accordance with the recommendations of the RCC Subcommittee on Performance Measures, the Growing Tourism/Diversifying Seasons Measures will be provided in annual reporting including:

- a. *Total MRDT remitted annually and by month/season* (RM to report: Annual/Seasonal Total, Annual/Seasonal % and \$ growth)
- b. *Total number of tourism business licenses issued* (Report: Annual Total, Annual % and # growth)



**Appendix 1: Stakeholder (RAC) Letters of Support and Outreach
Consultative Letters to First Nation Indigenous Peoples**

Tourism Golden
PO Box 20181
521 9th Avenue North
Golden
B.C. V0A 1H0



May 27th, 2019

RE: SUBJECT

To Whom it May Concern

Tourism Golden is the Destination Marketing Organisation (DMO) for Golden and surrounding area. Tourism is one of the main economic drivers in Golden, with visitation and visitor spend increasing exponentially in the past 10 years generating an estimated \$100 million annually in visitor spend on accommodation, activities, dining, weddings and events and other incremental spend in the local economy. It is valuable in bringing tourist dollars and creating employment in the community.

Tourism Golden wishes to express its support for the proposed Resort Development Strategy for 2019 - 2022.

The RMI program has provided excellent and meaningful development of infrastructure which positively impacts our visitors as well as the community. Tourism Golden is pleased that through an inclusive and communicative process the resulting proposed RDS includes a continued prioritisation of projects that will significantly enhance the visitor experience and perception of Golden as an authentic mountain destination.

Yours Faithfully

A handwritten signature in black ink that reads "Joanne Sweeting". The signature is stylized and includes a horizontal line with a small flourish at the end.

Joanne Sweeting
Executive Director



May 27, 2019

To Whom it May Concern:

Re: Resort Municipality Initiative

As Executive and Artistic director of Kicking Horse Culture, I have sat on the advisory committee of the RMI for the Town of Golden since its inception. Our society has seen firsthand the benefits of this initiative.

We are pleased to again confirm our support for the plan, it's direction, and the process that the Town of Golden has developed with the advisory partners for moving forward.

If you need anything more from us, please don't hesitate to ask.

Sincerely,



Bill Usher
Executive and Artistic director

KICKING HORSE CULTURE

ENGAGE. ENERGIZE. ENRICH.



250 344-6186 • Box 228 Golden, BC V0A 1H0 • info@kickinghorseculture.ca • www.kickinghorseculture.ca



Resorts of the Canadian Rockies

Experience the Ultimate



May 24, 2019

To Whom It May Concern,

RE: Resort Development Strategy 2019-2022

Kicking Horse Mountain Resort is a world-class destination resort located 2.5 hours west of Calgary, nestled between the Purcell and Rocky Mountains.

Kicking Horse Mountain Resort has a long standing connection and strong partnership with the Town of Golden and its tourism industry.

Kicking Horse Mountain Resort would like to express support for the proposed Resort Development Strategy for 2019-2022.

Kind Regards,

Mike Rubenstein

Area Manager

Kicking Horse Mountain Resort

mrubenstein@kickinghorseresort.com

T:250-439-5530 | C:250-344-1207



Kicking Horse Country Chamber of Commerce
Box 1320
Golden BC V0A 1H0

Monday, May 27, 2019

RE: LETTER OF SUPPORT FOR THE RESORT MUNICIPALITY INITIATIVE DEVELOPMENT STRATEGY

To Whom It May Concern:

The Kicking Horse Country Chamber of Commerce (KHCCC) is the voice of the business community in Golden and CSRD Area A, with a diverse membership of more than 200 businesses and not for profit organisations.

The KHCCC supports the Resort Municipality Initiative (RMI) Resort Development Strategy 2019-2022. The infrastructure projects made possible through this program have enhanced our region as a great place to start a business, work and visit. The projects set forth in the 2019-2022 development strategy will continue our positive forward progress.

Sincerely,

A handwritten signature in black ink, appearing to read "Magi Scallion".

Magi Scallion
President – Kicking Horse Country Chamber of Commerce



COLUMBIA SHUSWAP REGIONAL DISTRICT

555 Harbourfront Drive NE, PO Box 978, Salmon Arm, BC V1E 4P1
T: 250.832.8194 | F: 250.832.3375 | TF: 1.888.248.2773 | www.csr-d.bc.ca

May 24, 2019

Jon Wilsgard
Corporate Administrator
Town of Golden
810 9th Street South
Golden, BC V0A 1H0

Dear Mr. Wilsgard:

Re: Resort Development Strategy 2019-2022

As the administrative representative from the Columbia Shuswap Regional District to the Resort Municipality Initiative Advisory Committee for the Resort Development Strategy, please consider this letter as confirmation of my support for the Resort Development Strategy 2019-2022.

Yours truly,
COLUMBIA SHUSWAP REGIONAL DISTRICT
Per:

Charles Hamilton
Chief Administrative Officer

cc: CSRD Electoral Area A Director, Karen Cathcart
CSRD Town of Golden Director, Caleb Moss

ELECTORAL AREAS

A GOLDEN-COLUMBIA
B REVELSTOKE-COLUMBIA

C SOUTH SHUSWAP
D FALKLAND-SALMON VALLEY

E SICAMOUS-MALAKWA
F NORTH SHUSWAP-SEYMOUR ARM

MUNICIPALITIES

GOLDEN
REVELSTOKE

SALMON ARM
SICAMOUS

May 28, 2019

Mr. Jon Wilsgard
Corporate Administrator
Town of Golden
810 9th Street South
Golden, BC
VOA 1H0



**COLLEGE OF
THE ROCKIES**

Dear Jon,

It is with pleasure that I write this letter to you in support of the Resort Municipality Strategy 2019-2021. As a member of the RMI advisory committee, I am delighted that the Town of Golden seeks input from community stakeholders, as the resort municipality funds are to support our community as a whole.

I would like to say further, that to date the dollars spent have gone a long way to support tourism infrastructure development and it is my hope that this program continues to as this community works very hard to build tourism as one of its economic drivers.

I look forward to working with the Town of Golden to bring the projects outlined in the Resort Municipality Strategy to fruition.

Sincerely,

A handwritten signature in black ink, appearing to read 'Karen Cathcart'. The signature is fluid and cursive, with a prominent initial 'K'.

Karen Cathcart, MBA
Golden Campus Manager
College of the Rockies
kcathcart@cotr.bc.ca
250-344-5901



May 28th, 2019

File: 2240-35-RMI

Jesse Nicholas
Communications Manager
Ktunaxa Nation
7825 Mission Road
Cranbrook, BC V1C 7E5

Dear Ms. Nicholas:

RE: Resort Municipality Initiative Plan for the Golden Area

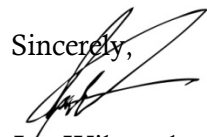
It is my pleasure to submit to you and the Ktunaxa Nation on behalf of the Town of Golden which lies within your nation's traditional territory, our proposed three year plan of expenditures for the Golden Area under the *Resort Municipality Initiative* (RMI).

Golden is designated a *Resort Region* under provincial legislation having met the criteria for participation in the RMI since 2007 and is joined by 13 other communities in the province, four of which are in your traditional territory. Under the initiative, we are required to develop three year expenditure plans targeting the development of tourism based infrastructure and programming for approval and funding by the Province. With the program having very recently been given a level of permanency by the Province, we now have the opportunity to measurably include Indigenous Peoples in implementation.

The attached plan, called a Resort Development Strategy, has been idealized by a small team of stakeholders and represents a continuation of projects from the past as well as some new initiatives. Our team has taken the approach to reserve funds in the plan for potential storytelling and interpretation from an Indigenous culture perspective of any of the projects as the Ktunaxa Nation may see appropriate.

For example, in creating a pedestrian wayfinding sign network in our town, perhaps some place names and storyboards could be included with Ktunaxa references; or as a part of the continuing landscaping of the Trans-Canada Highway an Indigenous culture component to our visitor centre could be developed with interpretive panels.

To this end, I would sincerely appreciate hearing your thoughts on what might be the want and vision of the Ktunaxa Nation within the context of this plan. I would be happy to meet personally with you or an appropriate representative of the Ktunaxa Nation at your behest as well.

Sincerely,


Jon Wilsgard
Chief Administrative Officer

Attachment-





May 28th, 2019

File: 2240-35-RMI

Chief Barbara Cote
Shuswap Indian Band – Secwepemc Nation
RR#2 – 3A, 492 Arrow Road
Invermere, BC V0A 1K2

Dear Chief Cote:

RE: Resort Municipality Initiative Plan for the Golden Area

It is my pleasure to submit to the Shuswap Indian Band/Secwepemc Nation on behalf of the Town of Golden which lies within your nation's traditional territory, our proposed three year plan of expenditures for the Golden Area under the *Resort Municipality Initiative* (RMI).

Golden is designated a *Resort Region* under provincial legislation having met the criteria for participation in the RMI since 2007. Under the initiative, we are required to develop three year expenditure plans targeting the development of tourism based infrastructure and programming for approval and funding by the Province. With the program having very recently been given a level of permanency by the Province, we now have the opportunity to measurably include Indigenous Peoples in implementation.

The attached plan, called a Resort Development Strategy, has been idealized by a small team of stakeholders and represents a continuation of projects from the past as well as some new initiatives. Our team has taken the approach to reserve funds in the plan for potential storytelling and interpretation from an Indigenous culture perspective of any of the projects as the Shuswap Indian Band may see appropriate.

For example, in creating a pedestrian wayfinding sign network in our town, perhaps some place names and storyboards could be included with Secwepemc references; or as a part of the continuing landscaping of the Trans-Canada Highway an Indigenous culture component to our visitor centre could be developed with interpretive panels.

To this end, I would sincerely appreciate hearing your thoughts on what might be the want and vision of the Secwepemc Nation within the context of this plan. I would be happy to meet personally with you or an appropriate representative at your behest as well.

Sincerely,

Jon Wilsgard
Chief Administrative Officer

Attachment-

