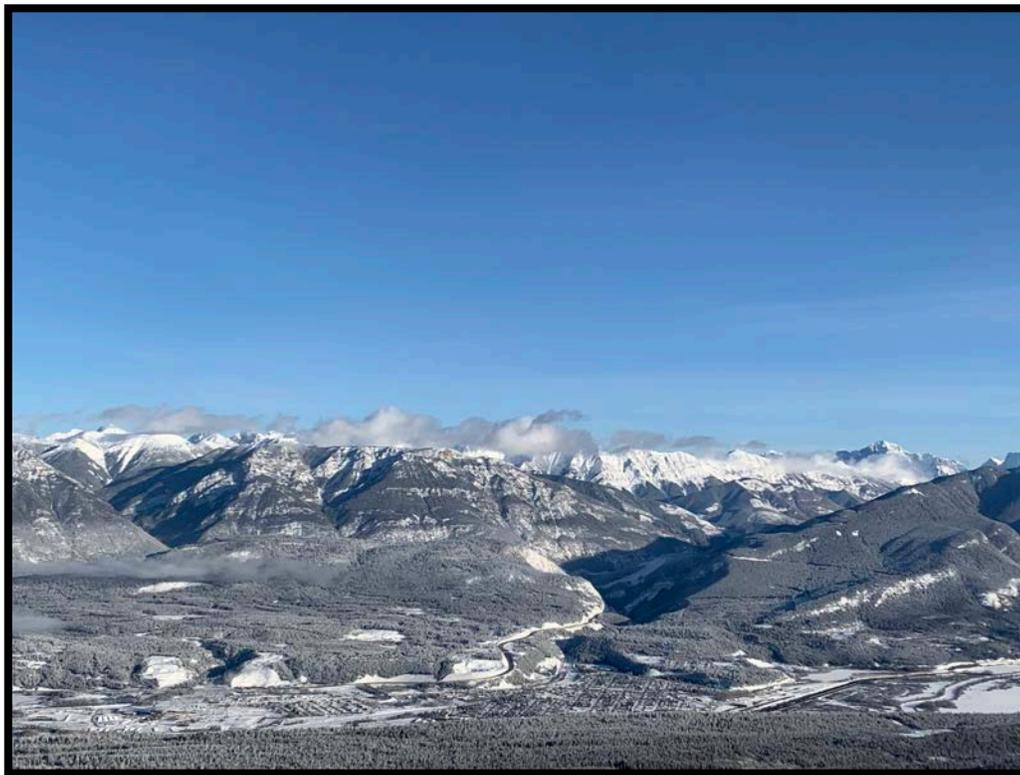


Golden

Resort Municipality Initiative

Annual Report 2019



Submitted by:



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With Supporting Data

From:

Tourism Golden

1. Project Progress

1.1. Resort Municipality Initiative (RMI) Context and Vision

Golden has participated in the RMI program since 2007. The community's RDS Vision is: Golden's spectacular natural setting, history and tradition inspire visitors from Canada and internationally to discover, explore, and stay in Kicking Horse Country

1.2. Resort Development Strategy (RDS) Goals

The table below lists Golden's RDS Goals and provides an overview of progress made on each.

Resort Development Strategy Goals	Summary of Progress on Resort Development Strategy Goals (please describe and reference performance indicators if you have data to support)
1. Improve and Enhance the Built Environment	Visitor sign program saw significant expansion and 2 phases of the Highway 1 Corridor Enhancement were completed.
2. Enhanced Cultural Vibrancy and Identity	Accomplished through the visitor sign program.
3. Enhance Key Existing Tourism Product Infrastructure	Significant progress in ensuring world class quality and maintenance of summer and winter trail networks cycling and snowmobiling; the new visitor information centre, and integrity of the unique Kicking Horse River Pedestrian Bridge.
4. Establish and annually Report on Performance Measuring	Tourism Golden now implements a consistent reporting of key metrics that are germane to the RMI program and community tourism performance.
5. Increase Summer Visitor Traffic by 10%	Total activity attendance up 8% during RDS term.
6. Increase Winter Visitor Traffic by 10%	Total activity attendance up 5% during RDS term
7. Diversify municipal tax revenue by 5%	MRDT increased over 17% during RDS term
8. Increase overnight stays by 10%	Summer stays at 2.8 nights (no change over RDS term). Winter stays at 3.2 nights (up 7% over RDS term).
9. Increase snowmobile visitation by 10%	Over 90% increase over 4 years.
10. Increase performance and event attendance by 10%	Average attendance sporting events up 10% over RDS term; cultural events up 5%

1.3. Project Details

The following section describes progress on the individual projects in greater detail. The financial breakdown for the projects can be found in Appendix 1.

Project Title	Trail Systems		
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.		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	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 Spending in Reporting Year	\$0		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	No appreciable activities occurred; monies originally allocated for the year were moved to the more appropriate Pedestrian category.		
Stakeholder Involvement:	All stakeholders and members of the RMI Advisory Committee were kept apprised of activity during the year.		

Project Title	Dikes and Waterfronts		
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.		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	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 be 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 Spending in Reporting Year	\$34,803		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	<p>Structures and interpretive signs and messages were placed to inform the public of the project and its outcomes; some preliminary improvement work was conducted and some large scale solar lamp standards were costed here due to their proximate location. Little was done as the structural portion of this project is not RMI oriented, being flood control and this work was ongoing throughout the year and will be in 2020 as well.</p> 		
Stakeholder Involvement:	All stakeholders and members of the RMI Advisory Committee were kept apprised of activity during the year.		

Project Title	Public Spaces and Facilities		
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 Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	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 Spending in Reporting Year	\$0		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	Because of the immediate proximity of the dike project and a large measure of contemplation surrounding the cost of it, (being the need to allocate more funding to it) this project may be placed in hiatus pending the RMI Advisory Committee's analysis and subsequent submission to the Province.		
Stakeholder Involvement:	All stakeholders and members of the RMI Advisory Committee were kept apprised of activity during the year.		

Project Title	Vehicle Corridors		
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 Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	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 Spending in Reporting Year	\$31,590		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	A number of trees along the prior sections of the project required replacements due to die off and others that were not environmentally suited to the area. While this was mostly done in 2018, it was paid for in 2019.		
Stakeholder Involvement:	All stakeholders and members of the RMI Advisory Committee were kept apprised of activity during the year; several news releases and social media updates were published.		

Project Title	Pedestrian		
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 Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	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 Spending in Reporting Year	\$21,879		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	 <p>Several lamp standards were installed along the most popular sections of the dike trail.</p>		
Stakeholder Involvement:	All stakeholders and members of the RMI Advisory Committee were kept apprised of activity during the year; several news releases and social media updates were published.		

Project Title	Tourism Activity Services		
Project description	Annual contribution of funds toward the costs of grooming popular snowmobile routes in the area, totaling over 50kms and priority maintenance within a 300km network of single track mountain bike trails.		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	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 Spending in Reporting Year	\$77,500.00		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	<p>Another successful snowmobiling grooming year, with tangible increases in visitation over the prior season. There has been over a 90% increase in ridership in 5 years.</p> <p>The annual Golden 24 race saw more participants than years previous.</p>		
Stakeholder Involvement:	The Golden Snowmobile Club and Golden Cycling Club are DMO stakeholders directly responsible for the RMI funds use.		

Project Title	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 Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	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 Spending in Reporting Year	\$50,000		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	The Freeride Word Tour was another unqualified success. Golden remains the only North American stop on this global ski racing phenomenon. https://www.freerideworldtour.com/ Tourism Golden has calculated that the \$50,000 in event support from RMI translated to a value of over \$1.5M in event marketing value.		
Stakeholder Involvement:	Tourism Golden was the key implementer for this event. Considerable media coverage of the FWT is garnered from all over the world.		

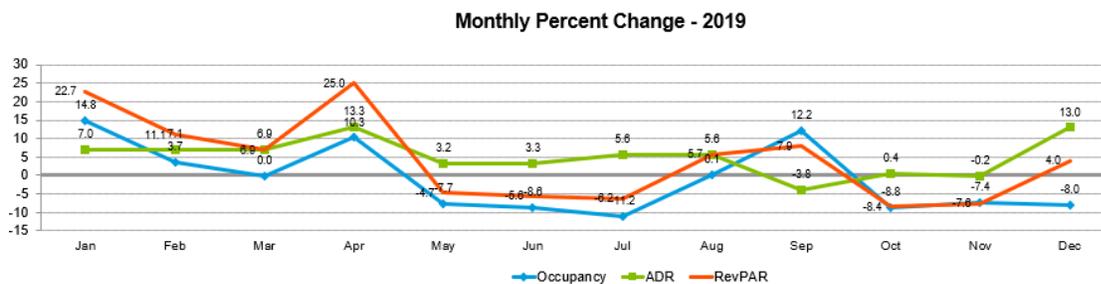
Project Title	Program Administration		
Project description	Travel allowance to the annual RCC forum to a maximum amount, supplemented by municipal funds as necessary. Measuring performance against stated project outcomes to accurately report on the level of success of projects		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	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 Spending in Reporting Year	\$9,807		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	<p>The RCC was held in Fernie.</p> <p>Tourism Golden continued its performance measurement activities, as an integral component of its DMO mandate.</p>		
Stakeholder Involvement:	To the extent of attendance by CAO's at this annual event, and the publication of annual statistics by Tourism Golden to its membership and stakeholders.		

2. Economic Outcomes (Required)

The data in this section is collected by both the resort communities and/or the Whistler Centre for Sustainability (WCS). While specific projects can impact these results, the results in this area only show trends over time and should be considered as a long-term impacts of investments in infrastructure, projects and programs.

Accommodation Sector Performance (data courtesy of Tourism Golden)

Accommodation sector performance provides an indication of the size and health of overall tourism economy (more specifically the accommodation sector), by tracking changes in MRDT, room revenue or room nights sold. Overnight visitors to the communities tend to participate in more experiences than day visitors, and the additional hours spent in the resort result in increased spending patterns and greater contributions per visitor to the local economy. Considering the variation in this indicator throughout the year provides a window into the community's success at growing tourism throughout the four seasons.



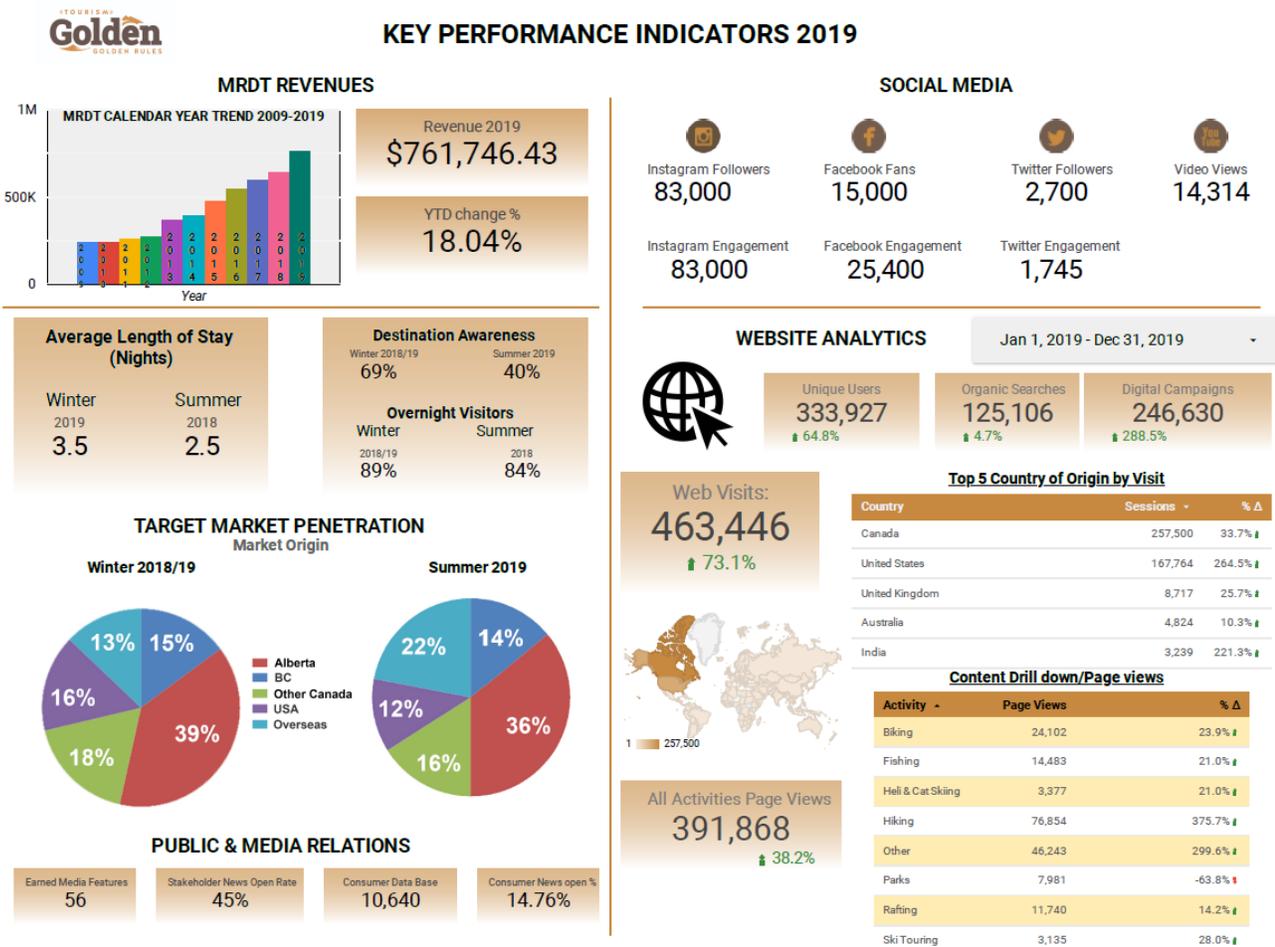
Despite the exponential growth of short term rental vacation properties, MRDT revenues continued to increase. Counter-intuitively, the drop in occupancy in the high season is a reflection of the seasonality of Short Term Rentals.

Key Performance Indicators (data courtesy of Tourism Golden)

A resort communities' tourism economy is dependent on visitation. Visitor numbers provide an understanding of the health of the tourism economy, as well as the popularity the community as a tourism destination, quality of the service levels, and the perceived value of tourism offerings. Depending on the employed methodology, visitor numbers includes day visitors and overnight visitors differing from accommodation sector performance. Considering the variation in this indicator throughout the year provides a window into the community's success at growing tourism throughout four seasons.

Highlights in the context of community performance include:

- MRDT net revenue was up 18% YOY from 2018. A portion of this is due to the integration of Short Term Rentals into the provincial taxation regime.
- Percentage of summer overnight visitors is growing, up 7% since 2017
- Average length of winter stays increased for the first time.
- Website visits to Tourism Golden are up over 73% and digital campaigns overall are up 288%
- The Net Promoter Score utilized by Destination BC as an indicator of a community meeting expectations increased from 30 in 2017 to 50 in 2019.
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2019 VALUE OF TOURISM IN GOLDEN BRITISH COLUMBIA

Golden's tourism industry contributes significant economic benefits to the Golden area and the rest of BC.

285
Tourism-Related Businesses²

\$124.5 million
direct tourism revenues collected
by tourism-related businesses in
2019.¹

On average, **75%** of gross
business revenues² are
generated from tourism

In 2019, the Golden tourism industry generated:^{3,4}

\$87.8 million in GDP **\$174** million in domestic output **\$34.5** million in tax revenue

2019 Tourism Revenues (\$124.5 million)



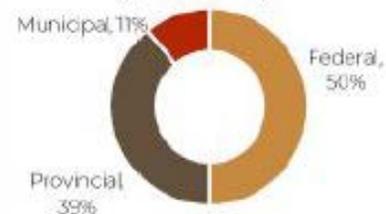
Employment



1,866
Jobs

1,392 Full-
Time
Equivalents

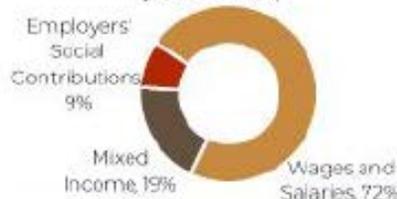
2019 Tax Revenue Paid (\$34.5 million)



Average summer visitor party expenditures in Golden: **\$606**

BC Visitor = **\$415** Alberta Visitor = **\$576** US Visitor = **\$670** Overseas Visitor = **\$720**

2019 Labour Income⁵ (\$61.7 million)



\$350 in average client
expenditure at tourism-related
business.

\$496,130 average tourism
revenues in 2019 for Golden
tourism-related businesses.

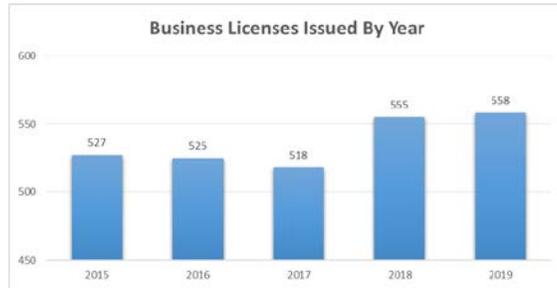
\$44.5 million in
revenues generated from paid
accommodation.

88% from hotel/motels.
8% from short-term rentals.
4% from campgrounds.

Despite an otherwise banner year in that preceding the 2020 pandemic, a significant disruptor to even greater sector performance was in attaining sufficient labour. In a local survey of tourism businesses, fully 46% experienced challenges in this regard and 31% were unable to achieve optimum staffing levels. This was estimated to cost \$9.7M in domestic output and \$4.6M in GDP for the area.

Number of Business Licenses

The number of businesses in a community reflects economic success and potentially diversity of tourism offerings. Breaking the results out by tourism business can provide a more direct measure of tourism growth.



Golden has seen a 5.8% increase in all business licensing over the past 5 years.

Of the 558 licenses, 176 or 31% are deemed 'tourism related'. A sizeable amount of this portion includes a steadily growing Short Term Rental contingent.



3. Conclusion and Outlook

It is now proven through research by Destination BC that the tourism industry outpaces all other industries in British Columbia in revenues returned to and within the province. Golden is no exception to this trend as 2018 marks the 9th consecutive year of growth in the sector including over a 120% increase in MRDT revenues since 2007. Golden outperforms BC provincial figures and Alberta resorts. Local DMO research as led to an estimate of the economic benefit of tourism to the Golden are at more than \$100 million annually.

The benefits of RMI program accomplishments are not always immediately apparent, but are revealed through time. Great optimism had returned to this community and other business development activity had returned with unprecedented residential and commercial sector initiatives. Confidence in the local economy, public (RMI) and private sector new and renewal projects, exceptional marketing outputs by the DMO, and an outstanding product offering for the tourism industry in the Golden area contributed together once again to make Golden a growing resort destination.

Despite this, 2019 was a relatively quiet year in RMI program spending. Factors influencing this included a re-look at the dike/seawall project budget and a sentiment amongst the RMI Advisory Committee to ensure enough funds for this by placing the Trans-Canada Highway beautification in temporary hiatus and having enough RMI funds in 'savings' to guarantee vision accomplishment. "Tender-readiness" of other projects was also not attained, and project partners in trail work projects were encumbered in other work.

This general hiatus would continue in 2020 with the pandemic situation forcing a slow down on all accounts for a variety of reasons. The Town of Golden will be submitting a significant amendment to its RDS in the coming months, reflecting project scope changes, budgetary shifts, RMI Committee priority shifts, and tactics to recover in project accomplishment context the effects of both 2019 and 2020 to the program. It is also anticipated this will be tempered by the amount of annual fund transfers from the Province in 2021 given the devastating consequences of the pandemic on the tourism economy and the severe lessening of sector tax transfers in 2020.

That said, 2021 will see the dike project completed with a significant RMI expenditure applied for its beautification. A new south entrance sign will be placed, in time to meet the 3 year span of intermittent and larger scale traffic through Golden as a result of traffic diversions caused by Phase 4 of the Kicking Horse Canyon Project. Funding permitting, the Trans Canada Highway beautification will resume, and a new partner opportunity for another downtown revitalization project is emerging.

