

# Resort Municipality Hotel Tax Transfer Program

Annual Report 2009

Submitted by:



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# Town of Golden

## Resort Municipality Initiative Annual Report 2009

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## Acknowledgements

The Town of Golden would like to acknowledge the Province of British Columbia, and in particular the staff of the Ministry of Community and Rural Development – Rural BC Secretariat, for the vision and recognition of both the importance of tourism to British Columbia and the criticality to certain communities in providing the support and infrastructure to meet special needs of this industry.

The Resort Municipality Hotel Tax Transfer Program represents in many ways, the only avenue for rural tourism affected communities to provide for the growing expectations of the tourism community and become the municipal ambassadors for British Columbia to the world. Without this program, there would continue to be clear failures in our communities' ability to deliver world class products and experiences expected of resort type rural areas, disaffecting both our residents, our own tourism industry partners, and of course, our visitors.

Never under our current taxation or borrowing capacities could the Town of Golden have achieved the remarkable and proud accomplishments it has done so under the RMHTTP. The program has provided the ability for Golden to beautify its landscapes, build creative architecture, invest and showcase green technology, enhance and perpetuate our arts and cultural fabric, build momentum for a more active community, provide tools for economic development and revitalization, create jobs, and realize important partnerships amongst key members of our community. The possibilities and positive impacts of the program can never be understated and great accomplishments affecting Golden's economic, social, and environmental pillars of sustainability have clearly been made as a result.

Further acknowledgements are made to the Resort Municipality of Whistler and the Whistler Centre for Sustainability for its proactive realization of the significance of this program to rural tourism communities, the recognition of our varying capacities for metrics development and reporting, and the initiative in creating a fraternity amongst the 13 resort municipalities, providing tools for our administrative and reporting needs, and ensuring our collective consciousness and strength does not go unnoticed.

Finally, the Town of Golden would like to recognize the seven signatories to our resort plan, which forms the basis of our contract with the Province for delivery of projects and initiatives under the RMHTTP. These individuals represent organizations and interests critical to the ongoing planning and delivery of tourism based visions, products, and partnerships in our community. They have faithfully assisted the municipality in ongoing planning, assessment and delivery of several of our initiatives and continue to be integral to this community in so many ways.

## 1. Revenue and Expenditure Statement

### Town of Golden

#### Resort Municipality Annual Revenue and Expenditure Report (for illustration only)

For the year ended December 31, 2009

	Budget \$ 2009	Actual \$ 2009	Actual \$ 2008
Balance At Beginning of Year	(182,500)	1,227,928	781,315
<b>Revenues:</b>			
Provincial Government			
Tax Transfer <sup>1</sup>	487,500	579,159	682,514
Transfers From Other Funds	0	335,000	0
Investment Income <sup>2</sup>	0	12,988	37,637
<b>Total Revenue</b>	<b>\$487,500</b>	<b>\$927,147</b>	<b>\$1,501,967</b>
<b>Expenditures:</b>			
Capital Expenditures (Projects <sup>3</sup> )	1,025,000	1,774,449	267,444
Operations (Programs and Services <sup>4</sup> )	0	0	0
<b>Total Expenditures</b>	<b>\$1,025,000</b>	<b>\$1,774,449</b>	<b>\$267,444</b>
Net Revenue (Expenditure)	(537,500)	(847,302)	452,707
Balance At End of Year	(720,000)	380,627	1,234,523

#### Notes:

1. Total Amount of Provincial HRT Transfer for the year under approved Agreement
2. Interest earned on Provincial HRT Transfer funds
3. Total amount paid out for approved Program or Service Operating Expenditures under Agreement (See Resort Amenities Expenditure Program)
4. Total amount paid out for approved Project Capital Expenditures under Agreement (See Resort Amenities Expenditure Program)

In special circumstances funding under this program may be used to pay the interest costs on borrowing directly related to the projects that are approved by the Province under this Program. As funding under this Program may expire in 2011, municipalities should not depend on this funding as a committed revenue source for long-term debt servicing purposes.

## 2. Five Year Expenditure Plan

The Five Year Expenditure Plan shown below tracks the projected and actual expenditures within the six capital component envelopes originally submitted to the Province. As shown, after two years of significantly lower expenditures than projected, implementation of key projects finally gained traction, with expenditures exceeding annual projections for the first time. Tangible results are showcased in the outcome reporting section of this report. Moreover, 2009 saw a sizeable introduction of leveraged funds from other sources (64.3%) used to complete projects.

### Five-Year Expenditure Plan – Resort Municipality Hotel Tax Transfer Program

Year	2007 (START) Budget	2007 (START) Actual	2008 Budget	2008 Actual	2009 Budget	2009 Actual	2010 Budget	2010 Actual	2011 Budget (END)	2011 (END) Actual	TOTAL Budget	Total Actual
<b>Application of Funds - Capital</b>												
1. Signage Strategy	150,000	6,959	60,000	413	100,000	62,491	75,000		45,000		430,000	
2. Visitor Amenity Hubs	25,000	0	210,000	192,583	250,000	317,679	0		0		485,000	
3. Community Square	30,000	0	220,000	39,706	380,000	931,496	0		0		630,000	
4. Creative Class Expressions	5,000	3,317	65,000	0	35,000	68,078	35,000		35,000		175,000	
5. Winter Camping	0	0	15,000	0	200,000	0	0		0		215,000	
6. Green Spaces and Paths	35,000	14,019	100,000	34,742	60,000	0	60,000		60,000		315,000	
<b>Total Capital</b>	<b>245,000</b>	<b>24,295</b>	<b>670,000</b>	<b>267,444</b>	<b>1,025,000</b>	<b>1,379,744</b>	<b>170,000</b>		<b>140,000</b>		<b>2,250,000</b>	

Source of Funds	2007	2008	2009	2010	2011	TOTAL	NOTES
1. Municipal							
Reserves			500,452				
Sub-Total Municipal			500,452				
2. Federal/Provincial Transfers			541,000				
Resort Mun HRT Transfer	789,173	682,515	579,159				
3. Other							
<b>TOTALS</b>	<b>789,173</b>	<b>682,515</b>	<b>1,620,611</b>				

**NOTES:**

1. Approved Projects are explained in Section 2.4.1 of the Toolkit.
2. Operating Funds would include funds from General Revenue or Surplus Funds on Hand.
3. Capital Funds would include funds from Reserve Funds or Development Cost Charge Funds.
4. Borrowing would include funds from short-term or long-term borrowing (including leases).
5. Federal/Provincial Funding are all funds received from the Federal and/or Provincial Governments under conditional or unconditional funding programs.
  - This example assumes Federal/Provincial Transfers are all received from the Resort Municipality HRT Transfer Program.
6. Other Funding would include all funds received from third party (public or private) contributions or investments.

### 3. Outcomes Reporting

#### 3.1. General Tourism Context for the Current Year

The following section provides some recent economic context for the tourism industry in British Columbia and the Resort Communities. The significant influences on tourism and possible influence on the resort community's economies are reported by year and summarized.

##### 2007 Tourism Influences

In general terms, 2007 was still a robust year for tourism in British Columbia. Although US overnight entries continued their declines losing 4.1% in 2007, provincial occupancy levels reached an 11 year high at 67% and room rates advanced 5.9% over 2006 levels. This growth was fuelled by domestic travel and by increased overseas entries (+3.3%). **These provincial results in general, should have created a more fruitful environment for the tourism economies in the resort communities.**

##### 2008 Tourism Influences

The end of 2008 marked the beginning of the global economic crisis which persists to this day. The financial sector crisis and associated housing crisis in the US spread to the rest of the economy in the US, Canada and overseas. The second half of 2008 saw this economic contraction began hitting virtually every sector of the economy – some such as the auto sector were hit harder than others. Declining consumer confidence resulted and along with this a decline in discretionary spending including overnight travel.

Growth in room revenue in British Columbia was the weakest since 2003 – an increase of only 0.6%. Hotel occupancy rates declined slightly in 2008. Visitor entries declined for 7th time in 8 years with US entries down 17% from 1995 levels. Entries from overseas were down slightly in 2008 from 2007 – declines from Japan were offset in part by increases from China and South Korea. In general, in addition to the global economic downturn, delays at the border, rising gas prices, exchange rates are influencing factors affecting 2008 tourism returns. **This environment in 2008 likely impacted the entire tourism sector in the Province placing downward pressure on tourism results in the Resort Communities.**

##### 2009 Tourism Influences

In 2009, the context for the tourism industry in British Columbia worsened further still from 2008. Canada itself entered the worldwide recession officially in the last quarter of 2008 thereby influencing domestic travel patterns. Entries from the US and overseas both declined with US overnight entries down 5.9%; overseas entries down 13.9%. Room revenues took a huge hit in 2009 showing an 11.7% decline. The impact of the worldwide economic recession was exacerbated by fears related to the H1N1 pandemic that further reduced overnight travel. **This environment in 2009 likely impacted the entire tourism sector in the Province and for the second straight year placing significant downward pressure on results in the Resort Communities.**

##### Summary Tourism of Influences

During the 2007 – 2009 timeframe in which resort communities have been participating in the Resort Municipalities Initiative, the context for the tourism industry has been particularly volatile and provincial, national and global tourism statistics reflect declines in overnight entries, occupancy levels and room revenues beginning in 2008 and escalating in 2009.

**The primary tourism influences challenging the tourism economy during 2007-2009 can be summarized as:**

- Global financial/housing crisis leading to overall global economic downturn
- Associated declines in employment levels affecting levels of personal disposable income and discretionary spending

- Declines in corporate profitability necessitating business travel restrictions
- Overall declines in consumer confidence
- Higher fuel prices
- Weakening currency exchange rates relative to the Canadian dollar making travel to Canada more expensive from key markets
- Increased border security, airline restrictions, documentation requirements
- Declining export sales due to global economic downturn for countries such as Mexico and South Korea which had been showing strong growth in overnight visitation to British Columbia
- H1N1 pandemic

### 3.2. Regional and Local Tourism Context

Kicking Horse Country has not escaped the far-reaching effects of the global economic downturn, evidenced prominently by a 15% annual decline in Hotel Room Tax revenues since Golden entered the RMTTP in 2007.

While this has served to ensure local government prudence in resort plan spending, particular in the last half of the current 5-year term, the effect can be seen and felt in the local economy, with evidence of accommodators, restaurateurs, and tourism operators and retailers scaling back services, hours, and even closing down. A tangible benefit in much of the RMI spending is the investment made in local businesses and labour.

This trend is regionally reflected in reporting by Kootenay Rockies Tourism, wherein although the region has remained steady at producing nearly \$1 billion in annual tourism revenues, this is expected to dip sharply in 2009 and 2010. Annual accommodation room revenue for the region approached \$140 million in 2008 but has now dropped closer to \$100 million.

Despite these figures, Golden has not witnessed as dramatic a decline in tourism activity and revenues as other communities and regions. This may be attributed to the continuing “Alberta influence” with continuing and visible evidence of recreation vehicle presence and the sustained accommodation levels by many hotels in the area. This could be supported by local visitor centre statistics wherein the number of visitors has remained steady, and occupancy of the municipal campground rose by 5% over 2008.

### 3.3. Common Reporting

The outcome reporting in this section is a direct result of the Resort Collaborative Common Monitoring Program: ‘*Monitoring Tourism Success*’. This program breaks reporting into three sub-sections including; *Economic Outcomes*, *Visitor Experience Outcomes* and *Community Outcomes Supporting Tourism Development*. These tourism success outcomes are directly impacted by the RMI Hotel Tax Transfer Projects and a multitude of other factors such as macro economic trends, local weather, marketing efforts, privately owned tourism infrastructure and businesses providing experience to visitors, ease of access, etc... The data in this section is *collected* by both the resort communities and the Whistler Centre for Sustainability (WCS), although it is *reported* by the Whistler Centre for Sustainability for 2009.

Where possible, charts display the actual result for the reporting period, the three year rolling average compared to the base year, and the change in this result compared to a benchmark of some type. In most cases BC was used as the benchmark. Where there isn’t enough data to report in the manner described above, attempts were made to include some other level of analysis including three year rolling average and year over year changes.

Most communities committed to reporting to the first tier level for these indicators. More details on the framework and reporting tiers can be found in the *Monitoring Tourism Success* document



### 3.3.1. Economic Outcomes

The data in this section is *collected* by both the resort communities and the Whistler Centre for Sustainability (WCS) and is *reported* by the Whistler Centre for Sustainability for 2009.

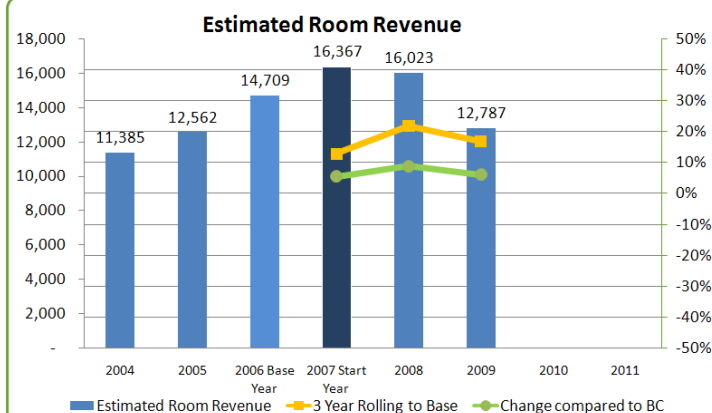
#### Accommodation Sector Performance

##### Why measure this?

Accommodation sector performance provides an indication of the size and health of overall tourism economy (more specifically the accommodation sector), by tracking changes in 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.

Accommodation Sector Performance	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Estimated Room Revenue	11,385	12,562	14,709	16,367	16,023	12,787
Estimated Room Revenue YOY % Change				11%	-2%	-20%
Estimated Room Revenue 3 Year Rolling Change to Base Year				13%	22%	17%
Estimated Room Revenue 3 Year Rolling Change to Base Year Absolute % Change to Control				5%	9%	6%

Notes for Current Year: Data provided by BC Stats.



##### Additional Observations:

Golden's accommodation sector performance seen as a return to 2005 levels is indicative of the industry in general. Because of the sector's great product variability in the Golden area, is the return by subsector, which could reveal some underlying travel trending between the standard short haul "rubber tire" market and the higher end back country lodge market.

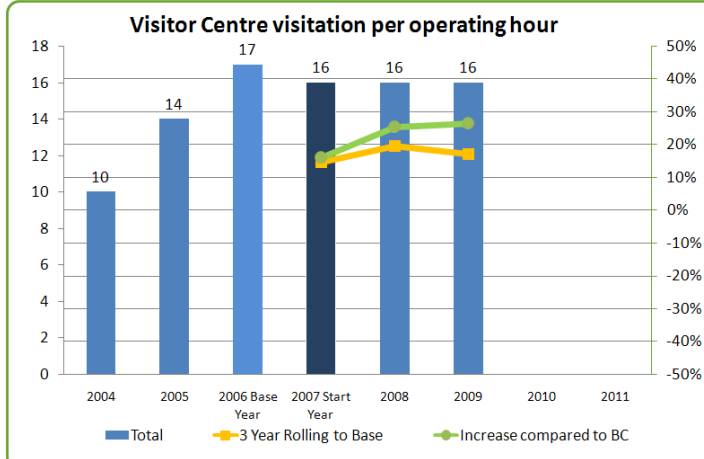
## Visitor Numbers

### Why measure this?

A resort communities' tourism economy is dependent on visits. 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.

Visitor Numbers	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Visitor Centre visitation per operating hour	10	14	17	16	16	16
Visitor Centre visitation per operating hour YOY % Change				-6%	0%	0%
Visitor Centre visitation per operating hour 3 Year Rolling Change to Base Year				15%	20%	17%
Visitor Centre visitation per operating hour 3 Year Rolling Change to Base Year Absolute % Change to Control				16%	25%	26%

Notes for Current Year:



### Additional Observations:

Despite the marked decrease in room revenue in the area, visitor centre statistics have remained virtually unaffected. This is likely due to the quality and location of the visitor centre, it being a gateway facility, opening hours, and its ability to accommodate bus tours.

## Major Attraction Attendance Numbers – Kicking Horse and Others

### Why measure this?

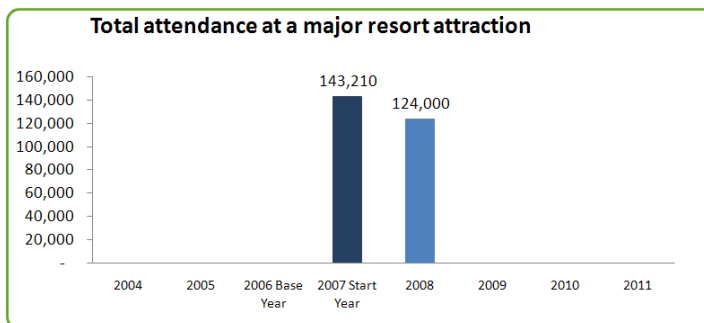
Many resort communities have one or two major attractions. These attractions are often the reason visitors come to the community in the first place. If a community is unable to calculate Accommodation Sector Performance or Visitor Numbers this indicator may provide some indication of success.

Major Attraction Attendance	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Total attendance at a major resort attraction				143,210	124,000	
Total attendance at a major resort attraction YOY % Change				#N/A	-13%	#N/A

Notes for Current years: Other Stats:

**Kicking Horse Resort 2007:** Summer gondola ticket sold 25,037, Total grizzly bear sanctuary tickets sold 12,500, Total mountain bike rentals 1,943 Source: 2007 Resort statistical records. **2008:** Summer gondola tickets sold 24,000.

**Golf Course:** Non resident rounds 2007 18,195, 2008 16,253.



## Number of Tourism Businesses

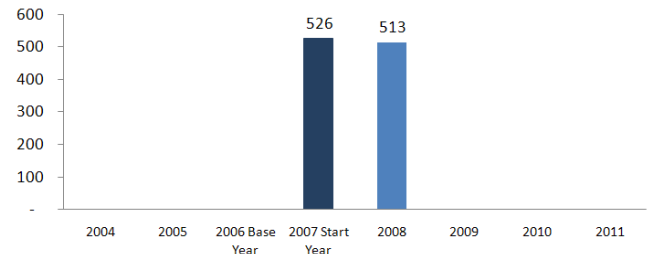
### Why measure this?

The number of businesses involved in tourism is one measure of tourism economic success and potentially diversity of offerings. The assumption being made here is that a greater number of businesses reflects a stronger economy and investment in tourism development.

Number of Tourism Businesses	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Total number of local business licenses				526	513	
Total number of local business licenses				-	13.0	-
Absolute Change						
Total number of local business licenses				#N/A	-2%	#N/A
YOY % Change						

Notes for Current Year:

Total number of local business licenses



### Additional Observations:

Please add as relevant.

## Total Employment in Tourism

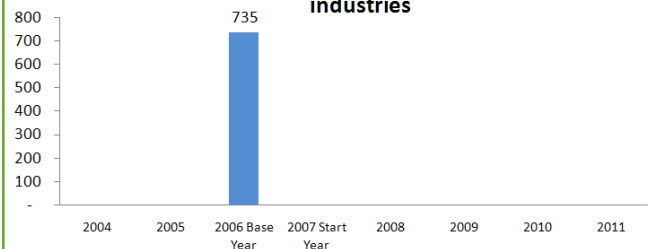
### Why measure this?

The number of full time employees provides an approximate indication of overall tourism economy success as it combines employee numbers from various tourism sectors and organizations as opposed to business results from on attraction or sector.

Total Employment in Tourism	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Employed labour force working in tourism related industries			735			

Notes for Current Year: Base year represents a decline of 8% since 2001 Census.

Employed labour force working in tourism related industries



### Additional Observations:

Please add as relevant.

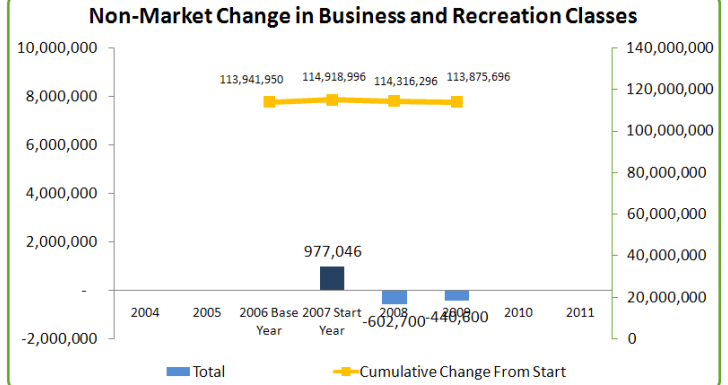
## Commercial Assessment

### Why measure this?

One of the desired outcomes of the additional hotel tax program and tourism is to diversify the municipal tax base towards a better mix of residential and commercial taxes. Another outcome is concerned with increased investment in the community. This indicator area is meant to measure this progress quite directly by reporting on the non-market change in business and recreation class assessments from year to year.

Non-Market Change Business and Recreation Class	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Non-Market Change in Business and Recreation Classes			113,941,950	977,046	- 602,700	- 440,600
Non-Market Change in Business and Recreation Classes Cumulative Change			113,941,950	114,918,996	114,316,296	113,875,696
Non-Market Change in Business and Recreation Classes YOY Cumulative % Change				1%	-1%	-0.4%

Notes for Current Year:



### Additional Observations:

Please add as relevant.

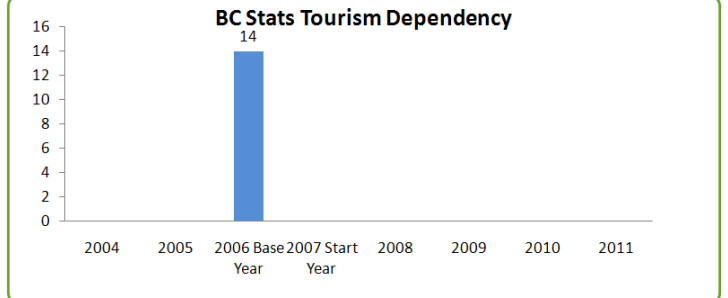
## Economic Diversification

### Why measure this?

Most of the Resort Collaborative communities stated the desire to diversify the economy by increasing the tourism industry contribution into their economies.

Economic Diversification	2004	2005	2006 Base Year	2007 Start Year	2008	2009
BC Stats Tourism Dependency			14			

Notes for Current Year: Based on the Golden Region. Result in 2001 was 17.



### Additional Observations:

Please add as relevant.

#### **3.3.1.1. Additional Observations**

- **Resort Community** to add **a page or less** of local context and additional observations on how hotel projects, programs and events impacted **Economic Outcomes** in 2009.
- Include any relevant **anecdotal reports** that lend insight into the indicator areas above.

### 3.3.2. Visitor Experience Outcomes

The data in this section is *collected* by both the resort communities and the Whistler Centre for Sustainability (WCS) and is *reported* by the Whistler Centre for Sustainability for 2009. Results in this area generally create a positive environment for enhancing economic outcomes.

**Resort Community to comment** on their progress collecting data **for indicator areas lacking a chart and analysis** or provide WCS with quantitative data to chart.

#### Visitor Satisfaction

**Why measure this?** Visitor satisfaction with their overall experience in a community is an essential criterion for ensuring the long-term tourism economy health. Capturing perceived experience reveals visitor's feelings about their entire trip from start to finish and influences whether the visitor will return and promote the resort community via word of mouth.

**Resort Community to add a short comment** on observations and progress at measuring this based on one of the following methodologies or **provide WCS** with quantitative data based on one of the following methodologies so that it can be added to the report.

Tier 1 Methodology	Tier 2 Methodology	Tier 3 Methodology
Proportion of visitors satisfied with a major or primary amenity/event i.e. Ski hill, national park, hot springs, golf courses or festivals.	Proportion of visitors satisfied with the <b>overall experience</b> – On site survey	Proportion of visitors satisfied with the <b>overall experience</b> – Exit survey

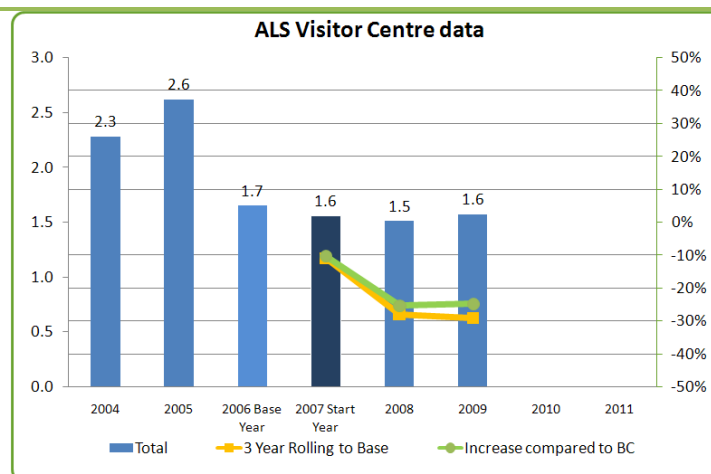
#### Average Length of Stay

##### Why measure this?

Average length of stay (ALS) is an important economic indicator because additional hours spent in the resort lead to greater contribution per visitor to the local economy. It is also an indication that visitors are finding enough to do or not do in a community. Longer stays generally reduce the negative impacts related to travel to the community.

Average Length of Stay	2004	2005	2006 Base Year	2007 Start Year	2008	2009
ALS Visitor Centre data	2.3	2.6	1.7	1.6	1.5	1.6
ALS Visitor Centre data YOY % Change				-5%	-3%	4%
ALS Visitor Centre data 3 Year Rolling Change to Base Year				-11%	-28%	-29%
ALS Visitor Centre data 3 Year Rolling Change to Base Year Absolute %				-10%	-25%	-25%
Change to Control						

Notes for Current Year:



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### Additional Observations:

The accuracy of the ALS data is limited to the data source, being visitors to the BC Visitor Centre @ Golden. Many travelers in this case are clients of bus tours, are traveling to other parts of the province, or are seeking a single night accommodation prior to continuing on. What cannot be reflected is the significant number of tourists to the Golden area who are flying into back country lodges, staying at Kicking Horse Mountain Resort, or camping for several days while mountain biking, hang gliding or rafting. Such clientele typically either knows the accommodation sector already, or has received destination directions and thereby do not need to attend the visitor centre.

Notwithstanding, Golden's accommodation sector continues to be dominated by hoteliers designed for the single night stay, an indication of the community's continuing struggle to create a greater diversity of tourism product that will garner a larger ALS.

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## Visitor Value for Money

**Why measure this?** Like other industries, customers, in this case visitors, like to get good value for the money spent. Good value is often a primary driver reflected in overall satisfaction with an experience.

**Resort Community** to add a **short comment** on observations and progress at measuring this based on one of the following methodologies or **provide WCS** with quantitative data based on one of the following methodologies so that it can be added to the report.

Tier 1 Methodology	Tier 2 Methodology	Tier 3 Methodology
Proportion reporting that an amenity/event i.e. Ski hill, national park, hot springs, golf courses or festivals offers good value for money	Proportion of visitors reporting that the resort community offers good value for money - On site	Proportion reporting that the resort community offers good value for money – Exit survey

## Visitor Promotion

**Why measure this?** The majority of first time visitors select a travel destination based on word of mouth references. The more visitors' are willing to promote a community by word of mouth to friends or family the more likely they had a good experience. Promoting a destination through word of mouth increases the likelihood of future visitation by others.

**Resort Community** to add a **short comment** on observations and progress at measuring this based on one of the following methodologies or **provide WCS** with quantitative data based on one of the following methodologies so that it can be added to the report.

Tier 1 Methodology	Tier 2 Methodology	Tier 3 Methodology
Proportion of visitors likely to recommend a major amenity/event to friends or family	Proportion of visitors likely to recommend the destination to friends or family- – On site	Proportion of visitors likely to recommend the destination to friends or family- – Exit survey

### 3.3.2.1. Additional Observations

- **Resort Community** to add a **short paragraph** on local context and additional observations on how hotel projects, programs and events impacted the **Visitor Experience** in 2009.

- Include any impact Visitor Outcomes may have had on Economic Outcomes and any relevant **anecdotal reports** that lend insight into the indicator areas above.



### 3.3.3. Community Outcomes Supporting Tourism Development

The data in this section is *collected* by both the resort communities and the Whistler Centre for Sustainability (WCS) and is *reported* by the Whistler Centre for Sustainability for 2009. Results in this area generally create a positive foundation to support a positive visitor experience and economic outcomes.

#### Resident Support for Tourism

**Why measure this?** Resident support for tourism development is a barometer of the perceived quality of tourism development on a community. Impacts from factors such as the type of tourism, economic dependence, cultural differences between tourists and visitors, resident control over decisions making and a host of others are reflected here.

**Resort Community** to add a **short comment** on observations and progress at measuring this based on one of the following methodologies **or provide WCS** with quantitative data based on one of the following methodologies so that it can be added to the report.

Tier 1 Methodology	Tier 2 Methodology	Tier 3 Methodology
Number of negative letters to local media about tourism	Proportion of local residents engaged in tourism development planning exercises on an annual basis	Proportion of local residents stating that they support increased tourism development – Local Survey

#### Affordable Housing

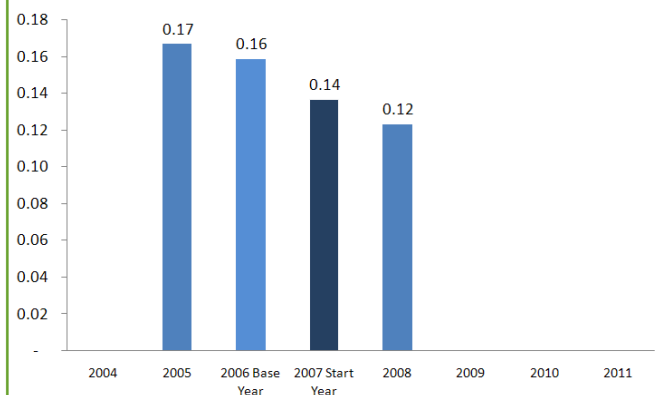
##### Why measure this?

Most resort communities have identified resident housing as an important strategy to remain a vibrant community and to maintain a strong local workforce. Housing costs generally represent residents largest cost and is a significant factor in determining where local employees choose to live.

Affordable Housing	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Ratio of median taxfiler income to median assessment for residential properties – BC Stats and BC Assessment		0.17	0.16	0.14	0.12	
Ratio of median taxfiler income to median assessment for residential properties – BC Stats and BC Assessment				-14%	-10%	#N/A
Ratio of median taxfiler income to median assessment for residential properties – BC Stats and BC Assessment 3 year Rolling % Change				#N/A	-9%	#N/A

Notes for Current Year:

Ratio of median taxfiler income to median assessment for residential properties – BC Stats and BC Assessment



##### Additional Observations:

Please add as relevant.

## Concentration of Visitors

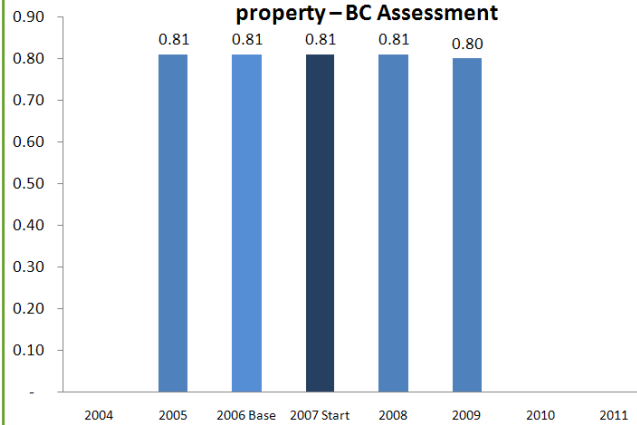
### Why measure this?

Most resort communities identified the importance of maintaining a local sense of community. As communities become more and more popular as destinations this sense of community can be lost as visitor desires and the desires of those living outside the community supersede local needs. While there is not an ideal ratio, measuring this metric helps to keep track one potential irritant toward more tourism development.

Concentration of Visitors	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Ratio of locally owned property to non-locally owned property – BC Assessment		0.81	0.81	0.81	0.81	0.80
Ratio of locally owned property to non-locally owned property – BC Assessment Absolute Change				0	0	-0
Ratio of locally owned property to non-locally owned property – BC Assessment YOY % Change				0%	0%	-1%
Ratio of locally owned property to non-locally owned property – BC Assessment 3 year Rolling % Change				#N/A	0%	0%

Notes for Current Year:

Ratio of locally owned property to non-locally owned property – BC Assessment



### Additional Observations:

As shown, despite the magnitude and continuing influence of the tourism industry, Golden remains largely a primary residence community – an indication of its economic diversity, community identity, and long term residency. These are attributes which continue to drive the community brand to visitors in that Golden is a mountain town possessing equal attributes of authentic, community, and adventure – aspects which continue to drive community marketing and product development.

## Crime Rates/Unlawful Incidents

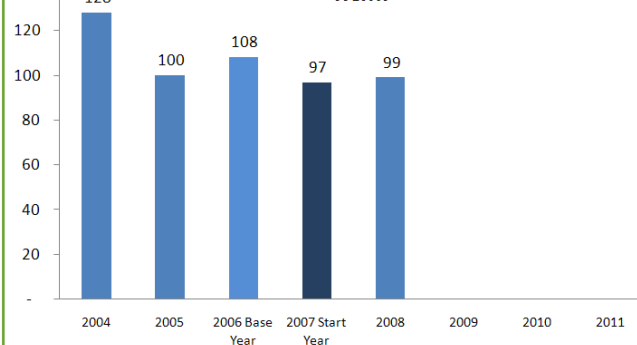
### Why measure this?

Safety and security are important aspects of community life and especially a positive resort experience. Information on crime rates and total numbers of crime incidents provides a better understanding about actual and perceived safety of residents and visitors.

Crime Rates/Unlawful Incidents	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Number of criminal code offences per 1,000 population - RCMP	128	100	108	97	99	
Number of criminal code offences per 1,000 population - RCMP YOY % Change				-10%	2%	#N/A
Number of criminal code offences per 1,000 population - RCMP 3 year Rolling % Change				-9%	0%	#N/A

Notes for Current Year:

Number of criminal code offences per 1,000 population - RCMP



### Additional Observations:

Please add as relevant.

## Resident Sense of Belonging

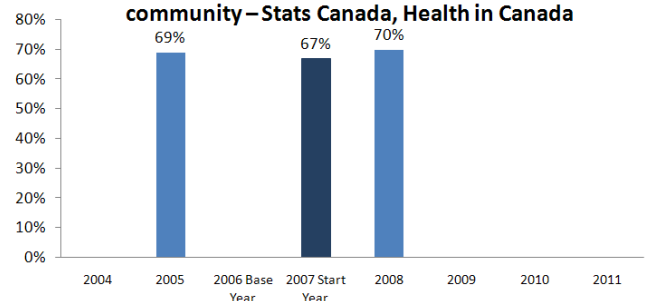
### Why measure this?

Sense of belonging' to a community is considered to contribute to the community's social fabric, the strength of the relationships among community members. These relationships are often important to help individuals and groups in a community to organize for work, play and community development.

Resident Sense of Belonging	2004	2005	2006 Base Year	2007 Start Year	2008	2009
that they have a strong or very strong sense of belonging to the community – Stats Canada, Health in Canada		69%		67%	70%	
Proportion of regional residents stating that they have a strong or very strong sense of belonging to the community – Stats Canada, Health in Canada Absolute Change				-	3%	-

Notes for Current Year: East Kootenay Health Delivery Area Data

Proportion of regional residents stating that they have a strong or very strong sense of belonging to the community – Stats Canada, Health in Canada



### Additional Observations:

Please add as relevant.

## Median Income

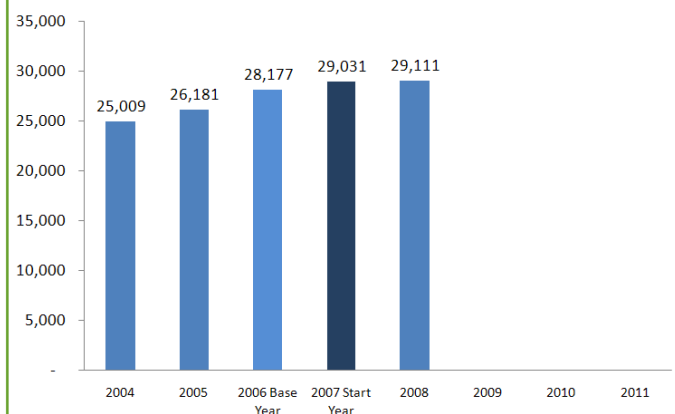
### Why measure this?

Median individual income can help reflect a community's overall economic wellbeing. As a proxy of purchasing power, it is also one measure contributing to individual quality of life. Median income is a commonly measured indicator and is readily comparable across communities.

Median Income	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Real Median taxfiler income – BC Stats	25,009	26,181	28,177	29,031	29,111	
Real Median taxfiler income – BC Stats YOY % Change				3%	0%	-
Real Median taxfiler income – BC Stats 3 year Rolling % Change				5%	4%	-
Real Median taxfiler income – BC Stats 3 Year Rolling Change to Base Year				5%	9%	-

Notes for Current Year:

Real Median taxfiler income – BC Stats



### Additional Observations:

Please add as relevant.

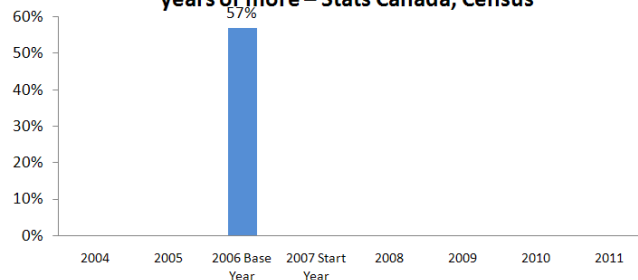
## Resident Transience

### Why measure this?

The number of years that residents have lived in a community provides an indication of the community's transient or stable nature. A high proportion of transient community members may impact on a community's ability to develop a strong social fabric and on individual business and economic viability due to the high cost of employee turnover.

Resident Transience	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Proportion of residents living in the community for five years or more – Stats Canada, Census			57%			
Notes for Current Year:						

Proportion of residents living in the community for five years or more – Stats Canada, Census



### Additional Observations:

Please add as relevant.

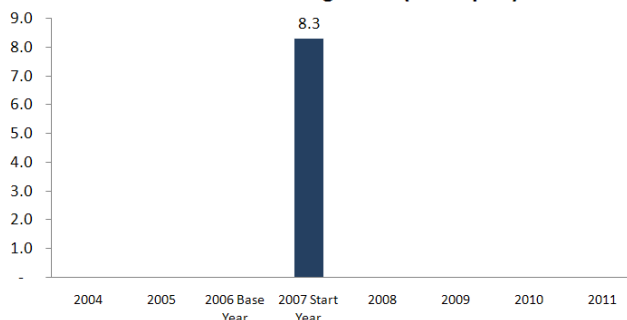
## Greenhouse Gas Emissions

### Why measure this?

Scientists agree that greenhouse gas emissions (GHG) are contributing to global climate change. This changing climate will impact all local economies, community life, visitor experiences as well as directly on the local natural environment. Visitors and conference planners alike are beginning to make travel decisions based on environmental progress.

Greenhouse Gas Emissions	2004	2005	2006 Base Year	2007 Start Year	2008	2009
Annual emissions of greenhouse gases including: built infrastructure, resident transportation, solid waste – BC Climate Exchange Data (Per capita)				8.3		
Notes for Current Year:						

Annual emissions of greenhouse gases including built infrastructure, resident transportation, solid waste – BC Climate Exchange Data (Per capita)



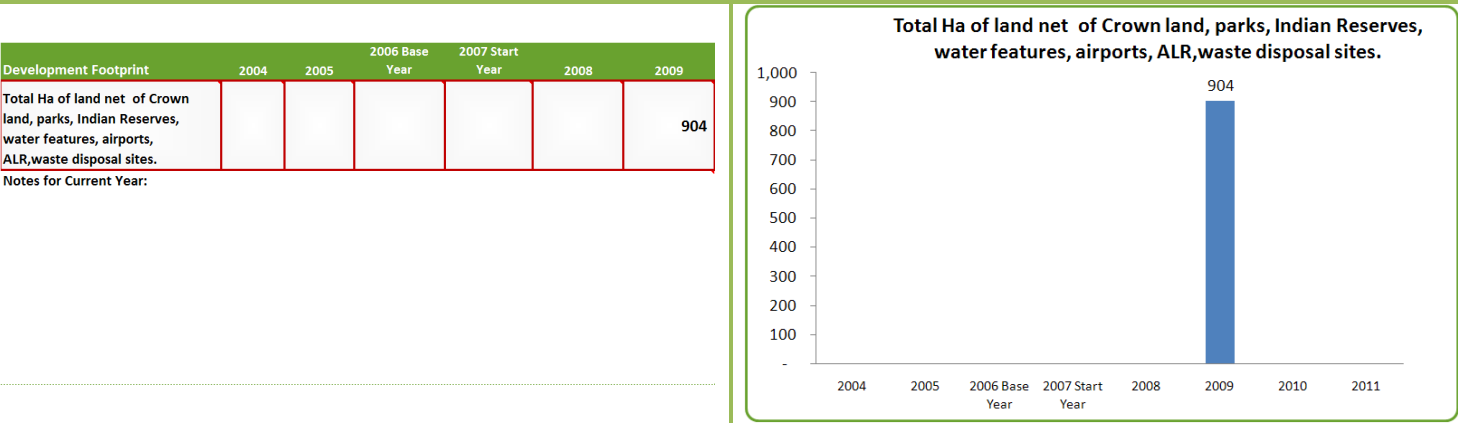
### Additional Observations:

Please add as relevant.

# Physical Development

## Why measure this?

Many resort communities stated concerns about overdevelopment and ‘boom style’ development. This indicator provides the ability to track the physical growth of the built landscape with a potential goal to limit continuous encroachment on the surrounding natural areas.



## Additional Observations:

This is a new statistic and will be tracked over time.

### 3.3.3.1. Additional Observations

- Resort Community to add a **short paragraph** of local context and additional observations on how hotel tax projects, programs and events impacted **Community Outcomes that Support Tourism Development** in 2009.
- Include any impact these Community Outcomes may have had on the Visitor Experience and Economic Outcomes and any relevant **anecdotal reports** that lend insight into the indicator areas above.

### 3.4. Hotel Room Tax Projects, Programs Events Outcome Reporting

The narrative information in this section is collected and reported by the resort communities. The quantitative data in this section is *collected* by the resort communities and it is *reported* by the Whistler Centre for Sustainability for 2009. Results in this area generally create a positive foundation to support a positive visitor experience and economic outcomes.

#### Hotel Room Tax 1: Signage Strategy

##### Description and Timeline:

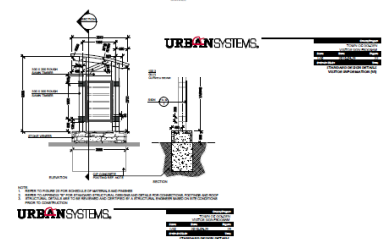
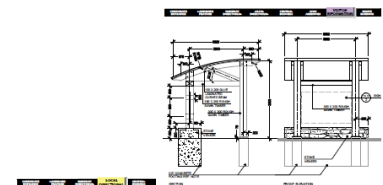
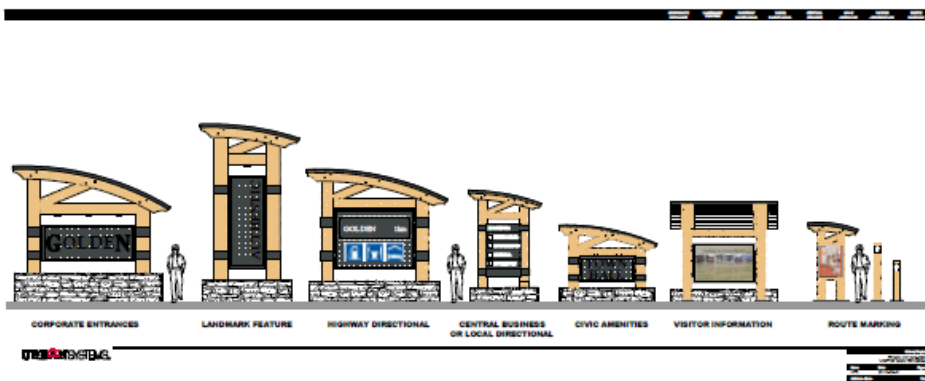
The program was designed to begin with the development of a comprehensive strategy and plan to detail the design, technical specifications, locations, content, and business case for the implementation of a tiered community program of directional, interpretive, and informational messages. Further, the plan was to outline strategies for cluster development and elimination of traditional sign presence and locations.

##### Tourism Objective and Rationale:

This has been clearly identified by community partners and citizens as the highest priority item for tourism infrastructure improvements. Golden's currently suffers from an acute range of negative impacts surrounding signage, which continues to compromise visitor experience and create confusion, deter community efforts at beautification, lower community pride, and annoy residents. Coupled with a current condition of scattered, poorly designed, and inadequate public and business signs, the complete lack of consistent, informative, attractive, and simple messages that are particularly paramount to a resort based community has been widely considered as the highest detriment to visitor satisfaction and resident pride in Golden. This may also be responsible for the lack of any significant movement toward beautification and architectural renewal by local business.

##### Narrative describing current reporting year activities:

After nearly 2 years undertaking a procurement and evaluation process, the RMI Advisory Committee was able to recommend a consultant for this project and the bulk of 2009 was spent working with Urban Systems Limited in creating the community strategy for placement, messaging, and overall design of the system. Several consultative sessions were held and late in the year a design for system components was approved by both the committee and Council. With the advent of graphic elements now in place, implementation would begin in 2010.



## Hotel Room Tax 2: Visitor Amenity Hubs

### Description and Timeline:

It is the intent of this component to increase and enhance the visitor experience in Golden by creating three distinct facilities that met current and future visitor demands, while also integrating into existing and planned infrastructure projects. The Amenity Hub concept was idealized as multi-purpose building offering public washrooms, tourism information and food and beverage services. One was to be built at the Community Square following the installation of a temporary one earlier in the plan in the same location, one at the Municipal Campground, and a third, more rudimentary one to be built in another park location. Both major hubs were to be completed by the end of 2009.

### Tourism Objective and Rationale:

There is a growing consensus amongst the community that a lack of public washroom facilities is creating detrimental tourist experiences, and although marginal washrooms are available at several locations, these facilities not always open and are not sign posted. Together, these situations have produced exasperation amongst some businesses at having to provide public access to washroom facilities and frustration amongst travelers who cannot find those that exist.

Moreover, the municipality has received harsh and repeated criticism from visitors to the municipal campground washroom facilities, used by both campground patrons and trail users alike. Over 35 years old and replete with inefficiencies in energy and water consumption, hygienic problems, and costly maintenance, the campground is experiencing potentially negative growth as a result. A renewed community focus upon the Kicking Horse River, its physical and aesthetic attributes, and the opportunities it presents for tourism, the economy, and community quality of life has breathed life into a vision for the river and activities surrounding it. Beginning with the timber frame bridge and pathways along its banks, this vision has enthusiastically expanded to include a community square, complete with cultural programming and necessary public and commercial amenities, to the enhancement of the campground at the entrance to the Kicking Horse Canyon.

The uniting thread between the developments is the development of a white water kayak park, an initiative that has been proven across North America to bring millions of annual tourism dollars to communities having this infrastructure. This program is therefore designed to be not only an integral component to developed infrastructure within the scope of this strategy, but as supportive facilities for an even larger vision the community continues to move forward through continuing studies and applications.

### Narrative describing current reporting year activities:

Because of the complexities of planning for the Community Square, a temporary washroom facility was not emplaced at that location; instead, a quasi-temporary hub was installed commensurate with the construction of the Community Square. A shifting of budget priorities between the two hubs, and a reticence to install a permanent structure in the Community Square prematurely, led to the hub taking the form of a pre-fabricated structure that provides the functionality originally envisioned. Fully accessible, heated, and open year-round, the hub has proven invaluable to the use of tourists and residents, meeting a fundamental need identified in the resort plan. In 2009, the Community Square Hub functions as a washroom facility only, with visitor information postings to be designed and installed in 2010/2011. Food and beverage services are unable to be provided by or within this structure, and a re-examination of this concept is underway, given the integration of an existing restaurant within the Community Square.



The Whitewater Amenity Hub was completed in August of 2009, under a slightly changed mandate. Area space constraints precluded accommodation for kayak storage and a strong emphasis on green design was implemented. The facility now awaits potential LEED Gold status with attributes that include a solar PV and hot water array, LED lighting, geothermal heating, ICF block and organic insulations, recycling facilities, integrated bat houses, and waterless and low flow fixtures. The 1000'f2 facility functions as a municipal campground registration office, general store, laundry, tourist information centre, and public washroom facility with showers for both campground patrons and the general public utilizing the trail system along the river.



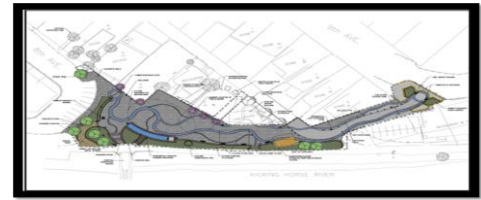
Since its completion the hub has played an integral role in the rise of campground occupancy, increasing 5% in 2009 with signs of the same in 2010. Not only it is a significant aesthetic and functional improvement to the campground and the area, it also serves as a showcase for environmental design to the community.



## Hotel Room Tax 3: Community Square

### Description and Timeline:

The goal of this program by 2009 was to create a special public place central to the community that would be a keystone for community identity, a hub for artistic expression, and a sanctuary for public enjoyment and gathering. A comprehensive design and technical plan was to set the scope and nature of development, followed by necessary servicing and construction of the area, followed by the purchase of a community staging and seating complex for outdoor musical productions.



### Tourism Objective and Rationale:

Golden is home to the longest single span timber frame pedestrian bridge in Canada, measuring over 150 feet in length, and built by over 200 volunteers from 5 countries. The bridge is a focal point in town and its northern terminus has been the informal venue for concerts in the summer, albeit within a gravel and pavement environment that lacks space, design, seating, and aesthetic attraction.

Since 2001 the bridge has stood as a community landmark and a symbol for the importance of Golden's heritage as a forest community and a tribute to international cooperation. A lack of resources had not allowed the logical progression of an adjacent community touchstone, detracting from the bridge's overall beauty, and diminishing its magnificence and appreciation by not developing the area for as an iconic cultural centrepiece. The location was to include murals, mosaics and features that show case the cultural and heritage values of the area.

### Narrative describing current reporting year activities:

The Community Square was opened to the public in November 2009 to the stage and phasing originally anticipated in the resort plan, though far from the eventual vision by the town. Nonetheless, the completion of this phase of the Community Square has no less than entirely transformed this part of Golden.

Designed for both tourist interest and in honour of our local geography, history, and cultural identity in mind, the square showcases locally inspired and built murals and mosaics, large timber edge effects, manifestations of the local waterways, and over 600 tiles, painted locally by children and families to give a grass roots element to the space.



The project was heavily leveraged, with Hotel Tax funding comprising just 41% of the project value. The square has provided a long awaited venue for all the reasons listed above, and provided a viable tourism product destination within the community, focused upon by the accommodation industry for its guests. It has since spurred new economic development in adjacent food and beverage and office establishments remodeling to improve their interface with the square, and the municipality has pledged to provide free concerts during the summer from hereon in order to animate the area. The local and



increasingly popular Farmers Market will begin relocating some events into the square in 2010, and a wedding ceremony has already been reserved in 2010 as well.

The Community Square has already proven an unqualified success in bolstering community pride and identity as well as creating a fundamental tourism product that promises to have a ripple effect in creating and expanding the tourism experience in central Golden.

## Hotel Room Tax 4: Creative Class Expressions

### Description and Timeline:

This program consists of three distinct component programs, intended to initiate aesthetic improvements to the architectural landscape and public spaces within the downtown area.

The first two components include the animation of the townscape through public art creations, typically in the form of murals and mosaics. The second component revolves around the rehabilitation of the railway bridge through the town by installing barriers for graffiti artists and erasing the current graffiti on the bridge.

Component three is the development of an incentive program for local businesses to improve the architectural presence of their buildings. In this case, the Town of Golden will develop terms and conditions for financial incentives associated with façade redesign, provided the owner undertakes the physical initiative. Such programs have been successfully implemented in other communities in order to improve the overall image of its retail and commercial business sectors.

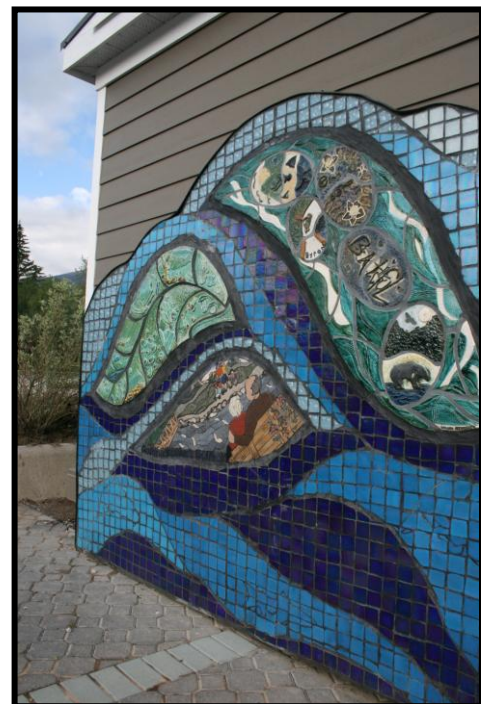
### Tourism Objective and Rationale:

While proud of its industrial heritage, the aesthetics of the town require upgrading. Significant work is done by the municipality to create a visitor experience by using and planting flowers along the roadside and other such schemes, but business owners need to be encouraged to upgrade their buildings and make for a more welcoming experience. Understanding the costs associated with this, the municipality feels that providing a mechanism to cost share in such initiatives will not only greatly improve the local government/business relationship, but facilitate the improvements so critical to ensuring positive visitor experiences, and business improvements.

Moreover, the current Official Community Plan process will include a section on downtown beautification and revitalization. It is envisioned that through new bylaws and zoning the downtown core will see development and change through these components of this program.

### Narrative describing current reporting year activities:

Implementation of an application based public art program remained elusive in 2009, but the terms of reference for a program were investigated. In its place, several artists and schools were invited to create public art pieces for the Community Square, which served to enrich the new space and provide further cultural expression to the downtown area.



Contract negotiations and permissions continue to be held with CPR to address the rail bridge project.



# Hotel Room Tax 5: Winter Camping

## Description and Timeline:

This project was to see the planning and subsequent physical improvements to the municipal campground in the way of providing opportunities for winter camping.

## Tourism Objective and Rationale:

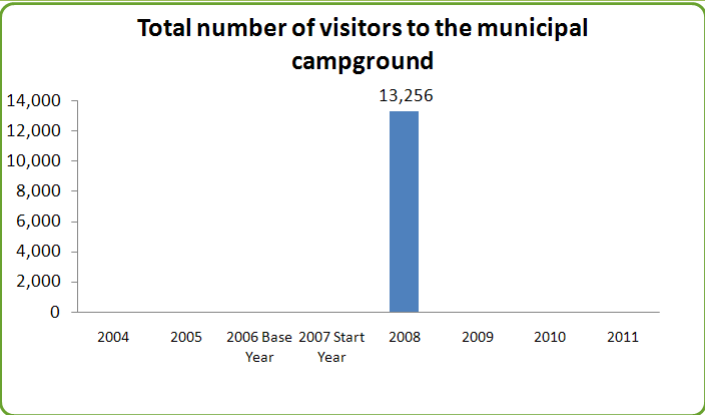
This need was iterated by the then fledgling DMO and the Chamber of Commerce due to increasing demand for such services within the greater community.

## Narrative describing current reporting year activities:

This capital program has been abandoned due to increasing suggestion from the campground operators and RMI partners that the winterization of part of the campground is no longer its greatest priority, but proper electrical servicing to many of the sites is.

## Project Outcomes to date:

Winter Camping	2004	2005	Base Year	Start Year	2008	2009	2010	2011
Total number of visitors to the municipal campground					13,256			
Total number of visitors to the municipal campground YOY % Change				-	-	-	-	-
Total number of visitors to the municipal campground 3 year Rolling % Change				-	-	-	-	-
Notes for Current Year:								



## Additional Observations:

Please add as relevant.

## Additional context:

Please add any additional context and qualitative observations (i.e. anecdotal information, quotes) and additional quantitative results.

## **Hotel Room Tax 6: Greenspaces and Paths**

### **Description and Timeline:**

The objective for this component was to plan for and build upon the existing network in order to expand, link, and promote the assemblage of pathways for self propelled transportation in Golden as a strategy to move the community in a direction commensurate with the goals of the Provincial and Federal governments in striving toward a healthier and more active population.

### **Tourism Objective and Rationale:**

The existing trail network has played an instrumental role in creating a “must do” activity for visitors to the community. That said, it is the sheer popularity of these trails by tourists including the demand for more of them and with better commensurate facilities (interpretive and directional signs, washrooms, viewpoints, water crossing structures, and interesting waypoints) that has motivated this program.

Walking and cycling trails are fast becoming one of the most fundamental of public infrastructures for resort based communities, as they provide a venue for virtually any user for locomotion to nature appreciation to physical fitness.

### **Narrative describing current reporting year activities:**

No activities were taken under this capital component in 2009, but several projects are planned for 2010.



## 4. Conclusion and Outlook

Reporting year 2009 represented the first year in the plan of significant expenditures in Golden under the Resort Municipality Initiative. This was largely due to the longer than anticipated lead up required for planning the projects, and dominant expenditures were based on capital construction; namely the Amenity Hubs and the Community Square.

While expenditures have not entirely followed the initial plan in scope and nature, the outcomes thus far have exceeded community expectations both in form and function.

A greater diversity in product and expenditures can be expected in 2010, with the sign program achieving implementation including a community banner program. Several projects are anticipated under Greenways and Paths including planning for a Green Gym, Community Bike Program, and a redesigned trail sign network. The original RMI stakeholder group will reconvene to analyze the successes and challenges of the first half of the plan and provide feedback on current and other potential changes to the plan.

Finally, 2010 will be the first year wherein feedback about products created under the RMI program can be gathered to begin gauging our success in these endeavours.

Kicking Horse Country's tourism industry is poised to maintain its momentum for the foreseeable future; with the increased awareness and 4-season attendance of Kicking Horse Mountain Resort, continued large scale improvements to the Trans Canada Highway, a diversified economy, and cultural presence, there is great optimism in the community's future and the role of the Resort Municipality Initiative in securing it.

