

Resort Municipality Initiative

Annual Report 2013



Submitted by:



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Securing the process to support tourism infrastructure has allowed the Golden and Area A community to fund many projects that we could not without the RMI funds.

What I am most pleased about is that in Golden, we have a process in place (the RMI Advisory Committee) which is made up of community stakeholders that have input into where the funds should be allocated for tourism projects – and I believe that the process has supported many strategic projects in our community. From the Community Square to Highway 1 Beautification - they all work together to help us build a more vibrant, attractive and unique tourism destination in the region!

*-Karen Cathcart, Campus Manager
College of the Rockies, Golden Campus*



Golden

Resort Municipality Initiative Annual Report 2013

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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 Jobs, Tourism, and Innovation 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 Initiative 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 RMI. 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 14 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 members of our RMI Advisory Committee whose ideas and recommendations to council then form the basis of our contract with the Province for delivery of projects and initiatives under the program. 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.

This report documents the second year of Golden's second 5-year Resort Development Strategy which has continued to expand and propel our tourism industry and quality of life forward with confidence and positivity.



“The RMI Program continues to provide Golden with the funds to build undeniably beautiful, functional, and tourist-friendly amenities that we could otherwise never afford. The results are clear benefits to visitors, residents, businesses, and the Province. It’s refreshing to have this ability to make a community better and put smiles on everyone’s faces in doing so!”
-Christina Benty, Mayor

1. Introduction

1.1. Purpose

The Resort Municipality Initiative (RMI) is an outcome based program; therefore the purpose of this report is to summarize outcomes resulting from term one (2007-2011) and term two (2012 to 2016) of the program, while highlighting the most recent year of progress. The RMI annual reporting further provides accountability of funding, demonstrates project progress, allows for outcomes to be tracked, provides consolidated information for other community reporting needs (tourism stakeholders, municipal staff, Council, public, for grant applications, etc.), and provides a source for the Province to consolidate all participating RMI communities data into one program report to fulfill overall program reporting requirements.

1.2. Overall Summary

The year was largely one of planning and process, with several projects being wound up.

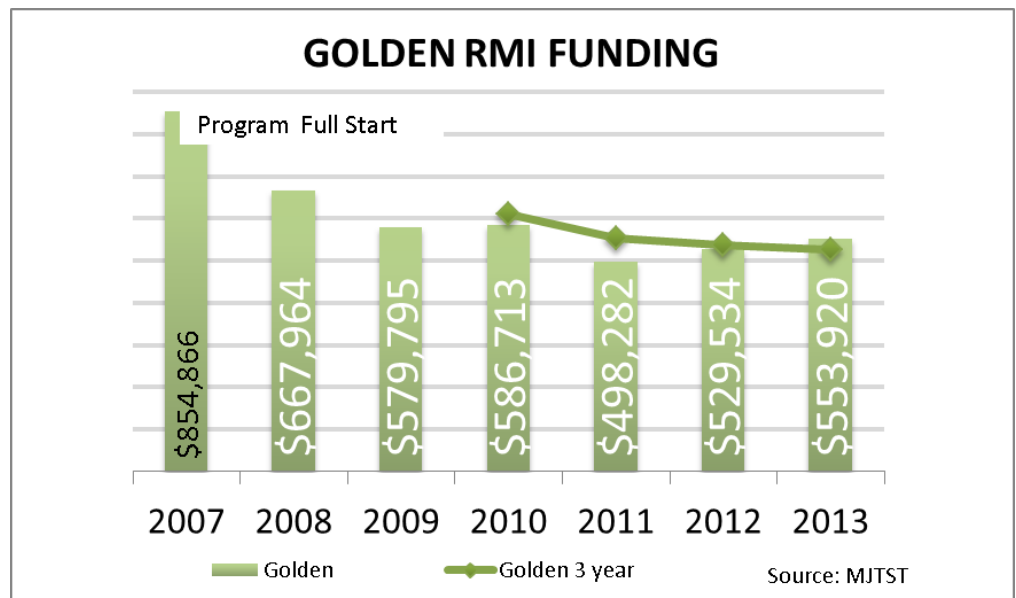
From the capital project side, the Visitor Sign Program saw the completion of the east and west corporate entrance signs and the landmark roundabout. Engineered design of eventual downtown information kiosks was also completed and conceptual design for the Community Square Amenity Hub began. The stakeholder process for our largest project – Highway 1 Beautification - began, which would continue throughout the year and into the late fall with design to follow. Work also continued on a terms of reference for an ongoing public art program.

Operationally, snowmobile trail maintenance continued as planned, and the year saw the first full rollout of our visitor survey (Monitoring Success) initiative completed.

Continuing evidence of the value of projects completed in the original 5-year period became evident in statistics associated with the use of facilities and amenities in the community provided by their managing organizations.

Clearly the most notable of all outcomes was a long awaited reversal of the previous 5 year decline in program revenues, a confirmation of the return of the tourism economy, here and throughout the province. Last year Golden reported that this declining trend may be at an end as there were anecdotal reports of a rise in tourism activity in the community, and a new hotel under construction. This forecast ended positively; a new Holiday Inn Express was

complete in early 2014 and Tourism Golden’s corporate status as reported for 2013 again confirms that Golden’s tourism economy had returned to a level prior to the greatest effects of the wide ranging economic downturn.



2. Tourism Operating Environment

2.1. Provincial & Global Tourism Context

Understanding the provincial and global tourism context provides insight to how these factors may influence at the local and regional level, including the overall progress of the RMI Resort Development Strategy.

The following table provides a summary of the provincial and global tourism influences for the report year and from the start year of the RMI program to the current report year. All changes are based on year-to-year results unless otherwise noted.

GLOBAL AND PROVINCIAL TOURISM INFLUENCES IN 2013

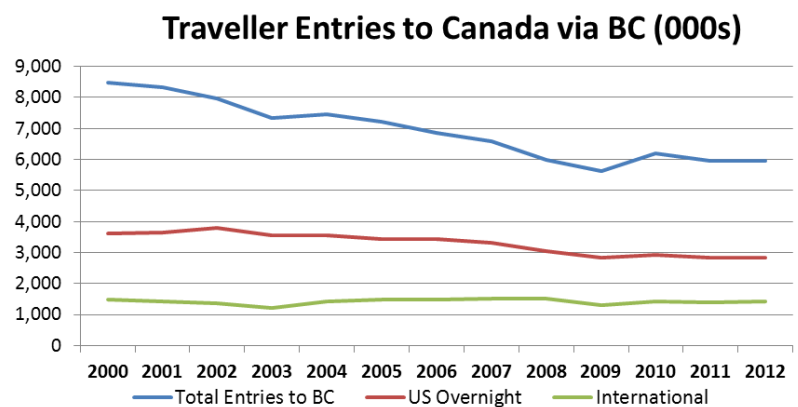
Canada's ranking by total tourism arrivals has dropped from 8th (19.6 million arrivals in 2000) to 18th (16.0 million arrivals in 2011) amongst global travel destinations.¹ After a few years of fluctuating growth trends, 2013 international overnight travel to Canada emerged slightly ahead (1.4%) of 2012, continuing the upward trend from 2009. International visits from the US increased by over 120,000 travelers, as compared to

2012; the emerging China market significantly

contributed to the increase by bringing in roughly 63,000 additional travelers. Other markets such as Australia, Mexico, France, South Korea and India contributed minor amounts to the increase. At the same time, significant core markets such as the UK and Germany recorded fewer visitors.²

Canadian outbound overnight trips to the US or other countries increased by 2.2% in 2013 compared to 2012. Outbound trips have continued on a similar growth trajectory during the past five years, with visits to the US at 30% higher than in 2009. More than 70% of all outbound overnight trips by Canadians were to the US in 2013. Contrasting with the 11% increase in overnight visits to the US in March 2013 over March 2012, December 2013 results may indicate a changing trend as overnight visits to the US only increased 5.6%.²

BC visitation levels by international and US markets on one or more night trips increased in 2013 by 4.6% from 2012 to 4.6 million trips resulting in an increase over the recent high of 2010. The increase from 2012 to 2013 was observed in both US and other international markets with US markets and Other Countries increasing 4.3% and 5.4% from 2012 to 2013 respectively.³ Results for 2013 up until October 2013 however show that all overnight (US and International) visits are 4.5% ahead of 2011 and reveal the strongest year since 2008, and even more than



2-1: Entries to BC 2000-2012, Statistics Canada

¹ Tourism Industry Association of Canada (2012). The Canadian Tourism Industry: A Special Report.

² CTC, Tourism Snapshot, December 2013

³ Statistics Canada, International Travel: Advance Information Catalogue no. 66-001-P

2010 Olympic Year.⁴ Despite the positive visitation trends from BC's largest market, total entries to Canada via BC by all visitors including the US overnight have declined significantly since 2000 (see Figure 2-1).

The year 2013 ended with the ninth increase in tourism spending in Canada since 2004 (2009 reported a decrease of 5%). Compared to 2012, spending is up 3%, which is lower than the 7% annual growth realized in both 2010 and 2011. The increase was reported across all expenditure categories such as accommodation, transportation, food and beverage etc., with decrease realized in just passenger rail and interurban bus transportation categories.⁵

General economic trends in 2013 showed ongoing recovery from the 2008 recession and some acceleration expected in 2014/2015, boosting the likelihood of travel somewhat, but not significantly. This trend contrasts with 2008 and 2009, where economic conditions were not very conducive to tourism growth. Gas prices stabilized somewhat and continued a slight 10 year upward trend, but not quite to the high levels in 2008. Canada's dollar in 2013 may have played a greater role in Canada's price competitiveness compared to other destinations compared to 2012 as the dollar decreased throughout 2013 against the US dollar. A cheaper dollar generally makes Canada and BC more affordable.

GLOBAL AND PROVINCIAL SUMMARY OF TOURISM INFLUENCES FROM 2013

2013 Factors Supporting Tourism in BC	2014 Factors Hindering Tourism in BC
<ul style="list-style-type: none"> • OECD countries managed to gain marginal growth in Real GDP of 1.2% in 2013. Overall, the OECD forecasted OECD growth to be 2.3% in 2014. • A slightly cheaper Canadian dollar especially to visitors from the US, Europe, Great Britain. • The Canadian government's recent efforts to ease the visa application process for emerging markets should point to continuing growth of these markets. • In 2013, the recovering global economy and travel demand, favourable weather conditions. • Recovering leisure travel demand as the global economy slowly recovers. • Growth in US visitation to Canada/BC and emerging markets such as China. • For winter travelers, BC offered some of the best ski conditions on the continent as other key destinations suffered from limited snow, however the start of 2013/2014 realized lower snow packs in key resort areas. • BC, Alberta and Washington State economies are recovering and set to grow into 2014 and 2015. 	<ul style="list-style-type: none"> • According to the OECD's latest economic outlook, the global economy is likely to stay on the path of recovery, but the recovery is fragile and could be easily derailed by the crisis in the euro area. • Floods in Alberta lead to lower visitation from Alberta residents through summer 2013 and potentially beyond. • The sluggish recovery hampered tourism growth. In particular the economic climate in the US and Europe, have dampened the outlook for visitation from several key markets. • A lack of clarity regarding the GST rebate process and complicated reporting rules have caused much frustration and resulted in long process times. • Currently the cost of air travel to and within Canada is significantly higher when compared to global tourism competitors, especially the US. • Canada's resources for international tourism marketing will decrease from \$72 million in 2011 to \$58 million in 2014, continuing the steady decline from \$99 million in 2001. Most competitors are increasing their already larger investments. • The visa process for potential tourists from Mexico, Brazil, China and India is onerous and unpredictable, and is limiting Canada's ability to maximize opportunities in these markets at a time when demand is increasing. (Data compiled by Tourism Whistler and the Whistler Centre)

⁴ Cansim Table 427-0001 Number of international travellers entering or returning to Canada, by type of transport, monthly (persons)(1,7)

⁵ Statistics Canada Tourism Expenditures, 2012 387-0001 Cansim Tables

GLOBAL AND PROVINCIAL SUMMARY OF TOURISM INFLUENCES FROM 2007-2012

Factors Supporting Tourism	Factors Hindering Tourism
<ul style="list-style-type: none">• Business confidence steady 2010;• 2010 Vancouver Winter Olympic Games;• Economic recovery is slow into 2010 and 2011; and• Exchange rates show slight improvement for international markets into 2011.	<ul style="list-style-type: none">• Global financial/housing crisis leading to overall global economic downturn;• Declines in employment levels affecting levels of personal disposable income and discretionary spending;• Overall declines in consumer confidence continuing;• Higher fuel prices;• Significant weakening currency exchange rates relative to the Canadian dollar making travel to Canada more expensive from key markets like the US, UK and EU up to 2011;• 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 (2009); and• Olympic aversion up to February 2010.



2.2. Regional and Local Tourism Context

Understanding significant local and regional tourism influences provides context for both the local tourism economy and the overall progress of the RMI Resort Development Strategy.

LOCAL AND REGIONAL INFLUENCES

The following table provides a summary of the significant local and regional tourism influences for the report year that were not in municipal control, such as early snow, major highway construction, etc. These influences are factors that supported and/or hindered the local tourism economy during the current reporting year.

Factors Supporting Tourism	Factors Hindering Tourism
<ul style="list-style-type: none"> • Kicking Horse Mountain Resort became eligible to collect the MRDT increasing local tax revenues for the DMO by as much as 29% with 80% of that now being weighted in the winter months. • In the 2 years prior to the 2011 -2012 FY, Tourism Golden had significantly reduced its marketing activity and spend due to the drop in tax revenues and having to closely manage cash flow. Importantly the Marketing Manager’s position remained unfilled for approximately 18 months until Feb 2012, leaving only 1 administrative employee to implement limited tactical marketing activity. In Feb 2012, the DMO initiated a huge increase in strategic marketing activity and spend which may have resulted in achieving the goal of increasing awareness and driving visitation. Note that in Q3 & Q4 of the 2011 – 2012 FY marketing spending increased by 52% on the prior year , and in the 2012 – 2013FY that figure again increased by another 43% on the 2011/12 FY. • Part of the DMO strategy included a focus on the weddings market, and with strong marketing campaigns from KHMR and a few other members in this market, the number of weddings recorded in Golden in 2013 almost doubled from the prior year. That would support the larger increase in MRDT revenues in the summer months. 	<ul style="list-style-type: none"> • The Alberta flooding. A significant drop in revenues occurred during the peak period of this natural disaster. • The continuing level of winter highway closures due to avalanche control activities.

- The DMO also targeted the motorcycle touring market, and noted a visible increase in this type of visitor in the summer months.
- Both Tourism Golden and RCR have increased the number of media visits which have resulted in more editorials and stories in regional and metro news outlets, as well as travel blogs and activity specific publications since Jan 2012.
- 3 of our independent accommodators joined global marketing brands which helped to boost their occupancies and, in at least one case, their ADR.
- Anecdotal feedback from our stakeholders indicated that they had a very successful 2013 summer, with many citing it as their best summer ever. Additionally many reported an extended summer season well into September.

The above factors, combined with a positive turn in the global economy, and specifically in the AB economy – our largest visitor market - , helped to align the stars for a huge percentage increase. On the FY to date the DMO is tracking a more ‘normal’ 16% above the prior year.

3. Project Progress

3.1. Resort Municipality Initiative (RMI) Context

Golden has participated in the RMI program since 2007. Although the RMI program is ongoing, it is broken up into two terms: Term One: 2007 to 2011 and Term Two: 2012 to 2016, and each term requires the completion of a Resort Development Strategy (RDS). The RDS identifies the community's vision, goals, and projects in support of RMI program objectives for the five-year term. Some projects do not result in immediate outcomes, but rather support the necessary long-term investment efforts that build over time. It is important to also keep in mind the global, provincial, regional and local tourism operating environment featured in Section 2 when looking at the RDS progress and project outcomes.

The program initially started off as a tax transfer program, but since July 1, 2010, funding is provided annually through a transfer under agreement (TUA). Each TUA lists projects and the associated funding that will be allocated to each for the year.

3.2. Resort Development Strategy Vision

The vision for the development of the resort community and region (the Resort Development Strategy) represents a melding of the insight, desires, hopes, and brand positioning of Town Council and the DMO, manifested in **the following statement:**

Golden will inspire target visitors both Canadian and international, to visit and explore Kicking Horse Country. "Golden will be seen as an area steeped in history and tradition, set in a spectacular natural setting - a real place, exuding the spirit of discovery and exploration."

3.3. Resort Development Strategy (RDS) Goals

Each report year, progress of the RDS is reviewed with stakeholders to understand progress, as well as determining if goals and projects are still in alignment with the overall RDS vision. Outcome results from sections 3.4, 3.5 and 3.6 in this report provide helpful insight to the progress of the initiatives. It is understood that projects will not result in immediate outcomes, but rather support RDS goals over time. Reviewing these goals allows the RDS to be adjusted if needed.

The table below lists the Term Two: 2012-2016 RDS goals, which build upon the previous RDS objectives that were identified during the RDS that was initiated in 2007. The table gives a high level understanding of the progress of RDS goals.

Resort Development Strategy Goals	Progress of Resort Development Strategy Goals			
	No Change	Change Starting	Results are Strong	Achieving Goal
<p>1. Improve and Enhance the Built Environment</p> <ul style="list-style-type: none"> • Increase general attractiveness of community • Establish perceptions consistent with brand positioning • Provide accessibility to community and virtual information • Focus visitors to community portals, destinations, and cultural nodes • Raise visitor confidence in way finding and directions • Establish and imprint market awareness and identity of the community 			X	
<p>2. Enhance Cultural Vibrancy and Identity</p> <ul style="list-style-type: none"> • Increase general attractiveness of community • Build rationale for destination status • Establish perceptions consistent with brand positioning • Increase length and number of overnight stays • Create a compelling reason for visitation 				X
<p>3. Enhance Key Existing Tourism Product Infrastructure</p> <ul style="list-style-type: none"> • Increase frequency and scope of use • Increase length and number of overnight stays • Build rationale for destination status • Expand repertoire of destination activities 		X		
<p>4. Establish and Annually Report on Performance Measuring</p>			X	

3.4. Project Progress

3.4.1. Projects Identified in Term 2 only

Project Title	Visitor Sign Program	
Project description	This is the continuation of a 2007-2011 program designing and installation a suite of directional and interpretational thematically consistent signs throughout the community. While providing a much clearer, aesthetically pleasing, and informative focus for visitor way finding and information, the program also assists in eliminating existing clusters and sign “pollution”.	
Project rationale	<p>This continues to be clearly identified by community partners and citizens as the highest priority item for tourism infrastructure improvements. Golden’s 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.</p> <p>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 paramount to a resort based community has been widely considered as the highest detriment to visitor satisfaction and resident pride in Golden.</p> <p>This may also be responsible for the lack of any significant movement toward beautification and architectural renewal by local business.</p>	
Milestones	Actual Start Date	January 2012
	Completion Date	December 2016
	Operational Date	Ongoing
Project Goals	RDS Goal 1: Increase general attractiveness of community	
	Project Goal: Increase summer visitor traffic to the region by 10%	
	RDS Goal 2: Establish perceptions consistent with brand positioning	
	Project Goal: Increase winter visitor traffic to the region by 10%	
	RDS Goal 3: Provide accessibility to community and virtual information	
	Project Goal: Increase the local tourism economy by 10%	
	RDS Goal 4: Focus visitors to community portals, destinations, and cultural nodes	
	Project Goal: Increase overnight stays by 10%	
	RDS Goal 5: Raise visitor confidence in way finding and directions	
	Project Goal:	
	RDS Goal 6: Establish and imprint market awareness and identity of the community	
Project Goal:		
Project activities for the reporting year	The program saw completion of the landmarks in the traffic circle, and new corporate entrance signs at the east and west entrances to town. Engineered design drawings for public art/event advertising kiosks around town were commissioned and finalized. The popularity of the entrance signs is clear; their mass attracts many tourists to take photos of themselves beneath them.	



Stakeholder Involvement:

Stakeholder involvement in this project is limited as the Advisory Committee spent many hours in 2007 recruiting and working with the design firm for the layout in the community. It has now become an annual municipal function to systematically plan and install new infrastructure.

Project outcomes to date:

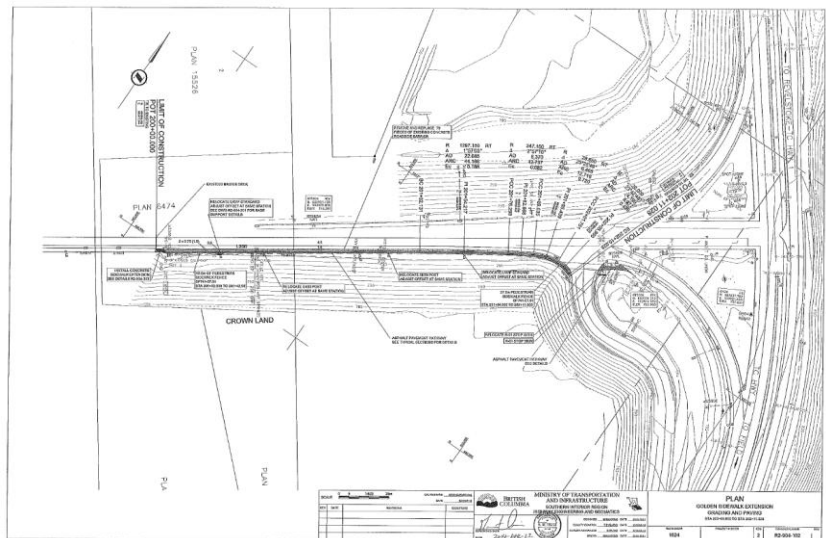
The Visitor Sign Program is the most visible manifestation of the RMI influence in Golden. The iconic stature of the structures is influencing locals as well as tourists. The traffic circle and the west corporate entrance sign are now the sites of visitor photo shoots. The golf club, mountain bike club and the snowmobile club have adopted sign themes consistent with the motif. Visitors are able to identify ways and means to navigate through the community. At the time of writing conceptual planning has begun on what will be the most iconic sign structures of all – at the junction of Highways 1 and 95.

	<p>From the 2012-2013 Data Collection Results of Tourism Golden and the Monitoring Success Project:</p> <p>61% of the visitors thought the local directional signage was good and 25% of these thought it was excellent. The remaining 14% thought the signage was average or above average.</p> <p>When it came to signage on the Trans-Canada Highway 1, 67% thought it was good, 23% rated it as excellent and 10% as above average. No negative ratings were given for signage locally or on the Trans-Canada Highway 1.</p>
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Highway One Corridor Enhancement							
Project description	<p>The project contemplates aesthetic improvements to the Highway One corridor from junction of Highway 1 with 95 to the western entrance. Often termed “the strip” this section of commercial establishment typifies the “anywhere USA” moniker and a focused revitalization of public space, mobility and use is planned.</p> <p>The project will begin with an outsourced phased capital plan to provide a backdrop of both design and scope potential, with a tactical component based upon time and funding. The remainder of the project will include the capital work component. A 4-year time frame for both planning and operational work is anticipated.</p> <p>There are synergistic connections with the Visitor Sign Project, the Public Art Program and Community Bike Share Program, wherein these projects also have deliverables targeted for this geographic area of the town.</p>						
Project rationale	<p>The majority of works undertaken in the first RDS focused upon areas “off strip” in the community. With a revised focus on enticing travelers off the highway, Golden must provide a visual impact to do so.</p> <p>The recent improvements to the Trans Canada Highway at the community’s eastern terminus also draw attention to the core of this area. Long term anecdotal data has indicated traveler views of Golden as a strip development with little more than fuel stations and a dusty, unattractive environment surrounding it.</p> <p>This area of the highway represents the majority of accommodators in the community; it is felt that the improvements will significantly and directly impact the visitor traffic to the area.</p> <p>This project was rated along with the Visitor Sign Strategy by the RMI Advisory Committee as the highest priority project for the 2012-2016 RDS.</p>						
Milestones	<table border="1" style="width: 100%;"> <tr> <td style="width: 40%;">Actual Start Date</td> <td>July 2012</td> </tr> <tr> <td>Completion Date</td> <td>December 2015</td> </tr> <tr> <td>Operational Date</td> <td>May 2014</td> </tr> </table>	Actual Start Date	July 2012	Completion Date	December 2015	Operational Date	May 2014
Actual Start Date	July 2012						
Completion Date	December 2015						
Operational Date	May 2014						
Project Goals	<table border="1" style="width: 100%;"> <tr> <td>RDS Goal 1: Establish perceptions consistent with brand positioning</td> </tr> <tr> <td>RDS Goal 2: Provide accessibility to community and virtual information</td> </tr> <tr> <td>RDS Goal 3: Focus visitors to community portals, destinations, and cultural nodes</td> </tr> <tr> <td>RDS Goal 4: Raise visitor confidence in way finding and directions</td> </tr> </table>	RDS Goal 1: Establish perceptions consistent with brand positioning	RDS Goal 2: Provide accessibility to community and virtual information	RDS Goal 3: Focus visitors to community portals, destinations, and cultural nodes	RDS Goal 4: Raise visitor confidence in way finding and directions		
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RDS Goal 2: Provide accessibility to community and virtual information							
RDS Goal 3: Focus visitors to community portals, destinations, and cultural nodes							
RDS Goal 4: Raise visitor confidence in way finding and directions							

	<p>RDS Goal 5: Establish and imprint market awareness and identity of the community</p> <p>Project Goal: Increase summer visitor traffic to the region by 10%;</p> <p>Project Goal: Increase winter visitor traffic to the region by 10%</p> <p>Project Goal: Increase the local tourism economy by 10%;</p> <p>Project Goal: Diversify municipal tax revenue by 5%.</p> <p>Project Goal: Increase overnight stays by 10%</p>
<p>Project activities for the reporting year</p>	<p>The year was the planning phase for the entire project which began in early summer. Utilizing the town’s planning engineers, a series of well attended stakeholder meetings were held to garner the insights and visions of how the “strip” could be aesthetically and functionally improved for visitor satisfaction. Through a series of discussions, surveys, “dotmocracy” exercises, and other input forms over several months and meetings a vision of potential initiatives from the immediately practical to the long term vision was captured in a conceptual framework.</p> <p>Following this, under the current budgetary constraints, stakeholders voted for their preferred options for short term improvements with a resounding majority setting the stage for detailed design, engineering and tendering to be ready in 2014.</p> <p>As an unanticipated addendum to the project and within its boundary, town staff and local MOTI staff successfully negotiated an extension to the paved pathway adjacent to the Trans Canada Highway to the intersection with Highway 95, which would eventually provide a safe and inviting pedestrian route for visitors and residents to the downtown. Engineered design of the extension began in the fall.</p>





Stakeholder Involvement:

Extensive. Nearly thirty invitees were on the stakeholder list and over 20 participated. The stakeholders were established as all property owners and proprietors of the business community in the project area, as well as MOTI, Town of Golden, Chamber of Commerce and Tourism Golden (DMO) staff.

Project outcomes to date:

At the time of writing, three main components of the first phase of the beautification plan is under tender with construction anticipated by early September and requiring 8 weeks.

Project Title	Community Square Amenity Hub	
Project description	This project will see the architectural design and construction within the Community Square of a structure housing a performance stage, washrooms, storage facility, visitor information, and a possible food concession.	
Project rationale	<p>Originally planned in the 2007-2011 RDS, a reduced scope Hub was eventually established (washroom trailer) in the square due to land restrictions and location debate, as well as costing priorities for the surrounding square.</p> <p>Since its completion, the community square has commanded significant local and visitor participation in general and for events, incrementally increasing every year. It has become clear that the square now functions as a destination component for the community and its annual events are marketed in various media.</p>	
Milestones	Actual Start Date	March 2012
	Completion Date	December 2016
	Operational Date	n/a
Project Goals	RDS Goal 1: Increase general attractiveness of community	
	RDS Goal 2: Build rationale for destination status	
	RDS Goal 3: Establish perceptions consistent with brand positioning	
	RDS Goal 4: Increase length and number of overnight stays	
	RDS Goal 5: Create a compelling reason for visitation	
	Project Goal: Increase attendance at performances and events by 10%	
	Project Goal: Increase overnight stays by 10%	
Project activities for the reporting year	<p>This was another project that entered the full conceptual planning phase. Utilizing a local architect, the arts council's performance venue expertise, operations and planning staff, local experts with light and sound, and the DMO, several months of careful consideration of the scope and nature of the facility, look, feel, orientation, multiple use scenarios, visitor interpretation, and costing, concept plans emerged by the fall.</p> <p>Despite this, the project was paused to preserve cash flow in allowing for final expenditures in the sign program.</p>	
Stakeholder Involvement:	Several stakeholders have been intimately involved from the start representing a number of expertises and skill sets.	
Project outcomes to date:	Pending the scope of expenditure that the Highway 1 Project will represent this year, this project will resume with review of the concept plans by the stakeholders and movement toward detailed and engineered design.	



Spirit Square Amenity Hub

October 2013



Spirit Square Amenity Hub

October 2013

Project Title	Monitoring Success	
Project description	This project includes the annual physical collection of data from community visitors and ongoing monitoring that is pertinent to the goals of the RDS and specific projects, in order to evaluate the levels of achievement of both Strategic and Tactical RDS and project goals on a yearly and overall RDS term basis.	
Project rationale	<p>Tracking the results of RDS projects to evaluate the overall success of the program is necessary in order for the Province to rationalize it.</p> <p>While the strategic and tactical importance of this initiative has been well understood collectively by the Resort Community Collaborative, the resources to carry out the required annual and consistent survey tasks and monitoring activities vary significantly by community. Recognized by the Province, up to \$10,000 per annum of RMI funds may fund such initiatives in each resort community, ensuring a fundamental level of data tracking the program is generated and maintained through the term of the strategy.</p>	
Milestones	Actual Start Date	January 2012
	Completion Date	December 2016
	Operational Date	Ongoing
Project Goals	RDS Goal 1: Establish and Annually Report on Performance	
	Project Goal:	
	RDS Goal 2:	
	Project Goal:	
	RDS Goal 3:	
Project Goal:		
Project activities for the reporting year	Late 2012 and 2013 saw data gathering on an impressive scale. Using ipads and soliciting on a consistent basis, the DMO undertook to get the impressions and views of the traveling public about the community, its amenities, tourism products, and a host of other valuable information.	
Stakeholder Involvement:	Tourism Golden – the community DMO – has been directly commissioned to undertake annual monitoring on the municipality’s behalf. The project will also have great benefit for the DMO as metrics are established for their own data collection goals.	
Project outcomes to date:	<p>The 2013 data collection commenced 28th August 2013, this was the last weekend for whitewater rafting and summer public operations for Kicking Horse Mountain Resort, although weddings were hosted beyond this date at the resort. The last date for the 2013 data collection was 22nd December 2013. Therefore, the data collected for 2013 only represents a small selection of the summer and winter periods.</p> <p>Total Number of individuals engaged during 2013 ☐ Number of people engaged with: 536 ☐ Number of people that agreed to participate: 433 ☐ Participation percentage: 81%</p> <p>Executive Summary The following executive summary provides an overview of the data and results collected. It is recommended that the whole of the document is read to allow for a full insight into visitor demographics, reasons for visiting, length of stay, types of accommodation, daily spend, perceptions, expectations and other useful visitor data that has not been collected or analyzed previously.</p>	

	<p>Overall the survey was well received by the visitors. It has produced useful data that can be used by Tourism Golden and its stakeholders to better serve Golden and Kicking Horse Country visitors in the objective to attract more tourists from all over the world.</p> <p>It is clear from the survey that visitors enjoy Golden and Kicking Horse Country with a vast majority returning and recommending as vacation destination.</p> <ul style="list-style-type: none"> ☑ The origin of visitors surveyed matches the geographical markets targeted by Tourism Golden ☑ Travel motivations may be highly influenced by location of survey and season and require additional comparative data ☑ 57% of visitors stayed 2 nights or more ☑ The average spend of visitors surveyed (excluding accommodation) was \$138 per party per day ☑ Positive contribution to other local businesses and economy <ul style="list-style-type: none"> o 82% visited a restaurant o 40% visited a pub o 37% shopped for gifts o 35% bought groceries and gas ☑ High awareness of Golden as a ski destination, stop on the highway and a beautiful, friendly town ☑ Perception of Golden as just a highway stop was also high ☑ The majority of experiences with accommodation, dining, activities, local directional signage and highway signage and the vacation experience overall were rated above average to excellent <p>The full 23 page report is available upon request.</p>
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Project Title	Snowmobile Trail Maintenance	
Project description	Annual contribution of funds toward the costs of grooming popular snowmobile routes in the area, totaling over 50kms.	
Project rationale	A public recreation and visitor activity anchor for Golden, snowmobiling annually generates a net increase in economic activity for the area of approximately \$900,000, as well as support for 29 jobs or \$682,000 in wages and salaries. These and other results from a comprehensive 2009 study indicate the importance of the sport to the tourism economy of Golden. Good terrain, weather, and commercial amenities are not enough however; patron loyalty is greatly affected by the quality of access to popular destinations. Effective grooming programs are critical to maintaining visitation. Contributing roughly 1/3 of a positioned annual budget set by the local club and grooming society will provide a greater professional product, increase visitation, bolster product reputation, and provide more economic benefit to the area. The project qualifies for the maximum 10% of annual RMI funding to be allocated to operations/maintenance.	
Milestones	Actual Start Date	January 2012
	Completion Date	December 2016
	Operational Date	n/a
Project Goals	RDS Goal 1: Increase frequency and scope of use	
	RDS Goal 2: Increase length and number of overnight stays	
	RDS Goal 3: Build rationale for destination status	
	RDS Goal 4: Expand repertoire of destination activities	
	Project Goal: Increase winter visitor traffic to the region by 10%	
	Project Goal: Increase overnight stays by 10%	
	Project Goal: Increase snowmobile visitation to the region by 10%	
	Agreement implementation continued with the Golden Snowmobile Trail Society	

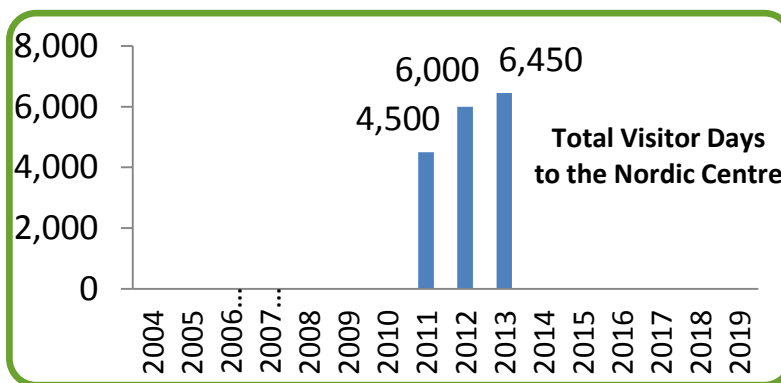
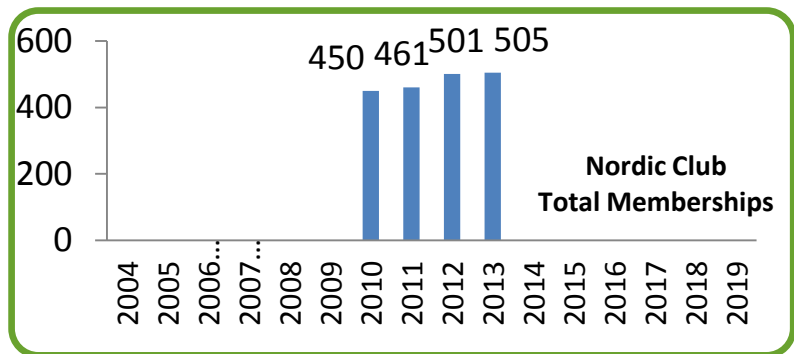
Project activities for the reporting year	earmarking funding contributions to the grooming of several key trail systems in the area.	
Stakeholder Involvement:	Limited to the municipality and membership of the GSTS as above.	
Project outcomes to date:	Numbers in all categories of visitation remain strong and comparable to the year previous.	
Project Title	Nordic Centre Completion	
Project description	Singular contribution of funds to enable completion by the Nordic Ski Club of its professionally redesigned, expanded, and competition-ready Nordic facility.	
Project rationale	<p>The Dawn Mountain Nordic Center (DMNC), near Kicking Horse Mountain Resort is operated by the Golden Nordic Ski Club Society (GNSCS), a registered not for profit Golden based organization with 580 members in 2011, growing at over 15% per year.</p> <p>The incremental growth of the DMNC has resulted in a World Class facility attracting the interest of the Masters Canada. Masters Canada has awarded the 2012 Canadian Masters Championship to Golden, through winning of a rigorous bid process. This has been a phenomenal success, and is a testament to the quality of product, amenities, and terrain in Golden. The marketing value alone of this event is anticipated to be in the tens of thousands of dollars.</p> <p>The infrastructure project for 2012-13 has the goals of increasing capacity to the facility to attract National and International events and visiting skiing public.</p> <p>Over \$500,000 has been spent in the past 3 years to bring the facility up to a professional grade that now rivals the famous Canmore Nordic Centre. The final phase requires finishing of the day lodge, trail finishing, and the purchase of an additional piston bully groomer.</p>	
Milestones	Actual Start Date	January 2012
	Completion Date	December 2012
	Operational Date	n/a
Project Goals	RDS Goal 1: Increase frequency and scope of use	
	RDS Goal 2: Increase length and number of overnight stays	
	RDS Goal 3: Build rationale for destination status	
	RDS Goal 4: Expand repertoire of destination activities	
	Project Goal: Increase winter visitor traffic to the region by 10%	
	Project Goal: Increase overnight stays by 10%	
	Project Goal: Increase Nordic Centre visitation by 10%	
Project activities for the reporting year	The RMI investment into the Nordic Centre allowed for its completion, with a fully functional three floor day lodge, stadium, and over 30km of groomed, classic and skating trails. The capacity lift for this organization is tangible. In 2012/13 was now able to develop on-site ski and snowshoe equipment rentals, a Kids Corner and Kitchenette in the Chalet, the Dawn Mountain Ski School and a new easy trail linking the upper and lower trails named Marmot. The club also developed two snowshoe trails.	
Stakeholder Involvement:	Growing membership within and outside the community.	

Project outcomes to date:

As a direct result of the project, Golden received candidacy to host the 2012 Canadian Masters National Championships Races. The event showed the best turn out in numbers since 1991. This event combined with the improved facility has propelled the sport in this community, making Golden a destination. The area was named "the Mecca for Nordic" in the Spring 2012 issue of Ski Trax, the official North American magazine for the US and Canadian National Ski Teams, and at the same time two teams from Calgary Foothills Nordic Ski Club, Alberta's largest Nordic Competition Club, trained at Dawn Mountain versus Canmore, the National Training Center.

In 2012/13 the club also:

- Developed a comprehensive strategic plan and membership survey. This survey indicated that further trailbuilding of easier trails is in demand.
- Construction of the new "Marmot" Trail
- Continued growth and offering better services to visitors and our community every year. Last year we had 505 seasons pass holders and 6450-day use visitors. The word is out in the Nordic ski community that Golden offers a world class Nordic skiing experience. Our strong volunteer base, community support, beautiful trail system, new day-use chalet, as well as our strategic location next to Kicking Horse Mountain Resort contribute to our success.
- Last year's improvements included the new Marmot Trail, daily grooming, in house ski equipment rentals, snowshoe trails and rentals and the Dawn Mountain Ski School. We also built a kitchen and kids play area in our day use chalet. Planning was done to establish a new "Coyote" Trail and made some improvements on Beaver Trail.



Project Title	Community Banner Program	
Project description	<p>Included in the first RDS as a part of the Visitor Sign Program, the banner program has been separated as a distinct infrastructure component of a resort community, providing animation to streetscapes and positively reinforcing the community brand.</p> <p>The project is a re-capitalization of the banner program in 2014/2015 when the existing stock will be in need of replacement due to normal wear and tear.</p>	
Project rationale	<p>Golden’s banner program has set a precedent for resort community image and style with over 25 customized graphics now displayed across the community on over 120 streetscape banners. All graphics have been specifically designed for the community by a professional designer, the banners now having been featured in tourism marketing materials, by Tourism Golden.</p>	
Milestones	Actual Start Date	July 2012
	Completion Date	December 2012
	Operational Date	n/a
Project Goals	RDS Goal 1: Increase frequency and scope of use	
	RDS Goal 2: Increase length and number of overnight stays	
	RDS Goal 3: Build rationale for destination status	
	RDS Goal 4: Expand repertoire of destination activities	
	Project Goal: Increase summer visitor traffic to the region by 10%;	
	Project Goal: Increase winter visitor traffic to the region by 10%	
	Project Goal: Increase the local tourism economy by 10%;	
	Project Goal: Diversify municipal tax revenue by 5%.	
Project activities for the reporting year	None	
Stakeholder Involvement:	Not started	
Project outcomes to date:	This project will likely not be initiated until 2015 given the good condition remaining of all banner products.	

3.4.2. RMI Projects Completed 2007-2011 – Success and Lessons Learned

As projects are planned, implemented/constructed, and completed/operational, various successes and lessons learned emerge. Reviewing these success and lessons learned from projects that have been complete for at least two years provides an opportunity to profile the continued success of RDS projects and allows knowledge to be shared amongst stakeholders to add value to future projects.

Project Name	Successes	Lessons Learned
Visitor Sign Strategy	<ul style="list-style-type: none"> • Highly visible and striking architecture. • Wayfinding for public. • Thematic motif. • High degree of tourist and local approval. 	<ul style="list-style-type: none"> • Cost of such architecture • Time for design and permitting can be long. • They don't drive visits, but they do add to experience.
Visitor Amenity Hubs	<ul style="list-style-type: none"> • Multiple uses- washrooms for campground and general public, store, public information. 	<ul style="list-style-type: none"> • Build green, but avoid building to LEED.
Banners	<ul style="list-style-type: none"> • Street animation • Unique design reinforces identity of community 	<ul style="list-style-type: none"> • Unique design means higher cost • Cost of bracketing significant • Roadway restrictions can limit size and height



3.5. Visitor Experience Outcomes

The data in this section is collected by both the resort community or local Destination Marketing Organization, and the Whistler Centre for Sustainability (WCS). Positive visitor experience outcomes create a strong foundation to support longer-term economic outcomes. Visitor experience outcomes are more influenced by local factors and projects, and are therefore more sensitive to displaying year-to-year trends compared to other outcome reporting.

3.5.1. Summary of Visitor Experience Outcomes

3.5.2. Outcome Reporting

Visitor Satisfaction

Visitor satisfaction with their overall experience in a community essential for ensuring long-term tourism growth. 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.

Nordic Skiing has become a destination activity for Golden with skiers coming from all over Alberta and many other Canadian and US areas. We have put Golden on the map for Nordic skiers everywhere, increasing visitation by 30% YOY in 2013-14. Without the RMI funding for an extraordinary facility, we would not enjoy this status.

-Jeff Dolinsky, President

Golden Nordic Ski Club Society

From the 2012-2013 Data Collection Results of Tourism Golden and the **Monitoring Success** Project:

The survey highlighted that the majority of visitors know about Golden and Kicking Horse Country prior to visiting, this accounted for 86% of the visitors. The majority of the US visitors did not know about Golden prior to visiting.

The key things known about Golden and Kicking Horse Country included Kicking Horse Mountain Resort and that it is a beautiful friendly town. Golden was known as a highway stop by a high proportion of the visitors. This could be accounted to that the majority of day and one night stays which amounted to 43% of the visitors were visiting due to the convenient location to stop en route – this was 50% for day visits and 52% for one night stays. The cumulative amount was 42%.

One of the goals of Tourism Golden is to change the perception of visitors that see Golden as a highway stop for gas to being a credible outdoor destination worthy of long term stays. 57% of the visitors stated that they have always known about Golden and 54% did not do any research on Golden prior to the visit, which is indicative of the number that have always known about Golden and so probably feel like they do not need to do any research. 36% of the visitors used online search engines to research Golden.

The visitors gave a positive response to how likely they would come back to Golden. With 93% of the visitors stating that they would be likely to come back to Golden and 55% of these stating that they would definitely return.

The number of visitors stating that they would recommend Golden was also a positive sign, with 95% stating that they would be likely to recommend Golden and 58% stating that they would definitely recommend Golden. 86% of the interviewed visitors stated that their visit met or exceeded expectations. Plus, 10% were not sure due to having just arrived in Golden.

Visitor Promotion

Visitor promotion scores reflect the net volume of past visitors promoting the community as a place to visit as well as the overall visitor experience. The majority of first time visitors select a travel destination based on these word of mouth references and so promoting a destination through word of mouth increases the likelihood of future visitation by others.

The Golden Snowmobile Trail Society would like to take this chance to let the community know that without the RMI funding our grooming program, we may not even have groomed snowmobile trails in Golden. Before we received the grant it was getting increasingly difficult for us to provide quality groomed trails for all 3 areas that we service. With the funding we have seen an increase in riders and a new interest from families in our new West Bench Trail. Thank you!

As a resident of Golden, seeing the positive changes through some of these funded projects ie the Stage at Spirit Square and the Pathway Extension are both very exciting and necessary to a thriving vibrant community. We recently took in our first Summer Kicks event as a whole family and really enjoyed it, I felt proud that our community offers this kind of free event in such a beautiful setting.

-Jody Cable

Proud resident of Golden for the past 8yrs

Administrator - Golden Snowmobile Trail Society

From the 2012-2013 Data Collection Results of Tourism Golden and the **Monitoring Success** Project:

Awareness of Golden as a ski destination, stop on the highway and a beautiful, friendly town was high

Golden continues to attract new visitors which would indicate that it has a good reputation and is being successfully marketed by Tourism Golden, local businesses and community organisations to produce positive results. Out of the repeat visitors, the majority have visited both summer and winter, indicating a strong opportunity for cross season marketing. Unsurprisingly, most international visitors were first time visitors.

The survey highlighted that the majority of visitors know about Golden and Kicking Horse Country prior to visiting, this accounted for 86% of the visitors. The majority of the US visitors did not know about Golden prior to visiting.

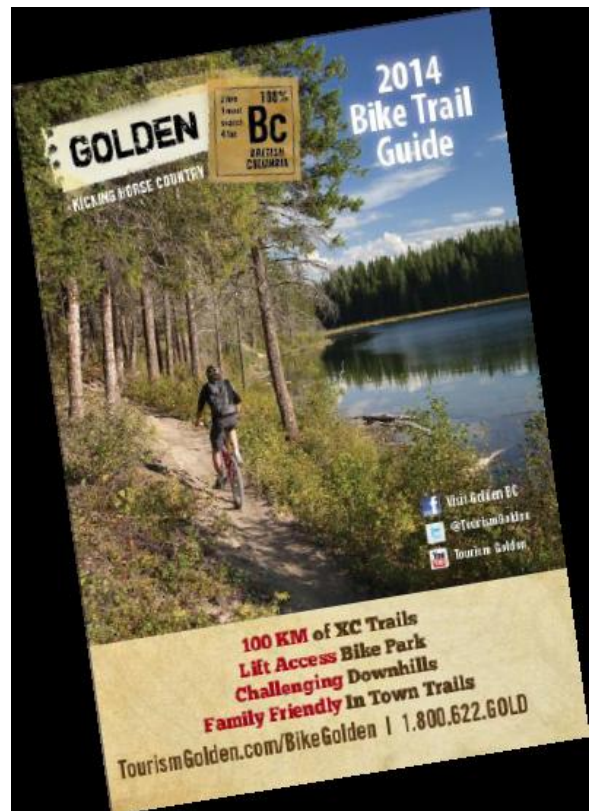
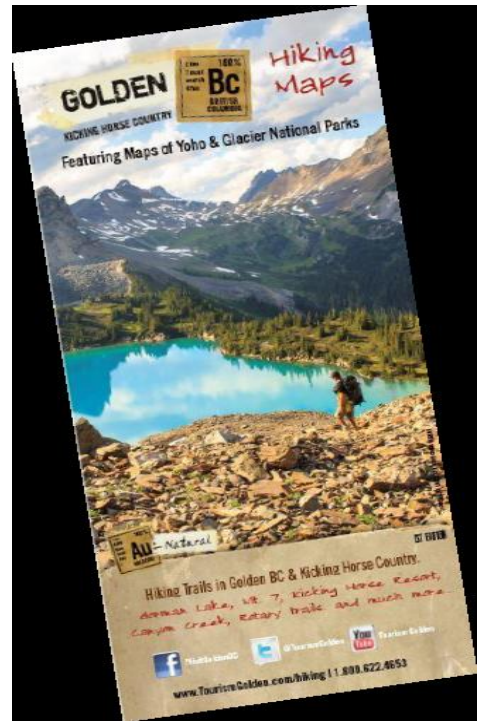
Tourism Golden actively targets the Canadian regional geographic markets of Calgary, Edmonton and Saskatoon. The survey results clearly identifies that visitors from these regions are visiting Golden. However, the Saskatoon market was lower than expected and this could be due to the fact that Saskatchewan snowmobilers are targeted and at the time the survey was taken this was still early season for snowmobiling.

Washington, California and Oregon are all target market regions for Tourism Golden and the survey shows that these account for a large number of the US visitors. The survey did highlight a high number of visitors from Texas and this should be considered for future target markets.

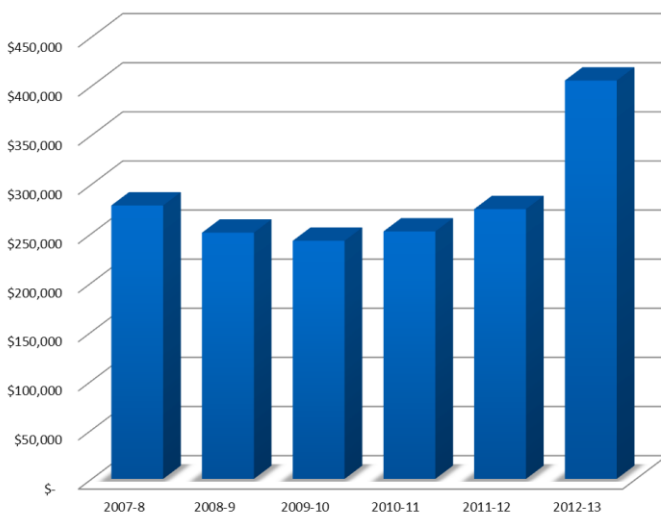
Long haul and international travelers are targeted by Tourism Golden through various marketing means to increase awareness of Golden and Kicking Horse Country and to ultimately penetrate this market. The primary regions targeted are Ontario (8% of the Canadian visitors), United Kingdom, Germany, Netherlands, Sweden, Norway and Australia. These regions all made up the majority of long haul and international visitors.

Measures of Success: Highlights of **Tourism Golden's** Outputs and Marketing Results in 2013:

- ☑ 3,152,650 paid impressions in print and online
- ☑ MRDT tax revenues increased by 48%
- ☑ 194% increase in direct web traffic visits
- ☑ Tripadvisor interaction rate 9.14%
- ☑ 39% increase in co-op revenues for Golden Travel Planner
- ☑ 194% increase in direct web traffic visits
- ☑ 42% increase in web traffic visits to biking page
- ☑ 29% increase in web traffic visits to snowmobiling page
- ☑ 199% increase in web traffic visits to hiking pages
- ☑ Golden imagery regularly appears in DBC and KRT social media and print publications
- ☑ 10,500,00 impressions from unpaid editorials
- ☑ Facebook likes increased by 539%
- ☑ Facebook weekly reach increased by 1773%
- ☑ Twitter followers increased by 47%
- ☑ Consumer newsletter recipients increased by 483%
- ☑ Mailed 800 Golden Travel Planners direct to consumer
- ☑ Stakeholder newsletter average open rate = 45%



Tourism Golden MRDT Revenues 2007 - 2013



Value for Money

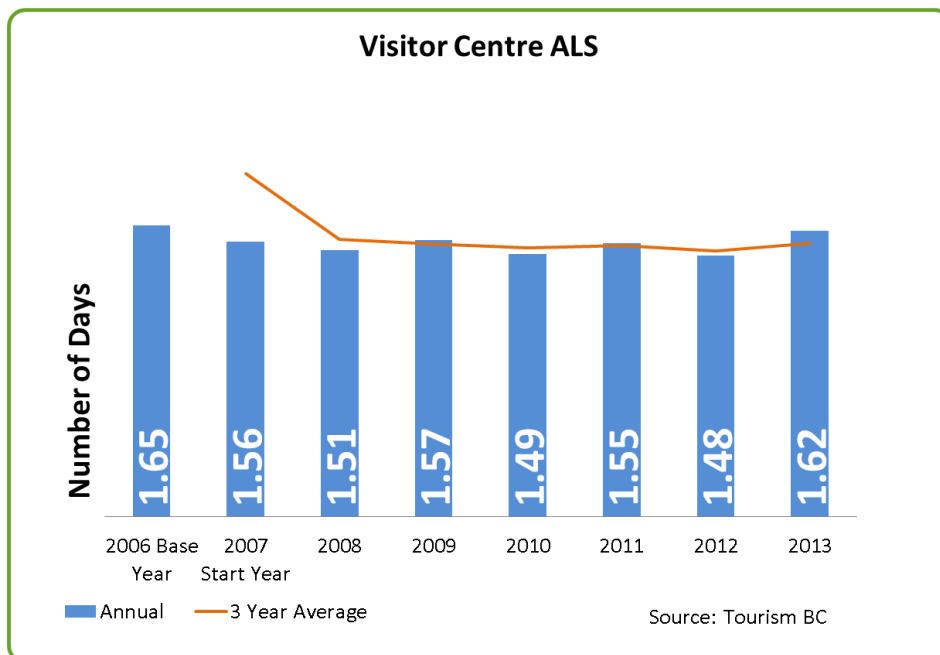
Like other industries, customers, in this case visitors, like to get good value for the money spent. Good value is often a primary driver reflected in overall satisfaction with an experience.

The RMI signage program provided funding to the Golden Cycling Club for over 50 signs on mountain bike trails in Golden. Furthermore, this money was spent entirely at a local sign shop in Golden. The mountain bike trails in Golden are used extensively by both locals and out-of-town visitors. Trail signage enhances visitor experience by providing quick reference points for trail users. This enables trail users to have a continuous ride without frustrating stops every few hundred metres to refer to a map. Mountain biking in North America is already a burgeoning sport with a community of riders that are seeking out new trails to explore. The exceptional quality of the Golden trails is well known by this community.

*-Chad Gennings, President
Golden Cycling Club*

Length of Stay

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 tourism's negative transportation impacts (per night stayed).



The average length of stay of visitors to the visitor centre was 1.62 in 2013. This results in a:

- 9% increase from the previous year.
- -2% decrease compared to the base year.

Comparisons

- 9% point greater increase than the RM's decrease of 4% from 2012 to 2.8 days.

Invermere recorded the greatest number of days at 4.43, with Golden recording the fewest days at 1.62.

3.6. 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 WCS for this year. 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.

3.6.1. Section Summary

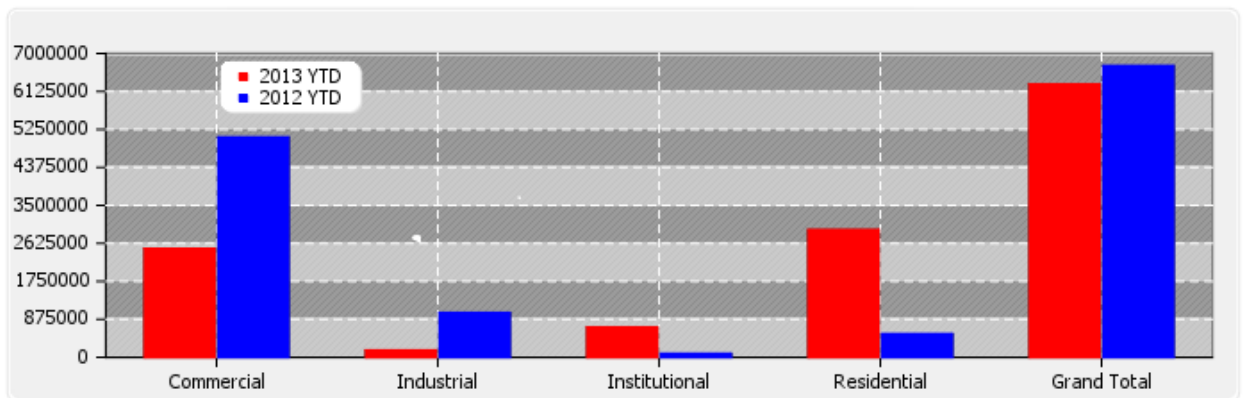
Economic outcomes for key indicators such as ‘room revenues’, ‘visitor numbers’ and non-market change in the value of commercial property all increased in 2013. The strong results for room revenues are in part related to the expansion of the MRDT collection boundary to include the properties at Kicking Horse Mountain Resort.

Other Development Initiatives

Following a very successful application and planning exercise, the community saw the construction of the 75 unit Holiday Inn, a Tim Horton’s satellite location, and renovations at McDonald’s. Two homeowners took advantage of our new regulations in our zoning bylaw allowing carriage houses on their properties and a significant number of homeowners undertook renovations to older homes, revitalizing some neighbourhoods with noticeable improvements. Five single family dwellings (new homes) were built after just one each in 2011 and 2012.



2013 Value of Construction by Class

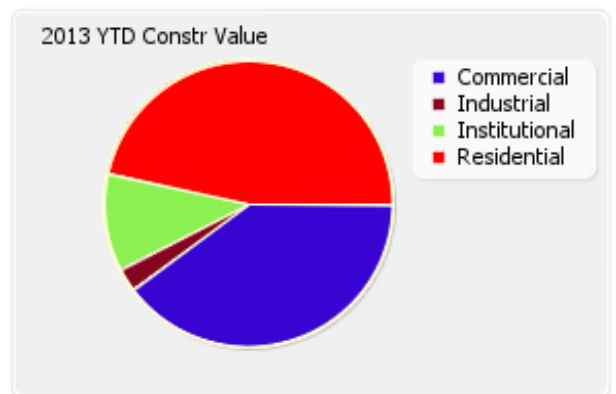


Summary Chart of Construction by Class

Residential Class led proportional development with three new single family dwellings and a carriage house.

2012’s Commercial Class value was led by the Holiday Inn development.

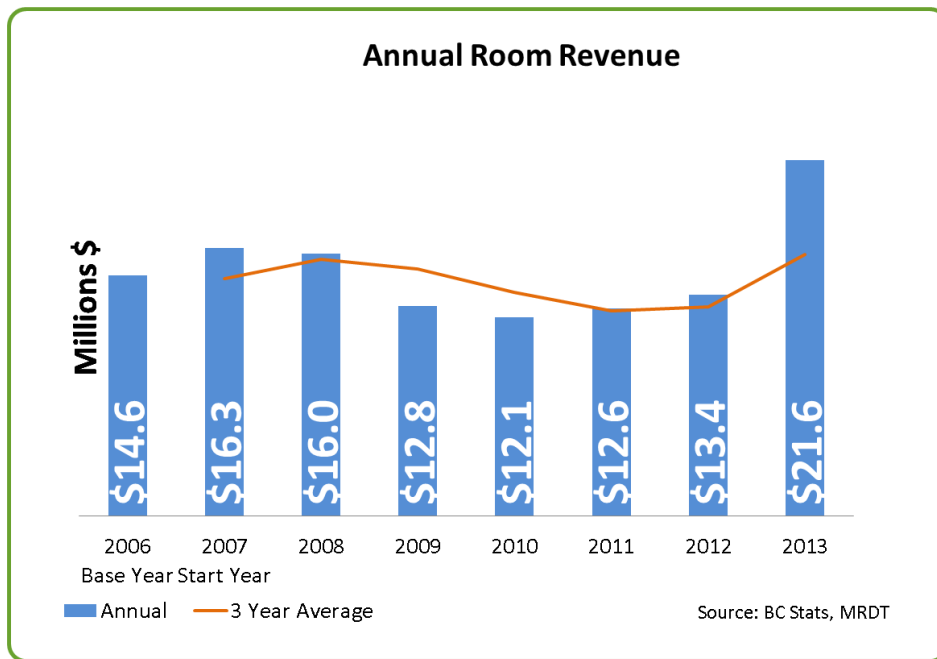
In 2011, the Institution Class dominated, led by the new RCMP building development.



3.6.2. Outcome Reporting

Accommodation Sector Performance

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. Considering the variation in this indicator throughout the year provides a window into the community's success at growing tourism throughout four seasons.



Annual room revenue was \$21.6 million*, \$8.1 million more than 2012. This results in a:

- 61%* increase from the previous year.
- 48%* increase compared to the base year.

*The boundary for the MRDT collection expanded in late 2012 to include the properties at the base of Kicking Horse Mountain Resort, therefore recent results should be viewed in this light.

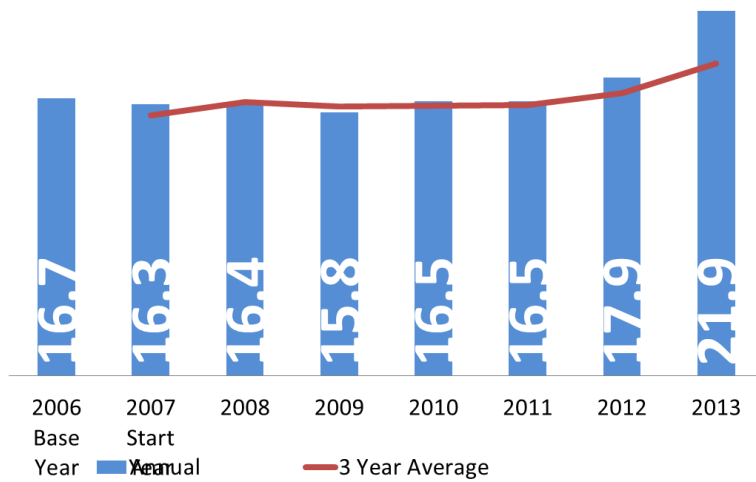
Comparisons

- 32% point greater increase than the 16% total RM increase from the base year.

Visitor Numbers

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. Considering the variation in this indicator throughout the year provides a window into the community's success at growing tourism throughout four seasons.

Visitor Centre visitation per operating hour



Source: Visitor Centre Stats

Visitor Centre visits resulted in an average of 22 visitors per hour. This results in a:

- 22% increase from the previous year.
- 31% increase compared to the base year.

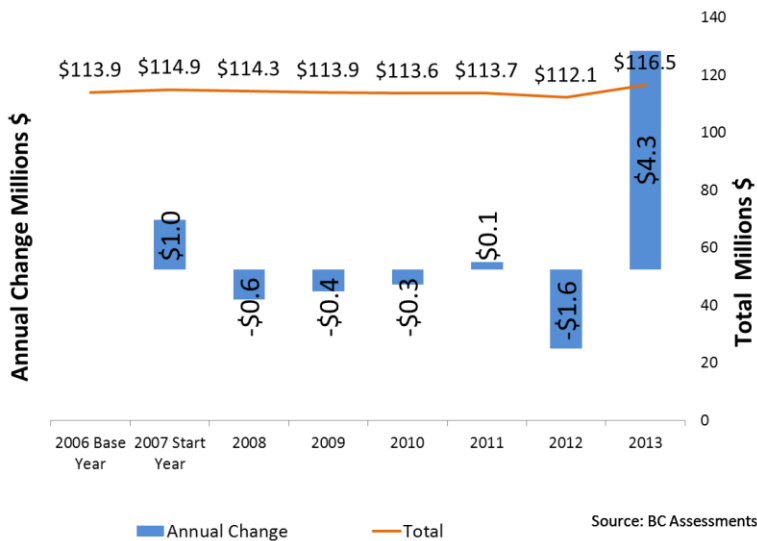
Comparisons

- 48% point greater increase than the RM average decrease of 17% from the base year.
- Provincial results decreased 25% from the base year.

Non-Market Change in Business and Recreation Tax Assessments

One of the desired outcomes of the RMI is to diversify the municipal tax base towards a better mix of residential and commercial taxes as well as increased investment in the community. This indicator area is meant to measure this progress quite directly by reporting on the change in non-residential assessments.

Non-Market Change in Business and Recreation Classes



Source: BC Assessments

Non-market assessment in business and recreation classes totaled \$116.5 million in 2013. This results in a:

- 4% or \$4.3 million increase from the previous year.
- 2% increase compared to the start year.

Comparisons

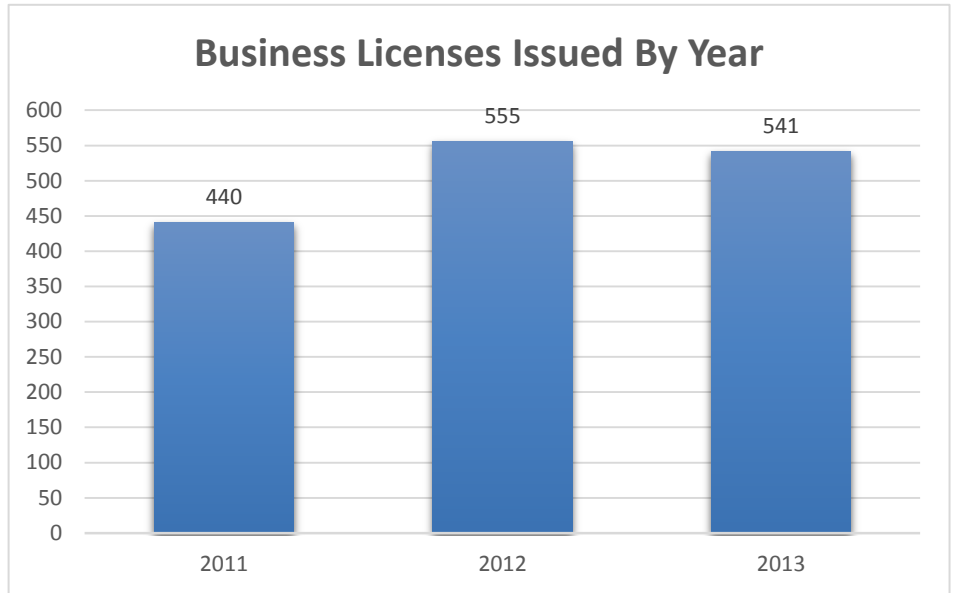
- 12% point lower increase than the RM average total increase of 14% from the start year.

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.

Any individual or corporation doing business within the Town of Golden is required to obtain a business license.

Besides assuring a correct database of activity for fire, utility, and other regulatory purposes, the number of licenses by year can show us trends and patterns in the local economy, which helps us in our own planning, but is also good information for our own business community and potential outside investors. The last three years show a very positive trend following the recent economic downturn, with positive results continuing into 2014.



3.7. 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 WCS for this year. Positive results in this outcome section generally facilitate a strong foundation to support a positive visitor experience and economic outcomes. Results in this area show trends over time and should be looked at as a long term result of a combination of factors.

3.7.1. Section Summary

The foundation to support a positive visitor experience and economic outcomes in depends on which community outcomes you are looking at. The part time resident property ownership is 1% point greater than base year, though results did fluctuate somewhat over the past number of years. Housing affordability trends in a positive direction in recent years, though housing is clearly less affordable than the base year. Measures of community health such as ‘sense of belonging’ generally stayed the same, with ‘crime rates’ experiencing a slight increase year over year, but moving in the right a direction compared to the base year.

The past year marks a definitive turn around for the tourism sector in the community. While residential supported industry and commerce remains recessionary, visitor supported sectors began to see marked increases for the first time in several years. The Alberta travel market appears to be rebounding, resulting in increasing visitor stays, visitor centre statistics, and stability in the local tourism business sector.

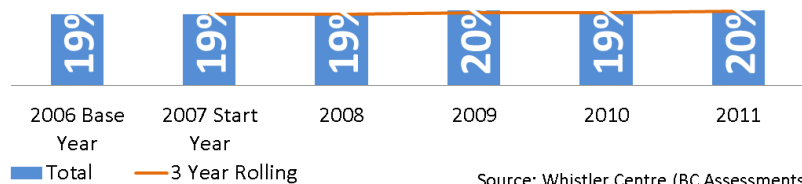
Anecdotally, the accommodation sector saw strong returns in 2013 with the trend showing further increases for 2014. The food and beverage sector saw new business start-ups, and re-investments, indicating business confidence in the local market. This trend also shows an increase in 2014 to date, with reported increases in business activity from several local sources.

3.7.2. Outcome Reporting

Visitor Concentration

As communities become more and more popular as destinations, a sense of community and culture can be lost as desires of those living outside the community supersede local needs. While the ideal balance varies from community to community, measuring this indicator helps to identify one driver of tourism development impacts on the local community and culture.

Part time resident property ownership %



Source: Whistler Centre (BC Assessments)

In 2011, 20% of the property parcels in were owned by people from outside the community. This results in a:

- 1% point increase from the previous year.
- 1% point increase from the base year.

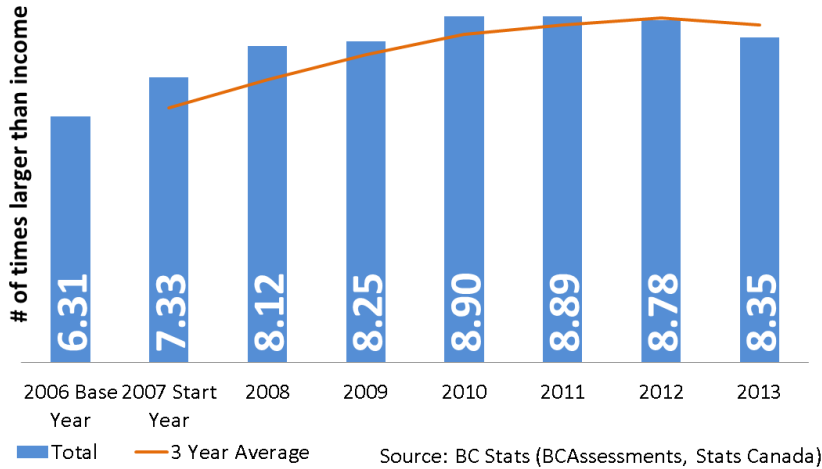
Comparisons

- While Golden has experienced little change from the base year, communities such as Ucluelet have seen an increase of 23%.

Affordable Housing

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

Affordable Housing-Average home assessed value to income ratio



The average price of a home in 2013 was 8.35 times larger than the annual median income in 2009. This results in a:

- 5% decrease from the previous year.
- 32% increase compared to the base year.

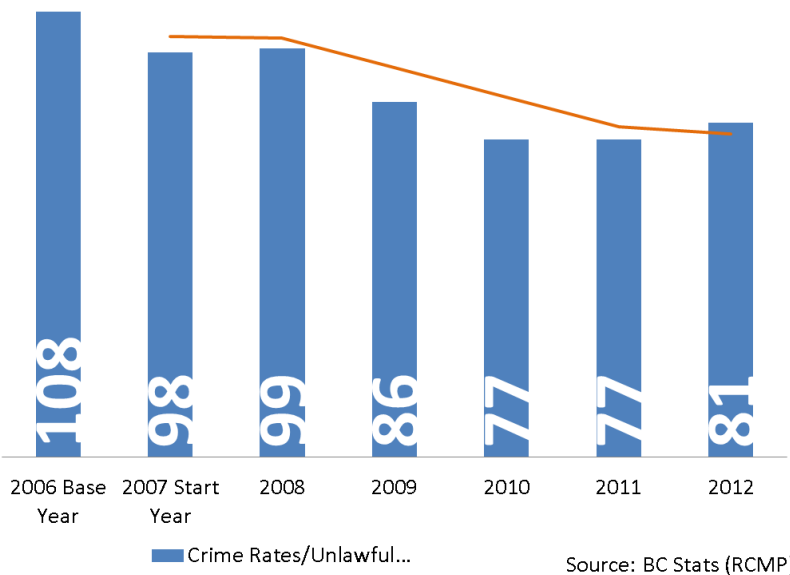
Comparisons

- 10% point greater increase than the RM average increase of 22% from the base year.
- The RM average for 2013 was 13.40 times the median income.

Unlawful Incidents

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

Unlawful Incidents



There were 81 reported unlawful incidents per 1,000 population in 2012. This results in a:

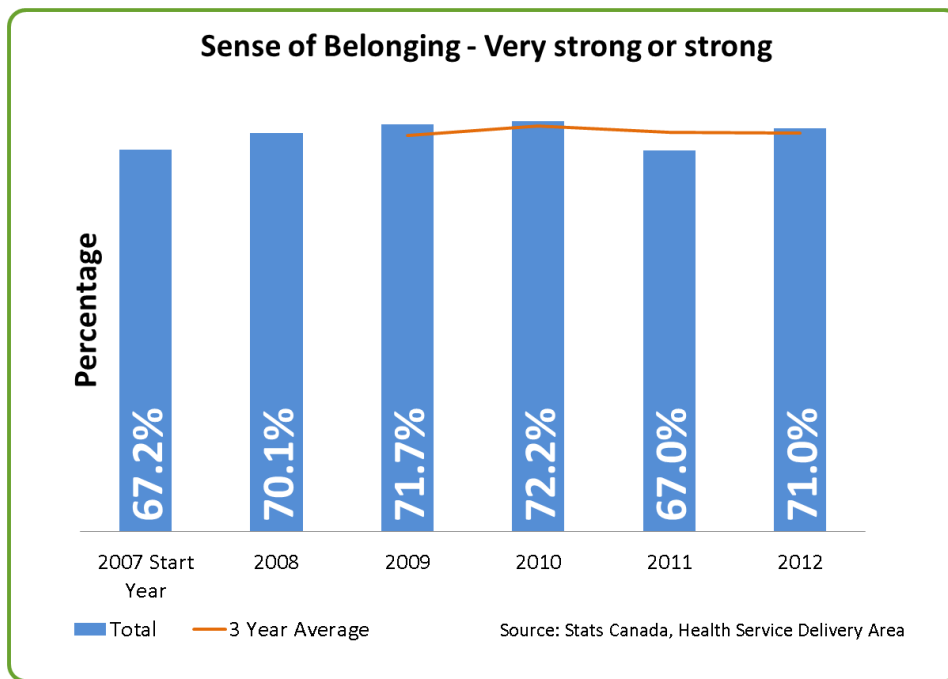
- 5% increase from the previous year.
- 25% decrease compared to the base year.

Comparisons

- A 10% point lower decrease compared to the RM average decrease of 34% from the base year.
- The RM average for 2012 was 91/1,000 population.

Resident Sense of Belonging

A 'sense of belonging' to a community is considered to contribute to the community's social fabric and the strength of the relationships among community members. These relationships are often important in helping individuals and groups in a community organize for work, play and community development. A sense of belonging can be negatively impacted by tourism development and lead to tension from residents toward visitors.



In 2012, 71% of residents in the local health service area had a strong or very strong sense of belonging to their community. This results in a:

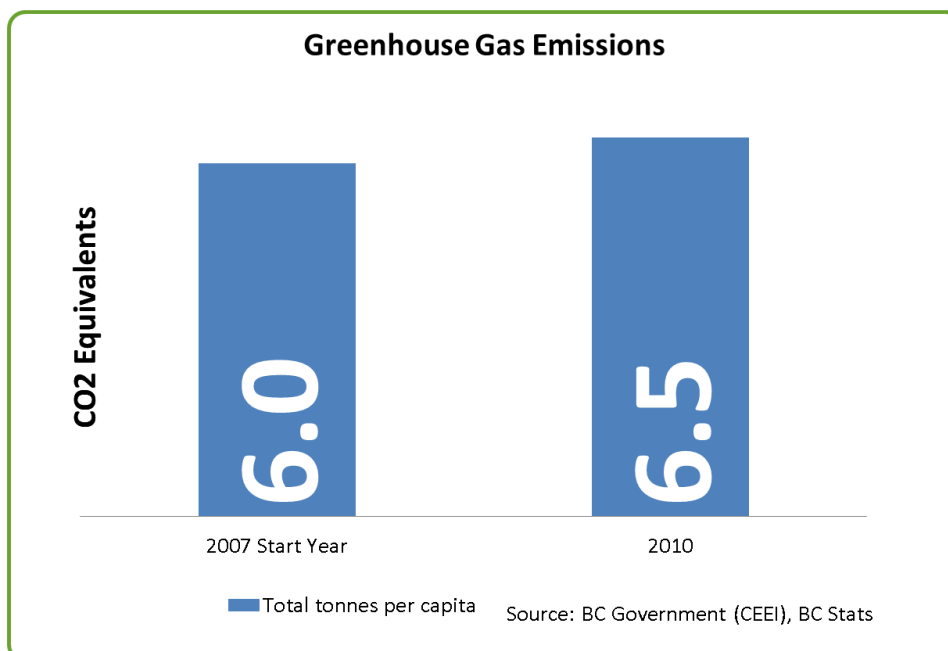
- 4 percentage point increase from the previous year, though statistically there was no change.
- 4 percentage point decrease compared to the start year. *not tracked in the base year

Comparisons

- The RM average for 2012 was 72%.
- The provincial average was 68%.

Greenhouse Gas Emissions – Annual GHG per capita

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



In 2010, greenhouse gas emissions amounted to 6.5 tonnes per capita. This results in a:

- 8% increase from 2007.

Comparisons

- 8 percentage point greater increase than the RM average of 0% change.
- The RM average for 2010 was 8.3 tonnes per capita.

4. Conclusion and Outlook

The benefits of RMI program accomplishments are not always immediately apparent, but are revealed through time. Having said this, great optimism has returned to this community as a result of the last 14 months of activity. It is clear that the accommodation sector has significantly rebounded, tourism revenues are returning to pre 2009 levels, development activity has 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 are all contributing together once again to make Golden a growing resort destination.



Budget and Expenditure Overview

RMI Activity	Term Two Total Budget	TUA 2012	Actual 2012	TUA 2013	Actual 2013	RDS 2014	RDS 2015	RDS 2016	Balance to 2014
Infrastructure									
Visitor Sign Program	\$747,920	\$96,000	\$178,465	\$358,920	\$159,183	\$96,000	\$96,000	\$101,000	-\$117,272
Highway 1 Corridor Enhancement	\$1,378,534	\$258,534	\$382	\$85,000	\$67,708	\$535,000	\$500,000		-\$275,444
Public Art Program	\$50,000	\$10,000	\$8,425	\$10,000	\$	\$10,000	\$10,000	\$10,000	-\$11,575
Permanent Square Amenity Hub	\$345,000			\$45,000	\$10,000	\$30,000	\$200,000	\$70,000	-\$35,000
Snowmobile Trail Maintenance	\$225,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$
Community Banner Program	\$60,000				\$	\$15,000	\$45,000		\$
Nordic Centre - Final Phase	\$100,000	\$100,000	\$100,000		\$				\$
Programs, Events and Services									
Community Tourism Shuttle	\$10,000	\$10,000	\$6,000		\$				-\$4,000
Evaluation, Monitoring and Program Administration									
Monitoring Success	\$50,000	\$10,000	\$2,257	\$10,000	\$10,244	\$10,000	\$10,000	\$10,000	-\$7,500
TOTAL	\$2,966,454	\$529,534	\$340,529	\$553,920	\$292,135	\$741,000	\$906,000	\$236,000	-\$450,791

Other Source Funding to Date (2012 and 2013 Reported Spending/Revenue)

RMI Activity	RMI Activity Expenditures to Date	Municipal Funding To Date	Other Source Funding To Date	Total Other Funding	% RMI Funded
Infrastructure					
Visitor Sign Program	\$337,648	\$	\$	\$	100%
Highway 1 Corridor Enhancement	\$68,090	\$	\$	\$	100%
Public Art Program	\$8,425	\$	\$	\$	100%
Permanent Square Amenity Hub	\$10,000	\$	\$	\$	100%
Snowmobile Trail Maintenance	\$90,000	\$	\$	\$	100%
Community Banner Program	\$	\$	\$	\$	
Nordic Centre - Final Phase	\$100,000	\$	\$	\$	100%
Programs and Events					
Community Tourism Shuttle	\$6,000	\$	\$	\$	100%
Evaluation, Monitoring and Program Administration					
Monitoring Success	\$12,500	\$	\$	\$	100%
General Reserve/Contingencies					
Reserve from cancelled programs	\$	\$	\$	\$	0%
TOTAL	\$632,663	\$	\$	\$	100%

***Prepopulated to 2012; will not be fully reflective until tabs one and two are completed ***

This sheet is for review purposes only and is locked for editing. If you require any changes to be made to your original budget, or if you believe there is an error in this sheet, please contact Sonja Cunningham (Sonja.Cunningham@gov.bc.ca) or Amy Schneider (Amy.Schneider@gov.bc.ca). These numbers are based off the original RDS budget, any amendments made, TUA/SCA amounts and previously reported spending. Note that the actual RMI allocation from year to year may vary from the original RDS spending to a small degree; this is why TUA/SCA values are used for past funding years and RDS budget for future. Any significant changes (i.e., greater than 10%) must go through an amendment process. The "balance to 2014" reflects the modified balance from the 2013 Expenditure tab, including any reserve changes made by the community.

RMI Activity	Amount in Reserve pre-2013 (Reported)	OPTIONAL: Community Redirection of Reserve Funds	2013 Amount Received (TUA)	2013 Amount Spent	Under/Overspend (Reserve)	Notes
Infrastructure						
Visitor Sign Program	-\$82,465		\$358,920	\$159,183	-\$117,272	
Highway 1 Corridor Enhancement	\$258,152		\$85,000	\$67,708	-\$275,444	
Public Art Program	\$1,575		\$10,000	\$	-\$11,575	
Permanent Square Amenity Hub	\$		\$45,000	\$10,000	-\$35,000	
Snowmobile Trail Maintenance	\$		\$45,000	\$45,000	\$	
Community Banner Program	\$		\$	\$	\$	
Nordic Centre - Final Phase	\$		\$	\$	\$	
Programs, Events and Services						
Community Tourism Shuttle	\$4,000		\$	\$	-\$4,000	
Evaluation, Monitoring and Program Administration						
Monitoring Success	\$7,743		\$10,000	\$10,244	-\$7,500	
TOTAL	\$189,005	\$	\$553,920	\$292,135	-\$450,791	

General instructions: Fill in NEW information in the yellow highlighted cells in the workbook. Verify existing/auto-calculated information and contact RMI program staff if there are any discrepancies that you note.

Guide for Completing Worksheet	
Amount in Reserve pre-2013 (Reported): This is your residual left over by activity from 2012 (TUA allocated funding - actual spending), as well as any Term One carryover remaining. This reflects the amounts recorded in your 2012 financial report.	
Community Redirection of Reserve Funds: In some cases, the actual reserve amount based on the budget may not reflect its actual use (e.g., if you underspend on one activity and decide to move the remainder to another activity.) This optional column allows you to record how much you moved from one activity to another. In other words, if your reserve fund amount seems inaccurate, this is where you can make changes. Please note that any changes will be subject to review and will require an amendment if it is a significant change (i.e., greater than 10%). Please note that any changes should 'zero out' - if you move X amount from an activity (negative value), the same X amount should be moved to a different activity/activities (positive value). Please indicate the reason for any changes in the "Notes" column.	
2013 Amount Received: This is the amount allocated for each activity on the 2013 TUA.	
2013 Amount Spent: Please record the actual amount spent for the activity during the 2013 calendar year. This can be more, less or equal to your 2013 amount received, depending on if you accessed reserve funds, carried the funding forward, etc.	
Underspend/Overspend (Reserve): Using the Amount in Reserve, any Community Redirection adjustments and your 2013 activity spending, this is the running total for the activity, based on amounts received. Note that negative/green values mean you have reserve funds to use for the activity in subsequent years, while positive/red values mean that there has been overspending on the activity. While we are not expecting the final reserve to ever reach 0 as we are aware that budgets and expenditures fluctuate from year to year, we will be monitoring any significant overspends or long-term carryovers.	
Notes: Please provide any explanation that may be useful regarding funding/budget changes, delays in expending the funds, or overspends.	