

Resort Municipality Initiative Program 2008 Annual Report

Submitted by:



REVISED AND RESUBMITTED January 22nd, 2010



1. Annual Report for 2008
 - (a) Revenue and Expenditure Statement

TOWN OF GOLDEN

RESORT MUNICIPALITY INITIATIVE PROGRAM

RESORT AMENITIES FUND STATEMENT OF FINANCIAL ACTIVITIES

For the year ended December 31, 2008

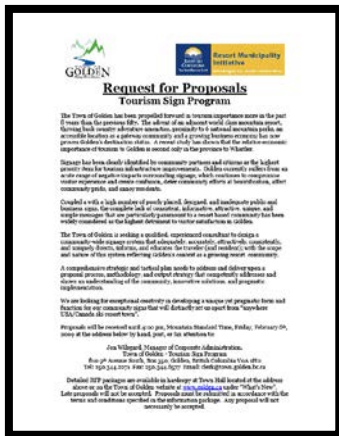
	<u>Budget \$</u>	<u>Actual \$</u>
Balance at beginning of the year	\$55,000.00	\$781,315.07
Prior Year Adjustment		\$501.17
Adjusted Balance at beginning of year	\$55,000.00	\$781,816.24
<u>Revenues:</u>		
Tax Transfer	\$487,500.00	\$682,514.51
Investment Income	0	\$37,637.23
Total Revenue	\$487,500.00	\$1,501,967.98
<u>Expenditures:</u>		
Capital Expenditures	\$670,000.00	\$267,444.29
Operations	0.00	0.00
Total Expenditures	\$670,000.00	\$ 267,444.29
Balance at the end of the year	\$(182,000.00)	\$1,234,523.69

(b) Notes on Activities During 2008

2008 was a year of capital planning and contract development, with some projects getting off the ground by the fall.

Initiatives of note were:

- Beginning construction of the Whitewater Amenity Hub;
- Planning our Community Square for tendering, including receipt of further funding from the Spirit Square Program to augment the entire project;
- Tendering our Visitor Sign Strategy Project;
- Delivering our first community mural; and,
- Completing a pedestrian bridge as a part of our parks and trails program.



2. Five Year Capital Expenditure Program

Program	2007		2008		2009	2010	2011	TOTALS	
	Budget	Actual	Budget	Actual	Budget	Budget	Budget	Budget	Actual
<i>Prior Year Adjustment</i>				\$501					
<i>Signage Strategy</i>	\$150,000	\$6,959	\$60,000	\$413	\$100,000	\$75,000	\$45,000	\$430,000	\$7,372
<i>Visitor Amenity Hubs</i>	\$25,000	\$0	\$210,000	\$192,583	\$250,000			\$485,000	\$194,111
<i>Community Square</i>	\$30,000	\$0	\$220,000	\$39,706	\$380,000			\$630,000	\$39,706
<i>Creative Class Expressions</i>	\$5,000	\$3,317	\$65,000	\$0	\$35,000	\$35,000	\$35,000	\$175,000	\$3,317
<i>Winter Camping Opportunities</i>	\$0	\$0	\$15,000	\$0	\$200,000			\$215,000	0
<i>Greenspaces and Paths</i>	\$35,000	\$14,019	\$100,000	\$34,742	\$60,000	\$60,000	\$60,000	\$315,000	\$48,828
Total Expenditures	\$245,000	\$24,295	\$670,000	\$267,444	\$1,025,000	\$170,000	\$140,000	2,250,000	298,335
Total Revenue	\$300,000	\$789,173	\$487,500	\$682,515	\$487,500	\$487,500	\$487,500	\$2,250,000	\$1,471,687
Investment Income	0.00	\$16,437	\$0	\$37,637				\$0	\$54,075
Year End Cash Position	\$55,000	\$781,315	\$182,500	\$1,234,524	-\$537,500	\$317,500	\$347,500	\$0	

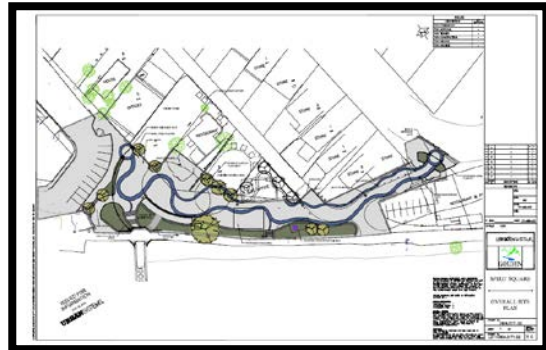
The Capital Expenditure Program continues to deviate from the originally submitted plan for the Resort Municipality Initiative. This can be largely attributed to the following reasons:

- The procurement (RFP) process for a suitable company to undertake our Visitor Sign Strategy was delayed as the selection committee insisted upon a second issuance in order to better test the market from both a capacity and pricing perspective. A suitable candidate was not recruited until early 2009 as a result of a process lasting nearly 5 months.
- The Community Square Project required more extensive and lengthy local public consultation than originally anticipated, and the services of a world-wide expert in plaza design were retained to aid in overall design. Technical and schematic design proceeded over the winter for tendering early in 2009.
- The Whitewater Amenity Hub experienced delays in design finalization and decisions for technological features, and supply problems hindered the first phase of foundation construction.
- The CPR Bridge Mural Project was delayed by a lack of engagement by the railway including requisite design approvals by corporate engineers. By late fall, it was obvious that any action would not be possible until the spring of 2009.

2009 Outlook

Expenditures for 2009 are anticipated to be significantly higher than planned – likely over \$1.2 million – as projects move into full construction phase. As of June 30th, 2009 the following is underway:

- The *Visitor Sign Program Strategy* is moving forward with two full stakeholder meetings having been held. Design concepts are in circulation and a comprehensive framework for type and placement is now in the detailed planning phase.
- The *Community Square* has undergone replacement and augmentation of its underground utilities and a new parking area has been completed. Legal agreements for land acquisition and public lease are being created, and a detailed surface works tender package is under development. Moving beyond a simple plaza, the community square concept will target a 20 year design change period for a large part of the downtown area, resulting not only in a hub for human interaction and cultural performance but also creating architectural and articulated interest in a much expanded area surrounding it.



- The *Whitewater Amenity Hub* will be complete by mid-summer, and could well qualify as the smallest LEED Platinum building in Canada. finished conceptual and engineered design and construction will begin by late summer. A combination of factors including a larger budget, the Province's urging for more green communities, garnering long term cost effectiveness, and the value in introducing new, green technology to industry and the public has resulted in a showcase facility for tourists and the region. The new building utilizes geothermal heating, solar water heating, LED lighting, water conservation features, innovative material cladding (including UNBC developed "beetlecrete" made of concrete and pine beetle wood") and serves a larger amenity function with a general store, campground registration facility, and year round washrooms.



- One side of the CPR Bridge has been clad in metal plates to deter graffiti artists from accessing the bridge. Assuming railway engagement in assisting with safety details, sandblasting and more plate installations are anticipated throughout the year.
- Much of the winter camping development requirements has been absorbed within the construction of the Whitewater Amenity Hub, expanded in size to house the main electrical switching centre for the eventual high powered sites.

3. Annual Outcomes Report

(a) Status of Baseline Data and Measurement Tools

A more detailed analysis of the relative availability and usefulness of the measurement tools proposed to be utilized to measure program success revealed the need for several changes. While a good portion of baseline data was acquired to serve as a benchmark for the next several years, some data sets were not available until this year.

Additionally, some data sets will remain unavailable largely due to Golden's small size – BC Stats simply does not conduct data inventory for areas so small. This was the case particularly in measuring the overall increase in local employment by sector wherein statistics are based only upon the national census, thereby leaving a 5 year gap between these national initiatives. Having said this, a comparison of these figures between the data provided by the 2006 census and the eventual 2011 census may be interesting.

Annual municipal campground statistics have been added as a metric in anticipation of a noticeable increase in annual occupancy rates; a result of a change in management style and the addition of facilities through this program.

BC Assessment has now provided an annual data set based upon the assessment value of certain developments within the community in the outcomes analysis report. We feel this will provide a confident measurement of program success, from a qualified source. Having said this, with the assessment rates frozen at 2007 levels, a meaningful analysis may not be practical until a review of the 2009 and 2010 calendar years.

(b) Outcomes Analysis and Results

Two years of data for some metrics cannot yet produce any measureable trend and the global economic downturn has likely affected traditional visitation scope and nature; however the following speculative commentary is offered:

- Visitation rates remain steady at the provincial visitor centre which despite the economic times, could be a sign that the public began embarking upon more short-haul excursions and kept to the roads versus the skies. The increasing bus traffic could be a result of more awareness of the facility by existing companies, but could also be a sign of increasing exposure of Golden, particularly by marketing organizations such as Tourism Golden, for this type of touring product – an output of the AHRT, which directly finances the tourism marketing organization. The Chamber membership increase could indicate a growing and/or more community conscious business fraternity.
- While ski visits to the resort declined, summer visits remained strong – a possible indication of the resort’s growing capacity and increasing market awareness to the short-haul tourism market of Alberta. Note that the 2008/09 ski season was not strong for the entire industry due to global economic conditions.
- The total value of HRT returned to the community is perhaps most intriguing. Despite several declines in metric values, it would appear that 2008 was an even better year than 2007 for local accommodators. There could be several reasons for this – more short-haul trips due to the economic decline, greater awareness of the Golden area, or simply more domestic holiday traffic overall.
- Summer attendance at cultural performances remained static in 2008, likely because of a lack of actual performances versus the year previous, but the winter series witnessed a jump, which may be due to ever increasing marketing professionalism by the local arts council, and caliber of performances.
- A decrease in business licenses is not considered indicative of a reduction in active businesses in the municipality. In fact, a marked surge in the number of active and advertising businesses has been noted locally, pointing toward an enforcement issue surrounding appropriate licensing of businesses.
- A noticeable trend to business façade improvements and the creation of sidewalk patios has been occurring. No metrics have been established to measure these initiatives, but their influence has positively improved the visibility and attraction of the downtown.