

Resort Municipality: Golden

Report Prepared By: Jon Wilsgard, CAO

Resort Development Strategy Progress

1. Summary

The 2022 year was characterized by the slow ascent out of the pandemic years, finishing off carryover projects, and a delay in authorized implementation of the current RDS, resulting in some projects placed in hiatus. As a result, progress was slower than typical while still allowing for several initiatives to move forward as planned.

With respect to global, national, and regional influences on the tourism economy on Golden, the third quarter of 2021 saw the lifting of international and border restrictions and a return of travel confidence, and as a result, 2022 saw a strong recovery and normalisation of visitation with key indicators returning to pre-pandemic levels. Highlights of key performance indicators include:

- ✓ 1 million + overnight visits
- ✓ Overnight visits increased by 18%
- ✓ ADR increased by 19%
- ✓ Occupancy increased by 18%
- ✓ Occupancy outperformed BC average
- ✓ Length of stay 1.8 nights.
- ✓ MRDT revenues increased by 83% against 2021.

The increase of MRDT is unsurprising, given the implementation of the new rate in July. However, the anticipated increase of 50% against 2021 was exceeded by a further 33% against 2021 and 49% against 2019 reflecting a return to pre-pandemic overnight visitors, occupancy, and ADR. Nevertheless, the destination recovery was impacted by the continuation of the multi-year Kicking Horse Canyon project which saw Highway 1 closed for multiple weeks at a time during the spring and fall. The swift destination recovery exacerbated the on-going critical issues of labour and housing shortages, both of which were also compounded by the highway construction project.

However, with destination recovery clearly underway the DMO was able to move more quickly on identifying opportunities for tactical implementation of some elements of destination management as well as ramping up the strategies that guide and support destination marketing. Some of the notable tactics:

Destination Marketing:

- ✓ Collaboration with Destination BC on a PRIZM market segmentation project.
- ✓ Launch of the Golden BC destination app.
- ✓ Destination asset creation for marketing and destination management projects.
- ✓ Website upgrade project launched.
- ✓ New Visual Asset stakeholder co-op program.
- ✓ New member social media co-op marketing program.

Destination Management:

- ✓ Responsible Travel asset development.
- ✓ Transportation study leading to,
- ✓ Launch of winter shuttle services partnership.
- ✓ Resident engagement campaign and sentiment survey.
- ✓ Advocacy on labour shortages.
- ✓ Advocacy on housing shortages.
- ✓ MRDT member support programs including free advertising and Check-in Canada listing.
- ✓ Destination job board website
- ✓ Development of an online destination learning and rewards programs for front-line employees.

2. RDS Goals Progression

1. Enhance cultural vibrancy and identity.

Final detailed amenity additions to the River Walk were installed, completing the beautification of this key area of the downtown; the community south entrance sign was completed, adding to visual identity, and branding of the area; under Events, the Freeride World Tour again defined Golden's character being the only North American stop to this global event.

The growing popularity of the River Walk area is intuitive, particularly with the addition of new commercial boutique hotel units, café presence and increasing numbers of patrons. The Freeride World Tour statistics are precisely captured by media experts using metrics associated with participants, investment, social media popularity, live broadcasts, website activities, event content and sponsorships.

2. Enhance key existing tourism product infrastructure.

The year ended with the completion of the community south entrance sign and finishing our River Walk, both of which define identity and enhance the visitor experience.

Progress is monitored in this case by the simple completion of approved, and successful tourism infrastructure.

3. Diversify municipal tax revenue.

The addition of *Rooms at Riveredge* boutique hotel on the River Walk diversified the tax revenue in the downtown area as did the addition of hotel rooms above the *Rockwater Bar and Grill* in response to a greater amenity demand in the downtown associated with the River Walk project and others in the area.

4. Increase visitation.

For 2022 the DMO reported 1 million + overnight visits, a YOY increase of 18%, an occupancy increased of 18%, and length of stay at 1.8 nights by average. The resort region's occupancy rate outperformed BC average. These metrics are tracked annually by the DMO.

5. Increase length of stay.

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Average length of stay is consistent with 2021 with both years data collected using Telus Insights but has decreased since 2019 when the 2019 intercept visitor study recorded 2.5 days as the average stay.

6. Enhance environmental sustainability and climate adaptation.

The River Walk project is a component of a much larger floodwall initiative built entirely in response to climate adaptation. All amenity structures under RMI plans are built with robust (rock and mass timber) and natural materials as possible. Beautification areas use no or minimal irrigation, at times designed to maximize and direct natural runoff for this purpose.

Progress will be monitored in the assurance of constructed spaces that conserve water and energy, use natural materials, encourage active transportation, and incorporate green space environments within and around them.

7. Increase Indigenous tourism opportunities in collaboration with the Ktunaxa, Secwepemc, and Metis Nations.

The 'Golden Guide' online learning platform for front line service representatives contains a module which specifically included input from the regionally identified indigenous peoples.

Further progress will be identified in future directly collaborative initiatives.

3. Performance Measurement

1. Visitor Centre Washroom Expansion

Program Outcome #1: Enhance Visitor Experience
Performance Measurement – Visitor Surveys
Progress: <i>This project was delayed in 2022 and will commence in 2023.</i>

Program Outcome #2: Improve Accessibility, Sustainability, and/or Indigenous Tourism
Performance Measurement – Ensure Accessibility Standards
Progress: <i>This project was delayed in 2022 and will commence in 2023.</i>

2. Phase 4 Trans Canada Highway Beautification

Program Outcome #1: Enhance Visitor Experience
Performance Measurement – Visitor Surveys
Progress: <i>This project will commence in 2023.</i>

Program Outcome #2: Improve Accessibility, Sustainability, and/or Indigenous Tourism
Performance Measurement – Visitor Survey Data on Accessibility
Progress: <i>This project will commence in 2023.</i>

3. Community Mural

Program Outcome #1: Enhance Visitor Experience

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Performance Measurement – Community & Visitor Feedback – <i>Collected anecdotally and through Kicking Horse Culture's digital feedback</i>
Progress: <i>This project will commence in 2023</i>
Program Outcome #2: Improve Accessibility, Sustainability, and/or Indigenous Tourism
Performance Measurement – Inclusion of Indigenous Mural Component
Progress: <i>This project will commence in 2023.</i>
Program Outcome #3: Increase New and/or Return Visitation
Performance Measurement – Reports by Adjacent Businesses and Locals
Progress: <i>This project will commence in 2023.</i>

4. Events

Program Outcome #1: Enhance Visitor Experience
Performance Measurement – Community & Visitor Feedback – <i>Collected anecdotally and through Tourism Golden's digital feedback</i>
Progress: <i>The Freeride World Tour as well as the more localized Golden 24 and Golden Ultra races were sold out events with a number of local participants in the latter two. The Freeride World Tour's popularity is captured in its statistics. A specific report associated with the Freeride World Tour is attached.</i>

Project Progress

4. Previous RDS Carryover Funding

Project Name: Vehicle Corridor (South Entrance Sign)			
Current Status: Complete	Project Start Date January 2021	Project End Date August 2022	Funding Spent in 2022 \$ 64,452
Project complete including final landscaping and warranty work.			

Project Name: Dikes and Waterfronts			
Current Status: Complete	Project Start Date January 2021	Project End Date October 2022	Funding Spent in 2022 \$ 62,097
Project complete including all amenities., being public benches, bike racks, decorative lamp standards, hanging baskets, trash and recycling receptacles and decorative plantings.			

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Project Name: Phase 3 Beautification			
Current Status: In Progress	Project Start Date January 2019	Project End Date October 2022	Funding Spent in 2022 \$ 18,000
Project includes curb and gutter replacements, sidewalk installations, landscape changes including large decorative rocks, tree and shrub plantings, soil replacement, turf, edging and special irrigation systems for trees.			

Project Name: Events			
Current Status: Complete	Project Start Date January 2022	Project End Date December 2022	Funding Spent in 2022 \$ 80,000
Project complete – funding for Freeride World Tour, Golden 24 and Golden Ultra.			

Project Name: Travel to Spring RCC			
Current Status: Complete	Project Start Date January 2022	Project End Date December 2022	Funding Spent in 2022 \$675
Travel to spring RCC complete. Held in Rossland.			

5. Current RDS Projects

Project Name: Visitor Centre Washroom Expansion			
Current Status: Delayed	Project Start Date Click or tap to enter a date.	Project End Date Click or tap to enter a date.	Funding Spent in 2022 \$ 0

Project Name: Phase 4 TCH Beautification			
Current Status: Delayed	Project Start Date Click or tap to enter a date.	Project End Date Click or tap to enter a date.	Funding Spent in 2022 \$ 0

Project Name: Community Mural			
Current Status: Delayed	Project Start Date Click or tap to enter a date.	Project End Date Click or tap to enter a date.	Funding Spent in 2022 \$ 0

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Project Name: Online Tourism Services Learning			
Current Status: In Progress	Project Start Date October 2022	Project End Date November 2024	Funding Spent in 2022 \$ 50,000
<p>Project works completed:</p> <p>Included all research and development of the course curricula, modular layout, and rollout provisions for release in 2023.</p>			
<p>RMI Initiatives</p> <p>Indigenous Tourism was addressed through the consultation with and references in the curricula to local indigenous history, placemaking, and value to the identity of the destination and experience of the visitor through better awareness of the front line works in the community. This was done so with representation from the Ktunaxa and Secwepemc peoples. It is projected that these curricula will change and expand in future publications of the learning software.</p> <p>Diversity and inclusion considerations have been incorporated into the curricula and its delivery in an easy to use and video format and offers content for many types of visitors.</p>			

Project Name: Event Funding			
Current Status: In Progress	Project Start Date January 2022	Project End Date December 2024	Funding Spent in 2022 \$ 50,000
<p>Project Works:</p> <p>Included associated community planning, sponsorships, marketing, administrative assistance and statistical analysis of ongoing successful events including the Freeride World Tour, Golden 24 and the Golden Ultra.</p>			
<p>RMI Initiatives</p> <p>While clearly reserved for focused, competitive participants, these events trial many age groups and abilities and are accessible physically and virtually to observe by a diversity of age groups and mobilities. The FWT has multiple channels of digital outreach, and the other two events are staged in accessible and core community hub areas.</p>			

Project Name: Regional Trail Renewals and Restorations			
Current Status: Delayed	Project Start Date Click or tap to enter a date.	Project End Date August 2024	Funding Spent in 2022 \$ 0

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Project Name: Community Shuttle			
Current Status: In Progress	Project Start Date December 2022	Project End Date October 2024	Funding Spent in 2022 \$ 50,000
Program implementation began in late December with both the YYC airport shuttle and community shuttle rolling under a 3-year trial agreement to provide the services.			
Given its late year implementation, an assessment of RMI Initiatives is not possible, but will be provided in the next annual report.			

Project Name: Program Administration			
Current Status: In Progress	Project Start Date January 2023	Project End Date March 2025	Funding Spent in 2022 \$ 20,000
The project included the commissioning of annual statistics, visitor metrics, and reporting data from the DMO, costs for attending the annual RCC forum, and administration time otherwise required by the program.			
The project inherently supports all initiatives otherwise described in approved projects within the RDS in reporting on their progress and ensuring their completion while also upholding the requirements and intent of the RMI program in general.			

Conclusion & Outlook

The 2022 year of progress represented challenges in RDS authorization approval timing, a sense of priority to complete carryover projects, the need to reallocate funding to ensure budget sufficiency in upcoming capital works projects, and capacity issues in both the municipality and third-party delivery partners as we recovered from the pandemic. As a result, it was a relatively quiet year.

Moving forward, these challenges are diminishing. Carryover projects have been completed, capital projects now have sufficient funds to see implementation in 2023, partnership organizations are positioned to deliver again, and society has clearly moved into post-pandemic activity.

That said, labour shortages and escalating marketplace costs will pose new challenges in delivering the products and services envisioned. Far greater attention to project scopes and contingencies in RMI and all other public sector procurement processes and accomplishments is now needed, including more strategic procurement processes, cost saving implementation tactics, better diversity in partnerships, and creating more dynamic (and realistic) timelines for achievements.



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Financial Report

The 2022 Q4 Financial Report remains unchanged from its original submission.

D+5 COMMUNICATION **REPORT** **|** **KICKING HORSE 2022**

FROM FEB 7 TO FEB 17 2022

- The new competition format came to a head at Kicking Horse with the Cut that marked the course of the rest of the season for the athletes.
- An overall solid outcome of the Live Webcast taking into account a record time of set up as the organizational capacities of the FWT were put to the test. Because of unprecedented winds, all of the production capacities had to be put in place three times in a row in the space of 3 consecutive days, including a competition face change in less than 24h.
- The chance to the back up face allowed all athletes to compete on 3 events before the Cut.
- A significant increase in the quality of edited content and regularity in sharing continues to drive high engagement and are reflected in continuous performance increase on the social media channels.



Freeride World Tour 15TH EDITION

FEBRUARY 12TH
WEATHER WINDOW 12 - 17

2022

IXS

SNOWBOARD

5#

CANADA

KICKING HORSE
GOLDEN B.C.

LIVE ON

WWW.FREERIDEWORLDTOUR.COM



















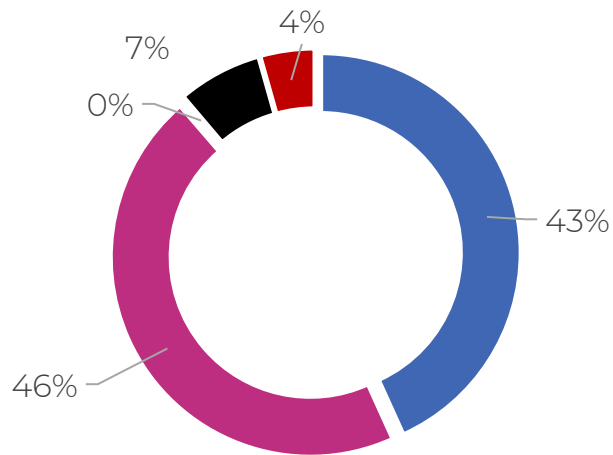



Due to the Covid-19, this event didn't take place in 2021, so performances are compared to the average performances of the entire FWT21.

10.9M

VIDEO VIEWS

+129% vs 2021



Facebook

+ 165K
stories view



Instagram

+ 3.9M
stories view



Twitter



TikTok

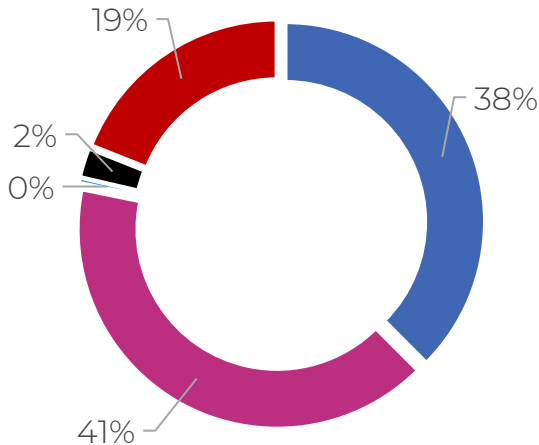


Youtube

3.1M

IMPRESSIONS

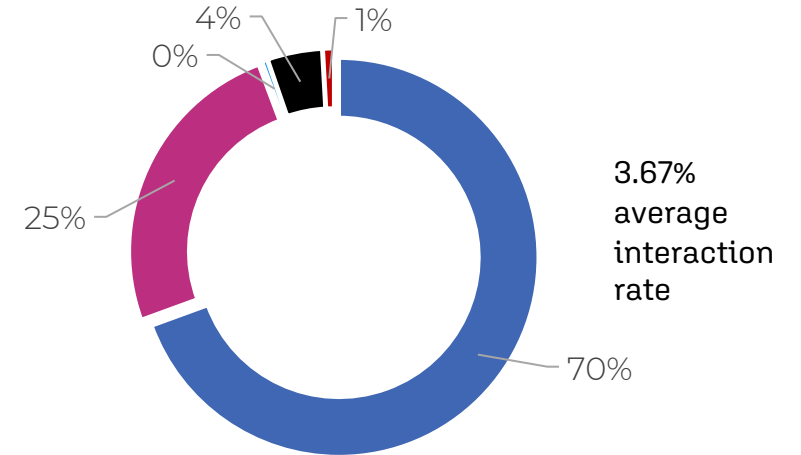
+115% vs 2021



1.1M

INTERACTIONS

+175% vs 2021



Due to the Covid-19, this event didn't take place in 2021, so performances are compared to the average performances of the entire FWT21.

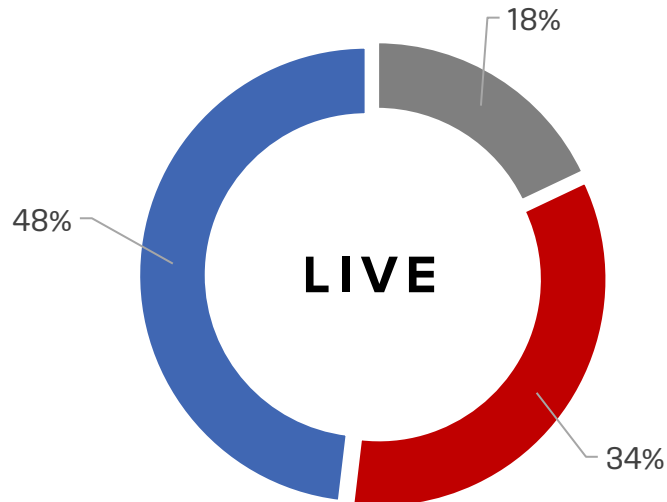
160k

TOTAL VIEWS

116k

views

-32% vs 2021



Facebook



Youtube

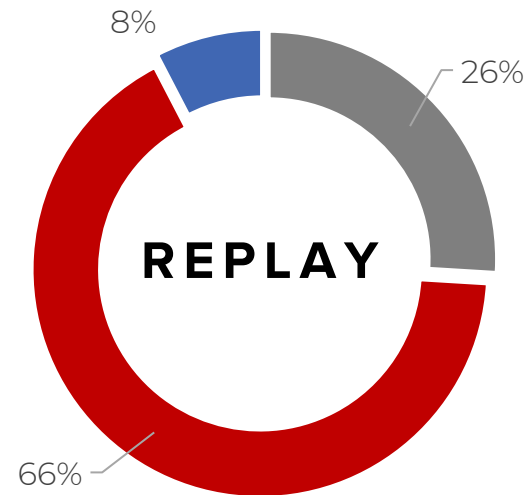


Own Player

44k

views

-45% vs 2021



When placing figures in comparison to last season, it looks less good. Nevertheless, overall performances are promising because:

- The strategy initiated this season is to drive our audience to our player and Youtube. This behaviour shift is driving positive performance as the watch time is **20x longer** on Youtube and our player than on Facebook.
- NA is a growing market for the FWT. Therefore figures tend to be below European ones.
- Due to technical issues caused by the last min set-up, we could not communicate precisely in advance at the beginning of the live show, which certainly hurt the reach.

FWT WEBSITE OVERVIEW

Due to the Covid-19, this event didn't take place in 2021, so performances are compared to the average performances of the entire FWT21.

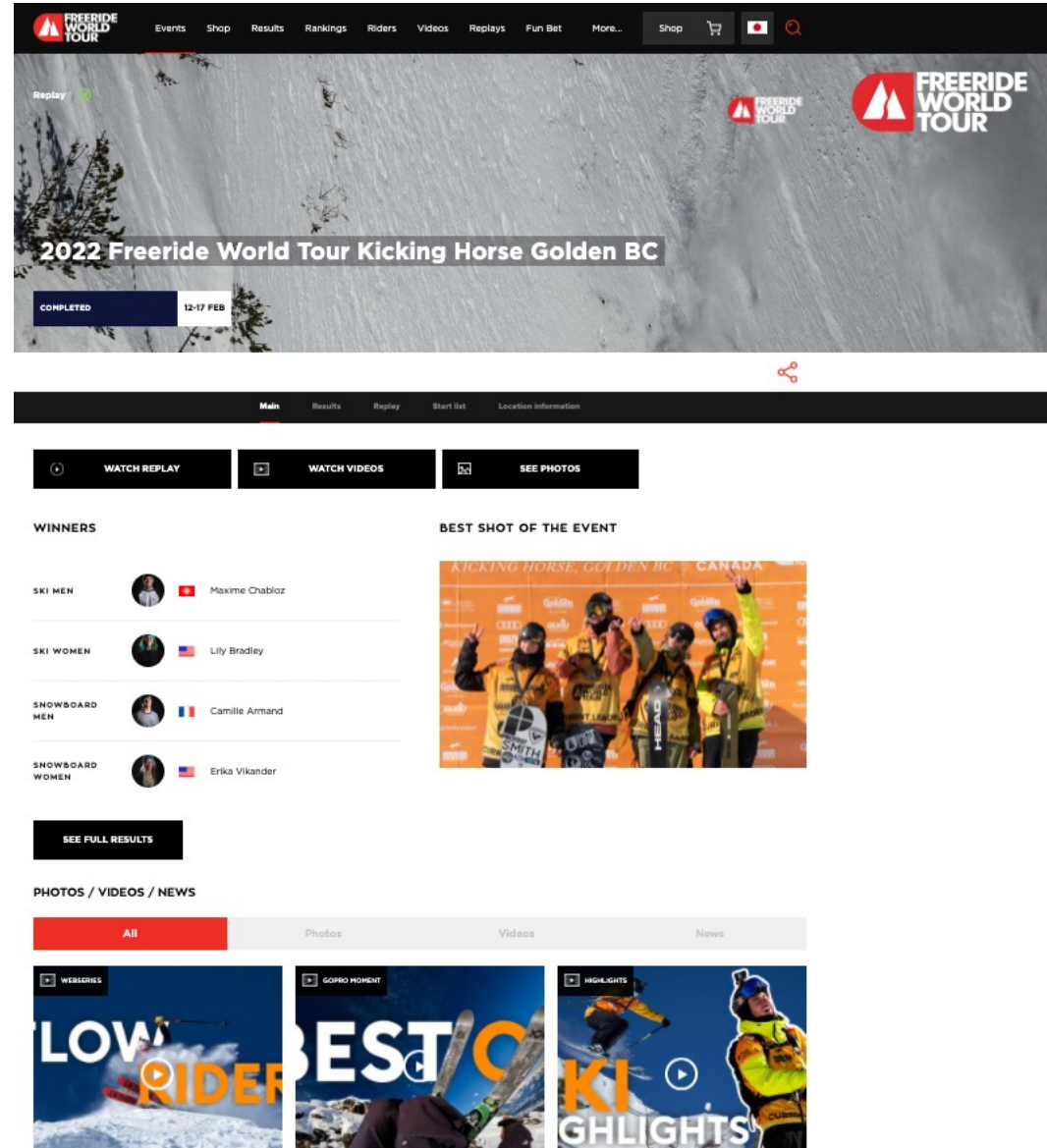
85K
SINGLE USERS

+ 80% vs 2021

382K
PAGE VIEWS

+ 77% vs 2021

16.3K
VIDEO VIEWS
+ 20% vs Ordino-Arcalis



- Video views on the website are compared with the previous event of the FWT22 because it highlights a new strategy implemented this year.

EVENT CONTENT OVERVIEW

Due to the Covid-19, this event didn't take place in 2021, so performances are compared to the average performances of the entire FWT21.

SKI & SNB HIGHLIGHTS

204K

Total views

-39% vs 2021



PEAK PERFORMANCE RADICAL MOMENT

360K

Total views

+19% vs 2021



GOPRO MOMENTS

59K

Total views

-37% vs 2021



FWT INSIDERS

3 episodes

240K

Total views

-26% vs 2021



FOCUS WATER

FLOW RIDER

117K

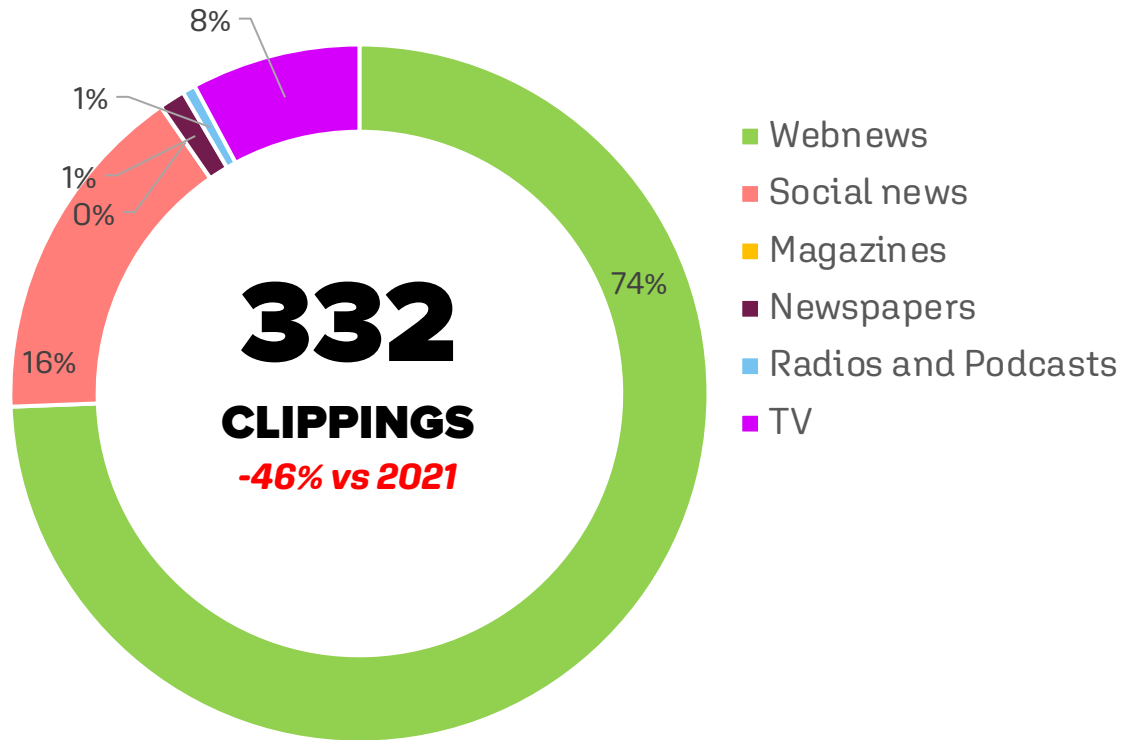
Total views

-17% vs 2021



- Total views across Youtube, Facebook, Instagram and FWT website.
- Due to significant volatility in edits from one event to another, performances are compared to the 2021 average.

MEDIA OUTLET



3 PRESS RELEASES

3 NEWSLETTERS

8 MEDIA ON-SITE

Media reach was limited but can be explained by the following reasons:

- Entry conditions in Canada were still restrictive due to the Covid-19.
- The Olympics took place during the same period.
- The Super Bowl took place during the same period.
- The Freeride World Tour is in a development stage in NA. Therefore, the brand influence is less impactful than in Europe for now, where the entire FWT 2021 took place.

26 TRANSMISSIONS OF EVENT NEWS CUT*

Including:



BBC Arabic, International



CHNM, Canada



Euronews, Italy



N-TV, Germany



Al Arabiya, UAE



RTP2, Portugal

- See TV Newscut report & full clipping list for full results

L'ÉQUIPE

Freeride World Tour : la manche de Kicking Horse maintenue samedi malgré la tempête



Le spot de Kicking Horse. (FWT)

Malgré une tempête de vent, la 3e manche du Freeride World Tour, prévue à Kicking Horse (Canada), se déroulera bien samedi comme prévu.

Programmée ce samedi, la 3e manche de la saison du Freeride World Tour à Kicking Horse (Canada) aura bien lieu ce jour-là malgré une tempête de vent imprévue qui a gravement affecté le manteau neigeux, vendredi. La compétition ne sera pas lancée à 8h30 (heure locale) mais à 10h00, soit 18h00, heure française, alors que le direct vidéo n'est pas certain d'être assuré au vu des conditions difficiles.

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PRIME Skiing MAGAZINE



Freeride World Tour 2022 #3 – Nachbericht, Ergebnisse & Replay

Von Jörn Angeli – 12. FEBRUAR 2022

Nachbericht: Freeride World Tour 2022 #3

Der dritte Tourstopp der Freeride World Tour (FWT) 2022 in Kicking Horse Golden, BC, entwickelte sich zu einem hochdramatischen Kampf um die vorderen Welttranglistenplätze. Bei anspruchsvollen Bedingungen ging es um die Qualifikation für die Freeride World Tour Finals in Fieberbrunn (AUT) und Verbier (SUI).

Valentin Rainer (AUT) verpasst als Sechzehnter das Finale knapp, kann sich nun aber über die FWQ Finals wieder für die Tour im nächsten Jahr qualifizieren.

Starker Sturm ändert kurzfristig die Planung

Wegen eines starken Sturms hatte die FWT kurzfristig umplanen und den Austragungsort verlegen müssen. Die Schneeverhältnisse am Ozone waren für einen Contest ungeeignet, sodass der Tross zum T1 South (2400 m) umzog.

[VIEW ARTICLE](#)



Maxime Chabloz signe un nouvel exploit



Déjà vainqueur de la 2e étape du Freeride World Tour il y a deux semaines, le Nidwaldo-Vaudois de 20 ans a remis ça ce samedi au Canada. Prodigieux.

Mais où s'arrêtera Maxime Chabloz (20 ans)? Le Nidwaldo-Vaudois a remporté la 3e étape du Freeride World Tour à Kicking Horse Golden BC (Canada), ce samedi. Il s'était déjà imposé lors du rendez-vous précédent, à Ordino Arcalis (Andorre), le 30 janvier. Il s'agissait alors seulement de sa deuxième course à ce niveau. La performance ressemblait à un exploit mais visiblement, il va vite falloir s'habituer à voir Chabloz truster les premières places.

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DOWNDAYS
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**FWT22 KICKING
HORSE:
FREERIDE
CONTEST OR BC
SLOPESTYLE?**

Lily Bradley on the way to her first FWT win. Photo: Dom Daher/FWT

Mpora
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**Freeride World Tour | Max Palm Sends Another
Huge Double Backflip**



teton
GRAVITY RESEARCH [VIEW ARTICLE](#)

**WATCH NOW: FWT22 STOP #3 – KICKING
HORSE, BC**



FORECAST FREERIDE WORLD TOUR KICKING HORSE RECAP



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**Freeride World Tour, Stop 3, Kicking Horse, BC – FWT Finalists
Selected in Canada as New Generation Rises to The Top...**



2022 FWT Rookie Lily Bradley from Palisades Tahoe dropping into her winning run at Kicking Horse. Photo: Daher/FWT



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