



Resort Development Strategy 2025-2027



Contents

1. Background.....	2
Tourism Industry Context.....	4
Provincial	4
Regional	5
Local	6
Visitor Segments, Markets and Motivating Experiences	8
SWOT Analysis – Strengths, Weaknesses, Opportunities, Threats	9
2. Vision	10
3. Resort Development Strategy Goals	10
4. Performance Measurement Approach.....	11
5. Stakeholder Consultation	12
6. Linkages to Other Plans	13
7. RMI Projects	14
8. Three-Year Financial Plan.....	15
9. Appendices: Project Worksheets.....	15

1. Background

Golden is in the spectacular Southern Rocky Mountain Trench, flanked by the Purcell Mountain Range to the west and the Canadian Rockies to the east. The community is 2.5 hours (262 kms) west of Calgary on the Trans Canada Highway, 90 minutes east of Revelstoke, and one hour north of Radium Hot Springs. Golden's population is 3,986 as at the last Census (2021), an increase of 278 people, or 7%¹ since the 2016 Census. 360 residents identify as Indigenous, with Métis making up 71% of the Indigenous population.

Golden is situated on the traditional territories of the Ktunaxa Nation and the Secwépemc Nation (Shuswap Band). The Ktunaxa people have always been here. The Ktunaxa language is unique to these homelands, but their language is critically endangered with fewer than a dozen fluent speakers in the world. Their culture is embedded in their language and teaches who they are and where they come from through our stories and songs. In Ktunaxa, the word for the town of Golden is ?aknuqluk- a word that describes the muddy/silty colour of the water as it runs down into the Columbia.

The Secwépemc people lived harmoniously with the seasons and resources throughout the territory, referred to as 'seasonal rounds.' They developed an intricate system of travel corresponding with the seasons, as well as an important social and political system that governed their interactions with each other and the use of their traditional lands. They entered their "winter homes" (pit house/kekulis) in November and would remain in that location throughout the winter. The pit house was vital for survival in the harshest season when the water froze, and the ground covered in snow, making travel difficult. These permanent homes/villages can be found by archaeological evidence throughout the Columbia Valley and surrounding regions. The salmon that were abundant in the Columbia River system was integral to the Secwépemc culture and identity. Fishing camps could be found along the Columbia River, mouths of Windermere and Columbia Lakes and they would remain there for large harvests of salmon to be divided amongst families, stored and prepared for long winter months and journeys.

The Métis are a Nation created through the arrival of the European people who were encouraged to find wives among the indigenous people. François Morigeau came into the Windermere area in 1819. He had nine children with his second wife Isabella Taylor, who was Métis. François is considered the first white settler to live in the Columbia Valley. As the settlements grew, the Métis in the 1800s were not only guides and trappers but also business owners, community leaders, musicians, builders and family men and women. Two of the Morigeau children, Sophie and Baptiste opened Golden's first general store in 1881. It is said that Baptiste changed the name of the Cache to Golden, thus naming the town of Golden. Baptiste also blazed the right of way for and was the foreman on the Kootenay Central railroad from Golden to Cranbrook.²

Hunting trails extended throughout the area and tied in with several portage trails all the way north to Boat Encampment and connected with the trail over Athabasca Pass to Jasper House. These trails also connected to the prairies in Alberta where the Ktunaxa hunted buffalo two or three times a year. Many of these passes, such as Howse Pass that connects to Jasper House, are still known today. Another trail branches out and connects to the Selkirk Mountains north of present-day Golden toward Revelstoke (Ktunwakanmituk mižqaaqas). These trails preceded mining settlements and are attributable to the Ktunaxa and latterly by the Kinbasket before becoming the highways now travelled by car.

¹ <https://townfolio.co/bc/golden/demographics>

² <https://www.tourismgolden.com/about/indigenous-peoples>

Much of the town's history is tied into the Canadian Pacific Railway and the logging industry. While its industrial heritage – forestry, transportation, and mining – still comprises a major part of



Golden's economy, the development of Kicking Horse Mountain Resort (KHMR), along with a myriad of outdoor adventures, has created a robust tourism economy. Golden is now a service-based economy, with 33% of the labour force working in sales and service.³

The area's mainstay tourism presence continues to be Kicking Horse Mountain Resort (KHMR), which offers world-class skiing and mountain biking. It hosts annual international events such as the Freeride World Tour, the Canadian National Junior Freeride competitions, and the Canadian Downhill Mountain Bike Championships. KHMR continues to attract industry accolades and now employs 115 full-time equivalents year-round, increasing to 500 during the winter season.

Golden offers multiple outdoor adventure activities and experiences including: white water rafting on the Kicking Horse River, paragliding and hang gliding from Mount 7, mountaineering in the surrounding Rocky Mountain and Columbia Mountain ranges, heli-skiing and cat skiing, backcountry lodges and backcountry terrain accessed from Rogers Pass, snowmobiling, cross country and downhill mountain biking, and golfing. In addition to outdoor activities, the town offers an increasing diversity of attractions and experiences including spa and wellness retreats, culinary experiences, nightlife, live music and events.

The continuing multi-million-dollar improvements to the Trans-Canada Highway, a fully functioning airport able to accommodate up to and including Dash 8 series aircraft, and over 1,400 bed units in the immediate area are assets that contribute to tourism development.

³ https://en.wikipedia.org/wiki/Golden,_British_Columbia

Tourism Industry Context

Provincial

The COVID-19 pandemic had a profound and immediate impact on the global tourism industry, and British Columbia was no exception. Before the pandemic, tourism was one of BC's largest employers, supporting approximately 150,000 jobs. Between 2019 and 2020, tourism employment in BC declined dramatically by 64%, with tourism-generated revenues plummeting from \$20.3 billion to \$7.1 billion—a 64.9% decrease. In communities participating in the Municipal and Regional District Tax (MRDT) program, room revenue dropped by 54.9%, and the unemployment rate in the sector surged to 15.5% in 2020, up from 3.2% in 2019.

Since then, the sector has shown a robust and accelerating recovery. According to **Destination BC's 2023 Value of Tourism report**, tourism revenues rebounded to **\$22.1 billion⁴**, marking a **12.4% increase over 2022**.

2023 VALUE OF TOURISM

A Snapshot of Tourism in BC



OVERVIEW

This information provides insight into the annual economic value of tourism in British Columbia. This Snapshot is complementary to the **Value of Tourism in British Columbia: Trends from 2013 to 2023 Data Tables**. Information provided is produced by BC Stats for Destination BC.

TOTAL TOURISM REVENUE



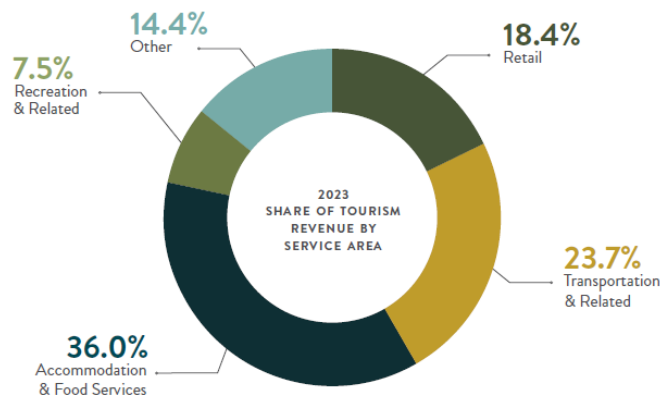
Tourism revenue measures the money received by businesses, individuals, and governments due to tourism.

\$22.1 Billion
2023 Annual Revenue



+12.4%
Over 2022

+64.1%
Since 2013



TOURISM PROVINCIAL/MUNICIPAL TAX REVENUE



\$2.5 Billion

+10.2%
From 2022

+74.6%
From 2013

ESTIMATED ROOM REVENUE

Based on 46 participating MRDT communities in 2023, 43 in 2022, and 27 in 2013.



\$4.6 Billion

+20.4%
Over 2022

+200.3%
From 2013

⁴ Destination BC 2023 Value of Tourism Snapshot

Tourism's contribution to the provincial GDP reached **\$9.7 billion (in 2017 constant dollars)**⁵—surpassing all other primary resource industries. The sector also supported **125,700 jobs** in 2023, a **7.9% increase over 2022**, and paid **\$5.9 billion in wages and salaries**.

2023 VALUE OF TOURISM

A Snapshot of Tourism in BC



TOURISM GROSS DOMESTIC PRODUCT

GDP for the provincial economy as a whole was up +9.6% over 2022. In 2023, tourism contributed 3.1% or \$9.7 billion of value added to the BC economy, as measured through GDP (in 2017 constant dollars). The contributions of the tourism industry in 2023 was above all other primary resource industries. Tourism experienced the greatest impact of COVID-19 compared to any other primary resource industry in 2020 (declined -46.3% from 2019) however, in 2023, tourism's recovery rate was the strongest (increased +10% over 2022).

GDP BY PRIMARY RESOURCE INDUSTRY



GDP by Primary Resource Industry calculated from NAICS codes: Forestry and Logging (113), Agriculture and Fish (111 & 114), Oil and Gas Extraction (211), and Mining and Quarrying (except oil and gas) (212).

TOURISM BUSINESSES

16,860

tourism-related businesses were in operation in BC in 2023, a -0.3% decrease over 2022.

Number of tourism-related businesses in operation at a single point in time in 2023 (December 2023).



TOURISM EMPLOYMENT

125,700

people were employed in tourism-related businesses, a +7.9% increase over 2022.

Number of jobs that tourism spending supports.



TOURISM WAGES AND SALARIES

BC's tourism industry paid

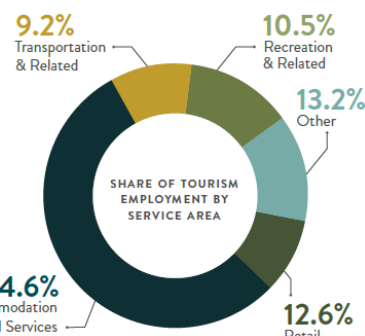
\$5.9 Billion

in wages and salaries in 2023.

+11.8% Over 2022 | +62.5 From 2013



\$ = \$1 Billion



CONTACT US

Destination BC Research and Analytics

Email: TourismResearch@DestinationBC.ca

Web: DestinationBC.ca/Research-Insights

LinkedIn: [linkedin.com/company/destinationbritishcolumbia/](https://www.linkedin.com/company/destinationbritishcolumbia/)

WANT MORE INFORMATION?

Sign up for updates, invites and our industry newsletter, DIRECTIONS, here: DestinationBC.ca/Subscribe.aspx

Due to methodological adjustments and updates published prior as all changes have been applied.

Ask AI Assistant

Summarize this document

FEBRUARY 2025

Regional

In the **Kootenay Rockies region**, visitation has steadily improved. In 2022, the tourism industry generated \$1.1 million in gross spending in the region, accounting for approximately 6.2% of BC's total overnight spending. 7,300 people were employed in tourism-related businesses in the region, paying \$214 million in wages and salaries.⁶

In 2023, Canadian visitors made up 88% of total overnight visitors with Alberta residents contributing 48%, and BC residents contributing 34% of the total nights. Ontario visitors represented 6% of total overnight visitors. US visitors represent approximately 4% of overnight stays.

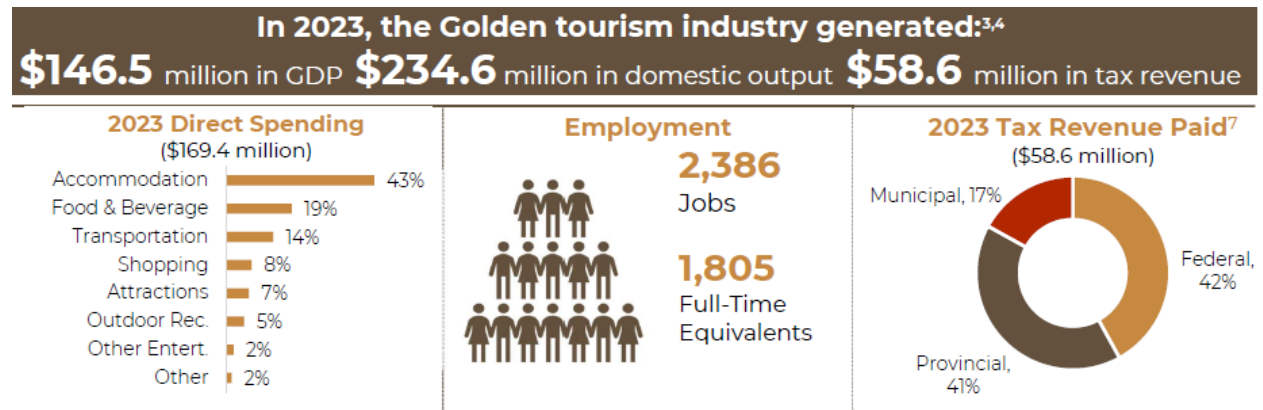
⁵ Destination BC 2023 Value of Tourism Snapshot

⁶ Destination BC Kootenay Rockies Regional Tourism Profile

Local

In **Golden and CSRD Area A**, the tourism industry continues to play a significant role, and in contrast to both the provincial and regional contexts, has more than recovered from the pandemic.

The 2023 Value of Tourism study indicates that direct tourism revenue of \$169.4 million⁷ represents an increase of 36%⁸ since the 2019 study. When adjusted for inflation the real growth is 18% which outpaces the provincial tourism industry which experienced in real terms only a slight increase of 0.5% over the same period⁹.

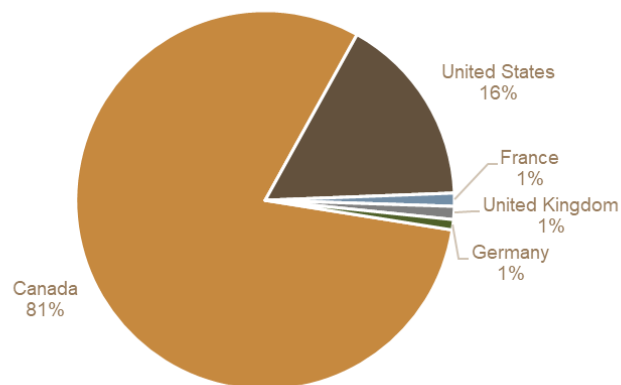


In the same period, the number of tourism-related jobs in Golden and CSRD Area A has also increased by almost 28% reflecting the growth of the visitor economy and visitation.

The breakdown of overnight visitors to the Golden area in 2023 differed somewhat from the regional breakdown, reflecting Tourism Golden's focus on key geographic areas. Of the total 624,170¹⁰ overnight visitors 81% were Canadian, primarily from Alberta (43%) and BC (37%) followed by Ontario (10%). 16% were primarily from US states of California, Washington, Texas and New York.

The remaining overnight visitors primarily originated from target international markets of the UK, Germany and France.

2023 Top 5 Country of Origin for Overnight Visitors



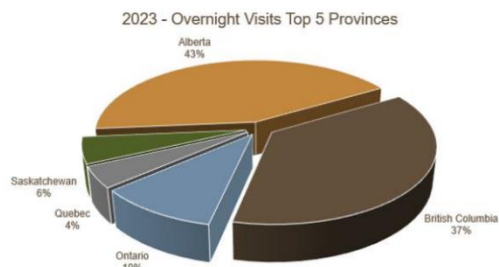
⁷ [2023 Value of Tourism in Golden](#)

⁸ [2019 Value of Tourism in Golden](#)

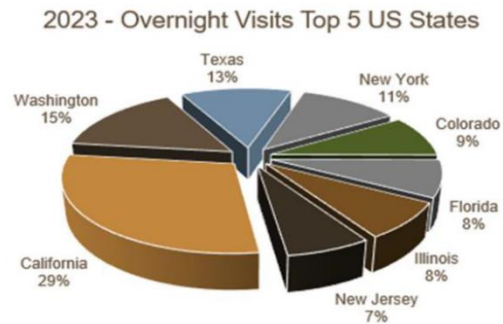
⁹ [Destination BC Value of Tourism Data Tables/10-year trend](#)

¹⁰ Telus Insights for Golden and Area A 2023

493,660 Overnight Canadian visitors

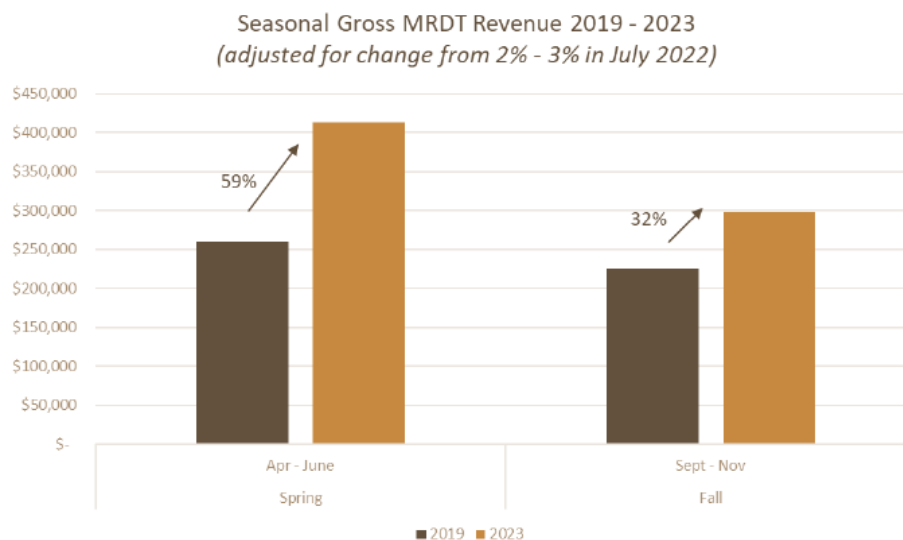


100,050 Overnight US visitors



The average length of stay in 2023 remained constant at 2.6 nights¹¹. Nevertheless, this is a significant change from previous years when Golden was seen as a 1-night highway stop on the way to another destination. In 2023, 27% of visitors identified Golden as a stop on route to their primary destination¹², a significant change from 37% in 2019¹³.

Visitation occurs primarily in summer and winter seasons, but shoulder season accommodation revenues have grown significantly since 2019¹⁴ helping to round out seasonal dispersion and create a more sustainable tourism economy. This is driven in part by focussed marketing but also reflects public and private investment in the visitor experience and infrastructure.



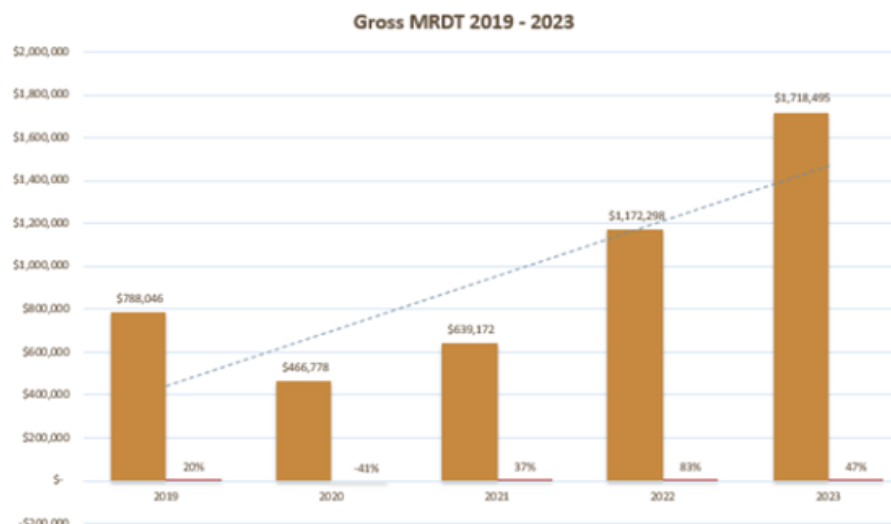
¹¹ [2023 Value of Tourism in Golden](#)

¹² [2023 Golden Peak Season Visitor Study](#).

¹³ 2019 Golden Summer Visitor Study

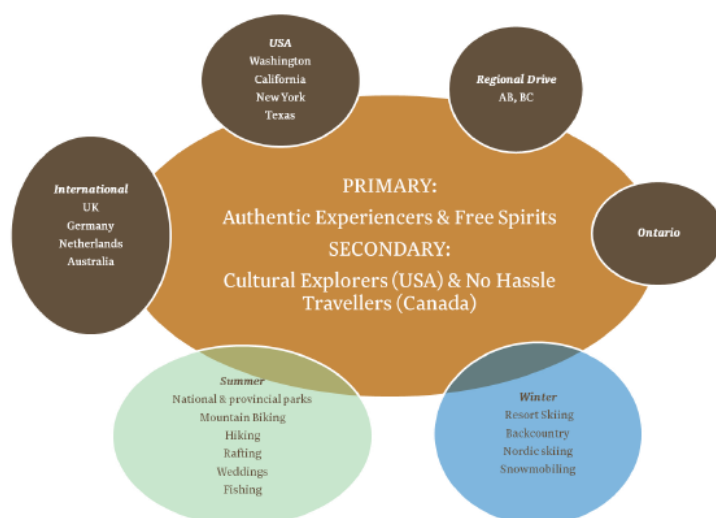
¹⁴ 2023 Tourism Golden Gross MRDT revenues

Gross MRDT revenues in 2023 show an increase of 47% compared to the prior year and a net increase of approximately 68% against 2019 when adjusted for the change in MRDT rate from 2% to 3% in July 2022.



Visitor Segments, Markets and Motivating Experiences

15



The **AUTHENTIC EXPERIENCER** – is a more learned, understated traveller. Travel is not their only interest in life, but they certainly appreciate it when they go. They prefer to do their own thing while at a destination, having control over what they see & when they see it.

The **CULTURAL EXPLORER** – is an avid traveller who values learning and discovery while travelling. They don't want to feel like a "tourist," preferring just to blend in and have the most authentic experience possible rather than being confined to group tours and schedules.

The **FREE SPIRIT** – is the traveller's traveller... they seem to love everything about travel, and as in life, they embrace the experiences it offers with arms open wide.

NO-HASSLE TRAVELLERS - are extroverted, flashy people who seek secure group travel, allowing them to be pampered in luxurious surroundings while seeing all the main sights of a destination.

In summer, visitors are primarily motivated by outdoor activities including hiking and visiting national parks, mountain biking, whitewater rafting and other water activities as well visiting the Grizzly Bear Refuge at Kicking Horse Mountain Resort and the Golden Skybridge. In winter, resort skiing at Kicking Horse Mountain Resort is the primary activity with snowmobiling, cross-country skiing, snowshoeing, and ski-touring also cited¹⁶.

¹⁵ Tourism Golden Annual Plan 2025

¹⁶ 2023 Golden Visitor Studies

SWOT Analysis – Strengths, Weaknesses, Opportunities, Threats

A SWOT is a compilation of strengths (existing assets, programs, policies, etc., in the community) that have a positive impact on tourism; weaknesses (gaps, challenges in the community) that need to be addressed or strengthened; external opportunities (positive trends, circumstances) that can be leveraged to benefit the community; and threats (negative trends and risks) that need to be mitigated or managed. By analyzing a community's SWOT, we can determine how to take advantage of the key strengths and opportunities while reducing the risks and weaknesses that may have a negative influence on tourism, to better inform the selection of RMI projects.

The input for the SWOT came from the Tourism Golden Annual Plan 2025.

STRENGTHS	WEAKNESSES
• Wealth of world class outdoor activities • Scenic beauty & nature – mountains, rivers • Abundant multi-season outdoor opportunities and experiences including KHMR. • Abundance of maintained trails for biking, snowmobiling & xc skiing • Proximity to air access at Calgary International airport & primary transportation routes • Proximity to six national parks • A 'real' town: friendly, welcoming community with authentic history and heritage • Excellent food & restaurants • Unique experiences – wolves, grizzly bears, buffalo, sky diving, paragliding • Fewer faces, and wide-open spaces • Abundance of cabin and mountain home vacation rentals	• Lack of awareness of Golden as a multi-night destination in target markets • Regional audiences seek exceptional water-based experiences not abundant in Golden. • Some 'legacy' perceptions of Golden as ugly, highway 'strip' and with activities for the hard core only • Limited shoulder season experiences • Lack of infrastructure in some front-country and backcountry locations • Lack of shared transportation options impedes winter visitation from international markets.
OPPORTUNITIES	THREATS
• Build on Ontario, Quebec & US market growth in 2022 & 2023. • Renewed international interest. • Build on interest & awareness of location 'at the heart of the parks. • Rapid growth in mountain biking and fishing tourism, as well as other outdoor activities • Sporting events seeking new locations and formats. • Golden Skybridge encourages more enroute stops and provides an opportunity to educate day visitors on other experiences, encouraging overnight and longer stays.	• Labour & affordable housing shortages affect quality and consistency of visitor experience. • Kicking Horse Canyon Phase 4 multi-year project • Aesthetics of town at the highway do not reflect the destination. • Summer high-season volumes create friction with residents.



2. Vision

Golden's spectacular natural setting, history and tradition inspire visitors from Canada and internationally to discover, explore, and stay in Kicking Horse Country.

3. RDS Goals

1. Enhance cultural vibrancy and identity.
2. Enhance key existing tourism product infrastructure.
3. Diversify municipal tax revenue.
4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.
5. Increase length of stay.
6. Enhance environmental sustainability and climate adaptation.
7. Increase Indigenous tourism opportunities in collaboration with the Ktunaxa, Secwépemc, and Métis Nations.

4. Performance Measurement Approach

The Town of Golden has adopted a performance measurement framework aligned with the goals of the Resort Municipality Initiative (RMI). This approach integrates both tactical and strategic metrics to evaluate progress across seven goals. Performance measures include a mix of quantitative indicators (ex. occupancy rates, visitation data, MRDT revenues, and participation counts) and qualitative feedback (ex. community, visitor, and event feedback/surveys).

Goal	Performance Measure(s)
1. Enhance cultural vibrancy and identity.	- Visitor surveys measure primary visitor activities. - Visitor survey measures decision making factors (outdoor activities, small town charm, friendly people) - Occupancy and accommodation revenues - Participation & attendance rates - Net promoter scores - Number of participants in tourism online learning modules
2. Enhance key existing tourism product infrastructure.	- Tactical metrics (construction timelines, material acquisition) - Accommodation Occupancy & revenue - Repeat visitor % - Visitor survey satisfaction with destination experience - Number of participants in tourism online learning modules
3. Diversify municipal tax revenue.	- Changes in MRDT revenues annually and by season - Total number of tourism business licenses issued (annual % and # growth in licenses) - Total number of Temporary Licences of Occupations (TLO) issued for tourism-related events
4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.	- Net promoter scores - Visitor motivation - Visitor experience feedback/surveys - Changes in MRDT revenues annually and by season - Changes in length of stay
5. Increase length of stay.	- Length of stay collected via visitor survey - Changes in length of stay
6. Enhance environmental sustainability and climate adaptation.	- Tactical metrics related to sustainable construction/initiatives - Number of trails renewed, restored and repaired (kms of trail, hours, etc.). - Winter shuttle ridership - Number of participants in tourism online learning modules

7. Increase Indigenous tourism opportunities in collaboration with the Ktunaxa, Secwépemc, and Métis Nations.	- Number and scope of tourism initiatives that integrate Indigenous history and cultural storytelling and/or interpretation. - Number of participants in tourism online learning modules
---	---

5. Stakeholder Consultation

The development of this RDS was informed by the active involvement of the RDS Advisory Committee (RAC).

The RAC continues to serve as both an advisory body and operational partner. As advisors, the members work collectively to strategize and prioritize the tourism infrastructure needs for the general community, balancing community, and industry-specific requirements.

Tactically, members of the RAC serve as operational partners, leading or facilitating specific projects independently or in collaboration with the Town of Golden. This serves to keep the RAC both solvent and relevant during the term of the RDS. The RAC members include:

- Chief Administrative Officer – Town of Golden
- Chief Administrative Officer – Columbia Shuswap Regional District (CSRD)
- Executive Director – Tourism Golden [DMO for Golden and CSRD Area ‘A’]
- Executive Director – Kicking Horse Country Chamber of Commerce
- Executive Director – Golden Community Economic Development
- Executive Director – Kicking Horse Culture / Golden and District Arts Council
- Vice President, Hospitality - Pursuit Attractions and Hospitality Inc. (Golden Skybridge)
- Manager, Revenue and Guest Experience – Kicking Horse Mountain Resort
- Golden Campus Manager – College of the Rockies



The RAC has met to identify the projects in this strategy, review the input from their own stakeholder networks, and finalize the proposed projects in the RDS.

The Town of Golden will further offer the RDS for public commentary and specifically invite feedback and ideas from the Ktunaxa Nation and the Shuswap Indian Band of the Secwépemc First Nation.

6. Linkages to Other Plans

The RDS aligns with the *Strategic Framework for Tourism in British Columbia* as follows, referencing the three pillars and commensurate goals:

People: Tourism Supports Healthy, Inclusive Societies

Our RDS projects aim to increase inclusivity and accessibility, and to increase promotion of arts and culture.

We will work toward increased Indigenous tourism through our partnerships with the Ktunaxa Nation, Shuswap Band of the Secwépemc First Nation and the Métis Nation Columbia River Society. We anticipate this RDS to be a continuation of the 2022-2025 RDS. First Nations partners have been involved in the initial online tourism services learning program and we will continue engaging First Nations partners in building ideas and the execution of eventual projects that have their direct involvement.

PROSPERITY | Sustainable Growth of the Visitor Economy

Our RDS projects aim to provide additional offerings to attract visitors during the shoulder seasons, to encourage longer stays and repeat visits, and to attract increased visitors in growing tourism and recreation markets.

PLANET | Harness Opportunities for Tourism to Contribute to Clean Growth

Our new RDS projects include ones that build a cleaner tourism industry, create climate adaptive infrastructure, and encourage responsible, respectful, and safe outdoor recreation.

The RDS also aligns with the following regional and local documents:

- ✓ Town of Golden Official Community Plan
- ✓ Town of Golden Council Strategic Priorities 2024-2026
- ✓ Tourism Golden Strategic Plan 2022-2027
- ✓ Destination BC Highway 1 Situation Analysis 2018
- ✓ Destination BC Highway 1 Destination Development Strategy
- ✓ Regional Trail Strategy for Golden and Electoral Area A
- ✓ Past implemented RDS plans

7. RMI Projects

Our 2025-2027 RDS projects are identified as follows and are included as an appendix to this plan:

Tourism Infrastructure, Capital, or Amenities

1. Gazebo at Columbia Basin Trust (CBT) Parking Lot
2. Phase 5 Trail renewals and new Mt 7 trail
3. Centennial Park Upgrade
4. Golden Stroll
5. Spirit Square Washrooms
6. Wayfinding signage
7. Winter regional trail renewals
8. Banner Refresh and Replacement

Tourism-related Programs, Services, or Events

1. Kicking Horse Culture - EmberFest
2. Tourism Golden Events
3. Online Tourism Services Learning
4. Community Shuttle Operation
5. Community Shuttle App

Program Administration

1. Program administration:
 - a. Travel to RCC meeting
 - b. Performance measurement
 - c. Administrative Cost Recovery



8. Three Year Financial Plan

	2025	2026	2027	Total RMI Allocation
Carryover Funding	\$ 160,476	\$ 584,622	\$ 219,768	
Interest earned on carryover	\$ -	\$ -	\$ -	
RMI Funding	\$ 754,146	\$ 754,146	\$ 754,146	
Total Funds Available	\$ 914,622	\$ 1,338,768	\$ 973,914	\$ 2,422,914
Anticipated Spending				
2022 - 2024 Carry Over Projects: (Projects must be complete with all funds spent by March :				
Community Shuttle	\$ 65,000	\$ 65,000	\$ 30,476	\$ 160,476
Subtotal	\$ 65,000	\$ 65,000	\$ 30,476	\$ 160,476
2025 - 2027 RDS Projects				
Tourism Infrastructure, Amenities, or Capital Purchases:				
Gazebo at CBT Parking Lot	\$ -	\$ 20,000	\$ -	\$ 20,000
Trail maintenance and new trail on Mt 7	\$ 45,000	\$ 45,000	\$ 45,000	\$ 135,000
Centennial Park Upgrade	\$ -	\$ 30,000	\$ 550,000	\$ 580,000
Golden Stroll	\$ -	\$ 55,000	\$ -	\$ 55,000
Spirit Square Washrooms	\$ 100,000	\$ 750,000	\$ 100,000	\$ 950,000
Wayfinding signage	\$ -	\$ 15,000	\$ 60,000	\$ 75,000
Winter regional trail maintenance	\$ 35,000	\$ 35,000	\$ 35,000	\$ 105,000
Banner Refresh and Replacement	\$ -	\$ 10,000	\$ 20,000	\$ 30,000
Sub Total	\$ 180,000	\$ 960,000	\$ 810,000	\$ 1,950,000
(Minimum 70% over 3 year term)			87%	
Tourism Services, Programs or Events:				
Kicking Horse Culture - Emberfest	\$ -	\$ 15,000	\$ 7,500	\$ 22,500
Tourism Golden Events	\$ 40,000	\$ 40,000	\$ 40,000	\$ 120,000
Online Learning	\$ 10,000	\$ 10,000	\$ 10,000	\$ 30,000
Community Shuttle Operation	\$ -	\$ -	\$ 34,524	\$ 34,524
Community Shuttle App	\$ 15,000	\$ 9,000	\$ 9,000	\$ 33,000
Sub Total	\$ 65,000	\$ 74,000	\$ 101,024	\$ 240,024
(Maximum 30% over 3 year term)			11%	
Administration (if applicable):				
Program Administration	\$ 20,000	\$ 20,000	\$ 20,000	\$ 60,000
Sub Total	\$ 20,000	\$ 20,000	\$ 20,000	\$ 60,000
(up to \$20,000 per year)				
Total Spending:	\$ 330,000	\$ 1,119,000	\$ 961,500	\$ 2,410,500
Carry forward (if any):	\$ 584,622	\$ 219,768	\$ 12,414	\$ 12,414

9. Appendices: Project Worksheets

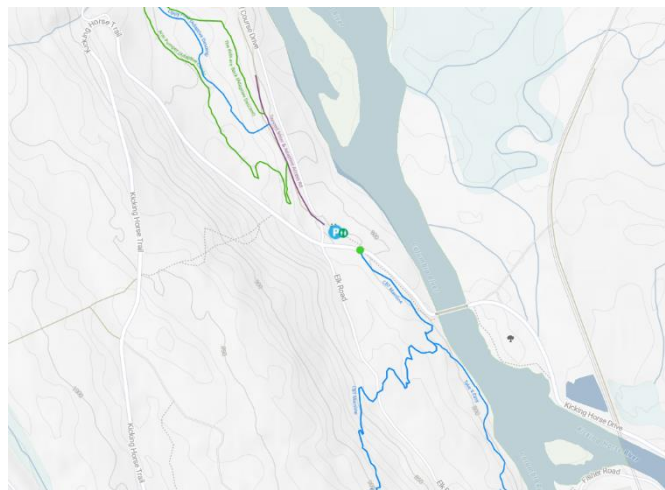
Resort Municipality Initiative 2025-2027 Project Outline

<u>Project Title</u> Gazebo at Columbia Basin Trust (CBT) parking lot		<u>Project Lead</u> Golden Cycling Club	
<u>RMI Program Category</u> Tourism Infrastructure, Amenities, Capital	<u>Project Status</u> New	<u>Start Date</u> 2026-01-01	<u>Completion Date</u> 2027-12-31

Project Description & Rationale Please provide a brief description of and rationale for the project.

The CBT parking lot is public parking lot owned and operated by the Columbia Shuswap Regional District (CSRD). This area represents a key trailhead for one of Golden's most popular trail networks, the CBT Mainline, which includes our adaptive trails. This trail network is used by walkers, hikers, runners and mountain bikers through all four seasons. While the area has a washroom and picnic tables, there are no shade structures or tree coverage in the area. This area is often used to host informal and formal events and meet-ups and is regularly used by visitors as an area to picnic and hang out to start or finish their day or in between bike laps. Based on a 2023 economic impact study, mountain biker volume estimates indicate that approximately 77% of mountain bikers are day (16%) or overnight (61%) visitors¹. Through the study, feedback was also collected indicating needed improvements and additional amenities at trailheads. The gazebo will provide a protected gathering space and enhance the aesthetic appeal of this key trailhead for all trail users, as well as the entrance road to Golf Course Drive and along Kicking Horse Trail.

The Golden Cycling Club has received tentative approval from the CSRD to proceed with this project on their property and will maintain the gazebo under agreement with the CSRD.



Detailed Project Works Please describe the detailed project works that will be completed with RMI funds.

A gazebo will be constructed large enough to provide shade over at least one picnic table and to protect people from the wind and sun. The structure will most likely be timber-framed in a similar style to many gazebos and wayfinding signage throughout the Golden area. The size will depend on additional funds available in 2026.

Project Goal(s) Please describe which of your RDS goals this project will support.

1. Enhance cultural vibrancy and identity.
2. Enhance key existing tourism product infrastructure.
4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.
5. Increase length of stay.

¹ Golden Cycling Club Summer 2023 Golden Mountain Biking Economic Impact – Final Report: <https://goldencyclingclub.com/cms/wp-content/uploads/2024/10/Summer-2023-Golden-Mountain-Biking-Economic-Impact-Final-Report-updated-May.pdf>

Program Objectives Please describe which of the RMI program objectives this project supports and how.

- Develop and/or Enhance Tourism Infrastructure and Amenities
 - The gazebo will deliver a remarkable visitor experience by providing a place to congregate with sun protection, located next to existing toilet and picnic facilities.
- Deliver Remarkable Visitor Experiences
 - The gazebo enhances an existing tourism destination, which will encourage visitors to spend more time in the Golden area.
- Implement Sustainable Tourism Projects and Initiatives
 - The gazebo will be used when hosting events from that location. Events are a core attraction and a gateway for visitors to discover other aspects of our resort community. It will be used as a staging area for events, not limited to those run by the Golden Cycling Club.

Please indicate if the project supports one or more of the following initiatives:

☐ Indigenous Tourism
 ☐ Diversity & Inclusion
 ☐ Emergency Preparedness
 ☒ Sustainability

Please describe how the project supports the selected initiatives:

This project invests in infrastructure that will elevate visitor experiences at an established destination that is used through all four seasons, supporting sustainable growth of the visitor economy.

Funding Sources	
Total RMI Funding	\$20,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	TBD
Total Cost of Project	\$50,000

<u>Project Title</u>		<u>Project Lead</u>	
Regional Trail Renewal & Restoration Phase 5		Golden Cycling Club	
<u>RMI Program Category</u>	<u>Project Status</u>	<u>Start Date</u>	<u>Completion Date</u>
Tourism Infrastructure, Amenities, Capital	Ongoing	2025-01-01	2027-12-31
<u>Project Description & Rationale</u> Please provide a brief description of and rationale for the project. Annual renewal and restoration are critical for our trail systems to ensure quality and safe products, manage visitor impacts and provide enhanced experiences for visitors coming to bike, hike, run and walk. Based on a 2023 economic impact study, mountain biker volume estimates indicate that approximately 77% of mountain bikers are day (16%) or overnight (61%) visitors². According to the study, the trail networks in Golden are very highly rated with great successes with trail quality, maintenance and variety. This project ensures trails are both sustainable and capable of handling visitor volumes. Trail renewals maintain and enhance visitor experiences to protect the reputation and rating of our trail systems. Each year, the Golden Cycling Club (GCC) puts approximately 500-600 hours of work into trail planning and development, and the trail crew works over 2,100 hours throughout the year to keep our trails in to a professional standard, maintaining trail integrity, safety, and sustainability. This work includes brushing overgrown vegetation, removing fallen trees, inspecting trail features for safety, repairing erosion damage and reinforcing trail surfaces. Crews also assess signage, drainage and trail structures to ensure they meet safety standards and to enhance user experience. These efforts focus on high-use trails that support biking, hiking, running and walking, and are essential to maintaining Golden’s reputation as a premier outdoor destination. As part of the last Resort Development Strategy, the GCC was able to rebuild jumps, berms and trails in key areas (trails included Canyon Creek, Rollercoaster, Premature, Hymenoptera, and Devil’s slide) as well as rebuild and enhance the iconic Psychosis racecourse on Mt. 7 for the race's 25th anniversary event. Additionally, work included new connector trails, new features, safety improvements, bridge realignments, alternate routes and the installation of new kiosks in all three networks, working towards enhanced signage for visitors. This next phase will include rebuild and renewal work on other high-use trails (Gold Rush, Twisted Sister, Summit Trail, Little Sir Donald [LSD], 3k), a re-route on Dam Bypass to take the trail off the skid road and build a mountain bike/hike dual direction trail that will improve user experience and get people using this part of the network more efficiently and improve trail crossings including medium to large sized bridge infrastructure at high use intersections. The GCC is also proposing a new black jump trail on Mount 7, designed for advanced riders and skill development; however, it will be rideable by the majority of mountain bikers. Many of the features will be tabletops and people will be able to build up to the features over time. Golden’s trail network does not have anything like this new proposed jump trail. It will be an attraction and will help Golden get more attention in the mountain biking world. This type of trail is what many bikers are looking for and currently travel to other parts of BC for. It will be professionally built to a high standard, consistent with other signature jump trails in BC All work is carried out using sustainable methods that minimize environmental impact and preserve the natural landscape. RMI contributions to these specific entities for these purposes have been a long-standing commitment.			
<u>Detailed Project Works</u> Please describe the detailed project works that will be completed with RMI funds. Plans for 2025-2027: • Rebuild Gold Rush trail (1.5km of machine work, hand building features as well) • Rebuild sections of Twisted Sister (wet zones) to mitigate water pooling and improve drainage - requiring machine work – approx. 1km of trail • Summit Trail rebuild on Mount 7 - 0.5km of trail that needs grade reversal and water drainage treatment • Dam Bypass re-route - take the trail off the skid road and build a mountain bike/hike dual direction trail that will improve the user experience and get people using this part of the network more efficiently (1.7km of trail)			

² Golden Cycling Club Summer 2023 Golden Mountain Biking Economic Impact – Final Report: <https://goldencyclingclub.com/cms/wp-content/uploads/2024/10/Summer-2023-Golden-Mountain-Biking-Economic-Impact-Final-Report-updated-May.pdf>

- Summit Trail on Mt 7. We did a small reroute in 2024 but would like to continue re-building sections of the remaining 4km trail.
- LSD (Little Sir Donald) trail rebuild - 2km of black downhill trail in the Moonraker network.
- Rebuild 3k - currently, a great deal of the trail is on an old skid road, and we'd like to make it into a properly built downhill bike trail.
- Improve trail crossings which would involve medium to large sized bridge infrastructure at high-use intersections.
- Build new black jump trail on Mount 7.

Project Goal(s) Please describe which of your RDS goals this project will support.

1. Enhance cultural vibrancy and identity.
2. Enhance key existing tourism product infrastructure.
4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.
5. Increase length of stay.
6. Enhance environmental sustainability and climate adaptation.

Program Objectives Please describe which of the RMI program objectives this project supports and how.

- Develop and/or Enhance Tourism Infrastructure and Amenities
 - This project directly enhances Golden's outdoor recreation infrastructure by renewing and restoring high-use trail systems and adding a new trail to the iconic Mt. 7 trail network.
- Deliver Remarkable Visitor Experiences
 - These improvements ensure that the region continues to offer high-quality, accessible experiences for visitors. Regular renewals preserve trail integrity and safety ensuring consistent quality and reliability across the existing trail system, while new trail development expands the network, attracting a broader range of users and encouraging repeat visitation.
- Implement Sustainable Tourism Projects and Initiatives
 - The project uses environmentally responsible methods to minimize erosion and protect natural landscapes. Annual assessments and maintenance help prevent long-term damage and ensure the trails remain viable for future use. By investing in sustainability, the initiative supports long-term tourism growth without compromising ecological integrity.

Please indicate if the project supports one or more of the following initiatives:

☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports the selected initiatives:

The annual renewal of the Golden and area trail networks keeps the trails safe and increases the long-term economic and environmental sustainability of these trails, while adding new trails, where appropriate, supports sustainable growth through investing in trails that elevate the visitor experience and keep visitors coming back. Some of the planned rebuilds and bridge upgrades will allow adaptive riders to access more of the trail network.

Funding Sources	
Total RMI Funding	\$135,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other (funds from club annual fees and annual sponsorships)	135,000
Total Cost of Project	\$270,000

<u>Project Title</u> Centennial Park Upgrade – Phase 1		<u>Project Lead</u> Golden Community Economic Development	
<u>RMI Program Category</u> Tourism Infrastructure, Amenities, Capital	<u>Project Status</u> New	<u>Start Date</u> 2026-08-01	<u>Completion Date</u> 2027-12-31

Project Description & Rationale Please provide a brief description of and rationale for the project.

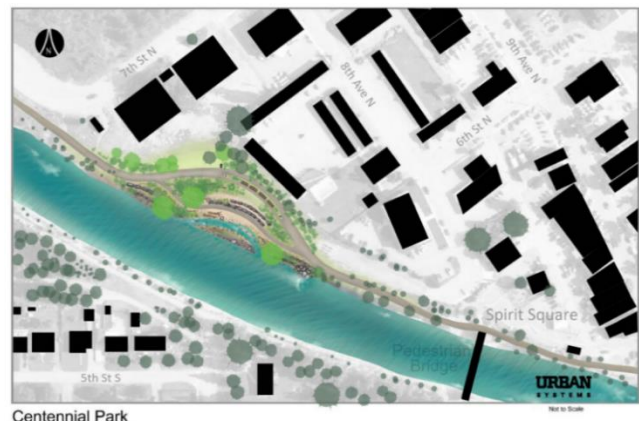
Until recently (approximately 2023), this area was undeveloped. Now with a mixed-use commercial building that hosts a cafe and accommodations, adding to adjacent amenities (local brewery, existing accommodations), this area is growing as a tourist destination, with future development underway (another mixed-use commercial building and a distillery).

Centennial Park is an underutilized park space adjacent to this area and Golden's downtown core, including many other restaurants, cafes, shopping and accommodations. Initial public engagement³ has been completed to support a



larger integrated planning strategy for the Kicking Horse River Corridor called Canyon to Confluence (C2Ci), as part of that engagement the opportunity to generate new sustainable recreation and tourism opportunities was identified. Initial conversations with Indigenous partners about the C2Ci project revealed that their histories in the area need to be acknowledged and their voices made more present throughout the project. The Creation Story(s) and any other pertinent stories or perspectives of local First Nations will be incorporated into the project it moves forward. Golden's Town Council has expressed its support in principle for the C2Ci Initiative, recognizing its goals to create safe, low-maintenance public spaces that enhance connection to the Kicking Horse River and restore natural habitat. This support is contingent on maintaining the Town's responsibilities for public safety, asset protection, and intergovernmental accountability. Council also endorsed considering C2Ci objectives in the renewal of the Official Community Plan and integrating natural asset management into its strategic priorities.

This project will include a master plan for the park space (if not completed via the larger planning project), including access to the river and connection to the downtown. Implementation of phase 1 of the plan will develop an accessible public space in Centennial Park for visitors and residents to gather, connect, and play. A venue for eating outside and an area for rest and recreation on the riverside.



³ Golden Community Economic Development Canyon 2 Confluence Initiative Community River Day and Engagement Survey What We Learned Report: https://c2ci.org/wp-content/uploads/2025/04/2025-04-01_C2CI_WhatWeHeardReport_R2.pdf

Detailed Project Works: Please describe the detailed project works that will be completed with RMI funds.

A portion of the RMI funding will be used for consulting professionals to complete the master planning of the park space with a focus on environmental management, accessibility and inclusiveness. Funds will support the site works and infrastructure required to develop the park space, including but not limited to landscape architecture, erosion prevention/riparian work, any necessary diking infrastructure, sanitary and water services, BC Hydro services if required, and developing the parking and access areas.

Project Goal(s) Please describe which of your RDS goals this project will support.

1. Enhance cultural vibrancy and identity.
2. Enhance key existing tourism product infrastructure.
4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.
5. Increase length of stay.
6. Enhance environmental sustainability and climate adaptation.
7. Increase Indigenous tourism opportunities in collaboration with the Ktunaxa, Secwepemc, and Metis Nations.

Program Objectives Please describe which of the RMI program objectives this project supports and how.

- Develop and/or Enhance Tourism Infrastructure and Amenities
 - The project will transform an underutilized park into a vibrant public space with improved access and connections to nearby businesses and the riverfront.
- Deliver Remarkable Visitor Experiences
 - By creating a welcoming, accessible, and scenic space for gathering, dining, and recreation, the project will enhance the visitor experience. Its proximity to cafes, breweries, and accommodations makes it a natural extension of the downtown tourism offering, encouraging longer stays and repeat visits.
- Implement Sustainable Tourism Projects and Initiatives
 - The project integrates environmental management practices, including erosion control and riparian restoration, to protect the natural landscape. It emphasizes long-term sustainability and climate adaptation while promoting responsible use of outdoor spaces.

Please indicate if the project supports one or more of the following initiatives:

☒ Indigenous Tourism ☐ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports the selected initiatives:

This project helps promote and celebrate Golden's natural beauty in a unique way. The Centennial Park master plan is rooted in environmental stewardship and will ensure the park is developed as a space that is welcoming and accessible to all. It will create a third space in the public realm where visitors and residents can gather and interact with each other and the natural environment, which will help elevate visitors' experiences. The project team is working with Indigenous partners to incorporate Indigenous culture and stories into the overarching project. The project's principles and design objectives include:

- Improve accessibility and inclusivity to a shared community resource
- Preserve, protect, and restore ecosystem integrity and natural value
- Generate sustainable recreation and tourism opportunities
- Enhance safety and function of trails, infrastructure, and community spaces
- Champion a sustainable community resource legacy for future generations
- Develop diverse business opportunities and sustainable service delivery
- Celebrate our ecological and cultural heritage

Funding Sources

Total RMI Funding	\$580,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	TBD
Total Cost of Project	\$580,000

<u>Project Title</u> Golden Stroll		<u>Project Lead</u> Tourism Golden	
<u>RMI Program Category</u> Tourism Infrastructure, Amenities, Capital	<u>Project Status</u> New	<u>Start Date</u> 2026-01-01	<u>Completion Date</u> 2026-12-31

Project Description & Rationale Please provide a brief description of and rationale for the project.

Additional large new signs to add to the existing 'Golden Stroll' interactive walking tour infrastructure. These would include community maps, info on the Stroll concept & relevant community or environmental info. Funded primarily by Destination BC's Experience Development Program and Tourism Golden funds, the Golden Stroll will launch in August 2025. The Stroll consists of two interactive walking tours housed in the GoldenBC app. It includes 23 QR codes connecting the visitor to short videos that include information on visitor experiences and attractions, history, community stories, responsible recreation, environment, and Indigenous cultures. The concept is a result of feedback from the Golden Visitor Centre where many visitors were requesting an in-town experience that was accessible to a broad range of ages and abilities, and that could be either a short walk or longer hike.

The tours utilize the Rotary Trail, an existing managed 10 km multi-user trail with multiple access points, that incorporates the Kicking Horse and Columbia rivers, and residential and recreation areas around the town. Whilst the tours can be accessed from multiple points and QR codes, the predetermined itineraries featured in the app begin at the downtown from Spirit Square which provides accessible parking. From here, the trail provides a flat, wide gravel surface suitable for wheelchair users and strollers. Approximately 5kms of the Reflections Loop is flat and wheelchair accessible providing 7 content videos before rising in gradient. All the Confluence Loop is flat and accessible. The content videos are narrated and include transcript captions to assist visitors with visual or audio impairment.

The Golden Stroll will launch using existing sign infrastructure. The two new signs in this RMI project will add large format signs in two key locations where signage did not exist and will complete the Golden Stroll Project. Watch the Golden Stroll [Reflections Loop](#) and the [Confluence Walk](#) videos here or download the [GoldenBC App](#) and search under 'Itineraries' for Golden Stroll.

Detailed Project Works Please describe the detailed project works that will be completed with RMI funds.

Design and installation of two large signs.

Project Goal(s) Please describe which of your RDS goals this project will support.

1. Enhance cultural vibrancy and identity.
2. Enhance key existing tourism product infrastructure.
7. Increase Indigenous tourism opportunities in collaboration with the Ktunaxa, Secwepemc, and Metis Nations.

Program Objectives Please describe which of the RMI program objectives this project supports and how.

- Develop and/or Enhance Tourism Infrastructure and Amenities
 - The two additional signs complete the Golden Stroll project by filling key gaps in wayfinding and interpretive infrastructure, ensuring visitors have clear entry points and context.
 - The overall project is intentionally designed with accessibility in mind. The signs will reinforce this accessibility by making the experience easier to navigate for visitors of all ages and abilities.
- Deliver Remarkable Visitor Experiences
 - The project responds directly to visitors' feedback requesting an accessible, in-town experience. This ensures the infrastructure and interpretive content is meaningful, used, and valued by visitors.
 - The new signs provide clear maps and information, helping visitors navigate the tours confidently and improving overall satisfaction.

Please indicate if the project supports one or more of the following initiatives:

☒ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports the selected initiatives:

The Golden Stroll includes video and written content provided by and in consultation with the Ktunaxa Nation, Shuswap Band of the Secwépemc and Metis Nation Columbia River Society. Other content promotes responsible recreation and environmental awareness including practices to avoid the spread of aquatic and land-based invasive species. The content videos are narrated and include transcript captions to assist visitors with visual or audio impairment. Many components of the stroll are wheelchair accessible.

Funding Sources	
Total RMI Funding	\$55,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$55,000

<u>Project Title</u> Spirit Square Washrooms		<u>Project Lead</u> Town of Golden	
<u>RMI Program Category</u> Tourism Infrastructure, Amenities, Capital	<u>Project Status</u> New	<u>Start Date</u> 2025-01-01	<u>Completion Date</u> 2027-12-31
<u>Project Description & Rationale</u> Please provide a brief description of and rationale for the project. This project was previously approved in the last Resort Development Strategy but was adjusted to support other priority projects at the time. This project would include a permanent washroom structure in Spirit Square, a hub of our downtown area, enhancing access to public washrooms. Spirit Square is located in the heart of Downtown Golden, next to the Kicking Horse River, the River Walk, the timber frame pedestrian bridge, and surrounded by shops, restaurants and accommodations. Spirit Square has a water feature, gardens and seating areas, and serves as a key connection point within the community and a gathering space for farmers' markets and events, including the Golden Ultra race and EmberFest.			
<u>Detailed Project Works</u> Please describe the detailed project works that will be completed with RMI funds. Permanent washroom structure, open for longer hours, 1 universal/family washroom, 3 single user washrooms, 1 mechanical room with staff washroom and storage area. Assume 640 ft2 incorporating 96 ft2 storage. Could include shade structures if funding accommodates. Placement of washroom will consider accommodation of a small performer shelter in future plan years.			
<u>Project Goal(s)</u> Please describe which of your RDS goals this project will support. 2. Enhance key existing tourism product infrastructure. 4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone. 5. Increase length of stay.			
<u>Program Objectives</u> Please describe which of the RMI program objectives this project supports and how. • Develop and/or Enhance Tourism Infrastructure and Amenities ○ The project adds essential infrastructure in a high-traffic tourism area by constructing a permanent washroom facility, improving access to public amenities for visitors attending events, exploring the River Walk, or visiting nearby shops and restaurants. • Deliver Remarkable Visitor Experiences ○ By providing clean, accessible, and reliable washroom facilities, the project improves comfort and convenience for visitors. Its location in a central area and accessibility contribute to a more enjoyable visitor experience. • Implement Sustainable Tourism Projects and Initiatives ○ Upgrading the Spirit Square washrooms helps reduce tourism impacts by providing better facilities for visitors, easing pressure on nearby infrastructure, and keeping the downtown area clean and accessible.			
<u>Please indicate if the project supports one or more of the following initiatives:</u> ☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☐ Sustainability Please describe how the project supports the selected initiatives: New washrooms will have modern accessible access for people with limited mobility and other impairments, to ensure universal access. They will also be externally accessed, single-stall, gender-neutral facilities (the "row design" as is becoming more common).			
Funding Sources			
Total RMI Funding		\$950,000	
MRDT Funding (if applicable)			
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)			
Municipal Funding			
Other			
Total Cost of Project		\$950,000	

<u>Project Title</u> Wayfinding Signage		<u>Project Lead</u> Town of Golden	
<u>RMI Program Category</u> Tourism Infrastructure, Amenities, Capital	<u>Project Status</u> New	<u>Start Date</u> 2026-01-01	<u>Completion Date</u> 2027-12-31
<u>Project Description & Rationale</u> Please provide a brief description of and rationale for the project. The Kicking Horse River Bridges project, which is set to be completed in 2026, will include traffic pattern and parking changes in Golden. To support these permanent changes the Town of Golden plans to install new timber wayfinding signage to direct traffic accordingly in Golden.			
<u>Detailed Project Works</u> Please describe the detailed project works that will be completed with RMI funds. Timber motif wayfinding structure, visible to southbound traffic, located beside 10th Ave S . Matching 10th Ave N structures.			
<u>Project Goal(s)</u> Please describe which of your RDS goals this project will support. 1. Enhance cultural vibrancy and identity. 2. Enhance key existing tourism product infrastructure. 4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.			
<u>Program Objectives</u> Please describe which of the RMI program objectives this project supports and how. - Develop and/or Enhance Tourism Infrastructure and Amenities - The installation of new timber wayfinding signage enhances Golden’s tourism infrastructure by helping visitors navigate new traffic patterns and parking areas. The signage complements existing structures and contributes to a cohesive, welcoming streetscape that supports visitor movement and orientation throughout the community. - Deliver Remarkable Visitor Experiences - Clear, attractive, and well-placed signage improves the overall visitor experience by reducing confusion and making it easier to access key destinations like downtown shops, restaurants, and riverfront attractions.			
<u>Please indicate if the project supports one or more of the following initiatives:</u> ☐ Indigenous Tourism ☐ Diversity & Inclusion ☐ Emergency Preparedness ☐ Sustainability Please describe how the project supports the selected initiatives: N/A			
Funding Sources			
Total RMI Funding		\$75,000	
MRDT Funding (if applicable)			
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)			
Municipal Funding			
Other			
Total Cost of Project		\$75,000	

<u>Project Title</u> Banner Refresh and Replacement		<u>Project Lead</u> Town of Golden & Kicking Horse Culture	
<u>RMI Program Category</u> Tourism Infrastructure, Amenities, Capital	<u>Project Status</u> New	<u>Start Date</u> 2026-01-01	<u>Completion Date</u> 2027-12-31
<u>Project Description & Rationale</u> Please provide a brief description of and rationale for the project. A program to engage local artists to create original artwork for banners to be displayed on 64 lamp standards throughout the Town of Golden, enhancing cultural vibrancy and identity across Golden. The intent would be to have the banners showcasing Golden's identity, activities & recreation culture, and if appropriate, and in collaboration with Indigenous communities, Indigenous history & culture. Year 1 would include a call to artists process and allow time for selection and design finalization. Year 2 would be purchase and install of banners.			
<u>Detailed Project Works</u> Please describe the detailed project works that will be completed with RMI funds. Design, production and installation of new banners for 64 lamp standards throughout Golden.			
<u>Project Goal(s)</u> Please describe which of your RDS goals this project will support. 1. Enhance cultural vibrancy and identity. 2. Enhance key existing tourism product infrastructure. 7. Increase Indigenous tourism opportunities in collaboration with the Ktunaxa, Secwepemc, and Metis Nations.			
<u>Program Objectives</u> Please describe which of the RMI program objectives this project supports and how. - Develop and/or Enhance Tourism Infrastructure and Amenities - Deliver Remarkable Visitor Experiences - This project enhances the visual and cultural landscape of Golden by installing original artwork banners throughout town. These banners contribute to placemaking and beautification, reinforcing Golden's identity and creating a more engaging and attractive environment for visitors. - The banners will offer a unique and authentic experience that reflects Golden's character. They enrich the streetscape and provide visual storytelling that deepens visitors' connection to the community and its recreational and cultural offerings.			
<u>Please indicate if the project supports one or more of the following initiatives:</u> ☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability Please describe how the project supports the selected initiatives: This project invests in arts and culture to promote stewardship of heritage resources through showcasing Golden's identity, history and culture, and recreation culture. By enhancing the visual identity of Golden through public art, the project supports destination development and helps elevate the visitor experience and contributes to placemaking/branding to encourage repeat visitors.			
Funding Sources			
Total RMI Funding		\$30,000	
MRDT Funding (if applicable)			
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)			
Municipal Funding			
Other			
Total Cost of Project		\$30,000	

<u>Project Title</u> Winter Regional Trail Renewals		<u>Project Lead</u> Snowmobile Club	
<u>RMI Program Category</u> Tourism Programs, Services, or Events	<u>Project Status</u> Ongoing	<u>Start Date</u> 2025-01-01	<u>Completion Date</u> 2027-12-31

Project Description & Rationale Please provide a brief description of and rationale for the project.

Annual renewal and restoration of key winter trail systems to ensure quality and safe products and experiences for visitors coming to snowmobile. These winter trail systems are core to the area's tourism draw during the winter months. As part of the new Resort Development Strategy this work will include plowing to provide access to key snowmobile areas and parking lots to support visitor capacity, grooming to provide safe access to backcountry areas for recreational users and to support events such as the Riley Suhan Backcountry Race in the Quartz Creek riding area, and supporting the building of a new bridge at the Quartz Creek riding area. Quartz Creek is Golden's flagship riding area with easy access right off the TransCanada highway, large cabin, and groomed trail right into the alpine make it the perfect area for a family ride but also offers technical riding for the experienced riders. Quartz creek borders Glacier National Park and on clear days provides riders with breathtaking views of glaciers, the Beaver Valley, Rogers Pass, Mt. Sir Donald and a myriad of other peaks.

RMI contributions to these specific entities for these purposes have been a long-standing commitment.

Detailed Project Works Please describe the detailed project works that will be completed with RMI funds.

This project involves winter trail renewals and restoration, which includes systematic mechanical grooming of core snowmobile trail systems that draw the largest numbers of users as well as renewing and replacing signage. This is done on a regular basis by the Golden Snowmobile Club using their crews and equipment. Additionally, as part of this Resort Development Strategy, the Snowmobile Club will be working towards building a new bridge to access the Quartz Creek riding area.

Project Goal(s) Please describe which of your RDS goals this project will support.

2. Enhance key existing tourism product infrastructure.
4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.
5. Increase length of stay.
6. Enhance environmental sustainability and climate adaptation.

Program Objectives Please describe which of the RMI program objectives this project supports and how.

- Develop and/or Enhance Tourism Infrastructure and Amenities
 - This project enhances Golden's outdoor recreation infrastructure by renewing and restoring high-use snowmobile trail systems and supporting a new bridge at the Quartz Creek riding area.
- Deliver Remarkable Visitor Experiences
 - These improvements ensure that the region continues to offer high-quality, accessible experiences for visitors.
- Implement Sustainable Tourism Projects and Initiatives
 - The Golden Snowmobile Club promotes stewardship and responsible snowmobile use by creating awareness of the importance of respecting and adhering to legal and agreed-upon closures, riding within designated areas and avalanche safety through signage and trailhead information.

Please indicate if the project supports one or more of the following initiatives:

☐ Indigenous Tourism ☐ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports the selected initiatives:

The annual renewal of the snowmobile trail networks keeps trails safe and increases the long-term economic and environmental sustainability of snowmobiling and ensures a positive visitor experience and keep visitors coming back.

Funding Sources	
Total RMI Funding	\$105,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$105,000

<u>Project Title</u> Community Shuttle		<u>Project Lead</u> Tourism Golden	
<u>RMI Program Category</u> Tourism Programs, Services, or Events	<u>Project Status</u> Ongoing	<u>Start Date</u> 2025-01-01	<u>Completion Date</u> 2027-12-31

Project Description & Rationale Please provide a brief description of and rationale for the project.

Continued contribution to winter community-resort shuttle service connecting various hotels, the ski resort and other amenity locations. The funds will be used toward operational costs. 2023-24 ridership 11,000. The service supports an airport shuttle service operated by the same partners. In doing so, it provides visitors, particularly international visitors who are inexperienced and wary of driving in winter mountain conditions, with the opportunity to take a winter vacation in Golden.

RMI funds enhance the partner funding from Tourism Golden and the ski resort resulting in a convenient daily schedule during resort opening times, and an additional evening service at the weekends. This fulsome schedule ensures that all hospitality businesses, irrespective of whether they are located at the ski resort or downtown, can benefit from the increased visitor revenue in winter, also ensuring industry sustainability.

Detailed Project Works Please describe the detailed project works that will be completed with RMI funds.

The funds will be used to support ongoing operational costs such as vehicle leasing, insurance, fuel, wages, or maintenance.

Project Goal(s) Please describe which of your RDS goals this project will support.

2. Enhance key existing tourism product infrastructure.
4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.
5. Increase length of stay.
6. Enhance environmental sustainability and climate adaptation.

Program Objectives Please describe which of the RMI program objectives this project supports and how.

- Develop and/or Enhance Tourism Infrastructure and Amenities
 - This fulsome schedule ensures that all hospitality businesses, irrespective of whether they are located at the ski resort or downtown, can benefit from the increased visitor revenue in winter, also ensuring industry sustainability.
- Deliver Remarkable Visitor Experiences
 - By making it easy to access both ski resort and in-town amenities, the shuttle ensures that visitors can enjoy the full range of experiences Golden offers.
 - Provides international and out-of-town visitors with a safe, stress-free alternative to winter mountain driving, reducing barriers to travel.
- Implement Sustainable Tourism Projects and Initiatives
 - Tourism Golden's visitor study shows that winter visitors, especially those from Europe, stay longer and spend more money in their destination. This supports the DMO objective to increase tourism revenue outside the summer high season months and support the sustainability of tourism businesses and related services.
 - The service supports environmental and GHG reduction goals by offering a shared seat-in-bus option that removes many personal and rental vehicles from the road during the operational season.

Please indicate if the project supports one or more of the following initiatives:

☐ Indigenous Tourism ☐ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports the selected initiatives:

The shuttle service reduces the number of journeys by private or rental vehicles by up to 40 per day during the shuttle service operational dates, reducing carbon emissions and traffic, and encouraging increased international and mid-haul visitors in winter.

Funding Sources	
Total RMI Funding	\$195,000
MRDT Funding (if applicable)	Not eligible
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	n/a
Municipal Funding	
Other (\$190,500 each from Tourism Golden and Kicking Horse Mountain Resort)	\$381,000
Total Cost of Project	\$576,000

<u>Project Title</u> Community Shuttle App		<u>Project Lead</u> Tourism Golden	
<u>RMI Program Category</u> Tourism Programs, Services, or Events	<u>Project Status</u> New	<u>Start Date</u> 2025-01-01	<u>Completion Date</u> 2025-12-31

Project Description & Rationale Please provide a brief description of and rationale for the project.

A mobile-based shuttle booking and tracking system that enhances visitor transportation in Golden, BC. The app will offer real-time shuttle tracking, contactless QR check-in, advance booking, and flexible cashless payment options through a branded, user-friendly interface. The system supports flat-fee pricing, integrates with local event listings, and provides dashboards for admin, drivers, and users. This scalable solution will improve visitor mobility, support sustainable tourism growth, and strengthen destination infrastructure. It provides real-time vehicle tracking, contactless QR code check-in, advance seat availability and booking, and flexible cashless payment options through a branded, user-friendly interface.

Anecdotal feedback collected by the drivers from visitors using the shuttle in previous seasons indicated that the on-board cash-only payment system is a barrier to ridership, as many international visitors prefer a cashless payment option. Visitor feedback also indicated that some visitors would abandon shuttle use if vehicles ran behind schedule due to delays at the CPR crossing or other pick-up locations. The in-app single and multiple ticket purchase options and vehicle tracking would eliminate these issues and encourage increased ridership as well as revenue leakage, contributing to enhance both the visitor experience and the sustainability of the operation.

Detailed Project Works Please describe the detailed project works that will be completed with RMI funds.

Use of funds includes the customization of a white label app to meet the needs of the shuttle services, purchase of the required in-vehicle mobile devices, staff training and annual platform fees.

Project Goal(s) Please describe which of your RDS goals this project will support.

- 2. Enhance key existing tourism product infrastructure.
- 4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone.
- 5. Increase length of stay.
- 6. Enhance environmental sustainability and climate adaptation.

Program Objectives Please describe which of the RMI program objectives this project supports and how.

- Develop and/or Enhance Tourism Infrastructure and Amenities
 - Provides real-time vehicle tracking, contactless QR code check-in, advance seat availability and booking, and flexible cashless payment options through a branded, user-friendly interface to support the Community Shuttle.
 - Visitors can view the schedule and pre-purchase single or multiple tickets, which supports trip planning for long-haul visitors and increases shuttle ridership.
 - Provides operational reporting to highlight the most popular stops and times, enabling more efficient and attractive schedules.
- Deliver Remarkable Visitor Experiences
 - Responds to visitor feedback by eliminating barriers caused by cash-only payment systems, offering cashless and flexible purchase options.
 - Vehicle tracking addresses user frustration with delays (ex. Train crossing delays, pick-up locations, etc.), improving reliability and visitor satisfaction.
 - The app can provide destination information that connects visitors to events, attractions, and experiences, enriching the visitor experience and encouraging longer stays and spending.
- Implement Sustainable Tourism Projects and Initiatives
 - Improved efficiency and scheduling through operational reporting enhances the long-term sustainability of the shuttle operation by reducing costs and boosting ridership.
 - By increasing shuttle use, the app reduces reliance on private and rental vehicles, directly supporting greenhouse gas (GHG) reduction goals.

Please indicate if the project supports one or more of the following initiatives:

☐ Indigenous Tourism ☐ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports the selected initiatives:

User feedback from previous seasons indicated that the in-vehicle cash payment system is a barrier to encouraging increased service use. The shuttle service reduces the number of journeys by private or rental vehicles by up to 40 per day during the shuttle service operational dates, reducing carbon emissions and traffic, and encouraging increased international and mid-haul visitors in winter.

Funding Sources	
Total RMI Funding	\$33,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$33,000

<u>Project Title</u> Tourism Golden Events Program		<u>Project Lead</u> Tourism Golden	
<u>RMI Program Category</u> Tourism Programs, Services, or Events	<u>Project Status</u> New	<u>Start Date</u> 2025-01-01	<u>Completion Date</u> 2027-12-31
<u>Project Description & Rationale</u> Please provide a brief description of and rationale for the project. The events project is about increasing our events programming. It includes increasing shoulder season festivals, and competitive sport events and activities that are primarily intended to draw participants and competitive teams from outside the area. Support for events outside the high season that attract visitation and provide high-value marketing equivalency in Tourism Golden's target visitor markets. Successes include The Freeride World Tour, the Golden Rush mountain bike relay race and the Golden Ultra running race - all commercially backed competitive events attracting national and international participants and accompanying spectators, marketing and media coverage. This project will allow Tourism Golden to continue to attract more annual events that increase visitation and revenue from target visitor audiences. The Golden Visitor study confirms that events such as mountain biking and skiing contribute to increased awareness in targeted high-value audiences resulting in increased visitation and longer stays in shoulder and winter months as well as enhancing the visitor experience and net promoter score. Tourism Golden also uses its own funds garnered through MRDT to leverage this initiative.			
<u>Detailed Project Works</u> Please describe the detailed project works that will be completed with RMI funds. Tourism Golden utilizes funding to leverage and bolster the scope, experience, and overall quality of significant competitive events that benefit the community economically outside of the summer high season months and draw new and repeat visitors to the area.			
<u>Project Goal(s)</u> Please describe which of your RDS goals this project will support. 1. Enhance cultural vibrancy and identity. 4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone. 5. Increase length of stay.			
<u>Program Objectives</u> Please describe which of the RMI program objectives this project supports and how. • Develop and/or Enhance Tourism Infrastructure and Amenities ◦ Events make use of sanctioned trails and recreation infrastructure, with event operators contributing athlete fees to volunteer clubs (e.g., Golden Cycling Club). These funds are used to remediate impacts and develop or enhance trails and trailhead infrastructure, strengthening tourism amenities for both visitors and residents. ◦ By attracting large-scale, commercially backed competitive events, Tourism Golden leverages RMI funds to expand the scope and quality of experiences offered, enhancing Golden's reputation as a destination. • Deliver Remarkable Visitor Experiences ◦ National and international competitive events provide high-quality, memorable experiences for participants, spectators, and the broader visitor audience. ◦ The Visitor Study shows that these events contribute to increased awareness in high-value target audiences, leading to longer stays and repeat visitation. ◦ By diversifying programming into the shoulder seasons, visitors enjoy year-round opportunities that broaden Golden's appeal beyond its traditional high season. ◦ Enhanced event programming increases Golden's net promoter score, indicating improved visitor satisfaction and likelihood of recommendation. • Implement Sustainable Tourism Projects and Initiatives ◦ Contributions to trail clubs ensure sustainable management of trail assets, mitigating environmental impacts, and supporting remediation. ◦ By holding events outside of peak summer months, the project spreads visitation more evenly throughout the year, reducing pressure on infrastructure during high season and supporting a balanced, resilient tourism economy			

Please indicate if the project supports one or more of the following initiatives:

☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports the selected initiatives:

The program focuses on attracting and supporting annual events demonstrating a commitment to diversity and inclusivity in the event or organization's practices and policies. Eligible events must take place outside of the summer high season, raising awareness and encouraging visitation in shoulder and winter months to support destination sustainability.

Funding Sources

Total RMI Funding	\$120,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$120,000

<u>Project Title</u> EmberFest (Event)		<u>Project Lead</u> Kicking Horse Culture	
<u>RMI Program Category</u> Tourism Programs, Services, or Events	<u>Project Status</u> Ongoing	<u>Start Date</u> 2026-01-01	<u>Completion Date</u> 2027-12-31
<u>Project Description & Rationale</u> Please provide a brief description of and rationale for the project. EmberFest 2026 celebrates the 20th anniversary of Golden's beloved winter festival with an expanded weeklong celebration, February 14–21, aligning with reading week to maximize visitor participation. In addition to the main festival day, activities will include skijoring and rail jam events, live music, themed restaurant menus, and “open late” business activations, creating a vibrant downtown atmosphere and encouraging extended stays. The festival culminates on February 21 with over 1,000 visitors and residents gathering in Spirit Square for firelit storytelling, theatre, and live music that reflect Golden's creativity and authentic mountain town identity. Collaboration with the Métis Nation (jigging night, advisory committee role) and planned in-person engagement with the Ktunaxa and Secwepemc Nations ensures authentic inclusion of Indigenous culture as part of telling our community's stories. By offering unique cultural experiences alongside expanded tourism programming, EmberFest ensures primary benefit to visitors while strengthening Golden's reputation as a distinctive winter destination.			
<u>Detailed Project Works</u> Please describe the detailed project works that will be completed with RMI funds. The project will include: • Hiring a diverse mix of professional performers, including musicians, dancers, storytellers, and visual artists, with an emphasis on equity and representation. • Professional production quality, such as stage, sound, and lighting rentals and technician fees to ensure professional-quality performances. • Materials and facilitation for workshops and participatory art projects leading up to and during the festival. • Site setup including tents, fencing, power access, permits, and waste management.			
<u>Project Goal(s)</u> Please describe which of your RDS goals this project will support. 1. Enhance cultural vibrancy and identity. 3. Diversify municipal tax revenue. 4. Attract high-value, like-minded visitors to support industry sustainability and community values, rather than increasing visitor volume alone. 5. Increase length of stay. 6. Enhance environmental sustainability and climate adaptation. 7. Increase Indigenous tourism opportunities in collaboration with the Ktunaxa, Secwepemc, and Metis Nations.			
<u>Program Objectives</u> Please describe which of the RMI program objectives this project supports and how. • Deliver Remarkable Visitor Experiences ○ EmberFest offers a vibrant, inclusive winter celebration that features live performances, storytelling, participatory art, and cultural programming. The festival showcases Golden's creative spirit and rich cultural history, drawing over 1,000 attendees annually to Spirit Square and local venues. • Implement Sustainable Tourism Projects and Initiatives ○ The event uses existing local infrastructure and builds on an existing event. It includes elements through storytelling to create awareness around Golden's natural environment and stewardship.			

Please indicate if the project supports one or more of the following initiatives:

☐ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☐ Sustainability

Please describe how the project supports the selected initiatives:

EmberFest is designed as an inclusive, community-wide celebration that uplifts diverse voices through music, storytelling, dance, and collaborative artmaking. By featuring artists from different cultural backgrounds—including Indigenous, newcomer, and youth artists—the festival fosters a welcoming space for all to express and connect.

Funding Sources	
Total RMI Funding	\$22,500
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	\$35,000
Municipal Funding	\$5,000
Other	\$5,000
Total Cost of Project	\$67,500

<u>Project Title</u> Online Tourism Services Learning Program		<u>Project Lead</u> Tourism Golden	
<u>RMI Program Category</u> Tourism Programs, Services, or Events	<u>Project Status</u> Ongoing	<u>Start Date</u> 2025-01-01	<u>Completion Date</u> 2027-12-31
<u>Project Description & Rationale</u> Please provide a brief description of and rationale for the project. The resident Golden Guide is an online, video-based, self-guided course on the value of tourism, key attractions and activities, responsible recreation, environment and invasive species, indigenous culture and community support services. This is a self-guided, destination learning program for seasonal workers & residents, available at www.goldenguide.ca. As we broaden the reach to include visitors, we need to develop more detailed and different modules to educate and inform behaviour to encourage safe and desirable outcomes in their interactions with community, recreational trails and site, and the environment. Funds from the 2022-2025 RDS were used to engage a consultant to assist in developing and implanting the program structure and cover initial online learning platform costs as well as to create training videos for the Year 1 video modules: Course overview, where is Golden, Indigenous Peoples, Culture & Events, Things to do in town, Things to do around Golden, Winter activities, Summer activities & What else you should know. Developing new modules for Years 2 & 3 encourages repeat engagement from first-year graduates and enhances knowledge in Responsible Recreation, Wildsight Golden, Aquatic Invasive Species and What Does This All Mean? And the Golden Food Bank, Golden Women's Resource Centre and Golden Family Centre. There have been 588 graduates in the first 2 years of the program.			
<u>Detailed Project Works</u> Please describe the detailed project works that will be completed with RMI funds. The 2025-2027 RDS would support the continued annual development of new modules and content to encourage deeper knowledge in permanent and seasonal workers. The development of additional learning resources and courses on a variety of topics intended to enhance the visitor experience and to support positive resident sentiment and Indigenous reconciliation. Additionally, Tourism Golden is now planning to use the existing and future content to develop a modified visitor-facing version of the online learning program.			
<u>Project Goal(s)</u> Please describe which of your RDS goals this project will support. 1. Enhance cultural vibrancy and identity. 6. Enhance environmental sustainability and climate adaptation. 7. Increase Indigenous tourism opportunities in collaboration with the Ktunaxa, Secwepemc, and Metis Nations.			
<u>Program Objectives</u> Please describe which of the RMI program objectives this project supports and how. • Deliver Remarkable Visitor Experiences ○ Having knowledgeable and informed residents and workers at all visitor touchpoints contributes to enhancing the visitor experience and cultural identity through more meaningful resident-visitor engagement. ○ With 588 graduates to date, the program builds a well-informed local workforce that can deliver consistent, high-quality experiences across all visitor touchpoints. • Implement Sustainable Tourism Projects and Initiatives ○ Residents are able to pass on their knowledge about responsible recreation to reduce environmental and community impacts. ○ Educated residents and workers are able to influence visitor behaviour in real time, leading to safer recreation and decreased pressure on natural assets.			

Please indicate if the project supports one or more of the following initiatives:

☒ Indigenous Tourism ☒ Diversity & Inclusion ☐ Emergency Preparedness ☒ Sustainability

Please describe how the project supports the selected initiatives:

Tourism Golden supports the development of a diverse and inclusive destination with a program that funds businesses to become Rainbow Registered. Once there are enough qualified businesses, we will develop a module that highlights these businesses, along with the annual Golden Pride and other 2SLGBTQ+ friendly services, events and locations. Future modules will include additional Indigenous modules to deepen resident and visitor connection to Indigenous peoples and culture and ideally encourage the development of new Indigenous tourism opportunities.

Funding Sources	
Total RMI Funding	\$30,000
MRDT Funding (if applicable)	
Other Provincial Funding (i.e. provincial agencies such as DBC or Creative BC)	
Municipal Funding	
Other	
Total Cost of Project	\$30,000