

Golden

Resort Municipality Initiative

Annual Report 2018



Submitted by:



Prepared by:

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With Supporting Data From:

Tourism Golden

1. Project Progress

1.1. Resort Municipality Initiative (RMI) Context and Vision

Golden has participated in the RMI program since 2007. The community's RDS Vision is: Golden's spectacular natural setting, history and tradition inspire visitors from Canada and internationally to discover, explore, and stay in Kicking Horse Country

1.2. Resort Development Strategy (RDS) Goals

The table below lists Golden's RDS Goals and provides an overview of progress made on each.

Resort Development Strategy Goals	Summary of Progress on Resort Development Strategy Goals (please describe and reference performance indicators if you have data to support)
1. Improve and Enhance the Built Environment	Visitor sign program saw significant expansion and 2 phases of the Highway 1 Corridor Enhancement were completed.
2. Enhanced Cultural Vibrancy and Identity	Accomplished through the visitor sign program.
3. Enhance Key Existing Tourism Product Infrastructure	Significant progress in ensuring world class quality and maintenance of summer and winter trail networks cycling and snowmobiling; the new visitor information centre, and integrity of the unique Kicking Horse River Pedestrian Bridge.
4. Establish and annually Report on Performance Measuring	Tourism Golden now implements a consistent reporting of key metrics that are germane to the RMI program and community tourism performance.
5. Increase Summer Visitor Traffic by 10%	Total activity attendance up 8% during RDS term.
6. Increase Winter Visitor Traffic by 10%	Total activity attendance up 5% during RDS term
7. Diversify municipal tax revenue by 5%	MRDT increased over 17% during RDS term
8. Increase overnight stays by 10%	Summer stays at 2.8 nights (no change over RDS term). Winter stays at 3.2 nights (up 7% over RDS term).
9. Increase snowmobile visitation by 10%	Over 90% increase over 4 years.
10. Increase performance and event attendance by 10%	Average attendance sporting events up 10% over RDS term; cultural events up 5%

1.3. Project Details

The following section describes progress on the individual projects in greater detail. The financial breakdown for the projects can be found in Appendix 1.

Project Title	Corridor Enhancement		
Project description	Aesthetic improvements to the Highway One corridor from junction of Highway 1 with 95 to the western entrance. Often termed “the strip” this section of commercial establishment typifies the “anywhere USA” moniker and a focused revitalization of public space, mobility and use.		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	<p>This area of the highway represents the majority of accommodators in the community; it is felt that the improvements will significantly and directly impact the visitor traffic to the area. This project was rated along with the Visitor Sign Strategy by the RMI Advisory Committee as the highest priority project for the 2012-2016 RDS.</p> <p>The project supported major program objectives in developing and enhancing infrastructure and amenities and contributed to delivering a remarkable visitor experience.</p>		
Project Spending in Reporting Year	\$47,746.00		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	<p>Two distinct activities occurred: A number of trees planted during previous phases either failed or were deemed inappropriate for the area based upon future height. A number of replacements and relocations were undertaken.</p> <p>The final segment of the paved and fully accessible trail from the ‘strip’ to the downtown was completed.</p> <p>The result has been a dramatic change to sections of the Trans-Canada Highway boulevards through the community. A return to this area for ‘Phase 3’ is anticipated in the context of the next RDS submission.</p>		
Stakeholder Involvement:	All stakeholders and members of the RMI Advisory Committee were kept apprised of activity during the year.		

Project Title	Trail Enhancements		
Project description	The project anticipates capital funding assistance to the municipality in the redesign and extension of a portion of the trail network within the town's boundary.		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	<p>A portion of the 'Rotary Trail' network climbs a steep hillside within the community and the gradient is severe enough to prevent casual walkers from scaling it. Located directly by the campground and popular visitor walking trails on the river, redesigning the path will provide a far better and enhanced experience for visitors including an extension piece with views within the Kicking Horse Canyon.</p> <p>The project supported major program objectives in developing and enhancing infrastructure and amenities and contributed to delivering a remarkable visitor experience.</p>		
Project Spending in Reporting Year	\$179,904.48		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	<p>Per the intent in 2017, the area within which the new Selkirk Connector trail was built had to be re-entered to deal with blowdown in order to further enhance the trail, continue final construction and ensure safety of users. Another solar lamp standard was added to the trail system as well.</p> <p>The project is complete with minor alterations and enhancements remaining only.</p>		
Stakeholder Involvement:	All stakeholders and members of the RMI Advisory Committee were kept apprised of activity during the year. The Cycling club played an integral role in helping ground truth and approve the eventual trail location. Several local news releases and social media alerts were published.		

Project Title	Pedestrian Bridge Repair		
Project description	<p>Numerous and targeted structural deficiencies required to eliminate long term water damage and rot of the sub-structure. This included:</p> <ul style="list-style-type: none"> -Removing shingles and membrane assembly on the top side of both bottom chords across the entire structure to eliminate moisture collection on chords -Welding the steel connections between arch timbers and foundation on all four arch supports -Replacing the timber and installing new steel splice plates on all foundation points to remove decay in the bottom chord at the abutments -Installing cutters and downspouts along roof to re-direct water flow away from the bridge -Installing mechanical fasteners to reinstate capacity inside eastern truss to address shear block failure, and repairing masonry and oak shear keys. 		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	<p>The Kicking Horse River Pedestrian Bridge is both the backdrop and ethos for a number of high profile events and recurring activities as well as private functions. The bridge has become an immutable icon for Golden’s identity, brand, and history. It represents an immensely significant symbol of the community’s tourism product offering, seeing hundreds if not thousands of visitors per year, numerous wedding photo opportunities, as a backdrop to the community square, and as an increasing if not vital daily commuter route within town. It is Golden’s symbolic centerpiece for identity, and for the community a metaphor for volunteerism and collaboration.</p> <p>In late 2016 it was discovered through an engineering assessment that the bridge was critically afflicted with structural rot in its bottom near-abutment structures to the extent that closure was required and the prognosis without immediate repair was structural failure and imminent collapse. The project supported major program objectives in developing and enhancing infrastructure and amenities and contributed to delivering a remarkable visitor experience.</p>		
Project Spending in Reporting Year	\$48,228.50		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	<u>All project description components were completed. Final structural repairs were completed by April.</u>		
Stakeholder Involvement:	All stakeholders and members of the RMI Advisory Committee were kept apprised of activity during the year; several news releases and social media updates were published.		

Project Title	Snowmobile Trail Grooming and Cycling Trail Maintenance		
Project description	Annual contribution of funds toward the costs of grooming popular snowmobile routes in the area, totaling over 50kms and priority maintenance within a 300km network of single track mountain bike trails.		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	<p>A public recreation and visitor activity anchor for Golden, snowmobiling annually generates a net increase in economic activity for the area of approximately \$900,000, as well as support for 29 jobs or \$682,000 in wages and salaries. These and other results from a comprehensive 2009 study indicate the importance of the sport to the tourism economy of Golden. Good terrain, weather, and commercial amenities are not enough however; patron loyalty is greatly affected by the quality of access to popular destinations. Effective grooming programs are critical to maintaining visitation. Contributing roughly 1/3 of a positioned annual budget set by the local club and grooming society will provide a greater professional product, increase visitation, bolster product reputation, and provide more economic benefit to the area.</p> <p>Similarly, mountain biking is a key attraction to the Golden area, tracking with Tourism Golden surveys as within the top 5 reasons for tourism visits, with estimates for economic generation in the several hundreds of thousands per year. Maintenance of priority trails is critical, particularly when many are a part of annual large scale racing events now held in the area.</p> <p>The project supported major program objectives in developing and enhancing infrastructure and amenities and contributed to delivering a remarkable visitor experience.</p>		
Project Spending in Reporting Year	\$77,500.00		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	<p>The Golden Snowmobile Trail Society again leveraged the 45k RMI contribution toward an annual grooming budget of over \$130k. The Golden Cycling Club leveraged the \$40,000 RMI contribution with \$102,000 from the Rural Dividend Fund.</p> <p>Another successful snowmobiling year, with tangible increases in visitation over the prior season. There has been over a 90% increase in ridership in 5 years.</p> <p>The annual Golden 24 race saw more participants than years previous.</p>		
Stakeholder Involvement:	The Golden Snowmobile Club and Golden Cycling Club are DMO stakeholders directly responsible for the RMI funds use.		

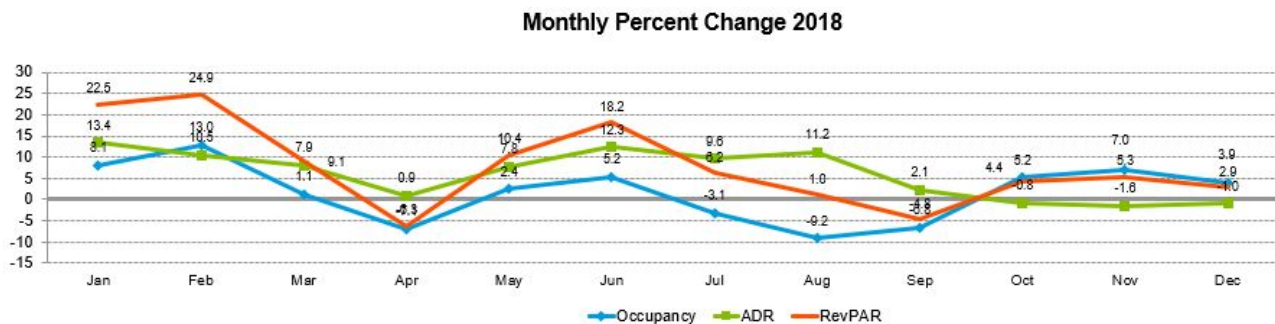
Project Title	Program Administration – RCC Travel		
Project description	Travel costs to attend the annual Resort Communities Collaborative forum.		
Project Category	Infrastructure/Amenities	Programs and Services	
Other themes	Indigenous Tourism / Accessibility related / Emergency Preparedness / Sustainability		
Project rationale/goal/objectives	The program allows for spending to cover the costs of travel to this annual forum.		
Project Spending in Reporting Year	\$789.35		
Project status	Not Started	In Progress/Ongoing	Completed
Project activities and/or outcomes for the reporting year	The RCC was held in Ucluelet.		
Stakeholder Involvement:	To the extent of attendance by CAO's at this annual event		

2. Economic Outcomes (Required)

The data in this section is collected by both the resort communities and/or the Whistler Centre for Sustainability (WCS). While specific projects can impact these results, the results in this area only show trends over time and should be considered as a long-term impacts of investments in infrastructure, projects and programs.

Accommodation Sector Performance (data courtesy of Tourism Golden)

Accommodation sector performance provides an indication of the size and health of overall tourism economy (more specifically the accommodation sector), by tracking changes in MRDT, room revenue or room nights sold. Overnight visitors to the communities tend to participate in more experiences than day visitors, and the additional hours spent in the resort result in increased spending patterns and greater contributions per visitor to the local economy. Considering the variation in this indicator throughout the year provides a window into the community's success at growing tourism throughout the four seasons.



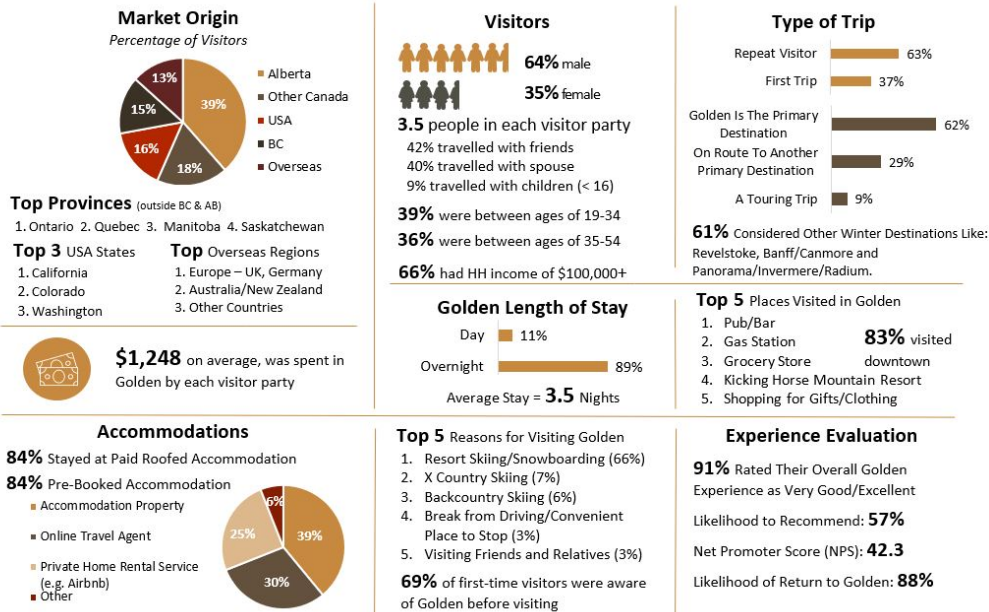
Despite the exponential growth of short term rental vacation properties, MRDT revenues increased by another 7.14%, signalling increased revenues for accommodators and comparing favourably against the 2% BC average. The average winter length of stay has now increased from 3.2 days to 3.5 days and occupancies and revenues both increased overall despite the impact of wildfires in August and a cold September.

Visitor Numbers (data courtesy of Tourism Golden)

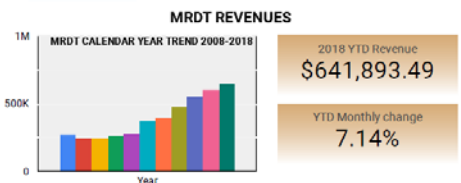
A resort communities' tourism economy is dependent on visitation. Visitor numbers provide an understanding of the health of the tourism economy, as well as the popularity the community as a tourism destination, quality of the service levels, and the perceived value of tourism offerings. Depending on the employed methodology, visitor numbers includes day visitors and overnight visitors differing from accommodation sector performance. Considering the variation in this indicator throughout the year provides a window into the community's success at growing tourism throughout four seasons. Note that summer statistics were unavailable at this time.

2019 Golden Winter Visitor Survey

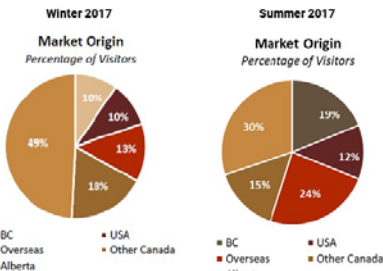
GOLDEN - WINTER 2019 SUMMARY



KEY PERFORMANCE INDICATORS 2018



TARGET MARKET PENETRATION



PUBLIC & MEDIA RELATIONS



SOCIAL MEDIA



WEBSITE ANALYTICS



Top 5 Country of Origin by Visit

Country	Sessions	% Δ
Canada	192,657	14.7% ↓
United States	46,032	37.8% ↓
United Kingdom	6,935	6.3% ↓
Australia	4,579	20.1% ↓
Germany	3,017	-19.0% ↓

Content Drill down/Page views

Activity	Page Views	% Δ
Skiing	19,456	50.8% ↓
Fishing	11,971	15.4% ↓
Heli & Can Skiing	2,790	6.2% ↓
Hiking	16,155	5.0% ↓
Other	11,573	85.4% ↓
Parks	22,017	-1.7% ↓
Rafting	10,279	-6.4% ↓
Ski Touring	2,450	-21.7% ↓



Number of Business Licenses

The number of businesses in a community reflects economic success and potentially diversity of tourism offerings. Breaking the results out by tourism business can provide a more direct measure of tourism growth.



During the term of this RDS Golden saw a 5% increase in all business licensing.

Of the 555 licenses, 176 or 31% are deemed 'tourism related'. A sizeable amount of this portion includes a steadily growing Short Term Rental contingent within the community, with expectations for a measurable increase in 2019.



3. Conclusion and Outlook

It is now proven through research by Destination BC that the tourism industry outpaces all other industries in British Columbia in revenues returned to and within the province. Golden is no exception to this trend as 2018 marks the 9th consecutive year of growth in the sector including over a 120% increase in MRDT revenues since 2007. Golden outperforms BC provincial figures and Alberta resorts. Local DMO research as led to an estimate of the economic benefit of tourism to the Golden are at more than \$100 million annually.

The benefits of RMI program accomplishments are not always immediately apparent, but are revealed through time. Great optimism has returned to this community and other business development activity has returned with unprecedented residential and commercial sector initiatives. Confidence in the local economy, public (RMI) and private sector new and renewal projects, exceptional marketing outputs by the DMO, and an outstanding product offering for the tourism industry in the Golden area are all contributing together once again to make Golden a growing resort destination.

In 2019 the Town looks forward to implementing year 1 of the newest Resort Development Strategy with a return to some former projects for next 'phases', continuing themes of trail network partnerships, and planning our next 'big thing' – the development of a sea wall and new downtown riverside destination area that promises to transform the look and feel of Golden's central core.

Activity	Budgeted Amount - RDS	Jan. 1 - March 31 Expenditures	Apr. 1 - June 30 Expenditures	July 1 - Sept. 30 Expenditures	Oct. 1 - Dec. 31 Expenditures	Total Expenditures 2018	Budget Carry Over to 2019 from 2015-18 approved projects	Current Status - please update with every quarterly report submission (as necessary)	Communication Updates/Opportunities/Milestones
Corridor Enhancement	\$50,000		47,746.60	-		\$47,746.60		Landscape work complete.	Community informed of activity.
Dike Improvement - Beautification	\$508,425						\$447,401.77	Project still in planning phase.	Nil - reserved for future year.
Trails Enhancements	\$261,976	166.03	98,097.42	68,465.23		\$179,904.48	\$78,000.00	Trail enhancements include the construction of fencing and gravel surfacing for multi-modal use by persons of various abilities.	Several news releases and social media announcements
Pedestrian Bridge	\$48,229	40,000.00	5,000.00		13,175.80	\$48,228.50		Project started in 2017 and the project is complete.	Project completion announced locally
RMI Travel (Uculet)	\$789		566.25	80.00	143.10	\$789.35		RMI Administration program travel - Ucluelet - June 2018	N/A
Golden Cycling Club Trail	\$40,000			40,000.00		\$40,000.00		Complete	Complete, final report received.
Golden Snowmobile Club Trail Maintenance	\$37,500				37,500.00	\$37,500.00		Complete	Awaiting final report.
TOTAL	\$946,919	\$40,166	\$151,410	\$108,545	\$54,047	\$354,169	\$525,402		

603,701.77
78,300.00

Financial Snapshot	
Reserve as of Jan. 1, 2018	\$350,614
Interest Earned on Reserve	\$10,952
Funding provided in 2018/19	\$596,305
Total available for 2018	\$957,871
Total currently available (total less expenditures)	\$603,702

Please add any other notes below:

Note: Reserve adjusted to reconcile with Golden audited figures to correct carry over error in 2015.

1. 2018 Town of Golden RMI Budget and Other Funding Sources.

	RMI Budget	Town Budget	Other	Total Budget (all sources)	Total 2018 Projects To Date
Corridor Enhancement	50,000.00			50,000.00	47,746.60
Dike Improvement - Beautification	508,424.73			508,424.73	-
Trails Enhancements	261,976.36	19,435.59	35,000.00	316,411.95	179,904.48
Pedestrian Bridge	48,228.50	150,853.52	54,901.24	253,983.26	48,228.50
RMI Travel (Uculet)	789.35			789.35	789.35
Golden Cycling Club Trail	40,000.00			40,000.00	40,000.00
Golden Snowmobile Club Trail Maintenance	37,500.00			37,500.00	37,500.00
				-	-
				-	-
	946,918.94	170,289.11	89,901.24	1,207,109.29	354,168.93
	946,918.94				

2. 2015-2018 Town of Golden RMI funding and expenditure summary.

		Q1 - Q4			
		2015	2016	2017	2018
Opening Revenue		1,298,586.09	1,082,813.55	897,199.49	350,613.95
	RMI Runding Received	554,708.00	689,182.00	644,373.00	596,305.00
	Interest	14,475.97	12,627.79	6,285.70	10,951.75
Total Revenue		569,183.97	701,809.79	650,658.70	607,256.75
Total Projects					
	RMI Corridor Enhancement	621,251.68	730,150.89	2,461.08	47,746.60
	RMI Travel Uculet				789.35
	Dike Improvement & Beautification				-
	RMI Trail Enhancements		33,750.00	11,250.00	179,904.48
	Pedestrian Bridge			176,298.65	48,228.50
	Golden Cycling Club Trail				40,000.00
	Snowmobile Trails	45,000.00	45,000.00	45,000.00	37,500.00
	3rd Party Signage	596.91		4,200.00	-
	RMI Signs Visitor Info Kiosks	113,372.92	39,810.48	486,415.62	-
	RMI Spirit Square Amenity Hub Detailed Design	-	5,354.37		-
	RMI Vstr Info Infrastructure	4,735.00	33,358.11	471,618.89	-
Total Capital		784,956.51	887,423.85	1,197,244.24	354,168.93
Closing RMI Balance		1,082,813.55	897,199.49	350,613.95	603,701.77