



2012-2016

# Resort Development Strategy

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## Schedule 'A'

*to the Memorandum of Understanding on Resort Municipality Initiative  
Between the Province of British Columbia and the Town of Golden.*



**Resort Municipality  
Initiative**

Investing in B.C. Resort Communities

# Introduction

Similar to Golden's first Resort Development Strategy (2007 – 2011), this 5-year Resort Municipality Initiative (RMI) plan focuses on several capital beautification and enhancement projects, including the continuation of two of previously approved initiatives. It also proposes a greater degree of brand positioning in designing these endeavours to ensure legacies and products that are unique to this community, as a part of our effort to secure destination status complementary to the brand position.

Finally, the strategy proposes a level of programmatic funding to establish a monitoring program to ensure consistent, regular, and meaningful feedback from visitors about the community and its improvements as well as analyzing general key performance indicators for the area.

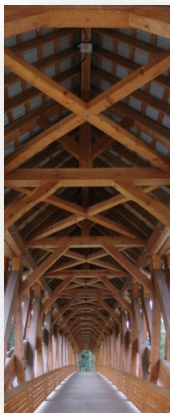
The development of the 11 projects and initiatives within this proposal has been keyed to the strategic thinking of both the municipality and the DMO, and has originated through the same community and stakeholder based advisory committee commissioned to idealize the deliverables in the first strategy.



## Recognizing Flexibility in a Tourism Environment

While this strategy has been developed in collaboration amongst 6 representative Community Partners which will continue to work together to bring specificity and tangibility to the deliverables outlined, priorities and projects may be subject to changes in scope or nature as a result of:

- Emerging, short term (and unforeseen) tourism market demands upon the community;
- Discovery of financial or planning synergies with other jurisdictions or sources;
- Idealization of improvements in the form of additions or modifications to project planning and operational deliverables; and,
- Realization of cost savings through process or construction efficiencies.



It is understood that changes to the approved strategy based upon any of the above factors must be approved by the Province.

Secondly, while the strategy identifies specific projects, budgets and desired outcomes, it is not intended to define detailed project management deliverables nor does it provide an assessment of project specific budgets.

Finally, the strategy is based on an estimated range of required funding by project, yet unforeseen opportunities and challenges are likely to happen, necessitating an adaptive management process. This in turn will review successes and planning principles during the term of this agreement, which may result in requested modifications to project budgets, timing, and deliverables.

# Background



Located in the Southern Rocky Mountain Trench, Golden is flanked to the west by the Purcell Mountain Range and to the east by the Canadian Rockies. The community is 2.5 hours west of Calgary on the Trans Canada Highway, 90 minutes east of Revelstoke, and 1 hour north of Radium Hot Springs. Approximately 4,000 people live in Golden, which represents approximately 1,600 families. The surrounding rural area is home to another 3,155 residents.

A diverse economy and labour community exists in Kicking Horse Country, with the strength of industrial heritage behind it and a state of the art tourism destination before it. Its key industries provide employment to every sector of the community, which in turn offers increasing opportunities for new business ventures. Forestry, transportation, and mining are the leading industries in Golden, but the service industry employs the largest number of people at 35% of the total workforce.

The community's industrial presence is led by the Canadian Pacific Railway with a provincially significant rail yard repair, maintenance and engineering facility; and Louisiana Pacific which operates an engineered wood production plant. Both represent over 600 FTE's for the Golden area with many contracted and part-time associated workers in the area.

The area's mainstay tourism presence is represented by Kicking Horse Mountain Resort (KHMR), the first new four season resort to be built in BC in the last 25 years. Entering its 10<sup>th</sup> year of operations, KHMR continues to attract industry accolades and now employs 115 FTE's year round, increasing to 500 during the winter season. Over \$100 million has been invested in and around the resort since its inception.

Resort-based downhill skiing is by no means the community's only or even most famous tourism draw however. For over 30 years the backcountry around Golden has hosted a robust heli-skiing industry complemented by the highest density of mountain lodges in North America providing an array of services, amenities, and adventure experiences.



Over 20,000 people per year raft the white water of the world-class Kicking Horse River, and many others mountain bike over 50km of cross country and downhill trails, launch hang-gliders and para-gliders from atop one of the top ten mountain launch sites in North America, golf at a nationally acclaimed public course, snowmobile in award winning landscapes, ski at what is rapidly becoming a nationally competitive Nordic Centre, take in indoor and outdoor music concerts year round, and explore the six national mountain parks all within easy reach of the community.

Other supports for the tourism sector are evident in 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, over 1,400 bed units in the immediate area, and a provincial gateway visitor centre positioned at the community's eastern entrance.



# Environmental Scan

The past four years in the context for the tourism industry has been particularly volatile and provincial, national and global tourism statistics reflected declines in overnight entries, occupancy levels and room revenues beginning in 2008 and escalating in 2009. In 2010, multiple years of declines look to have stabilized somewhat, with very modest growth overall which was likely attributable to the 2010 Winter Olympics in Vancouver.

The primary tourism influences challenging the tourism economy during this time can be summarized as:

- Global financial/housing crisis leading to overall global economic downturn
- Associated declines in employment levels affecting levels of personal disposable income and discretionary spending
- Declines in corporate profitability necessitating business travel restrictions
- Overall declines in consumer confidence continuing
- Higher fuel prices
- Weakening currency exchange rates relative to the Canadian dollar making travel to Canada more expensive from key markets
- Increased border security, airline restrictions, documentation requirements
- Declining export sales due to global economic downturn for countries such as Mexico and South Korea which had been showing strong growth in overnight visitation to British Columbia
- A strong Canadian dollar
- H1N1 pandemic
- Olympic aversion up to Feb 2010

The primary tourism influences supporting the tourism economy during this time can be summarized as:

- Relative strength of the Alberta seasonal short-haul market for destination based activities;
- Relative strength of high-end tourism market clientele base for destination based activities;
- General infrastructure improvements in transportation and amenities;
- Regional and local tourism marketing efforts; and,
- Relative stability of local economic anchors, including Kicking Horse Mountain Resort.

## Regional and Local Tourism Context

Kicking Horse Country has continued to feel the far-reaching effects of the global economic downturn, evidenced prominently by a 15% annual decline in Hotel Room Tax revenues since 2007.

While this has served to ensure local government prudence in resort plan spending, particular in the last half of the original RMI 5-year term agreement, the effect can be seen and felt in the local economy, with evidence of accommodators, restaurateurs, and tourism operators and retailers scaling back services, hours, and even closing down. A tangible benefit in much of the RMI spending is the investment made in local businesses and labour.



This trend is regionally reflected in reporting by Kootenay Rockies Tourism, wherein although the region has remained steady at producing nearly \$1 billion in annual tourism revenues, this dipped sharply in 2010. Annual accommodation room revenue for the region approached \$140 million in 2008 but has now dropped closer to \$100 million.



Despite these figures, Golden has not witnessed as dramatic a decline in tourism activity and revenues as other communities and regions. This may be attributed to the continuing “Alberta influence” with continuing and visible evidence of recreation vehicle presence and the sustained accommodation levels by many hotels in the area. This could be supported by local visitor centre statistics wherein the number of visitors has remained steady, and occupancy of the municipal campground was steady with 100% occupancy achieved regularly over the summer months.

Confidence in local industry resilience has been expressed through the renewal of the local Destination Marketing Organization, Tourism Golden. At the time of submission, the proportional vote amongst the local industry accommodators required for the 5-year renewal of the organization is approaching 100%, including an endorsement for expansion of the Additional Hotel Room Tax collection jurisdiction to include accommodators at Kicking Horse Mountain Resort.



# Collaboration, Consultation, and Engagement

Consistent with the Golden’s initial 5-year Resort Development Strategy, the same methodology for engagement has and will be utilized. The development of this plan has included the interactive consultation of the RMI Advisory Committee (RAC).

Beginning in 2010, the RAC was convened specifically to begin idealization of project goals for the 2012-2016 time period which included several planning sessions and broadcast consultation by each RAC member representative to its sector members.

By mid-2011, the RAC was compelled to adjudicate over 30 potential community projects and reduce the scope and nature of the emerging 5-year strategy to a manageable, affordable, balanced, and targeted plan. Refinements were made in collaboration with Town Council which endorsed the content of the Preliminary Strategy Proposal submitted to the Province for approval in principle on September 21<sup>st</sup>, 2011.

The RAC continues to serve as both an advisory body and operational partner. As an advisor, the members work collectively to strategize and prioritize the tourism infrastructure needs for the general community, balancing community and industry-specific requirements. A multi-tiered system of direct and indirect consultation then provides a grounded basis for both the thematic thrust of the resort development strategy as well as project ideals.

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 5-year term of the Resort Development Strategy and assurance of information dissemination.

## Communication Plan

The Town of Golden understands the importance of disseminating accurate and timely information associated with progress and completion of project goals to the community and the Province. A

Resort Municipality Initiative Projects/Events Calender & Communication Tools Resort Municipality of Golden, 2012-2016								
Announcement Date	Project	Event Details	Communications Tools					
			Signage	Provincial Logo	Plaque	News Release	Brochure	Other Please specify

matrix of anticipated communication tools commensurate with plan progress will be submitted each year to the Province upon renewal of the annual *Transfer Under Agreement* instrument.

The Town of Golden will also provide quarterly or bi-annual updates to the RAC and community on

RMI progress each year through its typical media mechanisms, which have included special articles in print media (newsprint and magazines), radio spots, public presentations, and broadcast email communiqués.

# Stakeholders

The RMI Advisory Committee (RAC) continues to include key representatives with vested interests in tourism development. The members are also multi-lateral partners, engaged in other community-based projects apart from the RMI program.



**The Town of Golden**, as steward of the RDS, is responsible for its implementation through third party contractors, and ensuring the solvency of the RAC. Acting as the administrative leader, the town calls all meetings of the RAC, and formalizes and communicates decisions, recommendations, and partnering agreements. Notwithstanding its local government status and direct commensurate responsibility to the Province, its holistic community mandate makes the town the logical leader in RMI planning and implementation, incorporating and gleaned the expertise and more specific mandates of other members to ensure strategic balance in the program.



**The CSRD Administration's** inclusion in the RAC is based upon the premise of local and regional government representation with Golden being a resort "region" under legislation. This is particularly salient with the likely advent of Kicking Horse Mountain Resort being included in the AHRT jurisdiction beginning in 2012 and the regional district being the administrative mechanism between the Province and the DMO in the transfer of AHRT equivalency funds back to the local level.



**The Kicking Horse Country Chamber of Commerce** represents 200 business owners in and around the Town of Golden. Membership includes, but is not restricted to the tourism industry. The board of directors of the chamber endeavour to ensure that all strategies and policies benefit all business in the community and not just one single sector. The Chamber has played a past project manager role in the RMI program.



**Tourism Golden** is the region's DMO, collecting the AHRT and currently undergoing the requisite 5-year renewal process necessitating a majority vote from regional accommodators to continue. At the time of submission, nearly 100% have voted in favour, including an expansion to include Kicking Horse Mountain Resort. The DMO's marketing tactics over the past 5 years have propelled the community into a new level of market awareness and professionalism. The number and quality of instruments and collaborative marketing techniques have served to heighten visitor awareness and visitation as well as induce a more inclusive environmental approach amongst the local industry to marketing.



**Kicking Horse Mountain Resort** has now completed its resort master development with the province and is celebrating its 10<sup>th</sup> year of operations in 2011. The resort is now a clearly established community anchor for economic development, employment, and marketability for the Golden area. Despite it being outside the reach of the AHRT jurisdiction, the resort has remained a pro-active and promotional partner of the RMI program, and has been a key player in plan development and execution.





**Kicking Horse Culture** continues to play an ever increasing role providing cultural depth in the community, annually contracted by the regional and local governments to provide paid positions for the purposes of providing community cultural program and garnering outside funding. As a result of its growing capacity, Golden has a thriving art gallery, a summer outdoor concert series, winter indoor concert series, and many other strategic projects underway. The organization has been a key project partner in the past with the RMI program, and is one of the most socially powerful non profit entities in Golden.

The organization has been the community champion in the Civic Centre Redevelopment Project – a key RMI project in 2011 and an unprecedented planning and funding collaborative which has seen Kicking Horse Culture responsible for over \$1.5 million in grant procurements.



**Golden Area Initiatives** is the business name for the legally incorporated Golden and Area Community Economic Development Society. It is a joint venture between the Town of Golden and Area "A" of the Columbia Shuswap Regional District, providing CED services in the form of facilitation of community projects, initiating programs, and ensuring collaboration amongst community groups to achieve collective goals.

The fact that the organization is not fully funded by government allows it greater flexibility, greater independence and the ability to source outside funding for community projects. GAI has been an important RMI program promoter and strategic think tank for RMI projects.



**The College of the Rockies** has been instrumental in providing professional staff and meeting resources to facilitate the successes Golden has experienced in tourism planning and growth. Its hallmark Adventure Tourism Business Operations Program is widely heralded as an industry leader; the college has been a rigorous supporter of the RMI program, being a community stakeholder in area development that will resonate with its goals in promoting this curriculum.

## First Nations Engagement

A formal strategy for the involvement of First Nations governments has not been formerly contemplated by the resort region. Given that Golden's *Backcountry Recreation Access Plan* (GBRAP) remains a benchmark for the Province in determining the scope and nature of approvals for commercial and non commercial activity surrounding the municipality, First Nations involvement in tourism development is engaged a fundamental level through higher level processes.

The Ktunaxa Nation is therefore an important referral entity in backcountry recreation land use planning from which the RMI program finds its direction. Commensurately, marketing strategies for activity promotion are cognizant of the GBRAP land use prescriptions and have used them to derive local activity maps for visitors.

As a result any proposed activity of a capital nature on Crown land outside of municipal jurisdiction will not be undertaken without consultation of the GBRAP and assurance of its approval through prescribed land use zones and commensurate Land Act approvals as issued by the Province.



# Vision

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

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



## Supporting Priorities

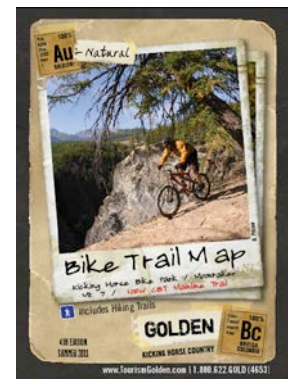


Town of Golden Council Priorities (established July, 2011):  
*Foster Golden’s cultural vibrancy while enhancing recreational opportunities for residents and tourists and supporting community-wide sustainability.*

The goals and projects within the RDS are all supported by development oriented objectives within Golden’s Official Community Plan.

Tourism Golden Vision and Brand Positioning (established August, 2011):  
Target Market for Positioning “The Authentic Outdoor Explorer”  
*Hard or soft, physical or mental adventurers, these are people who love to explore areas largely ignored by tourists. They love to discover in natural surroundings, not contrived tourist towns. Seeking an authentic experience they want to interact with the locals and immerse themselves as much as possible in local sights and sounds.*

At its regular meeting held September 20<sup>th</sup>, 2011, the Town of Golden Council unanimously resolved to request from the Province an approval in principle proposed goals and projects for inclusion in the municipality’s 2012-2016 Resort Development Strategy, worded as:



*THAT Council REQUEST the Province conduct a pre-approval process for the projects included in the 2012-2016 Preliminary Strategy proposal leading to a Resort Development Strategy under the Resort Municipality Initiative.*

# Strategic Resort Development Strategy Goals

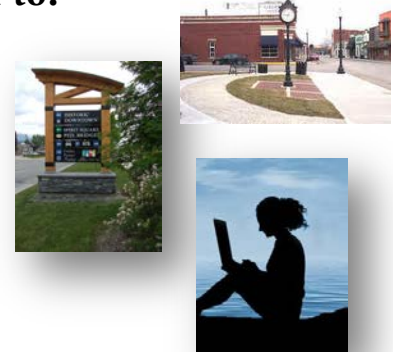
These goals represent relative accomplishments and of improvements to the community in a tourism context, manifested in the perceptions and experiences gained by visitors over the term of the strategy, and bolstered by its projects. Relative measurements of these goals will be garnered through some or all of the key General Performance and Evaluation Factors listed in the fourth goal to establish annual performance measuring.

## 1. Improve and Enhance the Built Environment - in order to:

- Increase general attractiveness of community
- Establish perceptions consistent with brand positioning
- Provide accessibility to community and virtual information
- Focus visitors to community portals, destinations, and cultural nodes
- Raise visitor confidence in way finding and directions
- Establish and imprint market awareness and identity of the community

*Projects/Initiatives:*

- ✚ *Visitor Sign Program*
- ✚ *Community Wireless Service*
- ✚ *Highway 1 Corridor Enhancement*



## 2. Enhance Cultural Vibrancy and Identity - in order to:

- Increase general attractiveness of community
- Build rationale for destination status
- Establish perceptions consistent with brand positioning
- Increase length and number of overnight stays
- Create a compelling reason for visitation

*Projects/Initiatives*

- ✚ *Community Banner Program*
- ✚ *Public Art Program*
- ✚ *Community Square Amenity Hub*

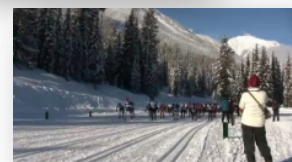
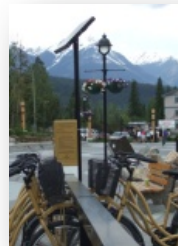


## 3. Enhance Key Existing Tourism Product Infrastructure - in order to:

- Increase frequency and scope of use
- Increase length and number of overnight stays
- Build rationale for destination status
- Expand repertoire of destination activities

*Projects/Initiatives*

- ✚ *Shuttle Study*
- ✚ *Snowmobile Trail Maintenance*
- ✚ *Nordic Centre Completion*
- ✚ *Bike Share Phase II*



## 4. Establish and Annually Report on Performance Measuring

### *Key General Performance and Evaluation Factors*

- # FAM Tours
- # Travel Trade visits (individual)
- # media placements and unpaid media value
- Newsletter recipients
- # facebook / twitter fans and followers
- # accommodations searched on website
- Consumer and Trade show stand visitors
- Literature requested / downloaded
- Length of stay
- Number of visitors
- Unique Visitors to Tourismgolden.ca
- Prompted and level of awareness of Golden
- Visitor perceptions/satisfaction of Golden
- Total social media subscribers
- Co-op marketing support ratio
- Improvement in write ups of Golden in travel guides
- Positive and trending satisfaction and perception surveys
- Increase in clientele for local businesses
- Anecdotal reporting of visitors and locals
- Increasing performance and events attendance
- Increased use of services in the community



### *Projects/Initiatives*

-  *Monitoring Success*

## Tactical Resort Development Strategy Goals

These goals represent more specific accomplishments and measurements of local tourism industry performance. The General Goals are broader community-wide measurements, produced through aggregate polling of the accommodation and retail sectors and analysis of municipal taxation sources. The Focused Goals are specific measurements directly tied to the results of projects contemplated within this strategy. The associated data will provide a direct link between each project and its impact to the community.

All 2017 targets are predicated upon baseline data from 2011.

### **General Goals**

- Increase summer visitor traffic to the region by 10%;
- Increase winter visitor traffic to the region by 10%
- Diversify municipal tax revenue by 5%
- Increase overnight stays by 10%

### **Focused Goals**

- Increase visitation to the Nordic Centre by 15%
- Increase snowmobile visitation to the region by 10%
- Increase attendance at performances and events by 10%
- Increase in Bike Share Program use by 15%
- Incremental wireless Hot Spot login's by 10% annually

Project details are listed in Appendices 1 and 2.

# Appendix 1

2012 - 2016 Resort Development Strategy

## Summary of Approximate Project Costs and Allocations (based upon an estimated annual allocation of \$500,000)

<b>Project/Initiative</b>	<b>Total Budget</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<i>Visitor Sign Program</i>	\$485,000.00	\$96,000.00	\$96,000.00	\$96,000.00	\$96,000.00	\$101,000.00
<i>Monitoring Success</i>	\$50,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
<i>Community Wireless Service</i>	\$75,000.00	\$5,000.00	\$35,000.00	\$35,000.00		
<i>Highway 1 Corridor Enhancement</i>	\$1,100,000.00	\$50,000.00	\$50,000.00	\$500,000.00	\$500,000.00	
<i>Community Tourist Shuttle</i>	\$10,000.00	\$10,000.00				
<i>Community Banner Program</i>	\$60,000.00			\$15,000.00	\$45,000.00	
<i>Public Art Program</i>	\$50,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
<i>Permanent Square Amenity Hub</i>	\$300,000.00		\$10,000.00	\$20,000.00	\$200,000.00	\$70,000.00
<i>Snowmobile Trail Maintenance</i>	\$225,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00
<i>Nordic Centre Completion</i>	\$100,000.00	\$100,000.00				
<i>Bike Share Program Enhancement</i>	\$45,000.00		\$35,000.00	\$10,000.00		
<b>Total 5-Year Allocation</b>	<b>\$2,500,000.00</b>					
Annual Expenditures		\$326,000.00	\$291,000.00	\$741,000.00	\$906,000.00	\$236,000.00
Annual Allocations		\$500,000.00	\$500,000.00	\$500,000.00	\$500,000.00	\$500,000.00
Net Annual Residual		\$174,000.00	\$209,000.00	\$241,000.00	\$406,000.00	\$264,000.00
Year End Cash Position		\$174,000.00	\$383,000.00	\$142,000.00	\$264,000.00	\$0.00



# Appendix 2

2012 - 2016 Resort Development Strategy  
Detailed Project Listings

<b>Project Title</b>		<b>Visitor Sign Program</b>	
<b>Project description</b>	This is the continuation of a 2007-2011 program designing and installation a suite of directional and interpretational thematically consistent signs throughout the community. While providing a much clearer, aesthetically pleasing, and informative focus for visitor way finding and information, the program also assists in eliminating existing clusters and sign "pollution".		
<b>Project rationale</b>	<p>This continues to be clearly identified by community partners and citizens as the highest priority item for tourism infrastructure improvements. Golden's suffers from an acute range of negative impacts surrounding signage, which continues to compromise visitor experience and create confusion, deter community efforts at beautification, lower community pride, and annoy residents.</p> <p>Coupled with a current condition of scattered, poorly designed, and inadequate public and business signs, the complete lack of consistent, informative, attractive, and simple messages that are paramount to a resort based community has been widely considered as the highest detriment to visitor satisfaction and resident pride in Golden.</p> <p>This may also be responsible for the lack of any significant movement toward beautification and architectural renewal by local business.</p> <p>Outcomes from the last 2 years of sign installation have been warmly received, with great anticipation for more in the future.</p>		
<b>Milestones</b>	Anticipated Start Date	January 2012	
	Completion Date	December 2016	
	Operational Date	Ongoing	
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<p>SRDS Goal: Improve and Enhance the Built Environment</p> <ul style="list-style-type: none"> <li>• Increase general attractiveness of community</li> <li>• Establish perceptions consistent with brand positioning</li> <li>• Provide accessibility to community and virtual information</li> <li>• Focus visitors to community portals, destinations, and cultural nodes</li> <li>• Raise visitor confidence in way finding and directions</li> <li>• Establish and imprint market awareness and identity of the community</li> </ul>		
	<p>TRDS/Project Goals – by 2017</p> <ul style="list-style-type: none"> <li>• Increase summer visitor traffic to the region by 10%</li> <li>• Increase winter visitor traffic to the region by 10%</li> <li>• Increase the local tourism economy by 10%</li> <li>• Increase overnight stays by 10%</li> </ul>		
<b>Additional Benefits</b>	Besides raising community pride and ownership, a more technical corporate goal of the Visitor Sign Program is providing a benchmark for a new Sign Bylaw for structural and aesthetic appearance, which in turn will inform the future construct of commercial signs in the community as well as ameliorate sign pollution.		
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	Strategic RDS Goal achievements will be measured annually by tactically implementing survey and monitoring activities under the Monitoring Success Project, which in turn utilizing visitor exit surveys and monitoring other appropriate general performance and evaluation factors		
<b>Funding sources</b>	RMI Funding	\$485,000 (\$96,000/year)	
	Municipal Funding	\$24,250 in admin costs and \$5,000 per year in maintenance for entire increasing physical plant	
	Other: (identify)	None as yet	
<b>Cost of project</b>		<b>\$514,250</b>	
<b>Project Manager</b>	Jon Wilsgard, Manager of Corporate Services		
<b>Operating responsibilities</b>	Organization	Town of Golden	
	Financing	General taxation	

<b>Project Title</b>	<b>Monitoring Success</b>	
<b>Project description</b>	This project includes the annual physical collection of data from community visitors and ongoing monitoring that is pertinent to the goals of the RDS and specific projects, in order to evaluate the levels of achievement of both Strategic and Tactical RDS and project goals on a yearly and overall RDS term basis.	
<b>Project rationale</b>	Tracking the results of RDS projects to evaluate the overall success of the program is necessary in order for the Province to rationalize it.  While the strategic and tactical importance of this initiative has been well understood collectively by the Resort Community Collaborative, the resources to carry out the required annual and consistent survey tasks and monitoring activities vary significantly by community. Recognized by the Province, up to \$10,000 per annum of RMI funds may fund such initiatives in each resort community, ensuring a fundamental level of data tracking the program is generated and maintained through the term of the strategy.	
<b>Milestones</b>	Anticipated Start Date	January 2012
	Completion Date	December 2016
	Operational Date	Ongoing
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	SRDS Goal: Establish and Annually Report on Performance	
<b>Additional Benefits</b>	The project will serve to strengthen partnerships between members of the RMI Advisory Committee as responsibilities for data gathering will be shared.	
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	Strategic RDS Goal achievements will be measured annually by tactically implementing survey and monitoring activities under the project. The project is not presumed to contribute to Tactical/Project Goals, but will reveal their success within the context of other projects included in the RDS.	
<b>Funding sources</b>	RMI Funding	\$50,000 (\$10,000/year)
	Municipal Funding	
	Other: (identify)	None as yet
<b>Cost of project</b>	<b>\$50,000</b>	
<b>Project Manager</b>	David Love, Manager of Strategic Initiatives	
<b>Operating responsibilities</b>	Organization	RMI Advisory Committee Partners, particularly Tourism Golden.
	Financing	N/A

<b>Project Title</b>		<b>Community Wireless Service</b>	
<b>Project description</b>	The project anticipates the provision of free wireless internet service to visitors in several key outdoor public locations within the community. The infrastructure required will be an adjunct to the Town of Golden's broadband fibre-optic connectivity areas, which will require hardware installations and network programming to ensure consistency and security.		
<b>Project rationale</b>	The convenient provision of Wi-Fi service is rapidly becoming a fundamental requirement of resort communities, if not many other urban centres. Free public space internet service is expected by the visitor and is a great marketing instrument as well as an informational service. Its provision is an expression and manifestation of an accommodating community, and a critical service to a rapidly digital, virtual, and wireless world.		
<b>Milestones</b>	Anticipated Start Date	July 2012	
	Completion Date	December 2014	
	Operational Date	Ongoing	
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	SRDS Goal: Improve and Enhance the Built Environment <ul style="list-style-type: none"> <li>• Establish perceptions consistent with brand positioning</li> <li>• Provide accessibility to community and virtual information</li> <li>• Focus visitors to community portals, destinations, and cultural nodes</li> <li>• Raise visitor confidence in way finding and directions</li> <li>• Establish and imprint market awareness and identity of the community</li> </ul>		
	TRDS/Project Goals – by 2017 <ul style="list-style-type: none"> <li>• Incremental wireless Hot Spot login's by 10% annually</li> </ul>		
<b>Additional Benefits</b>	Golden will build a reputation as a consistent and dependable free wireless provider and the project leverages the momentum of the community broadband project. Users will be automatically guided to the tourism web portal.		
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	Technical evaluation measures will be ongoing, primarily including a count of frequency of login's and the nature of downloaded data.		
<b>Funding sources</b>	RMI Funding	\$75,000 term variable	
	Municipal Funding	\$3,750 in administration	
	Other: (identify)	None as yet	
<b>Cost of project</b>			<b>\$78,750</b>
<b>Project Manager</b>	David Love, Manager of Strategic Initiatives		
<b>Operating responsibilities</b>	Organization	Town of Golden	
	Financing	General taxation	



Project Title	Highway One Corridor Enhancement	
<b>Project description</b>	<p>The project contemplates aesthetic improvements to the Highway One corridor from junction of Highway 1 with 95 to the western entrance. Often termed “the strip” this section of commercial establishment typifies the “anywhere USA” moniker and a focused revitalization of public space, mobility and use is planned.</p> <p>The project will begin with an outsourced phased capital plan to provide a backdrop of both design and scope potential, with a tactical component based upon time and funding. The remainder of the project will include the capital work component. A 4-year time frame for both planning and operational work is anticipated.</p> <p>There are synergistic connections with the Visitor Sign Project, the Public Art Program and Community Bike Share Program, wherein these projects also have deliverables targeted for this geographic area of the town.</p>	
<b>Project rationale</b>	<p>The majority of works undertaken in the first RDS focused upon areas “off strip” in the community. With a revised focus on enticing travelers off the highway, Golden must provide a visual impact to do so.</p> <p>The recent improvements to the Trans Canada Highway at the community’s eastern terminus also behoves attention to the core of this area. Long term anecdotal data has indicated traveller views of Golden as a strip development with little more than fuel stations and a dusty, unattractive environment surrounding it.</p> <p>This area of the highway represents the majority of accommodators in the community; it is felt that the improvements will significantly and directly impact the visitor traffic to the area.</p> <p>This project was rated along with the Visitor Sign Strategy by the RMI Advisory Committee as the highest priority project for the 2012-2016 RDS.</p>	
<b>Milestones</b>	Anticipated Start Date	July 2012
	Completion Date	December 2015
	Operational Date	May, 2014
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<p>SRDS Goal: Improve and Enhance the Built Environment</p> <ul style="list-style-type: none"> <li>• Establish perceptions consistent with brand positioning</li> <li>• Provide accessibility to community and virtual information</li> <li>• Focus visitors to community portals, destinations, and cultural nodes</li> <li>• Raise visitor confidence in way finding and directions</li> <li>• Establish and imprint market awareness and identity of the community</li> </ul> <p>TRDS/Project Goals – by 2017</p> <ul style="list-style-type: none"> <li>• Increase summer visitor traffic to the region by 10%;</li> <li>• Increase winter visitor traffic to the region by 10%</li> <li>• Increase the local tourism economy by 10%;</li> <li>• Diversify municipal tax revenue by 5%.</li> <li>• Increase overnight stays by 10%</li> </ul>	
<b>Additional Benefits</b>	<p>As with the Visitor Sign Project, the revitalization of public space is expected to galvanize the same amongst the business community, resulting in improved landscaping, building maintenance and design, and signs.</p>	
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	<p>Survey and monitoring activity under the Monitoring Success project will provide Strategic goal data, while overall tracking of accommodation rates through provincial means will provide tangible evidence of successes in this project.</p>	
<b>Funding sources</b>	RMI Funding	\$1.1 million, term variable
	Municipal Funding	\$22,000 in administration
	Other: (identify)	None as yet
<b>Cost of project</b>	<b>\$1,122,000.00</b>	
<b>Project Manager</b>	Chris Cochran, Manager of Operations	
<b>Operating responsibilities</b>	<b>Organization</b>	Town of Golden
	<b>Financing</b>	General taxation

Project Title	Community Tourist Shuttle	
<b>Project description</b>	The project is essentially a best practices research initiative to reveal the various ways resort communities in North America plan, capitalize, partner, and operate shuttle services to accommodate visitors. Through this inventory, an analysis and implementation recommendation more specific to the Golden area will be the end result, based on both the research findings and the economic, social, and environmental factors at play in this specific area that must be considered to ensure success.	
<b>Project rationale</b>	<p>More fundamental and expected in resort communities in North America than free public internet, are means for transportation to and from specific amenities such as hotels, restaurants, pubs, and resort activities. Despite a lack of specific empirical data as proof, the lack of comprehensive business patronization in resort communities may be often traced to a lack of transportation means to offer visitors.</p> <p>A testament to this is the scope, nature, and criticality of such services in successful resort communities and the attempt by others (several RMI communities) to initiate them with varying degrees of success – and failure. In Golden, a 4 year attempt to utilize the BC Transit model for this service which included the resort has recently failed; Kicking Horse Mountain Resort now provides a new service but its sustainability has not been determined and its partnership scope is limited.</p> <p>It is obvious that suitable and appropriate visitor transportation is necessary to resort towns, but cannot take the form of standard public transportation as the destinations must be targeted, and the travel times focused. It is also clear that given the variability in resort community sizes, service type and frequency is dependent upon affordability and pragmatism.</p> <p>It is the intent of this study to not only provide an anticipated model for a visitor shuttle system in Golden, but also a beneficial planning background for other RMI communities in BC in order to help them determine their own best course of implementation of a similar service.</p>	
<b>Milestones</b>	Anticipated Start Date	July 2012
	Completion Date	December 2012
	Operational Date	N/A
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<p>SRDS Goal: Enhance Key Tourism Product Infrastructure</p> <ul style="list-style-type: none"> <li>• Increase frequency and scope of use</li> <li>• Increase length and number of overnight stays</li> <li>• Build rationale for destination status</li> <li>• Expand repertoire of destination activities</li> </ul> <p>TRDS/Project Goals – by 2017</p> <ul style="list-style-type: none"> <li>• Community specific framework to establish a sustainable, multi-partnered and targeted service for visitor convenience and local business advantage.</li> </ul>	
<b>Additional Benefits</b>	If successful, the resultant shuttle program will be a manifestation of the importance of community partnerships in both the public and private sectors, and serve as an instrument of example to move forward with other similar ventures beneficial to a resort community.	
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	Evaluation will be undertaken based upon the ability of the study to provide a functional and sustainable model for a visitor shuttle program in Golden. The results will be shared with all other communities in the Resort Collaborative as well.	
<b>Funding sources</b>	RMI Funding	\$10,000
	Municipal Funding	TBD
	Other: (identify)	None as yet
<b>Cost of project</b>	<b>\$10,000</b>	
<b>Project Manager</b>	Suzanne McCrimmon, Manager of Community Economic Dev.	
<b>Operating responsibilities</b>	Organization	Golden Area Initiatives
	Financing	N/A

Project Title	Community Banner Program	
<b>Project description</b>	<p>Included in the first RDS as a part of the Visitor Sign Program, the banner program has been separated as a distinct infrastructure component of a resort community, providing animation to streetscapes and positively reinforcing the community brand.</p> <p>The project is a re-capitalization of the banner program in 2014/2015 when the existing stock will be in need of replacement due to normal wear and tear.</p>	
<b>Project rationale</b>	<p>Golden's banner program has set a precedent for resort community image and style with over 25 customized graphics now displayed across the community on over 120 streetscape banners. All graphics have been specifically designed for the community by a professional designer, the banners now having been featured in tourism marketing materials, used by</p>	
<b>Milestones</b>	Anticipated Start Date	July 2012
	Completion Date	December 2012
	Operational Date	N/A
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<p>SRDS Goal: Enhance Key Tourism Product Infrastructure</p> <ul style="list-style-type: none"> <li>• Increase frequency and scope of use</li> <li>• Increase length and number of overnight stays</li> <li>• Build rationale for destination status</li> <li>• Expand repertoire of destination activities</li> </ul>	
	<p>TRDS/Project Goals – by 2017</p> <ul style="list-style-type: none"> <li>• Increase summer visitor traffic to the region by 10%;</li> <li>• Increase winter visitor traffic to the region by 10%</li> <li>• Increase the local tourism economy by 10%;</li> <li>• Diversify municipal tax revenue by 5%.</li> <li>• Increase overnight stays by 10%</li> </ul>	
<b>Additional Benefits</b>	<p>The banner program bolsters the community brand and provides significant beautification of areas of the town.</p>	
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	<p>Survey and monitoring activity under the Monitoring Success project will provide Strategic goal data, while tracking of event attendance and facility use will be undertaken using active polling and surveying techniques.</p>	
<b>Funding sources</b>	RMI Funding	\$10,000
	Municipal Funding	\$1,000 in administration
	Other: (identify)	None as yet
<b>Cost of project</b>	<b>\$11,000</b>	
<b>Project Manager</b>	Jon Wilsgard, Manager of Corporate Services	
<b>Operating responsibilities</b>	Organization	Town of Golden
	Financing	General taxation

<b>Project Title</b>		<b>Public Art Program</b>	
<b>Project description</b>	Based on practices in other communities, expenditures will be predicated on an application-based framework, wherein within the context of terms of reference dictating the scope, nature, and location of a proposed public art piece, costs for its production and installation would be provided on a shared basis. In this way, Golden will develop a unique series of cultural expressions and attractions of varying sizes, shapes, colours and materials.		
<b>Project rationale</b>	<p>Cultural vibrancy, dynamism, and expression are rapidly becoming fundamental attributes of communities within which tourism plays a significant role. Trending research has clearly shown that successful destination areas require much more than classic activities; a resurgence of interest in community history, expression, liberalism, and visual quality is now driving a component of frequency and length of visits to these areas.</p> <p>A component of the first RDS was anchored in this theme, manifested in a mural program, art in the Community Square, and the rebirth of the Golden Civic Centre as a new performing arts centre. The importance of arts and culture as an additional draw and activity continues with the advent of this formal program.</p> <p>A component of the Visitor Sign Program will synergize with this initiative in the design and construction of kiosks for art display and advertisements of cultural events in strategic areas of the community.</p>		
<b>Milestones</b>	Anticipated Start Date	March 2012	
	Completion Date	December 2016	
	Operational Date	N/A	
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<p><b>5. Enhance Cultural Vibrancy and Identity - in order to:</b></p> <ul style="list-style-type: none"> <li>• Increase general attractiveness of community</li> <li>• Build rationale for destination status</li> <li>• Establish perceptions consistent with brand positioning</li> <li>• Increase length and number of overnight stays</li> <li>• Create a compelling reason for visitation</li> </ul>		
	<p>TRDS/Project Goals – by 2017</p> <ul style="list-style-type: none"> <li>• Increase attendance at performances and events by 10%</li> <li>• Increase overnight stays by 10%</li> </ul>		
<b>Additional Benefits</b>	Cultural identity and community pride; education and appreciation of streetscape animation and human creativity.		
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	Survey and monitoring activity under the Monitoring Success project will provide Strategic goal data, while tracking of event attendance and facility use will be undertaken using active polling and surveying techniques.		
<b>Funding sources</b>	RMI Funding	\$50,000 (\$10,000/year)	
	Municipal Funding	\$5,000 in administration	
	Other: (identify)	None as yet	
<b>Cost of project</b>			<b>\$55,000</b>
<b>Project Manager</b>	Jon Wilsgard, Manager of Corporate Services		
<b>Operating responsibilities</b>	Organization	Town of Golden	
	Financing	General taxation	



<b>Project Title</b>		<b>Community Square Amenity Hub</b>	
<b>Project description</b>	This project will see the architectural design and construction within the Community Square of a structure housing a performance stage, washrooms, storage facility, visitor information, and a possible food concession.		
<b>Project rationale</b>	Originally planned in the 2007-2011 RDS, a reduced scope Hub was eventually established (washroom trailer) in the square due to land restrictions and location debate, as well as costing priorities for the surrounding square.  Since its completion, the community square has commanded significant local and visitor participation in general and for events, incrementally increasing every year. It has become clear that the square now functions as a destination component for the community and its annual events are marketed in various media.		
<b>Milestones</b>	Anticipated Start Date	March 2012	
	Completion Date	December 2016	
	Operational Date	N/A	
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<b>6. Enhance Cultural Vibrancy and Identity - in order to:</b> <ul style="list-style-type: none"> <li>• Increase general attractiveness of community</li> <li>• Build rationale for destination status</li> <li>• Establish perceptions consistent with brand positioning</li> <li>• Increase length and number of overnight stays</li> <li>• Create a compelling reason for visitation</li> </ul>		
	TRDS/Project Goals – by 2017 <ul style="list-style-type: none"> <li>• Increase attendance at performances and events by 10%</li> <li>• Increase overnight stays by 10%</li> </ul>		
<b>Additional Benefits</b>	The building will permit the removal of the existing washroom “trailer” for re-installation at a local park popular for both visitors and locals.		
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	Survey and monitoring activity under the Monitoring Success project will provide Strategic goal data, while tracking of event attendance and facility use will be undertaken using active polling and surveying techniques.		
<b>Funding sources</b>	RMI Funding	\$300,000 (variably allocated by year)	
	Municipal Funding	TBD	
	Other: (identify)	None as yet	
<b>Cost of project</b>		<b>\$300,000</b>	
<b>Project Manager</b>	Chris Cochran, Manager of Operations		
<b>Operating responsibilities</b>	Organization	Town of Golden	
	Financing	General taxation	

<b>Project Title</b>	<b>Snowmobile Trail Maintenance</b>	
<b>Project description</b>	Annual contribution of funds toward the costs of grooming popular snowmobile routes in the area, totalling over 50kms.	
<b>Project rationale</b>	A public recreation and visitor activity anchor for Golden, snowmobiling annually generates a net increase in economic activity for the area of approximately \$900,000, as well as support for 29 jobs or \$682,000 in wages and salaries. These and other results from a comprehensive 2009 study indicate the importance of the sport to the tourism economy of Golden. Good terrain, weather, and commercial amenities are not enough however; patron loyalty is greatly affected by the quality of access to popular destinations. Effective grooming programs are critical to maintaining visitation. Contributing roughly 1/3 of a positioned annual budget set by the local club and grooming society will provide a greater professional product, increase visitation, bolster product reputation, and provide more economic benefit to the area. The project qualifies for the maximum 10% of annual RMI funding to be allocated to operations/maintenance.	
<b>Milestones</b>	Anticipated Start Date	January 2012
	Completion Date	December 2016
	Operational Date	N/A
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<b>Enhance Key Existing Tourism Product Infrastructure to:</b>	
	<ul style="list-style-type: none"> <li>• Increase frequency and scope of use</li> <li>• Increase length and number of overnight stays</li> <li>• Build rationale for destination status</li> <li>• Expand repertoire of destination activities</li> </ul>	
<b>Additional Benefits</b>	Increased viability and appreciation of partnerships in the tourism industry between the municipality and product providers/non profits/accommodators.	
	<p>Survey and monitoring activity under the Monitoring Success project will provide Strategic goal data, while tracking visitation rates at key entry points to the system will be undertaken by the local snowmobile authorities.</p>	
<b>Funding sources</b>	RMI Funding	\$225,000 (\$45,000/year)
	Municipal Funding	\$2,250 in administration
	Other: (identify)	Approximately \$575,000 (\$115,000) per year is supported by user fees and corporate sponsorships
<b>Cost of project</b>	<b>\$802,250</b>	
<b>Project Manager</b>	Jon Wilsgard, Manager of Corporate Services	
<b>Operating responsibilities</b>	Organization	Golden Snowmobile Trail Society
	Financing	RMI, User Fees, Donations

<b>Project Title</b>	<b>Nordic Centre Completion</b>	
<b>Project description</b>	Singular contribution of funds to enable completion by the Nordic Ski Club of its professionally redesigned, expanded, and competition-ready Nordic facility.	
<b>Project rationale</b>	<p>The Dawn Mountain Nordic Center (DMNC), near Kicking Horse Mountain Resort is operated by the Golden Nordic Ski Club Society (GNSCS), a registered not for profit Golden based organization with 580 members in 2011, growing at over 15% per year.</p> <p>The incremental growth of the DMNC has resulted in a World Class facility attracting the interest of the Masters Canada. Masters Canada has awarded the 2012 Canadian Masters Championship to Golden, through winning of a rigorous bid process. This has been a phenomenal success, and is a testament to the quality of product, amenities, and terrain in Golden. The marketing value alone of this event is anticipated to be in the tens of thousands of dollars.</p> <p>The infrastructure project for 2012-13 has the goals of increasing capacity to the facility to attract National and International events and visiting skiing public.</p> <p>Over \$500,000 has been spent in the past 3 years to bring the facility up to a professional grade that now rivals the famous Canmore Nordic Centre. The final phase requires finishing of the day lodge, trail finishing, and the purchase of an additional piston bully groomer.</p>	
<b>Milestones</b>	Anticipated Start Date	January 2012
	Completion Date	December 2012
	Operational Date	N/A
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<b>Enhance Key Existing Tourism Product Infrastructure to:</b>	
	<ul style="list-style-type: none"> <li>• Increase frequency and scope of use</li> <li>• Increase length and number of overnight stays</li> <li>• Build rationale for destination status</li> <li>• Expand repertoire of destination activities</li> </ul> <p>TRDS/Project Goals – by 2017</p> <ul style="list-style-type: none"> <li>• Increase winter visitor traffic to the region by 10%</li> <li>• Increase overnight stays by 10%</li> <li>• Increase Nordic Centre visitation by 10%</li> </ul>	
<b>Additional Benefits</b>	Reaching critical mass to attain national and international event status is a monumental achievement in Nordic skiing. This growing success will serve to benefit adjacent Kicking Horse Mountain Resort, boost marketing power for the region, and begin establishing Golden as a Nordic destination, adding to the downhill skiing and snowmobiling elements.	
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	Survey and monitoring activity under the Monitoring Success project will provide Strategic and tactical goal data, while tracking visitation rates by the Nordic ski club will be routinely undertaken as a part of its monitoring plan.	
<b>Funding sources</b>	RMI Funding	\$100,000
	Municipal Funding	\$1,000 in administration
	Other: (identify)	<b>\$15,000 by Nordic Club for this final component of the capital project.</b>
<b>Cost of project</b>	<b>\$116,000</b>	
<b>Project Manager</b>	Jon Wilsgard, Manager of Corporate Services	
<b>Operating responsibilities</b>	Organization	Golden Nordic Ski Club Society
	Financing	User fees, grants, donations

<b>Project Title</b>	<b>Bike Share Phase II</b>	
<b>Project description</b>	Expansion of the existing Sandvaul Community Bike Share Program with the addition of a third docking centre and commensurate bicycles in another area of the community.	
<b>Project rationale</b>	<p>Golden is the first community in British Columbia to have a third generation bike share system which utilizes digital technology on site to process payments, track use, and register users. The system is modelled after Montreal's infrastructure, and the community bike concept is growing exponentially with city-wide systems in places like Paris and Miami.</p> <p>Implemented in 2011 with two racks and 16 bikes, monitoring of use is still in its infancy, but is expected to increase incrementally each year. It is the intent of this project to implement pending use rates in 2012 and 2013 to prove a need for expansion. The first year includes the purchase of equipment followed by installation.</p>	
<b>Milestones</b>	Anticipated Start Date	October 2013
	Completion Date	October 2014
	Operational Date	May 2015
<b>Goal(s) – Identify the Strategic RDS (SRDS) goal(s) and the Tactical/Project (TRDS) goal(s) the project supports</b>	<b>Enhance Key Existing Tourism Product Infrastructure to:</b> <ul style="list-style-type: none"> <li>• Increase frequency and scope of use</li> <li>• Increase length and number of overnight stays</li> <li>• Build rationale for destination status</li> <li>• Expand repertoire of destination activities</li> </ul>	
	TRDS/Project Goals – by 2017 <ul style="list-style-type: none"> <li>• Increase in Bike Share Program use by 15%</li> </ul>	
<b>Additional Benefits</b>	The program benefits Golden's promotion of itself as an active community, and serves to alleviate GHG offset costs as an initiative that strives to reduce reliance upon fossil fuels in the community.	
<b>Performance evaluation and monitoring technique(s) that will be used to evaluate outcomes</b>	Survey and monitoring activity under the Monitoring Success project will provide Strategic and tactical goal data, while tracking user data through the computerized system will be ongoing by the municipality.	
<b>Funding sources</b>	RMI Funding	\$45,000
	Municipal Funding	\$2,250 in administration
	Other: (identify)	<b>TBD</b>
<b>Cost of project</b>	<b>\$47,250</b>	
<b>Project Manager</b>	Manager of Recreation Services and Manager of Operations	
<b>Operating responsibilities</b>	Organization	Town of Golden
	Financing	General taxation



# Appendix 3

2012 - 2016 Resort Development Strategy  
Support Letters



January 30, 2012

Mr. Jon Wilsgard  
Corporate Administrator  
Town of Golden  
810 9<sup>th</sup> Street South  
Golden, BC  
VOA 1H0

Dear Jon,

It is with pleasure that I write this letter to you in support of the Resort Municipality Strategy 2012-2016. As a member of the RMI advisory committee, I am delighted that the Town of Golden seeks the input from community stakeholders as Resort Municipality dollars are to support this community as a whole.

I would like to say further, that to date the dollars spent have gone a long way to support tourism infrastructure development and it is my hope that this program continues to support communities that work very hard to build tourism as one of their economic drivers.

I look forward to working with the Town of Golden to bring the projects outlines in the Resort Municipality Strategy to fruition.

Sincerely,

*Karen Cathcart*

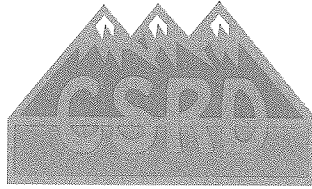
Karen Cathcart, MBA  
Golden Campus Manager  
College of the Rockies  
[kcathcart@cotr.bc.ca](mailto:kcathcart@cotr.bc.ca)  
250-344-5901

**ELECTORAL AREAS**

A- GOLDEN-COLUMBIA  
B- REVELSTOKE-COLUMBIA  
C- SOUTH SHUSWAP  
D- FALKLAND-SALMON VALLEY  
E- SICAMOUS-MALAKWA  
F- NORTH SHUSWAP-SEYMOUR ARM

**MUNICIPALITIES**

GOLDEN                      SICAMOUS  
REVELSTOKE                SALMON ARM



PO BOX 978  
781 MARINE PARK DRIVE NE  
SALMON ARM BC V1E 4P1

TEL: 250-832-8194  
FAX: 250-832-3375  
TOLL FREE: 1-888-248-2773  
WEBSITE: www.csrd.bc.ca

February 1, 2012

File: 0470 20 05  
Via Email

Mr. Jon Wilsgard  
Corporate Administrator  
Town of Golden  
810 9<sup>th</sup> Street South  
Golden, BC  
VOA 1H0

Dear Mr. Wilsgard:

**Re: Resort Municipality Strategy 2012-2016**

As the administrative representative from the Columbia Shuswap Regional District to the RMI Advisory Committee for the Resort Development Strategy, please consider this letter as confirmation of my support for the Resort Municipality Strategy 2012-2016.

Trusting you will find this satisfactory.

Yours truly,  
**COLUMBIA SHUSWAP REGIONAL DISTRICT**  
Per:

Charles A. Hamilton  
Chief Administrative Officer

cc: Director G. Habart, Electoral Area "A"  
Director C. Benty, Town of Golden



Box 20190  
Golden, BC V0A 1H0  
250-344-2420

Date: January 25<sup>th</sup>, 2012

**Subject: Town of Golden 2012-2016 Resort Development Strategy**

Please accept this correspondence as indication of Golden Area Initiatives' (GAI) support for the Town of Golden 2012-2016 Resort Development Strategy. The projects and initiatives proposed in this strategy were conceived through a multi-stakeholder consultation process bringing together many of the local organizations that actively participate in, and represent the local tourism industry in our region.

The proposed project is aligned with the needs and values of our community and the objectives of our organization in that we expect a positive impact in many areas including the following:

- improved aesthetic appeal and way-finding, through ongoing branding initiatives and implementation of the signage program;
- improved visitor access to local information and resources to enhance their quality of stay;
- improved cultural and recreational amenity's in commercial areas to draw visitors into Town and increase length of, and frequency of visitor stays, and;
- broadened tourism product offerings through enhanced tourism recreational infrastructure, leading to a more diversified tourism industry.

Thank you for your time in reviewing the Town of Golden 2012-1026 Resort Development Strategy. The Province of BC's Resort Municipalities Initiative is one of the key tools that our community can leverage to continue to diversify our tourism industry and local economy to improve our collective future.

Sincerely,

Suzanne McCrimmon  
Manager, Community Economic Development  
Golden Area Initiatives

January 31, 2012

To Whom It May Concern:

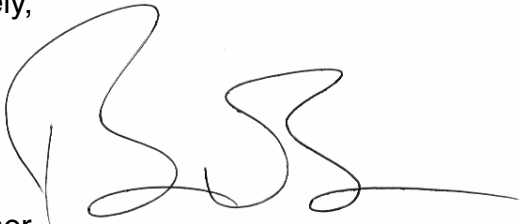
Re: Resort Municipality Initiative

As executive director for Kicking Horse Culture, I have sat on the advisory committee of the RMI for the Town of Golden since its inception. Our society has seen first hand the benefits of this initiative.

We are pleased to again confirm our enthusiastic support for the plan, its direction, and the process that the Town of Golden has developed with the advisory partners for moving forward.

If you need anything more from us, please don't hesitate to ask.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bill Usher', with a long horizontal flourish extending to the right.

Bill Usher  
Executive Director

**KICKING HORSE CULTURE**

ENGAGE. ENERGIZE. ENRICH.







Monday, January 30, 2012

BC: Ministry of Jobs, Tourism and Innovation

Dear Selection Committee,

I am offering this letter of support for the 2012 -2016 Resort Development Strategy as proposed by Town of Golden.

The Kicking Horse Country Chamber of Commerce fully supports this plan which focuses on numerous key capital beautification and improvement projects in the community. I appreciate the benefits that these upgrades and improvements will provide to the business community.

The enhancement, improvement and expansion of tourism products like Snowmobiling and Nordic Skiing will increase the frequency, length and number of the visitors to Kicking Horse Country.

I'm also excited about the economic potential of the Visitor Sign Program and Highway 1 Corridor Enhancement upgrades; attracting and keeping visitors for longer stays in Golden. The economic potential of the infrastructure upgrades are an important factor for community to grow and reach its potential. Golden is actively promoting to attract new businesses and residents to Kicking Horse Country, the 2012 - 2016 Resort Development Strategy will help our community to grow.

Enhanced cultural vibrancy is very important to those seeking to relocate and visitors searching for authentic community activities. Public art, beautification and visitor amenities provide enrichment to the community and a compelling reason for visitation.

As an active member of the RMI Advisory Committee, I definitely see benefits for visitors as well as the economic potential of the infrastructure to the community; I fully support the Town of Golden in their 2012 -2016 Resort Development Strategy.

If you have any questions, please feel free to call me at (250) 344.7125.

Kind regards,

Ruth Hamilton - Manager  
Kicking Horse Country Chamber of Commerce

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*Kicking Horse Country Chamber of Commerce*

Toll Free: 1 (800) 622-4653  
[membership@goldenchamber.bc.ca](mailto:membership@goldenchamber.bc.ca)

Phone: (250) 344-7125

Box 1320  
500 10<sup>th</sup> Ave N  
Golden, BC  
VOA 1H0



**KICKING  
HORSE**  
MOUNTAIN RESORT



January 20, 2012

**RE: Letter of support to the Resort Municipality Initiative**

To Whom It May Concern:

Kicking Horse Mountain Resort is in full support of the Resort Municipality Initiative Program. It has been a large social and economic benefit for tourism in this part of the Kootenay Rockies and will continue to help support the growth of tourism in the Province.

The area's mainstay tourism presence is represented by Kicking Horse Mountain Resort (KHMR), the first new four season resort to be built in British Columbia in the last 26 years. Entering its 11<sup>th</sup> year of operations, KHMR continues to attract industry accolades and now employs 115 FTE's year round, increasing to 500 during the winter season. Over \$100 million has been invested in and around the resort since its inception.

I trust our support and cooperation will drive the continuous success of the town of Golden and Kicking Horse Mountain Resort.

Sincerely,

STEVE PACCAGNAN

President, Kicking Horse Mountain Resort

Director, Tourism Golden

Director, Economic Development Golden

**From:** [les\\_margetak](#)  
**To:** [Jon\\_Wilsgard](#)  
**Subject:** RMI Project Approval  
**Date:** January 24, 2012 4:33:18 PM

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Dear Jon:

This acknowledges receipt of your email of January 19 2012. The list of proposed RMI projects that was attached to that email has the strong endorsement of the Board of Tourism Golden.

If you have any questions regarding this matter don't hesitate to contact the undersigned.

Regards

Les Margetak

Chair

Tourism Golden

An official letter expressing our approval will follow.

