

GOLDEN AREA COMMUNITY ECONOMIC DEVELOPMENT STRATEGY 2022-2027



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TABLE OF CONTENTS

I. EXECUTIVE SUMMARY.....	1
1. INTRODUCTION.....	5
a. Background and Planning Process.....	5
b. What is Community Economic Development?.....	7
c. The Scope of the Strategy.....	8
2. THE GOLDEN AREA ECONOMY.....	10
a. Economic History and Context.....	10
b. Community Values for the Golden Area.....	12
c. Community Values for the Economy.....	13
d. SWOT Analysis of the Golden Economy.....	18
3. GUIDING PRINCIPLES.....	21
4. STRATEGIC PRIORITIES FOR CED.....	23
a. Housing, Workforce and Services.....	23
b. Retail and Small Business.....	27
c. Tourism.....	32
d. Forestry.....	37
e. Sector Development.....	40
5. OVERVIEW OF STRATEGIC PRIORITIES AND NEXT STEPS.....	42
a. Overview of Strategic Priorities.....	42
b. Next Steps.....	45
II. REFERENCES.....	46



Photo: Local children expressing their vision for Golden through art

I. EXECUTIVE SUMMARY

Golden Community Economic Development Society (Golden CED) has been providing community economic development services to the Town of Golden and Columbia Shuswap Regional District's Electoral Area A since 2019. The *Golden Area Community Economic Development Strategy 2022-2027* was developed by Golden CED. The project occurred between 2021 and 2022 through a deeply engaged process with community members and local leaders. The development of the strategy was led by Golden CED and funded by the Province of British Columbia in order to guide economic development over the next 5 years.

This strategy includes the voices of many community members who participated through interviews, community conversations, focus groups, and surveys. The contributions of community members guided the goals and values of the CED strategy as well as influencing the selection of priority areas and potential actions to complete under the strategy. Overall, Golden Area residents expressed a vision for the economy that is focused on the well-being and lifestyle of local residents. Issues like affordability, preserving the small-town feel, and creating relevant job opportunities for locals were

important to residents, with a similar emphasis on sustainability, targeted growth, and reducing impacts of new residents and tourists.

To achieve these goals, this strategy builds off the many strengths that the Golden Area has to offer. Unparalleled access to outdoor recreation, an established industrial base, and deeply entrepreneurial and creative residents are all assets that will support the growth of a healthy local economy. Moreover, growing economic opportunities in clean tech and climate adaptation, light manufacturing, and sustainable tourism can provide Golden Area residents with new employment and small business opportunities.

Four core guiding principles used to develop this strategy are: **Sustainable Growth, Economic Diversification, Climate Action, and Quality of Life**. When evaluating what opportunities might best fit the Golden Area's economy, these lenses were used to select opportunities that fit the Golden Area's values and culture while also ensuring economic stability and sustainability.

From this evaluation, the following strategic priorities were chosen. These represent a high-level snapshot of the direction that Golden CED will take in community economic development activities. These priorities will shape annual work plans for community economic development and be used to measure impact and progress. Each priority will be pursued based on the resources and partnerships available at the time, so some will be implemented quite quickly while others will be addressed in subsequent years. The priorities identified through the planning process are:

Housing, Workforce and Services

In order to create an environment for community economic development, investment into the critical issues facing residents is necessary. Although Golden CED is not the lead on all of these issues, we will support partner organizations and senior levels of government in addressing them.

- **Core Priority:** Demonstrate leadership in implementing the *Golden Area Affordable Housing Strategy*.
- **Core Priority:** Support development of workforce and public transit options.
- **Core Priority:** Demonstrate leadership in implementing the *Golden Area Child Care Action Plan*.

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- **Long-Term Priority:** Support education and workforce training, especially in trades and growth industries.

Retail and Small Business

The heart of the Golden Area's economy is the entrepreneurial nature of its business owners, thus the small business environment should be supported and strengthened. This includes short term programming for businesses and long-term improvements in municipal planning and practices.

- **Core Priority:** Maintain and expand business retention and expansion programming.
- **Core Priority:** Strengthen networks of small business owners across the Golden Area.
- **Core Priority:** Promote local purchasing by residents and institutions.
- **Core Priority:** Support placemaking and beautification of downtown and industrial areas.
- **Long-Term Priority:** Advocate for the reform of commercial land use in the Town of Golden with an emphasis on developing space opportunities for a diversity of businesses.
- **Long-Term Priority:** Work with local governments to streamline regulatory processes.

Tourism

Tourism is already a successful local industry with visionary leaders and entrepreneurs enhancing its scope. Tourism economic development priorities will focus on supporting existing planning by the tourism industry while supporting initiatives that diversify tourism into sustainable and balanced offerings.

- **Core Priority:** Support the development of shoulder-season events for locals which have secondary tourism potential.
- **Core Priority:** Support the enhancement of tourism-related taxes for sustainable tourism investments.
- **Long-Term Priority:** Support the development of multi-modal transportation for tourism use.
- **Long-Term Priority:** Support the development of guided experiences for tourists.

- **Long-Term Priority:** Collaborate with the backcountry industry to address tenures.

Forestry

The forestry industry has been a mainstay of the Golden Area economy for generations. Although the industry is experiencing shifts and changes, there are strong prospects to further innovation in forestry.

- **Core Priority:** Support the development of a community forest.
- **Long-Term Priority:** Commission a feasibility study on non-timber uses and value added opportunities for local forests.

Sector Development

With ample growth opportunities, emerging sectors such as clean tech and climate action, light manufacturing, and agriculture, can be a good fit for the Golden Area's economic diversification.

- **Long-Term Priority:** Understand immediate needs/opportunities and profile each of the developing sectors (clean tech and climate action, light manufacturing, and agriculture).

Photo: Dave Best & Tourism Golden





Photo: Mitch Winton & Tourism Golden

1. INTRODUCTION

a. Background and Planning Process

The *Golden Area Community Economic Development Strategy 2022–2027* was developed by Golden Community Economic Development (Golden CED) between 2021 and 2022 through a deeply engaged process with community members and local leaders. Golden CED is responsible for setting and updating community economic development strategies and implementing activities that serve to improve life in the Golden Area for all residents.

The development of the strategy was led by Golden CED and funded by the Province of British Columbia in order to guide community economic development for the Town of Golden and the Columbia Shuswap Regional District's (CSRD) Electoral Area A.

The process spanned interviews, surveys, community conversations and focus groups with over 700 people from the Golden Area. All of this was completed amidst the Covid-19 pandemic, which showed our community's incredible resolve and ingenuity to complete a participatory process when few of us could meet face to face.

Although not all of their names can be printed here, a broad cross-section of community groups, economic sectors, government agencies, and everyday residents joined together to contribute to this plan by sharing their values, perspectives on opportunities, challenges, and trajectories for the local economy. The major activities undertaken were:



Interviews

With members of Golden's CED Roundtable.



5 Workshops

With experts in CED, affordable housing, sustainable growth, and climate action.



Survey

With over 580 respondents who were asked twenty questions.



Conversation

With the community, where all residents of Golden and Area A were invited to take part in.

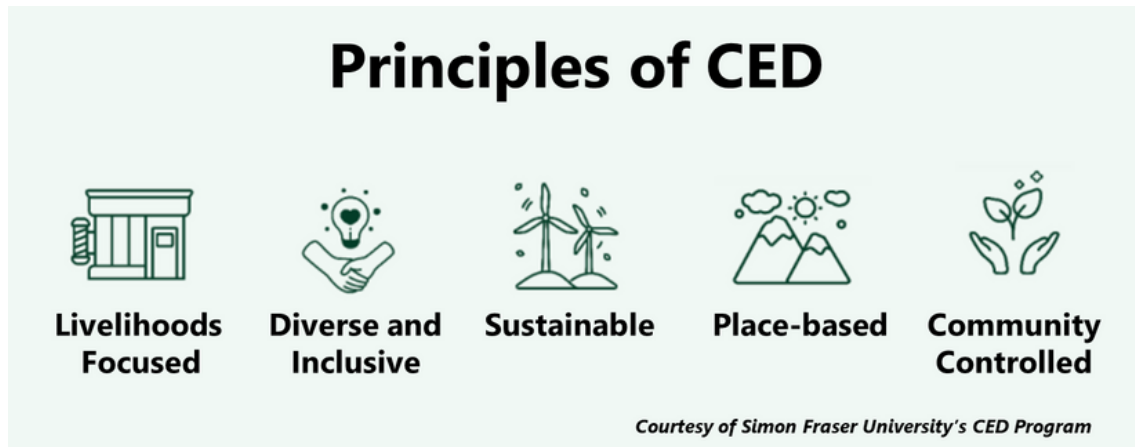


12 Focus Groups

With Golden Area representatives of forestry, tourism, businesses, arts and artisans, agriculture, construction and trades, light manufacturing, environment/climate action, business financial support as well as social services.

In addition to these activities, consultants SDPartners and Factor 5 Group were enlisted to support data gathering, community engagement, and planning activities. Drafts of the final plan were circulated to participants of the process for feedback.

b. What is Community Economic Development?



Community Economic Development (CED) is an inclusive and participatory approach to planning that acknowledges the interconnectedness of the economy with other issues and values in our community. It focuses on people over profits, and long-term sustainability over short-term trends. It seeks to develop a strong and supportive economy from the inside rather than selling off resources and labour to outsiders. This approach includes a spectrum of economic opportunities from major industries, to small, home-based businesses, but it focuses their outcomes on the vitality and growth of the community's residents and environment.

CED is centered around a few key principles:

Livelihoods Focused

CED treats the economy as a tool for increasing the well-being and quality of life for everyone in the community. It is a holistic approach that considers how health, housing, political engagement, social standing, and many other factors interact with and are impacted by the economy.

Diverse and Inclusive

CED seeks to ensure that the benefits of economic development are spread equitably throughout the economy. Sometimes this means putting small business on par with large businesses, while at other times it means righting historical wrongs that have marginalized some people from the economy. Regardless of the intent, inclusion enriches the community's capacities for success and increases individual resilience to changes and disruptions.

Sustainable

CED takes a multi-bottom-line approach that evaluates opportunities for their environmental sustainability, economic vitality, social equity, and cultural appropriateness. The goal is balance between all needs and values so that future generations might have a similar or better quality of life.

Place-Based

CED acknowledges that all development is local and must grow from local strengths and assets while serving local people. Economic capacity building and investment is therefore aimed at improving the quality of places for their residents, increasing the attachment that people have to their communities, and improving the opportunities for people to thrive in place.

Community Controlled

To ensure that economic and social development benefits local communities, it must be controlled by those communities. CED facilitates community control by utilizing grassroots, bottom-up planning processes. This includes both participation by residents across the community while strengthening institutions and organizations that serve the community.

c. The Scope of the Strategy

It is important to recognize that a strategy provides great benefits while also having natural limitations. When reading the strategy keep in mind these considerations:

- **The strategy represents a balance of interests and possibilities.** This document is built on the input of residents and economic leaders, but sometimes their opinions diverge. The community economic development priorities selected here represent a balance between these different stakeholders. Not every priority will be preferred by everyone, but they represent the majority of the needs and wishes of the community.
- **This strategy is comprehensive yet evolving.** This document provides our best analyses and assumptions about what types of development might be good for the Golden Area. However, it is a guide, not a prescription. As



the community gets into the work of implementing the strategy, some ideas may be discarded while others might be expanded. Ongoing reflection and pivoting will always be necessary.

- **It is one of many complementary plans.**

Community economic development must respond to and enhance other planning processes in our community, which makes this one piece of a larger whole. The *Golden Area CED Strategy 2022-2027* should be considered alongside the *Golden and Area A Affordable Housing Strategy*, *Town of Golden Resort Development Strategy 2019-2022*, *Town of Golden Official Community Plan*, and other relevant plans and strategies. As new plans are developed, they too should integrate the learnings and directions presented here.

- **Implementing the strategy depends on many combined efforts.** The success of the strategy depends on a number of ingredients including community participation, regional collaboration, complementary policymaking by various levels of government, financing from a broad array of funders, a degree of stability in the economy, and a nimbleness to adapt to emerging realities.

- **The strategy will benefit from a mindset of collaborative problem solving.** The spirit of this strategy is taking a positive approach to our future development and growth. The more that we can work together as a community and help each other solve pressing challenges, the better the outcomes will be.

Photo: Amy Barrett Photography



Photot: Dave Best

2. THE GOLDEN AREA ECONOMY

a. Economic History and Context

The Golden Area is a region of incredible beauty, community ties, and industry. It is located at the confluence of the Columbia and Kicking Horse Rivers and the intersection of the Trans Canada (Hwy 1) and the Kootenay–Columbia (Hwy 95) highways. It is nestled amongst six national parks (including Banff, Yoho, Glacier, Mount Revelstoke, Kootenay, and Jasper) and three major mountain ranges including the Rockies, Purcells, and Selkirks. In addition to the Town of Golden, Columbia Shuswap Regional District Area A comprises the unincorporated communities of Parson, Nicholson, Donald, Blaeberry, and Field.

The region is situated on the traditional territories of the Ktunaxa and Secwepemc Nations who have lived here since time immemorial. The area is named *?aknuqłuk* by the Ktunaxa, a word that refers to the silty color of the Columbia as it passes through Golden. The local valleys provided salmon, elk, moose, and other necessities for Indigenous life from then through the present day. In the late 1800s the Metis Nation also settled in the area as a part of the expanding Canadian fur trade, in which they began various businesses and other endeavors.

European settlers moved to the region more extensively in the late 1800s as the Canadian Pacific Railway (CPR) was surveyed and built through local passes from Calgary to Vancouver. In building the CPR, there was a significant need for timber to fashion railway ties and build other infrastructure, so the forestry industry developed and grew over the next century. Sawmill work also brought the first Sikhs to Golden who established the first temple in Canada and a permanent presence in the community. As early as 1899 the CPR recognized the tourism potential of the region and began recruiting Swiss guides to lead mountaineering and other tours in the region.

Since those days, transportation, forestry, and tourism have continually dominated the economy of Golden, supported by the many retail and small businesses that make a community thrive. Companies like Louisiana-Pacific, CPR and Kicking Horse Mountain Resort employ hundreds of regional residents, while government services and small businesses like grocery stores, hotels, and mechanic shops hire many hundreds of additional employees.

However, there are many emerging industries in the Golden Area that represent a more diverse economy than the historical narrative. Manufacturing of wilderness gear, farms and ranches throughout the Columbia Valley, artists and artisans, clean technology businesses, and other niche operations like the brewery all contribute to a prosperous local economy. Additionally, the growth of the digital economy has brought a wave of remote workers into the region who will contribute to new income and spending opportunities.

In recent years market changes in the forestry industry and the effects of the pandemic on tourism have demonstrated vulnerabilities in some of the traditional pillars of the Golden Area economy. Although these will likely continue as core drivers of the economy, further investing into burgeoning businesses and industries will contribute to a more resilient and diversified economy for the future.

b. Community Values for the Golden Area

In developing this strategy, surveys and interviews were used to better understand the values that Golden Area residents have for their community and economy, and the types of development they want to see in the future. When asked what residents most enjoy about living in the Golden Area, the majority of survey responses centered on a few central themes. One primary theme was the “mountain lifestyle” which included references to recreation, skiing, hiking, outdoor activities, and being surrounded by glorious mountain and natural scenery.

A second theme is that of community. Many responses focused on the closeness of the community and the rich mosaic of family, friends, and everyday people who make living here special and unique.

Another theme was around the composition of the town and its locational advantages were a meaningful theme. Many residents appreciate that Golden is a small town, quiet while still providing access to most amenities. It offers the best of all worlds: the feeling of a true rural community, easy entry into wilderness, while having relatively close proximity to larger centers like Calgary and Cranbrook, as well as other regional destinations.

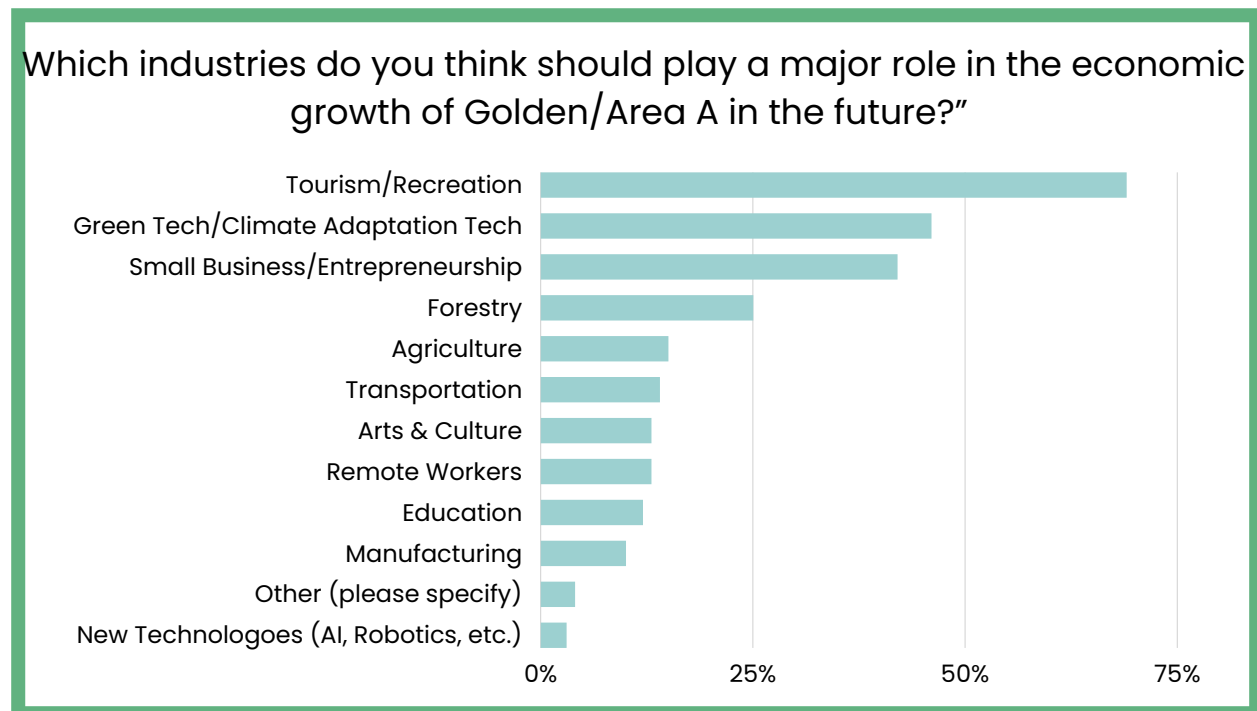
Interviews with stakeholders emphasized that locals have a more “rugged” vibe that sets it apart from more elite mountain towns. The Golden Area is a place of relationships and a shared culture which really align with the Town of Golden motto: **Authentic.Community.Adventure.**



Importantly, the value that people attached to the Golden Area in the surveys focused very little on the economy itself. In this sense the Golden economy is a means to living in and maintaining this community rather than being an end in itself.

c. Community Values for the Economy

When questions were asked in the public survey about the future of the local economy, Golden Area residents described a mix of old and new interest in economic development. The question “Which industries do you think should play a major role in the economic growth of Golden/Area A in the future?” placed tourism and recreation at the top of the chart, followed by a focus on green technology and climate adaptation technology (Clean Tech and Climate Action). These industries include renewable energy operations like solar panel production or geothermal operations, as well as water purification and irrigation technologies and cross-laminated timber or other concrete substitutes. Not far behind these was a strong emphasis on small business and entrepreneurship.



Source: Golden and Area A Community Economic Development Strategy survey, 2021

Interestingly the traditional mainstays of the economy like forestry and transportation scored lower than other options. Forestry was suggested by a quarter of all respondents, while transportation found support with 14%. Other industries in the mix were agriculture, arts and culture, education, and manufacturing, but these did not receive support from more than 15% of participants.

However, when compared to another open-ended question about priority areas for CED, the responses were quite different. When asked “What are the top 5 priority areas you think Community Economic Development efforts in Golden/Area A should focus on?”, Golden Area residents primarily discussed issues that were unrelated to particular industries. The biggest economic issue was housing and affordability. This was supported even in focus groups when every conversation was dominated by discussions of housing affordability and availability. According to the 2021 *Golden and Area A Housing Needs Report*, rental rates increased by 35% from 2016–2019, while according to BC Assessment, the median assessed values for single family homes increased by 56% from 2019–2022. Although local incomes are increasing, they fall far behind the exponential increases in the housing market.

Survey comments made regarding housing included a greater need for secure housing for residents to stay in the region, an increase in workforce housing for seasonal workers and new middle-income residents, better controls over AirBnBs and short-term rentals, and concerns about the purchasing of second homes and vacation homes.

Photo: Local children expressing their vision for Golden through art



Recreation was another top issue, though in most cases this was about community recreation rather than tourism recreation. The desire for an indoor pool and recreation center was the predominant request made, while anything promoting healthy lifestyles was as well.

Other non-industry related responses included a focus on infrastructure and transportation, primarily targeted on getting better roads, improving road safety, and improving town infrastructure overall. An issue that came up in interviews was that public transportation options are scarce, and there is a need for better transit options for seniors, seasonal workers, and those who do not own cars.

There was also a large emphasis on what could be described as placemaking, or the improvements necessary to increase the overall quality of a place and the feeling of connectedness to it. Primary in this category was the importance of improving the downtown area. Many people want to see the downtown area improved and the town of Golden overall to be a more beautiful and inviting place. There were concerns about vacant buildings, parking, walking access/sidewalks, and green spaces.

Intersecting these was an emphasis on the environment. Residents want to see sustainable development that protects the natural environment they rely on for recreation, views, and other amenities. They also want cleaner air and better alternative power options. When looking at these issues in total, there is a lot of overlap between infrastructure, environment, and placemaking which can make the Golden Area a more attractive, sustainable, and livable region.

Although the rest of the non-industry issues ranked lower than 20%, these concerns included greater services for seniors and children, tax and planning reform for the town, more living wage jobs, greater internet connectivity, and more educational opportunities.

On the industry side, the major focus was on small businesses and retail businesses in town. There is huge support for local small businesses that fit within the character of a small town in BC. Residents want it to be easier for small businesses and entrepreneurs to grow and succeed, while also

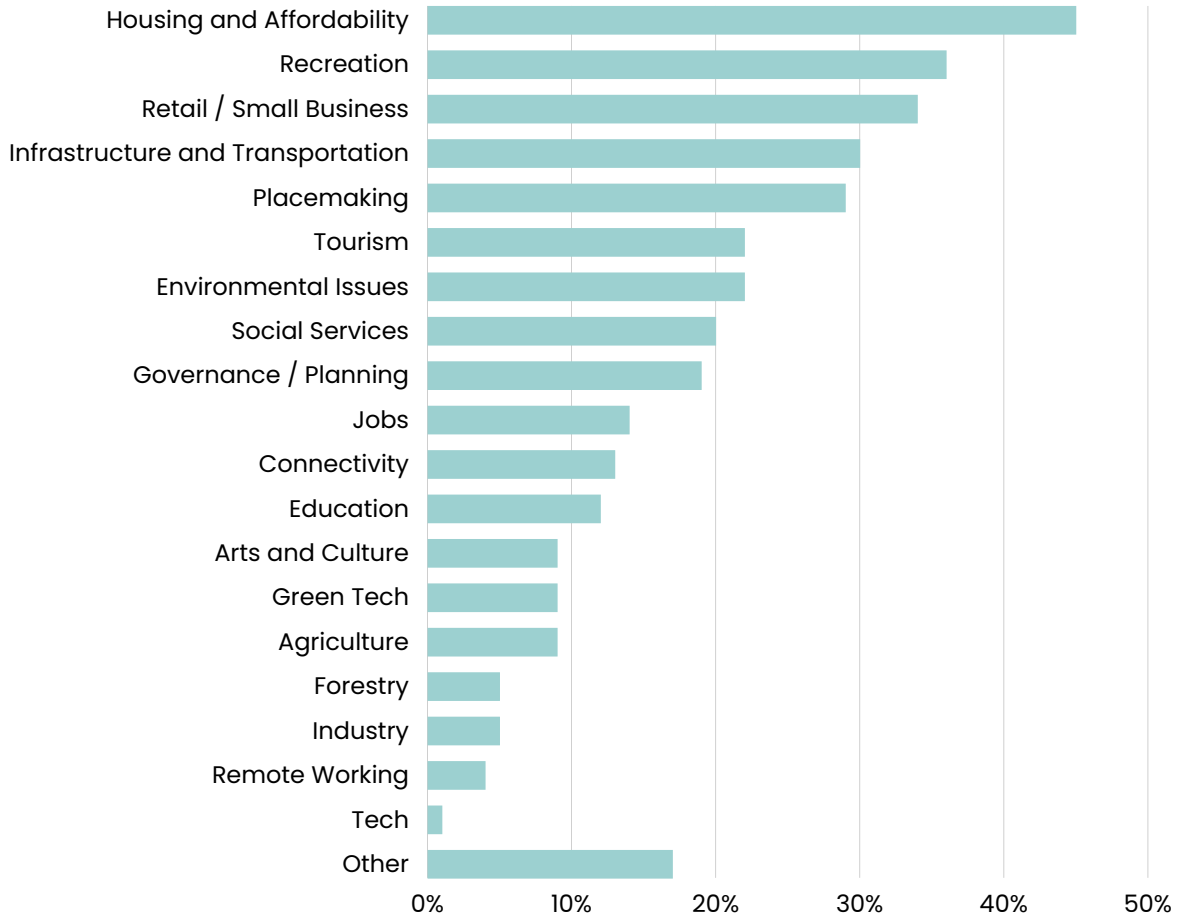
increasing the emphasis on shopping at local businesses so they get more revenue opportunities. In some cases, this intersected with downtown and placemaking improvements so that shopping in Golden is more attractive and easy. In other cases, it was linked to having a greater diversity of businesses in Golden so people can better meet their needs and interests.

The next core industry category was tourism. Residents had a general preference for tourism as a community economic development opportunity; they like it and want it. However, there were some sentiments expressed about shifting more tourism to the shoulder seasons and reducing the environmental impact of tourism. In these cases, the desire was to target tourism operations which have a lighter touch on the environment, or attract less people than destinations like Canmore. Some alternative ideas included agritourism, wellness tourism, downtown patio businesses, etc. Similarly, some people wanted to have more formal campground sites to reduce illegal camping in the area.

The rest of the industry responses were promoted by less than 10% of survey participants. Arts and culture opportunities were mentioned, but they were focused on placemaking opportunities for local residents like local galleries and performance opportunities, or cultural festivals that locals could attend. Similarly, agriculture was mentioned but usually in the context of local food security and access. Residents want more local food options and like the idea of expanding the local farmers' markets.

Clean tech was offered as a possibility, mostly because it is a new industry with a lot of potential for the area. Forestry was discussed both from the perspective of preserving mill jobs and in terms of better utilizing the fiber through a community forest or value-added processing. Other industry ideas mentioned were promoting light manufacturing, making the community more attractive to remote working, and attracting tech jobs more generally.

What are the top 5 priority areas you think Community Economic Development efforts in Golden/Area A should focus on ?”



Source: Golden and Area A Community Economic Development Strategy survey, 2021

d. SWOT Analysis of the Golden Economy

A “SWOT Analysis” is a way of categorizing the Strengths, Weaknesses, Opportunities, and Threats of an economy. It’s a high-level snapshot of the economy so that planners and the community can see what’s positive about the economy and what’s challenging. It’s not exhaustive or nuanced, but it gives a good feel for what the economy is like.

Strengths include those things in the Golden Area that enhance entrepreneurialism and economic health. Weaknesses are those things that constrain economic functioning or development possibilities. Opportunities are the trends or issues that the Golden Area can orient the economy towards to improve it, while Threats are the trends or issues that could negatively impact the economy and community.

Photo: Caroline Tremblay



SWOT Analysis for Golden Area



STRENGTHS

- Tight knit community that genuinely cares about the region
- Strong entrepreneurial spirit of residents
- On two highways (HWYs 1 and 95) and the Canada-Pacific Railway
- Close access to six national parks and at the confluence of two rivers
- Close proximity to Calgary and Cranbrook
- Abundant natural environment and opportunities for recreation in all seasons
- Established industrial base and industry-zoned land
- Strong tourism market and infrastructure
- Kicking Horse Mountain Resort
- Status as a Resort Municipality
- Picturesque downtown
- Recreational amenities including biking trails, motorized sports trails, equestrian trails and facilities, golf course, disc golf courses, sporting events, etc.
- Golden Backcountry Recreation Access Committee (GBRAC)



WEAKNESSES

- Housing is a critical issue with a lack of housing for residents
- The industrial focus in Golden has made the town physically less attractive
- There are many vacant buildings and wasted commercial opportunities
- Businesses are decentralized around town making it difficult to find them or get to them without a car
- Internet connectivity is weak
- Not enough skilled workers for available jobs, especially in trades, childcare, etc.
- Lack of post-secondary education programs
- Air quality
- Low paying jobs - “good wage for Golden” mentality



OPPORTUNITIES

- There will likely be potential funding for climate-focused investments designed to move past emissions-intensive industries and to promote climate mitigation and adaptation activities
- Companies in light manufacturing looking for re-shoring opportunities
- Demand for “adventure” tourism and authentic mountain experiences is growing
- Demand and funding for clean tech products/services across North America as sustainability becomes more important
- Expansion of Highway 1 from Calgary bringing additional traffic through and cutting down transport times
- Increase in remote working that can bring people with fresh capital to the community



THREATS

- Climate change is threatening communities across the globe both through disasters that disrupt communities and through impacts on natural resource industries like forestry and agriculture
- Increasing focus on tourism threatens congestion of towns and their amenities
- The labour market is changing rapidly. Many jobs are going unfilled and many potential employees are changing their attitudes and desires about work
- Uncertainty around BC government plans for forestry, with potential reductions in annual allowable cuts (AAC)
- Inflation, increasing costs for inputs while wages remain stagnant
- Increase in remote working which can put additional pressures on housing and cultural change
- Global pandemics and other disasters
- Volunteer burnout jeopardizing capacity within local organizations



Photo: Golden Farmers' Market

3. GUIDING PRINCIPLES

Based on the input of residents and local economic leaders, the following lenses will be applied for community economic development in the Golden Area. These will help guide the development of strategic priorities for community economic development, while also serving as a filter for projects to ensure that they are meeting the values of the community.

Throughout this strategy symbols will be used to indicate how these lenses are being applied.



Preserving and enhancing local **quality of life** and enjoyment through placemaking is more important than better positioning the Golden Area to attract large numbers of tourists or new residents. Making the Golden Area a great place to live, work, and play will be a significant focus of development activities.



Sustainable growth will guide how development is approached. Preserving the community, small town feel, locals experience and affordability for residents comes first in decision-making.



Economic diversification will be at the center of community economic development choices by supporting current industries and attracting others, like clean tech, that can support related jobs and land use. Emphasis will be put on strengthening small businesses and entrepreneurs, enabling them to thrive and contribute to diverse opportunities for employment and local spending. CED will aim to preserve and create job opportunities at a range of income levels and educational requirements so that everyone can find a place in the local economy.



A **climate action** lens will be applied to community economic development decisions and priorities to protect the environment, natural amenities, and ensure climate security for generations to come.

Photo: Caroline Tremblay

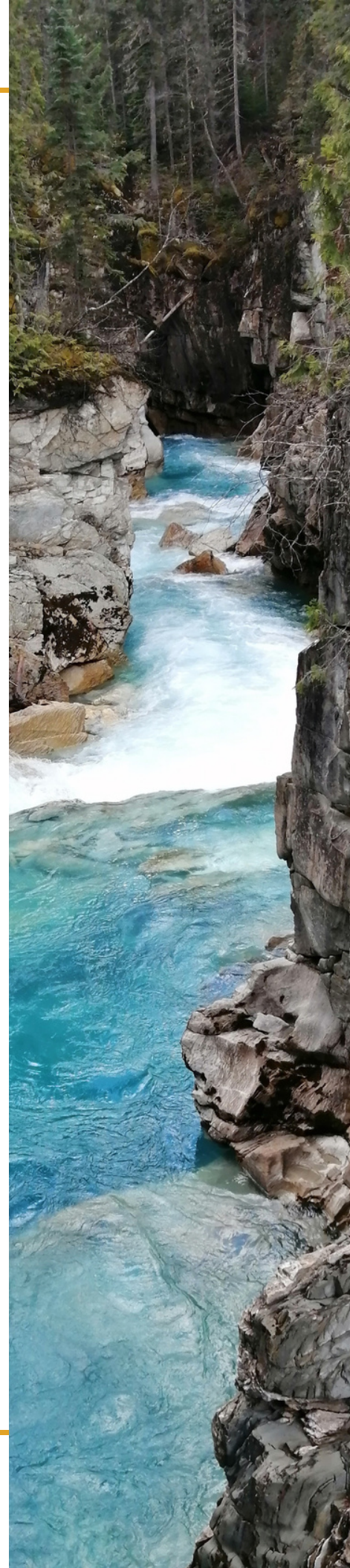




Photo Credit: Jena LaRoy & Wandering Fern Cafe

4. STRATEGIC PRIORITIES FOR CED

This section details community economic development priorities for various economic issues and/or opportunities specified by the community. For each section there is a synopsis of the relevant issues and/or opportunities for that interest area based on our interviews with sectoral businesses and leaders. Potential activities are also identified that could be taken to meet the needs of that issue and/or opportunity. Potential activities are also identified.

The CED priorities are labelled as:

- **“Core Priorities”**, which indicates a high-need activity that there is community capacity to address.
- **“Long-Term Priorities”** which suggests a less pressing need, or a likelihood that the action will be addressed as capacity to do so arises.

a. Housing, Workforce and Services

Underlying all community economic development initiatives are issues around the housing, workforce and services available in the Golden Area. When residents have support meeting core needs, they can better participate in the economy and contribute to the development of new opportunities for

others. Not all of the issues indicated in the community economic development surveys can be addressed by this strategy. However, community economic development leaders can support and contribute to these efforts through direct economic activities or participation in parallel efforts led by partners in the community.

1 Core Priority: Demonstrate leadership in implementing the Golden Area Affordable Housing Strategy



The *Golden Area Affordable Housing Strategy* was published in 2021 and highlighted critical needs for housing and plans for developing a spectrum of housing opportunities in Golden. Rising housing costs, an influx of new homeowners and renters, conversion of units to short-term rentals, and other pressures have reduced the availability of housing for everyone in the Golden Area. This has had corollary impacts on the economy since renters in the workforce are finding it challenging to secure stable housing. These renters are vital to the local economy. The *Affordable Housing Strategy* has 16 supply and demand side action areas including seeking capital and municipal land for affordable housing projects, adjusting and enforcing bylaws related to secondary suites and short-term rentals, promoting compact and secondary housing forms, establishing taxes and charges to finance affordable housing, etc.

In order to ensure that workforce housing, particularly purpose-built rental housing, is provided to meet the needs of the Golden Area workforce, leadership will be maintained to advance the objectives of the *Golden Area Affordable Housing Strategy*.

Potential activities under this priority include:

- Working with partners to implement the *Affordable Housing Strategy*.

2 Core Priority: Support development of workforce and public transit options



Golden is located on major transportation arteries and has significant infrastructure to support transportation across the province. This includes gas and charging stations for cars, a stop on a cross-provincial bus line, and a

municipal airport. However, within the Golden Area region there are limited options for residents and tourists. There is no public bus and only a limited resort shuttle for workers, so any lengthy travel must be completed by car or truck. Active forms like biking and walking are available but navigating the highways and overpasses can be tricky.

Currently the Town of Golden is developing a transportation plan to guide transportation investments over the next 20 years. This would potentially develop opportunities for new funding mechanisms and approaches to increase transit for residents.

Potential activities under this priority include:

- Participation by community economic development staff in developing the transportation plan while advocating for public and workforce transit.
- Advocating to senior levels of government for transit funding.
- Working with the business community to explore private options for workforce transit.
- Encouraging active transportation and supporting infrastructure.

3 Core Priority: Demonstrate leadership in implementing the Golden Area Child Care Action Plan



The *Golden and Area A Child Care Action Plan (2020–2030)* describes the acute shortage of childcare spaces in the Golden Area particularly for children up to three-years old. In addition to the lack of spaces, there is a lack of flexibility for childcare hours, drop-off/pick-up times, part time childcare arrangements, etc. This limits the opportunities for shift workers, weekend workers, and those with inconsistent work schedules to maintain their employment if they have no childcare alternatives.

The *Child Care Action Plan* emphasizes the need to expand childcare offerings with both group care facilities and family childcare centers, while also protecting and expanding home-based childcare options. There are a number of factors that constrain this however, including a lack of Early Childhood Educators (ECEs), lack of funding for developing new facilities, regulatory issues, and other barriers.

Potential activities under this priority include:

- Participating in the implementation of the *Golden and Area A Child Care Action Plan*.
- Liaising with the business and finance community to further small business development in the sector.
- Working with senior levels of government to attract funding for new child care spaces.



Long-Term Priority: Support education and workforce training, especially in trades and growth industries



The Golden Area is a typical industrial region with an educational emphasis that is more on high school, apprenticeships, and college than on university degrees. Even so, business owners describe challenges in finding skilled employees for most jobs. From sheet metal workers to restaurant chefs there simply isn't a significant pool of skilled labour. Moreover, there is a feeling that most youth in the community either don't take the jobs that are available or are leaving to study and work elsewhere. Some feel that trades jobs (which can be very lucrative and competitive) are not appreciated by younger workers. Overall, there is a mismatch between jobs, skills, and interests for the next generation. Other areas of this strategy deal with issues related to new job creation, but to support those efforts training and education opportunities are necessary.

Potential activities under this priority include:

- Supporting community partners to collate an understanding of skills and education needs required to support the local economy.
- Encouraging educational institutions and workforce organizations to expand training opportunities for local workers and job needs. This might focus on areas like net zero construction, clean tech, and emerging needs.
- Work with youth and youth-supporting organizations to heighten the profile of trades and technical jobs to support a future workforce need that keeps Golden Area residents in the community.



b. Retail and Small Business

The Golden Area is a highly entrepreneurial community with a heavy emphasis on locally-owned small businesses. These businesses span the traditional store-front retail of a downtown to the niche and often unseen home-based or mobile businesses that provide goods and services to the community and beyond. Many people in the region also carry full-time jobs while carrying on a small trade or business activity on the side to enhance income and do things that they enjoy and are good at. Accountants, massage therapists, web developers, artists, artisans, food producers, and others contribute to the functioning and character of the community. The environment for small business is critical to maintaining the economy of Golden Area, but also its culture and creativity.



Core Priority: Maintain and expand business retention and expansion programming



Golden Community Economic Development has an existing Business Retention and Expansion program (BRE) that supports small businesses to plan, pivot, and grow their operations. BRE programs typically use coaching, problem solving, and advocacy to help businesses clear hurdles or find new markets. During the recent pandemic Golden CED's BRE staff has also taken on a "Business Recovery Advisor" role to support businesses through adapting to changes in the market that came about because of Covid-19. Other organizations in the region like the Chamber of Commerce, Community Futures, Basin Business Advisors, and the Kootenay Investment Coop also play

Photo: Reposados

BRE roles, sometimes connecting businesses to commercial financing and supporting new entrepreneurship. There are also industry associations like the Kootenay Outdoor Recreation Enterprise Initiative (KORE) and Kootenay Association for Science and Technology (KAST) that support small businesses in those sectors to develop and scale.

Potential activities under this priority include:

- Seek funding to continue current BRE programming for small businesses in the Golden Area.
- Network with partners through the Kootenays to support individual businesses and multi-business sectors that need additional resources.

2 Core Priority: Strengthen networks of small business owners across the Golden Area



Many entrepreneurs describe a feeling of disconnection from other business owners in the Golden Area. Some want more social connection to other entrepreneurs, while some want more mentorship and resource sharing. Overall, there seem to be weak bonds between some entrepreneurs and the business community, which can lead to business owners moving elsewhere and taking their businesses with them. There is a need for continuity in activities that support relationship building between business owners. A greater emphasis on business networking could improve the bonds of businesses to the community and their capacity to succeed.

Potential activities under this priority include:

- Support regular business breakfasts, barbecues, etc., either within industries or across the business community, to increase business connectivity.

3 Core Priority: Promote local purchasing by residents and institutions



There is a growing emphasis on buying locally in the Golden Area, especially among the younger generation and new residents. However, many residents choose to drive to Calgary or Invermere to do major shopping due primarily

to product selection, availability, and price, thus allowing those dollars to leave the community. These pressures will only increase as Highway 1 expansion is completed. Moreover, internet shopping on Amazon and elsewhere is increasing significantly, which also cuts local retailers out of the local economy.

Local purchasing has been shown to have deep positive effects for communities. For every dollar spent at a local business rather than a chain store, more money is recirculated into the local economy as local business owners are more likely to pay into philanthropic initiatives like sports teams or food drives, and are more likely to invest into new businesses and entrepreneurship.

Besides cultural attitudes that sometimes focus shoppers away from local retail, the Golden Area business environment also has weaknesses. Local stores often miss the things that people want or need, while residents are not aware of everything that businesses offer. Also, shopping in town is decentralized across many different nodes, so it is difficult to find businesses when a shopper needs them. More supports are needed to connect businesses and consumers across the Golden Area.

Potential activities under this priority include:

- Expand existing “Buy Local” campaigns to educate consumers and excite them about buying locally.
- Create a comprehensive online searchable directory marketed to residents and visitors making it easy to find local businesses and services.
- Support programming to integrate online presence and shopping options for local businesses to improve awareness and convenience to encourage local purchasing.
- Support the integration of the farmers’ market in the local economy, as a business incubator, and retail opportunity for farmers, food producers and artisans.

4

Core Priority: Support placemaking and beautification of downtown and industrial areas



The Golden Area is a region with strong industrial roots and the town can have an overly industrial look to it. Moreover, the downtown has suffered from neglect in some areas, with some storefronts looking less attractive. This is not only a problem for placemaking and residents’ connections to the town, but it also impacts tourism as potential visitors choose other destinations with more attractive landscapes. A beautification program across Golden’s commercial and industrial areas would enhance the look and feel of the town for residents and visitors alike.

Potential activities under this priority include:

- Advocate for tree-planting, landscaping, public art, and other enhancements can be made along highway and arterial corridors (around the railyard, mill, and other facilities) to shield some activities from the road and increase the aesthetic quality of town.
- Encourage modernized revitalization programs (used in the 1980s) that used external funding to pay for façade improvement loans for commercial buildings, and then rolled repayment into tax bills for 10 or more years.

5

Long-Term Priority: Advocate for the reform of commercial land use in the Town of Golden with an emphasis on developing space opportunities for a diversity of businesses



Despite the fact that Golden has numerous vacant buildings and retail openings, there is still a mismatch between supply and demand for commercial space. In some cases, existing buildings are not up to code, and the costs to get them up to code would be too high for business owners to pursue. In other cases, business owners have found residential spaces with basements or garages that could be used for commercial purposes, but lenders have refused to provide a mortgage due to perceived risks with mixed spaces.

Golden lacks supply of small spaces for micro-businesses to operate within, and it is difficult to find other businesses to split space with or landlords who will partition space for multiple operations. Golden also has a heavy emphasis on offices in the downtown core that use storefront retail space, which pushes retail to the industrial neighborhoods of town, thus cutting them off from important walk-by traffic. This also makes it difficult and confusing for residents and visitors to find services. Small industrial businesses also find there to be a lack of space for equipment storage and warehousing.

A final issue is that of parking. There is not enough parking downtown for customers and there is a severe lack of industrial parking spaces for trucks and other work vehicles.

Potential activities under this priority include:

- Participate in the next Official Community Plan (OCP) planning process, working to rezone and redevelop commercial land in the town. This would include rezoning ground level commercial spaces away from office use to retail, increasing the density and diversity of commercial spaces in the downtown core to accommodate different sizes of businesses, and incentivizing the building of new commercial and light industrial spaces throughout town.
- Support the creation of a commercial space registry that maps available space, both for whole spaces for rent or lease, but also for smaller spaces that can be shared between businesses who have extra space for additional operations. This would include playing a matchmaking role to connect those with supply to those with needs.
- Enlist council and other civic leaders to lean on building owners to return the buildings to code and/or return them to commerce. This could include passing and enforcing vacant building bylaws which would penalize building owners for blight.
- Encourage the exploration of the feasibility of building parking structures in town to densify parking while allowing town streets to be converted to walking and active transportation zones.

6

Long-Term Priority: Work with local governments to streamline regulatory processes



Businesses are concerned with the time it takes to get variances and development permits for new business operations. Similarly, requirements around issues like parking are difficult to finance and become onerous for businesses. Since council is part time, the timelines can often stretch for businesses to get the permissions they need. At the same time, waiting for permissions costs business owners money and market opportunities, so some opt out of innovating or changing altogether.

Potential activities under this priority include:

- Work with municipal staff to reform development bylaws and permitting processes to support business growth. This may involve forming smaller council committees for businesses that meet more often and setting development thresholds under which no council action is triggered at all.

c. Tourism

Tourism is a core industry in the Golden Area economy and is only increasing in scope. In 2019, direct tourism revenue of tourism-related businesses in Golden was \$124.5 million, spread across primarily accommodations, food and beverage, and recreation businesses. Approximately 1/3 of the population is employed in tourism businesses which makes the whole economy highly dependent on the sector. The Covid-19 pandemic took a toll on local tourism, but the sector expects a complete rebound relatively soon.

In addition to the Kicking Horse Mountain Resort, the Golden Area also includes recreational activities like 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, golfing, and the new Golden Skybridge.



Golden is one of 14 resort municipalities across BC, which gives it special access to Provincial funding, as well as limited taxation powers at the municipal level, for tourism infrastructure and enhancements. The *Town of Golden Resort Development Strategy 2019-2022* is the core document for tourism management in the Golden Area. In it, there are multi-year projects identified for tourism development.

Goals for tourism identified in the *Resort Development Strategy* include:

- Improve and enhance the built environment
- Enhance cultural vibrancy and identity
- Enhance key existing tourism product infrastructure
- Diversify municipal tax revenue
- Increase visitation and length of stay
- Foster environmental responsibility and sustainability

Although the *Resort Development* and the *Highway 1 Corridor Destination Development* Strategies focus on increasing tourism, when interviewing stakeholders for this CED strategy, they clarified that the focus should be not on growth, but improving the experience for people who visit and live here. There are concerns that neither the local environment, nor municipal infrastructure can sustain increases in tourist volume.

One example was the heavy load placed on search and rescue from increasing numbers of unprepared tourists trekking into locations that are unfamiliar to them. Another was the increasing load on biking and hiking trails that threatens to deteriorate those trails, choke out locals, and introduce negative ecosystem pressures.

Photo: Sam Foster

1

Core Priority: Support the development of shoulder-season events for locals which have secondary tourism potential



Quality of Life



Climate Action



Sustainable Growth



Economic Diversification

Golden has had a successful portfolio of local events including the Freeride World Tour for skiing and snowboarding, the Psychosis downhill bike race, the Golden24 mountain biking race, the Golden Ultra running race, and smaller music events. Tourism Golden supports marketing for these events but there is also a need for paid staff when volunteer capacity runs out. There is a sense that more small events would be beneficial than a few large events, especially if they are spread across the year. If these events are focused on local interests and quality of life, there would be more long-term traction for making them succeed.

Potential activities under this priority include:

- Encourage coordination between tourism providers and event leaders to diversify offerings and include elements like arts, culture, and food to integrate other businesses in the economy.
- Support the development of a more centralized calendar of events that staggers events across the year and reduces competition between events.
- Explore funding options for paid events staff to manage and support local events.

2

Core Priority: Support the enhancement of tourism-related taxes for sustainable tourism investments



Climate Action



Sustainable Growth

The Golden Area has a 2% Municipal and Regional District Tax (MRDT) which applies to accommodations in the Town of Golden, Kicking Horse Mountain Resort Area and CSRD electoral area A, not including Yoho National Park. Beyond these funds, which are typically reinvested into destination marketing, there are few sources of direct revenue that accrue back to the community to manage their tourism assets. Subsequently, in 2018, affordable housing was added as a permissible use of the MRDT, to help address local housing needs.

Also, unlike ski areas that charge fees for skiing, there are no regulated user fees for using other amenities like hiking and biking trails. The lack of consistent funding means that amenities don't always have dedicated funding for protection and maintenance.

Potential activities under this priority include:

- Explore options for the allowable portion of MRDT funds to be used for the development of affordable housing to support workforce housing needs of the tourism sector.
- Encourage dialogue regarding the development of user fees for tourism products to be reinvested into those products through maintenance or other activities with the explicit purpose to protect the environmental and local usage of amenities.



Long-Term Priority: Support the development of multi-modal transportation for tourism use



One of the concerning issues around tourism in the Golden Area is the over-reliance on cars to tour sights and recreation opportunities. Individual cars occupy much more of the tourism traffic than buses and contribute significantly to greenhouse gas emissions. Diversifying local transportation for multi-modal options could decrease pressure on the roads while improving the sustainability of local tourism.

Potential activities under this priority include:

- Support work with Parks Canada to determine if there are multi-modal opportunities between all of the parks in the region, using Golden as a nexus. This could be in the form of a bus or shuttle that takes tourists to the major sights.
- Participation by community economic development staff in developing the transportation plan for Golden, emphasizing opportunities for tourism transportation. This could be bundled with workforce and public transportation, thus cross-subsidizing uses.



Long-Term Priority: Support the development of guided experiences for tourists



In the *Town of Golden Resort Development Strategy 2019–2022* there is a breakdown of customer segments for tourists, including “Authentic Experiencers” and “Cultural Explorers” who are typically self-guided, as well as “Free Spirits” and “No-Hassle Travelers” who are more open to secure, managed experiences. For the latter segments, it is important to develop more guided experiences that focus travellers into certain areas and improve safety and education for inexperienced tourists. Even for the former segments, there can be the development of guided tours that expose them to more exploration and adventure while reducing their individual impacts on ecosystems and infrastructure. There are currently fewer guided experiences in the Golden Area, but developing more of these in the shoulder seasons could create new and more sustainable experiences for the typical tourists.

Potential activities under this priority include:

- Support the development of guided Columbia wetland tours for birdwatching, natural history education, fish spawning, and other experiences. The Columbia wetlands are an underutilized tourism resource, and this could absorb some of the tourism focus while creating new revenue streams. This activity could build off of the Columbia Valley bird trail in partnership with Invermere, Radium, Kimberley, and Cranbrook.
- Support the development of a management framework built upon the historic efforts to preserve the Columbia wetlands that will ensure that tourism and/or other developments do not spoil the resource.
- Encourage the increase of environmental education through interpretive signage, experiences, tourism documents and behavioural reviews to better support travelers in reducing their impacts and staying safe.



Long-Term Priority: Collaborate with the backcountry industry to address tenures



There are many backcountry lodges, and guiding operations in the Golden Area and the demand for these services and areas is increasing and putting pressures on the available landbase.

Backcountry tenure management and modernized land use planning are key components of Golden's tourism and recreation economy. As such, it is advisable to ensure that financial and human resources are available to support the multi-faceted efforts to maintain and improve the mechanisms that guide land use in the local backcountry.

Potential activities under this priority include:

- Support initiatives to manage local backcountry land use, access to land and tenure security, and cumulative effects on the landscape to ensure that the growth in the tourism and recreation industries doesn't bring undesirable consequences on the local environment or quality of experience.
- Support the allocation of sustainable funding for Golden Backcountry Recreational Access Committee (GBRAC) and modernized land-use planning.

d. Forestry

Forestry has been the central industry in Golden since its founding. Currently the Louisiana-Pacific plywood mill employs hundreds of workers at its plant (hiring five times as many employees as a sawmill). They contribute \$40MM in wages and pay an additional \$30MM to contractors. In addition to making plywood, the mill contributes to many other ventures including sending chips to pulp mills, putting waste wood into the power plant, sending ash to the farms, selling tone wood to the wine industry, etc.

However, the mill is currently for sale, which creates some uncertainty about its future. This is taking place amidst many intersecting issues such as

tightening old growth harvesting regulations, increased attention to habitat conservation, increasing allocation of tenure to First Nations, and a shrinking labour supply.

Additionally, there is considerable pressure on the resource itself from issues like forest fires and pine beetle, which may result in decreased Annual Allowable Cuts (AACs) following further timber supply reviews. Although there is certainly a future for forestry activities, it is unclear how larger players like the mill will fare. It is important at this point to consider how to diversify opportunities for the local economy.

1 Core Priority: Support the development of a community forest



There is a movement in British Columbia to establish “community forests” which are land tenures that are controlled by community entities, which then channel back proceeds of the forest to local residents through grants, programming, and other enhancements. A community forest can either cut trees and sell them on the market, or they can use the forest for other uses like selling carbon credits, establishing tourism opportunities, creating community access, etc.

Currently, planning is ongoing between Golden and the Shuswap Band to develop a community forest. This has been an objective for decades with various successes and setbacks along the way, but there has been renewed funding for developing a plan for a community forest which could then be used following a subsequent timber supply review to finalize a tenure.

Potential activities under this priority include:

- Support the development of the community forest plan, emphasizing diversification in economic opportunities from the forest.

2

Long-Term Priority: Commission a feasibility study on non-timber uses and value added opportunities for local forests



Forests provide much more than just timber. There are many different products and values in the forest including mushrooms, forest-based foods, botanicals and medicines, ornamental flowers and greenery, wood used for arts and artisanry, etc. Collectively these are called “Non-Timber Forest Products” (NTFPs) and their value is growing. NTFP businesses operate across British Columbia, employing small groups of people while sometimes buying from independent harvesters.

In addition to these activities, there are many jobs and opportunities in silviculture, which is the science and direct activities that manage the composition and growth of forests. Those involved in silviculture span a variety of jobs including biologists, forest planners, tree nurseries, tree planters, etc. Although there are seasonal limitations to doing most silviculture in Golden, there are opportunities to train and create jobs for more silviculture positions in the region.

Potential activities under this priority include:

- Commission a feasibility study for NTFP business development and silviculture activities that could create new businesses and jobs for Golden Area residents.

e. Sector Development

The modern-day economy of the Golden Area has significantly evolved from a century ago when it was a town focused around logging and transportation, stimulated by railway improvements, proximity to natural resources and regional markets. Over the years, the Golden Area has developed strong tourism and small business sectors. The Golden Area is now leveraging its enviable geographic and recreational assets and quality of life amenities to help diversify the local economy. It is primed for the emergence of new growth sectors, from clean tech and climate action, to light manufacturing, and agriculture.

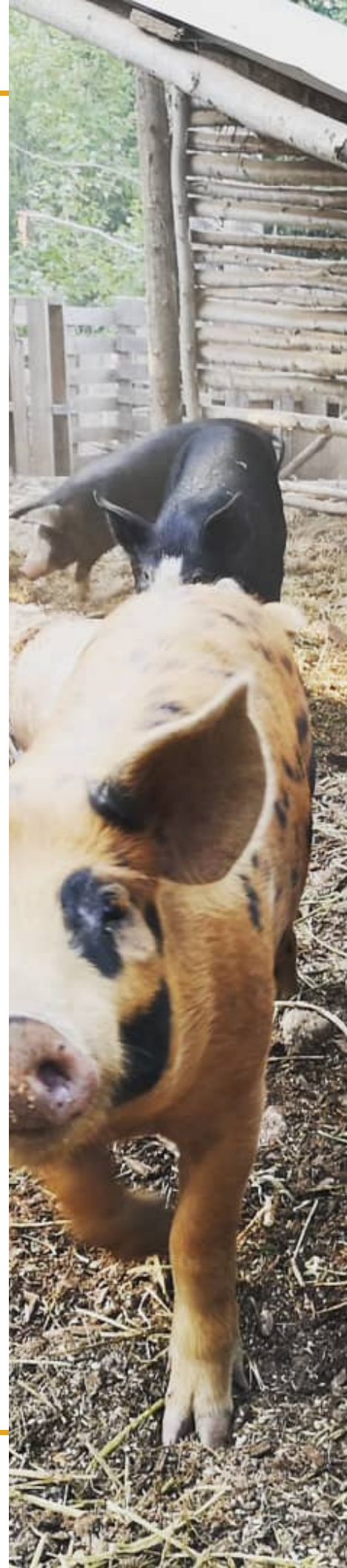
There is already a clean tech and climate action business cluster in the Golden Area including a solar panel distributor, a stacked and cross laminated Dowel Laminated Timber (DLT) plant, a geothermal operation, and various consultants who know the industry.

Additionally, there are construction businesses who have started building new houses that are net-zero or have comparatively less carbon impacts than conventional buildings.

The Golden Area is home to a few light manufacturing companies and there is ample room for more operations. The locational advantages of Golden and the abundant availability of land for light manufacturing could contribute to significant economic growth in this sector.

There is a long history of agriculture in the Golden Area with ranching, fruit farms, and other ventures dotting

Photo: Goonieland Permaculture Farm & Earthship



the valley. Today there are many emerging farms that produce beef, pork, chickens, a broad selection of fruits and vegetables, cannabis, and other crops grown. There are a number of barriers to agriculture in the valley, like not a lot of soil in the region as well as a shorter growing season than other locales. Rather than large scale farms, we find smaller plots. Meat processing is also challenging, which disadvantages the smaller ranches and hobby farms that can't transport their animals to distant processors. However, there is still a thriving agricultural community in the Golden Area and many assets to utilize for farming. Greater attention to this sector could create jobs and income streams for youth and dedicated entrepreneurs while also working towards food security for the region.

These existing clusters can be scaled to develop further capacities in these sectors and attract more like-minded entrepreneurs to the region. This would contribute to the diversification of the local economy, adding to the well-established sectors of forestry and tourism.

1 Long-Term Priority: Understand immediate needs/opportunities and profile each of the developing sectors (clean tech/climate action, light manufacturing and agriculture)



Quality of Life



Economic Diversification



Climate Action



Sustainable Growth

These sectors are already existing and contributing to the economic mix but to maximize their potential and growth, there needs to be more research and analysis. To move forward with any action items, specific strategies or feasibility studies would be necessary to support initiatives in those areas.

Potential activities under this priority include:

- Develop strategies and/or feasibility studies for each sector to identify specific action items, timelines and partners to move forward.



Photo: Jeff Bartlett & Tourism Golden

5. OVERVIEW OF STRATEGIC PRIORITIES AND NEXT STEPS

a. Overview of Strategic Priorities

The following is an overview of the strategic priorities suggested throughout this strategy, the immediacy of the actions, and the partners who may be involved.

- **“Core Priorities”**, which indicates a high-need activity that there is community capacity to address.
- **“Long-Term Priorities”** which suggests a less pressing need, or a likelihood that the action will be addressed as capacity to do so arises.

Table last updated: November 2022

Priorities	Timescale	Lead	Partners	Status
Housing, Workforce and Services				
Demonstrate leadership in implementing the Golden Area Affordable Housing Strategy	Core	Golden CED Town of Golden	CSRD Area A, other housing stakeholders	In progress
Support development of workforce and public transit options	Core	Town of Golden	CSRD Area A, Tourism Golden, other stakeholders	In progress
Demonstrate leadership in implementing the Golden Area Child Care Action Plan	Core	Ministry of Education and Childcare Golden CED	CCRR, School Districts 6 and 93, GCRS, Private child care facilities, COTR, WorkBC	In progress
Support opportunities for education and workforce training, especially in trades and growth industries	Long-Term	COTR	High School, KHCCC, WorkBC, Golden CED	In progress
Retail and Small Business				
Maintain and expand Business Retention and Expansion programming	Core	Golden CED	KHCCC	In progress
Strengthen networks of small business owners across the Golden Area	Core	KHCCC	Golden CED	In progress
Promote local purchasing by residents and institutions	Core	Golden CED KHCCC	Other stakeholders	In progress
Support placemaking and beautification of downtown and industrial areas	Core	Town of Golden	Golden CED, other community stakeholders	In progress
Advocate for the reform of commercial land use in the Town of Golden with an emphasis on developing space opportunities for a diversity of businesses	Long-Term	Golden CED	Town of Golden, KHCCC	Not started
Work with both local governments to streamline regulatory processes	Long-Term	Town of Golden CSRD Area A	Golden CED, KHCCC	Not started

Priorities	Timescale	Lead	Partners	Status
Tourism				
Support the development of shoulder-season events for locals which have secondary tourism potential	Core	Golden CED	Tourism Golden, Kicking Horse Culture, Town of Golden, CSRD Area A, non-profit organizations, private event businesses	Not started
Support the enhancement of tourism-related taxes for sustainable tourism investments	Core	Tourism Golden	Town of Golden, CSRD Area A, Province of BC, Golden CED	In progress
Support the development of multi-modal transportation for tourism use	Long-Term	Tourism Golden	Parks Canada, RCR, Town of Golden, CSRD Area A	In progress
Support the development of guided experiences for tourists	Long-Term	Tourism Golden	Parks Canada, KHCCC	In progress
Collaborate with the backcountry industry to address tenures	Long-Term	Golden CED	GBRAC, Tourism Golden, Province of BC, Trails and Rec Sites BC	Not started
Forestry				
Support the development of a community forest	Core	CSRD Area A	Town of Golden, Shuswap Band, community stakeholders	In progress
Commission a feasibility study on non-timber uses and value added opportunities for local forests	Long-Term	Golden CED	Town of Golden, CSRD Area A, community stakeholders, Province of BC	Not started
Sector Development				
Understand immediate needs/opportunities and profile each of the developing sectors (clean tech/climate action, light manufacturing and agriculture)	Core	Golden CED	Community, regional and sectoral stakeholders	In progress



b. Next Steps

Golden Community Economic Development will be working with community and regional partners to develop relationships and support for implementing components of this strategy.

Golden CED cannot implement the entire strategy on its own, thus community capacity and collaboration will underpin the timeframe upon which the activities will occur.

The CED strategy will influence the annual work plans for Golden CED staff. Staff workplans and future CED Strategy revisions will be updated iteratively in response to community needs and opportunities.

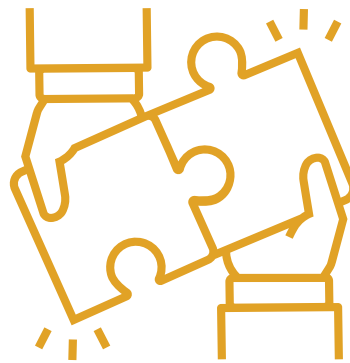


Photo: Dave Best & Tourism Golden



Photo: Dave Best & Tourism Golden

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